



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

SUPPLEMENTARY PAPERS

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	MONDAY, 11 JULY 2022, 4.30 PM
Venue	CR 4, COUNTY HALL - MULTI LOCATION MEETING
Membership	Councillor Wong (Chair) Councillors Berman, Brown-Reckless, Cunnah, Henshaw, Jenkins, Lloyd Jones and Robinson

The following papers were marked 'to follow' on the agenda circulated previously

- 4 **Shared Prosperity Fund: Pre-Decision Scrutiny - to follow**(Pages 3 - 80)
- 5 **Atlantic Wharf Regeneration Update: Pre-Decision Scrutiny - to follow**(Pages 81 - 168)

Appendices 2-4 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972.

Davina Fiore

Director Governance & Legal Services

Date: Tuesday, 5 July 2022

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

11 JULY 2022

SHARED PROSPERITY FUND: PRE-DECISION SCRUTINY

Purpose of the Report

1. To give Members background information to aid the scrutiny of the draft report to Cabinet regarding the Shared Prosperity Fund, which is due to be considered by Cabinet at their meeting on 14 July 2022.

Scope of Scrutiny

2. At their meeting on 14 July 2022, the Cabinet will consider a report that seeks cabinet approval for Cardiff Council's contribution to the Shared Prosperity Fund Regional Investment Plan and seeks delegated authority to endorse the draft Regional Investment Plan for submission to the UK Government, establish an internal programme management team, and develop a detailed governance and delivery framework for the operation of the Shared Prosperity Fund in Cardiff.
3. During this scrutiny, Members can explore:
 - i) The proposed Regional Investment Plan programmes relevant to Cardiff, their anticipated benefits and role in levelling up Cardiff
 - ii) The role of the Council in developing and delivering the proposed programmes, including working with external organisations
 - iii) Proposed programme management, risk management and governance arrangements
 - iv) Whether there are any risks to the Council
 - v) The timeline and next steps
 - vi) Future scrutiny of the Shared Prosperity Fund bids and projects in Cardiff.

Background

4. The £2.6 billion United Kingdom Shared Prosperity Fund (UKSPF) forms part of the UK Government's Levelling Up programme. It has three investment priorities - Community and Place, Supporting Local Business, and People and Skills. Each investment priority has objectives, and each objective has a set of proposed interventions, which are available to view here:

[Interventions list for Wales - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/interventions-list-for-wales)

5. All bids to the UKSPF must align with the Regional Investment Plan. Cardiff falls within the South East Wales region, which is the Cardiff Capital Region City Deal footprint¹. The Plan must outline local context, interventions, and delivery approach. It must set out measurable outcomes to enable lead authorities, local partners, the UK Government and devolved administrations to monitor progress. Interventions can either be delivered at a larger scale or more locally, as appropriate. Plans must be submitted by 1 August 2022 for assessment by the UK Government, which will engage with the lead authority to enable sign off.

6. There is an overall allocation of £278m for the Cardiff Capital Region, with includes £48m allocated specifically for the Multiply programme, which seeks to improve adult numeracy skills and sits under the People and Skills investment priority. The £278m is based on an aggregation of local allocations for each of the ten constituent local authorities of the Cardiff Capital Region. Details of the mechanism used to determine local authority allocations are available here:

[UK Shared Prosperity Fund allocations: methodology note - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/uk-shared-prosperity-fund-allocations-methodology-note)

7. The draft report to Cabinet entitled '*Shared Prosperity Fund*' is attached at **Appendix 1** and has **two** appendices:

- **Appendix A** - Greener, Fairer, Stronger Strategy
- **Appendix B** - Recovery Engagement Report

¹ The Cardiff Capital Region City Deal consists of the following local authority areas: Blaenau Gwent, Bridgend, Cardiff, Caerphilly, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen, and Vale of Glamorgan

Issues identified in the Cabinet Report

8. **Points 9-11** of the report to Cabinet set out that Cardiff has a notional allocation of £41,807,334, of which £7,219,740 is ring-fenced for the adult numeracy Multiply programme. This equates to £113 per head funding, against an average for the region of £179 per head. The actual level of support will be determined through the agreement of the Regional Investment Plan.
9. **Points 12-17** of the report to Cabinet set out the background to the Regional Investment Plan and the role of the Lead Authority, which is to coordinate communications, engagement and submission of the Plan and provide overall financial and performance management for the programme, including quality assurance. The Shared Prosperity Fund allows for up to 4% of the fund to be used for administration. It is proposed that an element of this allocation, based on cost, will be allocated for the Lead Authority to support the administration of the programme.
10. **Points 18-20** of the report to Cabinet set out the relationships between the various bodies involved in the delivery of the Shared Prosperity Fund, stating that Local Authorities will be focused on delivery of the fund, with the expectation that the majority of delivery will be routed through local government, whilst a small element will be delivered at a co-ordinated regional level. **Point 21** of the report to Cabinet states that a lead authority has been agreed, based on their prior experience and capacity and resources to undertake the task.
11. **Points 24 – 34** of the report to Cabinet set out Cardiff Council's approach to contributing to the Regional Investment Plan and proposes that the Council uses that *Greener, Fairer, Stronger City Recovery Strategy* as the basis for its submission. The strategy is attached as *Appendix A* to the report to Cabinet, with the summary report of engagement activity that informed this strategy attached as *Appendix B*.
12. The report to Cabinet provides an overview of the proposed programmes under each of the three investment priorities, as follows:

Communities and Place

- Neighbourhood and Community Regeneration Programme
- Community Capacity Building Programme
- Growing our Cultural and Sporting Capital
- Resilient and Sustainable Communities Programme

Supporting Local Business

- Productive, Sustainable and Inclusive Business Programme
- City Centre Recovery Programme

People and Skills

- Into Work and the Cardiff Commitment

13. The report to Cabinet states that the programme approach is proposed as it gives direction but retains flexibility, to ensure the efficient use of the available funding.

Point 34 states that it is expected there will be further engagement post submission of the Plan to develop a delivery plan and establish external grant and commissioning processes that support other organisations, such as third sector bodies, further education and higher education to be involved in the delivery of the Shared Prosperity Fund.

14. **Points 35 – 37** of the report to Cabinet provide an overview of the regionally led propositions, which are:

- Place Promotion
- Innovation and Clusters.

15. **Point 38** of the report to Cabinet states that the Lead Authority will produce an Investment Plan that reflects the above.

16. **Points 39-40** of the report to Cabinet state that, post submission of the Investment Plan, considerable work is needed to establish a detailed delivery plan, internal governance, a Service Level Agreement with the Lead Authority, and an internal coordination team. **Point 41** states that *'Given the timescales it is proposed that recruitment for this team begins immediately to ensure adequate support is in place once the funding arrangements are established. It is proposed that this team is funded by the 4% allowance within the shared prosperity fund for administrative purposes.'*

17. The report to Cabinet states that the second round of **Levelling Up Funding** is expected to open for applications in July. Cardiff will submit two schemes:

- A transport-led bid to develop a link between Cardiff Central Station and Cardiff Bay as part of Crossrail Phase 1. This falls into the 'exceptional' proposals category for proposals requiring up to £50m of funding.
- Infrastructure and public realm improvements around the regeneration of Atlantic Wharf. Given the progress made in the business case and planning application for the Arena and the wider Atlantic Wharf development it is proposed that development related to the scheme be brought forward as a project for round two of Levelling Up Funding applications.

Financial Implications

18. **Points 49 – 51** set out that any grant from the Share Prosperity Fund will need to be spent in line with the Terms and Conditions set out, including regular monitoring. Any approved projects will need to be prioritised dependent on a variety of criteria. It also makes clear that no funding is available beyond the timescales of the grant and therefore clear exit strategies will be needed.

Legal Implications

19. **Point 52** states *There are no immediate legal implications arising out of this report. It is expected that legal agreements will need to be entered into with the Lead Body and partner authorities to manage the arrangements for the SPF, which will require further legal*

Property Implications

20. **Point 53** states *There are no direct property implications within this report. Adoption of the report recommendations may result in future proposals relating to the investment in Council property assets. Any proposals or recommendations in this regard should be undertaken through the agreed Council Asset Management Governance*

Human Resources Implications

21. **Point 54** states *As detailed in paragraph 41, a co-ordination team will need to be established. Any creation of roles, and/or recruitment required will be carried out in line with corporately agreed policies and processes.*

Proposed Recommendations to Cabinet

22. The report to Cabinet contains the following recommendations:

- a) *Approve Cardiff Council's submission to the Shared Prosperity Fund Regional Investment Plan, as detailed in paragraphs 24 to 34.*
- b) *Delegate authority to the Leader and Chief Executive to shape and endorse the final Regional Investment Plan submission by the Lead Body in the Leader's capacity as the Council's representative on the Cardiff Capital Region Cabinet and Corporate Joint Committee.*
- c) *Delegate authority to the Director of Economic Development, in consultation with the Section 151 officer, the Corporate Director People & Communities, the Director of Education & Lifelong Learning and the Director of Planning, Transport & Environment to establish an internal programme management team.*
- d) *Delegate authority to the Chief Executive, in consultation with the Leader of the Council to develop a detailed governance and delivery framework for the operation of the Shared Prosperity Fund in Cardiff.*
- e) *agree and enter into all legal agreements with the Lead Body and partner authorities in connection with the Shared Prosperity Fund, subject to legal advice.*

Previous Scrutiny

23. In June 2021, the previous Economy & Culture Scrutiny Committee scrutinised a report to Cabinet that provided:

- i) details of proposed Community Renewal Fund applications, the revenue-fund precursor to the UKSPF, and
- ii) details of proposed projects for Levelling-Up Fund applications, specifically for capital investment. One bid per MP constituency is allowed to this fund.

24. The scrutiny papers are available here:

[Agenda for Economy & Culture Scrutiny Committee on Monday, 14th June, 2021, 4.30 pm :](#)
[Cardiff Council \(moderngov.co.uk\)](#)

25. In March 2022, the previous Economy & Culture Scrutiny Committee scrutinised a report to Cabinet that sought authority to prepare a Full Business Case for the Ely Youth Zone project and to assemble land for the delivery of the Ely Youth Zone project. The proposal included a 50% capital contribution by the Council, funded by applying to the Levelling Up fund, and a Shared Prosperity Fund bid to meet 33% revenue costs for years 1-3. The report to Cabinet in June 2021² contained the proposal to include a Youth Zone for Ely as the project for the Cardiff West MP constituency.

26. Following scrutiny, the Committee sent a public letter to Councillor Thorne, Cabinet Member Housing and Communities, noting a further report will be taken to Cabinet for the Full Business Case, including whether the bids have been successful, welcoming proposals for a facility to help young people living in some of the most deprived communities in Wales and setting out their pleasure that work is underway to develop a masterplan for Ely to assist in wider regeneration.

27. In June 2022, this Committee undertook policy development scrutiny of the proposed approach to applying for Shared Prosperity Funding. Following their scrutiny, the Chair, Councillor Peter Wong, wrote to Councillor Huw Thomas, Leader. The letter is attached in full at **Appendix 2**.

Way Forward

28. Councillor Huw Thomas (Leader) will be invited to make a statement. Paul Orders (Chief Executive) and Jon Day (Operational Manager – Tourism and Investment) will attend to give a presentation. All witnesses will be available to answer Members' questions on the proposals.

² Levelling Up Fund and Community Renewal Fund Applications – available at [Agenda for Cabinet on Thursday, 17th June, 2021, 2.00 pm : City of Cardiff Council \(moderngov.co.uk\)](#)

Legal Implications

29. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

30. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i) Consider the information in this report, its appendices and the information presented at the meeting;

- ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter in time for its meeting on 14 July 2022, and
- iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

08 July 2022

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CABINET MEETING: 14 JULY 2022

SHARED PROSPERITY FUND UPDATE

LEADER OF THE COUNCIL

AGENDA ITEM: 5

Reason for this Report

1. To approve Cardiff Council's approach to the Shared Prosperity Fund and its initial submission to the Shared Prosperity Fund Regional Investment Plan.
2. To delegate authority to endorse the draft Regional Investment Plan for submission by the Lead Authority to the UK Government.
3. To enter into all necessary legal agreements with the lead body and partner authorities relating to the Shared Property Fund Regional Investment Plan

Background

The Shared Prosperity Fund

4. In April the UK Government published details on the new £2.6bn Shared Prosperity Fund. The funding is allocated to places across the UK on a needs basis, details on the allocations are available on the UK Government website. The UKSPF will support the UK government's Levelling Up objectives, namely to:
 - Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging;
 - Spread opportunities and improve public services, especially in those places where they are weakest;
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
 - Empower local leaders and communities, especially in those places lacking local agency.
5. To do this it has identified three investment priorities:
 - Community and Place
 - Supporting Local Business; and
 - People and Skills

6. There is also a dedicated element of the fund that sits under the People and Skills priority, Multiply, which seeks to improve adult numeracy skills. For each of these priorities there are a number of objectives for Wales. These are summarised below. Each objective also has a set of proposed interventions, which detail the types of activity that can be supported by the Shared Prosperity Fund. Details on the objectives and interventions are available on the UK Government website. Areas of activity that the fund will support are outlined below:

Priority	Objective
Communities and place	<ul style="list-style-type: none"> • Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects • Building resilient, safe and healthy neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.
Supporting local business	<ul style="list-style-type: none"> • Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities. • Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth. • Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses.
People and Skills	<ul style="list-style-type: none"> • Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population. • Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. • Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills. • Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision.

7. The Shared Prosperity Fund prospectus outlines that every place in the UK. As set out at Spending Review 2021, the Fund is worth £2.6 billion over the period to 2024-25. The Fund will ramp up to £1.5 billion in 2024-25, including Multiply. Of the £2.6bn, circa £585m has been allocated to Wales, with a specific Multiply allocation of circa £100m, outlined in the table below.

Wales allocation

Core	£484,122,200
Multiply	£101,054,634
Total	£585,176,834

8. Within Wales allocations have been made on a local authority basis, based on the following formula:
- 40% of funding is allocated on a per capita basis across Wales.
 - 30% of the allocation uses the same needs-based index previously used to identify UK Community Renewal Fund priority places.
 - 30% are allocated using the Welsh Index of Multiple Deprivation.

9. The subsequent allocations for Cardiff are presented below:

Cardiff allocation

Core	£34,587,594
Multiply	£7,219,740
Total	£41,807,334

10. It should be noted that this is a notional allocation, and that the level of support for local areas will be determined through the agreement of an Investment Plan (details provided below). This plan is to be determined at the regional level, and to that end the UK Government have also published the aggregated regional allocation for the Cardiff Capital Region of £278,532,574.
11. The table outlined below highlights the allocations to the local authorities of the Cardiff Capital Region, including a per head comparison of the allocations.

SE Wales Allocations and Regional Aggregate

LA	Total	Pop	£ Per Head
Merthyr Tydfil	£27,437,113	60,424	£454
Blaenau Gwent	£28,165,492	70,020	£402
Torfaen	£24,696,014	94,832	£260
Newport	£32,850,549	156,447	£210
Caerphilly	£34,173,797	181,731	£188
Rhondda Cynon Taff	£45,111,298	241,873	£187
Bridgend	£23,106,591	147,539	£157
<u>Cardiff</u>	<u>£41,807,334</u>	<u>369,202</u>	<u>£113</u>
Vale of Glamorgan	£14,029,222	135,295	£104
Monmouthshire	£7,155,164	95,164	£75
CCR Total	£278,532,574	1,552,527	£179

Issues

12. In order to unlock funding the UK Government first needs to approve an Investment Plan. In Wales these plans will be developed on a regional basis, meaning that for South East Wales a plan must be developed for the Cardiff Capital Region footprint. To do this the local authorities of the Cardiff Capital Region will need to identify a lead authority to bring together the plan.

13. The plan will need to outline:

Local context: showing evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.

Selection of outcomes and interventions: identifying the outcomes to target based on local context, and the interventions to prioritise, under each investment priority.

Delivery: detailing:

- a. Approach to delivery and governance
- b. Expenditure and deliverables
- c. Capability and resource

14. Investment plans need to be submitted by 1 August 2022. After submission the UK Government will assess applications and engage with the lead authority to enable sign off. Where a plan cannot be signed off first time, the UK Government will provide feedback to the lead local authority and work iteratively to secure sign off.
15. The Lead Authority role will also extend beyond the submission of the Investment Plan and will be central to the management of the overall Shared Prosperity Fund allocation for the region. This role roughly encompasses the overall funding programme financial and performance management and will comprise the responsibilities of:
 - Legal contracting entity for the Shared Prosperity Fund (SPF) with UKG on behalf of 10 Local Authorities (LAs);
 - Financial Management of the SPF;
 - Distribution of funds to LAs based on an agreed Service Level Agreement
 - Reporting of financial spend and outcomes to UKG on behalf of 10 LAs in region – based on the Investment Plan
 - Quality Assurance role - quarterly returns/submissions to UKG
 - Monitoring & Evaluation of SPF programme outputs and outcomes in line with Investment Plan
 - Coordinate communications and engagement with UKG, 10 LAs, and external delivery partners
 - Recipient of UKG funds, dissemination of funds to partner LAs, reporting of financial and outcomes of SPF programme in region, and coordination between LA's with UKG
16. The Shared Prosperity Fund allows for up to 4% of the fund to be used for administration. It is proposed that an element of this allocation, based on cost, will be allocated for the Lead Authority to support the administration of the programme.
17. The role of Local Authorities will be more focused on the delivery of the fund, with the expectation that the majority of delivery will be routed through local government. It is expected, however, that a small element of the fund will be delivered at a co-ordinated regional level.
18. There will be four tiers of activity for the fund, defined by a Regional Investment Plan, these include:
 - Regional programmes, managed/coordinated and delivered regionally
 - Regional and sub-regional programmes, managed/coordinated regionally and delivered locally
 - Regional priorities as outlined in the Investment Plan, managed/coordinated locally and delivered locally
 - Local priorities, managed and delivered locally (under the umbrella of the regional plan priorities)
19. The table below outlines the relationships between the various bodies involved in the delivery of the Shared Prosperity Fund.

Body	Function
UK Government	Overall funder – approves plan
Lead Authority	Lead body – receives and distributes funding Submits plan Overall programme monitoring Strategic engagement
<i>Lead authority agrees Service Level Agreement with Delivery Bodies</i>	
Delivery Body - Local Authorities	Delivery Body - Cardiff Capital Region
<p><i>How Delivery bodies can deliver the plan:</i></p> <ul style="list-style-type: none"> • <i>Procurement of service provision</i> • <i>In-house provision</i> • <i>Commissioning third party organisations</i> • <i>Grant to public or private organisations</i> 	

Next steps

20. As outlined above, in order to access SPF funding, the UK Government first needs to approval a Regional Investment Plan. The timetable for the development plan is provided below:

When	Activity
Summer 2022	Further guidance published including guidance on monitoring benefits and evaluation, assurance, subsidy control, branding and publicity. Application processes and templates for Northern Ireland will be published – these may be used by lead local authorities in England, Scotland and Wales where desired.
30 June 2022	Investment plan window opens
1 August 2022	Investment plan window closes
July – September 2022	Indicative investment plan assessment period for UK government
October 2022 onwards	Anticipated date for first investment plans to be approved

October 2022 onwards	Anticipated first payment to be made to lead local authorities
March 2025	Three-year funding period ends

21. Rhondda Cynon Taf, subject to their necessary approvals, has been nominated as lead authority for the ten local authorities, based on prior experience of dealing with substantial grant programmes as well as capacity and resources to undertake the task. The lead authority has subsequently developed a high-level template for consideration by local authorities to enable them to contribute to the plan.
22. The development of the Investment Plan is the beginning of the Shared Prosperity Fund process. In the period between submission and approval the lead authority will continue to work with local authorities to provide further detail on how the fund will be administered in the Cardiff Capital Region. This will include the establishment and agreement of a Service Level Agreement.
23. During this period we will also work with local partners to consider the delivery phase of the Shared Prosperity Fund and to provide further context in how they can be involved in delivery. In the interim partners have been encouraged to submit their views relating to the areas below.

