

# PROJECT BRIEF

The Project Brief is the first document developed to introduce a project. It should expand the initial concept or idea to broadly define the scope of the proposed project (objectives, outcomes and outputs), and provide an estimate of the resourcing time and costs associated with progressing the initiative.

If you require assistance completing this form please contact the Programme & Projects Team at [projects@denbighshire.gov.uk](mailto:projects@denbighshire.gov.uk) or on extension 6076.

<b>Project/Activity Name:</b>	<b>West Rhyl Housing Improvement Project</b>
<b>Programme:</b>	<b>Rhyl Going Forward – Neighbourhoods &amp; Places</b>
<b>Workstream:</b>	<b>West Rhyl Regeneration</b>

<b>Head of Service:</b>	Peter McHugh	<b>Lead member:</b>	Hugh Evans
<b>Service Area:</b>	Housing & Regeneration	<b>LM Portfolio:</b>	Regeneration
<b>Form completed by:</b>	Peter McDermott	<b>Date:</b>	9 <sup>th</sup> July 2012

## PROJECT TYPE

Please categorise your project type. Mark **one** box only.

<b>This Project Brief is for a work programme or block allocation (ie a collection of smaller works managed coherently together e.g. maintenance schemes, grant schemes, highway maintenance, etc)</b>	
<b>The project scored 0 to 4 and is categorised as SMALL</b>	
<b>The project scored between 5 and 10 and is categorised as MEDIUM</b>	
<b>The project scored over 10 and is categorised as LARGE</b>	X

Please complete the scoring matrix below to evidence your categorisation. This **is not** required if you have categorised the activity as a work programme or block allocation.

Criteria:	Score 0	Score 1	Score 2	
What is the total cost of the project?	Up to £50K OR Up to £150K (construction)	£50K to £150K OR £150K to £1mill (construction)	Over £150K OR Over £1 million (construction)	2
How long will it take to develop and implement the project?	Up to 3 months	3 to 12 months	Over 12 months	2
Which stakeholders are involved?	Mainly internal	Internal & external	Stakeholder opposition	2
Has Denbighshire done this sort of project before?	Many times	Once or twice	Never	2
What is the reputational risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	2
What is the financial risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	2
<b>Total Score:</b>				<b>12</b>

## **BACKGROUND INFORMATION**

*This section should provide a brief description of the project/activity you propose to undertake and the reason it is required. You should assume that the reader has no background knowledge.*

### **Aim & Outcome**

This project aims to transform an area within the heart of West Rhyl, creating a new open space around which homes facing the green space will be remodelled or refurbished. This will address the negative associations the area currently has, and improve investor confidence to create a stable, sustainable housing market where the private sector invests without the need for ongoing public sector subsidy.

### **The Green Space**

The investment centres around a new green space that will be created as part of the project. The creation of this green space responds to a long-standing community aspiration – evidenced in numerous consultation exercises over the years – to create a new green space in the heart of West Rhyl. The new green space is also the key element in transforming the way the area looks and is perceived, and should generate value in the surrounding properties in the same way Victorian and Edwardian Squares did for a previous generation. The area identified through the analysis and consultation is the block bounded by Aquarium Street, Abbey Street, Gronant Street and John Street. No designs exist yet, as it is the intention to develop the use and design of this space in partnership with the local community.

### **The Acquisition Programme**

The project will acquire the properties around the planned new green space and work with Pennaf/Clwyd Alyn Housing Association and private sector developers to remodel and/or refurbish existing houses and build new homes and attract and retain economically active people. Many properties have already been acquired as part of the North Wales Coast Regeneration Area (NWCRA), and work is ongoing to continue this acquisition programme. We will be seeking to acquire the properties by agreement, but acknowledge that we anticipate the use compulsory purchase powers to ensure that the properties required to deliver the project are brought into public ownership.

