

## Appendix A: Current process example – Shared Prosperity Fund

To illustrate what is required for successful delivery of post-Brexit funding, this document sets out the processes followed to develop, manage and deliver projects funded by the Shared Prosperity Fund. It describes the main steps taken, who was involved and key reflections.

| Stage                                    | Who was involved   | What steps did they take   | Reflections   |
|--|--|--|---|
| Horizon scanning                         | Head of Housing and Communities<br>Director for Economy and Environment  | SPF Year 1 - Regional / county allocation decided by UK Government.<br><br>Regional lead – Gwynedd County Council. UK Government issued prospectus. Regional created investment plan.<br><br>SPF Yrs 2&3 – regional team produced docs for years 2 & 3.    |   |
| Project scoping and funding applications | <b>SPF Year 1:</b> DCC – Head of Housing and Communities, Interim Head of Business Improvement and Modernisation and later External Funding Manager (when recruited)<br><br>Local Core Partnership Board established – Lead member (leader), lead member for equalities, Head of Housing and Communities | Created local Expression of Interest (EOI) process to capture local priorities and inform future open call processes.<br><br>DCC external funding manager involved – weekly meetings.<br><br>SPF Yrs 2&3: Regional collaboration board established for SPF | Challenge that there needed to be regional (North Wales) agreement<br><br>Very prescriptive set of outputs and outcomes<br><br>Very tight timescales from launch to application deadline<br><br>All applicants (DCC services and external organisations) needed support to understand |

| Stage                           | Who was involved   | What steps did they take   | Reflections   |
|---------------------------------|--|--|---|
|                                 | <p>Director for Economy and Environment, Cadwyn Clwyd, DVSC, North Wales Police. Creation and board membership endorsed by Cabinet in 2023.</p> <p>Matrix team established</p> <p><b>SPF Yrs 2&amp;3:</b> Regional collaboration board attended by either Head of Housing and Communities<br/>Director for Economy and Environment and external funding manager.</p> |  | <p>expectations through the application process</p> |
| <p>Consultation / promotion</p> | <p>Local core Partnership Board</p> <p>Matrix team</p>   | <p>Matrix team promoted open call along with SPF partnership members. Webteam created web pages to advertise and comms promoted. All info on opportunities shared with city, town and community councils, members, previous EOI applicants, via community and business networks plus corporate comms press releases and regional comms to promote the open call to all. Matrix team available to guide</p> |   |

| Stage                                 | Who was involved  | What steps did they take   | Reflections   |
|---------------------------------------|---|--|---|
|                                       |   | interested parties through the application approach and sign post to other opportunities where projects not applicable.  |   |
| Governance & community engagement     | <p>Scrutiny Committee – Communities</p> <p>DCC established external appraisal group with representatives from communication, Working Denbighshire, economy &amp; business development, finance. Head of Housing and Communities and external funding manager led these.</p> | <p>Local Core Partnership Board (see above) established. Creation and board membership endorsed by Cabinet in 2023.</p> <p>Reviewing, checking eligibility and creating long list ahead of presenting to partnership. Partnership selected the short list which was then submitted and endorsed by Cabinet.</p> <p>Local SPF Partnership acted as decision makers for local SPF decisions</p> <p>This paper was also called in by Communities Scrutiny and report is on Mod.gov. Cab reports – Jan 23, Fe 23, April 23. Scrutiny May 24, delegated decision June 23.</p> | <p>It was a challenge to confirm Project Execs for projects proposed by communities relating to improvements of DCC assets – big ask of CET/SLT officers who already have full workloads; and a time-consuming role managing stakeholder expectations.</p> <p>These projects have without exception required additional internal capacity to manage stakeholders – not quantifiable but maybe a quarter of time and therefore increasing costs to the project. Potential opportunity for Members to advocate and support.</p> |
| Funding award, inception and delivery | <p>Local core Partnership Board</p> <p>Matrix team</p>  | Regional collaboration board responsible for agreement on all key decisions of the fund and its delivery.  | Design and Construction teams have outsourced design/civil engineering requirements on a number of  |

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|-------------------------------------|--|--|---|
|                                     | <p>Regional team</p> <p>Project managers</p> <p>Project teams (internal and third party)</p> | <p>Local SPF teams responsible for checking all documentation submitted as a part of the stage 2 application for all short-listed projects and giving confirmation to proceed to the regional team to issue offer letters.</p> | <p>projects. For most part this has worked well.</p> <p>Capacity challenges increasing across the organisation (e.g. estates, planning, legal etc.) with delays driving increased costs and risks (e.g. increased stakeholder management costs, contractual implications etc) Whilst delays happen in project delivery, these can add to costs of the project and raise reputational risks.</p> |
| Monitoring, evaluation and learning | <p>Matrix team</p> <p>Project managers</p> <p>Project teams (internal and third party)</p>   | <p>Evaluation responsibilities for DCC were commissioned externally</p>  |   |