Area	Example information
Opportunities and challenges	<ul style="list-style-type: none"> • Evidence of need for support relating to the three priorities of the UKSPF • Areas of opportunity relating to the three priorities of the UKSPF
Outcomes	<ul style="list-style-type: none"> • Which outcomes should be the focus of the UKSPF in the Cardiff Capital Region? • What would success look like for the Cardiff Capital Region?
Interventions	<ul style="list-style-type: none"> • Which interventions identified in the UKSPF for Wales should be prioritised? • What types of projects should be supported?

Cardiff Council Approach

24. The initial task for the Council is to contribute towards the development of the Regional Investment Plan. This will include ensuring that appropriate interventions are included in the plan, as well as ensuring that it allows for the delivery of Council priorities. Given the compressed timescales involved it is proposed that the Council uses that *Greener, Fairer, Stronger* City Recovery Strategy as the basis for its submission. The strategy is attached as Appendix A.

25. The Recovery Strategy aligns closely with the aims of the Shared Prosperity Fund. In addition, an extensive engagement exercise was undertaken in developing the plan. This included:
- Online events supported by partners including Cardiff University and Sustrans.
 - A series of officer led engagement sessions with third sector representatives, business groups and cultural organisations.
 - The Child Friendly Team were also engaged to ensure that the opinions of the youth were captured, and this was achieved through a series of workshops that were undertaken in October with both primary and secondary schools across Cardiff.
26. To supplement this activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey. The summary report of the engagement activity is attached as Appendix B.
27. Based on the Recovery Strategy and a consideration of wider Council priorities a programme-based approach was adopted for submission to the regional plan. This is intended to give direction to the programme whilst also retaining flexibility in order to ensure efficient use of the available funding.
28. For the Communities and Place theme it is proposed that the following programmes will be established:
- Neighbourhood and Community Regeneration Programme
 - Community Capacity Building Programme
 - Growing our Cultural Capital
 - Resilient and Sustainable Communities Programme
29. Details on these programmes are provided below:

COMMUNITIES AND PLACE Proposed Programme	Recovery Mission
<p>NEIGHBOURHOOD AND COMMUNITY REGENERATION PROGRAMME - to progress a city-wide community regeneration programme to improve our neighbourhoods and tackle poverty. The programme would sit alongside and maximise the impact of other funding programmes. It would also include investment in active travel and public transport.</p> <p>Specific interventions could include:</p> <ul style="list-style-type: none"> • Investment in community buildings to bring them back to community use, or to improve their accessibility and use by local communities; • Improvements to areas such as underpasses and 	<p>Mission 2: A City for Everyone</p> <p>Mission 3: A 15 Minute City</p>

COMMUNITIES AND PLACE Proposed Programme	Recovery Mission
<p>bridges and other gateway areas that can act as ASB hotspots;</p> <ul style="list-style-type: none"> • Greening urban and local areas, and providing a team to support local maintenance of urban greening projects; • Provision of community facilities where there are gaps in provision, and improving access and support in existing facilities; • Investment in active travel facilities such as cycling hubs; • Establishing a place promotion team for local areas within the city to boost local pride and local business; and • Subsidising public transport use for hard to reach communities. 	
<p>COMMUNITY CAPACITY BUILDING PROGRAMME - establishing a programme of support to empower local communities through investing in capacity for both multi-agency management of local communities, and support for communities themselves to organise, manage and deliver key community schemes. Example interventions include:</p> <ul style="list-style-type: none"> • Establishing a community safety multi-agency problem solving group; • A dedicated community engagement team to shape regeneration activity; • Continued support for the Child Friendly City programme; • A District Centre Manager to support businesses in city neighbourhoods (replicating the City Centre Manager role); • A community grant programme to support local projects; and • A dedicated fund to support volunteer and community groups to establish capacity. 	<p>Mission 2: A City for Everyone</p> <p>Mission 3: A 15 Minute City</p>
<p>GROWING OUR CULTURAL AND SPORTING CAPITAL - Establishing a programme to support and promote local culture, and to provide a sustainable platform for cultural and sporting activity to thrive by investing directly in activity as well as establishing infrastructure. This will also include establishing a 'home grown' events strategy that delivers sustainable community and economic benefits. Example projects include:</p> <ul style="list-style-type: none"> • Local Sustainable Events programme, including supporting a new Signature event as part of the city's 	<p>Mission 4: Culture and sport-led renewal</p>

COMMUNITIES AND PLACE Proposed Programme	Recovery Mission
<ul style="list-style-type: none"> music strategy; Cultural, sports and visitor economy investment fund to support facilities in the city and its communities, including capital investment; Public Art commission; Grassroots music venues fund to support the city's Music Strategy; Direct support for community arts projects. 	
<p>RESILIENT AND SUSTAINABLE COMMUNITIES PROGRAMME - establishing a programme to support communities to respond to climate change and to reduce the impact of cost of living and combat fuel poverty. This will include revenue and capital funding both directly into projects, but also to leverage support from other public and private sector sources. This will include support for residential, commercial and community and public buildings. Example projects include:</p> <ul style="list-style-type: none"> Community grant scheme for energy efficiency low carbon investment; Community energy generations schemes; Direct funding to invest in support for those most impacted by the cost of living crisis; Sustainable community building scheme; Local circular economy projects. 	<p>Mission 6: One Planet Recovery</p>

30. For the Supporting Local Business theme, it is proposed that the following programmes will be established:

- Productive, Sustainable and Inclusive Business Programme
- City Centre Recovery Programme

31. Details on these programmes are provided below:

SUPPORTING LOCAL BUSINESS Proposed Programme	Recovery Mission
<p>PRODUCTIVE, SUSTAINABLE AND INCLUSIVE BUSINESS PROGRAMME - this is intended to deliver the city's Greener, Fairer, Stronger economic agenda, driven by the need to raise productivity, whilst also empowering businesses to respond to the challenges of climate change. The programme will also focus on supporting businesses to grow within our communities, whilst also equipping businesses to compete with the best in the world. The programme will also fit alongside the proposed CCR business support schemes and</p>	<p>Mission 5: Tech City</p> <p>Mission 6: One Planet Recovery</p>

SUPPORTING LOCAL BUSINESS Proposed Programme	Recovery Mission
<p>ensure that the local and regional offer is complimentary. Example projects include:</p> <ul style="list-style-type: none"> • Establishing business development and expansion grant to deliver the city's Greener, Fairer, Stronger economic agenda; • Support to establish business networks in key sectors; • Investment in new start-up units and incubation spaces; • An international trade and promotion programme (linking with the CCR); • An expanded tourism and business events team; and • Support for the circular economy. 	
<p>CITY CENTRE RECOVERY PROGRAMME - this will support the delivery of the city's city centre recovery action plan, ensuring that the city centre remains a thriving and vibrant place post-Covid. It also seeks to develop a city centre that is more led by a local and authentic offer, as well as a greener and more sustainable city centre. Proposed schemes include:</p> <ul style="list-style-type: none"> • An enhanced city centre management team with an additional focus on addressing ASB; • Support to renovate areas of the city centre; • Investment in feasibility and business planning for proposed new development; • Circular economy measures such as water refill points; • Cycle hubs and other active travel enhancement. 	<p>Mission 1: Reimagine the city centre</p>

32. For the People and Skills theme, it is proposed that the following programmes will be established:

- Into Work expansion
- Developing the Cardiff Commitment

33. Details on these programmes are provided below:

PEOPLE AND SKILLS Proposed Programme	Recovery Mission
<p>INTO WORK AND THE CARDIFF COMMITMENT - A programme to help people and business prepare for the world of work - and to support those in employment to become more productive and earn more.</p> <ul style="list-style-type: none"> • A complete Employment and Skills package for citizens of Cardiff, supporting people to return, secure and progress in employment through intensive mentoring 	<p>Mission 2: A City for Everyone</p> <p>Mission 5: Tech City</p>

PEOPLE AND SKILLS Proposed Programme	Recovery Mission
<ul style="list-style-type: none"> and access to funding for training; • Dedicated focus on priority groups, not just by length of unemployment but also according to their circumstance and characteristics; • Addressing issues such as housing, money, debt, providing a well rounded service to address needs, in order for the person to then focus on upskilling, training, education, volunteering and employment; • Responding to the needs of priority employment sectors will also be addressed through the utilisation of the in-house Employer Liaison Team, putting employer requirements at the centre of the programme; ensuring Employment Mentors are well versed in the requirements of the local labour market; • An additional focus on wellbeing support and access to wellbeing services across the city; • Establishing Business Fora aligned with schools and skills providers; • An entrepreneurship programme; • An into work programme for EOTAS and those with additional learning needs; • A highly targeted programme of support for those at risk of becoming 'NEET', and those that have become economically inactive and face significant barriers to re-engaging in education, employment or training. 	

34. In developing these proposals, it is expected that there will be further engagement post submission of the Investment Plan to develop a delivery plan that will include more detail on projects and the process for delivery. It is expected that this will include establishing external grant and commissioning processes that will support other organisations such as third sector bodies, further education and higher education to be involved in the delivery of the Shared Prosperity Fund. There will also be consideration for regional collaboration in the delivery of the fund.

Regional Propositions

35. In addition to the local programmes a number of regionally led propositions have been brought forward. Whilst the scope of the fund is to be determined locally UK Government officials have outlined the expectation that the Investment Plan will need to be regionally coherent. This will include both alignment and co-ordination of local activity (such as business support to ensure there is no funding used to displace business activity), but also some specific regionally managed and delivered programmes. The proposals established for such activity are outlined below:

36. **Place Promotion:** Establishing a professional and accessible 'front door' for the region in terms of attracting investment, promoting the region for business events and as a visitor destination.
37. **Innovation and Clusters:** Building on the work done to date in support of innovation and cluster development across the Cardiff Capital Region.

Investment Plan

38. Reflecting these submissions, and those from the other local authorities in the Cardiff Capital Region, an Investment Plan will be developed by the Lead Authority. This plan will outline the broad themes where intervention will take place and the overall aims and objectives of the Investment Plan for the region.

Post Submission

39. As noted above considerable work will need to be undertaken following the submission of the Investment Plan. This will include establishing a more detailed delivery plan and internal governance, which will outline the process for agreeing funding for specific projects and how that funding is used.
40. There will also need to be a Service Level Agreement established with the Lead Authority that will determine how funding flows and the monitoring and evaluation requirements associated with the funding arrangements.
41. In addition, there is a need to establish co-ordination team that will ensure that the requirements of the Service Level Agreement are met. Given the timescales it is proposed that recruitment for this team begins immediately to ensure adequate support is in place once the funding arrangements are established. It is proposed that this team is funded by the 4% allowance within the shared prosperity fund for administrative purposes.

Levelling Up

42. The second round of Levelling Up Funding is expected to open for applications in July. Two schemes will be submitted by Cardiff, a transport-led bid that will develop the links between the city centre and the bay, and a further bid to support infrastructure and public realm improvements around the regeneration of Atlantic Wharf.
43. The Levelling Up Fund and Community Renewal Fund Applications Cabinet Report of 17 June 2021 outlined the intention to submit a transport-led scheme that would fall into the category of the 'exceptional' proposals, which allow for up to £50m of funding from the Levelling Up Fund. The scheme would comprise a range of interventions, including the development of transport links between the city centre and Cardiff Bay.

44. Work to prepare the bid has been underway since June 2021, and subsequently a proposal has been developed that will link Cardiff Central Station to Cardiff Bay as part of Crossrail Phase 1, laying the foundations for the extension of Crossrail to the east of the city.
45. The 10th March 2022 Cabinet Report *Cardiff Bay Regeneration Overview* further noted the expectation that the next round of Levelling Up Funding was due later in 2022. Feedback from the initial round of funding suggested that 'shovel ready' schemes would be prioritised for investment. Given the progress that has been made in the business case and planning application for the Arena and the wider Atlantic Wharf development it is was proposed in the report that development related to the scheme was brought forward as a project for round two.

Reason for Recommendations

46. To approve Cardiff Council's approach to the Shared Prosperity Fund and its initial submission to the Shared Prosperity Fund Regional Investment Plan.
47. To delegate authority to endorse the draft Regional Investment Plan for submission to the UK Government.
48. To delegate authority to establish a delivery plan and programme management team and conclude any legal agreements.

Financial Implications

49. Subject to approval of an investment plan, the Shared Prosperity Fund will result in grant income to the Council to support specific projects. Any expenditure will need to be in accordance with the terms and conditions of the grant which do include ongoing monitoring of outcomes, clear expenditure deadlines and specific grant allocations to be spent by the end of each financial year etc. Resources and controls will need to be in place to support the grant reporting and administration processes. The grant allows a proportion of the award to be used towards such administration costs.
50. Projects prioritised in line with the criteria set out in the report should be after a robust options appraisal and selection process, which considers factors such as deliverability of the project outcomes, whether those projects are undertaken by the Council or by external bodies to be supported by grant. Council capacity and skills in place to deliver such projects will need to be considered as part of the submission along with consideration of timing of key tasks such as recruitment, planning, consultation and also procurement processes to ensure value for money.
51. Any projects should identify any confirm any match funding requirements at an early stage and also be clear as to whether they are to supported by the grant revenue or capital streams as well as wider considerations such as ongoing operating and maintenance costs, VAT implications on expenditure proposals any recurring costs that may continue to be

incurred after any grant may no longer be available. No funding is available to continue projects beyond the timescale of this grant, so each will need to have a clear exit strategy to avoid unbudgeted cost pressures at the end of the scheme adversely impacting on the budget gap identified in the Medium Term Financial Plan.

Legal Implications

52. There are no immediate legal implications arising out of this report. It is expected that legal agreements will need to be entered into with the Lead Body and partner authorities to manage the arrangements for the SPF, which will require further legal advice.

Property Implications

53. There are no direct property implications within this report. Adoption of the report recommendations may result in future proposals relating to the investment in Council property assets. Any proposals or recommendations in this regard should be undertaken through the agreed Council Asset Management Governance.

HR Implications

54. As detailed in paragraph 41, a co-ordination team will need to be established. Any creation of roles, and/or recruitment required will be carried out in line with corporately agreed policies and processes.

RECOMMENDATIONS

Cabinet is recommended to

- a) Approve Cardiff Council's submission to the Shared Prosperity Fund Regional Investment Plan, as detailed in paragraphs 24 to 34.
- b) Delegate authority to the Leader and Chief Executive to shape and endorse the final Regional Investment Plan submission by the Lead Body in the Leader's capacity as the Council's representative on the Cardiff Capital Region Cabinet and Corporate Joint Committee.
- c) Delegate authority to the Director of Economic Development, in consultation with the Section 151 officer, the Corporate Director People & Communities, the Director of Education & Lifelong Learning and the Director of Planning, Transport & Environment to establish an internal programme management team.
- d) Delegate authority to the Chief Executive, in consultation with the Leader of the Council to develop a detailed governance and delivery framework for the operation of the Shared Prosperity Fund in Cardiff.
- e) agree and enter into all legal agreements with the Lead Body and partner authorities in connection with the Shared Prosperity Fund, subject to legal advice.

Director of Economic Development	Neil Hanratty
	8 July 2022

The following appendices are attached:

Appendix A: Greener, Fairer, Stronger City Recovery and Renewal Strategy

*Appendix B: Greener, Fairer, Stronger City Recovery and Renewal Strategy
Engagement Report, November 2021*

Greener, Fairer, Stronger

City Recovery and Renewal Strategy

Engagement Report, November 2021



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Background

In June 2021 the Council launched its draft '*Greener, Fairer, Stronger*' *City Recovery and Renewal Strategy* that outlined the city's initial thinking of how it responds to the challenges it faces in the post-lockdown world. The work was informed by both desk research on trends emerging in Cardiff and other UK cities, as well as a global analysis that was led by Dr. Tim Williams that looked at how trends across the world could be expected to impact upon Cardiff, and how it should respond. The strategy outlined six key missions in its response, namely:

- Mission 1: Reimagine the city centre
- Mission 2: A City for Everyone
- Mission 3: A City of Villages
- Mission 4: Culture and sport-led renewal
- Mission 5: Tech City
- Mission 6: One Planet Recovery

In publishing the draft report the Council committed to undertaking a series of engagement exercises, with sessions led by Cabinet Members and an open survey for all residents.

Overview of Engagement

A series of Greener, Fairer Stronger engagement sessions and stakeholder events took place from June to October 2021 focussing on the city renewal strategy. These events were hosted online, with the first an open event chaired by Professor Gillian Bristow, Head of Cardiff University's School of Geography and Planning. This event saw the city's recovery debated between Cllr Huw Thomas, the Leader of Cardiff Council and Dr Tim Williams, a leading expert of global cities.

Cardiff businesses were also invited to attend a further session with Dr. Tim Williams alongside Cllr Russell Goodway, Cabinet Member for Investment and Development, to discuss the recovery from the business perspective.

Sustrans hosted an additional session focussing on liveable cities and towns for everyone. Facilitated by Christine Boston, Director, Sustrans it featured Cllr Caro Wild, Cabinet Member for Strategic Planning and Transport, Cardiff Council and Ali Abdi, Community Gateway Partnership Manager, Cardiff University.

A Communities of the Future engagement session was facilitated by Professor Gillian Bristow that looked at how cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities. Cllr Lynda Thorne, Cabinet Member for Housing and Communities, Cardiff Council and Bernadette Kinsella, Director Powell Dobson were the speakers for this session.

A series of officer led engagement sessions were also undertaken throughout the same period with the Economic Task Force, C3SC, FOR Cardiff (with separate sessions for directors and members), the Race Equality Taskforce, and the What Next? Cymru group.

The Council's Child Friendly City Team was also engaged to ensure that the opinions of the city's youth were captured, and this was achieved through a series of workshops that were undertaken in October 2021 with both primary and secondary schools across Cardiff. In addition the Cardiff Youth Council have also identified a number of key missions as priorities for their consideration.

To supplement our activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey.

This report brings together a summary of this engagement work.

Children and Young People Engagement

A series of events with children and young people took place in September and October 2021, with specific engagement sessions held in schools. In addition the Cardiff Youth Council has also taken on the consideration of one of the key missions of the recovery strategy, namely to 'Reimagine the City Centre' as one of their priorities for the year. A summary of the discussions and their output is presented below. The Cardiff Youth Council will continue to consider the 'Reimagine the City Centre' mission and feed into the delivery of this key mission.

Schools Engagement

The schools engagement sessions considered three of the strategy's missions, namely:

- Reimagine the City Centre
- City of Villages
- Culture & Sport Led Recovery

The sessions were facilitated by the Council's Child Friendly City Team and covered ages from ten to fifteen in primary and secondary schools.

SCHOOL	YEAR GROUPS	NUMBER OF SESSIONS RUN	TOTAL NUMBER OF PUPILS
Pentreban Primary School	6	1	30
Fitzalan High School	7, 8 & 9	3	82
Ysgol Mynydd Bychan Primary School	6	1	30
Cantonian High School	7, 8 & 9	3	79
Total Number of Participants			221

Mission: Re-imagine the City Centre

There was consensus amongst children that cleanliness in the city centre is an issue, leading to the suggestion of more bins, power washing and litter picks. Many children highlighted the issue of homelessness with various suggestions on supporting people who are homeless in the city centre. Ideas such as giving essentials out and providing more shelter and accommodation were common suggestions. More green and open space, as well as soft play and places to take part in sport in the City Centre were also highlighted. This all feeds into the idea that the city centre has a role for recreation as well as retail, hospitality and office use. Participants also regularly highlighted the need for new shops with a focus on variety and increased small traders. With almost every class, the 'go crazy' suggestions were for a theme or water park.