Clearly most of the housing is currently occupied, and as part of this project we will be funding a Resettlement Officer whose role will be to assist residents identify and relocate to new accommodation. We have already a successful track record in achieving this type of relocation as 46 properties have already been acquired and residents relocated through the NWCRA. We will be seeking to relocate residents to the community of their choice, and the compensation package offered through the scheme should ensure that all reasonable costs of the move and disruption suffered are covered. Work to date on housing needs in the area indicate that the vast majority of residents wish to remain in Rhyl and at this stage we are reasonably confident that this can be accommodated within existing housing stock in the area. Thus fears about migrating “the problem” to other communities seems unfounded.

### **The type of housing to be created**

Where large houses are retained, many will be remodelled to adapt them to single occupancy, family housing. In many cases this will mean reducing the size of the buildings, probably by demolishing the “outriggers” at the back of the properties. This approach will have a number of benefits:

- Reduce the number of houses in multiple occupation and with small, one bedroom flats;
- Reduce the homes to a sensible size for family housing (3 or 4 bedrooms, occasionally some 5 bedrooms);

- Remove the possibility of the houses being re-converted to multi-occupancy in the future;
- Create space at the rear of the properties for off street parking, waste storage and gardens;

Where smaller houses are retained (2/3 bedrooms), these will be refurbished to a high standard to create desirable homes for couples and small families.

Where new homes are constructed by the private sector, we will be encouraging them to develop homes that will be attractive to families. In most instances we expect this to be three bedroom homes with gardens and off street parking.

In all cases, be it remodelling, refurbishment or new build, we will be seeking to significantly improve the energy efficiency of the homes and reduce the requirement for ongoing maintenance to ensure their affordability.

## The Specifics

Map 1 (attached) illustrates how the project area has been divided into six blocks:

- **Block One:** consisting of 2-36 (evens) Gronant St, 3-29 (odds) Aquarium Street, 13-15 (odds) John St, 26-38 (evens) Abbey St (scheduled for demolition 06/12). The properties in this block will be acquired and demolished to create the green space.
- **Block Two:** consisting of 3-31 (odds) Gronant St. These properties will be acquired and refurbished by Pennaf/Clwyd Alyn Housing Association and marketed as “Homebuy” properties, whereby residents will own majority of equity in the home.
- **Block Three:** consisting of 2-16 (evens) Aquarium St. The plan is here is to seek a private sector development partner in association with block 5. The presumption here is in favour of retaining the properties but remodelling them to reduce the floorspace and create good quality, large (4/5 bedrooms) family homes with gardens and off street parking at the rear. Other options may be considered depending on the response and interest from the private sector on the wider site (blocks 3 and 5). It is envisaged that the homes created through this scheme will be sold for owner occupation.
- **Block Four:** consisting of 14-24 (evens) John St. As with block 3, the intention here is to seek a private sector development partner to remodel these homes. The existing properties in this block are even larger than those in Block 3, and have limited opportunity to create amenity space to the rear. As such, the remodelling of these homes would most likely include some conversion to good quality apartments (2/3 bedroom) as well as single occupancy, family housing. Because of the smaller scale and nature of the proposals for this block, it is envisaged that the selection process for this block will be separate to that for Block 3/5, although the processes may run concurrently. It is envisaged that the homes created through this scheme will be sold for owner occupation.
- **Block Five:** consisting of 1-11 (odds) John Street, 18 Aquarium St, 50-57 West Parade. This is a significant site which fronts onto West Parade. With the exception of the properties on John Street the site has already been acquired through the NWCRA and the properties demolished. The proposal here is for a mixed use, new build development. Whilst housing is likely to form a significant element for the scheme, given the location on the sea front uses could also include hotel, leisure, offices or retail. We will be seeking a private sector partner (in conjunction with Block 3), and as such the end uses and form of the development will be determined through market viability and the planning process. It is envisaged that the homes created through this scheme will be sold for owner occupation.

