

# Public Document Pack



To: Members of the Partnerships Scrutiny Committee Date: 10 December 2021  
Direct Dial: 01824 712554  
e-mail: democratic@denbighshire.gov.uk

## Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **10:00am on THURSDAY, 16 DECEMBER 2021 BY VIDEO CONFERENCE**.

Yours sincerely

G. Williams  
Head of Legal, HR and Democratic Services

## AGENDA

## **1 APOLOGIES**

## **2 DECLARATION OF INTERESTS** (Pages 5 - 6)

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

### **3 URGENT MATTERS AS AGREED BY THE CHAIR**

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

## **4 MINUTES OF THE LAST MEETING (Pages 7 - 16)**

To receive the minutes of the Partnerships Scrutiny Committee meeting held on 4 November 2021 (copy attached).

**5 NORTH WALES ECONOMIC AMBITION BOARD** (Pages 17 - 42)

To consider a report by the Chief Executive on the Board's Quarter 2 report on its performance, work and progress in delivering its projects during 2021-22 (copy attached).

10:10 – 10:45

**6 HOMELESSNESS AND HOUSING RELATED SUPPORT SERVICES**  
(Pages 43 - 78)

To consider a report examining the effectiveness of the multi-disciplinary service in delivering homelessness services in line with the Welsh Government's vision for homelessness and housing related support services; and review the actions arising from the Internal Audit of 'Provision of Homeless Accommodation' as per the referral by the Governance & Audit Committee in January 2021 (copy attached).

10:45 – 11:30

**BREAK 11:30 - 11:45**

**7 ANNUAL REPORT OF THE NORTH WALES REGIONAL PARTNERSHIP BOARD** (Pages 79 - 102)

To consider a report on the activities of the Regional Partnerships Board during 2020/21 and its priority areas for 2021/22 (copy attached).

11:45 – 12:15

**8 SCRUTINY WORK PROGRAMME** (Pages 103 - 124)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the committee's forward work programme and updating members on relevant issues.

12:15 – 12:30

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

To receive any updates from Committee representatives on various Council Boards and Groups

**MEMBERSHIP**

**Councillor**

Joan Butterfield  
Jeanette Chamberlain-Jones (Chair)  
Ann Davies  
Gareth Davies  
Rachel Flynn  
Pat Jones

**Councillor**

Christine Marston  
Melvyn Mile  
Rhys Thomas  
David Williams  
Emrys Wynne (Vice-Chair)

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## Code of Conduct for Members

## DISCLOSURE AND REGISTRATION OF INTERESTS

I, (name) \_\_\_\_\_

a \*member/co-opted member of  
(\*please delete as appropriate)

**Denbighshire County Council**

**CONFIRM** that I have declared a **\*personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

(\*please delete as appropriate)

Date of Disclosure:

Committee (*please specify*):

Agenda Item No.

Subject Matter:

Nature of Interest:

(See the note below)\*

Signed \_\_\_\_\_

Date \_\_\_\_\_

\*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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# Agenda Item 4

## PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held by video conference on Thursday, 4 November 2021 at 10.00 am.

### PRESENT

Councillors Joan Butterfield, Rachel Flynn, Pat Jones, Christine Marston, Melvyn Mile, Rhys Thomas, David Williams and Emrys Wynne (Vice-Chair)

### ALSO PRESENT

Corporate Director: Communities (NS), Head of Legal, HR and Democratic Services (GW), Head of Planning and Public Protection (EJ), Head of Finance and Property (SG), Economic and Business Development Lead Officer (GT), Business Support Manager (PB), Traffic, Parking and Road Safety Manager (MJ), Senior Engineer Road Safety and Sustainable Transport (BW-J), Scrutiny Co-ordinator (RE), Zoom Host (KJ) and Committee Administrator (SLW)

Mr Stuart Davies, (Llangollen Resident)  
Rod Urquart, Civica

Lead Members, Councillors Brian Jones and Julian Thompson-Hill attended at the Committee's invitation.

**Observers** - Councillors Huw Hilditch-Roberts, Bobby Feeley, Tina Jones, Meirick Lloyd Davies and Tony Thomas

### 1 APOLOGIES

Apologies for absence were received from Councillors Jeanette Chamberlain-Jones (Chair) and Ann Davies

The Committee conveyed their best wishes for a full and speedy recovery to the Chair, following her recent stay in hospital.

In the Chair's absence the Vice-Chair chaired the meeting.

### 2 DECLARATION OF INTERESTS

No interests of a personal or prejudicial nature were declared at this juncture in relation to any of the business items under discussion. Councillor Huw Hilditch-Roberts declared a personal interest during the discussion on business items 5, as the owner of businesses in two of the county's towns.

### 3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised with Chair ahead of the meeting.

## **4 MINUTES OF THE LAST MEETING**

The minutes of the Partnerships Scrutiny Committee meeting held on 16<sup>th</sup> September 2021 were submitted.

### **Matters arising –**

**Business item 4 ‘Denbighshire Voluntary Services Council (DVSC)** – The Scrutiny Coordinator (SC) advised that information had been received from DVSC indicating that the refurbished Market Hall in Ruthin was expected to re-open during the first two weeks in December, date to be confirmed. DVSC’s new website was in the process of being developed and was expected to be launched towards the end of the year. The organisation was due to hold its Annual Meeting on 30<sup>th</sup> November 2021 and an invitation had been sent out to all stakeholders.

**Business item 5 ‘Community Safety Partnership’** – Members were reminded that representatives from the Police were due to attend the November 2021 County Briefing session to discuss their work in tackling County Lines and other drug related crimes in Denbighshire.

Subject to the above it was:

***RESOLVED that the minutes of the Partnerships Scrutiny Committee meeting held on 16 September 2021 be received and approved as a correct record.***

## **5 POST COVID RECOVERY IN TOWN CENTRES AND NNDR**

The Lead Member for Finance, Performance and Strategic Assets, Councillor Julian Thompson-Hill, introduced the Post Covid Recovery in Town Centres and NNDR report (previously circulated).

The report detailed the number of vacant business premises in Town Centres and National Non-Domestic Rates (NNDR) initiatives. The report also highlighted the challenges town centre businesses faced across the county and approaches being taken to address those.

Whilst the total number of Empty Properties within the Council’s area had increased from 267 properties (April 2020) to 294 properties (Sept 2021), the total amount of Business Rates properties had also increased from 4,361 properties (April 2020) to 4,455 properties (Sept 2021). The empty properties represented 6.7% of the overall 4,455 Business Rates properties.

There were different exemptions from empty property rates, such as within the 3 or 6-month initial empty period, Insolvency, below the chargeable Rateable Value threshold, listed buildings, land, telecommunication masts and prohibited by law. Appendix 1 of the report showed the breakdown of the empty properties and associated exemptions.

There were two key Welsh Government (WG) initiatives which provided support to certain classes of Businesses through relief schemes. Those initiatives would reduce or even nullify the Business Rates liability.

The two schemes were:

- The Small Business Rates Relief Scheme, which awarded up to 100% relief, for Businesses with a Rateable Value below £6,000 and were on a tapered reduction from £12,000 to £6,000 Rateable Value.
- The Retail, Hospitality and Leisure Rates Relief Scheme, which provided a 100% reduction in Business Rates for qualifying Businesses in 2020/21 and 2021/22

There was a further option for Local Authorities to award a reduction in rates payable, utilising the powers granted under the Localism Act 2011. This would be through awarding a discretionary relief. However, the full cost of any award under this scheme would be paid by the Council.

A further issue with an award under the Localism Act was that other Businesses could claim that the Council had created an anti-competitive environment, in that it was subsidising some ratepayers, thus disadvantaging others.

Whilst relief schemes were available, there had still been shops closing both locally and nationally, which led to a number of properties then becoming empty. There were four main reasons for this:

- Whilst the Business Rates charge had been reduced property rents had not seen an equivalent reduction and, in many cases, there had been no rent reduction offered by landlords.
- Some larger companies had moved individual shops into larger premises e.g. Carphone Warehouse, closed in Prestatyn Retail Park and Rhyl, and being subsumed into the larger premises at the Clwyd Retail Park in Rhyl.
- Other shop units had closed too and had a presence in another shop, such as Argos in Sainsbury's or Costa Coffee being part of a garage.
- The switch to online shopping had been further accelerated by Covid19. Many businesses, particularly banks had closed many branches due to people utilising online services. Additionally, customers now utilised retail shops either as a pick up or drop off point far more, having ordered the goods via the internet.

Footfall data for towns had been included in Appendix 3. The data showed the clear negative impact Covid-19 had on town centres due to government guidance on trading and travel restrictions.

Economic and Business Development (EBD) had commissioned a business survey in order to gain an understanding of the challenges that businesses were facing as a result of Covid-19. The launch had been aligned with the conclusion of furlough to provide a greater insight. A report of the findings would be available in early 2022.

The Transforming Towns (TT) Thematic programme gave Local Authorities in Wales a broad and flexible package of support, aimed at revitalising town centres throughout Wales. The programme followed a 'Town Centres first' approach to

regeneration, and was conferred and prioritised at a regional level. In the instance of North Wales, prioritisation was overseen by the Regional Regeneration Officers' Group, comprising of the six local authorities. Projects currently being delivered through this package included Llangollen 2020 Castle Street, Hummingbird Denbigh, Queens Market Phase 1 & Rhyl Town Centre Gateway Phase 1

EBD was supporting the application for the Levelling Up Fund. The purpose of the Fund was to invest in infrastructure, including regeneration of town centres and high streets, upgrading local transport, and investing in cultural and heritage assets.

Rhyl had been selected by the Welsh Government as one of four pilot towns for the Town Centre Entrepreneurship Fund. The fund offered up-to £10k per business in the way of revenue to start up or relocate in the town. To date 22 businesses had expressed an interest, and the applications were being processed by Business Wales.

During discussions, the following points were raised:

- During busy times of the year, certain areas were experiencing a high footfall and a suggestion of transportation from town to town for visitors could alleviate the "honeypot" scenarios. It was confirmed that officers were looking at creative options to encourage visitors to explore different towns including contacting commercial operators to discuss the possibility of transport.
- It was confirmed that addressing and filling empty business properties were a priority of both DCC and the Welsh Government.
- A suggestion of an update to all Member Area Group (MAG) meetings on a regular basis could be viable and a way of keeping all members informed rather than waiting for the item to be presented at Scrutiny Committee. Officers confirmed a regular update (e.g.: every 3 months) could be provided to MAG meetings and that this information could include updates on regeneration projects and Levelling Up Fund initiatives.
- Pop up shops were being trialled in Rhyl. These would give small traders and start-up businesses the opportunity to showcase their products and business.
- To encourage businesses from the outskirts of towns into the town centres was a priority of the Welsh Government. There was a scheme called "Town Centre First" run by the Welsh Government and that information would be circulated to members. The Town Centre First Scheme did link into the Local Development Plan (LDP) work for the future of Denbighshire.
- It was queried whether some businesses were reticent to join schemes or to change their operating hours or business models with a view to capitalise on modern day living practices, some of which had changed considerably since the onset of the pandemic, but it was confirmed businesses would be given encouragement to adapt. DCC were to carry out a specific survey relating to this, the results of which would be circulated to members.
- The two Digital Projects were:
  - Smart Towns Maybetech - The project would be run in conjunction with Menter Môn, Rhyl Business Improvement District (BID) and the technology provider Maybetech and would provide a digital platform for town centre businesses in Rhyl. Rhyl had been selected as a pilot

- location for the adoption of new technology to enhance the town's competitiveness and sustainability. The platform provided businesses with insightful data to help inform business decisions to recover and grow
- Denbighshire County Council Digital Grant Scheme - The scheme provided financial assistance to businesses to adopt digital technology to improve productivity, stability and growth. The scheme was open to businesses county wide who undertook a review of their business with Superfast Business Wales as the subject matter experts. The findings of the review assisted with the grant application to which a decision was made, and on which packages were funded
- Officers advised that survey results were only an element of the information they used to help signpost small to medium sized town centre business to support packages available to them. Other data sets, such as footfall information was also used. They also encouraged members to inform the Service if they were aware of empty business premises within their wards which did not appear in the list held by the Council;
- Whilst every effort was being made to help support local businesses to survive and thrive in the wake of the pandemic, a number of businesses had been hit hard and dependent upon the nature of their business may continue to struggle for some considerable time until some resemblance of 'business as usual' and consumer confidence returned.

At the conclusion of an in-depth discussion the Committee:

***RESOLVED that subject to the above comments and observations to receive the information on work underway to support the post Covid-19 recovery of the County's town centres, national non-domestic rates (NNDR) initiatives and to reduce the number of vacant business premises.***

**BREAK - 11:35 - 11.45**

## **6 COVID-19 ACTIVE TRAVEL PLAN SCHEMES**

A member of the public, Mr Stuart Davies, had requested to address the Committee and it was agreed he could speak following the members and officers.

Councillor Brian Jones, Lead Member for Waste, Transport and the Environment, introduced the Covid-19 Active Travel Plan report. The report detailed the temporary active travel schemes that were implemented in a number of Denbighshire town centres in late 2020 and which had now all subsequently been removed.

The report was a further update on the findings from the project as a follow-up to a report that was presented to the Partnerships Scrutiny Committee in December 2020 and was included in Appendix A to the report.

The Traffic, Parking and Road Safety Manager gave a summary of the background to the original scheme. Schemes had been developed for Denbigh, Llangollen, Rhyl and Ruthin town centres. These had been awarded WG funding in June 2020,

with the exception of Denbigh which was withdrawn. The December 2020 report included in Appendix A provided more detail surrounding the grant and process followed.

Following initial delays due to contractor availability and material shortages, the schemes in Llangollen, Rhyl and Ruthin were implemented in November 2020.

**Ruthin Scheme** - The scheme in Ruthin encountered initial teething problems which were largely addressed by making slight amendments to the scheme. A number of businesses, which had been directly affected by the measures, complained about the loss of spaces for parking and loading outside their premises. Whilst some mitigation for those losses had been included within the overall scheme, this had not been considered to be enough by some business owners. In light of the concerns, meetings were held with Ruthin MAG which led to the Lead Member taking the decision to withdraw the scheme and this work took place in February 2021.

**Llangollen Scheme** – The scheme in Llangollen initially received little feedback following its introduction in early November 2020. However, from March 2021, a number of incidents began to occur involving pedestrians tripping over the bases of the temporary bollards that had been introduced. As these incidents continued, the bollards were replaced with narrow planter boxes which put a stop to the tripping incidents. The temporary scheme had also resulted in an increase in some large vehicles mounting the pavement in order to manoeuvre past obstructions caused by the opposing lane of traffic.

Despite the concerns, the Dee Valley MAG were keen to retain the temporary scheme on the basis that the additional pavement width that had been created was proving really useful for the heavy pedestrian footfall that was being experienced in Llangollen. The view had also been based on the feedback from a follow-up online consultation where although views on the temporary scheme were mixed, approximately 60% of respondents indicated that they felt that the scheme should remain either because they felt it was working well, or because they felt it was too early to draw any conclusions to the contrary. On-site observations by officers observed plenty of usage of the widened pavement area even outside peak periods such as weekends and school holidays.

Following the relaxation of the Welsh Government Covid restrictions in mid-August 2021 and the move to Alert Level 0, the Lead Member for Waste, Transport and the Environment took the decision to remove the temporary scheme following discussion with the local members.

**Rhyl Scheme** - Once implemented the Rhyl temporary scheme had generated little feedback from residents. However, concerns were raised by local businesses who stated that the loss of on-street parking had a detrimental impact on their businesses. Some of residents and local members raised concerns that the scheme had increased traffic queues at the A548 Wellington Road/Bodfor Street junction. The Lead Member took the decision following consultation with the Rhyl MAG, and the scheme was removed in late April 2021.

The particularly negative reaction to the Denbigh scheme had resulted in a short consultation being agreed for all four of the temporary schemes proposed.

With the exception of the Denbigh scheme, the other three schemes had been mostly supported by the consultation respondents. By the time the projects were introduced in late October/early November the peak spring/summer footfall had subsided and the October “firebreak” had just taken place. The colder weather combined with the further lockdown that commenced on the 20<sup>th</sup> December 2020, and ran until Spring, resulted in many of the town centres being relatively deserted. This made the purpose of the temporary schemes seem less obvious especially as this had often been at the expense of on-street parking. This had undoubtedly been a factor in the early removal of the Rhyl and Ruthin schemes.

It was confirmed that DCC had ongoing dialogue with the Welsh Government and had communicated some of the issues and hurdles which had been encountered regarding the schemes.

During the discussion:

- Committee members acknowledged that the emergency scheme fully funded by WG was aimed at helping town centre businesses during a national crisis when social distancing rules were in place, the tight timescales and stringent rules entailed with it had hampered its delivery and overall effectiveness;
- Officers advised that other local authorities who had acted quickly without consulting with local businesses in order to get the schemes off the ground quickly had also been criticised regarding their implementation and delivery
- Local members for Llangollen were of the view that the scheme there had been a success and had helped keep residents and visitors safe during an exceptionally busy tourist season in the area;
- Regular discussions had taken place during the schemes’ implementation at the Council’s Senior Leadership Team (SLT) meetings and local authorities had been regularly reporting to WG on their schemes, their successes and any opposition and hurdles encountered with them;
- Lessons learnt from this particular exercise would be useful when developing future long-term active travel schemes aimed at addressing the effects of climate change

At this juncture, Mr Stuart Davies was given the opportunity to address the Partnerships Scrutiny Committee. Mr Davies referred to the report relating to Llangollen which, in his opinion had been incomplete. He felt the report failed to acknowledge significant issues. He recognised the short timeline involved but felt it had been agreed in principle without any prior consultation with Llangollen Town Council or members of the public. He went on to state that the report failed to acknowledge a petition of 600 verified signatures in opposition to the scheme which had been presented to DCC officers and councillors. He stated 80% of local businesses had opposed the scheme. Given the number of injuries to members of the public, there had been a failure by DCC officers and relevant councillors to exercise due diligence by documented risk assessment that took into account risk of injuries to the public despite public concerns being expressed from the outset. The July public consultation recognised that the majority of the responses stated they were not encouraged to use active travel measures more. Following a spate of injuries to the public and despite Llangollen Town Council requesting that a risk

assessment be undertaken for lane defenders to be used as an extension for pedestrians on a public highway, and subsequently planters, one was never received. Initial concerns from the public were ignored until the accidents documented by CCTV footage and photographs from Mr Davies were copied to MPs and the Press. In Mr Davies' view Llangollen had received some of the worse publicity possible as a result of the national press with reports appearing on the BBC and in the Daily Mail. Even then, in his opinion DCC officers continued to assess the scheme as being fit for purpose without any documentation or fact based evidence to support their statement. The scheme in Llangollen went on to have modifications, at additional cost, whilst resisting public calls to remove the scheme. The closure of Short Street was part of the scheme and based on personal opinions with unspecified safety concerns being quoted. Subsequent Freedom of Information requests (FOI) revealed there had not been any accidents there in the previous five years. Mr Davies called upon Partnerships Scrutiny Committee to ask why was there a lack of proper risk assessments which led to serious injuries to the public. A failure to take public opinion into account being progressed and why did DCC try to fit something which was not fit for purpose in the first place. Ruthin had their active travel scheme removed, why could this not happen in Llangollen?

Following the statement by Mr Stuart Davies, it was proposed by Councillor Rachel Flynn and seconded by Councillor Joan Butterfield that the Council review the process utilised to implement and remove all Covid-19 Active Travel Plan Schemes in Denbighshire.

A vote took place and it was unanimously agreed to the additional recommendation.

Following detailed discussion on all aspects of the Schemes the Committee:

***RESOLVED:*** - subject to the above comments and observations to –

- (i) receive the information provided; and*
- (ii) request that the Council review the process utilised to implement and remove all Covid-19 Active Travel Plan Schemes in Denbighshire with a view to identifying good practice and lessons learnt that may be applied when distributing future short-term emergency funding streams that may become available.*

## **7 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator referred to the report (previously circulated) seeking members' to review the Committee's work programme and provided an update on relevant issues.

Members were reminded to use the Scrutiny Proposal Form if they had anything they would like to be scrutinised.

Members felt that the pre-meeting business planning session held the day before the present meeting had been extremely useful and requested that a similar one be held ahead of the Committee's next meeting.

It was therefore:

***RESOLVED:*** - subject to the above comments –

- (i) to confirm the Committee's forward work programme; and
- (ii) that a virtual pre-meeting briefing session be held ahead of the Committee's next meeting.

## **8 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

None.

**THE MEETING CONCLUDED AT 12.48 P.M**

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|                              |  |
|------------------------------|--|
| <b>Report to</b>             | <b>Partnerships Scrutiny Committee</b>                                     |
| <b>Date of meeting</b>       | <b>16<sup>th</sup> December 2021</b>                                       |
| <b>Lead Member / Officer</b> | <b>Councillor Hugh Evans, Leader/Graham Boase, Chief Executive Officer</b> |
| <b>Report author</b>         | <b>Graham Boase, Chief Executive Officer</b>                               |
| <b>Title</b>                 | <b>North Wales Economic Ambition Board Quarter 2 Update Report</b>         |

## 1. What is the report about?

- 1.1. The report is about the work of the North Wales Economic Ambition Board, (the Board) during quarter 2 of 2021/22

## 2. What is the reason for making this report?

- 2.1. To consider the Board's Quarter 2 update report on its work and progress during that quarter.

## 3. What are the Recommendations?

That Members:

- 3.1. consider the contents of the Q2 report and provide comment and feedback; and
- 3.2. agree that in future Q2 reports are circulated for information purposes (as per paragraph 4.2 below).

## 4. Report details

- 4.1. On 8<sup>th</sup> December 2020 the Council approved the Final Growth Deal with the UK and Welsh Governments and agreed to enter into a governance agreement (GA2) as the basis upon which the work of the Board in delivering the Growth Vision and Growth Deal would be governed. As part of GA2 it was agreed that

the Portfolio Management Office would prepare a quarterly report on the work of the Board and circulate it to each of the partner organisations in order that it could be submitted to Scrutiny.

- 4.2. It was further agreed that an officer of the Portfolio Management Office would be able to attend at a relevant scrutiny meeting in order to answer questions. It has been agreed that the Portfolio Management Office will send a representative to Scrutiny to consider the Q4 report and that the reports in respect of Q1 and Q3 will be submitted for information. As this is the first Q2 report to Scrutiny DCC senior officers will attend to present the report. However, it is suggested that the Q2 report in future is circulated for information, in line with the practice adopted at other local authorities, with the Q4/Annual Report being formally presented to the Committee for discussion and debate.
- 4.3. This report includes Appendix 1 which is the North Wales Growth Deal Quarter 2 Performance Report.