Re-imagine the City Centre – Workshop key priorities/themes identified*

NO COST*	LOW COST	GO CRAZY
Volunteer Litter Picks	Graffiti walls	More toilets
More Trees/Greenery	Homeless Support (Food/shelter)	Street lighting/CCTV
More bins	More wheelchair access/lifts	Soft play/sport areas
Increased cleansing	Free event space	Theme park
	Free live music	Outdoor swimming pools
	More parks	New shops (more smaller shops)

Mission: A City of Villages

In order for the participants involved to be able to make informed choices and to open up discussions we asked a number of questions which helped define what we mean when we talk about a Village e.g. size, location, amenities etc. After running through the questions, the group was then asked to prioritise the most important elements in a village.

Housing was raised by a number of the participants, notably a need for a good mix of different types of to meet the needs of the community including apartments, terraced and detached family homes. There was a special mention for bungalows and care homes for the elderly residents. Access to green spaces alongside more formal play and leisure equipment was also raised, as well as a need for more accessible toilet facilities for families. Many young people also noted the need for employment within their communities. Better and more places to worship were also raised in some schools.

Better cycle infrastructure including more cycle lanes and places to securely store bikes was suggested as theft and damage was a concern. Rental bikes and E scooters were a theme although concern around vandalism with current rental bikes was raised consistently.

Support for community sports facilities was ranked high. Skating came up in half the workshops with street and ramp facilities highlighted. Places to have fun in your spare time including trampoline parks, cinema, soft play and play / youth centres were identified as important.

Mission: Sport & Culture Led

As part of the discussion around Sporting & Cultural recovery, it was starkly noted that the impact of COVID has significantly limited the opportunities for children and young people to take part and be immersed in sport and culture. The huge majority had never been to the theatre, been inside the castle, been in any of the stadiums, or seen a live band. Some of these would have been done while in school and they have missed most of the last two years. It has been suggested by children and young people that investment and innovation are required to counter this impact and seek the outcome that children and young people feel welcomed and confident engaging with future opportunities.

There were a range of proposals raised to address some of these issues, including free or subsidised tickets for cultural and sporting events, and free travel to and from those events. Children and young people also suggested that a city-wide calendar of child-friendly sporting and cultural activities would make the events more accessible increasing engagement and participation. Children and young people also felt that carrying out sports like running on the streets of Cardiff was dangerous as was travelling to and from events in the city centre and would like to see projects such as jogging groups, and improvements to lighting security measures.

Children and young people also suggested that the sports they took part in during Physical Education classes were not inclusive and varied and often based on gender. They would like to see a wider, open choice of sports which are accessible to all. Children repeatedly said that they weren't interested in visiting most museums due to the collection being "boring". Exceptions to this were St. Fagans and Techniquet, where children and young people enjoyed the interactive aspects of these settings.

Children and young people also noted gaming and eSports as important cultural and sporting topics, however, they identified a lack of local community structures and thought that gaming clubs, affordable gaming, and local gaming tournaments could help foster a better gaming culture across the city. In addition children and young people often brought up the topic of adventure activities and exciting outdoor pursuits such as kayaking, hiking, High-Ropes, Zip-lines, and adventure school trips.

Children and young people also stated that religions and traditions are part of the make-up of Cardiff and wanted more opportunity to practice and celebrate them.

Cardiff Youth Council Priority Subgroup – Reimagine the City Centre

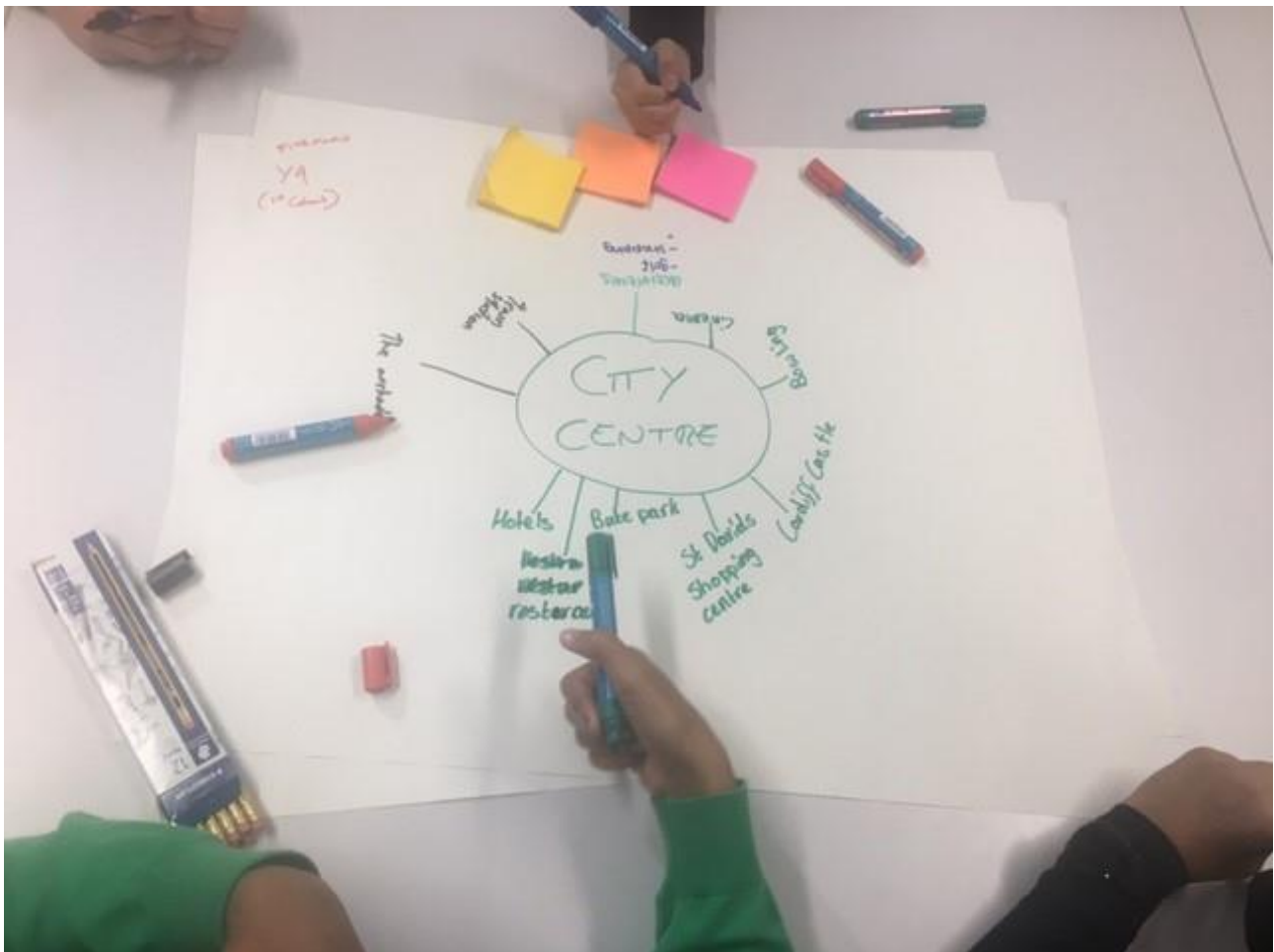
One of the priorities of Cardiff Youth Council at their September session was to consider the Re-Imagine the City Centre Key Mission. At their first meeting they went through the same workshop that was used within the schools and their priorities. A key issue raised in the session was safety, and the need to ensure that young people feel safe and confident to visit the city centre. Linked to this was accessibility, both in terms of the physical accessibility of the space itself, but also transport links and, critical, from an inclusive perspective where it was deemed important that all groups felt welcome within the city centre.

As with schools, cleanliness was also raised as a key issue for the Cardiff Youth Council, as well as more open and green spaces that support a city centre that allows for activities and sports.

Going forward, the Cardiff Youth Council will be exploring in more depth what some of these priorities mean and ways in which they, as a youth council, can help to promote, or work on them. They will also have the opportunity to run their own space within a city centre retail location and reach out to other children and young people to engage in further dialogue.

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.



Workshop event as Fitzalan High School

Key Missions

Mission 1: Reimagine the city centre

Throughout the engagement sessions, the city centre was of particular interest given the impact on the economy of the pandemic and the nature of any long term effects on business. Generally there was support for the idea of taking a greater role in the curation of the city centre, and for more green, clean and accessible spaces.

‘Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds’ was viewed as the most important priority by respondents, with around two-thirds (65.4%) ranking this in their top three. This was followed by ‘Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system’ (63.8%).

Businesses also raised the issue of recruitment in the city centre, with particular need to support the hospitality sector. Recruitment issues have already manifested themselves in a contraction of activity for some businesses, with some operating on fewer days a week, or at lower capacity. Conversely we have seen footfall return quickly, with days regularly exceeding their pre-pandemic equivalents in terms of the number of people visiting the city centre.

“Recruitment is a real threat to the competitiveness of the city centre, we need more support in the hospitality industry.”

Business session

‘Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system’ was seen as the most important by female respondents (71.5%), those Under 35 (70.7%) and those that identified as disabled (69.8%). Male respondents rated this as less important (58.9%). This did reflect a number of discussions that suggested some groups felt the city centre was less accessible to them – covering issues of both physical accessibility as well as perceptions of safety.

“To make a good city you do need to be mindful some people want quiet and contemplation. It is imperative that we consider space for peace and quiet and an oasis of calm. Safety must be high on the agenda.”

Business session

“We need to encourage more use of public transport.”

Business session

Both the survey and the engagement sessions showed support for the establishment of more public spaces and opening up green spaces and the waterfront in the city. Overall there was no clear correlation with level of deprivation in the city in relation to the seven priorities.

Survey Summary – Key Priorities

Base: 1,020	1	2	3	% in top 3
Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds.	22.3	26.1	17.1	65.4
Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.	25.7	19.2	18.9	63.8
Improve existing – and establish new – public squares, green spaces and open up our waterfront.	23.4	15.0	17.7	56.2
Support existing businesses to grow and become more productive.	12.4	12.5	10.2	35.1
Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.	6.6	13.9	14.4	34.9
Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.	6.5	7.5	12.7	26.7
Accelerate the completion of the central business district to support continued jobs growth.	7.8	5.5	6.1	19.4

When asked an open question on priorities, almost one in five respondents raised the need to improve public transport. In addition one in eight respondents raised concerns of anti-social behaviour and the need to make the city centre feel safer. Over ten percent also questioned the need for some development in the city centre, notably student accommodation.

Is there anything else the Council should prioritise to help re-imagine the city centre?

Theme	No.	%
Improve public transport / infrastructure	78	18.1
Tackle anti-social behaviour / improve Safety	54	12.5
No more inappropriate / student accommodation buildings	49	11.4

In terms of the proposed projects, Over half (53.6%) of respondents ranked 'Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales' in their top 3 proposed projects for this mission, this was followed by 'Complete a cycle loop around the city centre which will connect each of the key city cycleways with each other' (28.9%) and 'Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail' (25.9%).

Top 5 Ranked Proposed Projects

Base: 1,020	1	2	3	% in top 3
Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales.	37.3	10.2	6.2	53.6
Complete a cycle loop around the city centre which will connect each of the key city cycleways with each other.	10.0	10.6	8.2	28.9
Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.	5.2	12.5	8.2	25.9
Bring forward the Canal Quarter development to create a major new destination, reconnecting the city to its riverfront and opening up new public spaces	10.6	8.6	6.6	25.8
Keeping Cardiff Castle open as a public park.	6.2	7.3	10.0	23.4

Looking at scores by respondent, those aged 55+ and who identified as disabled deemed the completion of the metro/bus station a high priority (64.6% and 60.0% respectively), this falls when compared by respondents Under 35 or those that from a minority ethnic background (44.0% and 48.1% respectively). Respondents under the age of 35 (48.3%) were more inclined to want the completion of a cycle loop around the city centre, compared to those 55+ (17.6%). When asked an open question on projects, almost one in eight responses raised the need for projects to support local businesses, with a number of respondents highlighting the need for both investment in public and active travel infrastructure, as well as re-opening the roads in the city centre.

Do you have any other comments on the role of the city centre in Cardiff's recovery from the COVID-19 pandemic?

Theme	No.	%
Support local business	35	11.9
Better Public transport / Infrastructure	31	10.5
Reopen the roads	23	7.8

Key Issues

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment and skills issues were raised as important issues in the business engagement sessions.
- Supporting local home grown businesses was also seen as a way of making the city centre more interesting.
- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.
- Responses also showed conflicting views regarding development, with some raising concerns over city centre developments.

Mission 2: A City for Everyone

The need to ensure that everyone benefits from the post-pandemic recovery was universally endorsed, but critically it is important to understand the multi-faceted impact of both the pandemic and the different paths and recovery could take. A key lesson identified in the engagement sessions was that it is impossible to disentangle the health and economic impact of the pandemic. The direct impact of the pandemic itself – those who suffered as a result of COVID-19 – hit our more deprived communities the hardest. The economic impacts were also felt by those in our more deprived communities the hardest, with a concentration of applications for discretionary fund support coming from the city's Southern Arc.

"Health and wellbeing and the economy should be seen as two sides of the same coin."

Public Service Board session

As with the city centre, accessibility and safety were also important, and from the survey, almost two-thirds of respondents ranked both 'Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities' and 'Ensure that Cardiff is a city where we can all feel safe and welcome' in their top 3 priorities for this mission (64.8% and 64.5% respectively). Three in ten (29.9%) ranked 'Become a Child Friendly City, where the interests of children and young people are at the heart of our response' in their top 3 priorities. However, when viewed by respondents aged under 35 or those with a household that contains a child this increases to 37.2% and 53.9% respectively. There was consistency of opinion across the demographic groups analysed regarding 'Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities'. It was also noted in discussions that better data was needed to monitor this.

"Cardiff Commitment is a great way to get business and education linked up and all businesses to be aware of this facility"

Business session

Survey Summary – Key Priorities

Base: 924	1	2	3	% in top 3
Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities.	21.4	21.6	21.8	64.8
Ensure that Cardiff is a city where we can all feel safe and welcome.	28.7	15.2	20.7	64.5
Address the long term driver of health inequalities, including investing in housing, education and local communities.	20.0	23.3	18.1	61.4
Ensure that the new models of support in place for the city's most vulnerable residents are maintained post-pandemic.	12.1	18.5	14.0	44.6
Use the role of the Council as an economic anchor institution, and the power of the Council's policies, procurement and partnerships to drive a local economic recovery.	11.1	9.4	12.0	32.6
Become a Child Friendly City, where the interests of children and young people are at the heart of our response.	10.5	10.7	8.7	29.9

When asked an open question on priorities, almost one in six responses raised the need to improve public transport and make it more accessible. In addition one in eight responses raised concerns of anti-social behaviour and safety. Over one in eight highlighted the need for support for people to access housing.

Is there anything else the Council should prioritise to make Cardiff a city for everyone?

Theme	No.	%
Better Public transport / Infrastructure/ Accessibility	38	16.3
More Police / Tackle ASB/ Safety / Anti-social concerns	31	13.3
Housing / Homelessness	29	12.4

These issues also aligned with the discussions in some of the engagement sessions, where it was felt that different groups had different outcomes when it came to accessing public services and housing. For example, there was a distinct divide in cycling according to gender. The issue of designing in good spaces for older people was also discussed.

“Currently participation in cycling is not equal in Cardiff. Bike Life data shows 14% of women vs 31% of men cycle at least once a week. And 12% of people who are disabled vs 26% of people who are not disabled cycle at least once a week.”

Sustainable transport session

“We need to ensure that senior living is back in the city. What will be the senior living experience for Cardiff”

Business session

Support for jobs for all people, and the Living Wage, was also raised regularly, and the need to work with third sector organisations to ensure that jobs for all were considered. In addition the positive work of the Council's Into Work Team was also noted. Issues of recruitment in public services were also seen as a barrier to delivering this mission.

“There is a recruitment crisis in hospitality & events and care & social services. Employability skills need to be improved in deprived areas. Into work services is key and a better relationship needs to be formed. Highlight the importance of Cardiff being an inclusive city for disabilities.

Third sector session

When considering projects, two in five (44.2%) respondents ranked ‘Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic’ in their top 3 projects for this mission. This was followed by ‘Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited’ (39.5%) and ‘Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities’ (37.8%).

Top 5 ranked Proposed Projects

Base: 911	1	2	3	% in top 3
Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic.	14.1	16.2	13.9	44.2
Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited.	23.2	8.8	7.6	39.5
Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities.	15.1	12.3	10.3	37.8
Deliver over 2,000 new Council Houses as part of the most ambitious Council house building programme in Wales.	12.2	11.2	10.6	34.0
Strengthen links between schools, higher education and business to increase the depth of digital and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.	6.9	9.5	10.8	27.2

Respondents from a minority ethnic background were around twice as likely to support the need for additional support and mentoring for young people with a focus on hard to reach groups. (22.1%) compared by those Under 35 (11.5%). A similar pattern was seen with regard the proposal to deliver a programme of extra-curricular activity for Cardiff children, focusing on areas of deprivation (30.2%) compared by those Under 35 (15.9%).

When asked for further comments, the biggest issue raised was around social inclusion and the need for projects identified to be accessible to all.

Do you have any other comments on the role of a City for Everyone in Cardiff's recovery from the COVID-19 pandemic

Theme	No.	%
Social Inclusion	68	44.2
Housing	10	6.5
COVID related / Health	10	6.5

Key Issues

- The need to ensure that development and regeneration supported all people was noted in both group discussions and the survey feedback.
- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Mission 3: A City of Villages

The City of Villages concept was generally endorsed during sessions and was seen as a critical link between all of the missions identified in the recovery strategy. The priority featuring most frequently in the top three of the survey was 'Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper', with half (51.5%) of respondents ranking this in their top three. This was followed by 'Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public areas and business space for our communities' (44.9%) and 'Manage, curate and promote local and district centres – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, start-up spaces and social activity' (44.3%).

In the engagement sessions, public services were noted as important in developing sustainable communities, especially in those areas where there is little for-profit activity to support local opportunities and service delivery. The issue of designing communities to promote better health outcomes was also raised.

“Good local services and facilities are critical, and we need to support the not-for profit businesses in these areas to support our communities.

Third sector session

“Public services play an essential role in good communities, but they can also become anchors of regeneration too.”

Public Service Board session

During the sessions it was also highlighted that there is an overlap between tourism, accessible transport and local regeneration, and the need for these things to be considered collectively. With regard to the tourism offer, it was highlighted that many of the city's best food and drink destinations could be found outside the city centre, but that they were often difficult to access.

“The National Cycle Network can play a key role in supporting tourism's recovery by enhancing and diversifying accessibility to tourism destinations, introducing vehicle free access to areas at risk of physical degradation, and helping to reduce levels of traffic where people visit.