- **Block Six:** consisting of 3-41 (odds) Abbey St, 10-24 (evens) Abbey St, 8-12 Hope Place. Given the diversity of type and tenure of housing in this area, a more opportunist approach will be taken. We will still be acquiring property in this block, and as and when a “cluster” of properties have been brought into public ownership the most appropriate scheme for that site will be considered. This could be a mix of remodelling and refurbishment, and could be for either owner occupation or Registered Social Landlord (RSL) accommodation. Either way, we will be seeking in the first instance to convert properties into single occupancy, family housing, but where this is not practical or achievable we will convert into apartments with good space standards.

In total the project will be looking to acquire 113, although 42 of these properties have already been acquired through earlier phases of the NWCRA.

### **The Funding Mechanisms**

The project funding provides for the acquisition of all the properties within the blocks detailed above, but does not include for any refurbishment or development costs. For the blocks where we will be working with a private sector partner, the cost of new build and remodelling/refurbishment will be met by the private sector under the auspices of a Development Agreement. This will cap the level of developer profit that can be made and will detail the arrangements for the transfer of property ownership from public to private and the financial transaction associated with this. No detailed arrangements in this regard have been developed yet as these will be subject to detailed discussion and negotiation through the developer selection process, although the general principle that the refurbishment costs will be offset by the capital value of the property prevails.

The properties remodelled and/or refurbished by RSL's will be subject to separate arrangements, but the principles remain the same and the refurbishment funded by the RSL's.

### **Project Management**

A dedicated Project Manager has been appointed to coordinate delivery of the project. Under his direction a project team and various themed working groups have already been established. The first meeting of the Project Board is anticipated in early Aug 2012. Progress of the project will be monitored through the processes and documentation associated with Denbighshire's Project Management Methodology.

### **Conclusion**

This is a bold, ambitious and expensive project, but given that previous public sector programmes and grant schemes have failed to regenerate the area, it is considered the best way of creating the lasting change the area so clearly requires. Addressing these long-standing issues will also help create a more positive impression of the town overall and thereby have more far-reaching regeneration benefits.

## **OUT OF SCOPE**

*If this Project Brief is approved and a Business Case is to be developed, please detail any elements (eg. activities, functions, services, geographic areas) which will be specifically excluded from the project. Note that in-scope activity should have been defined in the Background Information section above.*

Any other properties in West Rhyl **not** included in the six blocks described in the section Background Information above are **outside** the scope of this project.

## OUTPUT

*An output is what is physically created by the project eg a new or refurbished building, a policy or strategy document, a re-structured organisation or service, an event, a new software system installed, etc.*

### **FOR WORK PROGRAMMES/BLOCK ALLOCATIONS YOU MUST ATTACH A SCHEDULE OF THE WORKS PROPOSED**

- New Green Space (4500m2)
- Reduction of HMO units within the area currently approx. 34 with an estimated 182 accommodation units
- Remodelled homes 14 (radically altered to create single occupancy or better proportioned apartments)
- Refurbished homes 31 (refurbished internally and externally to improve quality of accommodation)
- New build homes to be determined in discussions with developer

## OUTCOME

*An outcome is what happens, or what should happen, as a consequence of delivering the output eg improved educational attainment, safer working practices, cheaper or more efficient service delivery, etc.*

- A more balanced housing offer
- Improved appearance and perception of the area
- Ongoing private sector investment

## INTER-DEPENDENCIES

*Please provide further information if this project or activity will have dependencies with other projects, service reviews or council activities.*

The following initiatives/projects are not contained within the scope of the WRHIP, but will be closely monitored to ensure that they coordinate and compliment the project:

- Neighbourhood Management
- SPG (Supplementary Planning Guidance)
- HMO Quality Improvement
- Supported Living Strategy
- Community Land Trust
- W. Rhyl Community Seeds

## OVERARCHING AIMS / CORPORATE PRIORITIES

*This section should identify how the project/activity supports Denbighshire's corporate priorities*

Regeneration and Economic Development  
Local Housing Strategy (West Rhyl identified as focus for action)  
The Big Plan (Regeneration of Rhyl).