## **5. How does the decision contribute to the Corporate Priorities?**

- 5.1. The Growth Deal is based on themes which are in line with the Council's corporate priorities.

## **6. What will it cost and how will it affect other services?**

- 6.1. There are no costs arising directly out of the scrutiny of this report.

## **7. What are the main conclusions of the Well-being Impact Assessment?**

- 7.1. A well-being impact assessment is not required.

## **8. What consultations have been carried out with Scrutiny and others?**

- 8.1. There have been no consultations with others.

## **9. Chief Finance Officer Statement**

- 9.1. As noted in the cover report this is an update report, for members' information, and there are no direct financial implications. Regular reporting on the progress of the

North Wales Growth Deal is critical to ensure compliance with the award of funding letter requirements and GA2.

## **10. What risks are there and is there anything we can do to reduce them?**

10.1. There are no risks directly associated with the scrutiny of this report.

## **11. Power to make the decision**

11.1. s21 Local Government Act 2000

11.2. Section 7 Council Constitution

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# North Wales Growth Deal 2021-22 Quarter 2 (July to September 2021) Performance Report

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Bwrdd Uchelgais Economaidd Gogledd Cymru  
North Wales Economic Ambition Board



Llywodraeth Cymru  
Welsh Government



UK Government  
Llywodraeth y DU  
Office of the Secretary of State for Wales  
Swyddfa Ysgrifennyd Gwlad Cymru

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This quarter saw the completion of the **second annual Growth Deal assurance review** with an **Amber-Green rating achieved**. This is the second highest delivery confidence rating available and an improvement on the Amber rating received in 2020.

*"The Portfolio has made significant and impressive progress since the last Portfolio Assurance Review (PAR) review, in challenging circumstances."*

The review carried out by an independent review team verifies the progress made over the last 12 months, particularly since signing the Final Deal Agreement with both governments in December 2020.

In August, the Board approved two further Outline Business Cases (OBC): the **Glynllifon Rural Economy Hub**, led by Grŵp Llandrillo Menai, and the **Digital Signal Processing Centre** led by Bangor University. Both projects have also had their assurance process approved by Welsh Government and will now move to the next phase and submit a Full Business Case (FBC) for consideration once the relevant consenting and procurement activities have been completed.

This quarter saw the team hard at work to complete the **first annual update of the Portfolio Business Case**, a requirement of our Final Deal Agreement with Welsh and UK Government. The updated business case was presented to the Board in September and approved for submission to Government.



**A number of procurement activities have been completed to support the work of the team this quarter.**

- FarrPoint have been appointed to support the development of business cases for the Last Few % and Connected Corridors projects within the Digital Programme.
- Arup have been appointed to support the development of a methodology to help projects deliver on the Board's commitments to climate change and biodiversity.

**Recruitment activities** continued this quarter with the following appointments made. Stuart Whitfield, Digital Programme Manager, Sian Lloyd-Roberts, Regional Skills Manager, Laura James-Mowbray, Strategic Transport Lead, Catherine Morris-Roberts, Senior Skills Delivery Officer and Angharad Evans, Graduate Growth Deal Project Manager. The three remaining vacancies will be filled in the next quarter.

Three business-led projects identified through the Welsh Government's **Whole System Business Research Innovation for Decarbonisation Challenge (WBRID)** have been given the go-ahead to proceed to Phase 2 – an on-farm drone project with M-Sparc, a scalable anaerobic digestion demonstration with The Biofactory and a bilingual carbon footprint platform for livestock farms with Promar International. The WBRID challenge is being delivered in North Wales by the Economic Ambition Board working with Coleg Cambria at Llysfaesi.

Finally, as part of our partnership with Business News Wales, we've launched our new [\*\*North Wales specific business channel and newsletter\*\*](#). This will share news of the latest developments within the Growth Deal and will provide thought-leading columns and topical features from key figures in the region.

*Alwen Williams*  
**Alwen Williams, Portfolio Director**

## 2. Overall Portfolio Performance

4

| Themes                       | RAG Status | Commentary  |
|------------------------------|------------|---|
| Portfolio Business Case      | Green      | The Portfolio Business Case was approved as part of the Final Deal Agreement in December 2020. The 2021 update of the Portfolio Business Case was considered and approved by the North Wales Economic Ambition Board (hereafter referred to as "Economic Ambition Board" or "the Board") in September and will be submitted to Welsh Government and UK Government for approval as part of the annual award of funding process.  |
| Delivery Pipeline            | Amber      | The timetable for development of project business cases has slipped with a number of projects now forecasting delays of 3-6 months. This is primarily due to the business case development process, assurance and approvals process taking longer than originally forecast and is not considered a significant risk to the delivery of the Growth Deal. A revised delivery pipeline has been submitted to Welsh Government and UK Government for approval as part of the 2021 Portfolio Business Case update.   |
| Governance                   | Green      | The Portfolio, Programme and Project Management Framework is now established with the Portfolio Board and five Programme Boards in operation. Governance Agreement 2 was approved by all partners in December 2020. The Conflicts of Interest process has been rolled out to the Business Delivery Board, Portfolio Board and Programme Boards and is currently being rolled out to Project Boards.   |
| Assurance                    | Green      | The second annual Growth Deal assurance review (Programme Assurance Review) was undertaken in August 2021 and delivered an Amber-Green confidence rating, an improvement on the Amber rating received in 2020. The report recognised the progress made over the last 12 months and set out five recommendations.  |
| Resource and Capacity        | Amber      | There are three vacant posts within the Portfolio Management Office to be recruited to in quarter 3. Recruitment to project management roles is proving challenging in the current climate with two of these roles being re-advertised.   |
| Finance                      | Amber      | Due to the delays outlined above to the project delivery timetable, no full business cases have been approved to date and capital expenditure for 2021-22 will be significantly below the expected budget for the year. The only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. Securing the public and private sector investment required to deliver the Growth Deal remains the biggest risk across the portfolio and an investment strategy is being developed to support the team to meet the investment targets. |
| Risk                         | Amber      | Three residual risk ratings have increased this quarter – 1) partners capacity to provide project board representatives and difficulty recruiting into PMO vacancies, 2) public sector investment and 3) spending objectives. Both 2) and 3) have increased due to a number of project change requests being considered. Two new risks have been added following the portfolio assurance review – revenue funding and skills gap.   |
| Monitoring and Evaluation    | Green      | A revised Monitoring and Evaluation Plan has been submitted to UK Government and Welsh Government as part of the annual update of the 2021 Portfolio Business Case.   |
| Communication and Engagement | Green      | A new brand has been approved by the Board and will be launched during quarter 3 along with the new website. As part of our partnership with Business News Wales, we launched our new North Wales specific business channel and newsletter. This will share news of the latest developments within the Growth Deal and will provide thought-leading columns and topical features from key figures in the region.  |

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| Delivering to Plan with no issues to address (no action required) | Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place) | Delivery significantly behind schedule and/or significant issues to address (urgent action required) |
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## Delivery Progress

| Programme Aim   | Job Creation Target | GVA Investment Target | Total Investment Target |
|---|---------------------|-----------------------|-------------------------|
| Deliver the step change in digital connectivity needed to ensure North Wales is able to satisfy user demand, maintain pace with the rest of the UK, unlock the potential of priority sectors and sites and underpin a flourishing innovation ecosystem. | 380                 | £158m                 | £41.7m                  |

| RAG Status | Programme Manager Commentary  |
|------------|---|
| Page 23    | <ul style="list-style-type: none"> <li>The Digital project is now into Full Business Case development with procurement starting this quarter. The project is on track for North Wales Economic Ambition Board Full Business Case approval by the end of the year.</li> <li>Project Boards are now in place for three projects with the final two other project working groups to be formalised into project boards at the start of quarter 3.</li> <li>Delivery of Outline Business Cases for Last Few % is on track with external specialist support brought in.</li> <li>The Connected Corridors project Outline Business Case development has been delayed due to the requirement to replace the previous consultancy support</li> <li>Last few % project Outline Business Case will now be completed when outcome of recently announced Welsh Government 'Open Market Review' of broadband deployment is available in Quarter 3.</li> </ul> |



**Mark Pritchard**  
Lead Member



**Sioned Williams**  
Senior Responsible  
Owner



**Stuart Whitfield**  
Programme Manager

|  |  |  |
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| Delivering to Plan with no issues to address<br>(no action required) | Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place) | Delivery significantly behind schedule and/or significant issues to address (urgent action required) |
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### 3. Digital Programme Performance

| Project<br>(Project Sponsor)  | Project Stage                                  | Key Milestones<br>(this quarter)  | Key Milestones<br>(next quarter)  | RAG<br>Status | RAG Rationale   |
|---|--|---|---|---------------|---|
| <b>Digital Signal Processing Centre</b><br>Bangor University            | Full Business Case                             | <ul style="list-style-type: none"> <li>• Complete the approval process: NWEAB</li> <li>• consideration of the Outline Business Case in August.</li> <li>• Initiation of first phase of procurement</li> <li>• Started Full Business Case development</li> </ul> | <ul style="list-style-type: none"> <li>• Procurement completed</li> <li>• Full Business Case submitted for review and approval</li> </ul>   | Green         | <ul style="list-style-type: none"> <li>• Full Business Case now on track for delivery for North Wales Economic Ambition Board approval next quarter.</li> </ul>   |
| <b>Connecting the last few %</b><br>North Wales Economic Ambition Board | Developing the Outline Business Case           | <ul style="list-style-type: none"> <li>• Outline Business Case being drafted</li> <li>• Appointed Deputy Senior Responsible Owner</li> <li>• External specialist business case support brought in.</li> </ul>   | <ul style="list-style-type: none"> <li>• Complete Outline Business Case</li> <li>• Gateway Review 2</li> <li>• Programme and Business delivery Board reviews</li> <li>• Outcome of Welsh Government Open Market Review</li> </ul> | Yellow        | <ul style="list-style-type: none"> <li>• Delay to business case development due to need to assess outcome of Welsh Government Open Market review in quarter 2.</li> </ul>   |
| <b>Connected Corridor</b><br>North Wales Economic Ambition Board        | Developing the Outline Business Case           | <ul style="list-style-type: none"> <li>• Scoping Study concluded, Strategic Outline Case inputs developed</li> <li>• External support for Outline Business Case procured</li> </ul>   | <ul style="list-style-type: none"> <li>• Final Strategic Outline Case developed</li> <li>• Draft Outline Business Case developed</li> <li>• Coverage baselining exercise</li> </ul>   | Yellow        | <ul style="list-style-type: none"> <li>• Delay to business case development due to need to replace previous consultancy to take the Outline Business Case forward</li> </ul>  |
| <b>Full Fibre at Key Sites</b><br>North Wales Economic Ambition Board   | Developing the Strategic Outline Business Case | <ul style="list-style-type: none"> <li>• Established the provisional project board and appointed Senior Responsible Owner</li> </ul>  | <ul style="list-style-type: none"> <li>• Develop Strategic Outline Case and undertake scoping / feasibility work</li> </ul>   | Red           | <ul style="list-style-type: none"> <li>• Business case development pushed back to allow programme capacity to focus on initial two projects</li> <li>• Revised schedule submitted to Government for approval</li> </ul> |
| <b>Connected Campuses</b><br>North Wales Economic Ambition Board        | Developing the Strategic Outline Business Case | <ul style="list-style-type: none"> <li>• Established the provisional project board</li> </ul>   | <ul style="list-style-type: none"> <li>• Develop Strategic Outline Case and undertake scoping / feasibility work</li> <li>• Appoint Senior Responsible Owner</li> </ul>   | Red           | <ul style="list-style-type: none"> <li>• Business case development pushed back to allow programme capacity to focus on initial two projects</li> <li>• Revised schedule submitted to Government for approval</li> </ul> |

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|-------|---|--------|--|-----|--|
| Green | Delivering to Plan with no issues to address (no action required) | Yellow | Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place) | Red | Delivery significantly behind schedule and/or significant issues to address (urgent action required) |
|-------|---|--------|--|-----|--|

| Programme Aim  | Job Creation Target | GVA Investment Target | Total Investment Target |
|--|---------------------|-----------------------|-------------------------|
| To unlock the economic benefits of transformational low carbon energy projects and position North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment. | 980                 | £530m                 | £668.5m                 |

| RAG Status | Programme Manager Commentary   |
|------------|--|
| Page 25    | <ul style="list-style-type: none"> <li>Project Boards &amp; Senior Responsible Officer's in place for all Projects</li> <li>Collaborating with partners to address risks &amp; issues associated with State Aid and funding constraints, consenting and Government revenue support mechanisms for the Morlais Project</li> <li>Change request for capital and revenue projections submitted for the Low Carbon Energy Centre of Excellence Project</li> <li>Business Case delivery for Low Carbon Energy Centre of Excellence and Transport Decarbonisation projects running 3-6 months behind schedule. Revised schedules submitted to Government for approval</li> <li>Smart Local Energy and Trawsfynydd projects currently on track with no significant risks or issues</li> </ul> |



**Cllr Llinos Medi**  
Lead Member



**Dylan Williams**  
Senior Responsible  
Owner



**Henry Aron**  
Programme Manager

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|--|---|--|--|--|--|
|  | Delivering to Plan with no issues to address (no action required) |  | Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place) |  | Delivery significantly behind schedule and/or significant issues to address (urgent action required) |
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| Project<br>(Project Sponsor)  | Project Stage                                  | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)  | RAG<br>Status | RAG Rationale  |
|---|--|--|---|---------------|--|
| <b>Morlais</b><br>Menter Môn  | Developing the Full Business Case              | <ul style="list-style-type: none"> <li>Preparatory work for the Full Business Case and associated grant offer letter</li> <li>Collaborating with Welsh European Funding Office and Menter Môn to identify and mitigate key issues and risks</li> <li>Ongoing procurement of principal contractors</li> <li>Supply chain and skills working groups established and operational</li> <li>Seven turbine developers assigned berths in the development zone</li> </ul> | <ul style="list-style-type: none"> <li>Address key State Aid and funding constraints and agree way forward with Welsh European Funding Office and Menter Môn</li> <li>Review schedule for Full Business Case review and approval process</li> <li>Project consenting decisions expected in October 2021</li> <li>Menter Môn to complete procurement of civils and drilling contractors</li> </ul> |               | <ul style="list-style-type: none"> <li>Key risks &amp; issues associated with State Aid and funding constraints, consenting and Government revenue support mechanisms</li> </ul> |
| <b>Transport Decarbonisation</b><br>North Wales Economic Ambition Board | Developing the Strategic Outline Business Case | <ul style="list-style-type: none"> <li>Senior Responsible Owner and Project Board in place</li> <li>Strategic Outline Case completed and endorsed by Project Board</li> <li>Development of Outline Business Case has commenced</li> <li>Continued engagement with Menter Mon, Government regarding potential coordination between Holyhead and Deeside projects</li> </ul>   | <ul style="list-style-type: none"> <li>Continue development of Outline Business Case and associated stakeholder engagement and workshops</li> <li>Engage with Mersey Dee Alliance regarding project proposals at Deeside</li> <li>Respond to UK Government consultations published alongside UK Hydrogen Strategy</li> </ul>  |               | <ul style="list-style-type: none"> <li>Business Case delivery 3-6 months behind schedule</li> <li>Revised schedule submitted to Government for approval</li> </ul>               |

Delivering to Plan with no issues to address (no action required)
Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)
Delivery significantly behind schedule and/or significant issues to address (urgent action required)

| Project<br>(Project Sponsor)                                     | Project Stage                                      | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)   | RAG<br>Status | RAG Rationale   |
|--|--|--|--|---------------|---|
| <b>Low Carbon Centre of Excellence</b><br>Bangor University      | Developing the Strategic Outline Business Case     | <ul style="list-style-type: none"> <li>Personnel changes at Bangor University require recruitment of new project manager</li> <li>Change request submitted to the Portfolio Management Office proposing reduction in capital and revenue projections</li> <li>Case for Change workshop held in May to support development of Strategic Case</li> </ul>                                       | <ul style="list-style-type: none"> <li>Recruit new project manager</li> <li>Process change request for capital and revenue projections and project name</li> <li>Continue Outline Business Case development process and associated workshops</li> <li>Arrange Gateway 2 Review for target date of December 2021</li> </ul>                         |               | <ul style="list-style-type: none"> <li>Change request for capital and revenue projections</li> <li>Personnel changes require recruitment of new project manager.</li> <li>Business Case delivery 3-6 months behind schedule</li> <li>Revised schedule submitted to Government for approval</li> </ul> |
| <b>Smart Local Energy</b><br>North Wales Economic Ambition Board | Developing the Strategic Outline Business Case     | <ul style="list-style-type: none"> <li>Pen Llyn Multi vector study completed and shared with stakeholders</li> <li>Strategic Case endorsed by Project Board</li> <li>Wavehill procured to support development of the Economic Case. First workshop held</li> </ul>   | <ul style="list-style-type: none"> <li>Continue development of the Strategic Outline Case, including workshops, and submit to Project and Programme Board for approval</li> <li>Commence delivery of feasibility studies for multi-vector Smart Local Energy Systems if Community Renewal Fund projects if applications are successful.</li> </ul> |               | <ul style="list-style-type: none"> <li>Project on track with no significant risks / issues</li> </ul>   |
| <b>Trawsfynydd Power Station</b><br>Cwmni Egino                  | Business case process expected to commence in 2022 | <ul style="list-style-type: none"> <li>Cwmni Egino Company was incorporated and registered in Companies House –June 2021 and interim Chair appointed</li> <li>Interim Chief Executive of Cwmni Egino appointed with recruitment for permanent role ongoing. Introductory meetings held with Portfolio Management Office</li> <li>First benefits realisation workshop held in July</li> </ul> | <ul style="list-style-type: none"> <li>Development of business plan for developing Cwmni Egino and securing technology partner</li> <li>Engagement with key partners (including NWEAB) regarding project development</li> <li>Second benefits realisation workshop</li> </ul>  |               | <ul style="list-style-type: none"> <li>Project on track with no significant risks / issues</li> </ul>   |

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| Programme Aim   | Job Creation Target | GVA Investment Target | Total Investment Target |
|---|---------------------|-----------------------|-------------------------|
| To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development. To deliver improvements that stimulate investment in sites and premises in the Port of Holyhead and the wider region. Enables other programmes by ensuring the right land and property infrastructure is available. | 2280                | £1.29bn               | £355.4m                 |

| RAG Status | Programme Manager Commentary   |
|------------|--|
| Page 28    | <ul style="list-style-type: none"> <li>The Economic Ambition Board's position statement on reductions in operational and embodied carbon and bio-diversity enhancement is being assessed for the impact on projects.</li> <li>A Project Board has been established for the Western Gateway, Wrexham with Wrexham County Borough Council taking the Lead Partner role and Welsh Government Highways in attendance due to the strong links to the A483 Junction upgrades and the project.</li> <li>Warren Hall, Broughton - a revised Statement of Common Ground was submitted into the Local Development Plan Examination in Public which was held at the beginning of September.</li> <li>Former North Wales Hospital, Denbigh - A mixed full and outline planning consent has been granted on the project for enabling development and Listed Building Consent for change of use and the demolition of agreed parts of the range of buildings.</li> </ul> |



**Cllr Hugh Evans**  
Lead Member



**Andrew Farrow**  
Senior Responsible  
Owner



**David Mathews**  
Programme Manager

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| Project<br>(Project Sponsor)  | Project Stage  | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)   | RAG<br>Status | RAG Rationale   |
|---|--|--|--|---------------|---|
| <b>Western Gateway,<br/>Wrexham</b><br>Wrexham County<br>Borough Council                          | Developing the<br>Strategic Outline<br>Business Case | <ul style="list-style-type: none"> <li>Project Team has evolved into a formal Project Board led by Wrexham Council with Senior Responsible Owner appointed from the Council.</li> <li>Discussions with Council to identify funding for site surveys, designs, costings, statutory consents and business case development.</li> <li>Welsh Government announced Major Highway Capital Works Review, uncertain if the A483 project is included in this Review.</li> </ul> | <ul style="list-style-type: none"> <li>Draft possible heads of terms for a Joint Venture between Welsh Government, The Council for the delivery of highways and associated works package.</li> <li>Seek clarity on the position of the A483 Junction project and its inclusion of within the Highways Capital Programme Review.</li> </ul>                     | Yellow        | <ul style="list-style-type: none"> <li>The Local Development Plan adoption scheduled for late 2021 and the A483 junction upgrade programme will dictate timescales for project delivery</li> </ul>                                |
| <b>Warren Hall,<br/>Broughton</b><br>Welsh Government /<br>North Wales Economic<br>Ambition Board | Developing the<br>Strategic Outline<br>Business Case | <ul style="list-style-type: none"> <li>Local Development Plan Examination in Public has occurred and has considered a statement of common ground agreed taking into account the Airbus' Hawarden Airfield Safety Case.</li> </ul>  | <ul style="list-style-type: none"> <li>Planning Inspectors report is expected to be issued on the Flintshire Local Development Plan before Christmas 2021 or early 2022.</li> <li>Agree a governance and business case approval process allowing for the Final Deal provisions and Welsh Governments own Property Delivery Plan Full Business Case.</li> </ul> | Yellow        | <ul style="list-style-type: none"> <li>The Local Development Plan Adoption timescale is scheduled for late 2021/early 2022.</li> </ul>  |
| <b>Key Strategic Site<br/>Bodelwyddan</b><br>North Wales Economic<br>Ambition Board               | Developing the<br>Strategic Outline<br>Business Case | <ul style="list-style-type: none"> <li>Land and Programme Board Officers are assisting Denbighshire County Councils own internal assessment for the project and the forthcoming Local Development Plan review.</li> </ul>  | <ul style="list-style-type: none"> <li>Clarity from the Council as to a possible revised project may sit within a deposit Local Development Plan.</li> <li>Explore private and public sector delivery partners interest to deliver the project.</li> </ul>   | Red           | <ul style="list-style-type: none"> <li>Current Local Development Plan policy to be reviewed by 2023 and new policy adopted.</li> <li>Scope of project could change dependent on revised Local Development Plan policy.</li> </ul> |