Transport session

Survey Summary – Key Priorities

Base: 809	1	2	3	% in top 3
Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper.	26.8	14.5	10.3	51.5
Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public areas and business space for our communities.	13.8	14.1	16.9	44.9
Manage, curate and promote local and district centres – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, start-up spaces and social activity.	13.7	14.8	15.7	44.3
Creating safe and accessible local centres for everyone, particularly children and older people.	21.0	12.6	10.3	43.9
Invest in existing and establish new green spaces, whilst more actively embracing our waterfront.	12.7	15.1	13.0	40.8
Deliver a 'locality' approach to public services, with teams based in and able to respond to the needs of communities, built on the networks of Community and Wellbeing Hubs.	5.4	12.1	9.6	27.2
Showcase and celebrate the diversity and culture of different parts of our city, including our city's historic assets.	4.1	8.8	8.3	21.1
Support public service staff to work in an agile way, with community-based spaces in localities across the city.	2.5	4.0	7.2	13.6
Align resources across the Council to deliver a coordinated programme of regeneration activity in line with the Welsh Government's Town Centres First Principle.	2.2	3.7	5.4	11.4

When asked an open question on priorities, almost 20% noted the need to improve active travel infrastructure, engaging with the community with decision making was also raised by a further 15%, whilst similar figure outlined the need to protect and preserve green spaces.

Is there anything else the Council should prioritise to make Cardiff a city of villages?

Theme	No.	%
Improved Active Travel Infrastructure/ Accessibility	31	19.9
Consider all Areas / Involve the community	24	15.4
Protect / Preserve Green spaces / Environment	24	15.4

“There is also a duty to provide protection and support to the musicians, artists and microorganisations that will play a huge part in the regeneration of the inner city in particular, but are often the first victim of the desirability that they have helped to achieve, as their spaces and precarious rental agreements make way for developers and developments.”

Arts sector response

With regard to proposed projects, over half (54.0%) ranked ‘Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations’ in their top 3 projects for this mission. This was followed by ‘Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes’ (41.0%) and ‘Deliver major new large and small public areas and investment including a programme of re-greening our communities, improved footways, places, investing in trees and new green spaces’ (40.7%).

“Research shows that the construction of safe walking and cycling routes at scale can improve population health and reduce health inequalities”

Transport Session

Top 5 ranked Proposed Projects

Base: 808	1	2	3	% in top 3
Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations.	29.1	16.0	0.9	54.0
Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes.	25.1	9.3	6.6	41.0
Deliver major new large and small public areas and investment including a programme of re-greening our communities, improved footways, places, investing in trees and new green spaces.	7.3	15.8	17.6	40.7
Develop and promote current assets such as the Wales Coastal Path to provide more outdoor attractions for residents and visitors across the city.	4.6	9.2	9.2	22.9
Develop proposals for a new urban park between the City Centre, Callaghan Sq. and Cardiff Bay, by greening Lloyd George Avenue to create Cardiff’s equivalent of the New York Highline.	6.2	8.4	8.2	22.8

When asked for further comments, conflicting concerns were raised around the imposition of 20mph areas, with both support and opposition. Improved active travel was also often cited. In addition a number of further comments were also highlighted with regard to preserving green fields in the city, with a number of responses citing the Velindre Cancer Centre development.

Do you have any other comments on the role of City of Villages in Cardiff’s recovery from the COVID-19 pandemic?

Theme	No.	%
Concerns around 20mph speed limit / speed bumps	16	12.7
Improved Active Travel Infrastructure/ Accessibility	16	12.7
Protect / Preserve Greenfield Sites / Environment	12	9.5

Key Issues

- Improved transport connectivity was seen as the key issue in creating the '15 minute city' in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions,
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.
- It was also requested to change the mission to '15 Minute City' in line with the recognised term.

Mission 4: Culture and sport-led renewal

Much of the creative, cultural and sporting sectors were devastated by the pandemic, with venues in particular closed by the restrictions for over a year. This has not only affected those businesses, but also those employed in the wider supply chain, but more critically those who enjoy sport and culture. Given this it was unsurprising to find that 'Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy' was viewed as the most important priority for this mission, with over two-thirds (66.3%) of respondents ranking this in their top 3. Although being ranked the lowest priority, 'Support investment to unlock participation in sport at all levels' was still ranked in the top 3 by over half (51.1%) of respondents.

"Culture and the arts are integral to our wellbeing"

Arts sector response

"There is a human desire to connect. Reshape our city spaces physically and mentally. We need to look at the speed in which we can improve people experiences in terms of transport and how we move around the city in a positive and sustainable way."

'What's Next' session

Engagement sessions also raised the need to make culture more accessible in our recovery, specifically looking at both issues affecting disabled people, as well as different forms of culture.

"What specific actions are being taken to ensure disabled people are at the thinking about the cultural recovery?"

'What's Next' session

"Art forms under the hip hop umbrella have no space in Wales"

'What's Next' session

"There is little mention of the Welsh language and its place in the city, both in terms of its current status and future strategies for developing the Welsh Language."

Arts sector response

Survey Summary – Key Priorities

Base: 700

	1	2	3	% in top 3
Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy.	23.0	22.6	20.7	66.3
Invest in our creative infrastructure, from digital communication to low cost artist workshops and studios, to makers' spaces and grassroots venues, enabling our skilled creatives to flourish, and recognising the role that culture and creativity can play in developing a better city.	18.9	20.1	23.0	62.0
Embrace Cardiff's Music City Strategy to make Cardiff the first city in the UK to incorporate music into its city structure – from planning and licensing to social wellbeing and tourism.	25.7	17.3	15.6	58.6
Develop a new post-Covid Events Strategy with Welsh Government to support a home-grown focussed events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy.	12.1	21.1	19.0	52.3
Support investment to unlock participation in sport at all levels.	21.0	17.4	12.7	51.1

There was consistency of opinion towards the importance of 'Put culture at the heart of redevelopment' and 'Invest in our creative infrastructure', across the demographic groups. Levels of support for investment in creative infrastructure was highest in the more deprived communities of the city. Households containing children and respondents from the least deprived areas with the biggest advocates of 'Support investment to unlock participation in sport at all levels.' (62.0% and 60.7% respectively).

Protecting art and culture was also raised independently by survey respondents, who also often cited the need to ensure accessibility to arts and sports for all groups in Cardiff.

Is there anything else the Council should prioritise for a culture and sport led renewal?

Theme	No.	%
Invest / Protect Music / Arts & Culture	28	25.9
Social Inclusion – Electoral Ward / Youth / Elderly / Those with disabilities / BAME	18	16.7
Work / Invest in Local / Grassroot clubs	16	14.8

‘Deliver the Cardiff Music City festival as the first of the city’s proposed new home-grown cultural events to kickstart the new events strategy’ and ‘Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff’ were ranked in the top 3 by over two in five respondents (42.1% and 40.0% respectively).

Top 5 ranked Proposed Projects

Base: 722	1	2	3	% in top 3
Deliver the Cardiff Music City festival as the first of the city’s proposed new home-grown cultural events to kickstart the new events strategy.	12.3	16.5	13.3	42.1
Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff.	13.3	14.0	12.7	40.0
Develop proposals for public realm improvements in Womanby Street to create a cultural heart of the city centre.	15.9	9.7	8.4	34.1
Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home-grown productions and support local jobs and businesses.	10.2	11.2	10.5	32.0
Deliver a new velodrome and outdoor cycling and running facility at the International Sports Village.	10.4	10.0	11.4	31.7

Support for the delivery of the Cardiff Music City festival was consistent amongst both demographic and deprivation groups. Respondents from the most deprived communities, females and those that identified from a Minority Ethnicity had the highest level of support for new creative hubs for businesses both in the city centre and in our district centres (51.3%, 46.5% and 46.3% respectively). The ‘Develop a culture-led regeneration scheme for Mount Stuart Square’, received strongest support from those identified as from a minority ethnic background (49.3%).

In an open question on issues relating to this mission, almost one in five comments related to the need to protect arts and culture within the city. A similar proportion highlighted the need for greater social inclusion. Over 10% also raised the need for a new arena to deliver tangible benefits for local residents.

Do you have any other comments on the role of Culture and Sport in Cardiff’s recovery from the COVID-19 pandemic?

Theme	No.	%
Invest / Protect Arts & Culture / Heritage	24	19.4
Social Inclusion – Electoral Ward / Youth / Elderly / Those with disabilities / BAME	23	18.5
Concerns Around New Arena in Cardiff Bay	15	12.1

Key Issues

- Comprehensive support for the need to put art and culture and the heart of the city’s recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city’s Music Strategy and proposed new Signature Event.
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Mission 5: Tech City

The need for Cardiff to develop as a hub for knowledge based businesses was recognised during discussions, in particular the benefits of ensuring that Cardiff was primed with the business environment that could attract and retain talent in sectors such as fintech, creative industries, cyber security and life sciences.

“Co working spaces are becoming very important especially for fast growth tech companies. Accelerator firms are relocating from Bristol to Cardiff. We need to make the city special and an experience for people coming to the city”

Business session

“We’re seeing a movement of staff from outside Wales relocating to Cardiff”

Business session

Over seven-tenths of respondents (71.3%) ranked ‘Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business’ in their top 3 priorities for this mission. Respondents ranked ‘Support a tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners’ as the least important priority, however, this was ranked in the top three by just under half (48.2%) of respondents.

Survey Summary – Key Priorities

Base: 627	1	2	3	% in top 3
Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business.	23.4	27.6	20.3	71.3
Embed technology in the future delivery of public services.	21.7	21.1	18.7	61.4
Strengthen relationships between Cardiff and universities that focuses on public policy and economic development research for the city.	23.8	16.9	16.7	57.4
Establish Cardiff City Centre and Cardiff Bay as ‘Tech Central’ for Wales, retaining, developing and attracting the knowledge-based businesses of the future.	20.4	14.0	15.3	49.8
Support a tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners.	11.6	17.4	19.1	48.2

The engagement sessions also highlighted the need for small business to be part of the recovery, and noted the role that the Council could also play, citing the role of procurement as well as the support provide by Welsh Government and the Council in plugging the gaps in COVID-19 support funding for small businesses.

“Small business attribute 68% to the employment in Cardiff and small business maintain the community.”

Business session

“Cardiff Council Procurement Process – Small businesses find it difficult to get business from this.”

Business session

“Should be recognised that Cardiff Council did a good job in getting COVID funding out to so many difficult circumstances especially early on.”

Business session

The open questions within the survey also highlighted the need for tech to be accessible, and that when described as a tech city this should also reflect the needs of residents. This in part reflected the concerns that some may have difficulty in using technology to access services and therefore the Council should also consider how it rolls out the use of digital technology. In addition, a need for improved infrastructure was also cited, as well as the need to provide good education and training if the city is to become at the forefront of the nations’ knowledge based economy. Overall infrastructure, including road and rail, was also cited as a key component of supporting this mission.

Is there anything else the Council should prioritise to make Cardiff a Tech city?

Theme	No.	%
Ensure Tech is available for all	34	44.2
Road Network / Infrastructure / Accessibility	10	13.0
Greater Education	8	10.4

Over a half (51.2%) of respondents ranked 'Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality' in their top 3 priorities for this mission, this included (21.6%) that ranked it first. This was followed by 'Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea' (39.8%).

Top 5 ranked Proposed Projects

Base: 635	1	2	3	% in top 3
Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality.	21.6	16.7	12.9	51.2
Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea.	12.0	17.2	10.7	39.8
Establish a new formal arrangement with the city's universities to share knowledge and expertise in developing public policy.	12.8	13.7	10.7	37.2
Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region's life sciences sector, and attracts the best start-up businesses in the sector.	15.3	11.2	9.6	36.1
Develop the case for relocating a major UK Government department to Cardiff as part of the Places for Growth programme.	5.0	9.9	17.5	32.4

On the open survey question, a substantial number of responses cited the need to improve overall transport infrastructure. This included improving city to city links, as well as ensuring that there are better local amenities for 'tech hubs' reflecting the role that other tech hot spots have in attracting and retaining talent. In particular this also reflected the lifestyle impact as much as the business impact for those working in the sector. Improved skills and training provision was also cited, reflecting the role of a skilled workforce in supporting the development of the sector.

Do you have any other comments on the role of Tech in Cardiff's recovery from the COVID-19 pandemic?

Theme	No.	%
Public Transport Network / Infrastructure/ Accessibility	13	25.5
Greater Education/ In schools / Youth	4	7.8
Ensure everyone benefits	4	7.8

Key Issues

- Need for a focus on knowledge based industries to drive better growth.
- Infrastructure is critical – including designing locations as well as connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a 'Tech Hub'.
- Education is also critical.
- Need to ensure that Cardiff can compete with cities in England and beyond.

Mission 6: One Planet Recovery

Throughout the engagement sessions, the theme of a 'green recovery' was consistently supported, with the view that it drives economic, social, cultural as well as environmental benefits. It was also highlighted as an area that connected directly with both public and private funding opportunities. This was also backed by the wider survey, where 'Deliver the One Planet Cardiff Strategy' was the highest ranked priority for this mission, with over half (56.4%) respondents ranking this in their top 3. This was closely followed by 'Ensure the city is prepared for and protected from flooding events' (55.1%) and 'Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities' (53.5%).

"We commend the Council for prioritising clean air, public space, parks, and green areas and their aim to maintain the stronger connections we have all developed for our local neighbourhoods."

Transport Session

"There is significant evidence detailing the benefit to health and wellbeing from access for citizens to green spaces"

Transport Session

Survey Summary – Key Priorities

Base: 768	1	2	3	% in top 3
Deliver the One Planet Cardiff Strategy, with the aim of becoming a carbon neutral city by 2030, and adopting 'zero carbon zero poverty' principles as we recover from the pandemic.	36.6	10.8	9.0	56.4
Ensure the city is prepared for and protected from flooding events.	18.4	17.1	19.7	55.1
Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.	12.4	21.6	19.5	53.5
Develop the infrastructure to make Cardiff the most Electric Vehicle (EV) friendly city in the UK, and promoting and expanding infrastructure for a range of EV vehicles, including electric bikes.	12.4	16.0	12.5	40.9
Develop planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city. Crucially, we'll also be leading by example in this in our own construction activities.	6.9	15.2	12.2	34.4
Use the market potential of the Green Recovery to create local jobs.	10.3	10.0	9.4	29.7
Use the power of the Council's spending and investment decisions, and its own organisational policies, practice and partnerships to deliver maximum social and environmental gain.	5.9	8.2	12.0	26.0

Through the sessions, the theme of greener and more accessible space was often raised, and this is reflected in the survey work undertaken, where over a quarter of those who provided an open response on priorities identified the need to protect green spaces. In addition, the need to reduce pollution was also noted, with an approach to reduce traffic and switch to electric vehicles proposed.

Is there anything else the Council should prioritise for a One Planet Recovery?

Theme	No.	%
Protect / Preserve Green Spaces / Build on Brownfield	47	27.5
Reduce Pollution - Less Traffic on Roads / Switch to Electric Powered Vehicles	16	9.4
Renewable Energy - Solar Panels / Heat Pumps etc.	13	7.6

With regard to the most popular projects, 'Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment' was viewed as the most important proposed project, with just under two in five (38.5%) respondents ranking this in their top 3. A similar proportion ranked developing a sustainable bus fleet and establishing a city farm in their top 3 projects.

Top 5 Proposed Projects

Base: 766	1	2	3	% in top 3
Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment.	23.8	7.3	7.4	38.5
Work with Cardiff Bus and other bus companies to green the city's bus fleet, including the introduction of new zero emission battery-electric buses as part of a modernisation and improvement for Cardiff Bus.	8.7	13.3	15.1	37.2
Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver the Coed Caerdydd Programme of mass planting of trees across the city.	8.7	11.1	17.1	36.9
Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.	8.4	11.0	11.9	31.2
Investigate new renewable energy generation projects on Council land to generate clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.	6.9	11.6	9.3	27.8

Support for 'Work with regional partners to develop proposals for a mass retrofit programme for homes', was broadly consistent amongst the demographic groups. However, it received greater support amongst the most deprived communities (52.3%), reflecting the impact that such an approach would have in addressing fuel poverty in the more deprived communities of Cardiff, as well as the age of the housing stock. There was a broad consensus across the demographic and deprivation groups analysed for the project to work with Cardiff Bus and other bus companies to green the city's bus fleet. Under 35's and those from a minority ethnic background were twice as likely to support the delivery of an integrated cycle network (37.6% and 35.1% respectively) than older respondents (16.2%).

When asked an open question the issue of preserving green space was raised by a large number of respondents. In addition improved public transport and active travel infrastructure were also raised.

Do you have any other comments on the role of the One Planet Strategy in Cardiff's recovery from the COVID-19 pandemic?

Theme	No.	%
Protect / Preserve Green Spaces / Build on Brownfield	38	24.7
Better Public transport / Infrastructure	21	13.6
Improved Active Travel Infrastructure	14	9.1

Key Issues

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Summary

A number of key themes have emerged from the engagement sessions, notably:

- Accessibility, cleanliness, and open spaces are important for the city centre
- Feeling safe is also important for city and district centres
- Concerns over homelessness, both for those impacted, and the impact on the city centre
- Recruitment issues persist in many foundational economy sectors
- Support for more open and green spaces across the city, and protecting existing space
- Better transport infrastructure underpinned almost all missions
- Need to recognise the interconnection between health and economic outputs
- Need to promote and support activities for young people generally
- Comprehensive support for a 'culture and sport-led' renewal
- Accessibility to sport and culture for all was noted as important
- Support for a focus on supporting a tech-led renewal based on supporting skills and business development
- Comprehensive support for delivering the 'One Planet Strategy'

A further summary of the Key Missions is provided below:

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre.
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.

Key Issues – Mission 1: Reimagine the city centre

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.
- Supporting local home-grown businesses was also seen as a way of making the city centre more interesting.

- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.

Key Issues – Mission 2: A City for Everyone

- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Key Issues – Mission 3: A City of Villages

- Improved transport connectivity was seen as the key issue in creating the 'City of Villages' in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions.
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.

Key Issues – Mission 4: Culture and sport-led renewal

- Comprehensive support for the need to put art and culture at the heart of the city's recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city's Music Strategy and proposed new Signature Event
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.

- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues – Mission 5: Tech City

- Need for a focus on knowledge-based industries to drive better growth.
- Infrastructure is critical – including designing locations as well as connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a 'Tech Hub'.
- Education is also critical.
- Need to ensure that Cardiff can compete with cities in England and beyond.

Key Issues – Mission 6: One Planet Recovery

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.



Greener, Fairer, Stronger

City Recovery and Renewal Strategy

November 2021



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Introduction

The COVID-19 pandemic has had an extraordinary impact on Cardiff, changing the way we live our lives and the way we do business in ways few of us could have imagined.

As the city emerges from the pandemic it is essential that we consider the steps we need to take to accelerate recovery, whilst at the same time recognising that we need to use the crisis as a catalyst to building back stronger, greener and fairer.

This report provides the Council's priorities for renewal. It outlines briefly how the pandemic has affected the city economy and the national and international trends that have been accelerated during the crisis. In addition, to inform this work, Dr Tim Williams, a leading authority on city development, was commissioned to provide a global perspective. Our response is set out as a series of key missions to develop the city of the future, and the initial steps we consider appropriate to achieve these missions.

There will undoubtedly be a long-term impact of the pandemic, but we have also seen an acceleration of trends that were emerging before COVID-19. Similarly, we have seen changes in the way we work and live that we may want to 'lock-in' to the future city. This report considers all of these issues and how, from a city development perspective, we should adopt a partnership approach to addressing a crisis that in many ways is comparable to that which affected the city as it grappled with deindustrialisation in the late 1970s and 1980s.

The city is entering a new and different environment, with new challenges and opportunities. This document proposes some of the initiatives and projects that the Council will take forward and provides the start of a conversation with citizens and city stakeholders on how we, together, can lead recovery and renewal in the capital city of Wales.



The Impact of COVID-19 on Cardiff

The COVID-19 pandemic has had a major impact on every aspect of city life. First and foremost, it's a public health crisis. Stay at home and stay local restrictions have also meant many months apart for families and friends.