## TIMESCALES

This section should outline the forecast timescales for the activity.

**See attached Project Schedule**

## COLLABORATION

Is this a collaboration project?				Yes	X	No	
If yes, collaboration partner:	Conwy only		Flintshire only		Wrexham only		
	Conwy & Flintshire		Flintshire & Wrexham		Conwy, Flintshire & Wrexham		
	All North Wales		NHS		Other		X
If other please comment:	<p><b>Key Partners:</b></p> <p>Welsh Government Pennaf Housing Association (Clwyd Alyn Housing Association)</p> <p><b>Other Partners:</b></p> <p>Local community and property owners Police, Fire Service Voluntary sector groups Local community groups</p>						

## GEOGRAPHIC AREA

If appropriate, please indicate the geographic area where project activity will take place. Note that more than one area can be ticked. If the project activity is internal to the organisation (eg service reviews, policy or strategy development, etc) please tick the corresponding box.

Geographic Area:	Rhyl	X	Prestatyn		Elwy	
	Denbigh		Ruthin		Dee Valley	
	All Denbighshire		Internal to organisation		Other	
If other please comment:						

## CAPITAL COSTS

The capital cost of a project is an important consideration in terms of whether or not it should proceed. Note that even some non-construction projects may have a requirement for capital costs. For example, to fund the acquisition of new ICT hardware or undertaking alterations to buildings.

- Any costs relating to ICT infrastructure and equipment should have been provided by ICT department.
- Any costs that relate to construction should have been provided by Design & Development or Building Services.

At this stage it is acceptable to present a cost range.

<b>Estimated project capital cost or cost range</b>	<b>£23,279,226</b>
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<b>Please provide details of any capital funding that has already been spent on the project:</b>	
<b>Enter details of cost element below:</b>	<b>Total</b>
Purchase & demolition costs to date*	£6,583,950
<b>TOTAL</b>	<b>£6,583,950</b>

<b>Please provide details of the capital funding requirement (not including amount already spent):</b>				
<b>Enter details of cost element below:</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>All Years Total</b>
Property acquisition & demolition	£6,269,276	£5,843,000	£250,000	£12,362,276
Planning & Design	£100,000	£500,000	£0	£600,000
Urban Park Construction and landscaping	£0	£0	£2,620,000	£2,620,000
Neighbourhood Management	£15,000	£15,000	£10,000	£40,000
Communication	£25,000	£25,000	£25,000	£75,000
Staff Costs	£214,000	£184,000	£100,000	£498,000
Gap Fund Grants/Contingency	£0	£80,000	£420,000	£500,000
<b>Total Project costs</b>	<b>£6,623,276</b>	<b>£6,647,000</b>	<b>£3,425,000</b>	<b>£16,695,276</b>

<b>Please provide details of proposed capital funding sources</b>					
<b>Enter details of funding source</b>	<b>To date</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>TOTAL</b>
WG – Centrally Retained Capital	0	£5,000,000	£5,000,000	0	£10,000,000
WG - NWCRA	£6,583,950	£1,623,276	£1,747,000	£3,425,000*	£13,279,226
<b>TOTAL</b>	<b>£6,583,950</b>	<b>£6,623,276</b>	<b>£6,647,000</b>	<b>£3,425,000</b>	<b>£23,279,226</b>

\* funding for 2014/15 is not yet confirmed from NWCRA

If necessary, please use the box below to provide any further details in relation to the capital funding information you have provided (eg any assumptions made, initial indications from funding bodies, etc).