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| Project<br>(Project Sponsor)   | Project Stage                                  | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)   | RAG Status | RAG Rationale  |
|--|--|--|--|------------|--|
| <b>Former North Wales Hospital, Denbigh</b><br>Jones Bros (Ruthin) Limited / Denbighshire County Council | Developing the Outline Business Case           | <ul style="list-style-type: none"> <li>• Skeleton Outline Project Business Case has been drafted.</li> <li>• A mixed full/outline and Listed building consent for the project was granted in September.</li> <li>• Gateway 2 Review completed for the project from 27<sup>th</sup> to 29<sup>th</sup> September</li> </ul> | <ul style="list-style-type: none"> <li>• Agree measures to mitigate development risk.</li> <li>• Develop the Outline Business Case to a stage for Economic Ambition Board approval.</li> <li>• Agree all contractual links and procurement matters with Jones Bros and Denbighshire County Council.</li> </ul> | Yellow     | <ul style="list-style-type: none"> <li>• Contingency and risk associated with build and abnormal development costs.</li> </ul>   |
| <b>Parc Bryn Cegin, Bangor</b><br>Welsh Government / North Wales Economic Ambition Board                 | Developing the Strategic Outline Business Case | <ul style="list-style-type: none"> <li>• Meetings have been held with Construction Wales Innovation Centre and Welsh Government Property to assess the links to their policy of de-carbonisation of their property portfolio.</li> </ul>   | <ul style="list-style-type: none"> <li>• Agree with Welsh Government and other potential partners the scope of a project for the delivery of a new low carbon employment premises to meet the Board's position statement on low carbon.</li> </ul>   | Green      | <ul style="list-style-type: none"> <li>• Delivery of scope of project will be subject to availability of sufficient funding, effective occupier demand and agreeing a specification for a low carbon employment unit</li> </ul>  |
| <b>Holyhead Gateway</b><br>Stena Line Ports Limited  | Developing the Strategic Outline Business Case | <ul style="list-style-type: none"> <li>• A Levelling Up Fund Application Expression of Interest has been submitted to the Council.</li> <li>• Stena, Welsh Government, Isle of Anglesey County Council and the North Wales Economic Ambition Board are holding on going discussions to deliver the project.</li> </ul>     | <ul style="list-style-type: none"> <li>• Consenting process for the breakwater refurbishment has commenced.</li> <li>• Discussions will continue to further understand how the port enhancement works and the breakwater refurbishment will be delivered.</li> </ul>   | Red        | <ul style="list-style-type: none"> <li>• Current Funding gap to deliver the scope of both the Holyhead Breakwater and port capacity enhancement project is substantial. Work to review the project scope and identify other additional funding sources has commenced.</li> </ul> |

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|--|---|--|--|--|--|

| Programme Aim  | Job Creation Target | GVA Investment Target | Total Investment Target |
|--|---------------------|-----------------------|-------------------------|
| To build a more sustainable, vibrant and resilient foundation economy in the region, optimising opportunities for employment and prosperity through our environment and landscape. | 380                 | £281m                 | £41.3m                  |

| RAG Status | Programme Manager Commentary   |
|------------|--|
| Page 31    | <ul style="list-style-type: none"> <li>Project managers in place for all three projects; project boards meeting for Llysfaei and Glynllifon, being set up for the Tourism Talent Network</li> <li>Workshops completed for Glynllifon; underway for Llysfaei and being scheduled for the Tourism Talent Network</li> <li>Outline business case approved for the Glynllifon Rural Economy Hub and underway for the Llysfaei Net Zero Farm (Gateway 2 Review in November)</li> <li>Three pilot projects underway with Llysfaei through the Whole System Business Research &amp; Innovation for Decarbonisation (WBRID) business competition testing a scalable anaerobic digestor, drone support for farm tasks and developing a carbon footprint platform for livestock farmers</li> <li>Continued progress on match funding bids in support of the Tourism Talent Network through the Welsh Government 21st Century Schools programme and the UK Community Renewal Fund.</li> </ul> |



**Cllr Charlie McCoubrey**  
Lead Member



**Jane Richardson**  
Senior Responsible  
Owner



**Robyn Lovelock**  
Programme Manager

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| Project<br>(Project Sponsor)   | Project Stage  | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)   | RAG<br>Status | RAG Rationale  |
|--|--|--|--|---------------|--|
| <b>Glynllifon Rural Economy Hub</b><br>North Wales Economic Ambition Board | Outline Business Case approved; Full Business Case expected June 2022 following planning process | <ul style="list-style-type: none"> <li>Approval process completed in July</li> <li>Preferred locations and access identified from options appraisal</li> <li>In principle views on preferred location and access option discussed with planning</li> <li>Intermediate outcomes of ongoing environmental reports</li> </ul> | <ul style="list-style-type: none"> <li>Prepare pre-planning application and address feedback</li> <li>Engage with Project User Group to further develop benefits realisation plan</li> </ul>             |               | <ul style="list-style-type: none"> <li>Planning permission to be secured</li> </ul>  |
| <b>Llysfaei Net Zero Farm</b><br>Coleg Cambria                             | Developing the Outline Business Case   | <ul style="list-style-type: none"> <li>Three business case workshops completed</li> <li>Planning started for Llysfaei Farm pathway to net zero</li> <li>Gateway 2 review booked</li> </ul>   | <ul style="list-style-type: none"> <li>Finalise business case workshops</li> <li>Draft Outline Business Case</li> <li>Complete Gateway 2 review</li> <li>Prepare for project approval process</li> </ul> |               | <ul style="list-style-type: none"> <li>The Business case development is running behind original schedule</li> </ul>  |
| <b>Tourism Talent Network</b><br>Group Llandrillo Menai                    | Developing the Strategic Outline Business Case   | <ul style="list-style-type: none"> <li>COVID related review of 'spoke' element with view to expanding partners concluded</li> <li>21st Century Schools bid under development for Hub element (outcome pending)</li> </ul>  | <ul style="list-style-type: none"> <li>Establish a project board (to evolve as spokes confirmed)</li> <li>Start the business case workshops, plus pre-meetings with stakeholders</li> </ul>              |               | <ul style="list-style-type: none"> <li>Private sector role needs development given sector staffing and logistics pressures</li> <li>Multiple related bids being managed for success</li> </ul> |

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|--|---|--|--|--|--|

| Programme Aim  | Job Creation Target | GVA Investment Target | Total Investment Target |
|--|---------------------|-----------------------|-------------------------|
| To consolidate North Wales position as a powerful and innovative high value manufacturing cluster, building on existing specialisms and leading expertise to create a higher value, more diverse economic base that supports the transition to a low carbon economy. | 180                 | £114m                 | £39.5m                  |

| RAG Status | Programme Manager Commentary   |
|------------|--|
| Page 33    | <ul style="list-style-type: none"> <li>Both projects under review by Portfolio Board due to changes in capital and revenue projections.</li> <li>Amber-Green rating from the Gateway 2 Review for the Glyndwr Enterprise Engineering and Optics Centre; outline business case due for review pending EAB consideration in January 2022.</li> <li>Strategic Outline Case drafted for the Bangor Centre for Environmental Biotechnology with Gateway 1 Review planned for December.</li> <li>The Bangor Centre for Environmental Biotechnology project is working on refining project scope in line with emerging regional and national biotechnology priorities.</li> </ul> |



**Cllr Dyfrig Siencyn**  
Lead Member



**Paul Bevan**  
Senior Responsible  
Owner



**Robyn Lovelock**  
Programme Manager

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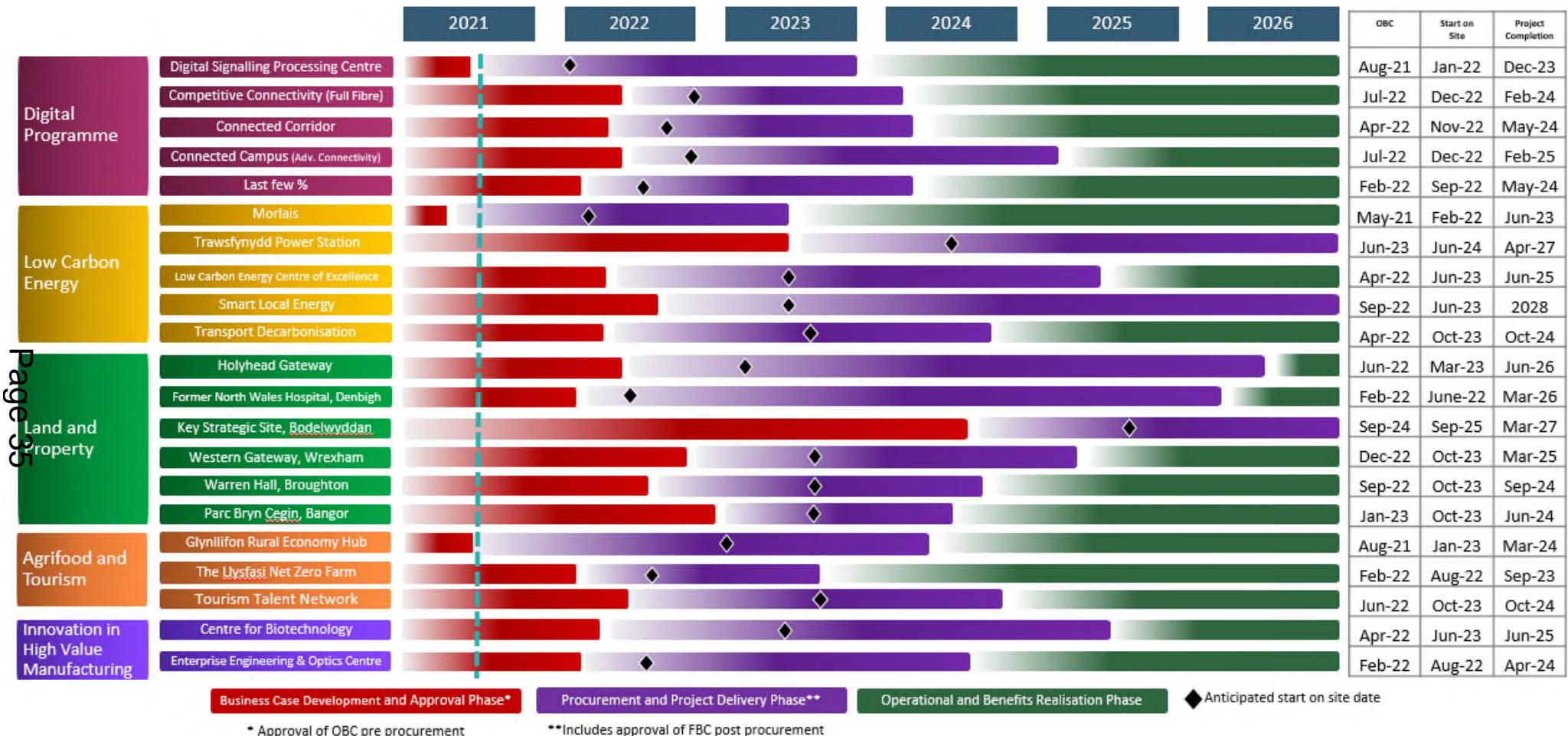
## 7. Innovation in High Value Manufacturing Programme Performance

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| Project<br>(Project Sponsor)   | Project Stage   | Key Milestones<br>(this quarter)   | Key Milestones<br>(next quarter)  | RAG<br>Status | RAG Rationale   |
|--|---|--|---|---------------|---|
| <b>Enterprise<br/>Engineering and<br/>Optics Centre</b><br><small>Glyndwr University</small>                   | Developing the Outline Business Case                              | <ul style="list-style-type: none"> <li>Gateway 2 Review completed with Amber-Green rating</li> <li>Outline Business Case submitted for review by Portfolio Management Office</li> <li>Risk register drafted and being regularly reviewed</li> <li>Change in capital and revenue projections identified during annual programme business case update</li> </ul> | <ul style="list-style-type: none"> <li>Resolve change request for capital and revenue projections</li> <li>Ensure risk register being robustly managed</li> <li>Final Outline Business Case review by Portfolio Management Office</li> <li>Complete the approval process – Economic Ambition Board consideration of the Outline Business Case in January 2022.</li> </ul> | Red           | <ul style="list-style-type: none"> <li>Business case development is running behind original schedule.</li> <li>Change request for capital and revenue projections</li> </ul>  |
| <b>Centre for<br/>Environmental<br/>Biotechnology</b><br><small>Bangor University</small><br><small>34</small> | Developing the Strategic Outline Business Case                    | <ul style="list-style-type: none"> <li>Workshops 1 and 2 completed effectively</li> <li>Strategic Outline Case nearly finalised</li> <li>On-going internal discussions to narrow project scope in line with emerging regional/national biotechnology priorities</li> </ul>   | <ul style="list-style-type: none"> <li>Resolve change request for capital and revenue projections</li> <li>Continued stakeholder engagement</li> <li>Finalise Strategic Outline Case</li> <li>Schedule and prepare for Gateway 1 review</li> <li>Deliver business case workshops</li> </ul>   | Red           | <ul style="list-style-type: none"> <li>Change in Project Manager (interim, pending recruitment)</li> <li>Further work required to define project scope, leading to continued delay</li> <li>Change request for capital and revenue projections</li> </ul> |
|  | Delivering to Plan with no issues to address (no action required) |  | Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)  |               | Delivery significantly behind schedule and/or significant issues to address (urgent action required)  |

## 8. Growth Deal Project Delivery Pipeline – August 2021

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## 9. Growth Deal Project Spending Objective Tracker – Overview of delivery against targets

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|  |  | Portfolio Business Case 2020 Targets |              |                        | Approved Project Business Case Targets |            |              |                        | Difference |              |                        |
|--|--|--------------------------------------|--------------|------------------------|--|------------|--------------|------------------------|------------|--------------|------------------------|
|  |  | GVA (£M)                             | Jobs Created | (£M) Total Investment* | OB/C<br>FBC**                          | GVA (£M)   | Jobs Created | (£M) Total Investment* | GVA (£M)   | Jobs Created | (£M) Total Investment* |
| Digital                                | Digital Signal Processing Centre (DSP)   | 50                                   | 80           | 7.3                    | OB/C                                   | 12         | 40           | 3.0                    | -38        | - 40         | - 4.3                  |
|  | Connecting the last few %                | 35                                   | 150          | 4                      | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Connected Corridor                       | 25                                   | 0            | 2.2                    | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Full fibre at Key Sites                  | 20                                   | 120          | 7.2                    | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Connected Campuses                       | 35                                   | 0            | 21                     | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
| Low Carbon Energy                      | Morlais                                  | 50                                   | 100          | 36                     | OB/C                                   | 79         | 210          | 34                     | +29        | +110         | - 2                    |
|  | Transport Decarbonisation                | 60                                   | 90           | 28.6                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Low Carbon Energy Centre of Excellence   | 20                                   | 20           | 97.7                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Smart Local Energy                       | 120                                  | 180          | 106.2                  | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Trawsfynydd Power Station                | 230                                  | 510          | 400                    | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
| Land and Property                      | Western Gateway, Wrexham                 | 220                                  | 360          | 43.4                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Warren Hall, Broughton                   | 235                                  | 440          | 70                     | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Key Strategic Site, Bodelwyddan          | 125                                  | 250          | 82                     | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Former North Wales Hospital, Denbigh     | 20                                   | 50           | 74                     | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Parc Bryn Cegin, Bangor                  | 30                                   | 50           | 6                      | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Holyhead Gateway                         | 545                                  | 930          | 80                     | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
| Agrifood and Tourism                   | Glynllifon Rural Economy Hub             | 25                                   | 40           | 13                     | OB/C                                   | 45         | 96           | 13                     | +20        | +56          | 0                      |
|  | Llysfa si Net Zero Farm                  | 215                                  | 310          | 15.4                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Tourism Talent Network                   | 20                                   | 0            | 12.9                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
| Innovation in High Value Manufacturing | Enterprise Engineering and Optics Centre | 45                                   | 70           | 29.9                   | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
|  | Centre for Environmental Biotechnology   | 60                                   | 90           | 9.6                    | n/a                                    | n/a        | n/a          | n/a                    | n/a        | n/a          | n/a                    |
| <b>Growth Deal Portfolio Total</b>     |  | <b>2,185</b>                         | <b>3,830</b> | <b>1,146</b>           | <b>3 OBC</b>                           | <b>136</b> | <b>349</b>   | <b>50</b>              | <b>+49</b> | <b>+126</b>  | <b>- 6.3</b>           |

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\* Total investment includes 1.5% Portfolio Management Office costs

\*\* OBC – Outline Business Case, FBC – Full Business Case

## 10. Growth Deal Projects: 2021-22 Capital Funding Allocation Profile\*

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| Programme                                       | Project                                  | Project Sponsor                     | 2021/22 £m | 2022/23 £m | 2023/34 £m | 2024/25 £m | 2025/26 £m | Total £m      |
|---|--|-------------------------------------|------------|------------|------------|------------|------------|---------------|
| Digital   | Digital Signal Processing Centre         | Bangor University                   | 1.72       | 0.99       | 0.25       | 0.00       | 0.00       | 2.96          |
|   | Connecting the Last Few %                | North Wales Economic Ambition Board | 0.99       | 2.95       | 0.00       | 0.00       | 0.00       | 3.94          |
|   | Connected Corridor                       | North Wales Economic Ambition Board | 0.99       | 1.18       | 0.00       | 0.00       | 0.00       | 2.17          |
|   | Full Fibre at Key Sites                  | North Wales Economic Ambition Board | 0.00       | 3.45       | 3.25       | 0.00       | 0.00       | 6.70          |
|   | Connected Campuses                       | North Wales Economic Ambition Board | 0.00       | 3.94       | 5.90       | 5.91       | 4.93       | 20.68         |
| Low Carbon Energy                               | Morlais                                  | Menter Môn                          | 2.46       | 4.93       | 1.48       | 0.00       | 0.00       | 8.87          |
|   | Transport Decarbonisation                | North Wales Economic Ambition Board | 1.97       | 3.94       | 7.88       | 7.88       | 4.93       | 11.23         |
|   | Low Carbon Energy Centre of Excellence   | Bangor University                   | 0.00       | 4.74       | 6.71       | 5.23       | 4.00       | 20.68         |
|   | Smart Local Energy                       | North Wales Economic Ambition Board | 0.00       | 3.94       | 7.88       | 7.88       | 4.93       | 24.63         |
|   | Trawsfynydd Power Station                | Cwmni Egino                         | 0.00       | 4.92       | 9.85       | 4.93       | 0.00       | 19.70         |
| Land and Property                               | Western Gateway, Wrexham                 | North Wales Economic Ambition Board | 0.00       | 4.03       | 4.93       | 0.00       | 0.00       | 8.96          |
|   | Warren Hall, Broughton                   | North Wales Economic Ambition Board | 0.00       | 0.49       | 0.99       | 5.91       | 7.38       | 14.77         |
|   | Key Strategic Site, Bodelwyddan          | North Wales Economic Ambition Board | 0.49       | 0.99       | 5.41       | 2.96       | 0.00       | 9.85          |
|   | Former North Wales Hospital, Denbigh     | North Wales Economic Ambition Board | 0.99       | 0.99       | 0.98       | 0.98       | 0.00       | 3.94          |
|   | Parc Bryn Cegin, Bangor                  | North Wales Economic Ambition Board | 0.25       | 2.70       | 2.96       | 0.00       | 0.00       | 5.91          |
|   | Holyhead Gateway                         | Stenaline                           | 0.00       | 11.33      | 13.78      | 9.36       | 0.00       | 34.47         |
| Agrifood and Tourism                            | Glynllifon Rural Economy Hub             | Grip Llandrillo Menai               | 0.49       | 4.68       | 4.68       | 0.00       | 0.00       | 9.85          |
|   | Llysfa'i Net Zero Farm                   | Coleg Cambria                       | 0.00       | 4.92       | 4.68       | 0.00       | 0.00       | 9.85          |
|   | Tourism Talent Network                   | Grip Llandrillo Menai               | 0.00       | 1.48       | 1.48       | 1.47       | 0.00       | 4.43          |
| Innovation in High Value Manufacturing          | Enterprise Engineering and Optics Centre | Glyndwr University                  | 8.28       | 1.57       | 0.00       | 0.00       | 0.00       | 9.85          |
|   | Centre for Environmental Biotechnology   | Bangor University                   | 0.00       | 1.48       | 1.48       | 0.00       | 0.00       | 2.96          |
| <b>Portfolio Management Office Costs (1.5%)</b> |  |                                     |            |            |            |            |            | <b>3.60</b>   |
| <b>Total</b>                                    |  |                                     |            |            |            |            |            | <b>240.00</b> |

\* The 2021-22 capital funding allocation profile is based on the 2020 Portfolio Business Case. A new profile has been submitted to Welsh Government and UK Government as part of the 2021 Portfolio Business Case update.