Businesses have shut for extended periods and retail and hospitality have seen their doors closed, with, at its peak in the summer of 2020, 50,000 workers in the city furloughed, 9,000 have been reliant on the Self Employment Income Support Scheme and unemployment has roughly doubling over the course of the last year.

Jobs and businesses where there is direct person to person contact, including retail, hospitality and close contact services have been particularly affected. These sectors tend to employ more young people, women and people from an ethnic minority background and are typically, though not exclusively, concentrated within the city centre.

City centre businesses during this time were therefore particularly affected. Most businesses in the city centre ceased operating during the initial lockdown, whilst two-fifths were concerned about a cessation of trading. This is in an area with almost 70,000 jobs, Wales' largest cluster of employment, representing around a third of the city's workforce and responsible for attracting the majority of the city's 21 million annual visitors.

Across the UK businesses have also been making permanent job losses. In some cases this has been as a result of the direct economic impact of the pandemic, whilst other businesses (notably some large high street retail chains) have seen an acceleration of trends such as the movement towards online shopping. As a result it is clear that despite the support in place we do not expect a full and immediate recovery of the labour market once all restrictions are lifted.

City centres have also seen the impact of restrictions on events and the prevalence of work from home for office workers.

Evidence from last summer where gradual easing of restrictions allowed the reopening of hospitality with social distancing measures in place showed that footfall returned to levels just below that of the previous year, especially in the areas of the city where the Council introduced specific interventions to aid social distancing.

The pandemic had also seen the city's cultural venues and museums close their doors, with an impact on city life, wellbeing and jobs in the arts and creative sectors.

The pandemic has also changed the way we use our city. We have seen radical shifts in how we move around, with increases in cycling allied to big falls in public transport usage. Congestion reduced, air quality improved, and city-region commuting fell to a fraction of pre-pandemic levels.

The increase in home working, with an estimated 46% of us working remotely in Cardiff at one point, has led to many discovering the neighbourhoods on their doorstep for the first time, and a greater demand for services and amenities closer to home. The city's public spaces and parks have become ever more important, for accessing green spaces and nature during lockdown and, when restrictions have allowed, to meet with friends and family.

Different communities and groups of people will however have had very different experiences. The health impact of the pandemic has not been felt evenly, with higher levels of infection in the city's more deprived communities and with those from a minority ethnic background.

And whilst children and young people are generally less clinically vulnerable to COVID-19 than the adult population, the wider effects of the pandemic have disproportionately affected the younger generation. Since March 2020, children and young people have experienced several extended periods of school closures and seen the routines of their daily lives upturned.

Cardiff Impact Summary

- The city economy was hit hard by the pandemic, with a doubling of unemployment only mitigated by high levels of public support.
- Young people were particularly hit, especially those working in events, hospitality and retail.
- There was a rapid and significant shift to home working, with 46% of the workforce working from home at the peak of the pandemic.
- The city centre in particular felt the impact due to the restrictions imposed, and the prevalence of working from home.
- The cultural, arts and heritage sector was hit hard, and Cardiff's major events programme suspended.
- Transport flows across and into the city reduced, with a shift to cycling and walking
- Economic inequalities that existed before the pandemic: between young and old; rich and poor; and between ethnic minority groups; will have widened.
- Evidence from Summer 2020 has shown that once restrictions ease there is latent demand in our economy.

The Initial Response – 2020

Supporting businesses and workers

In June 2020, Cabinet agreed to establish an Economic Recovery Task Force, with a focus on:

- Providing support for businesses and workers;
- Creating opportunities for young people;
- Creating partnerships to promote the uptake of options.

The Council's Into Work team successfully secured over £1million in funding to increase capacity to respond. This has enabled a scaling up of activity, leading to circa 400 individuals being supported into employment. In addition, the team supported well over 200 employers through their Employer Liaison Team, provided advice on accessing employment, training or benefits to 40,000 individuals, directly supported over 1,000 individuals with Universal Credit claims; delivered over 300 training courses and provided Adult Learning training for over 1,200 people. The Into Work team has also developed industry-specific redundancy support for employers impacted by the current economic climate, such as Debenhams and Arcadia.

The Council have also worked closely with officials in Welsh Government to review demand for business support and, in particular, those who fell between the gaps of UK Government support. Subsequently we have delivered circa 20,000 grants for small businesses, around 800 freelancer grants for the creative sector, and 200 grants for new starters. In total, the Council's Business Rates and Economic Development teams have supported over 20,000 businesses and paid out over £120 million in financial support over the course of the pandemic.

Supporting young people

The Economic Recovery Task Force has also worked to create additional opportunities for young people. This has included co-coordinating and promoting the Kickstart Scheme, which provides funding to create new job placements for 16 to 24 years olds on Universal Credit who are at risk of long-term unemployment. The Council also applied directly to the UK Government's Kickstart Scheme grant funding, to help create Kickstart Corporate Trainee opportunities for those aged 16-24, claiming Universal Benefit and at risk of long-term unemployment.

The Council's Youth Service has expanded its number of mentors, enabling one-to-one support to be provided to 300 more clients a week. 22 Care Workers have been supported into work through mentoring projects and pre-employment training. Additionally, the Council has also commissioned One Million Mentors to expand its mentoring programme for young people in Cardiff, providing one to one mentoring for all those taking part.

City Centre Recovery

Over the course of the summer of 2020 a series of interventions were put in place to support businesses and make the city centre a safer and more attractive place for residents and visitors.

The Castle was made free to enter for visitors, creating a new green public square within the city centre.

In August 2020, the Council, in partnership with FOR Cardiff, established the Castle Street Café to provide additional space for city centre food vendors in light of restrictions imposed.

The Council also developed the '#samediff' campaign to promote footfall in the city centre in a safe way. The campaign was delivered primarily through digital assets, targeting specific audiences to reflect changes in restrictions brought into place.

As a result of the interventions that the Council put in place, the increase in visitor numbers in the city centre outperformed the average for regional cities average significantly, with the recovery most pronounced in and around Castle Street, notably High Street.

Investing in active travel

To support the shift to safe and active travel, the delivery of the cycle networks was accelerated, with new pop-up cycle lanes put in place across the city.

District centres

To support local centre recovery improvements were made to provide additional space for eating and drinking, safe public spaces and increased local walking and cycling infrastructure, including initiatives Wellfield Road, Whitchurch, Llandaff and Pontcanna.

Cardiff Response Summary

- A rapid upscaling of its Into Work services support helped people back into work or training
- Over £120m in direct support to business has been administered by the Council.
- A range of additional support has also been put in place for young people, including a Kickstart Corporate Trainee scheme.
- The Council delivered a range of city centre interventions that outlined the city's resilience and the ability for footfall to recover.
- Investments have been made across the city in pop-up and permanent cycle-lanes
- District centre schemes helped support recovery for shops and restaurants in local communities.

UK Context

Across the UK, the pandemic has hit cities hardest. They have also seen the greatest change in the way people work, visit, and play in their local areas.

An overnight shift to home working

At its peak, around half of the UK's workforce was operating from home in some form or other.

Prior to the pandemic an online meeting was a novelty for many, today it is the norm. It is clear that much of this behaviour will be locked in, and that we will see a permanent shift in the office environment in the post pandemic world. This won't see the end of the office however, and in many cases this is seen as an opportunity for cities to re-orientate themselves towards more productive, collaborative activities.

Despite the pandemic there has been relatively low impact on office vacancy rates so far, though the full impact will take some time to understand. Nonetheless, work undertaken by Arup suggests there will be a 20% forecasted reduction in demand for future office space.

Evidence from UK analysis also shows that whilst homeworking is something that suits some – it is not something everyone wants to adopt looking for. In particular surveys have outlined that those in managerial occupations are almost twice as likely to want to have some form of flexible working than those in manual labour occupations.

An acceleration of the shift to online retail

Analysis by city experts Metrodynamics suggests what many believe to be an inevitability – that online retail is set to be a more permanent feature of the post-pandemic economy. This is, however, simply the acceleration of a pre-pandemic trend. Metrodynamics further outline that whilst the “shift presents opportunities to redesign urban centres to suit new purposes, in the near term there are significant challenges to face.” Estimates by KPMG suggests between 20% – 40% of retail offering could be lost to online retail.

But the city centre as ‘experience’ for shopping, eating and drinking appears resilient.

Conversely across the UK we have seen footfall in city centres recover relatively quickly. The demand for people to return to these spaces as places to meet, where shopping or work is just one reason to visit, does not appear to be particularly vulnerable. To that end, the challenge for cities is to make sure they remain active, animated and attractive. Cities are generally responding by making more of the local character that creates a city experience more unique to each city.

Forced to close for much of the year, the hospitality sector has taken a huge hit from the pandemic. Many in the sector have closed, some have changed their business model, whilst others have simply struggled through. The pandemic has also seen a lot of innovation within the sector however, from pubs and restaurants embracing new ways of working.

Post pandemic, commentators are outlining the expectation that there will be money to spend, with lockdown easing a rush of people to get out is expected.

Furthermore, a survey undertaken by Demos found that it was very clear that most people thought their local facilities, including retail, transport services and parks and open spaces, had become more important to them. The survey suggested that even things that were restricted during the pandemic, like access to transport and local jobs, had also increased in importance.

The rediscovery of the local

The consensus is that the pandemic has led to a greater connection between people and their area across the UK, whether it is for groceries, a coffee, or simply exploring what is on their doorstep. For many commentators a lot of this activity will remain locked-in, with a desire of better, cleaner, greener, safer and more sustainable neighbourhoods. Surveys also suggest that people intend to spend more time in the local area, even after the pandemic subsides.

The pandemic has widened existing inequalities

The health impact of the pandemic has not been felt evenly, with older people and those from deprived communities and from a minority ethnic background experiencing worse health outcomes. Across the UK, those working in front line jobs – often ‘key workers’ – have seen greater levels of infection and greater mortality than those able to work from home. Overall, economic and health inequalities that existed before the pandemic have widened.

UK Context Summary

- Most of the UK's workforce adopted some form of homeworking, and some of this is expected to stick.
- There will be some reduction in demand for office space.
- Online retail is set to become a more permanent feature, yet there is expected to be a renaissance of local centres and demand for authenticity.
- Footfall is expected to return to city centres – but it may be looking for a broader range of experiences.
- The local environment has become more important for everyone across the UK.
- The economic effects of the virus has disproportionately hit the young and deprived communities.

International Picture

Dr Tim Williams

The COVID-19 pandemic has had a big impact on cities and it will undoubtedly leave a lasting legacy. However, it is clear that in its wake it will not lead to the death of cities, rather cities like Cardiff will be at the forefront of our economic recovery. The pandemic has seen an acceleration of economic trends, whether it is agile working or the onward march of technology.

Whilst the world's megacities may struggle as people and businesses seek out more comfortable places to live and work, the benefits of agglomeration, of sharing ideas and of collaboration is likely to become more important than ever.

Quality of life will become increasingly important to people living in cities, and this brings a real opportunity to smaller cities that are big enough to benefit from agglomeration, but small enough to provide a quality of life without the negative consequences of pollution, congestion, and a high cost of living.

Within Wales, Cardiff is best placed to respond. Cardiff's weakness is also its opportunity. The city is, by international standards, small. Its size means it is not delivering the agglomeration benefits for the nation that it could, and whilst its renaissance in recent decades has seen the city perform well, it is still some way from delivering for the nation in the way that it could.

It is essential that Cardiff is empowered to respond. All evidence on city performance shows that its governments' flourish and deliver most for their region when they are empowered and work in partnership with other tiers of government. It is critical, therefore, that the city is given the responsibility, powers and capacity to determine and manage its economic agenda – but in doing so it must be hand in hand with its city-region and national government partners.

Cities on the eve of COVID-19

History does suggest we will as a society get on top of this threat however pessimistic the mood has been. The Spanish Flu of 1918/19, was, it must not be forgotten, followed by the Roaring 20s, when growth returned to cities and conspicuous consumption in them exploded. As urbanist Ed Glaeser points out, cities and pandemics have a long history: cities and towns have always had to 'strike a balancing act between providing the densities that support the collaboration, knowledge and innovation needed to accelerate economic growth, whilst also addressing the public health risks that density creates'.

Whatever happens from this point there must be no question that Cardiff can, with its public, private and third sectors aligned, 'manage it', and do so with imagination and verve. In so doing Cardiff can not only carry on its journey as Wales's Core City but also attract new investment and talent along the way.

On the eve of COVID-19, the 'Mega' cities, were beginning to experience pressures from growth. Their very productivity and thus attraction in the international market, was making them victims of their own success threatening their near-monopoly as attractors of talent, ideas and wealth. In particular, high-asset price inflation was inducing some families with children to move to areas offering more affordable housing and equivalent or enhanced liveability. Essentially the global cities and those on the cusp of that category were becoming what

some have termed 'luxury cities': increasingly gentrified and unequal. This was prompting increased interest in the attractions of competitive 'secondary' cities, with signs of a potential shift in the geography of talent attraction and investment which smaller but still competitive cities with the right assets, liveable environments and strategies were primed to exploit.

News of the death of cities has been greatly exaggerated...

Rushing to the defence of cities, urbanist Richard Florida says that 'news of the city's death has been greatly exaggerated'. Conceding that 'some aspects of our cities and metropolitan areas will be reshaped, depending on how long the current pandemic lasts' and that 'fear of density, and of subways and trains in particular, plus a desire for safer, more private surroundings may pull some towards the suburbs', Florida yet posits that 'other forces will push people back toward the great urban centres'. He adds that some of them will be artists and musicians drawn back by lower rents, thanks to the economic fallout from the virus allowing cities to 'reset and to reenergize their creative scenes'. Other commentators have echoed this view that such cities will see a churn of inner city populations and a 'youthification' of city centres.

A crisis for superstar cities – and the 'Cardiff difference' as a city fit for new times?

In this context, whatever actual dangers there may be from the densities in the mega cities on the global stage, there is a specific danger of cities like Cardiff being wrongly grouped with such cities as posing the same perceived health-risk when its own density of development, both residential and commercial, is much lower than cities some might speculate are 'high risk'.

The debate needs more nuance and an understanding of the extent to which COVID-19 might reinforce the negative externalities of bigger cities but actually accentuate the value of smaller ones such as Cardiff. The perceived problem around the superstar cities, while currently dragging all kinds of cities down, is an opportunity for secondary and smaller cities with the right assets. Cardiff has not become so agglomerated as to experience the diseconomies of growth experienced in over-agglomerated cities which were exacerbated as COVID-19 hit, leading to evidence of certain cohorts seeking to leave such cities.

Sell larger cities, buy Cardiff? An opportunity beyond the crisis

Cardiff, objectively, has a scale and structure which could hardly qualify it as a megacity. Its population matches that of a bigger London borough but there are 31 of those. If there are concerns about high-density tall office towers and COVID-19 – more perceived than real as we have seen – Cardiff has a total of only 17 office and residential buildings over 50 metres high, the official threshold to be considered a tall building – and none over 100 metres with the two tallest being just on 80 metres. Its dominant residential patterns are medium density terraces in the closer-in and older neighbourhoods and lower density suburban homes just a few kilometres further out.

Cardiff has therefore not developed many of the negative externalities of the superstar cities while building well towards the kind of activity, culture, cuisine and all other manner of human interaction we look for in cities. Add in the unique atmosphere and impact of major international sporting events – something which must be, and can be, with imagination and

collaboration, assured and you have a unique city offer developing, with more to come.

If dense cities were a pandemic risk – as yet unproven – Cardiff is essentially not that kind of city and wasn't on a track to be so. It is not Wuhan, Milan, or even a Hackney or a Camden with Cardiff having just over a quarter of the population density of such London boroughs. Despite having areas of high density, overall Cardiff is actually lower in residential density terms and also lower in commercial real estate density than Copenhagen the poster child for density done well and good urban planning. Nonetheless, Cardiff has many significant Capital city assets, such as world class parks, stadium, historic streets and buildings, waterside locations, cultural assets and residential neighbourhoods that are of outstanding quality and are a solid basis for developing a great capital city.

Also, objectively Cardiff thus has assets which help its comparative economic and wellbeing performance. Subjectively, with the right resilience and city regeneration strategy, the Council and its partners can choose to build on these assets and can strengthen the city further and in so doing establish its brand as a model city resistant to acute public health risks.

That city should be a liveable, inclusive and productive city of short journeys between jobs, homes and amenity; the city of great virtual and physical connectivity between its centre, its priority precincts, its many, diverse, flagship sites, its sustainable neighbourhoods and its regional heartland. We should bring public health experts to the urban design and planning table to offer a fresh perspective on neighbourhood design features that promote physical and mental well-being. The city in which the end-game was never density at any cost, but density done well. The city of human scale – the big-enough city – right for the times, resilient in the face of challenge. You could call it Cardiff 2040.

Managing a changing city centre as three challenges converge

As COVID-19 hit there were generic concerns in cities everywhere about trends underway beforehand but which have been accelerated in the wake of the pandemic. These are the shift to home working and the rise in online retail. Add to this the unique Cardiff issue of having a world-best stadium at the heart of the city and the related implication for all this for the hospitality sector in this special place – and you have a potential perfect storm of challenges for a city centre such as this. This represents a significant challenge of city centre management. Resources, capacity and focus, collaboration and imagination will be required to deal with this challenge.

Retail

Retail is the sector which has probably picked up the largest 'negative shock' from COVID-19 – on top of its pre pandemic challenges: there is a dramatic shift underway and what has been called the 'Amazonisation' of our cities. The shift from 'bricks to clicks' is an existential threat to city centres – and needs to be responded to decisively by a coalition of the relevant public and private sectors. A range of creative approaches are being taken forward in cities in response from zoning for mixed uses and internal redesign of buildings to external animation of public space.

This shift will need to be a core focus. There are real opportunities to diversify city centres and make them more

engaging and appealing to more audiences, but imagination and capacity will be required to help make a successful transition. The Council will need to lead in 'curating' the city-centre, working with business and other tiers of government.

The same will apply to the impact on hospitality of changes to their customer base with councils needing to be flexible and creative around transition in uses but also in assisting the sector to grow out onto the streets even more. Cardiff will need to work creatively with the sector to restore momentum or to find alternative ways to ensure on-street vibrancy, by night and by day. The Barcelona Mayor has a slogan in another context which should inspire our collective cleverness around this key problem: 'Fill the streets with life'.

Offices

The shift to homeworking has clearly also had a radical impact. It is not clear how radical over the long term or whether the advent of a vaccine will restore office occupancy in city centres. Too much of the commentary on the future of offices was made at the start of the pandemic before office-leasers, users and employees had experienced any down-sides from home-working or began thinking creatively about how to re-invent city offices: the mood and response has been shifting as restrictions went on and companies and employees began to discover some of the diseconomies of homeworking.

We should not assume the 'new normal' implies the complete end of city centre office working. It does not. Some governments internationally, concerned about the economic crisis confronting their city centres and thus their nations, have begun to campaign to persuade employees of the importance and benefits of working in offices and to highlight some of the adverse economic and health consequences of working from home. Of course, some companies in the highest value locations are indeed thinking that if no one is coming to the office, why does the worker need to be in London when they could operate at lower costs elsewhere? As we have suggested: that could be Cardiff's opportunity.

It is doubtful that firms will continue to allow all staff to work from home for five days a week, but two days a week may become common, with workers dividing time between a city centre HQ and either their home or the kind of local, neighbourhood or small centre co-working spaces we are beginning to see emerge. In response the Council should develop with private sector and university partners a dynamic eco system in the city centre with a transformed retail and office offer, but also strengthening the economic potential of mixed-use centres across the city, ensuring an efficient transport network linking the 'hub' and the 'spokes'.

