



**BWRDD PARTNERIAETH RHANBARTHOL**  
**GOGLEDD CYMRU**  
**NORTH WALES**  
REGIONAL PARTNERSHIP BOARD

# North Wales Regional Partnership Board

**10-Year Strategic Capital Plan**

**July 2023**



## Document Control

Owner	North Wales Regional Partnership Board
Document Title	10-Year Strategic Capital Plan
Version	2.3
Reference	None
Author(s)	Sirius Partners
Date	14/07/2023

## Document History

Version	Date	Author(s)	Comments
1.0	12/07/2023	Sirius Partners	Incorporating feedback from RPB team
2.0	13/7/23	Sirius Partners	RB edits
2.1	13/7/23	Sirius Partners	NS checks and edits
2.2	14/7/23	Sirius Partners	Final formatting checks

## Table of Contents

<b>1. Executive Summary.....</b>	<b>6</b>
1.1. Introduction and context.....	6
<b>1.2. Objective.....</b>	<b>7</b>
1.3. North Wales - Introducing the Region and our challenges .....	8
1.4. North Wales Regional Plan priorities .....	13
1.5. Current pipeline of proposed projects and the need for a Portfolio Approach to Capital Allocation.....	14
1.6. SCP development approach .....	16
1.7. NWRPB Strategic Capital Planning process.....	17
<b>2. Developing the 10-Year Strategic Capital Plan.....</b>	<b>20</b>
2.1. Introduction.....	20
2.2. NWRPB key partners .....	20
2.3. Approach to developing the plan.....	21
2.4. Information and analyses .....	24
2.5. Further work on the plan .....	25
<b>3. Strategic Context .....</b>	<b>26</b>
3.1. Introduction and SCP focus .....	26
3.2. National Strategic Environment .....	27
3.3. Local strategic context.....	32
3.4. Case for change .....	40
<b>4. Existing Health and Care Infrastructure.....</b>	<b>43</b>
4.1. Introduction.....	43
4.2. Position Statement .....	43
<b>5. Strategic Priorities for Investment .....</b>	<b>45</b>
5.1. Introduction.....	45
5.2. Potential capital investment projects .....	45
5.3. Criteria for assessing priorities .....	47
5.4. Outcomes of the prioritisation exercise.....	50
5.5. NWRPB priority projects.....	50
<b>6. Programme Governance and Delivery .....</b>	<b>51</b>
6.1. Introduction.....	51
6.2. Governance arrangements.....	51
6.3. Stakeholder engagement .....	52
6.4. Delivery arrangements .....	53

- 6.5. Skills and capacity building..... 54
- 6.6. Key Risks ..... 54
- 7. Approach to Decarbonisation ..... 56**
  - 7.1. Introduction..... 56
  - 7.2. NWRPB commitment to decarbonisation ..... 56
- 8. Appendix 1: Policy Themes by Client Group ..... 58**
- 9. Appendix 2: Capital Project Portfolio ..... 60**
- 10. Appendix 3: SCP Digital Commitment ..... 61**
- 11. Appendix 4: Stage 0 Form for Project Proposal submission to the NWRPB ..... 62**

## Glossary of Terms

Acronym / Abbreviation	Definition
BCUHB	Betsi Cadwaladr University Health Board
BJC	Business Justification Case
C&YP	Children and Young People
CFAP	Community Facilities Programme
FBC	Full Business Case
HCF	Housing with Care Fund
IRCF	Health and Social Care Integration and Rebalancing Capital Fund
LD	Learning Disability
LIN	Learning and Improvement Network
MSR	Market Stability Report
MST	Multisystemic Therapy
NHS	National Health Service
NWRPB	North Wales Regional Partnership Board
OBC	Outline Business Case
OP	Older People
PfG	Programme for Government
PNA	Population Needs Assessment
RCT	Regional Collaboration Team
RIF	Regional Integration Fund
RPB	Regional Partnership Board
RSL	Registered Social Landlord
SCP	Strategic Capital Plan
SHG	Social Housing Grant
SOC	Strategic Outline Case
SWOT	Strengths, Weaknesses, Opportunities, Threats
TfMHNW	Together for Mental Health North Wales Partnership
WG	Welsh Government

## 1. Executive Summary

### 1.1. Introduction and context

This document outlines the 10-year Strategic Capital Plan (SCP) co-developed by the North Wales Regional Partnership Board, (referred to as 'NWRPB', 'we' or 'us' throughout this document) working in close collaboration with all of its constituent partner organisation listed below.



Figure A1, NWRPB Key Partners

The NWRPB, along with the other six Regional Partnership Boards in Wales, was tasked by the Welsh Government in 2022 with developing and implementing a Strategic Capital Plan for North Wales, which reflects a 10-year view of the capital investment needs of its community infrastructure for the provision of social care and primary and community healthcare in relation to the following prescribed client groups:

- Children and young people.
- Older people.
- People with physical disabilities.
- People with learning disabilities and autism.
- People with mental health problems.
- People with sensory impairments.
- Carers needing support.
- Women suffering violence and domestic abuse.

**Source of Funding for the SCP:** There are two principal sources of Welsh Government capital funding to support the Regional Partnership Boards in the above defined community infrastructure investments:

1. Integration and Rebalancing Capital Fund (IRCF)
2. Housing with Care Fund (HCF)

To date the regional funding available for North Wales from these is shown below:

- a. £14.2m HCF monies – confirmed N Wales allocation for 2023/24
- b. £14.2m HCF monies – confirmed N Wales allocation for 2024/25
- c. £14.2m HCF monies – confirmed N Wales allocation for 2025/26
- d. £60m IRCF monies - All Wales pot, regions to submit bids 2023/24
- e. £70m IRCF monies - All Wales pot, regions to submit bids 2024/25

This funding has been made available to establish a four-year capital programme in the first instance and the development of a 10-year strategic capital plan (SCP) for each region. The funding will support the North Wales RPB (NWRPB) to provide a range of solutions to promote independence, wellbeing and care closer to home for our communities in a manner that aligns with Welsh Government strategic priorities and the drive to achieve Net Zero on the Decarbonisation agenda. In addition, projects can choose to augment their capital outlays by accessing other relevant and targeted Welsh Government funding schemes, internal organisational investment capital, as well as explore public-private partnerships with the third sector or wider. An important point to note is that regions are not going to be provided a proportionate allocation of the IRCF funds. Funding decisions of the Welsh government for all regions will be based purely on the merit of the individual proposed projects.

## 1.2. Objective

In response to the Welsh Government requirement to develop a regional 10-year Strategic Capital plan, NWRPB has taken the opportunity to develop a robust capital planning process to improve service delivery to our communities by addressing the following:

1. Periodic evidence based detailed review of demand for the relevant services across all our local authority areas through the PNA and MSR.
2. Refine, refresh and review on a periodic basis the capacity constraints to meet these demands currently and into the future.
3. Use a systematic process of prioritization of proposed projects and guide investment of capital to narrow the demand/supply gap in service capacity in a manner that is equitable to all residents of our region and addresses critical gaps in service provision in a timely fashion; creates the biggest impact on the wellbeing of our communities.
4. Ensure collaboration opportunities are fully exploited at the regional and subregional level
5. Ensure capital asset utilisation is maximised for all our assets across the region, cutting across:
  - a. silos within each Local Authority
  - b. between local authorities and the health board
6. Enables delivery of Welsh Government strategies addressing strategic priorities at the national, regional and local authority and health board level.
7. Improves effectiveness of our Capital Programmes through:
  - a. Improving our capability to deliver better, more rigorous and evidence-based business cases through the use of the 5 case Treasury Business Case model, which will enable more objective assessment, comparison, and prioritisation of investment proposals
  - b. Improving our capability to effectively manage long term capital investment portfolio with clear and measurable outcomes
8. Embeds agility and responsiveness in the planning process, to be able to respond to changes in underlying demand for services, government legislation, technology and other transformative disruptions and hence remain relevant over the long-term.

The Strategic Capital Plan is an output of this capital planning process. This Strategic Capital Plan document outlines:

- a. the NWRPB's capital planning and prioritisation process
- b. details of the NWRPB's proposed prioritised portfolio of projects, for the first wave of investment

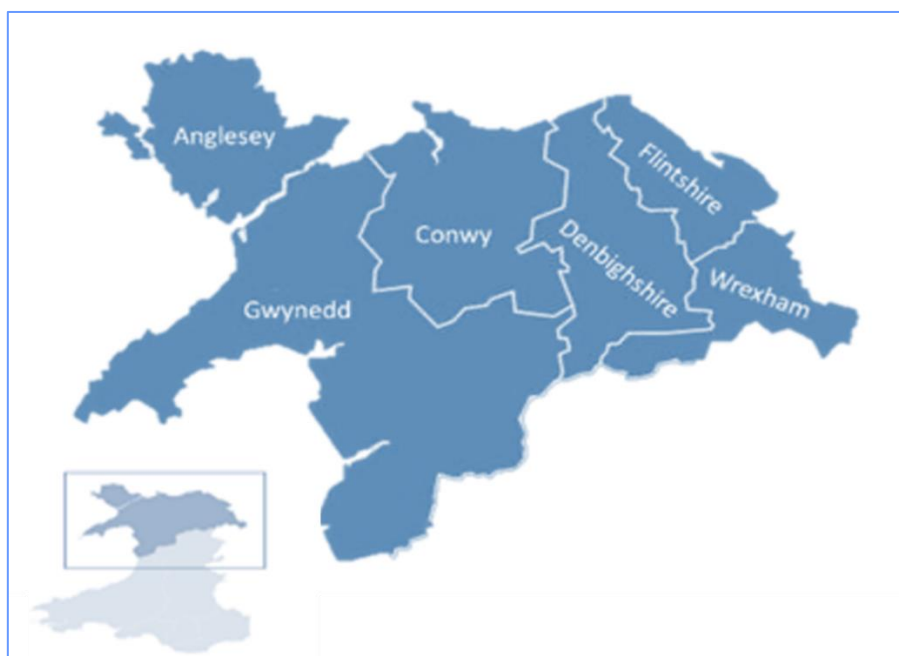
### 1.3. North Wales - Introducing the Region and our challenges

The North Wales region spans the six local authority areas of Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham (see **figure A2** below), with a resident population of circa 703,000 (Population Needs Assessment 2022), which is largely concentrated in the more industrial and urbanised areas of the North-East and along the North Wales coast.

There is significant disparity between our local authority areas, in population density, economic productivity, income levels and deprivation indices, and ease of access to health and care services. The most productive local area in the region lags behind the UK average in productivity, income and employment indices.

The region is also characterised by an ageing population and a decreasing trend of economically active age (from 15 to 65 years of age) coupled with a secular decline in children under the age of 15 years. Our Health and Social Care infrastructure is inadequate to meet the current care needs of our communities. Existing infrastructure is also old and, in many instances, either not fit for purpose or needs substantial repairs or upgrades. Consequently, our service provision is struggling to meet current demand, and the forecast demand for increasing levels of care requirements and complex care requirements are only further accentuating the challenges.

The SCP partners are working very hard to meet these challenges. However, capital investments are currently being undertaken on a project by project basis, largely in response to the previous piecemeal availability of capital funding. As a result, there is an urgent need to undertake a planned and co-ordinated response at the regional and sub regional level to effectively address these challenges in a rapid and cost-effective manner.



**Figure A2, NWRPB geography**

Some of the population challenges that we face are summarised below.



**Disparate Population Density within our regions:** North Wales has an average population density of 114 persons per square kilometre. Flintshire is the most densely populated at 356 persons per square kilometre whilst Cyngor Gwynedd is the least densely populated at 49 persons per square kilometre. There is wide disparity in population density between our local areas with 356 to 49 persons per square km in Flintshire and Cyngor Gwynedd respectively). This manifests itself in challenges to service delivery to our citizens, resulting in **unequal and inequitable ease of access to services** for our residents.

**Ageing Demographics:** Overall, the resident population of North Wales is forecast to increase by 11,200 by 2040, an increase of 1.56%, lower than the Welsh national average of c. 3%. Between 1998 and 2018, the proportion of the population aged 65 and over increased from 18.5% to 23%, whilst the proportion of the population aged 15 and under fell from 19.8% to 17.8%. The working age group, those between 16 and 64 years of age, is also projected to decrease across the region. Again, this is common across all local authorities, except for Cyngor Gwynedd which remains relatively stable. North Wales therefore has an ageing population structure. This will continue to **accentuate pressure on our Health and Care services**, and we will continue to see a rise in complex care needs to support this ageing population.

#### **North Wales economy & Poverty, deprivation and socioeconomic disadvantage**

North Wales contributes approximately £14.2 billion to the UK economy each year, representing 22% of the Welsh economy. North Wales also has the highest employment rate of the three Welsh economic regions at 75.3%. Despite this, the average earnings are below the UK average and there remains a persistent and growing productivity gap between North Wales and the UK, with big variations in Gross Value Added (GVA) average per person across the region. For example, there is particularly weak productivity in the Isle of Anglesey (53% of the UK average) but stronger performance in Flintshire and Wrexham (both of which are 81% of the UK average).

Poverty and deprivation rates in Wales have been increasing. One in four people in Wales are now living in relative poverty compared to one in five across the UK (Is Wales Fairer? 2018). One in three children are living in poverty and are more likely to live in relative income poverty than the population overall (Wellbeing of Wales, 2021). Socioeconomic disadvantage is linked with poorer overall wellbeing outcomes including health, education and employment. The Welsh Index of Multiple Deprivation has highlighted that North Wales has some of the most deprived areas in Wales. Three of these areas are within the ten most deprived communities in Wales – these are Rhyl West 2 and Rhyl West 1, which are the first and second most deprived respectively, and Queensway 1 in Wrexham which is the ninth most deprived ward in Wales. **Poverty and deprivation have a significant impact on the health and wellbeing of people who are socioeconomically disadvantaged and puts further pressure on our Health and Care provision capacity and resources<sup>1</sup>.**

---

<sup>1</sup> Evidenced by BCUHB Annual Equality Report 2020-2021) which finds people living within the most deprived communities in North Wales have a 25% higher rate of emergency admissions and there is a stark life expectancy disparity of 7 years and a general poor health and disability discrepancy of 14 years

### **Population Needs Assessment and Market Stability Report, 2022**

In order to objectively understand the scale of the challenge in providing effective citizen services now and in the future, the NWRPB commissioned a Population Needs Assessment (PNA) and Market Stability Report (MSR) in 2022. The PNA brings together information about people's care and support needs and the support needs of carers in North Wales. It aims to show how well people's needs are being met and the services that the NWRPB will need to support in order to meet them in the future. The six councils in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB), supported by Public Health Wales, to produce the assessment. The purpose of the PNA was to:

- Identify the care and support needs in the North Wales region.
- Identify the services that are available to meet those needs.
- Identify any gaps (unmet needs) and actions required.

The main themes that both these studies showed are:

1. Continuing capacity challenge across the region to adequately provision services for current demand for all the prescribed client groups, particularly for children and older adults with complex care needs.
2. Capacity challenges of existing infrastructure is a binding constraint in delivering high quality and timely care provision. Capacity challenges are also being accentuated by:
  - a. increasing costs of service provision and recent exits of some of the suppliers from the market
  - b. older facilities are in urgent need of upgradation and modernisation and in need of substantial repairs
3. Increasing demand for care and support, particularly for complex needs and the support needs of carers.
4. Forecasts of increasing care needs, across the prescribed client groups, highlight the need for investment in providing additional infrastructure capacity across all of our local areas.

### **Children and young people**

Infrastructure capacity constraints to meet current needs are particularly challenging in respect of the provision of services for children and young people. The requirements, needs and attributes of children and young people in North Wales, and the challenges facing health and care providers, were highlighted in both the MSR and PNA. They include:

- There are not enough residential home providers, so there is often very limited or no choice.
- There are insufficient placements, including emergency placements.
- Some children are placed in homes that do not fully meet their needs.
- Some children are placed outside of their local area, sometimes as far as England or Scotland, which makes it harder to maintain relationships with family and friends.
- There is a shortage of specialist support for children and young people with complex behavioural and emotional needs.
- Providers do not always offer the best results nor value for money, and they face challenges recruiting and retaining staff.
- Providers are struggling with the rising costs of energy and food.
- There is no secure accommodation for children in North Wales.
- More providers that can deliver services in Welsh are needed.

- Social workers find it difficult to place children with intensive needs – these placements come with very high fees.

The specific capacity challenges faced by each council in the North Wales region are outlined in **figure A3** below.

Council	Capacity challenges
Anglesey	<ul style="list-style-type: none"> <li>▪ There are three small group homes that can offer five bed spaces for children. However, these spaces are regularly full.</li> <li>▪ A new home has recently been renovated, which will provide three bed spaces.</li> </ul>
Conwy	<ul style="list-style-type: none"> <li>▪ Costs for placements almost doubled from an average of £3,500 per week in 2017 to between £6,000 and £7,000 in 2021/22.</li> </ul>
Denbighshire	<ul style="list-style-type: none"> <li>▪ There are 20 children in care homes. More than half have had to be placed outside of Wales in order to ensure that their needs are met.</li> </ul>
Flintshire	<ul style="list-style-type: none"> <li>▪ There are 39 children in care homes, with roughly half of them living in homes in England and Scotland.</li> <li>▪ The Council plans to increase the number of homes available locally, including:                             <ul style="list-style-type: none"> <li>○ opening the first Multisystemic Therapy (MST) home in Wales (in partnership with Wrexham County Borough Council).</li> <li>○ a four-bed residential children’s home.</li> <li>○ its first small group home.</li> </ul> </li> </ul>
Cyngor Gwynedd	<ul style="list-style-type: none"> <li>▪ Homes are small and full, which means children must often go to England to get the support they need.</li> </ul>
Wrexham	<ul style="list-style-type: none"> <li>▪ There are no care homes run by the Council in Wrexham – 33 children and young people were placed in England and other parts of Wales.</li> <li>▪ However, the Council has recently secured three properties, and more are planned under the new and expanded Welsh Government capital grant schemes.</li> </ul>

**Figure A3, MSR highlights of infrastructure capacity challenges: children and young people**

### Summary

Provision of services for children and young people are inadequate to meet current needs and the forecast increase in demand will result in further widening the demand supply gap. There is urgent need of a planned and targeted investment to ensure continuing delivery of safe and high-quality services now and into the future. The recent Welsh Government directive to bring provision of these services in-house and eliminate private profit further accentuates the complexity and urgency to address this issue.