## 11. Growth Deal Projects: Capital Funding Allocation Profile \*

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| Programme                                       | Project                                  | Project Sponsor                     | Profile 21/22 (£m) | Actual YTD (£m) | Variance (£m)* | Rationale   |
|---|--|-------------------------------------|--------------------|-----------------|----------------|---|
| Digital   | Digital Signal Processing Centre         | Bangor University                   | 1.72               | 0.00            | -1.72          | No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales. |
|   | Connecting the Last Few %                | North Wales Economic Ambition Board | 0.99               | 0.00            | -0.99          |   |
|   | Connected Corridor                       | North Wales Economic Ambition Board | 0.99               | 0.00            | -0.99          |   |
|   | Full Fibre at Key Sites                  | North Wales Economic Ambition Board | 0.00               | 0.00            | 0.00           |   |
|   | Connected Campuses                       | North Wales Economic Ambition Board | 0.00               | 0.00            | 0.00           |   |
| Low Carbon Energy                               | Morlais                                  | Menter Môn                          | 2.46               | 0.00            | -2.46          | No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales. |
|   | Transport Decarbonisation                | North Wales Economic Ambition Board | 1.97               | 0.00            | -1.97          |   |
|   | Low Carbon Energy Centre of Excellence   | Bangor University                   | 0.00               | 0.00            | 0.00           |   |
|   | Smart Local Energy                       | North Wales Economic Ambition Board | 0.00               | 0.00            | 0.00           |   |
|   | Trawsfynydd Power Station                | Cwmni Egino                         | 0.00               | 0.00            | 0.00           |   |
| Land and Property                               | Western Gateway, Wrexham                 | North Wales Economic Ambition Board | 0.00               | 0.00            | 0.00           | No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales. |
|   | Warren Hall, Broughton                   | North Wales Economic Ambition Board | 0.00               | 0.00            | 0.00           |   |
|   | Key Strategic Site, Bodelwyddan          | North Wales Economic Ambition Board | 0.49               | 0.00            | -0.49          |   |
|   | Former North Wales Hospital, Denbigh     | North Wales Economic Ambition Board | 0.99               | 0.00            | -0.99          |   |
|   | Parc Bryn Cegin, Bangor                  | North Wales Economic Ambition Board | 0.25               | 0.00            | -0.25          |   |
|   | Holyhead Gateway                         | Stenaline                           | 0.00               | 0.00            | 0.00           |   |
| Agrifood and Tourism                            | Glynllifon Rural Economy Hub             | Grip Llandrillo Menai               | 0.49               | 0.00            | -0.49          | No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales. |
|   | Llysfaei Net Zero Farm                   | Coleg Cambria                       | 0.00               | 0.00            | 0.00           |   |
|   | Tourism Talent Network                   | Grwp Llandrillo Menai               | 0.00               | 0.00            | 0.00           |   |
| Innovation in High Value Manufacturing          | Enterprise Engineering and Optics Centre | Glyndwr University                  | 8.28               | 0.00            | -8.28          | No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales. |
|   | Centre for Environmental Biotechnology   | Bangor University                   | 0.00               | 0.00            | 0.00           |   |
| <b>Portfolio Management Office Costs (1.5%)</b> |  |                                     | <b>0.384</b>       | <b>0.125</b>    | <b>-0.259</b>  | <b>Expenditure in line with budget</b>  |
| <b>Total</b>                                    |  |                                     | <b>19.014</b>      | <b>0.125</b>    | <b>-18.889</b> | <b>See above</b>  |

\* Variance is the difference between the planned profile and the Actual Year to Date (YTD) expenditure. YTD figures up to end of September 2021.

| <b>Programme</b>             | <b>Project</b>                         | <b>Sponsor</b>          | <b>Summary</b>  |
|------------------------------|--|-------------------------|---|
| <b>Digital<br/>Growth</b>    | Digital Signal Processing Centre (DSP) | Bangor University       | The project will allow the DSP Centre to expand its presence and remit, integrating fully with the National Strategy Project (NSP) and enable the scaling of key assets including a 5G testbed, research capacity and state-of-the-art equipment.   |
|                              | Connecting the last few %              | Economic Ambition Board | The project will accelerate the development of infrastructure for 19 key regional economic sites.   |
|                              | Connected Corridor                     | Economic Ambition Board | This project targets universal superfast coverage across North Wales, which have yet to be served by other means and cannot obtain speeds of at least 30Mbps (download).  |
|                              | Full Fibre at key sites                | Economic Ambition Board | This project will deliver full fibre connectivity (gigabit capable) to 28 key business sites across North Wales.  |
|                              | Connected Campuses                     | Economic Ambition Board | To introduce high bandwidth mobile coverage on transport networks (road & rail) with deployment in step with or in advance of UK Government 2027 target for 5G coverage. Delivery of coverage to include A55, A483 and A5.  |
| <b>Low Carbon<br/>Energy</b> | Morlais                                | Menter Môn              | Investing in the infrastructure that connects the Morlais Zone with the electricity grid system, and preparing the site for private sector developers who will lease parts of the zone for deploying their tidal energy technologies.   |
|                              | Transport Decarbonisation              | Economic Ambition Board | Support delivery of a demonstrator project involving the production of green hydrogen from low carbon energy sources and its use within regional transport networks.  |
|                              | Low Carbon Energy Centre of Excellence | Bangor University       | Investing in the development of facilities at Bangor University and Menai Science Park, enhancing the North Wales and UK capabilities for innovation in low carbon energy and related areas, helping to create the conditions for new inward investment and business growth in the low carbon energy supply chain in North Wales. |
|                              | Smart Local Energy                     | Economic Ambition Board | To help achieve renewable energy, decarbonisation and local ownership targets, the project will support innovative enabling projects and demonstrators that overcome market failures and unlock private and community sector investments in smart local energy solutions.   |
|                              | Trawsfynydd Power Station              | Cwmni Egino             | The site is uniquely placed for a 'First of A Kind' deployment of a Small Modular Reactor (SMR) or Advanced Modular Reactor (AMR). Alongside the public and private sector, the Growth Deal will contribute funding towards enabling infrastructure for this development.   |

| <b>Programme</b>                              | <b>Project</b>                               | <b>Sponsor</b>          | <b>Summary</b>  |
|---|--|-------------------------|---|
| <b>Land and Property</b>                      | Western Gateway, Wrexham                     | Economic Ambition Board | Delivery of primary services to enable the site to be brought to the market for sale and development.   |
|   | Warren Hall, Broughton                       | Economic Ambition Board | Delivery of primary services to enable the 65-hectare mixed use site to be bought to the market for sale and then development by the private sector.  |
|   | Key Strategic Site, Bodelwyddan              | Economic Ambition Board | Delivery of primary services to enable the mixed-use commercial and residential development site to be brought to the market for development.   |
|   | Parc Bryn Cegin, Bangor                      | Economic Ambition Board | Provide industrial floor space to meet known demand for units.  |
|   | Former North Wales Hospital, Denbigh         | Economic Ambition Board | The Growth Deal funding will assist in the delivery of a cleared and remediated site with primary services to bring forward a mixed-use commercial and residential development  |
|   | Holyhead Gateway                             | Stena Line              | Future proof the Holyhead Port by providing new deep-water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects.   |
| <b>Agriculture, Food and Tourism</b>          | Glynllifon Rural Economy Hub                 | Grŵp Llandrillo Menai   | The vision is to create a distinctive, world-class Rural Economy Hub at Glynllifon, offering a range of facilities and services to strengthen and enhance the regional economy, specifically through growing the food and drink sector.   |
|   | Llysfaei Net Zero Farm                       | Coleg Cambria           | The Llysfaei Net Zero Farm aims to lead North Wales to a resilient future where carbon neutral land management is at the centre of a developing renewable energy sector supporting a sustainable, thriving and healthy community covering the rural/urban mix of the region.  |
|   | Tourism Talent Network                       | Grŵp Llandrillo Menai   | Future-proofing the pipeline of skills provision and increase commercial benefits from one of the most established sectors in the region. The talent network will stimulate public-private collaboration to coordinate action on skills and product development to transform and accelerate the growth of the tourism and hospitality sector in the region.                   |
| <b>Innovation in High Value Manufacturing</b> | Centre for Environmental Biotechnology (CEB) | Bangor University       | The Centre for Engineering Biotechnology will be a world-leading centre in the discovery and characterisation of novel extremophilic enzymes of industrial relevance. The Centre for Engineering Biotechnology will provide a strong foundation for attracting world-leading researchers, significant public and commercial research funding, and inward investment to Wales. |
|   | Enterprise Engineering & Optics Centre       | Glyndwr University      | The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable Small and medium-sized enterprises (SME's) and large businesses to work in partnership with Wrexham Glyndwr University on commercially driven research and development in optics, composites and hydrogen fuel cells.            |



|                              |   |
|------------------------------|---|
| <b>Report to</b>             | <b>Partnerships Scrutiny Committee</b>  |
| <b>Date of meeting</b>       | <b>16 December 2021</b>   |
| <b>Lead Member / Officer</b> | <b>Councillor Bobby Feeley (Lead Member for Well-being and Independence)/Phil Gilroy (Head of Community Support Services)</b> |
| <b>Report authors</b>        | <b>Ann Lloyd/Mark Dixon/Lisa Harte</b>  |
| <b>Title</b>                 | <b>Homelessness and Housing Support Services</b>  |

## 1. What is the report about?

- 1.1 To update Partnerships Scrutiny on the implementation and effectiveness of the Multi-Disciplinary Service and cross-service Corporate approach in delivering homelessness services in line with Welsh Government's vision for homelessness and housing related support.
- 1.2 To report on the actions arising from the internal audit of 'Accommodation Provision for the Homeless' December 2020, as per the referral by the Governance & Audit Committee in January 2021.

## 2. What is the reason for making this report?

- 2.1 To provide members with the opportunity to examine the effectiveness of the multi-disciplinary service which was implemented from April 2021, following the restructure of the homelessness service in line with the Welsh Government's vision for homelessness and housing related support to also examine the effectiveness of the cross-service Corporate approach, in addressing homelessness as a wider Council responsibility and not just that of Community Support Services. To provide members with an update of the actions taken on the 'Accommodation Provision for the Homeless' Audit Report, December 2020.

### **3. What are the Recommendations?**

- 3.1. For Scrutiny to be assured that the implementation of the multi-disciplinary homelessness service and cross-service Corporate approach is in line with the Welsh Government's vision of homelessness and housing support and is contributing to the Homelessness Prevention Service's aim to ensure that everyone is safeguarded and supported to live in homes that meet their needs; and
- 3.2. That Scrutiny reviews progress with addressing the audit actions and decides whether it requires any further update reports on progress with the improvement action plan, or to refer to the Governance & Audit Committee. The Chief Internal Auditor will be providing a summary of the progress made to Governance & Audit Committee on the 16<sup>th</sup> March 2022 as part of the Internal Audit Update report.

### **4. Report details**

- 4.1. Since March 2020 when we saw the initial increase in numbers of households being accommodated in emergency temporary accommodation due to the Covid Pandemic the number continues to vary between 150-180. As we source permanent move-on accommodation, we have new households presenting as homeless, thus seeing the numbers remaining pretty consistent. We have continued to see a rise in the number of single under 35s present as homeless, which in the main, is due to people no longer being able to sofa surf, or stay with families who were shielding through the pandemic. We have seen a reduction in the number of families presenting which is being attributed to the Welsh Government stopping evictions and the Court process not yet having caught up with the backlog of cases.
- 4.2. Once households are in emergency temporary accommodation they are staying longer than before the Covid Outbreak, as there is a lack of suitable permanent move-on accommodation to move them into. Over the last 18 months we have secured tenancies for 99 households in social housing following the suspension of the Allocations Policy for Social Housing, of which over 50% have come from Denbighshire's Community Housing portfolio.

- 4.3. Whilst we continue to develop our plans for the transition to the Welsh Government's Rapid Rehousing Approach the use of good quality emergency temporary accommodation is an integral part of the plan. However, we need to ensure that through the corporate approach and providing the right support to homeless households we reduce the length of time spent in emergency accommodation.
- 4.4. The Corporate approach to address homelessness is detailed in Appendix 1.
- 4.5. We are fully aware that the biggest barrier to addressing homelessness is sourcing affordable or social housing as permanent move-on accommodation. This is reflected in the exponentially high growth in the numbers on the Single Access Route to Housing (SARTH) register. One way of supporting this is to increase the Council's Community Housing portfolio either by re-purposing existing stock or developing new units and during 2022/2023 we are expecting a large number of Social Housing properties to come on-stream from both the Council and other Registered Social Landlords. This should help to reduce the SARTH waiting list and hopefully see a number of homeless households permanently accommodated.
- 4.6. An update on Denbighshire's approach to Affordable Housing is detailed in Appendix 2
- 4.7. We are not going to resolve the issue of sourcing permanent move-on accommodation without sourcing properties in the Private Rented Sector. Since September 2020, we have secured 6 properties through the Welsh Government's Private Leasing Scheme pilot against a target of 33 properties. This is due to the Covid pandemic and the high demand for rental properties because of the current housing market situation, landlords are not engaging with the scheme. We are awaiting further guidance from Welsh Government about the national roll out of the scheme which is offering secure tenancies for a longer timescale.
- 4.8. An update on the implementation and impact of the Multi-Disciplinary Team is available at Appendix 3.
- 4.9. Further information on the Housing Support Grant is detailed in Appendix 4

- 4.10. Internal Audit's original review of Accommodation Provision for the Homeless was completed in March 2020 giving a low assurance rating because of the number of risks/issues raised. A follow up review was concluded on October 2020 (see Appendix 5 for the full report).
- 4.11. Strategically, the co-ordinated approach through the Strategic Housing & Homelessness Group and cross-service management team provides better engagement amongst services to help those impacted by homelessness. However, operationally the Covid-19 pandemic and staffing issues resulting from a recent restructure has affected continuity. This has impacted on record keeping and monitoring, developing guidance, and in some areas, has caused confusion over roles and responsibilities.
- 4.12. The Internal Audit follow up report shows that six actions are marked as completed, ten actions are in the process of being addressed, and two actions are not yet due to be followed up. While progress has been made with implementing some of the actions, a number of actions relating to major risk issues still need to be addressed. This is in despite of the efforts of staff to implement actions within the Audit plan. Therefore, our Low assurance rating remains.

## **5. How does the decision contribute to the Corporate Priorities?**

- 5.1 The Housing and Homelessness Strategy Action Plan contributes to supporting Denbighshire's Corporate Plan 2017-22 in the following areas:
- Everyone is supported to live in homes that meet their needs
  - The Council works with people and communities to build independence and resilience
  - Younger people want to live and work here and have the skills to do so

## **6. What will it cost and how will it affect other services?**

- 6.1 The delivery of Homelessness services is funded through both core budget for the statutory elements of the service and Housing Support Grant from Welsh Government for the non-statutory elements such as Multi-Disciplinary Team and

- the wider wrap-around support from specialist services e.g. domestic violence and abuse, family support and debt advice.
- 6.2 Developing our own emergency accommodation will not only provide better quality accommodation but will also be less expensive than using Bed and Breakfast (B&B) style accommodation, thus saving the Council money.
- 6.3 There are no additional costs associated with this report.

## **7. What are the main conclusions of the Well-being Impact Assessment?**

- 7.1 A Wellbeing Impact Assessment is not required for this report.

## **8. What consultations have been carried out with Scrutiny and others?**

- 8.1. The Housing and Homelessness Strategy Phase 2 Plan went to Cabinet Briefing in November 2020 and Full Council in December 2020. Updates on implementation of the Housing and Homelessness Action Plan have been provided to the Strategic Housing and Homelessness Group at their quarterly meetings commencing in February 2021.
- 8.2. The principle of the Council providing accommodation in-house, and adopting a sequential approach to identifying suitable premises for achieving this which would avoid where possible the location of this type of accommodation in areas already experiencing high levels of deprivation, has been discussed at Cabinet Briefing, and also at the meeting of the Rhyl Member Area Group held in April 2021. There will be ongoing consultation across all Member Area Groups to ensure we are addressing homelessness right across the County.

## **9. Chief Finance Officer Statement**

- 9.1 Not applicable because there is no decision required from this report.

## **10. What risks are there and is there anything we can do to reduce them?**

10.1 Not applicable because there is no decision required from this report.

## **11. Power to make the decision**

11.1 Section 21 of the Local Government Act 2000

11.2 Section 7.4.2(b) of the Council's Constitution outlines Scrutiny's powers in respect of scrutinising and reviewing the Council's performance in relation to its policy objectives, performance targets and/or particular service areas.

## **Appendix 1 – Corporate Approach to Homelessness**

The Council is now taking a more strategic and corporate approach to homelessness which is being driven by a cross-departmental team of Heads of Service led by the Chief Executive. More appropriate emergency temporary accommodation which is owned and operated by the Council is being put in place to reduce the reliance on Bed & Breakfast establishments, hotels and the private rented sector (PRS) and will also make it easier for clients to access support services. So far the Council has purchased Epworth Lodge on Brighton Road in Rhyl to provide 8 units of emergency temporary family accommodation. The property is expected to be handed over to the Homelessness Prevention Team in early 2022. Work is also taking place to identify other premises that could be used for emergency temporary accommodation for single people and couples which will further reduce the need to use B&B establishments and hotels. The progress that has been made in identifying and securing our own accommodation has been recognised in the internal audit report.

The intention is that this approach will be formalised in a Framework which will be presented to Cabinet for adoption following further consultations with members over and above those which have taken place so far which are described in paragraph 8.2 below. The idea of the Framework is to provide clear reference for where the Council will look to provide its own emergency accommodation across Denbighshire. A copy of the draft Framework has been included for comment below.

## **DENBIGHSHIRE COUNTY COUNCIL**

### **DRAFT FRAMEWORK**

#### **PROVISION OF IN-HOUSE ACCOMMODATION TO HELP ADDRESS HOMELESSNESS**

##### **1. Purpose**

1.1 The purpose of the Framework is to provide the context for the Council providing in-house emergency/temporary accommodation for people who present as being homeless as opposed to using the private sector (e.g. private landlord accommodation, hotels, guest houses, B&Bs etc), along with ensuring there are sufficient options to move those people into suitable permanent accommodation.

##### **2. Context**

2.1 A significant number of households present to the Council as being homeless each year and the number being accommodated increased during the pandemic. The Council and other social landlords operating in the county have insufficient vacant units available at any one time to move all these households into permanent accommodation. As a consequence, the Council has been obliged to make arrangements for clients to stay in privately owned emergency/temporary accommodation of various types which is unsatisfactory for the clients and expensive for the Council. There are also other implications on Council priorities and communities.

2.2 To improve this situation, the Council proposes to make changes to its property portfolio to provide as much of the emergency/temporary accommodation needed to address homelessness as it can in-house. There are benefits both to the individuals concerned and the wider community from doing this. It will enable households who find themselves in this situation to be placed in accommodation which is more suited to their needs than that which is often currently available, and it will enable them to receive an enhanced level of support on the journey towards finding permanent homes. The visitor economy will stand to benefit to as holiday accommodation which has been taken up for the provision of temporary accommodation as an interim solution can be returned to its substantive use.

2.3 Providing in-house emergency/temporary accommodation alone will not address the problem if there is insufficient suitable permanent housing into which the households affected can be moved. There is a risk that they will become "stuck" in emergency/temporary accommodation, which is not ideal for them and the Council will have to revert to using the private sector option for those new households presenting as being homeless. So for this approach to be sustainable we also need to ensure there is a sufficient supply of suitable permanent accommodation which households can be moved into when they leave emergency/temporary accommodation.

2.4 The households presenting as homeless in the main tend to;

- be single person households;
- with a majority being aged under 35; and
- most have been living in Rhyl immediately before presenting as homeless;

2.5 Of course families and single parents with children also present as homeless and not all homeless families/individual have been living in Rhyl prior to becoming homeless. Homelessness can happen to anyone, from any of our communities.

2.6 The reduction applied to housing related benefits which can be accessed by single persons aged under 35 living in anything other than social rented accommodation means that the provision of additional social rented units suitable for this particular client group is highly desirable to facilitate their transition from temporary to permanent accommodation.

2.7 All social landlords operating in the county have a role to play in providing the type of accommodation required.

2.8 In terms of its own existing housing stock, the Council owns a number of flats for over 55s which were built before the provision of lift access to upper storeys became common place and some of these could usefully be re-purposed to accommodate single person homeless households as more new accessible homes for over 55s are constructed. This could either be in well managed emergency/temporary accommodation or as permanent accommodation.

2.9 Re-purposing this type of Council owned property alone will not be sufficient to satisfy the need for this type of accommodation. There will also be a requirement to purchase and convert or build new additional units to provide the necessary emergency/temporary accommodation and permanent homes which will need to be affordable for the client group to live in given their limited means.

2.10 The constituent parts of the Rhyl West ward are currently ranked amongst the 11 most deprived areas in Wales principally because of the concentration of people facing issues in their lives regarded as being causes of deprivation living in a relatively small area. Parts of the town's East, South East and South West wards are also ranked amongst the 200 most deprived areas in Wales. The Council and its partners have adopted strategies and made significant investments to try and address the underlying causes of these high levels of deprivation in the town. The location of additional accommodation to address homelessness in these areas could potentially undermine the progress made and should therefore be avoided where possible. Not all of the people who present as being homeless come from Rhyl and the town should not become the default location for all our new in house provision. There is therefore a need to look at communities other than Rhyl for locating our in-house accommodation, whilst recognising that there will be a requirement for some provision in the town to meet the needs of the county's largest community which does include areas which suffer from deprivation and as a consequence are likely to generate an element of the county's homelessness

2.11 Property prices are generally lower in Rhyl than in other communities in the county and in situations where it becomes necessary for the Council to acquire properties in other communities to deliver this provision, purchase prices are likely to be higher. However the Council will retain the asset (i.e. the building) and if in the future the need for such emergency/temporary accommodation is not as high, the asset can be sold.

2.12 Locating a disproportionately large concentration of accommodation to address homelessness in any one location could replicate the situation which led to the high levels of deprivation in the Rhyl West ward and should also be avoided where possible.

### **3. Outline approach to delivery**

3.1 In order to balance the need to deliver the in-house provision required against other priorities particularly in relation to tackling high levels of deprivation, it is proposed that a sequential approach is adopted to identify suitable locations for the provision of accommodation to address homelessness.

3.2 With a constantly changing property market, the candidate sites and premises available will vary over time and a pragmatic approach will be required to deliver additional provision within a realistic timescale and to maximise the benefit from any funding opportunities which may become available.

3.3 The proposed sequence for locating sites and premises for delivering in-house provision is therefore;

1. communities other than Rhyl, but generally those in the north of the county where the need is greatest, support services are readily available, where most clients come from and where they would generally prefer to live;
2. those areas of Rhyl which are not amongst the 200 most deprived in Wales; and
3. the remaining areas of Rhyl which are amongst the 200 most deprived in Wales but avoiding these if possible.

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## Appendix 2 - Affordable Housing

In 2019-2020<sup>1</sup> Denbighshire was the top performing authority in North Wales and the 11<sup>th</sup> nationally for the delivery of affordable housing.

### Denbighshire's Affordable Housing Delivery

| Year  | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|-------|---------|---------|---------|---------|
| Units | 45      | 26      | 139     | 174     |

The dramatic increase in delivery is due to the huge increase in Social Housing Grant funding supplied by Welsh Government, which has been agreed to support the 20,000 new low carbon affordable homes target, which they want to achieve during this session of the Senedd.

The pandemic and Brexit have had an impact on the delivery of affordable housing. At the outset of both events mortgage lenders became very risk adverse and ended most first time buyer mortgage deals, due to concerns over stability of people's incomes. The market was stimulated by the government with the suspension of Stamp Duty along with the 'race for space' which has been widely reported throughout the pandemic. This has particularly affected rural and coastal areas and has made for an exceptionally buoyant property market at the moment, pushing prices up and making availability scarce.

The average price for a first time buyer home in Denbighshire has increased from £141,317 in September 2020 to £161,370 in September 2021 – an increase of 14.2%. For the same period Conwy saw an increase of 12% of first time buyer homes to £170,655. This is consistent with the picture across Wales with the average increase being 15%. There is some indication that interest rates may rise soon to control inflation, this is likely to have a calming effect on the housing market, which will start to stabilise.

This surge in the market and the general lack of availability of good quality affordable housing demonstrates the importance of working with RSLs to develop more affordable housing. As the extremes of the housing market and instability of incomes for low and middle earners, mean demand has increased more than ever before.

The provision of additional affordable housing affects all types of demand, Homebuy schemes can assist citizens into affordable home ownership which can then free up private rented/social or intermediate rental housing for other people in need. Providing additional intermediate and social housing will assist citizens in the most acute housing need as demonstrated by the citizens currently in Emergency & Temporary accommodation and the SARTH & Tai Teg waiting lists.