Events in the Capital city

The third objective challenge to the city centre is of enabling a stadium at the heart of the city to function successfully and of managing flows of people in a new era of public health concerns. It is pretty vital that there is a specific Cardiff-focussed strategy for events – a strategy that of course includes other venues which attract significant audiences for say cultural, entertainment or business events.

Despite this year of crisis, once community infection is suppressed audiences are keen to return. Sport and music will be key parts of a 'healthy city' branding going forward. It would also reflect the enhanced focus the Council is adopting on music and on nurturing a reputation for home grown talent, including the continued commitment towards delivering a new

Indoor Arena and initiating a unique Cardiff signature event to embrace the city's credentials as a leading UK destination for sport and music.

Curating the city-centre

Whatever the precise configuration is of the activities and businesses in the city centre following on from this crisis, we must assume the Council and collaborators will do more to draw people into and animate the city centre in which they have all already invested heavily. Of necessity it must become a destination of choice. The upstanding physical green and place assets the city has are often underplayed, or not made the most of. It is essential that the city undergoes a comprehensive regeneration and renewal process to create an outstanding and vibrant network of buildings, places, parks and streets in a single integrated whole that is accessible to all sections of the community and age groups. New strategies and resources will be needed. The coordination and 'curation' of 'place' by the Council will need a renewed focus, capacity and 'toolkit' of interventions: these are 'must haves' now not just 'nice to haves'.

A model city post-COVID-19?

Whenever 'the city' has been challenged before by pandemics, shifts in cultural preferences or changes in the needs of an economy, it has always managed to go one step back but two steps forward. It has redesigned itself to survive. It has been resilient, bouncing back stronger after absorbing lessons from previous threats. The best cities understand what in their city can be simply restarted, re-thinking what needs to be re-thought, and renewing what needs changing. The public mood shifts to a 'living with/life after' mentality concerned to secure the economic and health future, we are seeing people beginning to reclaim their city.

Reasserting the fundamentals of the 'good city'...

At one level COVID-19 reinforces some of the fundamentals of the 'good city', one that's healthy and uplifting to live in. Cardiff has the potential to become a fundamentally healthy city for those that live and work in it. This should be a priority. This also reminds us of the importance of things like clean air, public space, parks, and green areas in your neighbourhood. COVID-19 is breeding some desire for new thinking that achieves a better quality of life while preserving productivity, social inclusion and the environment. Central to this is a focus on place making, quality, landscape, architecture and design more generally.

As the shock of the crisis gives way to planning the future, we shall see post-crisis thinking turning to new thinking on integrated strategies to radically strengthen the resilience of our cities and how they can become more inclusive, accessible, greener, more circular and smarter. Part of this new thinking will be about enhanced Council involvement in helping to secure the health, well-being, skills and employment opportunities of the people they are accountable to.

COVID-19 has made us think more about 'place', not less. We all now realise how important it is to have safe and welcoming public and open spaces to have access to and places of agglomeration and interchange as foci of economic development and innovation.

Galvanising momentum around the green agenda

The crisis has enabled us to think about what long term trends mean for our cities, especially in relation to the climate agenda and the economy. There is momentum, galvanised by COVID-19, towards realising locally the Paris Agreement and the UN Sustainable Development Goals. This agenda has been summarised as 'zero carbon-zero poverty'. Housing is a key as part of a broader regeneration and place-making effort involving the retrofitting of existing settlements and the creation of new ones along a more mixed use, walkable and sustainable model – 'a 15 Minute City'.

Cardiff's 'networked governance'

A successful re-emergence of Cardiff in the wake of COVID-19 requires that the Council evolve its model of open and collaborative leadership. This model is as much about the council being the city's prime advocate and organising and convening allies as it is about being a producer of public services.

International Context Summary

- Whilst cities have always responded to challenges, the world's megacities were already finding that congestion and costs were beginning to outweigh the benefits of agglomeration.
- There is an opportunity for smaller cities like Cardiff where there is capacity for further agglomeration, whilst retaining its quality of life and cost benefits.
- Globally, cities are facing the same challenges in retail and office occupancy in city. Progressive responses are committed to using this as an opportunity to build better, more curated city centres.
- Demand for experiences will return – but it will be seeking more authentic and distinct offers.
- Public spaces will become a core part of city's economic infrastructure.
- Almost all cities are adopting a green recovery approach, investing in the sustainability of their cities whilst also creating jobs.
- Successful cities are responding in partnership – with governments, business and most importantly, their local communities.

10 key trends to shape Cardiff's renewal

1. **News of the death of cities has been greatly exaggerated:** Agglomeration, innovation, creativity will continue to drive economic growth and jobs. As Wales' core city Cardiff will continue to play a leadership role in the Welsh economy post-COVID.
2. **A new model of working will emerge:** Whilst agile and home working will inevitably change the way the office operates in the future, many businesses and workers want to get back into cities. Spaces and places in cities for people to collaborate will also become even more important for our economies.
3. **A reboot of the retail experience:** The accelerated shift to online retail may not reverse, having profound impact on the role of the city centre, district centres, and the labour market, particularly for young people. However, a new retail landscape will emerge, more authentic and more unique, and making the city centre and district centres more interesting places.
4. **The city as experience:** While the trend to online shopping may be irreversible, signs are that hospitality will bounce back as lockdown eases, and the role of food and drink, arts and culture in the city economy, and events, spaces and experiences that bring people together will remain important.
5. **The local, rediscovered:** Lockdowns have led to greater appreciation of local areas and demand for local services. Neighbourhoods, with easy and safe access to shops, schools, health care and green and blue spaces, giving more space to people, will be a central part of post-recovery cities.
6. **Digitisation – of everything – will continue:** In addition to zoom calls and online retail, citizens will increasingly access services online.
7. **Without concerted action, the gap between rich and poor will widen:** Poorest communities have faced a double whammy of health and financial hardship as a result of the pandemic. Unless concerted action is taken, the health inequalities that exist between the richest and poorest communities across the city will widen.
8. **Unlocking lockdown:** Over the short term, fear of the virus may continue to hit public transport, with a shift to car, cycling and walking. To avoid moving from lockdown to gridlock, cities are investing in pop-up parking, city-wide cycle-networks and in accessible, safe, district centres.
9. **Preparing for the next shock to the system:** Future risks, especially the climate emergency, will require planning to ensure city resilience, and also opportunities in the low carbon economy that need to be taken.
10. **Good governance matters:** Good governance is characteristic of cities that have responded well, with partnerships and relationships with public services, the private sector and other tiers of government being central to the ability of Council's to forge a city-wide response to the pandemic and recovery and renewal. For those that got it right, the pandemic has seen an increase in citizen satisfaction with increased trust in local government.

Engagement Exercise and Summary

A series of Greener, Fairer Stronger engagement sessions and stakeholder events took place from June to October 2021 focussing on the city renewal strategy. These events were hosted online, with the first an open event chaired by Professor Gillian Bristow, Head of Cardiff University's School of Geography and Planning. This event saw the city's recovery debated between Cllr Huw Thomas, the Leader of Cardiff Council and Dr Tim Williams, a leading expert of global cities.

Cardiff businesses were also invited to attend a further session with Dr Tim Williams alongside Cllr Russell Goodway, Cabinet Member for Investment and Development, to discuss the recovery from the business perspective.

Sustrans hosted an additional session focussing on liveable cities and towns for everyone. Facilitated by Christine Boston, Director, Sustrans it featured Cllr Caro Wild, Cabinet Member for Strategic Planning and Transport, Cardiff Council and Ali Abdi, Community Gateway Partnership Manager, Cardiff University.

A Communities of the Future engagement session was facilitated by Professor Gillian Bristow that looked at how cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities. Cllr Lynda Thorne, Cabinet Member for Housing and Communities, Cardiff Council and Bernadette Kinsella, Director Powell Dobson were the speakers for this session.

A series of officer led engagement sessions were also undertaken throughout the same period with the Economic Task Force, C3SC, FOR Cardiff (with separate sessions for directors and members), the Race Equality Taskforce, and the What Next? Cymru group.

The Council's Child Friendly City Team was also engaged to ensure that the opinions of the city's youth were captured, and this was achieved through a series of workshops that were undertaken in October 2021 with both primary and secondary schools across Cardiff. In addition, the Cardiff Youth Council have also identified a number of key missions as priorities for their consideration.

To supplement our activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey. A number of key themes have emerged from the engagement exercise, notably:

- Accessibility, cleanliness, and open spaces are important for the city centre
- Feeling safe is also important for city and district centres
- Concerns over homelessness, both for those impacted, and the impact on the city centre
- Recruitment issues persist in many foundational economy sectors
- Support for more open and green spaces across the city, and protecting existing space
- Better transport infrastructure underpinned almost all missions
- Skills and education were also critical to all missions
- Need to recognise the interconnection between health and economic outputs
- Need to promote and support activities for young people generally
- Comprehensive support for a 'culture and sport-led' renewal
- Accessibility to sport and culture for all was noted as important
- Support for a focus on supporting a tech-led renewal based on supporting skills and business development
- Comprehensive support for delivering the 'One Planet Strategy'

A further summary of the Key Missions is provided below.

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.

Key Issues – Mission 1: Reimagine the city centre

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.
- Supporting local home-grown businesses was also seen as a way of making the city centre more interesting.
- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.

Key Issues – Mission 2: A City for Everyone

- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Key Issues – Mission 3: A 15 Minute City

- Improved transport connectivity was seen as the key issue in creating the 15 Minute City in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.

Key Issues – Mission 4: Culture and sport-led renewal

- Comprehensive support for the need to put art and culture and the heart of the city's recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city's Music Strategy and proposed new Signature Event.
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues – Mission 5: Tech City

- Need for a focus on knowledge-based industries to drive better growth.
- Infrastructure is critical – including digital connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a 'Tech Hub'.
- Education is also critical.
- Recognised need to ensure that Cardiff can compete with cities in England and beyond.

Key Issues – Mission 6: One Planet Recovery

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Recovery and Renewal: Greener, Fairer, Stronger

The Missions

As the city emerges from the coronavirus pandemic whilst some things will change and some stay the same, the city, the nation and the world economy will be different. It is essential that as a city we respond to the challenges we face and grasp the opportunities on offer. To do this we will adopt a number of key missions:

- Mission 1: Reimagine the city centre
- Mission 2: A City for Everyone
- Mission 3: A 15 Minute City
- Mission 4: Culture and sport-led renewal
- Mission 5: Tech City
- Mission 6: One Planet Recovery

In delivering these missions we will work with public and private sector partners to identify potential funding and resources.



Key Missions

Mission 1: Reimagine the city centre

While the cities are expected to bounce back and continue to lead economic growth, the potential impact on city centres however is real and significant. This is especially true of Cardiff city centre, which has Wales' biggest concentration of employment, supporting around 70,000 jobs.

Although office workers are expected to return to city centres, it probably won't be in the same volume, as employers choose to maintain the flexible and hybrid working practices introduced during the pandemic. The city centre will, however, continue to act as Wales' primary commercial centre, and so we will maintain the momentum of our current projects improving the city's strategic business and transport infrastructure, wrapped around Central Station.

The retail and hospitality sector has been hit hard. The 'Amazonisation' of the high street will continue to see many familiar names disappear, and while the hospitality sector will bounce back, it will need additional support to do so safely over the remainder of the year. A dynamic approach to ensuring empty spaces are used productively will be needed to maintain the quality of the city centre. With international tourism impacted in the short term, Cardiff's visitor offer will become more localised, creating experiences and attractions for citizens and for the regional market.

Over the longer term, cities will need to respond to these challenges by taking a more active role in the management of their centres. As the economy restructures and space within the city centre gets repurposed we must make sure it does so in a way that adds to our city, whether it is better and more appropriate office and co-working space, new public squares and spaces, or simply a greener space.

In Cardiff, we will respond by reclaiming the streets for people, with more shared space, greater flexibility in how we use that space, and a focus on place-making.

In the recovery it is essential that we work to mitigate the threat to the thousands of jobs supported by our hospitality, retail and office sectors by attracting people back to the city centre when it is safe to do so.

We must maintain the momentum of our current projects, driving direct jobs through construction, but also improving our overall city infrastructure in the long term.

The response to shape the long-term future of the city centre needs to include measures to re-activate the night time economy, to improve the cultural offer, animate public spaces and diversify public transport options.

New governance arrangements will be needed to engage the full range of city centre stakeholders with joint initiatives to drive a collaborative response to recovery.

The engagement exercise also raised the need to reflect safety, cleanliness and accessibility issues in the city centre.

Key Issues

- The death of the city is greatly exaggerated – agglomeration will continue to drive innovation and creativity.
- But city centres face challenges, and office, retail and hospitality will change – we must actively encourage it to change for the better.
- Cities' role as a convener of people, for arts, culture, for work or shopping, or just to meet, will become more important.
- Spaces will change, and we need to actively manage how they do so.
- Retail and hospitality will increasingly value the local and authentic.
- Cleanliness, safety and accessibility were key issues raised in the engagement exercise
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of developing the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.

Our Priorities

Make sure our city centre is safe, clean, welcoming and attractive for people of all ages and backgrounds.

Accelerate the completion of the central business district to support continued jobs growth.

Support existing businesses to grow and become more productive.

Improve existing – and establish new – public squares, streets, green spaces and open up our waterfront.

Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.

Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.

Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.

Proposed Projects

Complete Central Square and Central Quay as a new central business district, and Metro Central and the new Bus Station as a new the gateway to the city and Wales.

Bring forward the Canal Quarter development to create a major new city centre destination, reconnecting the city to its riverfront and opening up new public spaces.

Implement a new scheme to improve air quality and public realm and reduce congestion on Castle Street.

Explore proposals to develop a network of new squares, green streets with proposed new public spaces at St Mary Street south, Greyfriars Road, Park Place, and Metro Central south.

Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.

Complete a cycle loop around the city centre to connect each of the key city cycleways with each other.

Establish new safe and secure cycling hubs, commencing with a pilot initiative.

Invest in parklets, street greening and more flexible outdoor uses of public space across the city centre and keep Cardiff Castle open as a public park.

Increased cleansing activity in the city centre.

Establish new city centre management arrangements with a stronger partnership with the Business Improvement District, including establishing a Street Marshall scheme

Develop proposals for a new creative hub in the city centre to support production and performance.

Adopt a new 'home grown' events strategy and place animation programme.

Deliver further investment in Cardiff Market as a leading destination for local produce.

Mission 2: A City for Everyone

The health impact of the pandemic has not been felt evenly, with older people and those from deprived communities and from a minority ethnic background experiencing worse health outcomes.

The economic impact of COVID-19 has resulted in the greatest recession most of our city's residents will have experienced. This has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty.

Across the UK, those working in front line jobs – often 'key workers' – have seen greater levels of infection and greater mortality than those able to work from home.

Overall, economic and health inequalities that existed before the pandemic have widened. Unless concerted action is taken, these gaps between communities will continue to grow.

Looking to the year ahead, we know the economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Over the months ahead there is an immediate need to ensure we respond by supporting those most impacted by the pandemic, whilst at the same time address the issues that are critical to narrowing health inequalities, including access to good jobs, good housing and education, and safe, clean and cohesion communities.

Focussed action will also be required in support of those most impacted by the pandemic, including children and young people, citizens from a minority ethnic background and the city's most vulnerable citizens.

The engagement exercise also raised the need to reflect health and anti-social behaviour in supporting a more equal city. Furthermore, accessibility to transport was also raised as a critical issue, with an asymmetry of accessibility found across the city. The survey work also

highlighted the support for maintaining current levels of support for rough sleepers. A need for better data to understand the impact of policy on different groups was also noted.

Key Issues

- The pandemic has widened inequalities, and without concerted city-wide action, the gaps between communities will grow.
- Unemployment has doubled and this is likely to be sustained for some time.
- It is expected that the young, women and those from a BAME background will feel the effects more than others.
- Life experiences of young people have been limited and there is a need for specific support in response.
- Cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities.
- Ensuring that development and regeneration supported all people was noted in both group discussions and the survey feedback.
- The link between health and economic outcomes was also noted as a key issue, and the need for public services to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.

Our Priorities

Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities.

Become a Child Friendly City, where the interests of children and young people are at the heart of our response.

Ensure that the new models of support in place for the city's most vulnerable residents are maintained post-pandemic.

Address the long-term driver of health inequalities, including investing in housing, education and local communities.

Ensure that Cardiff is a city where we can all feel safe and welcome.

Proposed Projects

Gain status as a UNICEF Child Friendly City – the first UK city to achieve recognition and deliver a Child Friendly Recovery and Renewal programme.

Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited.

Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities.

Continue to invest in our Into Work team to provide support for people in our communities to get back into employment and training.

Continue our investment in new schools in the city's most deprived communities.

Provide additional support and mentoring for young people with a focus on hard-to-reach groups.

Deliver a programme of extra-curricular activity for Cardiff children, focusing on areas of deprivation.

Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic.

Deliver over 2,000 new Council Houses as part of the most ambitious Council house building programme in Wales.

Support the Race Equality Task Force to address the long-term causes of racial inequalities.

Aim to establish social clauses within all major council contracts and capital programme to maximise local job creation and support local supply chains and local businesses.

Strengthen links between schools, higher education and business to increase the depth of digital, arts and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.

Mission 3: A 15 Minute City

The pandemic has brought to the fore the role of communities, local centres, our parks and the spaces on our doorstep. As the nation transitioned to a working day where the majority were working from home, and we saw big changes in the way we travelled, shopped and generally used the spaces around us.

It is clear that forms of agile working will remain in the post-pandemic world, and with it both a greater appreciation of the local. For the city this means there are opportunities to expand on those good things that happened during the pandemic such as increased active travel and a renewed focus on local economies. In responding we need to take steps to lock in the things that raised the profile of our local centres, whilst also investing in their future.

While curating and renewing the city centre and delivering major new developments, Cardiff will progress its version of a more interlinked city, a city of villages based on the existing network of successful local and district centres by making them more vibrant, busy and relevant to local communities. We will develop local areas with better and safe access by bike or foot to amenities and jobs on their doorstep, and with quick access also to the city centre. This fits with a hub and spoke approach to cities which may become more attractive after COVID-19, with more appetite for split-working between local centres and the central business district.

New opportunities come from public and active travel investment and improvements in local services, from investing in green and blue infrastructure – embracing our waterfronts and parks, and greening public spaces. These areas will provide minimum standards in terms of access to services, economic opportunity and green space. Improvements also come from investing in housing, jobs and public services in our communities.

The 'A 15 Minute City' concept will be supported by the delivery of a 'locality' approach to public services, with the colocation of public service teams in a network of Community and Wellbeing Hubs and a strengthened role for local schools in community life.

Achieving a 15 Minute City with integrated transport and land use also requires a strong regeneration and economic development capacity, which should be invested in as part of the establishment of 'place

infrastructure compact' style arrangements between the public and private sectors.

The Council will also need to take a more pro-active role in these areas to curate a city of networked centres that delivers for the economy, communities and our environment, where financial interests aren't the driver, but a means of supporting our communities.

The engagement sessions highlighted the central role of transport in delivering this mission, as well as a more active management of district centres.

Key Issues

- Working from home has led to a greater appreciation of our local communities and demand for local services.
- The use of parks and green spaces has increased massively as people have discovered their local green spaces.
- There are benefits that come from acting more local – from reduced congestion to community regeneration.
- Cities around the world are adopting the premise of the 'A 15 Minute City' in developing more liveable and sustainable cities.
- Improved transport connectivity was seen as the key issue in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Public services were highlighted as critical in the engagement sessions.
- The need to ensure that all corners of Cardiff are included in the 'Fifteen Minute City' concept was also raised by the Council's Economy and Culture Scrutiny Committee.