### Older People

The PNA and MSR highlight there is a need for more residential and specialist services for older people in North Wales in order to satisfy current and predicted future demand. The figures below, extracted from the “Assessment of the demand for specialist housing and accommodation for older people in Wales” report for Welsh Government from the Housing Learning and Improvement Network (LIN) (published January 2020), highlight this requirement.

**Figure A4** shows the estimated future demand for housing for older people whilst **figure A5** shows the estimated future demand for nursing care for older people, across the six councils and the North Wales region as a whole.

Council	2018	2025	2030	2035	Increase on 2018
	Current Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds
	No.	No.	No.	No.	No.
Anglesey	755	966	1,061	1,146	391
Gwynedd	958	1,269	1,438	1,598	640
Conwy	2,381	2,590	2,609	2,647	266
Denbighshire	1,144	1,466	1,605	1,733	589
Flintshire	2,458	2,653	2,738	2,759	301
Wrexham	916	1,227	1,407	1,574	658
<b>North Wales</b>	<b>8,612</b>	<b>10,171</b>	<b>10,858</b>	<b>11,457</b>	<b>2,845</b>

**Figure A4**, Estimated future demand: housing for older people and projected for 2025, 2030 and 2035

Council	2018	2025	2030	2035	Increase on 2018
	Current Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds
	No.	No.	No.	No.	No.
Anglesey	177	239	271	305	128
Gwynedd	612	772	830	888	276
Conwy	635	787	856	936	301
Denbighshire	294	396	448	499	205
Flintshire	304	432	504	571	267
Wrexham	518	669	748	816	298
<b>North Wales</b>	<b>2,540</b>	<b>3,295</b>	<b>3,657</b>	<b>4,015</b>	<b>1,475</b>

**Figure A5**, Estimated future demand: nursing care for older people and projected for 2025, 2030 and 2035

The forecast figures show that an average increase of circa 30% to 60% in regional capacity requirement over 2018 baseline figures will be required by 2035. Local numbers and variance will be wider as demonstrated above.

As with children and young people services, there are capacity challenges to meet current demand of services for older people. **Figure A6** below illustrates some examples of these.

Council	Capacity challenges
Anglesey	<ul style="list-style-type: none"> <li>▪ One residential home (15 beds) closed in March 2022.</li> </ul>
Conwy	<ul style="list-style-type: none"> <li>▪ Two residential homes have closed in the county in the last year:                             <ul style="list-style-type: none"> <li>○ One was a smaller provider and closed due to the high cost of maintaining the building.</li> <li>○ The other was larger and successful but closed due to the retirement of the owner.</li> </ul> </li> </ul>
Denbighshire	<ul style="list-style-type: none"> <li>▪ One small provider closed as it struggled financially.</li> </ul>
Flintshire	<ul style="list-style-type: none"> <li>▪ One residential home went into administration and closed in 2020.</li> </ul>
Cyngor Gwynedd	<ul style="list-style-type: none"> <li>▪ Four homes have closed over the last few years:                             <ul style="list-style-type: none"> <li>○ two residential homes.</li> <li>○ two nursing homes.</li> </ul> </li> </ul>
Wrexham	<ul style="list-style-type: none"> <li>▪ No homes have closed in the county. However, many providers have made significant financial losses and therefore have little funds available.</li> </ul>

**Figure A6**, Current capacity challenges

Key high-level summary of the issues in the region are provided below. More details from the PNA, and the MSR are provided in section 3.3 of this document.

**Summary: North Wales regional issues**

- North Wales has some of the most deprived areas in Wales – three of these areas are within the ten most deprived communities in Wales. Poverty and deprivation have a significant impact on the health and wellbeing of people who are socioeconomically disadvantaged.
- North Wales has an ageing population structure – overall, it is projected that the region will experience a decrease in the number of people aged 15 and under, a pattern across all local authority areas. The working age group, those between 16 and 64 years of age, is also projected to decrease across the region.
- There is an increasing need for care and support, particularly with regards to complex needs, and the support needs of carers across the North Wales region, as highlighted in the MSR. Forecast for 2035 predict an increase in demand ranging from 30-60% on average across the region.
- Current provision faces challenges to meet current need of our communities, due to
  - Inadequate capacity, which is further compounded by providers withdrawing from the market
  - Old infrastructure in need of urgent and substantial repairs and upgrades
  - Increasing cost of provisioning care
- The challenges around the recruitment and retention of health and social care staff and capacity of current infrastructure are seriously affecting the ability of the sector to meet people’s needs across the region.
- The region’s challenges are consistent with challenges faced by the other RPBs nationally in Wales.

**1.4. North Wales Regional Plan priorities**

The North Wales Regional Plan, 2023 to 2028, published in January 2023, sets out how the NWRPB will respond to the findings of the North Wales PNA and MSR. The plan:

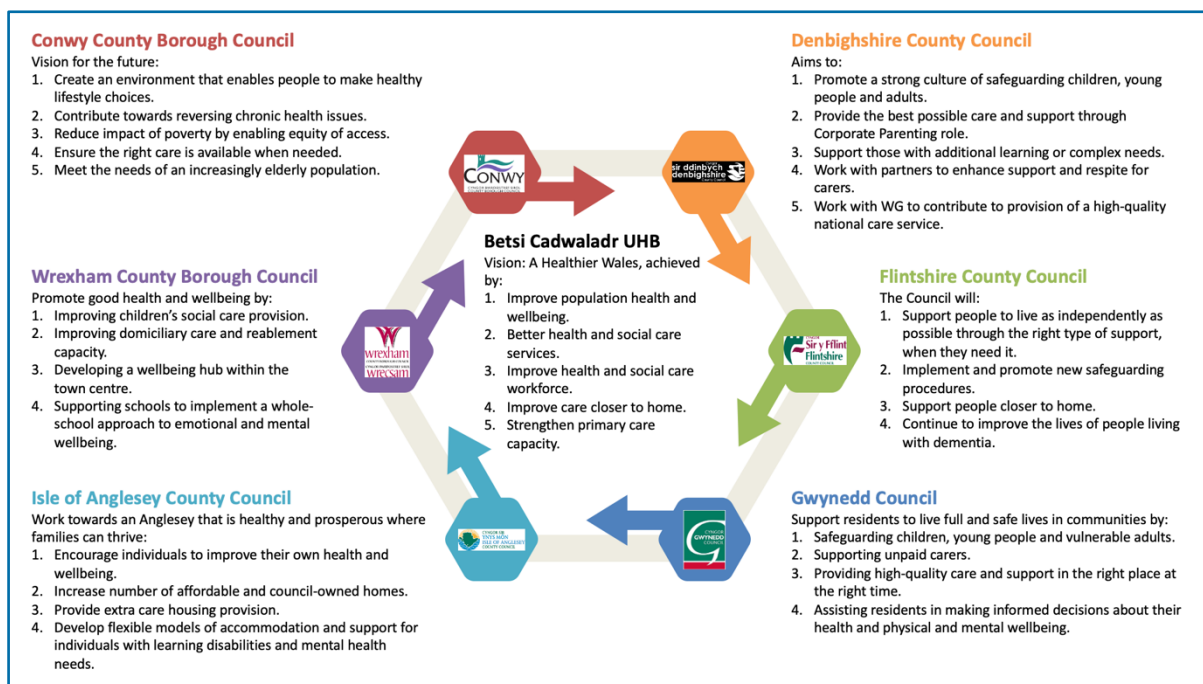
- Sets out high-level principles, outcomes and priorities for regional working across health and social care in North Wales.
- Is a starting point for formal regional working under the Social Services and Wellbeing (Wales) Act 2014 and sets a framework for health and social care partners to work together to a common agenda.
- Focuses on priorities that have been highlighted by citizens.

The priorities that the NWRPB has chosen to deliver in partnership are integration of services in relation to:

- Children and young people with complex needs.
- Older people including people with dementia.
- People with learning disabilities and neurodevelopmental conditions.
- Unpaid carers.
- People with emotional and mental health wellbeing needs.

Key details of the NWRPB strategy are provided in section 3.3 of this document. This strategy has informed the development of the NW SCP.

The NWRPB Regional Strategy is consistent with the strategic objectives of its constituent partners as summarised in **figure A7** below.



**Figure A7, High-level strategic objectives of the 6 North Wales Councils**

### 1.5. Current pipeline of proposed projects and the need for a Portfolio Approach to Capital Allocation

In response to the challenges being faced with service provision, each of our partner local authorities and the BCUHB have developed a number of investment project proposals. As at the present date, the RPB have received 85 project proposals aggregating to c. £ 605 million of capital investment. **Figure A8** below provides the aggregate ask for capital by population group, scheme type and the funding source from the local authorities in North Wales.

Population Group	HCF	HCF & IRCF	IRCF	Grand Total
<b>Children &amp;YP</b>	<b>£20,627,541</b>		<b>£15,769,557</b>	<b>£36,397,098</b>
Assessment Centre			£11,652,000	£11,652,000
Children's Home	£15,177,541			£15,177,541
Hub			£4,117,557	£4,117,557
Other	£0			£0
Respite	£2,000,000		£0	£2,000,000
Supported Living	£3,450,000			£3,450,000
<b>Carers</b>	<b>£396,009</b>			<b>£396,009</b>
Respite	£396,009			£396,009
<b>LD</b>	<b>£18,466,671</b>		<b>£6,200,000</b>	<b>£24,666,671</b>
Hub			£6,200,000	£6,200,000
Supported Living	£18,466,671			£18,466,671
<b>Mental Health</b>	<b>£1,200,000</b>			<b>£1,200,000</b>
Sheltered Housing	£1,200,000			£1,200,000
<b>Multi Population</b>	<b>£61,700,000</b>	<b>£77,000,000</b>	<b>£160,808,625</b>	<b>£299,508,625</b>
Extra Care	£25,000,000	£25,000,000		£50,000,000
Hub		£52,000,000	£150,408,625	£202,408,625
Other			£10,400,000	£10,400,000
Supported Living	£36,700,000			£36,700,000
<b>Older People</b>	<b>£82,582,094</b>	<b>£135,373,000</b>	<b>£24,490,000</b>	<b>£242,445,094</b>
Extra Care	£48,807,094	£49,418,000		£98,225,094
Hub		£18,600,000	£5,390,000	£23,990,000
Nursing Home			£14,600,000	£14,600,000
Residential Home	£20,000,000	£51,355,000	£4,500,000	£75,855,000
Sheltered Housing	£9,200,000			£9,200,000
SUSD Accom	£4,575,000	£16,000,000		£20,575,000
<b>Grand Total</b>	<b>£184,972,315</b>	<b>£212,373,000</b>	<b>£207,268,182</b>	<b>£604,613,497</b>

Figure A8, Aggregate requests for capital by population group, scheme type and the funding source

The aggregate request for investment is far in excess of capital funds available and there is thus a need to prioritise project proposals in order to:

- a. Be affordable and hence feasible
- b. Maximise impact for our communities in solving the most urgent issues as rapidly as possible

In analysing the current set of proposed projects, it has become evident to the RPB and our partners that each project has merit. However, in order to make the best possible use of our limited capital we will need to look more widely at all potential projects across North Wales, to ensure that we prioritise a portfolio of projects which best meet demand, address gaps in service and address our strategic priorities for the client groups included in this SCP. The following points illustrate the issue more fully.

1. There is widespread underlying unmet demand for services across the prescribed groups and across our local authorities, so each project on its own merits investment and there is no obvious way to choose one over the other.
2. There is also widespread inconsistency in the maturity and quality of project proposals received which makes a consistent evaluation and comparison very difficult.
3. Recent legislative changes have added a level of urgency in changing service delivery models.
4. There simply isn't enough capital available to fund all projects.
5. There may be regional or sub-regional solutions that can address some of the service gaps that these projects are trying to individually address. In addition, there could be integrated hubs built collaboratively by two or more partners that can address these gaps. These solutions could potentially be more cost effective and efficient because of scale/ consolidation/ unification of service delivery models.
6. There is no easy and reliable way to understand whether there is existing infrastructure that could be used to meet some of these needs, both within a Local authority area, or across the local authorities, or wider with Welsh Government owned assets in the region.
7. There may be alternate, innovative ways to meet the demand needs, in terms of sources of capital funding, digital transformation initiatives and other innovations -which are not consistently explored.
8. Capital allocation based on a project-by-project evaluation, will be distortionary in impact in terms of:
  - a. variance in infrastructure and service provision between our prescribed client groups and between local authorities, leading to inequitable access to services based on where a citizen resides and what services in their local area receive funding allocations.
  - b. funded projects will solve a specific set of problem, but do they solve the most critical problems in our region.

The NWRPB and its partners therefore decided to adopt a **portfolio approach** to capital planning and introduce a robust planning and allocation process that addresses the above, instead of just attempting to prioritise the current projects on a project specific evaluation basis. This is fully in line with the Welsh Government mandate to develop a regional Long Term Strategic Capital Plan (SCP). Sub section 1.6 and 1.7 describes our proposed Strategic Capital Planning process and prioritisation approach that underpins this Strategic Capital Plan.

### 1.6. SCP development approach

The NWRPB's approach to developing this 10-year SCP was based on the following principles:

- **Co-designed:** The SCP is co-designed in collaboration with NWRPB key partners, ensuring buy-in and familiarisation with final outputs.
- **Transparent:** Progress is continually and repeatedly communicated to key stakeholders to avoid confusion and uncertainty.
- **Focused:** All SCP development activity is meaningful and well planned and delivered to achieve the project outputs.
- **Governance:** Clarity of decision making and control of the SCP development process through effective project governance protocols and management.

**Figure A9** below outlines the high-level approach and process undertaken by the NWRPB to develop the SCP.



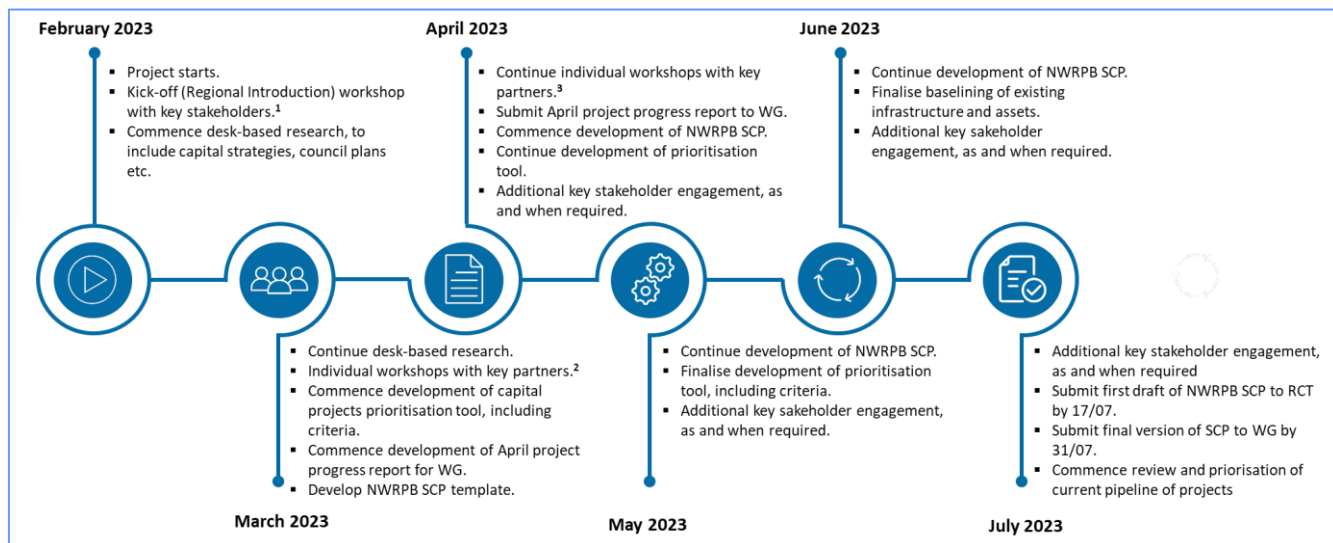


Figure A9, NWRPB SCP Development Approach and Process

## 1.7. NWRPB Strategic Capital Planning process

### 1.7.1. Guiding Principles adopted by the NWRPB

The following are the key guiding principles that have informed our design of the Strategic Capital Planning Process to ensure that our Strategic Capital Plan addresses the key needs of our communities across the region in a planned and co-ordinated manner, making best use of funding sources available to us.

- 1. Portfolio Approach:** A prioritised project portfolio approach at the regional level as opposed to a sole focus on the merits of individual project proposal. This is critical to maximise benefits to our community in an equitable fashion. Project selection and priority assignment to the portfolio needs to reflect both the merit of the individual project and the regional priorities in terms of closing critical service gaps across the region for the prescribed client groups.
- 2. Agile, Responsive and Relevant:** Agile and Responsive to changes in underlying demographics, changing demand for services, evolving legislative and strategic priorities, changes in financial and economic environments, transformation in service delivery models underpinned by innovation, lessons learnt from post project evaluations, etc. Periodic review of portfolio to provide opportunities to course correct; coupled with a half yearly planning cycle for new project submission and review to ensure that our SCP remains relevant, agile and responsive to changes in underlying demand drivers, government policy directions, and other legislative and regulatory changes.
- 3. Objective and Evidence Based:** Project proposals to be considered by the RPB must be Evidence based. Clear evidence that the proposal is founded on the needs of the community, with reference to Population Needs Assessment, Market Stability report, and or other specific reports/studies that demonstrate and quantifies the current or forecast demand supply gap that the proposal is seeking to address.
- 4. Delivery of Regional and Welsh Government Strategic Priorities:** Individual Projects and the overall SCP portfolio individually and collectively must enable delivery of the legislative and regulatory framework and strategic priorities of the Welsh Government.