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<sup>1</sup> The next All-Wales report is due to be published by Welsh Government on 21<sup>st</sup> December 2021

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### **Appendix 3 – Multi-Disciplinary Team**

The implementation of the Multi-Disciplinary Team (MDT) within Homelessness Prevention commenced in March 2021, following the conclusion of a consultation with staff. We have one more post to fill then the whole team will be in place, this has taken longer than anticipated due to recruitment and retention issues. Whilst we had hoped to have new practice fully embedded with agreed processes in place in line with the Audit report this has not yet been achieved. The progress that has been made and the ongoing efforts of the team to implement new practices have been recognised within the report. Work is ongoing to develop a robust monitoring and quality and performance framework but this has been delayed, primarily, due to waiting for new guidance from Welsh Government and taking longer than anticipated in getting the team fully established. Although much work has been done and every citizen entering statutory homelessness provision receives a full What Matters conversation in line with the Social Services and Well-Being Act and the most appropriate member of the MDT is allocated to the individual / household. Support will continue to address any identified needs once a permanent tenancy has been sourced to reduce the risk of cyclical homelessness.

The staff resource working across Homelessness Prevention has increased from 20 in November 2020 to 28 following the team restructure. However, some of the staff are working in different teams and Council services, such as Community Housing, Single Point of Access (SPoA) and Youth Services. This approach is building on the infrastructure and strengths within these services to enhance our support to citizens, as well as staff benefiting from accessing a wider range of skills, knowledge and experience. The team that moved across to Community Housing are utilising the established infrastructure already in place to manage properties and are working hard to increase our portfolio of PRS properties to end homelessness. However, with the current housing market and rental opportunities this is proving quite difficult. Again through the difficulty in recruiting a full team, not all processes and quality and monitoring activity has been fully implemented as detailed in the Audit Action Plan.

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## **Appendix 4 – Housing Support Grant**

From April 2021 The Housing Support Grant (HSG) was increased, with Denbighshire receiving an additional £1.74 Million to £7.3 million. Any provision procured through the HSG must support the Welsh Government's Homelessness Prevention Policy Paper: 'A Rapid Rehousing Approach for Wales' issued in June 2021, but cannot be used to deliver the statutory elements of homelessness. The additional funding from HSG is allowing us to procure an Early Intervention and Prevention Service to identify and support those households at risk of homelessness at an early stage and prevent them needing to access statutory homelessness services. Through the Grant we are funding Tenancy Support Workers in Community Housing to work with tenants in DCC Community Housing to prevent eviction and risk of homelessness. We are also piloting a similar role to work with households who we have supported to end their homelessness within the PRS. Work is ongoing to review all HSG provision to ensure it supports Denbighshire's vision to end homelessness in line with the Welsh Government's Rapid Rehousing Approach.

An example of the work that is being undertaken by Housing Support Grant funding is the Employment Mentor in Working Denbighshire.

The Working Denbighshire Homeless Employment Mentor is employed to work specifically with people under the age of 35, and thereby only entitled to the Single Room Rate, who are working with the Homeless Prevention team and who identify or are at risk of becoming homeless. The Homeless Employment Mentor provides 1:1 support to participants to help to identify and overcome the barriers that are preventing people moving into employment. Once these barriers have been identified an action plan is created to overcome the barriers and sets goals to move people into employment or training. Working Denbighshire is able to access funding for work related training and certificates, the essential PPE that is necessary for certain roles, equipment, interview clothing and short term travel costs etc.

Referrals are received via the Homeless Team and other support services such as NACRO, Wallich etc.

The Homelessness Employment Mentor has succeeded in moving 17 citizens into employment and Since it began Working Denbighshire have secured a total (including the above) of 35 employment outcomes for participants whose barriers included homelessness or housing exclusion.



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## **Appendix 5**

# **Internal Audit of Accommodation Provision for the Homeless**

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Follow Up Review

# Accommodation Provision for the Homeless Follow Up

## Purpose & Background Information

Our original review of 'Accommodation Provision for the Homeless' was completed in March 2020 giving a low assurance rating because of the number of risks/issues raised. There were two major risks/issues raised, e.g. individuals staying in emergency and temporary accommodation for a lengthy period, and insufficient monitoring of citizens and properties used for emergency and temporary accommodation. Since our original review, the demand for emergency and temporary accommodation has increased due to the impact of the Covid-19 pandemic, particularly with single under-35 year olds.

The council is taking a more strategic and corporate approach to homelessness to put in alternative longer term accommodation measures in place to reduce the reliance on bed and breakfasts and hotels. Their focus includes ensuring that citizens do not spend too long in these types of accommodation, improving quality of accommodation provided, and that the citizens continue to get the adequate support required. A number of departments are involved in this, and relevant heads of service and the Chief Executive attend a cross-service management

team. There is also the Strategic Housing and Homelessness Group (SHHG) attended by the relevant heads of service and several Cabinet lead members.

Operationally, the Homelessness Prevention Service is mainly responsible, but Community Housing has responsibility for managing the leased accommodation.

Internal Audit carry out a follow up review of all audits that receive a low or no assurance to provide assurance that the agreed actions identified at our initial audit visit have been implemented, or suitable progress is being made to address the areas of concern. This enables us to reconsider the overall assurance opinion and provide an updated opinion where appropriate.

The updated opinion is based on the assumption that systems and controls as previously identified during the original audit remain in operation and are being complied with in practice. The purpose of our follow up exercise is not to retest the operation of controls which have already been assessed, but to review how management has responded to the action plans following our initial work.

# Accommodation Provision for the Homeless Follow Up

## Audit Opinion

Strategically, good progress is being made with improved corporate steer enabling better engagement amongst services to help those impacted by homelessness. The co-ordinated approach by the cross-service management team is pursuing alternative options to minimise the use of emergency and temporary accommodation. This includes accessing Welsh Government funding to purchase a property to provide emergency family accommodation. Some of these additional in-house accommodation solutions will take time to be delivered, but various other options are also being pursued in consultation with elected members.

Operationally, the pandemic has increased workload and service demands, and staff vacancies continue to impact the Homelessness Prevention Service. Another staffing restructure has been implemented, this time to comply with WG's rapid rehousing model, to provide an early prevention and holistic approach through a multi-disciplinary team. Several new members of staff have received training although a number of existing vacancies remain and has affected continuity.

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Sample testing shows some improvements in record-keeping, however, diary notes are not always kept up-to-date, and housing plans are not always in place. There is limited documented guidance, and while some quality assurance checks were initially put in place, these have now stopped since the administrator has left their post. Due to the additional demands on the service and increased caseloads, independent caseload reviews have not been possible as yet.

Management of the responsibility for leased accommodation has transferred to Community Housing, and the service level agreement was being finalised at the conclusion of our review. An accommodation officer has recently been recruited to fill a vacant post resulting from the restructure. They will be responsible for carrying out checks to ensure that the correct documentation is in place, e.g. gas and electrical safety certificates, etc.

A number of areas have progressed since our original review. Strategically, the council demonstrates a commitment to purchasing and/or repurposing of accommodation and the Council awaits further WG guidance on the proposed leasing

# Accommodation Provision for the Homeless Follow Up

scheme. Operationally, actions are taking longer to be delivered than anticipated - the pandemic and the implementation of a new staffing model and staffing vacancies have impacted progress with some key actions.

Following our review, the low assurance rating remains for now as there has yet to be sufficient progress with some of the actions resulting from major risks/issues.

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## Progress with Implementing Agreed Actions

| Action Risk Rating | Actions Fully Implemented | Actions Not Implemented | Actions Not Yet Due |
|--------------------|---------------------------|-------------------------|---------------------|
| Critical ●         | 0                         | 0                       | 0                   |
| Major ●            | 4                         | 6                       | 0                   |
| Moderate ●         | 2                         | 4                       | 2                   |

## Assurance Rating

| Audit Opinion      | Rating |
|--------------------|--------|
| At Final Report    | Low ●  |
| At First Follow Up | Low ●  |

# Accommodation Provision for the Homeless Follow Up

| Ref | Agreed Action   | Issue & Risk  | Manager Responsible & Target Date  | Follow Up Status and Comments  |
|-----|---|---|--|--|
| 1.1 | <p>To implement the Welsh Government Phase 2 Plan, to embed a rapid rehousing model to reduce the reliance on the long term use of unsuitable emergency and temporary accommodation. This includes purchasing a property to provide emergency family accommodation and the purchasing of a property to provide permanent units of accommodation</p> | <p>Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers becoming too reliant on the council for this service.</p> <p>Major Risk ●</p> | <p>Head of Community Support Services supported by cross-service management team</p> <p>31/03/2021</p> | <p><b>Complete</b></p> <p>Both the Principal Manager (Support Services) and the Housing Development Manager confirmed that while the Phase 2 Plan has been implemented, the reliance on emergency and temporary accommodation has not yet reduced. However, the use of emergency and temporary accommodation will continue to remain part of the Council's approach, but the intention is to limit the amount of time a citizen will spend there.</p> <p>The Covid-19 pandemic has further increased demand for accommodation, and it was recognised that some of the alternative solutions would take time to be delivered.</p> <p>However, sufficient progress is being made with this action. The cross-service management team consisting of four heads of service and the Chief Executive continues to meet regularly to provide a co-ordinated corporate response. Designated resource has been allocated, including the Housing Development Manager, to pursue alternative accommodation options. This includes the recent purchase of a property through Welsh Government funding to provide emergency</p> |

# Accommodation Provision for the Homeless Follow Up

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|     |   |  |   | <p>accommodation for families. The property needs renovation, but it is hoped that it will be available from Spring 2022.</p> <p>Another larger property is also under consideration, and a draft framework documented for pursuing further properties. It has been discussed at Cabinet Briefing and at Rhyl Member Area Group, and will go to Cabinet for approval after being taken to Partnership Scrutiny in December 2021.</p> <p>Elected members have been consulted on other potential options for accommodating homeless citizens, with a further workshop currently being arranged.</p> <p>Welsh Government are currently consulting on their proposed action plan to end homelessness (2021-2026) and the expectation is to permanently accommodate so solutions are currently being explored around this.</p> |
| 1.2 | To carry on working with Community Housing and Registered Social Landlords (RSLs) whilst Single Access Route To Housing (SARTH) allocations are suspended, to | Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers | Lead Officer Community Housing /Service Manager CSS<br>31/03/2021 | <p><b>Complete</b></p> <p>New WG guidance is also expected on allocations. The SARTH allocations policy continues to be amended to allow for direct lets. This is discussed regularly during the SARTH Partnership meetings where 30% of properties have been direct let, which</p>   |

# Accommodation Provision for the Homeless Follow Up

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|     | permanently accommodate a number of homeless households from emergency accommodation.   | becoming too reliant on the council for this service.<br><br>Major Risk ●  |  | equates to 90 households that have been permanently accommodated.  |
| 1.3 | To convert existing leased properties from community housing to permanent tenancies for 11 households, thus ending homelessness duty. | Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers becoming too reliant on the council for this service.<br><br>Major Risk ● | Lead Officer Community Housing<br><br>31/12/2020   | <b>In Progress – Revised Date 31/12/2021</b><br><br>The temporary accommodation officers have moved across to Community Housing from Community Support Services (CSS). Tenancies are reviewed monthly to ascertain if properties can be converted to a permanent tenancy, but progress with this action has been impacted by the Covid-19 pandemic because of staff capacity, so other areas such as direct lets were prioritised.<br><br>Currently, only 10 households can be converted to permanent tenancies, and one has been completed. Housing officers have recently had training to enable them to do allocations in this area, so it is hoped the remaining ones will be converted shortly. |
| 1.4 | To implement the Welsh Government Private Rented Sector (PRS) Leasing Scheme and secure 33 properties to permanently                  | Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers   | Service Manager CSS/<br>Lead Officer Community Housing<br><br>31/03/2021 and ongoing for 5 years | <b>In Progress – Revised Date 31/03/2022</b><br><br>The Principal Manager (Support Services) advised that the Covid-19 pandemic impacted the Private Rented Sector. Welsh Government have now made changes to the scheme, and local authorities are awaiting further guidance on the new scheme being  |

# Accommodation Provision for the Homeless Follow Up

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|     | accommodate homeless households.  | becoming too reliant on the council for this service.<br><br>Major Risk ●  |  | launched nationally. An expression of interest form will need to be submitted as previously Conwy managed the scheme on behalf of Denbighshire.   |
| 1.5 | To complete a needs assessment for every homeless household in emergency accommodation to determine the level of support required and agree their individual housing plan, as required by WG. | Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers becoming too reliant on the council for this service.<br><br>Major Risk ● | Service Manager CSS<br><br>31/03/2021 and ongoing for any new household presenting as homeless | <p><b>In Progress – Revised Date - Ongoing</b></p> <p>A staff restructure was undertaken in the homelessness team that introduced the roles of Homelessness Support Practitioners. Part of their role is to conduct a multi-disciplinary assessment using a 'What Matters' approach to focus on the citizen's outcomes rather than just their housing needs.</p> <p>The Housing Prevention Officer (HPOs) element of the staffing structure, responsible for carrying out the homeless assessment, has been impacted as there has been a lot of new staff to recruit and train.</p> <p>Sample testing of eight homeless citizens identified improvement since our original review:</p> <ul style="list-style-type: none"> <li>• All had a homeless assessment documented</li> <li>• Evidence of 'What Matters' conversations.</li> <li>• All had key documentation, e.g. letters detailing duty, or discharge letters where applicable.</li> <li>• Inconsistent in terms of updating diary notes, e.g. some had not been</li> </ul> |

# Accommodation Provision for the Homeless Follow Up

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|     |   |   |  | <p>updated since May 2021, or did not provide a clear audit trail.</p> <ul style="list-style-type: none"> <li>Only one had a completed housing plan, and this did not provide dates when the actions will be reviewed.</li> </ul> <p>We were advised that housing assessments are generally carried out over the phone with the citizen, with the intention that the housing plan would be completed in person at a later date. There was a lack of clarity over who would do this, but it has been confirmed that HPOs will now carry out this role for new cases. However, clarification is needed about completing those for existing cases.</p> |
| 1.6 | To continue to improve prevention services to those households at risk of homelessness through close working with Civica/DWP partnership, CAD and Working Denbighshire, procuring a range of early intervention and prevention services, and building on best practice and learning from existing partnerships. | <p>Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers becoming too reliant on the council for this service.</p> <p>Major Risk ●</p> | <p>Service Manager CSS/<br/>Procurement Business Partner</p> <p>30/06/2021</p> | <p><b>Complete</b></p> <p>The Principal Manager (Support Services) confirmed that close working with other organisations is taking place, particularly with Civica where a project is being carried out to engage with households at risk of homelessness to provide information, advice and assistance to prevent them entering statutory homelessness provision. This involves checking whether the citizen is on the Single Access Route to Housing (SARTH) register. Formal reporting of the project will be carried out by the end of October 2021, but the outcomes so far have been positive.</p>  |

# Accommodation Provision for the Homeless Follow Up

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|     |   |   |  | An Early Intervention project has recently been approved, and a procurement exercise is now being undertaken for providers to tender for the management of a model of early homelessness prevention.   |
| 1.7 | To amalgamate the Strategic Homelessness Plan and WG action plan into one document to be monitored by the Strategic Homelessness and Housing Group.   | Use of emergency and temporary accommodation - Citizens are staying in emergency and temporary accommodation for lengthy periods resulting in significant budgetary pressures, and providers becoming too reliant on the council for this service.<br><br>Major Risk ●  | Principal Manager CSS<br>30/11/2020                                | <b>Complete</b><br><br>The homelessness action plan and audit action plan were fully incorporated into the revised Homelessness and Housing Strategy document during 2020. Progress with the plan is monitored by the Strategic Homelessness and Housing Group.  |
| 2.1 | To contract out the management of all private rented sector leased properties to ensure effective property management including all certification and compliance with the Minimum Energy Efficiency Standards and Rent Smart Wales. | Insufficient Monitoring - There is a risk that accommodation used is no longer suitable, is either not being used or used inappropriately, and the welfare of the citizen is not adequately monitored. A lack of monitoring could result in staff not complying with the Housing Act (Wales) 2014, or there is insufficient evidence why support is | Service Manager CSS / Lead Officer Community Housing<br>30/06/2021 | <b>In Progress – Revised Date 31/12/2021</b><br><br>Community Housing recently took over responsibility for the management of leased properties provided to the homeless. The Service Level Agreement between Housing and CSS is almost complete.<br><br>Two temporary accommodation officers moved across from Community Support Services (CSS), but another post was vacant, and has only recently been filled. This has impacted progress with carrying out the required checks to confirm compliance. As a result, we did not carry out any sample |

# Accommodation Provision for the Homeless Follow Up

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|-----|--|---|------------------------------------|--|
|     |  | being provided to the citizen<br><br>Major Risk ●   |                                    | testing, but we were advised at the conclusion of our review, that of 89 properties, there are 16 up-to-date gas certificates that have not been received from ten landlords. Processes are in place to monitor, and take action where necessary, along with reviewing other certification, e.g. Rent Smart Wales compliance.  |
| 2.2 | To continue with 6 weekly caseload reviews that the Team Leaders / Manager carry out with the Homeless Prevention Officers and a weekly quality monitoring check has been put in place to monitor the activity to permanently accommodate those in emergency accommodation | Insufficient Monitoring - There is a risk that accommodation used is no longer suitable, is either not being used or used inappropriately, and the welfare of the citizen is not adequately monitored. A lack of monitoring could result in staff not complying with the Housing Act (Wales) 2014, or there is insufficient evidence why support is being provided to the citizen<br><br>Major Risk ● | Service Manager CSS<br><br>Ongoing | <b>In Progress – Revised Date Ongoing</b><br><br>A Homeless Prevention Administrator carried out various quality assurance checks of accommodation and homeless prevention that included monitoring SARTH referrals, and contact with other providers, e.g. support workers, Working Denbighshire. This was monitored weekly and reported to managers. However, the employee has recently left, and this monitoring has lapsed.<br><br>During sample testing, we did not always see evidence of regular welfare checks on citizens, or regular checks of the accommodation being provided. The Senior Prevention Officer explained that room inspections have stopped because of the Covid-19 pandemic. Instead, staff base themselves in the emergency accommodation to carry out welfare checks and should be recording the outcome on Open Housing. |

# Accommodation Provision for the Homeless Follow Up

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| 2.3 | <p>To develop and embed performance and quality monitoring for all initiatives to secure accommodation for homeless households, e.g. PRS Leasing Scheme and DCC Landlord Offer.</p>   | <p><b>Insufficient Monitoring -</b><br/>There is a risk that accommodation used is no longer suitable, is either not being used or used inappropriately, and the welfare of the citizen is not adequately monitored. A lack of monitoring could result in staff not complying with the Housing Act (Wales) 2014, or there is insufficient evidence why support is being provided to the citizen</p> <p>Major Risk ●</p> | <p>Service Manager CSS<br/>30/09/2021</p> | <p><b>In Progress – Revised Date 31/12/2021</b></p> <p>Community Housing have a performance dashboard that now incorporates the leased properties. This includes monitoring the number of properties, the days spent in leased accommodation, and the rents recovered.</p> <p>However, other quality monitoring is not fully embedded, e.g. review of homeless cases. While SARTH referrals have been monitored by the homeless prevention team, the person responsible has recently left their post, so these checks have not been carried out.</p> |
| 3.1 | <p>To develop written procedures and guidance based on the new Rapid Rehousing Model, Welsh Government is wanting every Local Authority to implement by March 2022. As new practice is embedded guidance and processes will be developed to support the implementation.</p> | <p><b>Documented guidance for key processes -</b> Without written procedures or guidance, staff may not be clear of their duties and carry out processes inconsistently, which could lead to non-compliance with legislation</p> <p>Moderate Risk ●</p>   | <p>Service Manager CSS<br/>31/03/2022</p> | <p><b>Action Not Yet Due</b></p> <p>Welsh Government released a paper during June 2021, but awaiting further guidance to be issued by them.</p>  |

# Accommodation Provision for the Homeless Follow Up

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| 3.2 | To conduct a full review of every role within the Homelessness Prevention Team in line with the new delivery model.  | Documented guidance for key processes - Without written procedures or guidance, staff may not be clear of their duties and carry out processes inconsistently, which could lead to non-compliance with legislation<br><br>Moderate Risk ● | Service Manager CSS<br>31/03/2021 | <b>Complete</b><br><br>A staff restructure has been undertaken in the homeless team to provide an early intervention and prevention model to support those at risk of homelessness. The aim is for the team to be multi-disciplinary providing a wide range of support, e.g. substance misuse and mental health issues. |
| 4.1 | To implement a procedure whereby any personal interest or potential conflict of interest is declared by all staff working in the homelessness service, including working with or having access to a close family member or ex-member of staff's personal information, in-line with Corporate Policies and Procedures | Declaration of personal and business interests - There is a risk that conflicts of interest are not being managed as not all staff are declaring a personal or business interests<br><br>Moderate Risk ●                                  | Service Manager CSS<br>30/11/2020 | <b>In Progress – Revised Date 31/12/2021</b><br><br>Initial advice was obtained on the content of the declaration of interest form. However, no further progress has been made since due to the staff restructure and other priorities.   |
| 5.1 | To engage with the ICT Business Partner to review which system would work best for homelessness record   | Key management information / audit trail - Without recording key information, there is a lack of evidence to demonstrate  | Service Manager CSS<br>31/07/2021 | <b>Complete</b><br><br>Discussions have been had with regards to the best system to use, but not finalised due  |

# Accommodation Provision for the Homeless Follow Up

|     |   |   |   |  |
|-----|---|---|---|--|
|     | <p>keeping i.e. Open Housing, Paris (or its successor) and update systems accordingly to stop duplication, and ensure a more robust record keeping process.</p> | <p>that adequate action is being taken to secure alternative accommodation, sufficient checks are being carried out on the citizens, or that the person has a genuine homeless need</p> <p>Moderate Risk ●</p>  |   | <p>to needing to further the business case for replacing Paris.</p> <p>In the meantime, actions have been taken to improve the recording, e.g. additional attribute added to track Section 21s in Open Housing. A new assessment form has also been designed with drop-down lists to enable more consistent recording, which incorporates the triage assessment. Benefit memos are also stored on Open Housing instead of the network drive.</p> |
| 5.2 | <p>To develop processes and guidance around robust record keeping and management information mechanisms once ICT systems have been agreed.</p>                  | <p>Key management information / audit trail - Without recording key information, there is a lack of evidence to demonstrate that adequate action is being taken to secure alternative accommodation, sufficient checks are being carried out on the citizens, or that the person has a genuine homeless need</p> <p>Moderate Risk ●</p> | <p>Service Manager CSS<br/>31/03/2022</p>             | <p><b>Not Yet Due</b></p> <p>While the ICT system has not yet been agreed, some processes such as maintaining the emergency accommodation spreadsheet, have been documented. However, other key processes, e.g. assessment process are not in place.</p>   |
| 5.3 | <p>To continue with ongoing 6 weekly caseload reviews for each Homelessness</p>   | <p>Key management information / audit trail - Without recording key information, there is a lack</p>  | <p>Service Manager CSS<br/>31/03/2021 and ongoing</p> | <p><b>In Progress – Revised Date Ongoing</b></p> <p>A Homeless Prevention Administrator carried out various quality assurance checks, which were shared with the team so any gaps could</p>  |