<p>The Welsh Government Funding for this project has already been confirmed and allocated by Welsh Government.</p> <p>Costs above relate to public sector investment. The project will generate further (as yet un-quantified) private sector investment not included above relating to the investment in the refurbishment and new build elements of the scheme.</p>
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From the public sector investment detailed above it is also anticipated that a capital receipt of approximately £1,050,000 will return to the public sector (Welsh Government) via the sale of **Block Two** Gronant St South £300,000, and **Block Five** John St East/ West Parade £750,000

Staff costs and project revenue costs outlined above relate to key staff employed to deliver the project, including DCC Surveyor to undertake property acquisitions and a Resettlement Officer to help residents move. The costs above do not include the costs of the West Rhyl Project Coordinator (Peter McDermott) and the Rhyl Going Forward Programme Manager (Tom Booty) who are both funded by Denbighshire.

## REVENUE COSTS

*The revenue cost of a project is an important consideration in terms of whether or not it should proceed. Please indicate below the expected revenue impact of the project or activity.*

What is the impact of this project (once it has been delivered) in terms of the DCC revenue requirement for:	increase	neutral	decrease	not known
• staff costs (salaries and associated)?		✓		
• energy costs (heating, lighting, ICT, etc)?		✓		
• other property related costs (rental, insurance, etc)?		✓		
• ongoing ICT costs (licences, etc)		✓		
• mileage of Denbighshire fleet vehicles?		✓		
• mileage for business travel by Denbighshire employees using their personal vehicles?		✓		
<b>OVERALL REVENUE REQUIREMENT</b>		✓		

### ADDITIONAL INFORMATION REQUIRED FOR CONSTRUCTION PROJECTS AND WORK PROGS:

Will this project have a significant impact on reducing an existing building maintenance backlog?	Yes		No	✓
Is this project creating a new facility (ie not replacing an existing facility) which will require additional maintenance/servicing funding?	Yes	✓	No	

*If necessary, please use the box below to provide any further details in relation to the revenue funding information you have provided (eg any assumptions made, estimates of potential revenue savings, income that may be generated by the project to offset revenue expenditure, etc).*

Additional revenue costs only required for the duration of the project, and would include Property Services for valuation and acquisition works, Legal for conveyancing, etc. Costs for this will be contained within the project budget.

Post-project delivery, there may be an ongoing revenue implication in relation to maintenance of the green space that will be created.

There will be no revenue/maintenance implications in relation to the housing that have been remodelled/refurbished as these will be either privately owned or RSL owned.



## EQUALITIES IMPACT

The Council has a duty to ensure compliance with the Equalities Act (2010) which is intended to protect individuals from unfair treatment and promote a fair and more equal society. The following section is designed to assess the possible equalities impact of the proposed project or activity. If you require further guidance on or assistance with completing this section please contact Denbighshire's Corporate Equalities Officer:

[karen.beattie@denbighshire.gov.uk](mailto:karen.beattie@denbighshire.gov.uk)

What is the expected impact of this project/activity in terms of the following equality groups:	positive	neutral	negative	not known
• Age (younger and older people)	✓			
• Disability (physical, vision, hearing impairments, learning difficulties, mental health)	✓			
• Gender reassignment		✓		
• Marriage or civil partnership		✓		
• Race (including migrant workers, gypsy and travellers)		✓		
• Religion/Belief		✓		
• Sex including male, female, transgender)		✓		
• Sexual Orientation (lesbian, gay, bisexual, transgender))		✓		
• Relationships between groups may require clarification		✓		
• Welsh Language and/or culture		✓		

If you have indicated that the project or activity may have an impact on equalities (positive or negative) you may be required to complete an Equalities Impact Assessment (EqIA). Please contact the Corporate Equalities Officer for further information.