Our Priorities

Creating safe and accessible local centres for everyone, particularly children and older people.

Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper.

Manage, curate and promote local and district centres across the city – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, incubation spaces and social activity.

Invest in existing and establish new green spaces, whilst more actively embracing our waterfront.

Showcase and celebrate the diversity and culture of different parts of our city, including our city's historic assets.

Deliver a 'locality' approach to public services, with teams based in and able to respond to the needs of communities, built on the networks of Community and Wellbeing Hubs.

Support public service staff to work in an agile way, with community-based spaces in localities across the city.

Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public realm and business space for our communities.

Proposed Projects

Establish a 15 Minute City toolkit for the Council and its partners.

Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes.

Establish 20mph speed limits in residential areas, creating safe urban environments where all people, children and families feel safe.

Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations.

Develop proposals for a new urban park between the City Centre, Callaghan Square and Cardiff Bay, by greening Lloyd George Avenue to create Cardiff's equivalent of the New York Highline.

Provide active travel plans and effective safe active travel connections for schools.

Take forward the Channel View regeneration scheme and new Gasworks development to provide high quality, affordable, sustainable communities.

Develop and promote current assets such as the Wales Coastal Path to provide more outdoor attractions for residents and visitors across the city.

Expand and enhance our network of local multi-agency hubs, including a youth hub in the city centre.

Deliver major new large and small public realm and green infrastructure investment including a programme of re-greening our communities, improved footways, places, investing in trees, SUDs and new green spaces.

Support investment in co-working, innovation and start-up hubs within our city's communities, including touch-down hubs for public sector workers, focussing on areas of highest deprivation as a starting point.

Mission 4: Culture and sport-led renewal

Much of the creative sector has been devastated by the pandemic, with venues in particular closed by the restrictions for over a year. This has not only affected those businesses, but also those employed in the wider supply chain. There is an immediate need to ensure a sustainable renewal of the sector.

Sport came to a halt, affecting both professional and grassroots participation. For much of the past year attendance at sporting events has been restricted, whilst local clubs have been left unable to compete.

Even though the pandemic forced the doors to close on these sectors, it has too shone a light on their importance to city life, to the economy and to wellbeing.

During the periods of heightened restrictions, we have turned to music, literature and TV and film to fill our time. We've seen people engage with their own creativity, but we've also seen the desperation for people to see live performance, whether its theatre, cinema, music or sport.

Culture, creativity and sport shape cities as places to work, to live and to visit. In a world where the lines between these activities are increasingly blurred, maximising the impact of our creative and cultural assets is one of the ways in which we can create better lives for our communities and our workers, and to differentiate Cardiff from other cities for visitors.

Of course, this will still bring economic benefits, a productive and creative economy is now a prerequisite to a competitive economy. Cardiff has already staked its claim as a creative city, from producing the biggest budget TV shows in the UK, to its reputation for nurturing talent from grassroots to conservatoire musicians, to world class animators, games designers and artists.

Sport has also been a core component of our visitor economy, with our professional and national teams attracting millions of attendees each year. Our local talent has also been second to none.

Building on its strengths but also learning from weaknesses exposed by the pandemic in all cities, Cardiff will seek to develop its creative, cultural and sporting assets to support its economy, support the wellbeing of its residents, and to make the city a better place to live, work and visit. This will include reanimating the city centre to be safe and enjoyable as a unique place of interaction for business, arts, events and retail. It will be about providing space for our creative community to flourish. It is also about providing the facilities for people to participate.

We will also work to develop Cardiff Bay, with the new arena as a catalyst, to develop a cluster of creativity, bringing together the excellence already present in the city such as the Wales Millennium Centre, to create a focal point for the creative sector in Wales, a place where not only can you see the best performances, but also where the best productions are forged.

Sport is a big part of our culture, from our professional teams to our local talent, to the thousands of grassroots teams and clubs in our city. Part of our response is to recognise the benefits of supporting grassroots activity across all our communities.

There was comprehensive support as part of the engagement exercise for the need to put art and culture and the heart of the city's recovery. Investing in creative infrastructure and skills was also widely supported.

Accessibility for sporting and cultural venues was also raised consistently, as well as the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues

- The pandemic has raised the importance of arts, culture and the creative use of space.
- The creative sector will be scarred, but raring to return.
- Culture, creativity and heritage (including sport) are important issues for Cardiff residents, but also attract business and visitors.
- Cities across the globe are embracing culture as a means of differentiation.
- Local experiences will become more important in attracting domestic and wider tourism.
- Culture is also increasingly recognised as a key wellbeing asset.
- Cities need to allow for and provide space for creative and cultural activities.
- The engagement exercise noted significant support for the city's Music Strategy and proposed new Signature Event
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Our Priorities

Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy.

Invest in our creative infrastructure, from digital communication to low-cost artist workshops and studios, to makers' spaces and grassroots venues, enabling our skilled creatives to flourish, and recognising the role that culture and creativity can play in developing a better city.

Embrace Cardiff's Music City Strategy to make Cardiff the first city in the UK to incorporate music into its city structure – from planning and licensing to social wellbeing and tourism.

Support investment to unlock participation in sport at all levels.

Develop a new post-COVID Events Strategy with Welsh Government to support a home-grown focussed events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy.

Proposed Projects

Deliver the new 15,000 seat arena in Cardiff Bay and establish an associated grassroots music support programme and embed the project in the local community.

Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home-grown productions and support local jobs and businesses.

Develop proposals for public realm improvements in Womanby Street to create a cultural heart of the city centre.

Develop infrastructure to support the cultural, sporting and creative renewal of the city.

Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff.

Deliver the Cardiff Music City festival as the first of the city's proposed new home-grown cultural events to kickstart the new events strategy.

Develop the business case for a new Centre of Contemporary Arts for Cardiff, with the intention of developing Wales' first internationally relevant exhibition space for contemporary art.

Explore the feasibility of Cardiff as a host city for the 2030 World Cup.

Deliver a new velodrome and outdoor cycling and running facility at the International Sports Village.

Publish a new Bilingual Cardiff Strategy to promote Welsh language and culture.

Mission 5: Tech City

The pandemic has seen a wholesale adoption of technology across almost all sectors, be it the almost instant adoption of flexible working practices for many, or the digital innovations in the hospitality sector have adopted throughout. Technology has both helped us to manage the health impact of COVID-19, whilst also supporting businesses who would have otherwise needed to close.

The UK response to the previous economic downturn was associated with a prolonged period of stagnation in productivity growth, manifesting itself in the low wage recovery that exacerbated income disparities. There is a need for cities to respond in a way that creates wealth for their citizens, and not just those in control of capital.

Productive cities however are not now reliant on natural resources or heavy industry. Today's successful cities are driven by the skills, knowledge and expertise of the people and businesses that live and operate there.

The pandemic has shown the impact that investment in technology can have in improving our lives and supporting business growth. As Cardiff emerges from the pandemic we need to build on our strengths as a liveable and clever city to grow our knowledge economy, creating not just more, but better, jobs.

To do this requires working with business, working with our universities, and working with our communities. We need to make sure we retain our talented people and provide them with the base to unleash their potential. This means creating the networks from which they can thrive, providing the working environment where they can collaborate, and having a great infrastructure backbone in place.

It's also important to note that tech businesses don't always need Grade A office space to flourish, the tech start-up of the future is just as likely to start in a co-working hub in the city centre, Bay, or in one of our communities. Investments such as Tramshed in Grangetown have shown the way for such spaces, and the internationally competitive businesses that can emerge from them.

We must however support tech at all stages of development and providing high quality space for businesses with the need to high spec spaces, or the

space to grow their operation is essential else we lose our city's best and brightest businesses. Projects such as Cardiff Parkway are integral to this, as is support for the city's emerging life sciences sector.

The engagement work supported the notion that Cardiff could attract tech companies previously attracted to larger UK cities, notably with some evidence of relocations already taking place. There was general support for the idea of developing Cardiff as Wales' 'Tech Hub'. There was also support for using tech to improve public services and city management.

Key Issues

- Agglomeration, innovation, creativity will continue to drive economic and wage growth.
- Hybrid working is here to stay – and the adoption of technology has been accelerated.
- There are opportunities for smaller cities to take advantage of the potential move away from the 'mega cities'.
- Technology has enabled business to operate and develop through the pandemic.
- Public services have also embraced and used technology to deliver services and improve performance.
- Competitive cities of the future will be reliant on a technology focused enterprise culture and an associated skilled workforce.
- The engagement work recognised the need for a focus on knowledge-based industries to drive better growth
- Infrastructure was raised as being critical to this mission.
- It was also noted that we must recognise the need to ensure that Cardiff can compete with cities in England and beyond.
- It was also noted that we should also ensure that we have equality of access to digital infrastructure, but also respect those who have difficulty in leading a 'digital first' life.
- The Economy and Culture Scrutiny Committee also highlighted the need for comprehensive digital access across the city.

Our Priorities

Establish Cardiff City Centre and Cardiff Bay as 'Tech Central' for Wales, retaining, developing and attracting the knowledge-based businesses of the future.

Support a 'start-up to IPO' tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners.

Strengthen relationships between Cardiff and universities that focuses on public policy and economic development research for the city.

Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business.

Embed technology in the future delivery of public services and ensure equality of access across the city and alternative routes for those with difficulties in accessing digital services.

Proposed Projects

Deliver a new 'Tech City' approach that delivers dedicated programmes for support for the tech, finance, creative and life sciences sectors.

Support the development of a new Tramshed Tech network in the city to provide a full spectrum of support for emerging tech business, developing space, skills support, networks and links with finance for new and established businesses.

Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region's life sciences sector and attracts the best start-up businesses in the sector.

Support the delivery of Cardiff Parkway, a new business growth centre within the city, as an essential part of the city's business infrastructure offer.

Establish a new formal arrangement with the city's universities to share knowledge and expertise in developing public policy.

Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality.

Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea.

Bring forward proposals for incubation space and business expansion space for the fintech, creative and cyber security sectors.

Develop the case for relocating a major UK Government department to Cardiff as part of the Places for Growth programme.

Work with infrastructure providers to ensure comprehensive digital accessibility across the city.

Mission 6: One Planet Recovery

Cities around the world are generally embracing a zero carbon, greener, cleaner and more sustainable response to the pandemic, creating better and more liveable communities.

The importance of local environment, including clean air, public squares, parks, and green spaces has been highlighted during the pandemic. More of us have been using these spaces, and they have become ever more important for our wellbeing. The temporary drop in emissions has improved otherwise congested spaces, as well as encouraging more active travel.

As Cardiff emerges from the COVID-19 crisis, the urgency, and radical nature of the interventions, which characterised the city's response to the pandemic must now be brought to bear on tackling the climate emergency.

The One Planet Cardiff strategy sets out an ambition for Cardiff to become a Carbon Neutral City by 2030. It outlines a wide range of activity to reduce carbon, whilst creating economic opportunities and promoting social well-being. The economic impact of COVID-19 has heightened the importance of this approach, and the Council will work to accelerate those carbon reduction projects that will create jobs and reduce living costs for those living in the city.

A number of major initiatives are already being progressed to help decarbonise the city. A city solar farm has recently been completed, generating 9MW of clean energy, construction of a major district heating network is about to commence, delivering an 80% carbon reduction heating emissions in connected buildings, and a housing energy retrofit programme is being developed with a longer-term ambition of making 2,000 homes per year warmer, greener and cheaper to run, especially in some of the most disadvantaged parts of the city. We're also setting a mission statement to significantly improve the energy performance of the Council's estate, moving towards Zero Carbon new build, and are implementing the Coed Caerdydd project which will see a significant increase in the area of the city given over to tree planting and enhanced biodiversity.

Measures are in place to improve air quality across the city, particularly in Castle Street. A £21 million programme of investment will dramatically improve air quality through transformational improvements to the urban realm, public transport and active travel infrastructure. In the short term, every effort will be made to ensure people feel safe and confident returning to using public transport. Over the longer term, the Council will progress the transformative package of transport projects set out in the Transport White Paper.

Our aim over the next ten years is to fundamentally transform the way people move around the city, reducing the dependency on private cars whilst adopting challenging modal split targets for active travel and public transport.

In response to the climate emergency the Council will also adapt its own organisational policies and practice to lead Cardiff's transition to a low carbon economy. Measures will include increasing the uptake of hybrid working and active travel amongst staff, driving our procurement activities to discourage and then remove all single use plastics from Council venues and pursuing the continued divestment from fossil fuels by the Cardiff and Vale of Glamorgan Pension Fund.

Equally important is the adoption of new technology. A cluster of innovative technologies is emerging, all of which will support a more innovative and productive economy. Forward looking cities are grasping these opportunities to create jobs and safeguard environment by establishing sizable investment programmes in green economy schemes. This is an important consideration given that the green economy has grown at around 5% over the last 10 years, making clear that economic growth in Cardiff must be green growth.

The engagement work showed comprehensive support for the city's One Planet Strategy. In particular the benefits for residents were noted, especially in areas such as fuel poverty. The link between the economy, the environment and health were also noted.

Key Issues

- Post-COVID, the climate emergency will remain as the greatest challenge and risk to cities.
- The pandemic has raised the importance of our local environment.
- The fall in emissions has created better environments and better spaces in otherwise congested city centre areas.
- Our use of parks and green spaces has risen and is expected to stay higher than pre-pandemic levels.
- The growth of the green economy represents a huge opportunity for jobs growth, with potential for immediate projects to create significant numbers of new jobs.
- Flooding will become a greater risk that will require mitigation through enhanced planning and investment in defences.
- Flood protection also raised as a priority for many residents and retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Our Priorities

Deliver the One Planet Cardiff Strategy, with the aim of becoming a carbon neutral city by 2030 and adopting 'zero carbon zero poverty' principles as we recover from the pandemic.

Use the market potential of the Green Recovery to create local jobs.

Develop planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city.

Use the power of the Council's spending and investment decisions, and its own organisational policies, practice and partnerships to deliver maximum social and environmental gain.

Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.

Develop the infrastructure to make Cardiff the most Electric Vehicle (EV) friendly city in the UK.

Ensure the city is prepared for and protected from flooding events.

Proposed Projects

Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment.

Seek to establish a real time publicly accessible clean air monitoring network across the city.

Deliver 4,000 new sustainable homes, built to low carbon standards, at scale and pace focused on affordable, sustainable and low carbon mixed tenure homes.

Deliver an integrated and segregated cycle network, and develop Active Travel Plans and accessible walking and cycling routes for all schools.

Investigate a new pipeline of renewable energy generation projects on Council land to generate clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.

Deliver Phase 1 and Phase 2 of a Local Heat Network for Cardiff Bay and the City Centre.

Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.

Establish proposals for a programme of EV infrastructure investment.

Work with Cardiff Bus and other bus companies to green the city's bus fleet, including the introduction of new zero emission battery-electric buses as part of a modernisation and improvement for Cardiff Bus.

Promote healthy, local and low-carbon food through delivering the Cardiff Food Strategy.

Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver the Coed Caerdydd Programme of mass planting of trees across the city.

Delivering the Missions

Working together to develop a Greener, Fairer, Stronger Capital City

The crisis has identified the need for cities, councils and government to reflect on how they enable recovery and transformation. The accelerated devolution of power, responsibilities and finance, and innovative partnership working between all tiers of government has underpinned successful cities internationally, and Cardiff should be part of that story.

Across the globe evidence on city performance suggest that they deliver most for their residents, region and nation when empowered to work in partnership with other tiers of government. Collaborative working, making the right decisions, at the right level, for the right purpose.

Cities also need to recognise that more than words are required to take forward their agenda, and to that end need to establish the means to do so.

In the case of Cardiff, this means establishing innovative governance arrangements between the Council, Welsh Government, Cardiff Capital Region, Western Gateway partners and UK Government, shaped by a common purpose whilst also recognising the city's need to determine its own agenda and to empower it to deliver.

This will also require new models of working that incentivises growth around public goals, bringing together governance structures and new financial mechanisms that encourage investment that drives public benefits.

For Wales it is also critical that the unique role of the capital city is recognised and reflected in its economic policy and development agenda.

To do this we will:

Drive competitiveness through collaboration

We will work with Welsh Government to support their economic agenda, and establish a modern, sustainable and inclusive capital city that delivers for our nation.

We will work with our local government colleagues in the Cardiff Capital Region to establish a Corporate Joint Committee that sees resources devolved to a regional level in a way that enables local government to support a stronger regional economy.

We will work with the Western Gateway to leverage investment on an international scale and recognise the potential for shared assets across the region to raise our overall competitiveness.

We will work with the UK Government as part of the Levelling Up agenda to establish Cardiff as a top tier UK city.

Establish new models of working

We will look at models such as Place Infrastructure Compacts, with a view to establishing a 'Capital City Compact' that leverages investment to benefit all of Wales.

We will explore the use of value capture models that incentivises sustainable development.

We will work with all levels of government to align external funding sources around a common purpose.

We will establish formal arrangements with our universities to maximise their impact on our economy and community development.

An International Capital City

We will reaffirm our international role through engaging in international networks.

We will work with our twin cities to establish a programme of professional exchanges for individuals and businesses.



Date: 23 June 2022

Councillor Thomas
Leader
Cardiff Council
County Hall
Cardiff
CF10 4UW

Public Letter

Dear Councillor Thomas,

SHARED PROSPERITY FUND (SPF)

Thank you for attending the Economy & Culture Scrutiny Committee on 21 June 2022, along with Paul Orders and Jon Day, to discuss the proposed approach for accessing Shared Prosperity Fund (SPF) monies for Cardiff. This letter captures the comments and observations from Members.

Members note the regional approach being taken in Wales, with Cardiff working with the other Cardiff Capital Region City Deal local authority partners to input into the Regional Investment Plan, due to be submitted to UK Government by 1 August 2022. Members note that this Plan will be high level and broad, initially, and that detail will evolve by discussion with the UK Government, with funding available from October 2022 once the Plan is approved. Members note the regional allocation of funding is £278million, of which £41.8m is indicatively allocated to Cardiff, including £7m hypothecated to the Adult Numeracy '*Multiply*' programme.

At the meeting, Members explored the following five areas: nature of funding; focus of funding; flexibility of funding; constraints; and governance arrangements. The sections below note the discussion at the meeting and Members comments and observations.

Funding Type

Members note the guidance indicates projects funded by the SPF should be '*revenue in spirit*', whilst the Levelling Up Fund (LUF) provides capital funding to successful bid

projects. Members asked whether the SPF could be used for any transport schemes and note the response that it could be used for schemes to enable communities to have access to better transport, as opposed to larger infrastructure schemes, such as the Metro, which would look to the LUF for support.

Members sought to understand the longevity of funding – would funding be provided for 18 months or 3 years, for example, and what would happen at the end of this time? Members note your response that you expect the UK Government to keep to its promises that levelling up funding will match or exceed EU funding for regeneration but that the current SPF runs 2022-2025 and there is a lack of clarity regarding what happens next. Members note that this a concern – funding may end up as one-off expenditure, with projects ceasing at the end of the funding.

Focus of funding

Members note the SPF objectives and possible interventions and were interested to receive headline details of the proposed projects that Cardiff is putting forward as well as the three regional propositions. Members note the focus is post-covid recovery, aligning to the Administration's strategic priorities, specifically looking at supporting the city centre, high streets, district and local centres, promoting the region, and building skills in the local population to boost employability.

Members note that the SPF expects there to be a focus on local needs and were pleased to hear your assurances that bids, including the regional propositions, will meet the needs of the diverse communities in Cardiff. This is much needed, as the recent work of the Race Equality Task Force emphasised.

Members sought clarification as to whether SPF can be used to build a sense of community on new estates and are delighted to note officers' views that this is possible and would fit with the SPF criteria; Members are aware this is much needed.