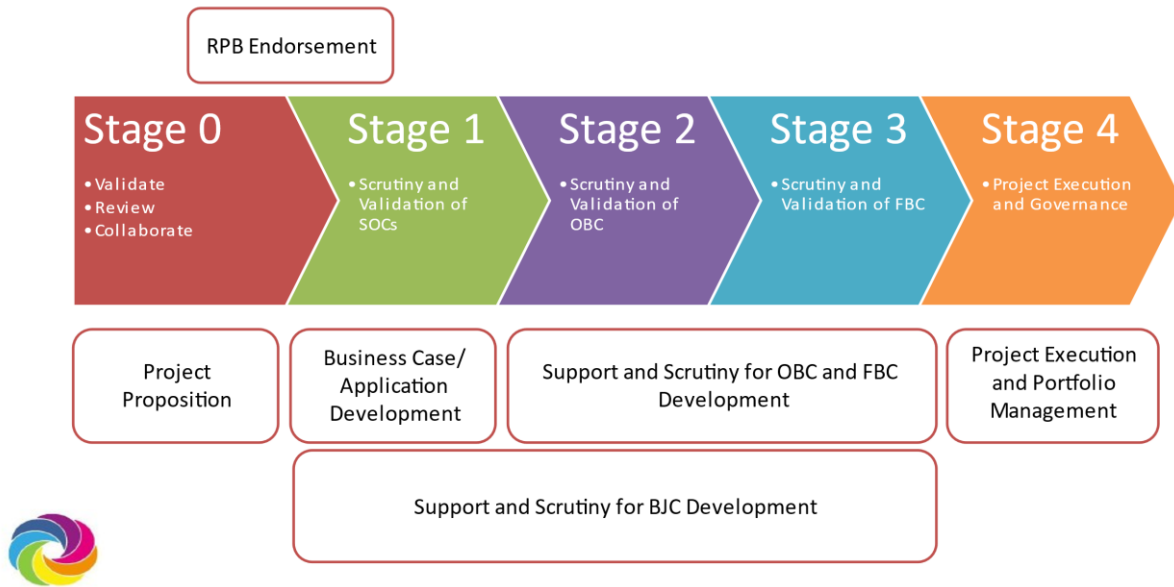
- 5. Improve Asset Utilisation in the region:** The process must ensure improved asset utilisation across the region cutting across the intra organisational silos between service lines and interorganisational boundaries that limit maximising use of all assets owned or operated by our partner local authorities, health board or wider Welsh government facilities.
- 6. Promote Collaboration:** Explore and fully leverage regional and sub regional collaboration opportunities to ensure:
  - a. Better outcomes for our communities
  - b. Achieve scale efficiencies and improve financial viability
  - c. Promote investment in collaborative projects to improve equitable access to services to residents across the region cutting across Local area boundaries
- 7. Improve Quality and analytical rigour of business cases:** The process must improve the quality of our business cases by requiring robust data driven evidence of need, options assessment, economic and financial assessments, in line with the Green Book guidance for the 5-case model for business case.
- 8. Focus on Execution, Benefits realisation, and Lessons learnt:** Ensure sharp focus on execution for the portfolio and continuous monitoring of benefits realisation at a project and a portfolio level. Post project evaluations and periodic portfolio execution reviews to ensure best practices and lessons learnt are shared with all partners.
- 9. Enable journey to Net Zero and delivery of Decarbonisation agenda:** Ensure delivery of our commitment to decarbonisation to support partner organisations in the RPB and the Public Service Boards to achieve carbon net zero in the public sector by 2030.
  - a. all new developments funded through the SCP meet the highest standards of Net Zero throughout design, construction, procurement and in-life energy management
  - b. support partner organisations to decarbonise existing facilities with a long-term use beyond 2030 through HCF and IRCF
  - c. Supporting development that contributes to sustainable communities, accessibility and services closer to home

As such, the long term (10 year) SCP is a 'living' document which will evolve over time to reflect strategic changes (at a national and local level), any variations in the needs of prescribed client groups, and the progress of the capital projects within it.

#### **1.7.2. NWRPB Capital Planning Process**

The following figure illustrates the high-level capital planning, prioritisation and lifecycle management process that underpins this SCP.

## Prioritisation Process Stages



- A ‘Project Prioritisation Tool’ has been developed to support Stage 0 evaluation and prioritisation decision making
- All schemes on the regional programme will be put through this prioritisation tool to ensure they fully meet the funding criteria and are a strategic fit for NWRPB
- The tool comprises over 50 questions
- Each question has a specific purpose in ascertaining or confirming information needed for the scheme to “pass / make the grade” and make it onto the priority list
- There will be a scoring and weighting mechanism running behind each question so that the score of every scheme that is prioritised can be seen and compared
- To make things more manageable and in line with confirmed funding, there will be 3 priority lists, 1 for each of the 3-year funding cycles
  - Funding Cycle 1: April 2023 – March 2026
  - Funding Cycle 2: April 2026 – March 2029
  - Funding Cycle 3: April 2029 – March 2032
- Some of the bigger schemes will straddle 2 or more funding cycles
- Each sub-region will receive the outcome of the Stage 0 process and partners will then have to take their prioritised list through their organisational governance structures. On approval from the respective partner governance boards, the final The North Wales prioritised list will be submitted by NWRPB to Welsh Government for their approval.

Section 5 of this document provides further details on the Prioritisation and Capital Planning Process.

## 2. Developing the 10-Year Strategic Capital Plan

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To provide an overview of the approach that has been taken to develop the Strategic Capital Plan (SCP).</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>▪ Engagement with, and involvement of, RPB partners.</li> <li>▪ Plan development process.</li> <li>▪ Key information and analyses used to inform the plan.</li> <li>▪ Recommendations of immediate next steps to address any limitations to, or gaps in, the plan at this stage.</li> </ul>

### 2.1. Introduction

This section of the Strategic Capital Plan (SCP) provides an overview of the approach that the NWRPB took to develop the capital plan, including the underpinning principles as well as how key partners were involved and engaged throughout the process. The emphasis of the approach was on collaboration and co-design in order to ensure buy-in and key partner familiarisation with final outputs and, ultimately, the development of a robust 10-year SCP for the North Wales region.

The NWRPB team was conscious at the beginning of the project of the deadline for developing and submitting the SCP to Welsh Government (WG) by the end of July 2023, and so a formal, structured development process was designed and adhered to. This allowed the team to sufficiently plan and communicate all engagement events and project progress to key partners throughout.

Also included in this section are recommendations around further work required to address any in limitations to, or gaps in, the plan at this stage. These recommendations cover activities that are separate to the ongoing (annual) SCP review process which exists to ensure that the pipeline of plans:

- reflects the priorities of Welsh Government, as these continue to evolve.
- reflects the post-project evaluation and learning from projects, for example in terms of benefits realisation.

### 2.2. NWRPB key partners

The NWRPB was cognisant during the SCP development process that in order to produce a robust 10-year strategic capital plan, its key partners would need to be engaged and actively involved throughout, from both a design and decision-making perspective. The approach taken to develop the SCP was based on a number of principles, outlined in **section 2.3** below, with an overarching focus on collaboration.

The RPB's key partners are presented in **figure B1** below.



**Figure B1, NWRPB Key Partners (Full list of Partners to be included in the final draft Regional team to provide.)**

The NWRPB team responsible for developing the SCP appreciated that each partner would have its own local challenges and constraints, and therefore strategic priorities, and so it was important to ensure that all partners contributed meaningfully to the SCP development process. This would ultimately increase the likelihood of transitioning from the existing ways of working towards better joined-up and more collaborative working arrangements across the North Wales region.

The ways in which key partners were involved and contributed are outlined in **figures B2 and B3** in **section 2.3** below.

### **2.3. Approach to developing the plan**

The NWRPB, along with the other six Regional Partnership Boards in Wales, was tasked by Welsh Government in 2022 with developing and implementing a Strategic Capital Plan for North Wales, which comprises a 10-year view of the capital investment needs of its community infrastructure for the provision of primary and community healthcare in relation to the following prescribed client groups:

- Children and young people.
- Older people.
- People with physical disabilities.
- People with learning disabilities and autism.
- People with mental health problems.
- People with sensory impairments.
- Carers needing support.
- Women suffering violence and domestic abuse.

The SCP is a ‘living’ document which will evolve over time to reflect strategic changes (at a national and local level), any variations in the needs of prescribed client groups, and the progress of the capital projects within it.

#### **SCP development approach**

The NWRPB’s approach to developing this 10-year SCP was based on the following principles:

- **Co-produced:** The SCP draws upon the PNA and MSR as key data sources. These two documents are the products of shared endeavour of partners across The development of the SCP is based on the PNA and MSR as key data sources; these documents are the products of shared endeavours of partners across North Wales, alongside, people with care and support needs, carers, families, care providers, representatives of the workforce, third sector and user organisations to identify need and solutions. Key partners have also been fully engaged in the development of the SCP and of the prioritisation process set out in Chapter 5.
- **Transparent:** Progress is continually and repeatedly communicated to key stakeholders to avoid confusion and uncertainty.
- **Focused:** All SCP development activity is meaningful and well planned and delivered to achieve the project outputs.
- **Governance:** Clarity of decision making and control of the SCP development process through effective project governance protocols and management.

Figure B2 below outlines the high-level approach and process undertaken by the NWRPB to develop the SCP.

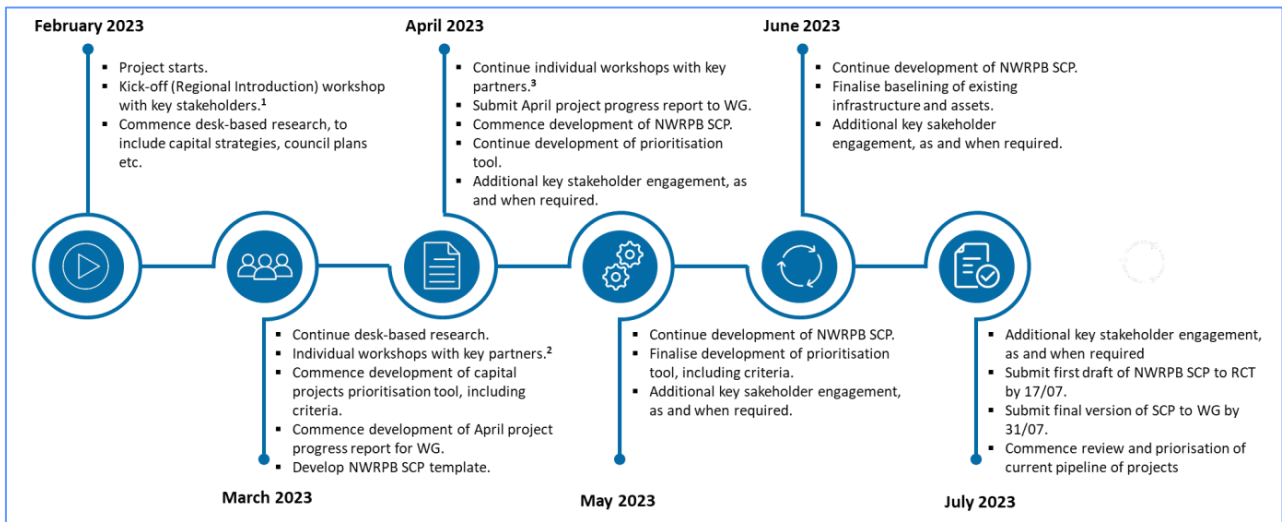


Figure B2, NWRPB SCP development approach and process

Further details regarding the initial set of workshops (including purpose, dates and attendees), identified by 1, 2 and 3 in figure B2 above, are presented in figure B3 below.

Workshop Ref.	Workshop Purpose	Workshop Date	Workshop Attendees (Organisations)
1	<ul style="list-style-type: none"> <li>▪ Brief key stakeholders on SCP, including outlining requirements and information required.</li> <li>▪ Data and information gathering.</li> <li>▪ Gain an initial understanding of strategic priorities, in-flight projects, available evidence and enablers.</li> </ul>	17.02.23	<ul style="list-style-type: none"> <li>▪ Betsi Cadwaladr University Health Board (BCUHB).</li> <li>▪ Conwy County Borough Council.</li> <li>▪ Denbighshire County Council.</li> <li>▪ Flintshire County Council.</li> <li>▪ Cyngor Gwynedd Council.</li> <li>▪ Isle of Anglesey County Council.</li> <li>▪ Wrexham County Borough Council.</li> </ul>

Workshop Ref.	Workshop Purpose	Workshop Date	Workshop Attendees (Organisations)
			<ul style="list-style-type: none"> <li>First Choice Housing Association</li> </ul>
2 and 3	<ul style="list-style-type: none"> <li>Provide a briefing on SCP requirements and timescale.</li> <li>Gain an understanding of local strategic priorities, existing capital plans (and stage of development) and future priorities for capital investment.</li> <li>Agree next steps, including the capital projects prioritisation process.</li> </ul>	15.03.23	<ul style="list-style-type: none"> <li>BCUHB (Central).</li> </ul>
		15.03.23	<ul style="list-style-type: none"> <li>Cyngor Gwynedd Council.</li> </ul>
		16.03.23	<ul style="list-style-type: none"> <li>Isle of Anglesey County Council.</li> </ul>
		20.03.23	<ul style="list-style-type: none"> <li>Denbighshire County Council.</li> </ul>
		20.03.23	<ul style="list-style-type: none"> <li>Conwy County Borough Council.</li> </ul>
		21.03.23	<ul style="list-style-type: none"> <li>BCUHB (East and West).</li> </ul>
		03.04.23	<ul style="list-style-type: none"> <li>Wrexham County Borough Council.</li> </ul>
		05.04.23	<ul style="list-style-type: none"> <li>Flintshire County Council.</li> </ul>
05.04.23	<ul style="list-style-type: none"> <li>Registered Social Landlords.</li> </ul>		

Figure B3, Workshops and other engagement with NWRPB Key Partners

Additional engagement events, including ad hoc meetings and workshops, with key partners and other stakeholders were scheduled and delivered as and when required. A summary of these is included on Figure B4, with further description in text found below the table.

Meeting/Workshop purpose	Date	Attendees (organisations)
<ul style="list-style-type: none"> <li>Presentation to RPB of findings to date and initial recommendations, ahead of April 2023 update to Welsh Government</li> </ul>	19.04.23	<ul style="list-style-type: none"> <li>RPB members</li> </ul>
<ul style="list-style-type: none"> <li>Digital Leads meeting, to discuss opportunities to use technology to support people to live independently through the delivery of care closer to home</li> </ul>	28.04.23	<ul style="list-style-type: none"> <li>North Wales Digital Leads</li> </ul>
<ul style="list-style-type: none"> <li>Presentation to RPB of proposed prioritisation process</li> </ul>	05.05.23	<ul style="list-style-type: none"> <li>RPB members</li> </ul>
<ul style="list-style-type: none"> <li>Colwyn Bay meeting – Neil to update</li> </ul>	08.06.23	<ul style="list-style-type: none"> <li>Neil to update</li> </ul>
<ul style="list-style-type: none"> <li>RPB Workshop, to outline the prioritisation process and project stage flowchart.</li> </ul>	16.06.23	<ul style="list-style-type: none"> <li>RPB members</li> </ul>

Figure B4, Workshops and other engagement with NWRPB Key Partners

### Key SCP Development Activities

The activities undertaken in order to develop this 10-year SCP included, but were not limited to, the following:

#### Desk-Based Research

A number of documents were made available to the team at the beginning of the project, and these were used throughout the development process to inform stakeholder engagement events, as well as the SCP itself. Documents included council plans, capital strategies and plans, the North Wales



Population Needs Assessment (PNA) and the North Wales Market Stability Report (MSR). Note that both the PNA and MSR were agreed by NW RPB partners.

#### Stakeholder Engagement

Engagement with NWRPB key partners and other stakeholders was carried out via formal, structured meetings and workshops (a combination of face-to-face and virtual (Microsoft Teams)). Engagement events were used to gather the data and information required to develop the SCP, as well as brief stakeholders on the development process and provide key progress updates.

#### Capital Projects Prioritisation Tool Development

A three-stage prioritisation approach, and associated criteria, for prioritising proposed capital projects was designed and developed by the team in the first few months of the project (see **section 5** below for further details). There is also now an opportunity for the tool to be used by all seven Regional Partnership Boards in Wales, not just the NWRPB – subject to agreement by the Welsh Government.

### **2.4. Information and analyses**

A number of information and data sources have been used in the development of this SCP. **Figure B5** below provides an overview of the key sources whilst **Chapter 3** sets these out in greater detail.

Information / Data Source	Overview
North Wales Population Needs Assessment (PNA)	<p>The PNA was published in April 2022 and brings together information about people’s care and support needs and the support needs of carers in North Wales. It aims to show how well people’s needs are being met and the services that the NWRPB will need to meet them in the future.</p> <p>The six councils in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB), supported by Public Health Wales, to produce the assessment.</p>
North Wales Market Stability Report (MSR)	<p>The MSR for the North Wales region was published in November 2022. It helps the NWRPB to understand the social care market in North Wales so that providers of health and social care services can be effectively commissioned and supported to meet the needs of the population.</p>
North Wales Regional Plan	<p>The North Wales Regional Plan, 2023 to 2028, published in January 2023, sets out how the NWRPB will respond to the findings of the North Wales PNA and MSR.</p>
Capital Strategies and Plans	<p>The capital strategies and plans of BCUHB and the six North Wales local authorities set out the strategic priorities and aims of each organisation, as well as how they are aligned with overarching national policies and legislation.</p>
Housing Learning and Improvement Network (LIN) Report	<p>The “Assessment of the demand for specialist housing and accommodation for older people in Wales” report for Welsh Government was published in January 2020. It identifies current provision of, and future demand to 2035 for, different types of specialist housing and accommodation for older people.</p>

**Figure B5, Key information and analyses used in the development of the SCP**



## 2.5. Further work on the plan

This SCP is a ‘live’ document which will be reviewed and updated on an annual basis, at a minimum, to reflect any changes in need and the progress of the capital projects within it. The plan will evolve over time due to:

- Further work on demand and capacity modelling, similar to that included in the 2020 Housing Learning and Improvement Network (LIN) report.
- Greater awareness of regional infrastructure across RPB partners.
- Improved information / analysis of the conditions of assets and the opportunities they present.
- More effective sharing and joint analyses of assets.
- Greater collaboration across RPB partners, with the potential development of schemes across two or more Local Authority areas.
- Development of capital programmes over time as projects are delivered and/or other changes occur.