# Accommodation Provision for the Homeless Follow Up

|     |  |   |   |  |
|-----|--|---|---|--|
|     | <p>Prevention Officer, by the management team. New processes for review will be introduced as the Rapid Rehousing Model is implemented and KPIs developed.</p>               | <p>of evidence to demonstrate that adequate action is being taken to secure alternative accommodation, sufficient checks are being carried out on the citizens, or that the person has a genuine homeless need</p> <p>Moderate Risk ●</p>   |   | <p>be rectified prior to discussion at the team meeting. However, this monitoring has stopped now the Administrator has left. It was envisaged to carry out caseload reviews for discussion at 1-2-1s, but this has not been possible due to the high caseloads of the Homeless Prevention Officers with some having 90 cases to manage.</p> |
| 6.1 | <p>To undertake a strategic review of charging within emergency and temporary accommodation leading to the development of a Homelessness Charging Policy, if appropriate</p> | <p>Accommodation charges - Where there is a shortfall between the occupation charge and benefits available, the council usually covers the difference. While discretion can be applied based on individual circumstances, there is little evidence of efforts taken to minimise the shortfall and lessen the financial impact on the council. Also, citizens may be reluctant to secure permanent tenancies as the rent will be unaffordable in comparison</p> <p>Moderate Risk ●</p> | <p>Principal Manager (CSS, Support Services)<br/>30/06/2021</p> | <p><b>No Progress – Revised Date 31/03/2022</b><br/>Due to other priorities, this has not been taken forward, although planned to raise at a future Strategic Housing and Homelessness Group meeting.</p>  |

# Accommodation Provision for the Homeless Follow Up

|     |  |   |   |  |
|-----|--|---|---|--|
| 7.1 | To agree a policy and procedures around managing arrears of rent from those households in temporary accommodation including management sign off for writing off bad debts and credits on tenancy accounts. | Management of occupation accounts - A lack of regular monitoring will result in outstanding debts not being recovered promptly, and could result in the system being exploited<br><br>Moderate Risk ● | Service Manager CSS / Finance Business Partner/Lead Officer Community Housing<br><br>30/06/2021 | <b>In Progress – Revised Date 31/03/2022</b><br><br>Community Housing are now responsible for monitoring the occupation accounts. Good progress has been made since our original review, e.g. with reviewing current tenant arrears and write offs have been carried out for financial year 2020/21. However, former tenant arrears have yet to be reviewed, and there has only been a minor decrease in the number of accounts that have credits. |
|-----|--|---|---|--|

# Accommodation Provision for the Homeless Follow Up

## Report Recipients

- Homeless Team Manager (MDT)
- Principal Manager (Support Services)
- Service Manager (Business Support & Communities)
- Head of Community Support Services
- Lead Officer, Community Housing
- Housing Development Manager
- Senior Finance & Assurance Officer
- Chief Executive
- Head of Finance & Property / S151 Officer
- Corporate Director: Communities
- Strategic Planning & Performance Officer
- Scrutiny Co-ordinator
- Partnership Scrutiny Committee
- Lead Member for Wellbeing and Independence
- Lead Member for Finance, Performance & Strategic Assets
- Governance & Audit Committee
- Strategic Housing & Homelessness Group
- Lead Officer (Destination, Marketing & Communication)

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## Internal Audit Team

Lisa Harte, Senior Auditor CMIIA      01824 718084      [lisa.harte@denbighshire.gov.uk](mailto:lisa.harte@denbighshire.gov.uk)

## Key Dates

|   |              |
|---|--------------|
| Review commenced                        | August 2021  |
| Review completed                        | October 2021 |
| Proposed date for next follow up review | May 2022     |

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|                              |   |
|------------------------------|---|
| <b>Report to</b>             | <b>Partnerships Scrutiny Committee</b>  |
| <b>Date of meeting</b>       | <b>16 December 2021</b>   |
| <b>Lead Member / Officer</b> | <b>Lead Member for Wellbeing and Independence &amp; Lead Member for Education, Children's Services and Public Engagement / Corporate Director Communities</b> |
| <b>Report author</b>         | <b>North Wales Regional Partnership Board]</b>  |
| <b>Title</b>                 | <b>Annual Report of the North Wales Regional Partnership Board for 2020-2021</b>  |

## 1. What is the report about?

- 1.1. This report is the Annual Report of the North Wales Regional Partnership Board for 2020-2021 (Appendix 1). It is a requirement within the Part 9 of the Social Services and Well-Being (Wales) Act 2014 that each Regional Partnership Board (RPB) prepares, publishes and submits its annual report to Welsh Government.

## 2. What is the reason for making this report?

- 2.1. This report is to provide information to partners with regard to the North Wales Regional Partnership Board and its activities during 2020-2021.

## 3. What are the Recommendations?

- 3.1. That the Committee confirms that it has read, understood and taken into account the work that is required to be undertaken by the Regional Partnership Board.
- 3.2. That the Committee notes the work and progress in 2020-2021 on the work areas that are being taken forward through the North Wales Regional Partnership Board.

## **4. Report details**

- 4.1. The Social Services and Well-Being (Wales) Act 2014 requires that each Regional Partnership Board produces and publishes an annual report on its work and submits this to Welsh Government.
- 4.2. In March 2018 the Welsh Government issued Guidance for the completion of the Regional Partnership Board Annual reports and Boards were to use this guidance for the completion of its report. The attached report contains all the information which was required to be included within that Guidance. The North Wales Regional Partnership Board report is written in a format that captures all information required. The report also includes views of a number of members of the Board.
- 4.3. The Regional Partnership Board is the Board which has been set up to meet the requirements of Part 9 of the Social Services and Well-Being (Wales) Act 2014. The Act requires that local authorities make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purposes of their social services functions.
- 4.4. Part 9 of the Act also provides for partnership arrangements between local authorities and Local Health Boards for the discharge of their functions. The Act also provides Welsh Government Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.
- 4.5. The purpose of Part 9 of the Act is to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery. The key aims of co-operation, partnership and integration can therefore be described as:
  - To improve care and support, ensuring people have more say and control
  - To improve outcomes and health and wellbeing
  - Provide co-ordinated, person centred care and support
  - Make more effective use of resources, skills and expertise

- 4.6. The purpose of the Annual Report is to set out the progress that Regional Partnership Boards have made and reflects on how the Board are achieving the principles of the Social Services and Well-Being (Wales) Act 2014.
- 4.7. In January 2020, the Welsh Government (WG) published the Social Services and Well-being (Wales) Act 2014 Codes and guidance: Part 9 Statutory Guidance (Partnership Arrangements), the progress on implementing can be seen within the Annual Report.

## **5. How does the decision contribute to the Corporate Priorities?**

- 5.1. Working in partnership across health and social care services will help support resilient communities and also ensure a seamless service for individuals that require care and support.

## **6. What will it cost and how will it affect other services?**

- 6.1. The 6 Local Authorities in North Wales pool funding to support regional working across the region, this also funds the Regional Collaboration Team and there is a formal partnership agreement to underpin this. The costs associated with holding the Regional Partnership Board meetings is funded from this pool if no other partnership grant is available to meet the costs.
- 6.2. Through the Regional Partnership Boards Welsh Government is channelling grant funding streams such as the Integrated Care Fund (ICF), Delivering Transformation grants. Where it is possible to charge regional partnership activity to these grants this is being actioned.

## **7. What are the main conclusions of the Well-being Impact Assessment?**

- 7.1. No regional Well-Being Impact Assessment has been carried out for the RPB.

## **8. What consultations have been carried out with Scrutiny and others?**

- 8.1. Members will be aware of the Social Services and Well-Being (Wales) Act 2014 and will have received information about Part 9 of the Act and the development of Regional Partnership Boards. There has been no formal consultation, other

than with members of the Regional Partnership Board which includes a wide range of membership and includes citizens and carers.

## **9. Chief Finance Officer Statement**

- 9.1. The purpose of the report is to provide information with regard to the North Wales Regional Partnership Board and its activities during 2020-2021 and therefore have no direct or ongoing financial implications.

## **10. What risks are there and is there anything we can do to reduce them?**

- 10.1. There is a risk in ensuring compliance with the Social Services and Well-Being (Wales) Act 2014 and with the Guidance on regional partnership board annual reports issued in March 2018 in producing the annual report. The main risk is that the North Wales Regional Partnership Board is able to progress the various requirements as required in the Part 9 Guidance and that the partnership develops to enable further partnership working and integration of services in the future.

## **11. Power to make the decision**

- 11.1. Social Services and Well-Being Act 2014, Part 9

- 11.2. Scrutiny's powers are as set out in Section 21 of the Local Government Act 2000 and Section 7.4 of the Council's Constitution.



CYDWEITHREDFA GWELLA GWASANAETHAU  
GOFAL A LLESIANT **GOGLEDD CYMRU**  
**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

## Appendix 1

# North Wales Regional Partnership Board

## Annual Report

2020/21



This report has been produced to meet the requirements set out by the Welsh Government in the Social Services and Well-Being (Wales) Act 2014

## **Contents**

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(Photo taken April 2019)

## **Foreword by the Chair of North Wales Regional Partnership Board (NWRPB)**

Teresa Owen, Executive Director Public Health,  
Betsi Cadwaladr University Health Board



As Chair of the North Wales Regional Partnership Board, I am pleased to present our 20/21 report, and what a year it has been since the new form of coronavirus entered our lives.

We were all touched by the COVID 19 pandemic in so many different ways. Tragically, too many people have lost their lives to COVID19, and it has disrupted all our lives in so many ways, and especially so the most vulnerable. Similarly, from a system wide perspective, COVID 19 has been a huge challenge for health and social care services, although the dedication of our health and care workers, volunteers, and communities has shone through.

As a Regional Partnership Board, we rightly focussed on 'people' - both patients and staff, our joint working arrangements, the partnership approach and providing seamless care. Over the past twelve months we've reacted and responded differently, adapted and innovated.

I saw extraordinary contributions from staff, teams, organisations, communities, groups, and especially volunteers, and feel proud as I reflect on the collaborative activity undertaken at all levels - whether they be strategic, tactical and operational. All with one aim - to make a difference.

Like thousands of people, shielding and isolating for various reasons, we've also embraced digital technology to aid communication with each other as partners, leaders, and providers. As a whole system, we need to learn from this extraordinary year, and ensure coordinated action to tackle the inequalities which have sharpened in focus. Indeed, it was a year of significant service transformation, and now it is time to build on the innovation of the last 12 months, and drive forward our workforce developments.

Going forward our focus must now turn to restoration, recovery and renewal, whilst still being vigilant for the potential next wave of the virus. Working in partnership at the regional and local level must be the focus so that we can seize further opportunities for positive change.

Best wishes - Teresa Owen

# 1. Partnerships Governance

This section of the Annual Report sets out the purpose, role, membership, operating structure and key priorities of the Regional Partnership Board. It outlines the key partnership development over the last year and progress on implementing changes in the revised Part 9 Guidance

## 1.1 Purpose, Role, Membership, Operating Structure and Key Priorities

The NWRPB meets on a monthly basis and is now holding a mix of business meetings along with development sessions. In December 2020 the Board reviewed and updated its Terms of Reference

### Vision statement

***Working together to improve the wellbeing of people and communities***

### Guiding principles

The NWRPB agreed its guiding principles in November 2016 and these remain fit for purpose:

- Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best
- Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities)
- People are enabled to use their confidence and skills to live independently, supported by a range of high quality community based options
- Embedded co-production in decision making so that citizens and their communities shape services
- We recognise the broad range of factors that influence health and well-being and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment).

“During the Covid Pandemic I have learnt how to use a tablet. This has helped me a lot, as I can now keep in touch with friends, family and support group online. I don’t feel as lonely, and it has helped with my mental health as well”

Will lives alone and did not have the funds to purchase a tablet, so LAC applied to the Council project, who were offering I-Pads to community members to keep them connected.

**ICF Funded Local Asset Coordinator Asset Coordination (LAC) a new model of working with communities developed on Ynys Môn**

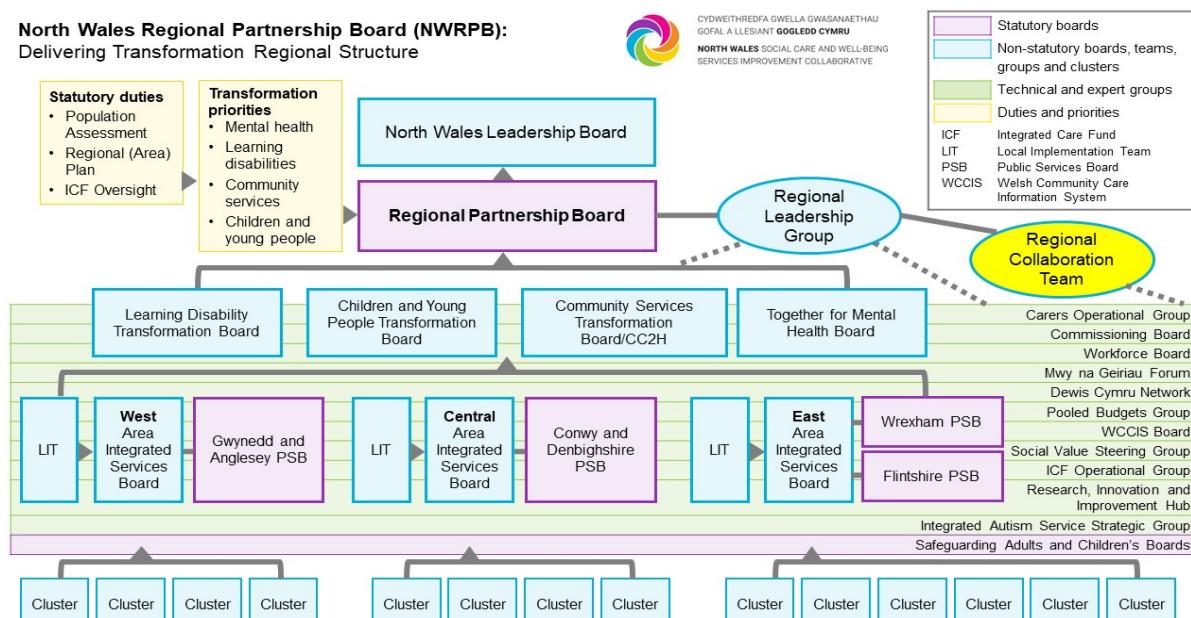
## **1.2 Role of the NWRPB**

The NWRPB's Terms of Reference is reviewed annually however, the crucial role for the Regional Partnership Board will be to:

- Ensure that there is an agreed shared vision and a clear direction of travel for service development and integration of health, care and wellbeing in line with the SSWB Act 2014 and A Healthier Wales
  - Ensure that there are shared plans and strategies in place (supported by appropriate business cases) for delivering on the vision
  - Ensure that the strategic plans are evaluated and reviewed against agreed and understood outcomes and performance indicators
  - Lead a strategic approach to communicating and publicising the direction of travel and the progress made
  - Ensure that the principles of the board are upheld
  - Maintain an effective overview of the resources allocated to deliver on its objectives
  - Report to the Regional Leadership Board on progress, key issues and exceptions, escalating any barriers to progress within the Regional Partnership Board for resolution
  - Ensure that an annual report on progress is prepared and delivered as required to the Welsh Government.

The NWRPB formally reports to the North Wales Leadership Board. The NWRPB's business and the business of the regional sub-groups is managed by the Head of Regional Collaboration and members of the Regional Collaboration Team.

The updated governance structure of the NWRPB was formalised in January 2021 and the structure is shown below. Our Terms of Reference were reviewed in November 2020. The membership of the NWRPB (as at end of March 2021) is attached in Appendix 1.



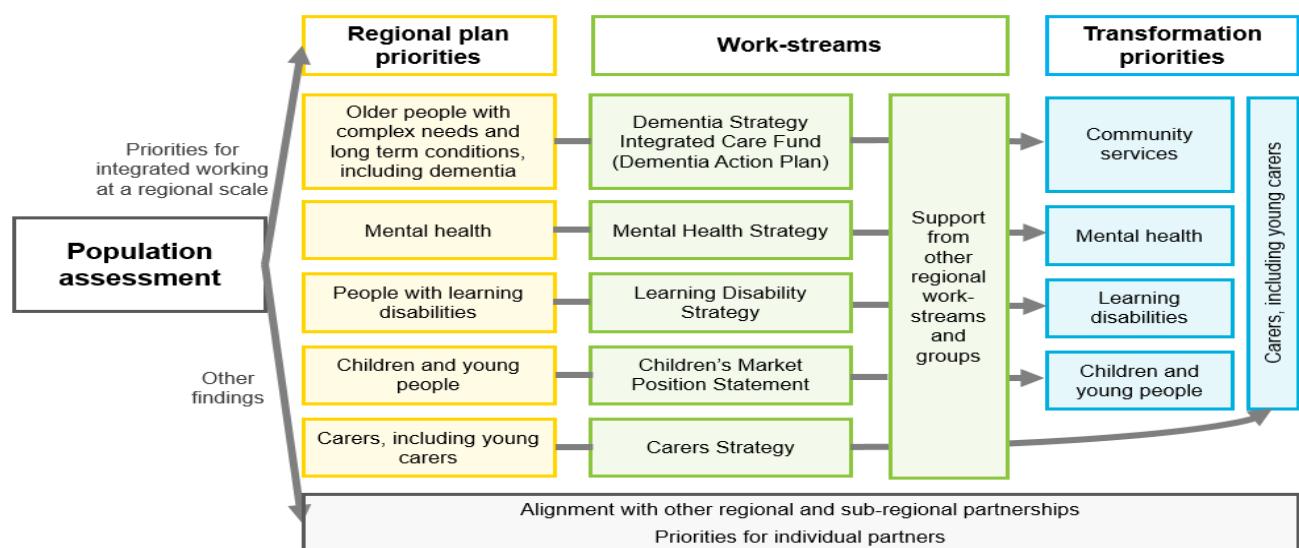
### 1.3 Key Partnership Development

Due to Covid-19 Pandemic, all planned partnership developments, were postponed. We have engaged with and participated in all the Welsh Government learning events and meetings with the Minister during 2020 as part of our partnership development.

The RPB continues to work with the Public Services Board to provide a coherent local and regional response to the wellbeing needs of individuals.

We attend conferences and seminars to showcase the work of the RPB at a local, regional and national level e.g. the National Social Care Annual conference – however, in 2020, due to the NSCA Conference being held virtually, it was not possible to showcase the work of the RPB.

We have finalised our priorities and focus document for the short term and longer term. This links to our Area Plan and the current priorities for the RPB.



### 1.4 More Than Just Words Forum

The aim of the More than Just Words strategic framework is to lead on a number of improvements to ensure that Welsh speakers receive health services, social services and social care in their mother tongue, without having to ask. The membership of the More than Just Words Forum includes Local Authorities, Betsi Cadwaladr University Health Board (BCUHB, Social Care Wales, Welsh Ambulance Services NHS Trust, Health Education and Improvement Wales (HEIW) and Bangor University's School of Health Care Sciences.

Of course, the Covid-19 pandemic has had an enormous impact on our work as a Forum. We were unable to meet face to face during 2020-21, and so we have decided to report on the 2019-21 period in order to provide a comprehensive update of the work that has been in progress in each organisation.

Despite the pandemic, a broad range of good work has been in progress by all partners, on matters such as integrated working, training, working through the medium of Welsh and a variety of plans and programmes. Of course, the partners achieve so much within this field of work independent of the Forum, but this report is

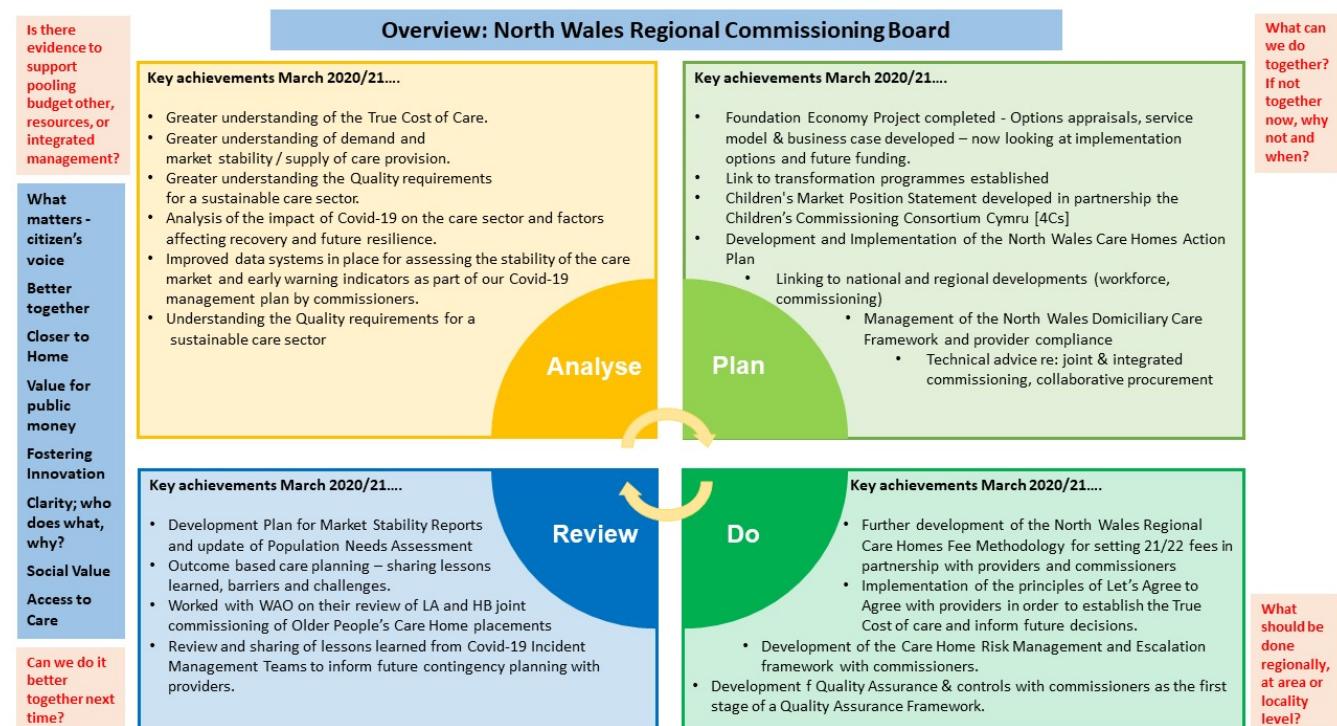
an opportunity to share and disseminate good practice further, whilst also noting the aims and objectives for the future.