## PRIVACY IMPACT

The Council has a duty to ensure compliance with the Data Protection Act (1998) whereby we are obliged to protect any personal information held about individuals, and the Freedom of Information Act (2000) which provides access by individuals to official information. The following section is designed to identify projects or activity that may involve dealing with the personal details of individuals (eg software systems that hold data about school pupils or social services clients). If you require further guidance on or assistance with completing this section please contact Denbighshire's Information Technology Security Officer:

[kelly.waterfield@denbighshire.gov.uk](mailto:kelly.waterfield@denbighshire.gov.uk)

Does this project/activity involve dealing with the personal details of individuals?	Yes	✓	No	
<b>If yes please comment:</b>	Relocation programme will involve dealing with and processing the personal details of individuals.			

If you have answered yes to this question you may be required to complete a Privacy Impact Assessment. Please contact the Information Technology Security Officer for further information.

## BIODIVERSITY IMPACT

The Council has a statutory duty to ensure compliance with the habitats regulations (as amended in 2007) and the biodiversity duties contained within the Natural Environment and Rural Communities Act (2006). The following section is designed to assess the possible biodiversity impact of the proposed project or activity. If you require further guidance on or assistance with completing this section please contact Denbighshire's Biodiversity Officer:

[kate.taylor@denbighshire.gov.uk](mailto:kate.taylor@denbighshire.gov.uk)

<b>Will this project impact on a habitat that supports living organisms (plant or animal)?</b>	<b>Yes</b>	✓	<b>No</b>	
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If you have answered yes to the above question, please complete all the following biodiversity sections. If answered no please leave blank.

<b>THREATENED/PROTECTED SPECIES</b> <b>Will this project impact on any protected or threatened species as defined in Denbighshire's Local Biodiversity Action Plan (LBAP)?</b>	<b>Yes</b>	✓	<b>No</b>	
<b>If yes please comment:</b>	Bat Colonies are possible. Will consult with DCC Biodiversity Officer. Overall the creation of a new green space is an opportunity to improve biodiversity			

If you have answered yes to this question you should consult with Denbighshire's Biodiversity Officer to develop an appropriate mitigation strategy.

<b>ALL SPECIES (including threatened/protected)</b> <b>What is the expected impact of this project in terms of:</b>	<b>increase</b>	<b>neutral</b>	<b>decrease</b>	<b>not known</b>
<b>the number of plant species present?</b>				✓
<b>the number of animal species present?</b>				✓

## CARBON IMPACT

The Council has a duty to ensure compliance with the Climate Change Act (2008) which commits us to reducing our carbon emissions by 34% by 2020 (using a 1990 baseline). The following section is designed to assess the possible carbon impact of the proposed project or activity. If you require further guidance on or assistance with completing this section please contact Denbighshire's Climate Change Officer:

[helen.burkhalter@denbighshire.gov.uk](mailto:helen.burkhalter@denbighshire.gov.uk)

<b>What is the expected impact of this project in terms of:</b>	<b>increase</b>	<b>neutral</b>	<b>decrease</b>	<b>not known</b>
• <b>energy use for Denbighshire County Council buildings (electricity, gas, oil, LPG)?</b>		✓		
• <b>mileage of Denbighshire fleet vehicles?</b>		✓		
• <b>tonnes of business waste produced by Denbighshire County Council?</b>		✓		
• <b>mileage for business travel by employees using their personal vehicles?</b>		✓		

## VERIFICATION:

### Head of Service (or above):

I certify that:

- The project will address a service need and deliver benefits
- The project makes a necessary contribution to the overall strategy of the organisation
- The estimated cost can be justified by the anticipated improvement in services

And that I have assigned the following individuals into the key project roles:

<b>Project Sponsor:</b>	Peter McHugh	<b>Position:</b>	
<b>Project Manager:</b>	Peter McDermott	<b>Position:</b>	

<b>Signature:</b>	<i>Insert electronic signature</i>	<b>Position:</b>	
<b>Name:</b>		<b>Date:</b>	

***Signatures should be electronic and the final version of the Project Brief pdf'd before submission.***

***Final version of this Project Brief should be submitted to:***

***Programme & Project Team  
Business Planning and Performance  
County Hall, Ruthin***