We have identified a number of potential activities to be undertaken in the next phase of SCP development and these are outlined in **figure B6** below. Some of these have already been discussed and agreed with RPB partners, including the need to promote digital innovation and market rebalancing, in line with National and local strategies. Others are at a very early stage of development and consideration and are included in order to give a sense of our direction of travel.



Figure B6, Potential activities to be completed in the next phase of SCP development

### 3. Strategic Context

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To outline the national and regional strategic context and the ways in which the capital plan is aligned to delivering national and regional priorities and key objectives.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>▪ Strategic context, at both national and regional levels.</li> <li>▪ The case for change.</li> <li>▪ Alignment with national and regional policies and commitments, including Population Needs Assessment and Market Stability Report.</li> <li>▪ Market engagement and analyses undertaken to inform the plan.</li> </ul>

#### 3.1. Introduction and SCP focus

Regional Partnership Boards (RPBs) have been a vehicle for enabling regional capital infrastructure development over the past four years in relation to health and social care priorities. Welsh Government (WG) has since committed to making further significant investment in capital funding for the seven RPBs in Wales. This funding is introduced to establish a four-year capital programme in the first instance and the development of a 10-year strategic capital plan (SCP) for each region. The funding will support the North Wales RPB (NWRPB) to provide a range of solutions to promote independence, wellbeing and care closer to home for the relevant population groups.

This section of the SCP outlines the national and regional policies and plans and what these mean for the development of NWRPB’s 10-year capital strategy.

The focus of this SCP is on the community infrastructure needed in the North Wales region for the prescribed client groups of:

- Children and young people.
- Older people.
- People with physical disabilities.
- People with learning disabilities and autism.
- People with mental health problems.
- People with sensory impairments.
- Carers needing support.
- Women suffering violence and domestic abuse.

An overview of policy themes by client group is included in **Appendix 1**.

Key features and values of the Fund include:

- A strong focus on prevention and early intervention.
- Developing and embedding national models of integrated care.
- Actively sharing learning across Wales through Communities of Practice.
- Sustainable long-term resourcing to embed and mainstream new models of care.
- Creation of long-term pooled fund arrangements; and
- Consistent investment in regional planning and partnership infrastructure.

## 3.2. National Strategic Environment

### 3.2.1. Summary of current national challenges

A summary of the health and social care challenges faced throughout Wales is set out in **figure C1** below.

- Wales faces increasing demands and new challenges in the health and social care service. These include an ageing population, lifestyle changes, emerging medical and digital technologies, rising costs in health and care expenditure outpacing the country's growth, and shortages in the health and social care workforce.
- This is set against a backdrop of a demographic profile that forecasts fewer people of working age available to work in health and social care roles, which presents a significant challenge to health and social care services.
- There are currently gaps in the infrastructure available to support the provision of care as close to home as possible to meet the needs of the population, including insufficient residential accommodation for children and young people with complex needs and insufficient extra care and nursing home places for elderly people.
- The quality of residential care provision is variable, and sometimes the focus upon costs by commissioners and providers has been to the detriment of quality of care and care outcomes.
- Investment in the technology and digital solutions which can help to support people to remain independent in their own homes has been limited and digital connectivity is required to fully realise the potential that these solutions offer.

**Figure C1, Current national challenges**

The National Strategies described below demonstrate how Welsh Government intends to respond to these major challenges, to ensure the continued provision of high-quality care to the people of Wales.

### 3.2.2. Summary of National Strategies

The development of this SCP is contextualised by a range of relevant overarching and themed national and regional policies and plans which outline a vision for integrated care and support. The themes of these overarching policies and legislation are summarised in this section of the SCP.

**Figure C2** below shows the relationship between the policy and legislative framework, North Wales regional plans / policies and the development of the 10-year SCP.

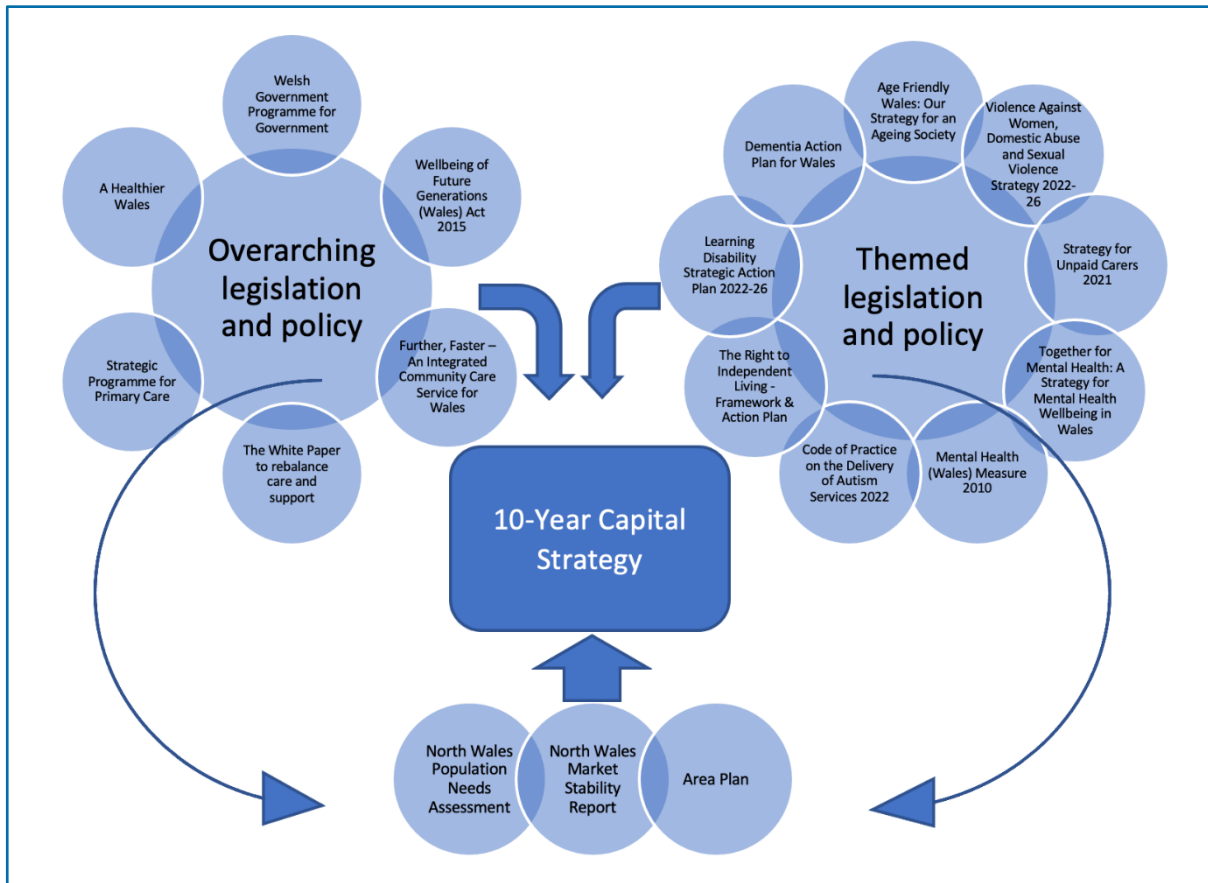




Figure C2, Relationship between policy and legislative framework, N. Wales regional plans / policies and SCP

Welsh Government policy remains consistent in its direction towards coordinated services across sectors. A number of legislation and policy documents are referenced in **figure C3** below, which have a significant impact and influence on the current and future direction and design of health and care services in Wales, and on this SCP.

Policy / Legislation	Themes
 <p>Welsh Government Programme for Government – Update</p>	<ul style="list-style-type: none"> <li>Reform of primary care, bringing health and care and support together.</li> <li>Legislation to further integrate health and social care.</li> <li>Innovative housing to meet care needs.</li> <li>Community hubs with co-located front-line health, social care and other services.</li> </ul>
 <p>Social Services and Wellbeing (Wales) Act 2014</p>	<ul style="list-style-type: none"> <li>Emphasis on wellbeing, prevention and early intervention.</li> <li>Multi-agency working and collaboration – Regional Partnership Boards, integration of health and care and support.</li> <li>Population Assessments, Market Stability Reports and Area Plans.</li> </ul>





Policy / Legislation	Themes
 <p>Wellbeing of Future Generations (Wales) Act 2015</p>	<ul style="list-style-type: none"> <li>▪ A More Equal and Healthier Wales.</li> <li>▪ 5 ways of working – integration, involvement, collaboration, prevention, long-term.</li> </ul>
 <p>A Healthier Wales 2018</p>	<ul style="list-style-type: none"> <li>▪ Focus on health, wellbeing and prevention instead of hospital-based care.</li> <li>▪ Design Principles including prevention and early intervention, independence, self-management and personalised seamless care.</li> <li>▪ Digital as a key enabler of transformational change.</li> </ul>
 <p>Strategic Programme for Primary Care</p>	<ul style="list-style-type: none"> <li>▪ Community infrastructure providing timely access to the right care and support through collaboration.</li> <li>▪ Technology supporting delivery of existing and/or new models of care.</li> <li>▪ Accelerated Cluster Development Programme.</li> </ul>
 <p>White Paper Rebalancing Care and Support, 2021</p>	<ul style="list-style-type: none"> <li>▪ Rebalancing the care sector towards quality and outcomes rather than cost and profit.</li> <li>▪ Eliminate private profit from the care of children looked after.</li> <li>▪ Investing in community settings / residential / nursing care premises to ensure they can meet individuals more complex needs closer to home.</li> </ul>

Figure C3, National Context: Overarching policies and legislation

Figure C4 below summarises the key drivers for change included in the National strategy and policy documents summarised above.

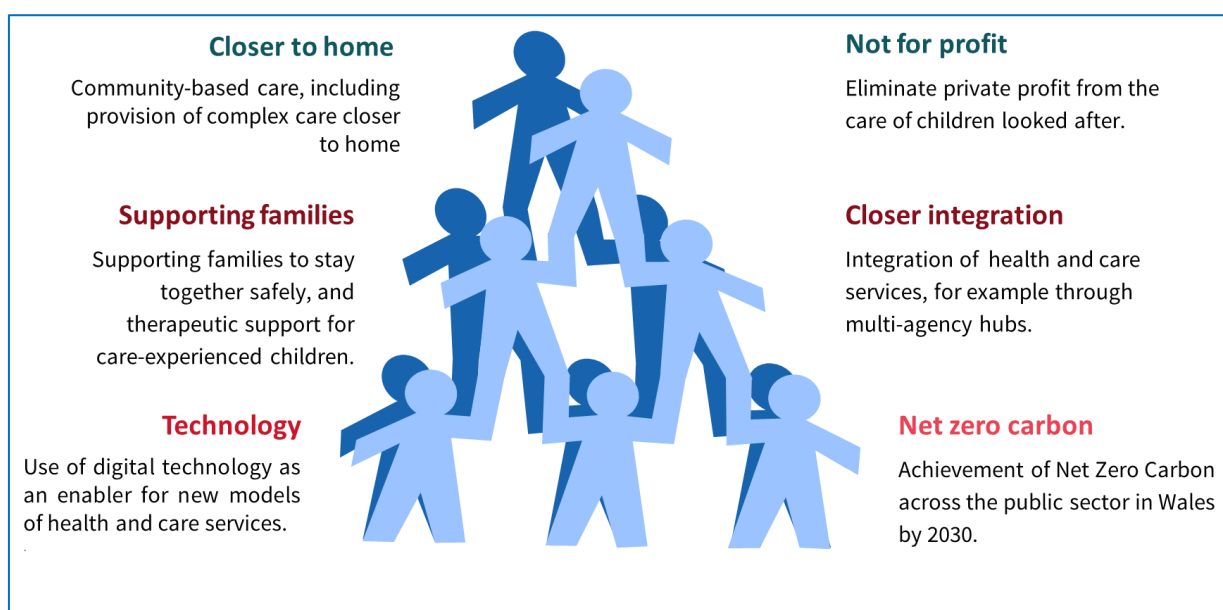


Figure C4, Drivers for change arising from National Strategy

### 3.2.3. Welsh Government funding

Welsh Government has established specific funds to support the delivery of national ambitions related to health and social care. The two funds that are of greatest relevance to this SCP are the Health and Social Care Integration and Rebalancing Capital Fund, known as IRCF, and the Housing with Care Fund, known as HCF. Details regarding these funds are provided below.

#### Health and Social Care Integration and Rebalancing Capital Fund (IRCF)

The IRCF is a programme that was set up to directly support the Welsh Government Programme for Government (PFG) commitments of developing 50 integrated health and social care hubs and to support rebalancing the residential care market in line with the ambitions set out in the 2021 White Paper 'Rebalancing Care and Support'. It was established to:

- support a coherent approach to planning the co-location and integration of health and social care services within the community across Wales.
- support the rebalancing of adult residential care provision by increasing delivery from within the not-for-profit sector.
- support the elimination of profit from the provision of children's residential care.

The three-year IRCF programme budget is as set out below. It should be noted that this is the **all Wales budget**, with no allocation to the RPBs on the basis of capitation or any other apportionment methodology:

- £50m – 2022/23.
- £60m – 2023/24.
- £70m – 2024/25.

#### Housing with Care Fund (HCF)

The primary objective of the HCF is to increase the stock of housing to meet the needs of people with care and support needs. Alongside the HCF, additional capital funding will be available from the Regional Integration Fund capital programme to support the development of community hubs and rebalancing of the residential care sector. The HCF is a capital programme with indicative funding for N Wales of £14.2m per year for the next 3 years.

#### Additional sources of capital funding

**Chapter 5** of the SCP describes the NWRPB's priorities for future investment. The current capital cost of the capital projects currently supported by the NWRPB includes £45.2m of schemes seeking HCF funding support and £159.1m of schemes for which IRCF funding will be sought. A further £220m of projects are still in the early stages of development and pending approval.

Therefore, demand for capital investment to address the needs of the population groups across North Wales is very likely to outstrip the funding available through the HCF and IRCF funds. It will also be important to ensure any ongoing revenue consequence of capital investment is fully addressed. Following the approval of this SCP the NWRPB will consider how best to identify additional sources of funding. This will potentially include the following:

- **Applications for other relevant grant funding:** For example, the Shared Prosperity Fund; Community Facilities Programme (CFAP), Capital Grant – Funding for Childcare Welsh Government 2022-2025, and the Social Housing Grant (SHG).

- **Registered Social Landlords (RSLs)** have the freedom to raise capital funding for capital projects with public sector partners. The local market engagement with Housing Associations, summarised in **section 3.3.7** below, suggested that RSLs are very keen to collaborate with their public sector partners to develop and fund capital projects.
- **Private / public partnerships** to fund the development of capital assets, (as distinct from the provision of services).

The NWRPB is mindful of the need to ensure that any future arrangements are aligned with Welsh Government policy on rebalancing care and support and would ensure that any public / private partnership investment relates to capital funding and not to the delivery of care.

In addition to these capital funding sources, limited revenue funding is also available through the Health and Social Care Regional Integration Fund, which is managed by the RPBs.

The NWRPB already has some blended funding models in place. This includes the innovative Canolfan Lleu Health and Wellbeing Scheme in Penygroes, which was recently granted Strategic Outline Case approval by Welsh Government. Canolfan Lleu is being driven by the partnership of the Grŵp Cynefin Housing Association, Betsi Cadwaladr UHB, Theatr Bara Caws and Cyngor Gwynedd. The plan is to use a mixed funding model to fund this development, with funding potentially drawn from a range of public sector grant funding and private finance accessed by Grwp Cynefin.

### 3.2.4. National strategy summary

The key strategic messages around the national strategies described in this section of the SCP are summarised in **figure C5** below.

- There is a clear vision for the future of Wales, which encompasses health, cohesive communities, resilience and culture.
- The strategic direction for health and care reflects the principles around prevention and collaboration, with a focus on primary care stability and **integrated health and care models, such as all age Health and Wellbeing Hubs** intended to support town centre regeneration.
- The Rebalancing Care and Support White Paper sets out a clear vision for **residential care** for the prescribed client groups, with a focus on **quality and outcomes**, not upon cost and profit.
- Two specific capital funds are available to support the delivery of this strategic vision, the Health and Social Care Integration and Rebalancing Capital Fund (IRCF) and Housing with Care Fund (HCF) with revenue support available until March 2025, through the IRCF Fund.
- Specific priorities for the allocation of IRCF funding include:
  - A strong focus on prevention and early intervention
  - Developing and embedding the six national models of integrated care
  - Support the rebalancing of adult residential care provision by increasing delivery from within the not-for-profit sector
  - Eliminate private profit from the care of children looked after
  - Investing in community settings/residential/nursing care premises to ensure they can meet individuals more complex needs closer to home
- Whilst welcome, these funds are likely to be over-subscribed, meaning that other sources of capital funding may need to be considered in order to fully address current gaps in provision.

**Figure C5, Key strategic messages: national strategy**

### **3.3. Local strategic context**

#### **3.3.1. Introduction**

This section of the SCP introduces the population of the region, summarising the health profile of the area along with current arrangements for the provision of health and care services. This section concludes with a summary of the current regional challenges, to which the SCP should respond.

Regional priorities for North Wales were described in the January 2023 North Wales Regional Plan (see **section 3.3.6** below). These closely reflect the national priorities above, supported by a local analysis of needs and priorities based upon the North Wales Population Needs Assessment (PNA) and North Wales Market Stability Report (MSR).

#### **3.3.2. Introducing the local population**

An introduction to the North Wales population is set out in **figure C6** below.