## 1.5 Progress on implementing changes in revised Part 9 guidance

Following receipt of the updated Part 9 Codes and Guidance in January 2020, the NWRPB was due to discuss the required changes at its meeting in March, but due to COVID-19, this had to be deferred. Registered Social Landlord representatives joined the RPB in December 2018 and February 2019 respectively; the Chair of the RPB will seek nominations for the Education and Local Authority Housing representatives via the regional Chief Executives Forum.

The Children's Commissioner for Wales attended to discuss the work of the RPB in delivering the priority to establish integrated services for 'children with complex needs due to disability or illness and for children and young people with mental health problems'. There is a sub-group of the RPB already established which currently over-sees the delivery of our partnership Children and Young People Transformation programme.

We have a long standing Strategic Commissioning Hub within the region which is underpinned by a partnership agreement and funded by partners. The work programme is aligned to the work of the Transformation Boards, identifying where it could add value / support the transformation agenda:



## Regional Workforce

The Regional Workforce Board has continued to support the delivery of the North Wales Community Health and Social Care Workforce Strategy, whilst also making provision to support the national strategies and priorities.

The development and delivery of a work programme that is focussed but flexible has

proven to be the foundation for continuous improvement and achievement in a 12month period of challenge and uncertainty.

The impact of the coronavirus pandemic accentuated the need to provide a suitable support mechanism for care providers across the region. Early discussions with Betsi Cadwaladr University Health Board (BCUHB) resulted in the development and implementation of a Memorandum of Understanding (MOU), enabling care providers to access BCUHB bank staff to cover staff shortages. As the pandemic continued, continuous improvement to the MOU was required. The criteria for need was refined, responsibilities of those involved have been clarified and the administrative support process made leaner. All six Local Authorities (LA) opted to sign up to the agreement with BCUHB, to use the facility as and when required. The MOU will again be revisited as part of the forward work programme. Lessons learned will be identified and the MOU will be reviewed to ensure that the criteria, responsibilities and processes remain valid, with improvement being introduced wherever possible.

The national WeCare campaign for attraction, recruitment and retention of care workers has been supported through the development of a regional Facebook page. platforms reach was intensified during the run up to the virtual careers fair and WeCare week in November 2020.

The registration of residential care work force is a requirement of RISCA which should be met by 2022. Due to the pandemic this has not been subject to emphasis. To address this, regional briefings across the six LA's are being arranged to explain the four routes to registration that are available for care workers and to emphasise that this is the responsibility of the employer. A review of data from Social Care Wales (SCW) concerning registrants will be monitored to identify service risk. The regional provider portal will be utilised to send reminder messages and action will also be taken through the commissioning teams.

A Task and Finish Group has been established to identify and implement key actions that will address the challenges and barriers to a Children's Social Work workforce in North Wales. Three strands of work have been identified; Recruitment; Development; Retention. Work will be undertaken between January and June 2021 - recommendations presented to the Workforce Board in July 2021.

The 'Step into Work Programme' provided by BCUHB is an adult volunteer programme that provides work placement opportunities for a range of people including, workless households, long term unemployed, Scope, higher and further education students to name but a few. A working group has recently been established and although at a very early stage the indications are that collaborative working may be able to develop a programme that satisfies both the health and care sector.

The Foundation Economy Project has identified a locality based, not-for-profit staffing agency as a potential solution to supply staff and other services to add value to the social care and health care sector in North Wales. The model can be flexible to meet local need and assets whilst helping to recruit and retain staff within the locality, providing workers who understand local cultures and speak the Welsh language. Initial meetings have now been planned with Ynys Mon/Gwynedd (West), Conwy CBC/Denbighshire CC (Central) and Flintshire CC/Wrexham CBC (East) to establish how the findings from the project may be utilised to the advantage of each area.

## **2. General Progress Update on Delivery of Area Plan**

This section of the Annual Report sets out progress against key objectives from the area plan and priority areas for integration under Part 9 guidance including outcomes achieved for service users and carers. It considers specifically the priority groups set out in the Population Needs Assessment.

In line with the requirements of the Social Services and Well-Being (Wales) Act 2014 during 2020-21 the NWRPB continued to develop its approaches to integrated services for its priority areas.

### **2.1 North Wales Area Plan**

The Area Plan sets out the priority areas for integration of services between health and social care and this sets out the direction of travel for the Board. The Area Plan sets out how the region will address the priority areas identified in the Population Needs Assessment, this remains the golden thread to specific areas of work within the region.

### **2.2 A Healthier Wales**

The NWRPB priorities for 2020/21, whilst being impacted by Covid-19, the delivery of its 4 transformation programmes for 'A Healthier Wales' which was designed to see the rapid development of integrated community based services across the region, has been successful in bringing positive outcomes to the people.

#### **2.2.1 Community Services Transformation Programme**

Community Services Transformation is an ambitious programme of work that aims to better integrate health and social care services at a locality level for older people including those living with dementia, people with physical disabilities and unpaid carers. At the heart of this place-based model is a determination to deliver enhanced integrated governance arrangements as well as develop operational delivery structures that ensure a seamless and co-ordinated approach to the delivery of health and social care.

Considerable work has been undertaken in order to build a robust programme for change.

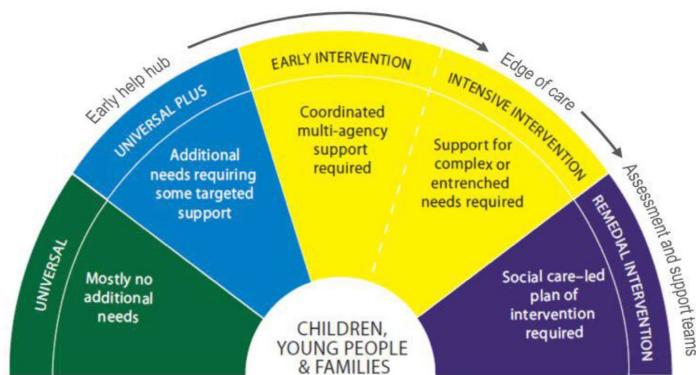
Transforming the way in which community health and social care services work together is a long-term piece of work. Progress has been made to place partners in a strong position to deliver real change.

In the West, Multi-disciplinary meetings are being held in all areas. This integrated working will be supported through a SharePoint site which will function as a platform available to all partners to share information about all CRTs and the entire Transformation Programme. This includes 'sprint boards' for all CRT areas, which ensures momentum is driven and that all key stakeholders have access to relevant information. An electronic blockage board is now operational, with the removal of blockages featuring as part of 4-weekly senior management progress meetings.

## 2.2.2 Children and Young People Transformation Programme

Children and Young People Transformation embraces an overall objective to achieve better outcomes for children and young people.

There are three strands to the programme:



- A multi-agency drive to improve the emotional health, wellbeing and resilience of children and young people through integrated early intervention and prevention including the development / further refinement of locality early help hubs
- To research and develop evidence-based 'rapid response' (crisis outreach) interventions

for children and families on the edge of care

- To develop short term residential services

This last year has seen significant developments within the programme; two new sub-regional multi-disciplinary teams being established and have delivered services to 36 children, young people and their families. A strategic training programme created to support a third sub-regional MDT has delivered 341 training sessions.

Two separate short term residential provisions have been initiated to support the established MDT's. Both projects aim to deliver the services within the next year and a half.

The emotional health wellbeing and resilience workstream has delivered a regional pilot framework for 8 – 11 year olds, producing guiding principles for supporting the healthy development of emotional health, wellbeing and resilience of children and young people encompassing the 5 ways to wellbeing. Another workstream has established an early intervention team to focus on early help and adopting a 'No wrong door approach' for children and young people experiencing emotional behavioural difficulties.

In direct response to the pandemic the Children and Young People Transformation programme have been able to support community resilience projects that supported children and young people through this challenging times as well as deliver on the objectives set out in this programme.

## 2.2.3 Learning Disability Transformation Programme



The foundation of the programme is the North Wales Learning Disability Strategy. The strategy is being implemented by the team through five workstreams: integrated structures, workforce development, commissioning and procurement, community and culture change and assistive technology.

2020/2021 was very busy for **The North Wales Together Learning Disability Transformation Programme**, the continued impact of the pandemic interrupted work plans, some lead officers returning to their substantive posts to help during the crisis. All team members continued to work remotely and developed strategies to overcome the difficulties to get projects delivered virtually while supporting project partners to deliver their objectives in a different way.

**Despite this setback there were some great successes: All in all there were of 52 pilot co-commissioned projects established across North Wales to support the delivery of the programme.**

Please follow this link to watch a video of some of the highlights:  
<https://northwalestogther.org/>

2020/2021 priorities document can be found on our website:  
[www.northwalestogther.org/project-information/](http://www.northwalestogther.org/project-information/)

## 2.2.4 Together for Mental Health Transformation Programme



Before Covid-19, significant progress had been made for example in embedding ICAN Unscheduled Care service and developing ICAN hubs in eight towns across the North Wales Region.

The Covid-19 pandemic has created a surge in demand from people who need support with their emotional health and well-being. Developments in the Programme were significantly curtailed as social distancing restrictions reduced the opportunity for the delivery of any face-to-face services. Programme Team staff were also required to redirect priorities to support the BCUHB response to the pandemic. In spite of this, the Programme respond rapidly, robustly and sensitively to these exceptional circumstances, enhancing and consolidating its volunteer workforce to provide a telephone support service which has proved to be a vital lifeline for a significant number of people.

The ICAN Programme has a clear plan for continued implementation of its Programme during 2021/2 and has secured sustained funding from BCUHB.

## 2.2.5 Research, Innovation and Improvement Coordination Hub

The hub aims to coordinate research, innovation and improvement activity in North Wales to inform new integrated models of health and social care as part of the commitment in A Healthier Wales.

Highlights from 2020-21 include completing a rapid review of the impact of COVID-19 on people who need care and support, including innovation in services. We supported transformation projects to use evidence by carrying out literature searches, such as into resources to support children's wellbeing, and provided advice and support with setting up on-line surveys, data analysis and story-telling research methods. We worked with Integrated Care Fund (ICF) projects to consider the themes of scale, good practice and innovation. We supported better coordination by identifying similar projects in different sectors/agencies and linking them up. We worked with national projects to avoid duplication locally and developed strong networks with other regional hubs. For example, working with Social Care Wales to look at evidence use within social care, sharing our COVID-19 literature searches with other regions and using our website to highlight the different approaches to promoting innovation (Living Labs, Health Hacks, Innovation Labs) within different sectors. We organised a Social Care Innovation Lab with Bangor University with a focus on digital technology. We also worked with the Innovation Agency to develop the concept of a Living Lab and bring together health and social care practitioners and researchers to better understand the research, innovation and improvement landscape in North Wales.

We continued to promote events, funding opportunities and the work of the team through the website, Twitter account and regular email newsletters. This include live tweeting key regional events. By the end of the year we had over 170 followers of the Twitter account and 130 subscribers to the RIIC hub mailing list.

Please follow us on Twitter @NW\_RIICH\_ / @NW\_RIICH and/or sign up to our newsletter for more information.

## 2.3 North Wales Dementia Strategy

During 2020-21 the North Wales Dementia Strategy was finalised and agreed by the



RPB and the Strategy was shared widely with partners for adoption and implementation. The RPB Dementia Steering Group reformed following the initial impact of the global pandemic and invested in a Regional Dementia Project Manager to support with the implementation of the Dementia Strategy in the region. Since January 2021, the steering group has adapted its Terms of

Reference for implementation of the strategy, taken action to review and consider the impact of the pandemic on the strategy and developed an implementation action plan for the region for 2021-22.

### Achievements in 2020-21 include:

- The review and inclusion of the Welsh Government published All Wales Dementia Care Pathway of Standards within our Dementia Strategy Implementation plan
- Development of an Engagement Dementia Forum to support the RPB Dementia Steering Group in correct and impactful implementation of the strategy
- Mapping exercise of the opportunities to identify priorities for implementation within the Dementia Strategy Implementation Action Plan for 2021/22
- Investment in supportive projects and resources that support the implementation of the Dementia Strategy
- Developments to deliver a virtual Memory Assessment Service within the region to tackle waiting list created due to the pandemic
- Distribution of Wellbeing Rainbow packs within Memory Assessment services waiting lists to support those awaiting assessment
- Successful bid for funding from Welsh Government for a Project Manager to look specifically at the issues of Rurality and Welsh Language in the North Wales and Powys regions
- Implementation developments of 11 of 31 actions within the Dementia Strategy with partners.

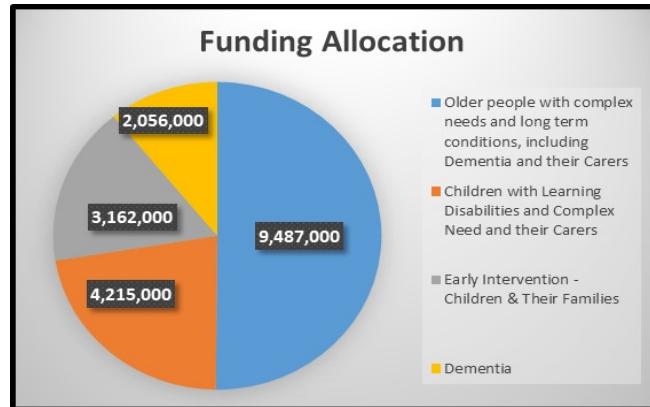
The North Wales Dementia Steering Group will be further developing its programme of work to enable the implementation of the Strategy and All Wales Dementia Care Pathway of Standards across the region within 2021-22.

## 2.4 Integrated Care Funding

During 2020-21 a total of £18.92m Integrated Care Fund (ICF) revenue funding was invested in 120 projects across our region. Just over £5.2m was spent on projects that directly supported carers and £2.6m investment went to support projects run by third sector organisations.

The following groups are priority areas of integration and all regional ICF programmes must address them in line with their regional population assessments and area plans:

- Older people with complex needs and long term conditions, including dementia;
- People with learning disabilities;
- Children with complex needs; and
- Carers, including young carers



The development of projects to support older people with complex needs and long term conditions has continued. 26 projects support people with dementia and their families, 36 projects to support people with learning disabilities and 21 projects that provide early intervention to young people and their families.

24 projects were modified in order that they could still be delivered safely during the Covid epidemic. A number were paused as it was not possible to deliver them safely and funding was flexed to projects which had been modified and need additional resource.

In addition to revenue funding, the North Wales region also received £9.41m of ICF Capital funding which supported 70 projects in 2020/21. Welsh Government allowed RPB's to pivot capital funding to schemes to support Covid-19 efforts and there were 35 Covid schemes funded through this route. 17 main capital schemes were progressed using ICF Capital funding during the year. These included a well-being hub in Wrexham, an integrated Dementia Centre in Pwllheli and a Children's Residential Assessment Centre in Colwyn Bay.

## 2.5 Winter Funding

Welsh Government allocated £2.05m funding to NWRPB to support the delivery of Discharge to Recover and Assess (D2RA) pathways as part of the Winter Plan.

The D2RA pathways are shown below and the NWRPB had 44 schemes to support delivery of these pathways.

The schemes included

- CRTs 7 day working and additioality to teams to enable Home from Hospital when ready
- Rapid response stepdown and providing additioality in the domiciliary service

- Additional Social Worker, Occupational Therapist, Physiotherapist, Community Nursing including Psychiatric Nurse Capacity to support assessment and discharge
- Increased Dementia Support Worker capacity



### **3. Communication, Engagement and Social Value**

This section of the Annual Report sets out how the Board engaged directly with service users or citizen panels and promoted co-operation and participation with relevant partners and others. It outlines how the Board has engaged with stakeholders from the third and independent sectors and has progress to establish social value forums to promote social value and share good practice

#### **3.1 North Wales Engagement**

As a result of Covid-19, engagement activities; forums; group sessions; public or face to face events etc. was not possible, however, the NWRPB continues to engage with citizens through different platforms e.g. social media; on line; via Teams/Zoom etc; telephone; partners and stakeholders.

In 2020, the NWRPB was successful in a bid for funding from Welsh Government for an Engagement Officer to work with existing communication and engagement officers of partner organisations to strengthen the current arrangements for engagement and communication relating to Board and its work. Having a dedicated Engagement Officer for the NWRPB is enabling the communication and engagement activities to be accelerated and build upon the work that has been progressed to date.

#### **3.2 North Wales Social Value Steering Group**

The SVFSG has unfortunately not met since February 2020 as we have been unable to identify a Chair for the group, and during the pandemic several members had been redeployed to support other services. However, an interim Chair has now been assigned and the group will be relaunched and reinvigorated.

The steering group will reconvene to share experiences, lessons learnt and to identify collaboration opportunities to ensure a regional and consistent approach is developed. There have been several changes since the group last met, not only in new and updated legislation that places further duties on the public sector to embed social value into their ways of working, but also through Welsh Government's endorsement of the National TOMs (Themes, Outcomes & Measures) for Wales reporting framework. The Future Generations Commissioner for Wales has also recently published the Procuring Well-being for Wales Report which provides recommendations for local authorities to follow in applying the Act.

Current membership of the SVFSG represents a cross-sector of relevant networks. However, as the group has not met in since February 2020 now will be a timely opportunity to identify the key contacts/social value leads in each LA, BCUHB, third and voluntary sector organisations to ensure representation is appropriate and accurate and broaden SVFSG's membership to include those whose resources and services who can support social value and community benefits across North Wales.

Following an action from a recent RPB meeting to take forward third sector proposals, the Regional Collaboration Team is now working with the CVC and

Citizen RPB representatives to work on compiling third sector proposals in preparation for any available funding. The six CVCs will be involved in this project to ensure a regional approach is adopted.

In order to get a wider perspective on the development of these proposals for the third sector; the ideas identified with CVCs will be passed through the North Wales Social Value Network (NWSVN) and the North Wales Social Value Forum Steering Group (SVFSG); as well as RPB, to agree which proposals to prioritise based on current and future demand.

### **3.3 North Wales Carers Groups**

The North Wales Carers Operational Group (NWCOG) and North Wales Young Carers Operational Group (NWYCOG) have continued to deliver on the North Wales Regional Carers Strategy through the provision of local authority, health and third sector carer support services across the region.

Last year the decision was made to merge both operational groups to ensure support services for adult and young carers are mainstreamed across the sector, and since then they have met together on a quarterly basis. Feedback from the group has highlighted that this has provided members with the opportunity to identify areas of work where both adult and young carer leads and partners can collaborate on projects and workstreams.

NWCOG/NWYCOG's Action plans are currently being reviewed in line with WG's recently published Strategy for Unpaid Carers and the four national priorities, to monitor the progress of individual partners within the operational groups to measure themselves against the strategy's core standards.

Our regional Investors in Carers: Working Together to Support Carers primary and secondary care facilitation service commenced in April 2021, funded through WG's Annual Carers Grant. This approach is being delivered through our third sector partners who will work closely with primary and secondary care settings to encourage the early identification of carers and young carers and raise awareness of carers and their rights. Carers Outreach and NEWCIS as a joint partnership across North Wales will support GP practices, hospital settings and further afield in the carers' communities to develop initiatives that offer information and advice for carers, including an accredited Investors in Carers scheme. This year's contract is outcome-focused and fundamentally a person-centred approach, recognising that each carer is unique and will have different needs. Both Providers will deliver on outcomes and key deliverables to achieve the goals, aspirations or priorities of the individuals they support.

## **4. Forward Look**

This section of the Annual Report outlines the identified priorities the RPB will focus on in 2021-22 and beyond, referencing where Covid-19 has impacted and prompted a change in direction or priority.

### **4.1 Covid Impact**

COVID-19 remains amongst us, however, the RPB meetings continued to take place virtually on a monthly basis.

To ensure that RPB members, partners, stakeholders and the people remained informed, a newsletter was produced in February 2021 and circulated to highlight successful delivery of services on its programmes throughout 2020/21. A temporary governance arrangement endorsed by the RPB put in place March 2020, continued throughout Covid. Prior to being able to re-convene virtual RPB meetings, and when urgent agreements were required, the temporary governance arrangements enabled RPB business to continue virtually by email.

### **4.2 Priorities for 2021/22 and beyond**

We have finalised our priorities and focus document for the short and longer term. This links to our Area Plan and the current priorities for the RPB. This is shown in section 1.1.

## **Appendix 1 – Membership of the NWRPB**

As at end of March 2021

| <b>Name</b>                       | <b>Title</b>                                      |
|-----------------------------------|---|
| Bethan Jones Edwards              | Head of Regional Collaboration                    |
| Bethan E Jones                    | Betsi Cadwaladr University Health Board           |
| Fon Roberts                       | Isle of Anglesey County Council                   |
| Alwyn Jones                       | Wrexham County Borough Council                    |
| Dr Chris Stockport                | Betsi Cadwaladr University Health Board           |
| Cllr Bobby Feeley                 | Denbighshire County Council                       |
| Cllr Christine Jones              | Flintshire County Council                         |
| Cllr Joan Lowe                    | Wrexham County Borough Council                    |
| Cllr Louise Emery                 | Conwy County Borough Council                      |
| Cllr Llinos Medi Huws             | Isle of Anglesey County Council                   |
| Cllr Dafydd Meurig                | Gwynedd Council                                   |
| Roma Hooper (Action for Children) | Third Sector Representative                       |
| Estelle Hitchon                   | WAST (Co-opted)                                   |
| Ffion Johnstone                   | Betsi Cadwaladr University Health Board           |
| Jenny Williams                    | Conwy County Borough Council                      |
| Judith Greenhalgh                 | NWRLB/CEO Representative                          |
| Kevin Roberts                     | North Wales Fire and Rescue Service<br>(Co-opted) |
| Lucy Reid                         | Betsi Cadwaladr University Health Board           |
| Mark Wilkinson                    | Betsi Cadwaladr University Health Board           |
| Mary Wimbury                      | Provider Representative                           |
| Morwena Edwards                   | Gwynedd Council                                   |
| Helen Corcoran (from Nov 2019)    | North Wales Police (Co-opted)                     |
| Neil Ayling                       | Flintshire County Council                         |

|                     |  |
|---------------------|--|
| Nicola Stubbins     | Denbighshire County Council                    |
| Rob Smith           | Betsi Cadwaladr University Health Board        |
| Steve Gadd          | Chief Finance Officer (Section 151) (Co-opted) |
| Shan Lloyd Williams | Housing Representative                         |
| Teresa Owen         | Betsi Cadwaladr University Health Board        |
| John Gallanders     | North Wales VSC's (Co-opted)                   |
| Ruth Whittingham    | Regional Collaboration                         |

## Appendix 2 Statutory provisions

The partners of the NWRPB have entered into an ‘Integration Agreement which is a legal agreement which enshrines their commitment to working together on key identified projects that lend themselves to integrated services and pooled budget arrangements.