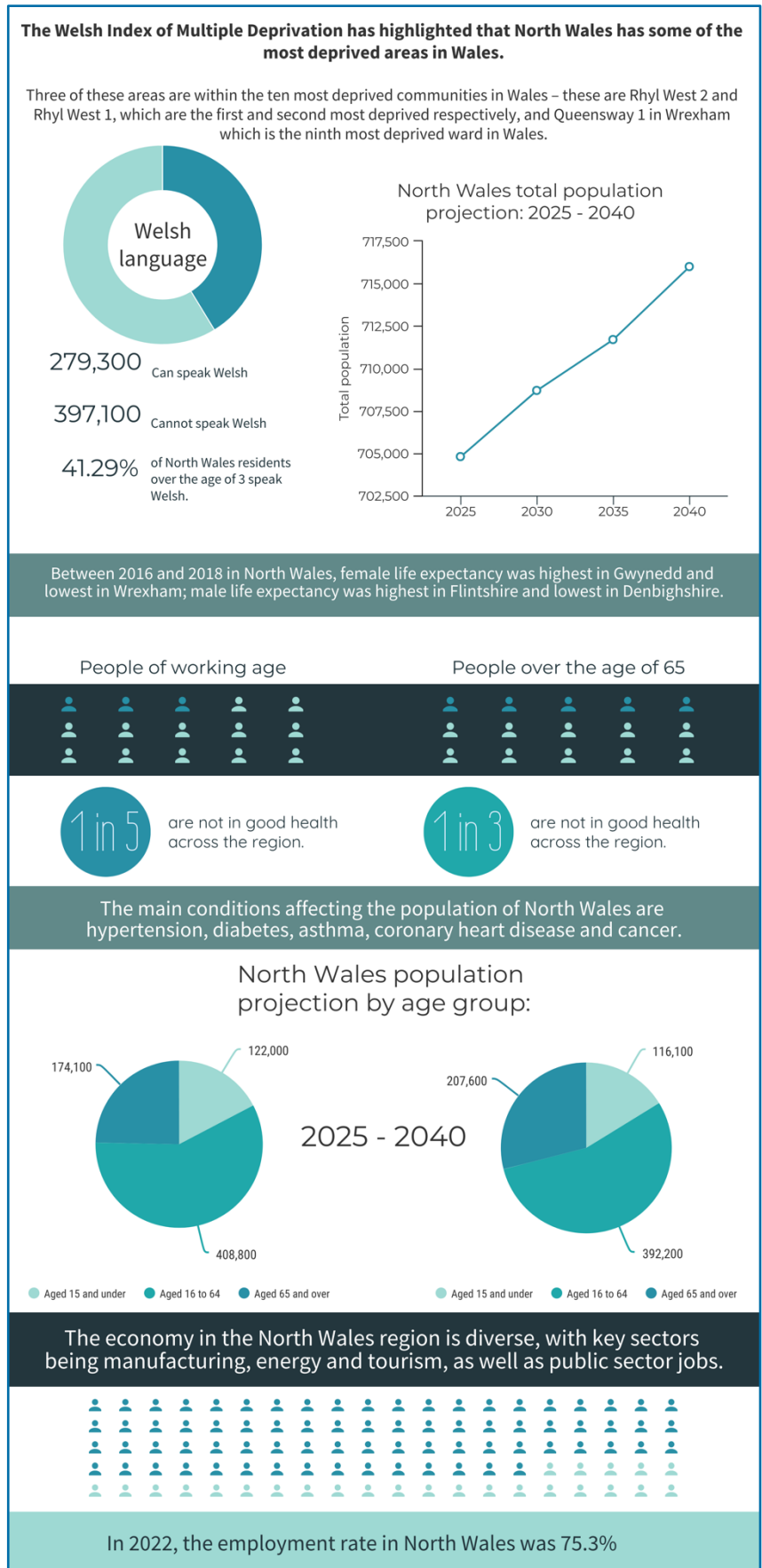


Figure C6, Key statistics for the North Wales region

### 3.3.3. Analysis of local need: Population Needs Analysis

Key themes taken from the Population Needs Analysis (PNA) are summarised in **figure C7** below. This sets out findings for the prescribed client groups across North Wales. Key points to note are:



Figure C7, North Wales PNA key themes

### 3.3.4. Analysis of local need: Market Stability Report and Housing LIN Report

A Market Stability Report (MSR) for the North Wales region was published in November 2022. The MSR helps the NWRPB to understand the social care market in North Wales so that providers of health and social care services can be effectively commissioned and supported to meet the needs of the population.

The main themes are an increasing need for care and support, particularly with regards to complex needs, and the support needs of carers. While commissioners and providers are working hard to provide excellent care in many areas, challenges around the recruitment and retention of health and social care staff and capacity of current infrastructure are seriously affecting the ability of the sector to meet people’s needs.

#### Older people and adults

There is a requirement in North Wales for more residential services, including specialist services, to support older people and young adults with needs such as dementia, learning disabilities and complex disabilities. It is essential that care home fees remain affordable, but the cost of placements continues to increase. Furthermore, a number of residential homes are old and require substantial repairs.

Health and care infrastructure capacity challenges impacting older people and adults across the six local authorities, identified in the MSR plus a recent update for Flintshire, are outlined in **figure C8** below.

Council	Capacity challenges
Anglesey	<ul style="list-style-type: none"> <li>▪ One residential home (15 beds) closed in March 2022.</li> </ul>
Conwy	<ul style="list-style-type: none"> <li>▪ Two residential homes have closed in the county in the last year:                             <ul style="list-style-type: none"> <li>○ One was a smaller provider and closed due to the high cost of maintaining the building.</li> <li>○ The other was larger and successful but closed due to the retirement of the owner.</li> </ul> </li> </ul>
Denbighshire	<ul style="list-style-type: none"> <li>▪ One small provider closed as it struggled financially.</li> </ul>
Flintshire	<ul style="list-style-type: none"> <li>▪ One residential home went into administration and closed in 2020.</li> <li>▪ A 60 bed care home went into administration and closed in February 2023</li> </ul>
Cyngor Gwynedd	<ul style="list-style-type: none"> <li>▪ Four homes have closed over the last few years:                             <ul style="list-style-type: none"> <li>○ two residential homes.</li> <li>○ two nursing homes.</li> </ul> </li> </ul>
Wrexham	<ul style="list-style-type: none"> <li>▪ No homes have closed in the county. However, many providers have made significant financial losses and therefore have little funds available.</li> </ul>

**Figure C8**, MSR highlights of infrastructure capacity challenges: older people and adults

As detailed above, there is a need for more residential and specialist services for older people in North Wales in order to satisfy current and predicted future demand. The figures below, extracted from the “Assessment of the demand for specialist housing and accommodation for older people in Wales” report for Welsh Government from the Housing Learning and Improvement Network (LIN) (published January 2020), highlight this requirement.

**Figure C9** shows the estimated future demand for housing for older people whilst **figure C10** shows the estimated future demand for nursing care for older people, across the six councils and the North Wales region as a whole.

Council	2018	2025	2030	2035	Increase on 2018
	Current Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds
	No.	No.	No.	No.	No.
Anglesey	755	966	1,061	1,146	391
Gwynedd	958	1,269	1,438	1,598	640
Conwy	2,381	2,590	2,609	2,647	266
Denbighshire	1,144	1,466	1,605	1,733	589
Flintshire	2,458	2,653	2,738	2,759	301
Wrexham	916	1,227	1,407	1,574	658
<b>North Wales</b>	<b>8,612</b>	<b>10,171</b>	<b>10,858</b>	<b>11,457</b>	<b>2,845</b>

**Figure C9**, Estimated future demand: housing for older people and projected for 2025, 2030 and 2035

Council	2018	2025	2030	2035	Increase on 2018
	Current Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds	Projected Provision Units / Beds
	No.	No.	No.	No.	No.
Anglesey	177	239	271	305	128
Gwynedd	612	772	830	888	276
Conwy	635	787	856	936	301
Denbighshire	294	396	448	499	205
Flintshire	304	432	504	571	267
Wrexham	518	669	748	816	298
<b>North Wales</b>	<b>2,540</b>	<b>3,295</b>	<b>3,657</b>	<b>4,015</b>	<b>1,475</b>

**Figure C10**, Estimated future demand: nursing care for older people and projected for 2025, 2030 and 2035

### Children and young people

The requirements, needs and attributes of children and young people in North Wales, and the challenges facing health and care providers, were highlighted in both the MSR and PNA. They include:

- There are not enough residential home providers, so there is often very limited or no choice.
- There are insufficient placements, including emergency placements.
- Some children are placed in homes that do not fully meet their needs.
- Some children are placed outside of their local area, which makes it harder to maintain relationships with family and friends.
- There is a shortage of specialist support for children and young people with complex behavioural and emotional needs.
- Providers do not always offer the best results nor value for money, and they face challenges recruiting and retaining staff.
- Providers are struggling with the rising costs of energy and food.
- There is no secure accommodation for children in North Wales.
- More providers that can deliver services in Welsh are needed.
- Social workers find it difficult to place children with intensive needs – these placements come with very high fees.
- There is still a stigma attached to living in a children’s care home.

The specific capacity challenges faced by each council in the North Wales region are outlined in **figure C11** below.

Council	Capacity challenges
Anglesey	<ul style="list-style-type: none"> <li>▪ There are three small group homes that can offer five bed spaces for children. However, these spaces are regularly full.</li> <li>▪ A new home has recently been renovated, which will provide three bed spaces.</li> </ul>
Conwy	<ul style="list-style-type: none"> <li>▪ Costs for placements almost doubled from an average of £3,500 per week in 2017 to between £6,000 and £7,000 in 2021/22.</li> </ul>
Denbighshire	<ul style="list-style-type: none"> <li>▪ There are 20 children in care homes. More than half have had to be placed outside of Wales in order to ensure that their needs are met.</li> </ul>
Flintshire	<ul style="list-style-type: none"> <li>▪ There are 39 children in care homes, with roughly half of them living in homes in England and Scotland.</li> <li>▪ The Council plans to increase the number of homes available locally, including:                             <ul style="list-style-type: none"> <li>○ Opening the first Multisystemic Therapy (MST) residential children’s assessment centre in Wales (in partnership with Wrexham County Borough Council).</li> <li>○ a four-bed residential children’s home (Ty Neath).</li> <li>○ its first small group home, also with four beds (Park Avenue).</li> </ul> </li> </ul>
Cyngor Gwynedd	<ul style="list-style-type: none"> <li>▪ Homes are small and full, which means children must often go to England to get the support they need.</li> </ul>
Wrexham	<ul style="list-style-type: none"> <li>▪ There are no care homes run by the Council in Wrexham – 33 children and young people were placed in England and other parts of Wales.</li> <li>▪ However, the Council has recently secured three properties, and more are planned under the new and expanded Welsh Government capital grant schemes.</li> </ul>

Figure C11, MSR highlights of infrastructure capacity challenges: children and young people

### 3.3.5. Summary of current local challenges

A summary of the challenges presented by current population needs and existing service provision is set out in **figure C12** below.

<ul style="list-style-type: none"> <li>▪ North Wales has some of the most deprived areas in Wales – three of these areas are within the ten most deprived communities in Wales. Poverty and deprivation have a significant impact on the health and wellbeing of people who are socioeconomically disadvantaged.</li> <li>▪ The BCU Public Health Team’s 2020 locality needs assessment found that <b>one in three people over the age of 65 and one in five people of working age are not in overall good health</b> across the region. The assessment highlights that indicators of good health and wellbeing, such as good diet and exercise, are low, and in some cases, trends are decreasing.</li> <li>▪ <b>North Wales has an ageing population structure</b> – overall, it is projected that the region will experience a decrease in the number of people aged 15 and under, a pattern across all local authority areas. The working age group, those between 16 and 64 years of age, is also projected to decrease across the region.</li> <li>▪ There is an increasing need for care and support, particularly with regards to complex needs, and the support needs of carers across the North Wales region, as highlighted in the MSR. Particular areas of need include:</li> </ul>
---

- **Residential provision for children with complex care needs**, with the majority of children from four of the six counties in North Wales being cared for either out of county or out of country.
- **Accommodation for older people**, with a forecast population increase and a shortfall of 2,875 supported housing spaces and 1,476 nursing home beds by 2040.
- Accommodation, adaptations, technology and services to support the anticipated 35% increase in people with dementia in North Wales by 2035.
- Accommodation to support the needs of carers, including respite care facilities.
- The challenges around the recruitment and retention of health and social care staff and capacity of current infrastructure are seriously affecting the ability of the sector to meet people’s needs across the region.

**Figure C12, Current local challenges**

### 3.3.6. North Wales Regional Plan priorities

The North Wales Regional Plan, 2023 to 2028, published in January 2023, sets out how the NWRPB will respond to the findings of the North Wales PNA and MSR, as summarised above. The plan:

- Sets out high-level principles, outcomes and priorities for regional working across health and social care in North Wales.
- Is a starting point for formal regional working under the Social Services and Wellbeing (Wales) Act 2014 and sets a framework for health and social care partners to work together to a common agenda.
- Focuses on priorities that have been highlighted by citizens.

The priorities that the NWRPB has chosen to deliver in partnership are integration of services in relation to:

- Children and young people with complex needs.
- Older people including people with dementia.
- People with learning disabilities and neurodevelopmental conditions.
- Unpaid carers.
- People with emotional and mental health wellbeing needs.

**Figure C13** below provides an overview of the RPB’s plans for integrated working in the ICRF priority areas.

Prescribed Client Group	Plans for integrated working
Children and young people with complex needs	<ul style="list-style-type: none"> <li>▪ Development of a strategy in response to the “No Wrong Door” report written by the Children’s Commissioner for Wales.</li> <li>▪ Provide oversight of regional programmes and plans to address priorities for children and young people identified in the PNA.</li> <li>▪ Work closely with children’s stakeholder group to involve a wide range of people who support children and young people across the region, including voluntary organisations.</li> <li>▪ Review structures for children and young people to participate in decision making to ensure their voices are heard.</li> </ul>

Prescribed Client Group	Plans for integrated working
Older people including people with dementia	<ul style="list-style-type: none"> <li>▪ North Wales Dementia Strategy was published in 2020. The Strategy sets out how the NWRPB will work towards integrated dementia services in North Wales. It was developed jointly by the six North Wales councils and BCUHB supported by Public Health Wales, Bangor University and other partners.</li> <li>▪ Work is overseen by the North Wales Dementia Strategic Group.</li> </ul>
People with learning disabilities and neurodevelopmental conditions	<p>People with learning disabilities</p> <ul style="list-style-type: none"> <li>▪ Implementation of the North Wales Learning Disabilities Strategy through the North Wales Together Project: Seamless services for people with learning disabilities, funded through the Transformation Programme.</li> <li>▪ Priority areas for the next five years include:               <ol style="list-style-type: none"> <li>1. Communities and cultural change.</li> <li>2. Accommodation.</li> <li>3. Assistive technology.</li> <li>4. Employment.</li> <li>5. Children and young people.</li> </ol> </li> </ul> <p>People with neurodevelopmental conditions</p> <ul style="list-style-type: none"> <li>▪ Set up of workstreams around neurodevelopmental conditions for children and adults:               <ul style="list-style-type: none"> <li>○ Aim of children’s workstream is to develop a seamless pathway and programme for a joined-up coproduced needs-based service.</li> <li>○ Aim of neurodevelopmental improvement programme for adults is to move towards a sustained service integration.</li> </ul> </li> </ul>
Unpaid carers	<ul style="list-style-type: none"> <li>▪ North Wales Carers Strategy sets out the offer for carers across North Wales including personal wellbeing outcomes for carers and that individual carers’ needs, including language needs, are met in the best way and that carers come to mind as soon as the person cared for.</li> <li>▪ North Wales Carers and Young Carers Operational Group will continue to deliver on the North Wales Regional Carers Strategy through the provision of local authority, health and third sector unpaid carer support services across the region. The Group’s priorities are:               <ul style="list-style-type: none"> <li>○ identifying and valuing unpaid carers.</li> <li>○ providing information, advice and assistance.</li> <li>○ supporting life alongside caring.</li> <li>○ supporting unpaid carers in education and the workplace.</li> </ul> </li> </ul>
People with emotional and mental health wellbeing needs	<ul style="list-style-type: none"> <li>▪ The Together for Mental Health North Wales (TfMHNW) Partnership Board coproduced an all-age mental health strategy and action plan for 2017-22 in 2017. This was a response to the national strategy for mental health “Together for Mental Health” (2012).</li> <li>▪ In 2022, TfMHNW commissioned a review of the mental health situation in North Wales with a desire to adopt a whole-system approach.</li> </ul>

Figure C13, Overview of NWRPB Regional Plan priorities



### 3.3.7. Local market engagement

**Chapter 2** of this SCP described the engagement of a wide range of partner organisations, including RSLs. It is our intention to continue with this engagement following the publication of this document and our plans for this are set out in **Chapter 6**, which demonstrates how we will continue to engage with the local market.

The feedback received from partner organisations through a series of workshops for each of the six local authorities, for the three BCUHB regions and for RSL providers is summarised in **figure C14** below.

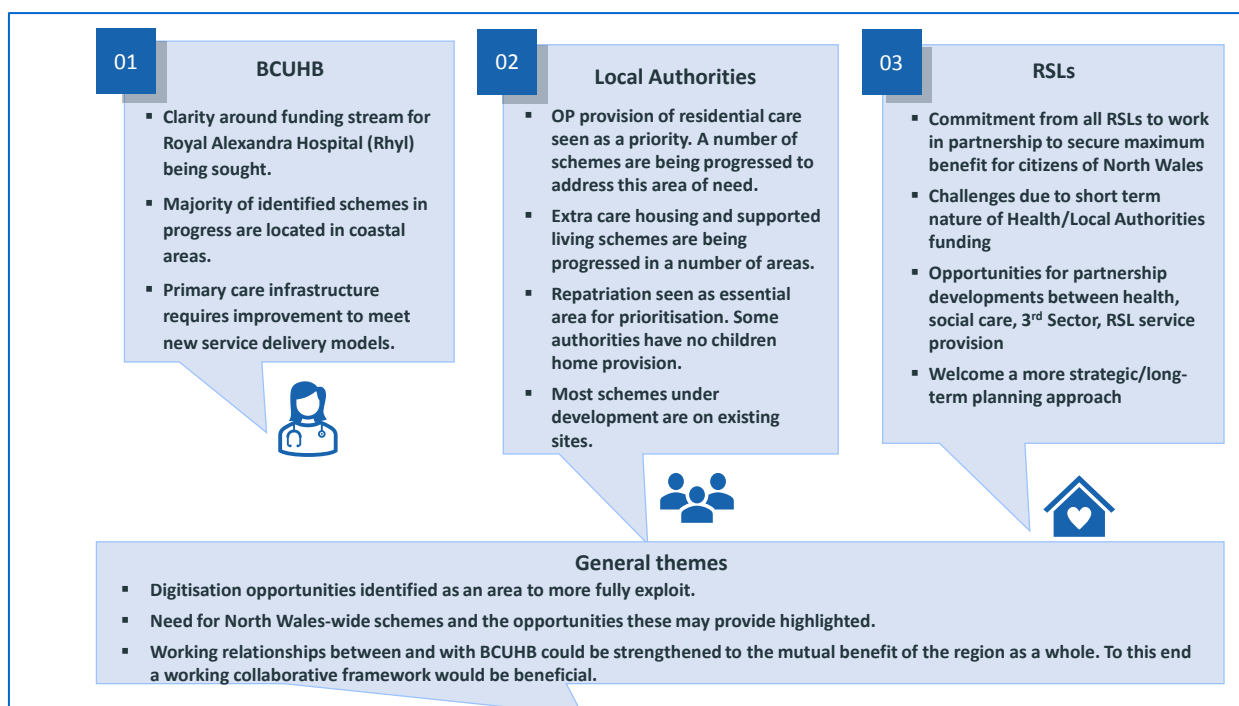


Figure C14, Summary of partner views

### 3.4. Case for change

The SWOT analysis included in **figure C15** below summarises the findings of the various analyses of local need and current issues set out in **section 3.3** above, and also considers the current position and future opportunities presented by the national strategic direction and funding availability described in **section 3.2** of this chapter.

Strengths	Weaknesses
<p><b>S1.</b> All parties are aware of (and committed to) the main objectives (such as keeping people safe and well as close to home as possible’.</p> <p><b>S2.</b> There seems to be general acceptance of the new approach and the need to adopt a structured approach to prioritisation.</p> <p><b>S3.</b> General consensus of the benefits in greater collaboration to get the best</p>	<p><b>W1.</b> Capital development has previously been largely opportunistic, and in silos reflecting the short term nature of prevalent funding arrangements.</p> <p><b>W2.</b> Availability of the right accommodation at the right time in the right location at the right cost seems to be an issue for most of the client groups. In particular:</p> <ul style="list-style-type: none"> <li>▪ Insufficient residential accommodation for children with complex needs, with</li> </ul>



<p>value from the finite capital (and other) resources available.</p> <p><b>S4.</b> Some developments already planned to address the capacity gaps highlighted in the MSR and elsewhere. These include the development of in-house residential provision for children in Wrexham and opening the first Multisystemic Therapy (MST) home in Wales as a partnership between the Flintshire and Wrexham Councils.</p>	<p>over half of these children placed outside North Wales.</p> <ul style="list-style-type: none"> <li>▪ An estimated 2,845 additional homes will be required older people together with 1,475 additional nursing home places.</li> </ul> <p><b>W3.</b> Residential/nursing homes are closing, with 9 recent closures across NWRPB area.</p> <p><b>W4.</b> Reliance on private sector provision of specialist residential care to children.</p> <p><b>W5.</b> Absence of a common definition of hubs, with this being inconsistently applied.</p> <p><b>W6.</b> Capital programmes in some partner organisations appear to be estates-centred and this compromises the transformation agenda and may limit more radical thinking.</p>
<p><b>Opportunities</b></p> <p><b>O1.</b> Strong need for new ways of thinking, for example use of digital technology, assistive technology etc. to ensure best utilisation of scarce resources and service redesign.</p> <p><b>O2.</b> Green Book approach new, requires support / training but provides opportunity for increased rigour.</p> <p><b>O3.</b> There is a strong group of Registered Social Landlords (RSLs) across North Wales, who are keen to work closely with partners in local authorities and health to develop innovative solutions to address gaps in the market, potentially through public / private partnership.</p> <p><b>O4.</b> Use of community facilities such as integrated, all age hubs to support prevention and delivery of care closer to home and to make best use of scarce workforce.</p>	<p><b>Threats</b></p> <p><b>T1.</b> Capital requirements across Wales will far outstrip the funding available, meaning that alternative funding sources may be required.</p> <p><b>T2.</b> Revenue consequences of capital investment an issue in current economic climate.</p> <p><b>T3.</b> Workforce pressures and gaps pose a challenge to the delivery of new services and capacity, and this may be exacerbated by the forecast reduction of approximately 22,000 (1.2%) in the working age population between 2020 and 2040.</p>

Figure C15, Key strategic messages

The case for change set out across this chapter of the SCP can be summarised as follows:

- Increased demand at a time when there is pressure on both workforce and revenue funding: There is a requirement in North Wales for more residential services, including specialist services, to support older people and young adults with needs such as dementia and learning and complex disabilities. Furthermore, a number of residential homes are old and require substantial repairs. The majority of children with complex needs who require residential accommodation are currently cared for out of county and out of country. The demography of

North Wales means that the working age population forecast to reduce, at a time when there are already workforce shortages across residential and domiciliary care.

- **The need to deliver new models of care including integration, prevention and care closer to home:** National strategies describe a range of new models of care. These are supported by local partners. New and re-purposed infrastructure is required to support the delivery of this new service model, building upon the good practice already in place in North Wales.
- **The use of technology** including assistive technology such as telehealth and telecare to support people to live safely in their own homes for as long as possible should be included in the SCP's long-term programme of capital investment priorities, as this is an enabler for the delivery of the new models of care. We have developed a statement setting out the North Wales ICB's digital commitment and this is included as Appendix 3 to this document.
- **The requirement to rebalance provision:** Capital investment is required to increase the level of directly managed local authority provision of nursing and care home accommodation for older people and the elimination of profit from the care of children looked after.
- **A collaborative approach to capital development to make the best use of scarce resources:** We are taking the opportunity presented by the development of this SCP to change the way that we set capital priorities. We will encourage greater collaboration between our partners and, where appropriate, the provision of region wide specialist services in North Wales in order to make the most efficient use of the capital and skilled workforce available to us. We will also explore greater use of public / private partnership with RSLs. The partner and stakeholder engagement that we have completed as part of the SCP development process has shown that our partners support this collaborative approach.

The investment prioritisation process and current list of priority projects for investment set out in **Chapter 5** of this SCP reflects the case for change.

## 4. Existing Health and Care Infrastructure

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To set out the current regional infrastructure for delivering health and care services in the community, across all RPB partners.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>▪ Regional health and care infrastructure and assets overview.</li> <li>▪ Infrastructure assessment approach.</li> <li>▪ Health and care infrastructure and assets assessment outcome.</li> </ul>

### 4.1. Introduction

At the time of writing this SCP, the NWRPB does not have available to it all of the information required to complete an accurate and detailed assessment of the existing health and care infrastructure in the North Wales region. This section therefore includes a position statement and an overview of the actions required to complete the assessments that are already underway.

### 4.2. Position Statement

A report for BCUHB was prepared and published by Bruton Knowles (commissioned by the North Wales Regional Assets Working Group) in July 2019 which focused on maximising collaborative opportunities in the North Wales public sector. Appendix 2a, titled *Local Authorities Asset Register updated Oct 2019*, of the Bruton Knowles report included high-level data regarding the number of sites by asset category (e.g., office, care home, supportive living etc.) for each of the six North Wales local authorities, as well as the total ‘collaborative asset’ base and total ‘non-collaborative asset’ base.

One of the conclusions of the report was that there is significant existing asset collaboration across multiple sites. However, the categorisation of assets and identification of space suitable for collaboration was difficult to conclude from the data available.

The research undertaken by Bruton Knowles did not include analysis of the following items:

- Operational importance and fitness for purpose of assets.
- Physical condition of assets including backlog maintenance status.
- Operational costs or value of assets.
- Space utilisation of assets and portfolios.
- IT functionality and connectivity.
- Statutory compliance and environmental management.

Therefore, taking into account the above information and associated collateral, the NWRPB has started to work towards developing a regional asset register so that the infrastructure assessment is both comprehensive and effective. The infrastructure assessment and development of the register will be achieved through data requests and analysis and structured engagement with each of the local authorities and BCUHB. It is anticipated that the register will not only include the number and location of assets, but also information such as usage, capacity, the opportunity to refurb / repurpose, ownership and maintenance costs. Due to the scale and complexity of the region, there wasn’t time to have a fully developed and accurate asset register to meet the SCP submission deadlines. This is currently being explored and we will look at opportunities to develop a comprehensive asset register as we go forward.

This section of the SCP will be updated once the existing health and care infrastructure assessment has been completed.

## 5. Strategic Priorities for Investment

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To outline the way in which those projects with capital investment potential have been prioritised.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>Capital investment projects overview.</li> <li>Key prioritisation criteria used.</li> <li>Capital projects prioritisation outcome and alignment with other capital plans.</li> </ul>

### 5.1. Introduction

Historically, the process of capital allocation has been tactical and opportunistic in nature. Given that the amount of funding available is always less than the demand for funding, a prioritisation process has been developed which will take each proposed scheme through a set of filters adhering to the following set of guiding principles:

- Collaboration.
- Governance.
- Existing asset utilisation.
- Legal compliance and service continuity issues.
- Population needs and target groups.
- Decarbonisation.
- Readiness – timeframes, approved business cases.
- Fit with National Models of Care, regional priorities and IRCF and HCF principles.
- Funding route and any external funding opportunities.
- The cost profile.

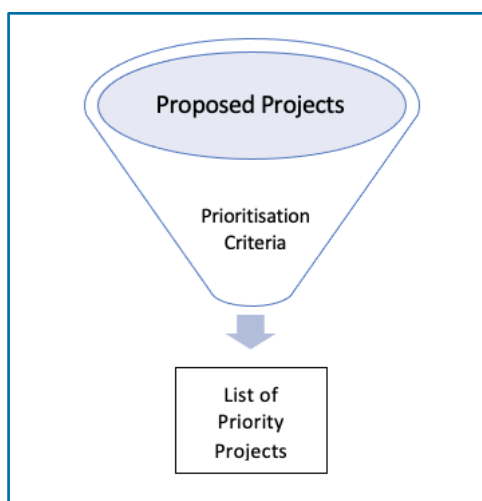


Figure E1, Project filtering process

### 5.2. Potential capital investment projects

These are the schemes that have been proposed by the partners in the NWRPB. There are currently over 80 schemes on the regional capital programme – some are well developed, and some are just about to start initial feasibility. They total c.£600m.

Summary of Number and cost of Integrated H&SC Partnership Schemes currently on the regional capital programme	
Number of Schemes	Total Scheme Cost
84	£604,613,497

The table below shows the population group, scheme type and the funding source from different local authorities in North Wales.

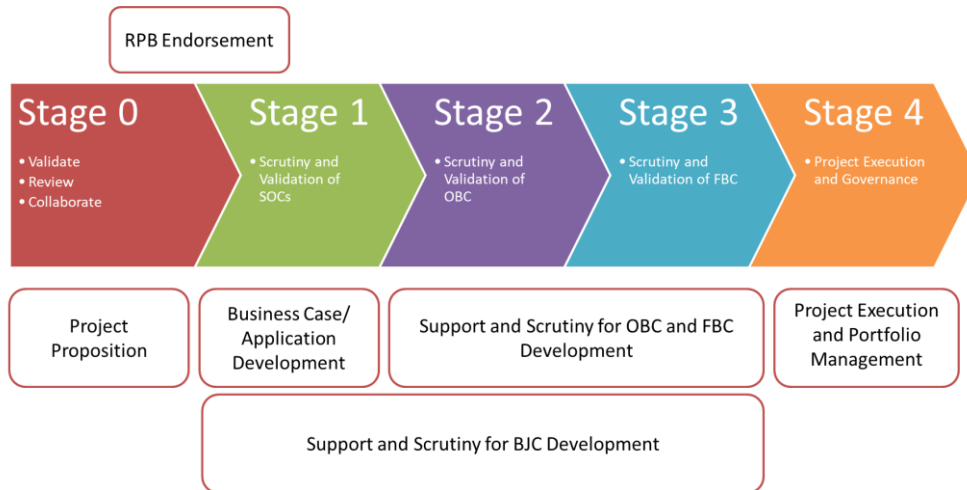
Population Group	HCF	HCF & IRCF	IRCF	Grand Total
<b>Children &amp;YP</b>	<b>£20,627,541</b>		<b>£15,769,557</b>	<b>£36,397,098</b>
Assessment Centre			£11,652,000	£11,652,000
Children's Home	£15,177,541			£15,177,541
Hub			£4,117,557	£4,117,557
Other	£0			£0
Respite	£2,000,000		£0	£2,000,000
Supported Living	£3,450,000			£3,450,000
<b>Carers</b>	<b>£396,009</b>			<b>£396,009</b>
Respite	£396,009			£396,009
<b>LD</b>	<b>£18,466,671</b>		<b>£6,200,000</b>	<b>£24,666,671</b>
Hub			£6,200,000	£6,200,000
Supported Living	£18,466,671			£18,466,671
<b>Mental Health</b>	<b>£1,200,000</b>			<b>£1,200,000</b>
Sheltered Housing	£1,200,000			£1,200,000
<b>Multi Population</b>	<b>£61,700,000</b>	<b>£77,000,000</b>	<b>£160,808,625</b>	<b>£299,508,625</b>
Extra Care	£25,000,000	£25,000,000		£50,000,000
Hub		£52,000,000	£150,408,625	£202,408,625
Other			£10,400,000	£10,400,000
Supported Living	£36,700,000			£36,700,000
<b>Older People</b>	<b>£82,582,094</b>	<b>£135,373,000</b>	<b>£24,490,000</b>	<b>£242,445,094</b>
Extra Care	£48,807,094	£49,418,000		£98,225,094
Hub		£18,600,000	£5,390,000	£23,990,000
Nursing Home			£14,600,000	£14,600,000
Residential Home	£20,000,000	£51,355,000	£4,500,000	£75,855,000
Sheltered Housing	£9,200,000			£9,200,000
SUSD Accom	£4,575,000	£16,000,000		£20,575,000
<b>Grand Total</b>	<b>£184,972,315</b>	<b>£212,373,000</b>	<b>£207,268,182</b>	<b>£604,613,497</b>

Figure E2, by client group

### 5.3. Criteria for assessing priorities

The process of prioritisation starts with collecting information on a number of parameters and then scrutinising, validating and endorsing projects to be submitted to Welsh Government relying on the rigour of the Five Case Model.

The prioritisation process comprises of five stages as outlined below.



<b>Stage 0</b>	<p>In this first stage of the process, information on the proposed scheme is collected from all the Partners. The Lead Partner is expected to identify schemes for consideration in the Capital Plan and carry out the necessary groundwork and due diligence for the scheme to be submitted to the RPB.</p> <p>A data collection Form has been designed in Microsoft Forms eliciting answers for questions based on the guiding principles mentioned in <b>section 5.1</b>.</p> <p>The link to the form was sent to all the Lead Partners for them to start providing data. The questions in the form are designed to serve as a checklist of the guiding principles thereby making it difficult for schemes that are not yet fully formed to be submitted for consideration. This approach will:</p> <ol style="list-style-type: none"> <li>1. Make the proposer of the scheme aware that a number of considerations to be given enough thought before submission to the RPB.</li> <li>2. Lessen the review burden on the RPB significantly as the quality of submission is better.</li> <li>3. Ensure that all the schemes are compared on the same parameters.</li> </ol> <p>Once the Forms are filled, the RPB Business Support team starts the review and decides whether the schemes proposed are aligned to the guiding principles. The schemes that align to the guiding principles are then taken</p>
----------------	---

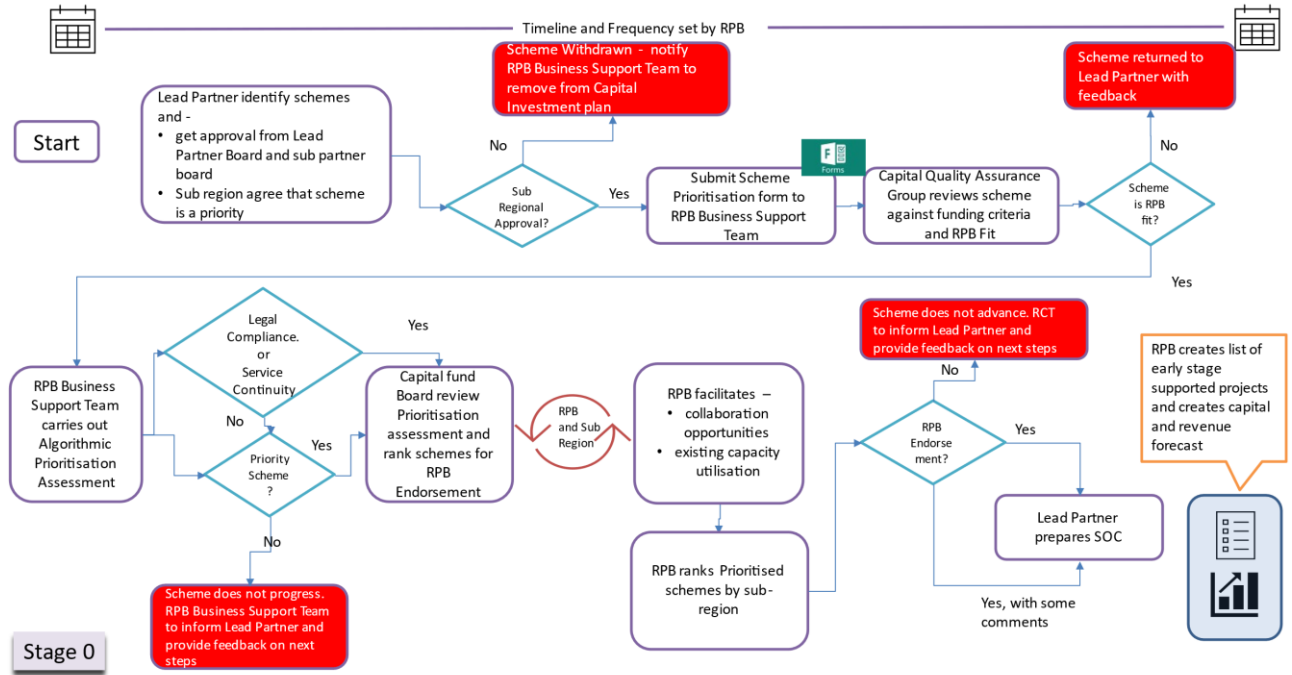
	<p>back to the sub-regional teams for a further review and ranking. At this phase, the emphasis is on regional and sub-regional collaboration opportunities and exploring if existing assets in the sub-region can be utilised for this scheme.</p> <p>The Capital Fund Board will review the ranked and prioritised schemes along with the Stage 0 prioritisation process undertaken by the Regional Partnership Board Business Support Team. This will ensure that each scheme justifies the fit with regional priorities, IRCF principles, HCF principles, any external funding opportunities that can augment the funding route proposed, the cost of the scheme and the spend profile.</p> <p>A shortlist of such schemes is sent to the RPB with recommendation for endorsement. The board review such schemes from a regional perspective and from a Population Needs, Market Stability and Collaboration perspective and endorses a sub-set of the schemes to move forward and notify the Lead Partner to prepare a funding application.</p> <p>The Lead Partner, depending on the level of funding required will proceed to prepare a Business Justification Case (BJC) or a Strategic Outline Case (SOC) or relevant funding application.</p>
<b>Stage 1</b>	<p>In this stage, the RPB Business Support Team review the BJC/SOC and pass it on the Capital Quality Assurance Group. The Capital Quality Assurance Group scrutinises the BJC/SOC and provides feedback to the Lead Partner. This is a collaborative process of review and feedback until such time the BJC/SOC is ready to be submitted to the Welsh Government.</p> <p>When the BJC/SOC is fully formed and all the key information required in a SOC are captured, the BJC/SOC is submitted by the Lead Partner for Welsh Government review and decision.</p>
<b>Stage 2</b>	<p>Once an affirmative decision is received from the Welsh Government, the Lead Partner then starts the process of preparing an Outline Business Case. The OBC is then reviewed, scrutinised, and validated by a collaborative process between the RPB Business Support Team and the Lead Partner. At the end of this stage, the OBC is submitted to the Welsh Government.</p>
<b>Stage 3</b>	<p>Upon Welsh Government approval of the OBC, the Lead Partner delves into preparation of the Full Business Case in collaboration with the RPB Business Support Team and the FBC is then submitted to the Welsh Government.</p>
<b>Stage 4</b>	<p>Upon Welsh Government approval, the Lead Partner along with the other partners will start the execution and implementation of the scheme. The RPB will setup a program and project governance team to monitor, govern and report on all the schemes approved in a particular funding cycle.</p>

Figure E3, Capital prioritisation process

The prioritisation process is depicted in the process flow diagram below.