The following statutory provisions are permitted to be used to underpin the NWRPB’s work:

- Part 9 of the Social Services & Well-being (Wales) Act 2014 – in particular sections 166 and 167 and associated regulations (the Partnership Arrangements (Wales) Regulations 2015).

Other legal powers relied upon in support of regional partnerships entered into include:

- The National Health Service (Wales) Act 2006 – in particular sections 1, 2, 10, 33 and 38, 82.
- S9 Local Government (Wales) Measure 2009 powers in respect of collaboration with other local authorities.
- Local Government Act 1972 - in particular s2 which gives local authorities powers to do anything which it considers is likely to achieve any one or more of the following benefits: the promotion or improvement of the economic, social or environmental well-being of the area and section 113 which enables one local authority to place its staff at the disposal of another or health authority or Health Board.

S111 Local Government Act 1982 provides for a local authority to have the power to do anything which is calculated to facilitate, or is conductive or incidental to, the discharge of their functions.



|                        |   |
|------------------------|---|
| <b>Report to</b>       | <b>Partnerships Scrutiny Committee</b>    |
| <b>Date of meeting</b> | <b>16 December 2021</b>                   |
| <b>Lead Officer</b>    | <b>Rhian Evans, Scrutiny Co-ordinator</b> |
| <b>Report author</b>   | <b>Rhian Evans, Scrutiny Co-ordinator</b> |
| <b>Title</b>           | <b>Scrutiny Work Programme</b>            |

## 1. What is the report about?

The report seeks Partnerships Scrutiny Committee to review its draft forward work programme. In doing so the Committee is asked to reflect on the implications of the focus on business critical operations during the emergency phase of the COVID -19 pandemic and the programmes of work underway or being planned under the recovery phase, whilst also having regard to items of business already on its forward work programme prior to the pandemic.

## 2. What is the reason for making this report?

To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

## 3. What are the Recommendations?

That the Committee

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 determines whether any key messages or themes from the current meeting should be publicised via the press and/or social media.

## **4. Report details**

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and Audit Wales (AW) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. From now on scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. AW will measure scrutiny's effectiveness in fulfilling these expectations.
- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
  - achievement of the Corporate Plan objectives (with particular emphasis on their deliverability during a period of financial austerity);
  - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2);

- Urgent, unforeseen or high priority issues; and
- Supporting the Council's recovery work in relation to the effects of the COVID-19 crisis on Council services, the local economy and the county's communities

#### 4.6 Scrutiny Proposal Forms

As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. No officer proposal forms have been received for consideration at the current meeting.

- 4.7 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG decided that members, as well as officers, should complete 'scrutiny proposal forms' outlining the reasons why they think a particular subject would benefit from scrutiny's input. A copy of the 'member's proposal form' can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic's suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an 'information report', or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). No items should be included on a forward work programme without a 'scrutiny proposal form' being completed and accepted for inclusion by the Committee or the SCVCG. Assistance with their completion is available from the Scrutiny Co-ordinator.

### Cabinet Forward Work Programme

- 4.8 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose, a copy of the Cabinet's forward work programme is attached at Appendix 3.

### Progress on Committee Resolutions

- 4.9 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

## **5. Scrutiny Chairs and Vice-Chairs Group**

- 5.1 Under the Council's scrutiny arrangements, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 25 November 2021. One topic was referred by the Group to this Committee for consideration, it relates to the Population Needs Assessment 2022 which has been listed for the Committee's next meeting on 10 February 2022 (see Appendix 1). The Group's scheduled to hold its next meeting on the 20 January 2022.
- 5.2 At the above meeting the SCVCG discussed the feasibility of holding scrutiny committee meetings during the pre-local authority election period, from circa mid-March 2022 onwards. It was decided only to hold scrutiny committee meetings if urgent business, that could not be delayed or deferred, necessitated a meeting to be held.

## **6. How does the decision contribute to the Corporate Priorities?**

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget and resource pressures.

## **7. What will it cost and how will it affect other services?**

Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

## **8. What are the main conclusions of the Well-being Impact Assessment?**

A Well-being Impact Assessment has not been undertaken in relation to the purpose or contents of this report. However, Scrutiny through its work in examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.

## **9. What consultations have been carried out with Scrutiny and others?**

None required for this report. However, the report itself and the consideration of the forward work programme represent a consultation process with the Committee with respect to its programme of future work.

## **10. What risks are there and is there anything we can do to reduce them?**

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

## **11. Power to make the decision**

11.1 Section 21 of the Local Government Act 2000.

- 11.2 Section 7.11 of the Council's Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

## **Contact Officer:**

Rhian Evans, Scrutiny Coordinator

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e-mail: [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)

**Note:** Items entered in italics have not been approved for submission by the Committee. Such reports are listed here for information, pending formal approval.

| Meeting          | Lead Member(s)                    | Item (description / title) |  | Purpose of report   | Expected Outcomes   | Author                          | Date Entered           |
|------------------|-----------------------------------|----------------------------|--|---|---|---------------------------------|------------------------|
| 10 February 2022 | <b>Cllr. Tony Thomas</b>          | 1.                         | Highways Grass Verge, Hedge Maintenance and Pesticide Application Policies (annual report) | To review the Council's highways grass verge, hedge maintenance and pesticide application policies, in particular the timing of cuts on the county's rural road network   | To ensure that County's policies conform with biodiversity standards that support the delivery of the Council's environment priority whilst ensuring the safety of road users and pedestrians | Tony Ward/Andy Clark/Mark Evans | February 2021          |
|                  | <b>Cllr. Bobby Feeley</b>         | 2.                         | Population Needs Assessment 2022   | To examine the Regional Population Needs Assessment Document to ensure the needs of Denbighshire are being reflected within the document ahead of it being published in April 2022, as per the requirements of the SSWB Act | Ensuring that the needs of the population of Denbighshire and the services they will require are accurately reflected within the Regional Population Needs Assessment                         | Ann Lloyd                       | By SCVCG November 2021 |
| 7 April          | <b>Cllr. Julian Thompson-Hill</b> | 1.                         | Denbighshire Voluntary Services Council (DVSC)   | To update the Committee on the progress achieved to date in delivering the  | Secure the development of close and effective   | DVSC Alan Smith/Liz Grieve      | September 2021         |

| Meeting | Lead Member(s)            | Item (description / title) |   | Purpose of report   | Expected Outcomes  | Author                                 | Date Entered        |
|---------|---------------------------|----------------------------|---|---|--|--|---------------------|
|         |                           |                            |   | DVSC's vision, enhancing its working relationship with the Council and voluntary organisations within Denbighshire  | working relationships between all stakeholder to support the delivery of the Council's corporate priorities relating to resilient and connected communities                |  |                     |
| 7 July  | <b>Leader</b>             | 1.                         | North Wales Economic Ambition Board Annual Report 2021/22 | To consider the Board's Quarter4/Annual Report on its work and progress during 2021-22  | To ensure that the Board delivers its priorities and projects in line with the stipulations and conditions laid out between the Board and the UK & Welsh Governments       | NWEAB                                  | By SCVCG March 2021 |
|         | <b>Cllr. Bobby Feeley</b> | 2.                         | Annual Report on Adult Safeguarding 2021/22               | To consider the annual report on adult safeguarding, and information in place to meet the statutory requirements of the Social Services and Well-being Act 2014 and an evaluation of the financial and resource impact of the | An evaluation of whether the Authority is meeting its statutory duty with respect to adult safeguarding and has sufficient resources to undertake this work along with the | Phil Gilroy/Alaw Pierce/Nerys Tompsett | July 2021           |

| Meeting      | Lead Member(s)          | Item (description / title)  | Purpose of report   | Expected Outcomes  | Author                               | Date Entered   |
|--------------|-------------------------|---|---|--|--------------------------------------|----------------|
|              |                         |   | Supreme Court's 2014 Judgement on deprivation of liberty on the Service and its work<br><br>(data to include actual numbers in each category as well as % figures and the actual number of allegations proven)  | additional work in the wake of the Supreme Court's judgement   |                                      |                |
|              |                         |   |   |  |                                      |                |
| 15 September | <b>Cllr. Mark Young</b> | 1. Community Safety Partnership [Crime and Disorder Scrutiny Committee] | To detail the Partnership's achievement in delivering its 2021/22 action plan and its progress to date in delivering its action plan for 2022/23. The report to include financial sources and the progress made in spending the allocated funding.<br><br>(report to include actual numbers as well as percentages to enable the Committee to effectively evaluate the impact of measures put in place) | Effective monitoring of the CSP's delivery of its action plan for 2021/22 and its progress to date in delivering its plan for 2022/23 will ensure that the CSP delivers the services which the Council and local residents require | Alan Smith/Nicola Kneale/Sian Taylor | September 2021 |
|              |                         |   |   |  |                                      |                |
|              |                         |   |   |  |                                      |                |

| <b>Meeting</b> | <b>Lead Member(s)</b> | <b>Item (description / title)</b> |   | <b>Purpose of report</b>   | <b>Expected Outcomes</b>   | <b>Author</b> | <b>Date Entered</b> |
|----------------|-----------------------|-----------------------------------|---|--|--|---------------|---------------------|
| 27 October     | Leader                | 1.                                | North Wales Economic Ambition Board Performance Quarter 2 2022/23 | To consider the Board's Quarter 2 report on its performance, work and progress in delivering its projects during 2022-23 | To ensure that the Board delivers its priorities and projects in line with the stipulations and conditions laid out between the Board and the UK & Welsh Governments | NWEAB         | By SCVCG March 2021 |
| 15 December    |                       |                                   |   |  |  |               |                     |
|                |                       |                                   |   |  |  |               |                     |
|                |                       |                                   |   |  |  |               |                     |

**Future Issues**

| <b>Item (description / title)</b>   | <b>Purpose of report</b>  | <b>Expected Outcomes</b>  | <b>Author</b>    | <b>Date Entered</b>   |
|---|---|---|------------------|---|
| Nature for Health Pilot Project   | To examine the pilot project and consider whether a similar project should become part of the Corporate Priority Programme of projects  | An assessments of the benefits of the pilot project and any measurable achievements received through Services working in partnership and within existing budgets to determine whether a similar project should be rolled-out across the county and included in the Corporate Priority programme of projects to deliver the Corporate Plan | Howard Sutcliffe | BY SCVCG July 2019 (deferred with the Chair's permission October 2019, subject to further work being carried out on the proposal) |
| Update following conclusion of inquiry undertaken by the National Crime Agency in to historic abuse in North Wales Children's Care Homes<br><i>(potentially Spring 2022?)</i> | To update the Committee of the outcome of the National Crime Agency (NCA) investigation in to the abuse of children in the care of the former Clwyd County Council, and to determine whether any procedures require revision. | Determination of whether any of the Council's safeguarding policies and procedures need to be revised in light of the NCA's findings  | Nicola Stubbins  | November 2012   |
|   |   |   |                  |   |

**For future years**

|  |   |  |                                |   |
|--|---|--|--------------------------------|---|
| <i>Mental Capacity (Amendment) Act 2019 Note: information on the Act is still awaited (further delayed due to COVID – 19 and WG decision in relation to Liberty Protection Safeguards (LPS)). Not now expected to be implemented before the autumn of 2022</i> | <i>To review the content of the Act and associated statutory regulations and code of practice (expected to be published in April 2020).</i> | <i>To review the implications for the Council and residents.</i> | <i>Phil Gilroy/David Soley</i> | <i>December 2019 (rescheduled April 2020 due to COVID-19)<br/>– check with lead officer</i> |
|--|---|--|--------------------------------|---|

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  | <i>in the autumn of 2022 whether available</i> |
|  |  |  |  |  |

**Information/Consultation Reports**

| Information / Consultation  | Item (description / title)                        | Purpose of report   | Author                                      | Date Entered        |
|---|---|---|---|---------------------|
| <b>Information Report</b><br>(for circulation March 2022)                             | Quarterly Monitoring of External Care Providers   | To provide details of the regular monitoring of external care service providers commissioned by the council for social care services, identifying any escalating concerns or other areas of concern             | Katie Newe/Liana Duffy                      | By SCVCG 2018       |
| <b>INFORMATION REPORT</b><br>(January 2022)   | Collaborative Procurement Service's Annual Report | To receive information on the collaborative Service's activity and performance against targets set out in the Procurement Strategy 2019/20  | Gary Williams/Lisa Jones/Lee Evans/Sue Rees | By SCVCG March 2020 |
| <b>INFORMATION REPORT</b><br>(for circulation in Sept (Q1) & February (Q3) each year) | North Wales Economic Ambition Board               | To provide information on the Board's performance and progress in delivering its priorities and projects in line with the stipulations and conditions laid out between the Board and the UK & Welsh Governments | NWEAB                                       | By SCVCG March 2021 |
| <b>Feb &amp; Sept 2022</b>  |   |   |   |                     |

Partnerships Scrutiny Work Programme. Doc

Updated 02/12/2021 – RhE

**Note for officers – Committee Report Deadlines**

| Meeting          | Deadline          | Meeting | Deadline        | Meeting | Deadline       |
|------------------|-------------------|---------|-----------------|---------|----------------|
| 10 February 2022 | <b>27 January</b> | 7 April | <b>24 March</b> | 7 July  | <b>23 June</b> |

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## Appendix 2

| <b>Member Proposal Form for Scrutiny Forward Work Programme</b>  |               |
|--|---------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>  |               |
| <b>TIMESCALE FOR CONSIDERATION</b>   |               |
| <b>TOPIC</b>   |               |
| <b>What needs to be scrutinised (and why)?</b>   |               |
| <b>Is the matter one of concern to residents/local businesses?</b>   | <b>YES/NO</b> |
| <b>Can Scrutiny influence and change things?</b><br>(if 'yes' please state how you think scrutiny can influence or change things)  | <b>YES/NO</b> |
| <b>Does the matter relate to an underperforming service or area?</b>   | <b>YES/NO</b> |
| <b>Does the matter affect a large number of residents or a large geographical area of the County</b><br>(if 'yes' please give an indication of the size of the affected group or area) | <b>YES/NO</b> |
| <b>Is the matter linked to the Council's Corporate priorities</b><br>(if 'yes' please state which priority/priorities)   | <b>YES/NO</b> |
| <b>To your knowledge is anyone else looking at this matter?</b><br>(If 'yes', please say who is looking at it)   | <b>YES/NO</b> |
| <b>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</b>                                       |               |
| <b>Name of Councillor/Co-opted Member</b>  |               |
| <b>Date</b>  |               |

## Consideration of a topic's suitability for scrutiny

### Proposal Form/Request received

(careful consideration given to reasons for request)



### Does it stand up to the PAPER test?

- **Public interest** – is the matter of concern to residents?
- **Ability to have an impact** – can Scrutiny influence and change things?
- **Performance** – is it an underperforming area or service?
- **Extent** – does it affect a large number of residents or a large geographic area?
- **Replication** – is anyone else looking at it?

YES

NO

No further action required by  
scrutiny committee. Refer  
elsewhere or request  
information report?

- Determine the desired outcome(s)
- Decide on the scope and extent of the scrutiny work required and the most appropriate method to undertake it (i.e. committee report, task and finish group inquiry, or link member etc.)
- If task and finish route chosen, determine the timescale for any inquiry, who will be involved, research requirements, expert advice and witnesses required, reporting arrangements etc.

## Cabinet Forward Work Plan

| <b>Meeting</b> | <b>Item (description / title)</b> |  | <b>Purpose of report</b>  | <b>Cabinet Decision required (yes/no)</b> | <b>Author – Lead member and contact officer</b>                                     |
|----------------|-----------------------------------|--|---|---|---|
| <b>18 Jan</b>  | 1                                 | Central Rhyl Flood Defence Scheme  | To recommend that Council agree the funding for the schemes and permit the service to proceed to the construction phase | Tbc                                       | Councillor Brian Jones / Tony Ward / Wayne Hope / Matthew Hazlewood / Helen Johnson |
|                | 2                                 | Prestatyn Flood Defence Scheme   | To recommend that Council agree the funding for the schemes and permit the service to proceed to the construction phase | Tbc                                       | Councillor Brian Jones / Tony Ward / Wayne Hope / Matthew Hazlewood / Helen Johnson |
|                | 3                                 | Contract Award approval for new Waste Fleet to support new Waste Service Model | To award the contract for the new Waste Fleet   | Yes                                       | Councillor Brian Jones / Tony Ward / Peter Clayton                                  |
|                | 4                                 | Budget Proposals 2022/23   | To consider a report setting out budget proposals for 2022/23   | Tbc                                       | Councillor Julian Thompson-Hill / Steve Gadd  |
|                | 5                                 | Civica Options Report  | To review the proposed options paper for the delivery of Revenue and Benefit services                                   | Yes                                       | Councillor Julian Thompson-Hill / Debbie Basham / Paul Barnes / Steve Gadd          |
|                | 6                                 | Adra, all Wales Framework  | To seek approval to direct award a new materials supplier for housing maintenance                                       | Yes                                       | Councillor Tony Thomas / Mark Cassidy   |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title)   |  | Purpose of report   | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                      |
|---------------|--|--|---|------------------------------------|---|
|               | 7 Housing Rent Setting & Housing Revenue and Capital Budgets 2022/23           |  | To seek approval for the proposed annual rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2022/23 and Housing Stock Business Plan | Yes                                | Councillor Julian Thompson-Hill / Geoff Davies                |
|               | 8 Finance Report   |  | To update Cabinet on the current financial position of the Council  | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd                  |
|               | 9 Items from Scrutiny Committees   |  | To consider any issues raised by Scrutiny for Cabinet's attention   | Tbc                                | Scrutiny Coordinator  |
| <b>15 Feb</b> |  |  |   |                                    |   |
| 1             | Regional Memory Assessment Service Invitation Tender                           |  | To seek final approval of the tender award  | Yes                                | Councillor Bobby Feeley / Catrin Roberts / Catrin Perry       |
| 2             | Queens Market Phase 1 – award construction contract                            |  | To seek approval to award a contract for the delivery of Phase 1 of the Queens Building Rhyl  | Yes                                | Councillor Hugh Evans / Russell Vaughan                       |
| 3             | Contract Award - Renovation of terraced houses at 2-16 Aquarium Street in Rhyl |  | To award a construction contract for housing development  | Yes                                | Councillors Tony Thomas and Julian Thompson-Hill / Mark Dixon |
| 4             | Proposed scheme of delegated   |  | A decision is required on   | Yes                                | Councillor Brian Jones / Tony                                 |

### Cabinet Forward Work Plan

| <b>Meeting</b>  | <b>Item (description / title)</b>  |  | <b>Purpose of report</b>  | <b>Cabinet Decision required (yes/no)</b>                          | <b>Author – Lead member and contact officer</b>                          |  |
|-----------------|--|--|---|--|--|--|
|                 | decision making for land acquisition (freehold and leasehold) for carbon sequestration and ecological improvement purposes |  | whether or not to introduce the new scheme of delegated decision making as proposed |  | Thomas and Julian Thompson-Hill / Andrew Cutts / Alan Smith / Steve Gadd |  |
|                 | 5  | Finance Report   |   | To update Cabinet on the current financial position of the Council | Tbc  | Councillor Julian Thompson-Hill / Steve Gadd       |
|                 | 6  | Items from Scrutiny Committees   |   | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc  | Scrutiny Coordinator                               |
| <hr/>           |  |  |   |  |  |  |
| <b>22 March</b> | 1  | Contract Award approval for Phase 2 Construction Works – DCC Waste Transfer Station to support new Waste Service Model |   | To award the contract for Phase 2 construction works               | Yes  | Councillor Brian Jones / Tony Ward / Peter Clayton |
|                 | 2  | Finance Report   |   | To update Cabinet on the current financial position of the Council | Tbc  | Councillor Julian Thompson-Hill / Steve Gadd       |
|                 | 3  | Items from Scrutiny Committees   |   | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc  | Scrutiny Coordinator                               |
| <hr/>           |  |  |   |  |  |  |
| <b>26 April</b> | 1  | Finance Report   |   | To update Cabinet on the   | Tbc  | Councillor Julian Thompson-                        |

## Cabinet Forward Work Plan

| Meeting | Item (description / title)     |  | Purpose of report   | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------|--------------------------------|--|---|------------------------------------|--|
|         |                                |  | current financial position of the Council                         |                                    | Hill / Steve Gadd                        |
| 2       | Items from Scrutiny Committees |  | To consider any issues raised by Scrutiny for Cabinet's attention | Tbc                                | Scrutiny Coordinator                     |
|         |                                |  |   |                                    |  |

### FUTURE ITEMS

|        |  |  |               |
|--------|--|--|---------------|
| 7 June | Council Performance Self-Assessment            | To consider the Council's self-assessment of its performance in delivering against the council's strategic plan and services | Iolo McGregor |
| 22 Nov | Council Performance Update – July to September | To consider the Council's performance in delivering against the council's strategic plan and services                        | Iolo McGregor |

### Note for officers – Cabinet Report Deadlines

| Meeting  | Deadline           | Meeting | Deadline         | Meeting  | Deadline          |
|----------|--------------------|---------|------------------|----------|-------------------|
| December | <b>30 November</b> | January | <b>4 January</b> | February | <b>1 February</b> |

Updated 06/12/2021 - KEJ

Cabinet Forward Work Programme.doc

**Appendix 4**

**Progress with Committee Resolutions**

| Date of Meeting        | Item number and title                                     | Resolution   | Progress   |
|------------------------|---|--|--|
| <b>4 November 2021</b> | <b>5. Post COVID-19 Recovery in Town Centres and NNDR</b> | <b><u>Resolved:</u></b> - subject to the above comments and observations to receive the information on work underway to support the post Covid-19 recovery of the County's town centres, national non-domestic rates (NNDR) initiatives and to reduce the number of vacant business premises.  | Lead Members and Officers informed of the Committee's recommendation |
|                        | <b>6. COVID-19 Active Travel Plan Schemes</b>             | <b><u>Resolved:</u></b> - subject to the above comments and observations to –<br>(i) receive the information provided; and<br>(ii) request that the Council review the process utilised to implement and remove all Covid-19 Active Travel Plan Schemes in Denbighshire with a view to identifying good practice and lessons learnt that may be applied when distributing future short-term emergency funding streams that may become available. | Lead Member and Officers advised of the Committee's recommendations  |

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