Detailed Process flow



Detailed Process flow

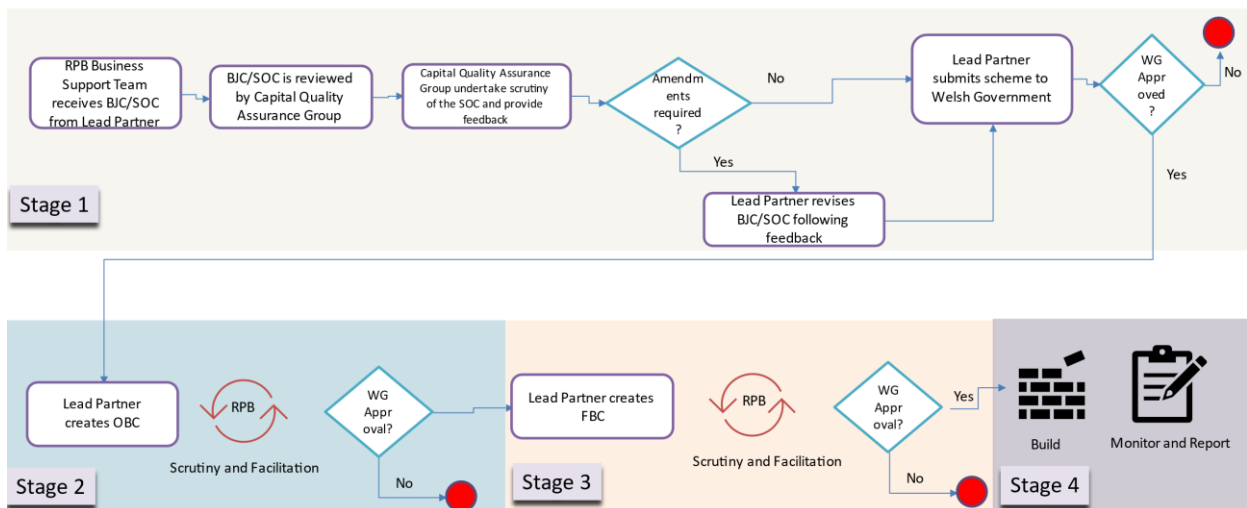


Figure E4, Capital prioritisation process

The Stage 0 Form has been designed to elicit answers for the following key criteria.

Partner’s Governance Process

- Has this scheme been reviewed by the partner’s governance structure and approved? \*

Collaboration

- Is there scope for further collaboration? \*
- Outline here who you intend to collaborate with and how do you intend to collaborate? \*

Existing Asset Utilisation

- Have existing assets been considered locally and regionally that may address the need for this scheme? \*
- Please provide details of the existing facility/capacity that can address the need. \*

#### Key Compliances

- Is Legal Compliance a Key Driver? \*
- Are there urgent Service Continuity and/or Health and Safety issues that this scheme is attempting to address? \*
- Is the scheme required to remedy the effects of accident, infrastructure failure or natural disaster? \*

#### Population Needs

- Is the scheme based on addressing Population Needs? \*
- What Population Need is this scheme addressing? Please reference the sections of the Population Needs Assessment 2022 and/or the Market Stability Report 2022. \*

#### Decarbonisation

- Is the scheme addressing decarbonisation priorities of the Welsh Government? \*
- Decarbonisation - Please outline the decarbonisation activities that this scheme addresses. \*

#### National and Regional Priorities

- Fit with National Model of Care
- Fit with Regional Priorities
- Fit with IRCF Principles
- Fit with HCF Principles

### **5.4. Outcomes of the prioritisation exercise**

A scoring process has been developed which scores the responses of the Partners. The scoring process is a mix of straight forward scores for “yes” and “no” and “pass or fail” questions whilst the questions that have a narrative is scored on a scale of 1 to 3 with 3 being the best possible response for the question.

A panel of evaluators will evaluate each scheme and score them. Each scheme will need to reach a threshold score to be deemed a priority scheme. An Excel based automated tool has been developed to aid the process of distributing data of individual schemes to evaluators and then consolidating all the scores into a master spreadsheet for further analysis.

### **5.5. NWRPB priority projects**

These will be added once the prioritisation exercise has been completed.

## 6. Programme Governance and Delivery

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To set out the proposed governance structure for the strategic capital programme.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>▪ Structures, processes and resources for effective planning, delivery and monitoring of the capital programme.</li> <li>▪ Details of engagement with service users, carers and other key stakeholders, including service providers from the public, private and third sectors.</li> <li>▪ Key risks, assumptions, issues and dependencies underpinning the plan.</li> </ul>

### 6.1. Introduction

The NWRPB has been established in line with Part 9 statutory guidance on the development of Regional Partnership Boards which are the governing bodies for directing the creation and implementation of the joint Area Plan. The Capital Strategy is an enabler to the delivery of the Area Plan, and the governance of its delivery is therefore integrated with the overall governance approach set out for the Regional Partnership Board. The purpose of the board is also set out in Part 2 Code of Practice (General Functions).

The NWRPB is the key leadership body to oversee all integration work across health and social care and to formally represent the interests of the local authorities, the Health Board and its key stakeholders.

The allocation of significant additional capital through the HCF and the potential to secure further capital for regional priorities through IRCF has required the NWRPB to consider how to strengthen its governance and delivery arrangements to deliver this strategy.

### 6.2. Governance arrangements

The NWRPB’s approach to governance recognises the need to strengthen its arrangements in a number of ways to reflect the significant increase in capital, further develop the capacity of local partnerships to bring forward schemes and their strategic fit, and accelerate the development, approval and delivery of schemes.

**Figure F1** below presents the RPB’s governance structure for delivery of this SCP. Details regarding the key stakeholder groups involved in SCP delivery are provided in **section 6.4** below.

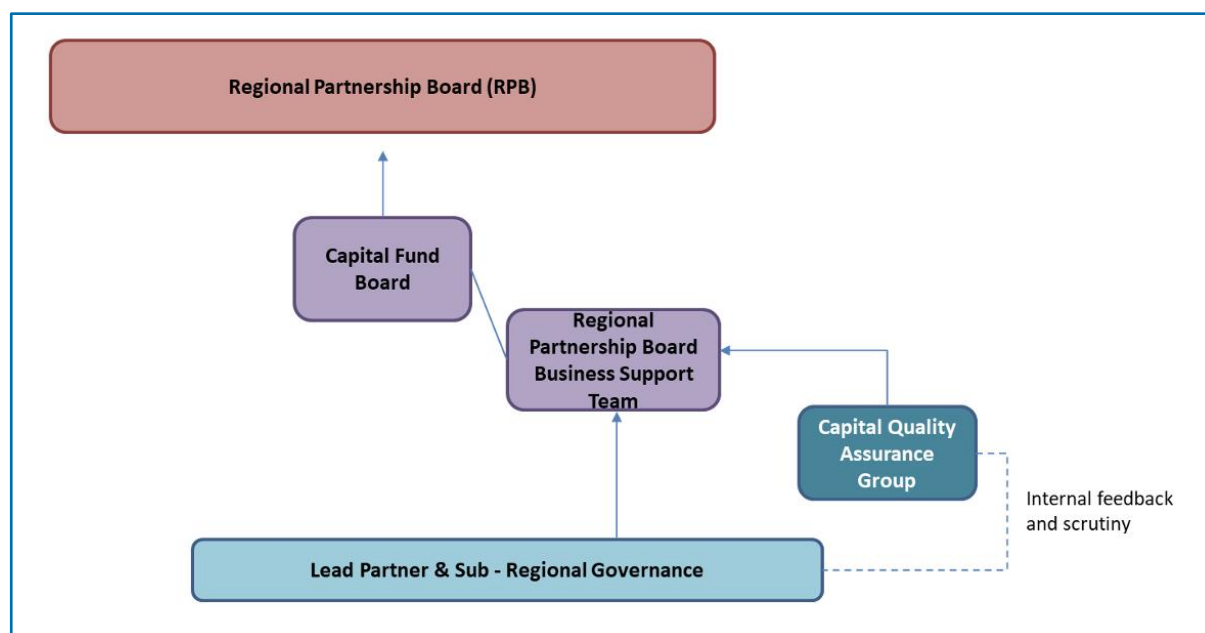


Figure F1, NWRPB governance structure

All schemes requiring a Business Justification Case (BJC), or Full Business Case (FBC) will need to establish an appropriate Project Board, with appropriate structure in place to ensure that the following key processes for the Five Case Model are deployed:

- Setting out the **Strategic Case**.
- Developing options, benefits and option appraisal to inform the **Economic Case**.
- Capital and revenue planning, including workforce planning, to inform the **Financial Case**.
- Agreeing the host organisation and procurement route for the **Commercial Case**.
- Setting out integrated management arrangements for procurement, ongoing delivery, benefits realisation, plans for stakeholder engagement and risk management to inform the **Management Case**.

### 6.3. Stakeholder engagement

The NWRPB is committed to the principle and practice of co-production with people with lived experience in all its programmes of work. This is mandated in law through:

- The principle of involvement as one of the five ways of working that forms part of the Wellbeing of Future Generations (Wales) Act 2015.
- The principle of ensuring Voice and Control as part of the Social Services and Wellbeing Act 2014.
- The duty on the NHS to involve and consult citizens in service planning and service change set out in Sections 183 and 242 of the National Health Services (Wales) Act 2006.

The approach to involving people with lived experience will therefore need to be designed specifically around each individual programme or project, through developing the understanding of how and where to engage people affected, using both existing mechanisms and bespoke approaches as appropriate.

#### 6.4. Delivery arrangements

Figure F2 below provides a high-level overview of the key stakeholder groups involved in the delivery of this SCP.

Key Stakeholder Group	Description
North Wales Regional Partnership Board	<ul style="list-style-type: none"> <li>▪ Key role in bringing together partners to facilitate cross-sector strategic planning in relation to capital investment for health and social care-related services and facilities, as well as broader co-location of key services such as schools, early years, housing and community services.</li> <li>▪ Responsible for the endorsement of the prioritised capital programme to allow schemes to progress from Stage 0 to funding applications and business cases to WG (to seek funding via HCF and IRCF).</li> </ul>
Capital Fund Board	<ul style="list-style-type: none"> <li>▪ Ensures robust and effective management of the capital programme for the region.</li> <li>▪ Provides strategic direction for the capital investment programme and 10-year SCP.</li> <li>▪ Monitors and reviews regional fund spend plans to ensure optimum use of available funding.</li> <li>▪ Ensures the capital programme supports the objectives of the RPB and its partners.</li> <li>▪ Reviews the Stage 0 prioritisation process undertaken by the Regional Partnership Board Business Support Team and makes recommendation to the RPB.</li> <li>▪ Membership includes stakeholders from the six local authority partners, BCUHB and a nominated representative from the RSLs.</li> <li>▪ Meets quarterly.</li> </ul>
Regional Partnership Board Business Support Team	<ul style="list-style-type: none"> <li>▪ Prioritises capital projects for regional investment from HCF and IRCF.</li> <li>▪ Provides challenge and oversight of the work of the Capital Quality Assurance Group.</li> <li>▪ Ensures the programme meets the identified population needs which support accommodation requirements and promote independent living in the community for those people with care and support needs.</li> <li>▪ Monitors risks and ensures the capital programme works towards reaching the identified goals.</li> <li>▪ Accountable to the RPB and WG.</li> </ul>
Capital Quality Assurance Group	<ul style="list-style-type: none"> <li>▪ Provides scrutiny and feedback to partners on business cases to support the development of strong business case applications to WG (Stages 1-4).</li> <li>▪ Ensures that business cases align with the key dimensions of the Five Case Model.</li> <li>▪ Meets quarterly, and frequency increases subject to the number of business cases which require review and scrutiny.</li> </ul>

Key Stakeholder Group	Description
Lead Partner and Sub – Region	<ul style="list-style-type: none"> <li>▪ Internal management group to oversee the day-to-day development of the partner and sub-region projects.</li> <li>▪ Organisation’s officers and directors working on the project.</li> <li>▪ Monitors and coordinates activities of the organisation’s senior officers and stakeholders in relation to the project.</li> <li>▪ Monitors all risks to delivery of the project.</li> <li>▪ Manages and oversees activities regarding the project development.</li> <li>▪ Accountable to the RPB and local governance structure.</li> </ul>
Project Board	<ul style="list-style-type: none"> <li>▪ Provides strategic leadership and overview of the project from the primary partners in the project.</li> <li>▪ Membership includes primary / senior officers / managers from each partner organisation, where relevant, and key stakeholders.</li> <li>▪ Manages risks and ensures the project works towards reaching the identified goal.</li> </ul>
Project Team	<ul style="list-style-type: none"> <li>▪ Led by Project Manager of the lead partner.</li> <li>▪ Coordinates and oversees the action plan led by individual workstream and its designated responsible officer.</li> <li>▪ Accountable to Project Board.</li> </ul>
Workstreams	<ul style="list-style-type: none"> <li>▪ Led by designated officer from lead partner.</li> <li>▪ Workstream designated to implement specific objective within the action plan.</li> <li>▪ Accountable to Project Team and Project Manager.</li> </ul>

Figure F2, Key stakeholder groups

### 6.5. Skills and capacity building

It is recognised that partner organisations already hold knowledge and skills in the development of capital business cases, particularly in relation to local authority Sustainable Communities for Learning Programmes and the NHS where use of the Five Case Business Case Model is embedded in practice.

To build capacity in the partnership, the NWRPB will seek to:

- Commission accredited training to build in-house capacity for the preparation of business cases.
- Commission awareness-level training for staff involved in supporting the development of business cases, to provide a baseline understanding of the requirements of a Five Case Model and ensure an ‘intelligent client’ model.
- Build relationships with experienced business case writers within public services in North Wales to provide peer support in business case development.
- Commission external support for business case preparation where required and ensure an element of skills transfer is included in the contract.

### 6.6. Key Risks

Figure F3 below outlines the key risks to delivery of this SCP.

Risk	Mitigation
<p><b>Workforce</b> The biggest pressures facing health and social care are staffing shortages and recruitment challenges.</p>	<p>Development of models of care which incorporate greater integration and collaboration will result in staffing working differently. This will be supplemented by a collective understanding of organisational and service delivery needs so there is less competition across organisations for staff.</p>
<p><b>Capacity</b> Capital requirements not being adequately identified and brought forward due to the lack of capacity within the RPB and partner organisations.</p>	<p>Development of Project Manager roles to support capital development programmes and partner organisations in identifying capacity needs.</p>
<p><b>Revenue</b> The need to sustain existing programmes balanced with the requirements to innovate and develop new models of care. Concern that new capital will require additional revenue.</p>	<p>Feasibility studies will provide cost-benefit modelling. They will identify how funding is currently being utilised and how it can be repurposed to better meet demand.</p>
<p><b>Eliminating profit agenda</b></p>	<p>A planned approach based on robust feasibility studies and close collaboration with RSLs. Regular monitoring, review and communication with Welsh Government.</p>
<p><b>Data</b> Inconsistency of data availability and quality across the region leading to poor performance monitoring, demand and capacity data.</p>	<p>Consideration of policies, procedures and protocols for data sharing with the view to establishing a region-wide data platform.</p>
<p><b>Land and building availability</b></p>	<p>Application of asset transfer policies and greater involvement of RSLs and community and voluntary sector.</p>
<p><b>Commitment to joint working</b> Siloed funding bids for capital requirements based on specific county needs, rather than a regional approach.</p>	<p>The strengthening of RPB structures, with the inclusion of the Capital Fund Board alongside the co-production of the SCP and its collective annual review, will create greater understanding of need, solutions and innovation.</p>

Figure F3, Key risks to SCP delivery

## 7. Approach to Decarbonisation

Summary content and purpose from the SCP guidance	
<p><b>Purpose</b></p> <p>To provide evidence of commitment to decarbonisation and the ways in which the delivery of the capital plan will ensure progress towards net zero.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>RPB commitment to decarbonisation through delivery of the capital plan.</li> </ul>

### 7.1. Introduction

Our commitment to decarbonisation is to support partner organisations in the RPB and the Public Service Boards to achieve carbon net zero in the public sector by 2030. The context to our approach to decarbonisation is the Public Service Board’s Wellbeing Objectives and Plan that set out partner organisations commitments to the sustainability principle and meeting the Well-being of Future Generations Act.

Welsh Government declared a Climate Emergency in 2019 and has set the expectation that the public sector will be carbon net zero by 2030.

### 7.2. NWRPB commitment to decarbonisation

Each partner organisation has set out its plans for decarbonisation within its own organisation. The NWRPB will work within and support the plans of each of these organisations through aligning its capital projects to each of these plans, where appropriate, and supporting investment in decarbonisation.

Our main strategic approach draws on the objectives and priorities set out by partner organisations as follows:

- Ensuring that all new developments funded through the SCP meet the highest standards of Net Zero throughout design, construction and procurement.
- Energy supply to new and existing facilities is from sustainable sources.
- Providing opportunities for partner organisations to decarbonise existing facilities with a long-term use beyond 2030 through HCF and IRCF.
- Supporting development that contributes to sustainable communities, accessibility and services closer to home.
- Supporting and, where appropriate, leading collaborative approaches to achieve Net Zero.
- Continue to adopt working practices within the RPB that take a digital-first approach and promote the use of public transport where face to face events are necessary.

The NWRPB will incorporate actions against these approaches in its annual workplan, and report progress on them through the governance structure on an annual basis.

#### Design Principles

The RPB is committed to sustainable and future-proofing design principles to reduce negative impacts on the environment, and the health and comfort of the building occupants, thereby improving building performance. The basic objectives of sustainability are to reduce consumption of non-renewable



resources, minimise waste, and create healthy, productive environments. There are six fundamental principles which govern how sustainable buildings are designed and built. They are:

1. Optimise site potential.
2. Optimise energy use.
3. Protect and conserve water.
4. Optimise building space and material use.
5. Enhance indoor environment quality.
6. Optimise operational and maintenance practices.

The capital programme will be required to ensure sustainability in procurement and ambitiously apply these principles as well as adopt innovative technology and design to make buildings as attractive and comfortable as possible for individuals.

To meet this requirement, the NWRPB will seek to ensure that all new developments funded through the IRCF Capital Fund consider pushing the boundaries of best practice and are aligned with all relevant Welsh Government guidance.

## 8. Appendix 1: Policy Themes by Client Group

Client Group	Policy / Legislation	Themes
Older people, including people with dementia	Age Friendly Wales: Our Strategy for an Ageing Society	<ul style="list-style-type: none"> <li>Enhancing wellbeing, improving local services and building individual capability.</li> <li>Using technology to help people take control of their healthcare.</li> <li>Improving access to local care.</li> <li>New housing models supporting people to age well, including sheltered housing and Extra Care.</li> </ul>
	Dementia Action Plan for Wales	<ul style="list-style-type: none"> <li>RPBs to prioritise ways to integrate services, care and support for people with dementia.</li> <li>Joint working, including with families and carers, to develop a strategic approach to housing that enables people to stay in their own homes.</li> </ul>
	Further, Faster – An Integrated Community Care Service for Wales	<ul style="list-style-type: none"> <li>Accelerated development of an integrated community care model across Wales involving health and social care teams.</li> </ul>
Learning Disability and Neurodevelopmental	Learning Disability Strategic Action Plan 2022-26	<ul style="list-style-type: none"> <li>Promoting recovery and new approaches to day services, respite care and short breaks.</li> <li>Digital inclusion / use of technology.</li> <li>Improving housing and accommodation options including community housing and supported living.</li> </ul>
	Code of Practice on the Delivery of Autism Services 2022	<ul style="list-style-type: none"> <li>Support for adults wanting to live independently through provision of safe environments.</li> <li>Appropriate respite care placements.</li> </ul>
People with emotional and mental health wellbeing needs	Mental Health (Wales) Measure 2010	<ul style="list-style-type: none"> <li>Joint local mental health primary care support services.</li> <li>Mental health services as part of primary care.</li> <li>Integrated, coordinated, holistic and person-focused care and treatment.</li> </ul>

Client Group	Policy / Legislation	Themes
	Together for Mental Health: A Strategy for Mental Health Wellbeing in Wales	<ul style="list-style-type: none"> <li>▪ Integrated services and environments that meet the needs of those with mental health problems.</li> <li>▪ Full range of housing solutions, with support.</li> <li>▪ Help for people to live independently.</li> </ul>
Unpaid Carers	Strategy for Unpaid Carers 2021	<ul style="list-style-type: none"> <li>▪ Improving access to short breaks and respite.</li> <li>▪ Minor projects to help with caring at home.</li> <li>▪ Improved provision for all population groups is likely to benefit the wellbeing of unpaid carers.</li> </ul>
Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)	Violence Against Women, Domestic Abuse and Sexual Violence Strategy 2022-26	<ul style="list-style-type: none"> <li>▪ Equal access for all victims to high quality, needs-led, integrated and responsive services.</li> <li>▪ Possible need for investment in accommodation for safe settings, refuges etc.</li> </ul>
Physical Disability and Sensory Impairment	No specific policy identified, apart from Action on Disability: The Right to Independent Living Framework and Action Plan which references a number of the policies and strategies listed under other population group.	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>

## 9. Appendix 2: Capital Project Portfolio

This should detail the following for each project contained in the SCP:

- Name and location
- Client groups served
- Partners included in design and delivery
- Estimated start and completion dates
- Estimated costs using the best available information at the time of completion

A Gantt chart should be set out showing each year of the 10-year plan and estimated start and completion dates of projects. It is fully recognised that this information will become less accurate as projects are further in the future, and RPBs will not be held to estimated costs or start and completion dates when they come to apply for specific funding for projects. However, if WG is to commit to sustained funding for the capital programme then this evidence will be very important in making the case.

This element of the document will be subject to regular review as projects inevitably move in and out of the portfolio. WG will ask for an annual update.

## 10. Appendix 3: SCP Digital Commitment



BWRDD PARTNERIAETH RHANBARTHOL  
**GOGLEDD CYMRU**  
**NORTH WALES**  
REGIONAL PARTNERSHIP BOARD

# Strategic capital plan digital commitment

The North Wales Digital, Data, and Technology Board have agreed a shared vision for using digital, data and technology to enable integrated, seamless services and improve health and well-being in North Wales.

Digital infrastructure has been identified as a gap in the strategic capital plan and over the next 12 to 18 months, the board plan to develop schemes under their priority areas as follows.

**Getting the basics right:** making sure people who work in health and social care have seamless, secure access to systems and information at any time from any place. To develop digital and technology design standards for use in shared, integrated facilities including new and redeveloped buildings developed as part of the Strategic Capital Plan. This will include commitment to: govroam and eduroam (where appropriate) across all GP surgeries and other public sector buildings; and unified comms/telephony to support the work of integrated teams.

**Innovation:** focus on digital technology to enable care at home including out of hospital care. Begin with discovery and scoping to identify good practice and gaps across North Wales as well as projects ready for wider adoption, scale and spread.

**Digital inclusion and integrated health and care records and referrals:** these priorities will be developed alongside the capital schemes and will help support their success.

The board are committed to working with projects developed through the strategic capital plan to ensure that digital, data and technology are used well to support the priority population groups, frontline service delivery, integrated hubs and centres and accommodation-based solutions.

## 11. Appendix 4: Stage 0 Form for Project Proposal submission to the NWRPB



# North Wales RPB Capital Prioritisation - Stage 0 Form - Version 6 - 23 Jun 2023

### **Stage 0 - Information Collection for Proposed Projects by Local Areas**

Please provide as much detail and information as possible within the Stage 0 form. Completion of the form is anticipated to take approx. 60 – 90 minutes if you have all the necessary information available. If you are unable to complete all the required fields with the required information at this stage, it is likely that the scheme is not sufficiently developed at this stage to be considered for prioritisation. In the event of this occurring please re-profile the scheme to be considered at a later date when the additional information is available to complete the form

Section 1

...

### Preliminary Information

1. Name \*

Enter your answer

2. Job Title \*

Enter your answer

3. Email \*

Enter your answer

4. Organization \*



Enter your answer

5. Is this organisation the Lead Partner? \*

The lead partner must complete this form.

Yes

No

6. Date of Submission \*

Please input date (dd/MM/yyyy)



## Scheme Information

### 7. Name of Scheme \*

Enter your answer

### 8. Please provide a unique reference number for the scheme \*

Generate a unique number as outlined in example: If Flintshire is the Lead Partner, reference number is FCC-NWAL-01, so on and so forth

Enter your answer

### 9. Is the project / scheme being proposed by a single organisation or multiple organisations? \*

Clicking on an option below opens up questions that depends on whether the scheme is proposed by a single organisation or multiple organisations. Multiple Organisations mean that, for example, Flintshire and Gwynedd is proposing this scheme together.

Single organisation

Multi - organisation



10. If single organisation, which organisation? \*

Betsi Cadwaladr University Health Board

Conwy County Borough Council

Denbighshire County Council

Flintshire County Council

Gwynedd Council

Isle of Anglesey County Council

Wrexham County Borough Council

Other

11. If multi-organisation, which organisations are involved? \*

Betsi Cadwaladr University Health Board

Conwy County Borough Council

Denbighshire County Council

Flintshire County Council

Gwynedd Council

Isle of Anglesey County Council

Wrexham County Borough Council

Other



15. Outline here who you intend to collaborate with and how do you intend to collaborate? \*

Which agencies, Governance arrangements, timelines, etc

Enter your answer

16. Have existing assets been considered locally and regionally that may address the need for this scheme? \*

Yes

No

17. Please provide details of the existing facility/capacity that can address the need. \*

Enter your answer

## Key Drivers

Why is this scheme being proposed? What are the key drivers?

### 18. Is Legal Compliance a Key Driver? \*



Is this scheme required to comply with any Welsh Government Regulation?

Please note that answering 'No' to legal compliance will not stop a scheme from being prioritised.

Yes

No

### 19. Legal Compliance - Which Law? \*

Please write which law or a regulatory requirement of the Welsh Government this scheme is required to comply with. Please provide as much detail as possible on reasons for non-compliance.

Enter your answer

### 20. Are there urgent Service Continuity and/or Health and Safety issues that this scheme is attempting to address? \*

For example, facilities not working, roof leaks, accessibility, building beyond repair, reduce or eliminate a hazard or address safety issues that may otherwise present legal implications

Yes

No

21. Service Continuity/Health & Safety - Explain \*

Explain the Service Continuity issue or Health and Safety issue that this scheme will address

Enter your answer

22. Is the scheme required to remedy the effects of accident, infrastructure failure or natural disaster \*

Yes

No

23. Accident, Infrastructure failure or Natural Disaster - Please explain \*

Enter your answer

24. Is the scheme based on addressing Population Needs? \*

For example, if the PNA 2022 states that there is a gap in the number of beds for Nursing Care for Older People, does this scheme address that gap?

Yes

No

25. What Population Need is this scheme addressing? Please reference the sections of the Population Needs Assessment 2022 and/or the Market Stability Report 2022. \*

Reference the PNA, MSR and any other document that provides needs of the population. Please quantify the need as much as possible. Better quantification leads to better data for prioritisation of the scheme.

Enter your answer

26. Is the scheme addressing decarbonisation priorities of the Welsh Government? \*

Example, LED Lighting, Elimination of fossil fuel heat sources, low carbon buildings to net zero standard, optimal low carbon design, low carbon heating solutions as a key design principle, electric vehicle charging points etc.

Yes

No

27. Decarbonisation - Please outline the decarbonisation activities that this scheme addresses. \*

Outline the decarbonisation activities in line with the Welsh Government guidelines on decarbonisation that this scheme addresses. Please specify, if possible, the specific Decarbonisation standards and initiatives that are referred to.

Enter your answer

## Scheme Details

Description of the scheme, target population group, type of scheme,

28. Please provide a description of the scheme \*

Include the following indicative information:

Objective(s), Current context, Feasibility, Benefit(s), Timeframe (start and end dates).

(Max. 500 words)

Enter your answer

29. Please indicate the target population group(s) the scheme aims to satisfy. \*

- Older People
- Children and Young People
- People with physical disabilities
- People with learning disabilities and autism
- People with mental health problems
- People with sensory impairments
- Carers needing support
- Women suffering violence and domestic abuse
- Other

30. Type of Scheme \*

- Supported Living
- Residential Home
- Children's Home
- Nursing Home
- SUSD Accommodation
- Respite
- Sheltered Housing
- Assessment Centre
- Hub
- Extra Care
- Other

31. Scheme Start Date \*

Please input date (dd/MM/yyyy)



32. Scheme expected to start implementation / construction by \*

Please input date (dd/MM/yyyy)



33. Scheme expected to be operational by \*

Please input date (dd/MM/yyyy)



## Scheme Fit

Scheme fit with National Model of Care, Social Value, Regional Priorities, IRCF Principles, HCF Principles

### 34. National Model of Care



- Community Based Care (Prevention /Coordination)
- Community Based Care (Complex Care Close to Home)
- Home from Hospital
- Supporting Families & Children
- Accommodation Based Solutions
- Good Emotional Health & Well-being
- Other

### 35. Fit with Regional Priorities

- Fit with NWRPB Population Needs Assessment?
- Fit with NWRPB Strategic Direction?
- Fit with Sub Regional (ISB / Cluster Planning Groups) agreed priorities?



### 36. Fit with IRCF Principles

Please refer to the IRCF guidance and choose all that apply.

- The scheme co-locates services to enable seamless delivery
- The scheme makes a coherent integrated H&SC service offer across a locality
- The scheme supports the WG regeneration policy on developing town centres
- The scheme provides a graduated response
- The investment is planned and proportionate
- The scheme supports a Net Zero Wales, by demonstrating low carbon energy use and energy efficiency measures
- The scheme increases residential and nursing care capacity where there are identified gaps/shortages of provision
- The scheme supports LAs to bring failing residential care provision back under local government management
- The scheme supports and incentivises local authorities and not for profit providers to grow in house provision
- The scheme invests in community settings / residential / nursing care premises to ensure they can meet individuals more complex needs closer to home





### 37. Fit with HCF Principles

Please refer to the HCF guidance and choose all that apply.

- The scheme supports independent living in the community for people with care and support needs
- The scheme provide respite service for use for unpaid carers.
- The scheme provides intermediate care settings in the community so that people who need care, support and rehabilitation can return to living independently or maintain their existing independence.
- The scheme provides provision for the ageing population
- The scheme provides accommodation and care needs of particularly vulnerable groups closer to home, reducing the number of out of area placements.
- The scheme provides adequate facilities to provide step up/step down, reablement and rehabilitation in the community. Reducing the length of stay in hospital.
- The scheme ensures people with care and support needs can continue to live independently in a home which meets their needs whilst allowing them to maintain their independence
- The scheme has adopted an integrated approach, considering how appropriate housing and accommodation can improve a resident's health and well-being. Resulting in supporting health, care and other public services to meet their well-being objectives.
- The scheme is designed to deliver wider financial savings to the health and care and health system.



### 38. Other Considerations

- The scheme is a renewal of an existing asset
- There is a cost risk of not proceeding with this scheme
- Scheduled maintenance reports have identified the need for this scheme
- The scheme improves the level of service provision
- There is an approved business case associated with this scheme
- Other

## Costs

Capital costs, revenue costs and profile

⋮

39. Are there any other external funding opportunities which may become available with limited time for expensing or is the same likely to become available in the near term (i.e. scope to seize the moment) \*

Yes

No

40. Explain external funding opportunities that is likely to become available \*

Enter your answer

41. Please provide an estimate of the overall capital cost \*

The value must be a number

43. Please provide details of the estimated overall revenue cost \*

This is the per annum operational cost for the proposed new scheme and how they will be covered. More firm revenue costs will be developed as part of the business case stages. However there needs to be evidence that there is a commitment at stage 0 for these costs will be funded

Enter your answer

44. How will the estimated overall revenue cost be funded? \*

Enter your answer

45. Additional notes relating to the estimate of overall revenue costs \*

Provide any context in arriving at the estimate of overall revenue costs.

Enter your answer

46. Please provide an estimate of the capital cost profile for 2023/24 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

NWRPB 10-Year Strategic Capital Plan, Version 2.2, 14<sup>th</sup> July 2023

47. Please provide an estimate of the capital cost profile for 2024/25 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

48. Please provide an estimate of the capital cost profile for 2025/26 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

49. Please provide an estimate of the capital cost profile for 2026/27 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

50. Please provide an estimate of the capital cost profile for 2027/28 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

51. Please provide an estimate of the capital cost profile for 2028/29 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

52. Please provide an estimate of the capital cost profile for 2029/30 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

53. Please indicate the source of funding for the scheme \*

Please tick multiple boxes if the source of funding is coming from multiple sources.

HCF

IRCF

SHG

All Wales Health Capital

Sustainable Communities for learning and regen

Other

54. Anticipated drawdown amount for HCF \*

The value must be a number

52. Please provide an estimate of the capital cost profile for 2029/30 \*

If you do not have a capital cost profile, please indicate 0

The value must be a number

53. Please indicate the source of funding for the scheme \*

Please tick multiple boxes if the source of funding is coming from multiple sources.

HCF

IRCF

SHG

All Wales Health Capital

Sustainable Communities for learning and regen

Other

54. Anticipated drawdown amount for HCF \*

The value must be a number

55. Anticipated drawdown amount for IRCF \*

The value must be a number

56. Anticipated drawdown amount for SHG \*

The value must be a number

57. Anticipated drawdown amount for Other \*



The value must be a number

58. Anticipated drawdown for All Wales Health Capital \*

The value must be a number

59. Anticipated drawdown for Sustainable communities for learning \*

The value must be a number

60. Anticipated drawdown for Sustainable communities for regen \*



The value must be a number

61. List assumptions when developing the estimates, if required. \*

Any assumptions that were made in estimating any of the above costs can be detailed here.

Enter your answer

## Further details and notes

62. Further details on the scheme \*



If you would like to provide any further details on the scheme, please write below.

Enter your answer

63. Please list any documents and files you would like to submit here and send the documents by email to RPB \*

Enter your answer