Flexibilities of SPF

Members note that a benefit of the SPF approach is that there is a degree of flexibility that is not always available with top-level regeneration funding. Whilst Members agree that this can bring benefits, Members were interested to understand the consequences were there to be underspends, for example in grant funded

projects; would this money be lost? Members note the response that there will be robust commissioning processes to ensure deliverability of projects.

Members were also interested to understand how the Council will ensure SPF projects do not duplicate existing work and note that there will be engagement with communities of interest to utilise local expertise to ensure this does not happen. Members recognise that, understandably, these are preliminary responses in an evolving area and expect that these issues will need to be revisited to ensure appropriate systems are in place to maximise and target spend appropriately.

Constraints on delivery

Members were interested to hear that there are concerns that it may prove difficult to spend the £7m hypothecated to the Adult Numeracy '*Multiply*' programme due to a shortage of appropriately qualified tutors. Members sought views on other constraints that are causing concern and note the following: recruitment of suitable individuals across the range of projects; and inflation costs.

Governance

Members note there will be a lead authority for the region that will develop the plan, receive and distribute funding, monitor the programme and undertake strategic engagement. Members note it is likely to be one of the local authorities that has staff experienced in undertaking this role with EU funding.

Members were interested to understand the governance model for SPF regionally and note that the aim is to ensure an enabling model of governance is developed to capitalise on the flexibility of the SPF model. Members were pleased to hear your recognition of the need for scrutiny to be an integral part of this model. Members note a report is being taken to July cabinet and we propose to undertake pre-decision scrutiny of this, for completeness, but recognise that more details will be available in October/ November, when it should be possible to scrutinise how individual schemes will be delivered and implemented – we shall bear this in mind when prioritising items for our work programme.

Once again, thank you to you and officers for attending our first scrutiny committee meeting of this Administration and for engaging constructively with Scrutiny Members. Members recognise that all are working to tight timescales, with a lack of

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

11 JULY 2022

**ATLANTIC WHARF REGENERATION SCHEME – UPDATE: PRE-DECISION
SCRUTINY**

Appendices 2, 3 and 4 of the Cabinet Report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Purpose of the Report

1. To give Members background information to aid the scrutiny of the draft report to Cabinet regarding the next steps in the Atlantic Wharf regeneration, which is due to be considered by Cabinet at their meeting on 14 July 2022.
2. Members should note that **Appendices 2, 3 and 4** of the Cabinet report are exempt from publication. Members are requested to keep this information confidential, in line with their responsibilities as set out in the Members Code of Conduct.

Scope of Scrutiny

3. At their meeting on 14 July 2022, the Cabinet will consider a report that updates Cabinet on progress with the Indoor Arena development and associated Multi-Storey Car Park (MSCP) and sets out the proposed next steps with these and the overall Atlantic Wharf regeneration.
4. The report seeks approval for the acquisition and appropriation of land parcels relevant to the Atlantic Wharf regeneration, namely:

- i) the acquisition of land to assist the Council to meet its obligations set out in the planning agreement for the new Indoor Arena and the wider Atlantic Wharf regeneration, and
 - ii) The appropriation of land for the delivery of the MSCP.
- 5. The report to Cabinet also seeks authorisation to undertake a land referencing exercise for the masterplan area, and agreement to the principle of using Compulsory Purchase Orders to facilitate the delivery of the wider Atlantic Wharf regeneration scheme.
- 6. During this scrutiny, Members can explore:
 - i) The updates on the Indoor Arena, and wider Atlantic Wharf regeneration
 - ii) The proposed changes to the Multi-Storey Car Park
 - iii) The proposed land strategy
 - iv) The proposed changes to the Atlantic Wharf masterplan
 - v) The proposed agreement in principle to use of Compulsory Purchase Orders
 - vi) The financial, legal and property implications for the Council and whether there are any risks to the Council
 - vii) The next steps and timelines involved, and
 - viii) The recommendations to Cabinet.

Structure of the meeting

- 7. The Chair will move that this item be considered in two parts: an open session, where Members will be able to ask questions on the issues and papers that are in the public domain; and a closed session, where members of the public will be excluded, where Members can ask questions that pertain to **Appendices 2, 3 and 4**.
- 8. Members will hear from Councillor Russell Goodway (Cabinet Member – Investment and Development) and Neil Hanratty (Director of Economic Development). There will be a presentation taking Members through the proposals and recommendations to Cabinet, followed by Members' questions.

9. Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions.

Background

10. In November 2020, Cabinet approved the Live Nation consortium as the preferred bidder for delivery of the new Indoor Arena, authorised the land strategy, authorised a Pre-Contract Service Agreement (PCSA), and authorised obligations on the Council to support delivery of the Arena, known as Conditions Precedents. The Indoor Arena Full Business Case was approved by Cabinet in September 2021.
11. Also in November 2020, Cabinet gave authority to develop an Outline Business Case (OBC) for the provision of the new MSCP required to consolidate existing surface car parking in Atlantic Wharf, to support delivery of the Indoor Arena and Atlantic Wharf regeneration. In September 2021, Cabinet approved the OBC for the MSCP.
12. In December 2020, Cabinet approved the Atlantic Wharf masterplan, the development of an OBC to redevelop the Red Dragon Centre, and submission of a hybrid planning application.
13. In March 2022, detailed planning consent for the new Indoor Arena and outline consent for the Atlantic Wharf regeneration scheme was granted. The Planning Agreement places obligations on the Council, including delivery of the MSCP. The planning consent requires the Planning Agreement to be signed within 6 months of the date of permission, by August 2022.
14. The draft report to Cabinet entitled '*Atlantic Wharf Regeneration Update*' is attached at **Appendix A** and has 7 appendices:
 - **Appendix 1** – Hybrid Planning Permission Red Line Plan
 - **Confidential Appendix 2** – MSCP Feasibility Report (Capita)
 - **Confidential Appendix 3** – HOTs Future Inn
 - **Confidential Appendix 4** - Surveyors Report

- **Appendix 5** – Atlantic Wharf Red Line Plan
- **Appendix 6** – Appropriation Report (Bevan Britten LLP)
- **Appendix 7** – Site Plan Over-Flow Car Park - Red Line Plan.

Issues identified in the Cabinet Report

Planning Agreement

15. The report to Cabinet sets out that the Planning Agreement places obligations on the Council, the main one being the delivery of a new MSCP. These obligations become effective once the planning permission is implemented.
16. The report to Cabinet sets out that, for planning permission to be implemented, the Council needs to sign the Development Fund Agreement (DFA) – to enable designs to be completed to RIBA Stage 4 - and provide further cost underwrite in certain circumstances. There will be a further report to Cabinet before the DFA is signed, scheduled for Autumn 2022.

Multi- Storey Car Park (MSCP)

17. Details are provided at **Points 10- 12 and 14-19**. The report to Cabinet identifies that the previous proposals for a MSCP were to build it on council-owned land; however, the shape and location of the land, coupled with increased construction costs due to inflation, means the estimated costs of the previous proposals are now above the approved financial envelope for the MSCP.
18. The Council has employed Capita to undertake a feasibility study for provision of a MSCP; this is attached at **Confidential Appendix 2** and sets out four possible options. Option 4 is recommended as it optimises the shape of the MSCP, avoids the need to build over the dock feeder, which would be costly, and enables the use of modern construction techniques, reducing costs. However, this option requires the acquisition of additional land. The freehold interest proposed to be acquired is marked red on the plan attached at **Confidential Appendix 3**.
19. The report to Cabinet stresses that Option 4 is the most affordable and best value for money solution for delivering the MSCP. **Confidential Appendix 4** sets

out the proposed Heads of Terms, based on the independent valuation shown at **Confidential Appendix 5**.

20. The report to Cabinet sets out that work is progressing on the Full Business Case for the MSCP, which will be presented to Cabinet for final approval prior to Financial Close of the Indoor Arena project.

Land Strategy

21. **Points 20-26** set out the proposed land strategy, including a land referencing exercise for the masterplan area, and background to the use of Compulsory Purchase Orders.
22. The land referencing exercise will identify any land where there may be title issues, enabling the Council to review and consider these prior to use of Compulsory Purchase Orders that may be required to clean-up the title.
23. The report to Cabinet is clear that, if it proves necessary to look to use Compulsory Purchase Orders in the future, a further report to Cabinet will be brought that provides details and justification for making the Orders.
24. **Point 26** sets out that the Council also needs to appropriate land, with **Confidential Appendix 6** providing legal advice on this, and **Appendix 7** providing a site plan of the land proposed to be appropriated.

Indoor Arena

25. **Points 27 – 29** provide an update on the Indoor and Atlantic Wharf regeneration scheme, including:
- i) Inflation has led to a significant increase in costs, resulting in the Arena Consortium reviewing their RIBA Stage 3 designs and a consequent delay in signing the Development Fund Agreement, which is now anticipated to be signed before Christmas
 - ii) There will be a report to Cabinet in October 2022 setting out a new timeline for the Indoor Arena development, which will include an update on the Council's obligations arising from the Planning Agreement. These obligations include the MSCP, the

redevelopment of the Red Dragon Centre, delivery of the public realm and solutions for green space and drainage, such as a proposed public park scheme on Lloyd George Avenue.

- iii) Due diligence of the detailed design underlines the important relationship between the new Indoor Arena project and other Council projects and decisions, such as decisions on the future of County Hall, and the Heat Network project. The report to Cabinet in October will detail these implications for the new Indoor Arena project.

26. At **point 8**, the report to Cabinet sets out that once final designs are completed and the full and final costs are known, the project will reach 'Financial Close', and the Arena Consortium will be obliged to deliver the new Indoor Arena.

Financial Implications

27. **Points 31 – 37** set out that more detailed financial implications will be provided as detailed proposals are brought forward. They also highlight:

- i) Funding for land acquisition will come from the Council's Arena Affordability Envelope budget
- ii) The additional capital cost of land acquisition and associated enabling will need to be considered as part of the proposed MSCP business case and options appraisal to be presented to a future Cabinet.
- iii) The MSCP business case will need to demonstrate an achievable self-financing approach, delivery within the limitations of Arena Affordability Envelope and that it is the best value for money solution available to the Council in meeting obligations.
- iv) The Council will need to assess the VAT implications arising from this land transaction and proposed development, particularly any potential impact on the Council's partial exemption position. Specialist VAT advice may need to be sought and relevant actions will need to be taken prior to the acquisition being completed and works commencing, including submission of an option to tax form to HMRC.

- v) The Council will need to make a balanced decision regarding the costs and benefits of land appropriation both from a financial and non-financial perspective.

Legal Implications

28. **Points 38 – 49** set out the legal basis for the Council to acquire and appropriate land and to use Compulsory Purchase Orders. They also set out the need for the Council to:

- i) consider value for money, risks, rewards and liabilities, and
- ii) consider its duties with regard to the Equality Act 2010, the Well-Being of Future Generations (Wales) Act 2015, Welsh Language Measure (Wales) 2011 and Welsh Language Standards.

Property Implications

29. **Point 50** sets out there is no need for additional property implications as these are covered in the body of the report.

Human Resources Implications

30. **Point 51** states there are no HR implications.

Proposed Recommendations to Cabinet

31. The report to Cabinet contains the following recommendations:

- i. *Delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Legal Officer to acquire the land illustrated etched red in the plan attached at Confidential Appendix 4 in accordance with the terms outlined in Confidential Appendix 4 and in line with the independent valuation set out at Confidential Appendix 5.*
- ii. *Authorise the commencement of land referencing investigations to identify any outstanding third-party interests that may need to be acquired to enable the regeneration scheme.*
- iii. *Approve the principal of making a Compulsory Purchase order under section 226(1) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) and the Acquisition of Land Act*

1981 to seek the acquisition of land and interests within the site area shown edged red on the plan attached at Appendix 5.

- iv. Pursuant to powers under Section 122 of the Local Government Act 1972 and Section 227 Town and Country Planning Act 1990 to facilitate the redevelopment of the land for a Multi Storey Car Park to approve the appropriation of the Red Dragon Centre (RDC) over-flow car park land shown edged red on the plan at Appendix 7 for planning purposes as it is no longer required for its current purpose and note that the appropriation of the RDC for planning purposes would enable the finalisation of the Full Business Case for the Multi Storey Car Park development for presentation to Cabinet at a future meeting.*

Previous Scrutiny

- 32. In December 2020, this Committee undertook pre-decision scrutiny of a report to Cabinet on the Atlantic Wharf masterplan. Following this scrutiny, the Chair, Councillor Howells, wrote a confidential letter to Councillor Russell Goodway, Cabinet Member – Investment and Development, dated 9 December 2020, setting out the Committee’s comments and observations. A copy of the confidential letter has been shared with Committee Members.
- 33. In July 2021, this Committee undertook pre-decision scrutiny of a report to Cabinet on the Atlantic Wharf scheme. Following this scrutiny, the Chair, Councillor Howells, wrote a public and a confidential letter to Councillor Russell Goodway, Cabinet Member – Investment and Development, dated 14 July 2021, setting out the Committee’s comments and observations. Copies of these letters has been shared with Committee Members.
- 34. In March 2022, this Committee undertook pre-decision scrutiny of a report to Cabinet on the Cardiff Bay Regeneration proposals, which included Atlantic Wharf. Following this scrutiny, the Chair, Councillor Howells, wrote a public and a confidential letter to Councillor Russell Goodway, Cabinet Member – Investment and Development, dated 10 March 2022, setting out the Committee’s comments and observations. Copy of these letters have been shared with Committee Members.

35. Much of the information considered in the above scrutinies has been confidential and therefore Members comments, observations and recommendations on this information cannot be included here. Regarding the information in the public domain, Members have made the following points:

Atlantic Wharf Regeneration – July 2021¹

- i) Member re-iterate their view, expressed following our scrutiny in December 2020, that designs should reflect the heritage of the area, of the Port of Cardiff, Butetown and Cardiff Docklands, bringing the sea and coast to bear.
- ii) Members request consideration be given to providing social and affordable housing throughout the site, given the high levels of housing need in Cardiff and that these are predicted to increase post-pandemic.
- iii) Members recommend that officers work with the Access Forum to gain a full understanding of access needs, so that these can be considered and addressed from the start of the footbridge design process.
- iv) Members recommend that a further report to Cabinet be brought on the proposed delivery arrangements for the Cultural Production Partnership, to provide transparency and clarity
- v) Members request a copy of the questionnaire posted to local residents and details of the languages this has been provided in, given the high proportion of local residents from Black and Minority Ethnic communities whose first language is not English or Welsh.

Indoor Arena – September 2021²

- vi) Members feel it would be beneficial to use daytime CGIs as well as night-time CGIs in future press releases
- vii) Members were pleased to hear that the design discussions to date have reduced energy usage by 40%, that discussions are ongoing regarding the Arena joining the Cardiff Heat Network and that an Energy Strategy is being developed that focuses on ensuring net carbon zero.

¹ Public Letter to Cllr Goodway, dated 14 July 2021 re Atlantic Wharf

² Public Letter to Cllr Goodway, dated 21 September 2021, re Indoor Arena

Cardiff Bay Regeneration - March 2022

Indoor Arena –

- viii) Members note the increased capacity to 17,000 spectators.
- ix) Members are pleased to hear that there is work to address noise pollution, car parking and loss of green space.
- x) Members are pleased to hear that the Indoor Arena will be one of the greenest in the UK. We note that to achieve carbon neutrality may be beyond reach as a stand-alone building and that work is progressing on an energy strategy for the wider Atlantic Wharf site to assist the Council to meet its One Planet Cardiff pledge of net zero carbon.
- xi) Members thanked officers for ensuring daytime CGIs were available, as previously requested; similarly, Members feel it would be beneficial for CGI images to highlight the greening that will take place in public spaces to offset the hard standing required to enable the area to cope with the volume of spectators.

Atlantic Wharf Regeneration

- xii) Members sought to understand the viability of the various family attractions, given the current cost of living crisis. Members note the Outline Business Case for Atlantic Wharf will contain data on this.
- xiii) Members are delighted to see progress being made to find a good use for the Graving Docks.
- xiv) Members welcomed in principle the proposed improvements for Lloyd George Avenue, that will enhance connectivity, public and active transport, boost biodiversity and promote health and wellbeing. Members are pleased that there will be consultation and engagement with local communities to ensure final proposals reflect their views. Members note that early discussions are being held on the possibility of replacing Herbert Street bridge and improving that general area, to assist connectivity between the city centre and Cardiff Bay.
- xv) Members wish to highlight the need to ensure that free facilities are promoted in Cardiff Bay, for walking, running, cycling, and swimming. Whilst we need the employment and economic benefits that flow from events and adventure tourism, we must ensure that residents and visitors are not 'priced out' of enjoying Cardiff Bay for recreational use.

Way Forward

36. Councillor Russell Goodway (Cabinet Member – Investment and Development) will be invited to make a statement. Neil Hanratty (Director of Economic Development) and Chris Barnett (Operational Manager – Major Projects) will attend to give a presentation and all witnesses will be available to answer Members' questions on the proposals.
37. All Members are reminded of the need to maintain confidentiality with regard to the information provided in **Appendices 2, 3 and 4**. Members will be invited to agree the meeting go into closed session to enable discussion of this information.

Legal Implications

38. The Scrutiny Committee is empowered to enquire, consider, review, and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

39. The Scrutiny Committee is empowered to enquire, consider, review, and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However,

financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i) Consider the information in this report, its appendices and the information presented at the meeting
- ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter in time for its meeting on 14 July 2022, and
- iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

7 July 2022

CABINET MEETING:

14 July 2022

ATLANTIC WHARF REGENERATION SCHEME UPDATE

INVESTMENT & DEVELOPMENT (CLLR RUSSELL GOODWAY)

AGENDA ITEM:

PORTFOLIO: INVESTMENT & DEVELOPMENT

Appendices 2-4 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To seek approval for the acquisition of land to assist the Council in meeting its obligations in relation to the planning agreement for the new Indoor Arena and the wider Atlantic Wharf regeneration scheme.
2. To approve the appropriation of land for planning purposes required for the delivery of the Multi Storey Car Park (MSCP).
3. To authorise a land referencing exercise relating to the masterplan area and to agree to the principle of pursuing a Compulsory Purchase Order to facilitate the delivery of the wider Atlantic Wharf regeneration scheme.

Background

4. In November 2020, Cabinet approved the 'Preferred Bidder' developer/operator for the delivery the new Indoor Arena and authorised the Council to enter into a Pre-Contract Service Agreement (PSCA) with the Preferred Bidder. Authority was also provided to progress the land strategy to enable delivery of the Arena together with outlining the obligations that will be placed upon the Council to support the delivery of the Arena through a variety of Conditions Precedents.
5. In December 2020, Cabinet approved in principle the masterplan for the redevelopment of Atlantic Wharf and authorised the commencement of a consultation process. In addition, Cabinet also authorised the submission of a hybrid planning application to secure outline permission for the

masterplan area and detailed permission for the new Indoor Arena. At the same meeting Cabinet authorised the preparation of the Outline Business Case to bring forward a redevelopment of the Red Dragon Centre site.

6. In July 2021, Cabinet approved the Outline Business Case for the delivery and funding of the new Indoor Arena by a developer/operator consortium led by Live Nation, one of the world's leading music entertainment companies and operators and promoters of Arena/Stadia.
7. In September 2021, Cabinet approved the Full Business Case for the new Indoor Arena and confirmed the Live Nation consortium as the successful bidder. Cabinet also delegated authority to agree and execute the final documentation relating to the Development Funding Agreement for the new Indoor Arena. At the same meeting, Cabinet approved the Outline Business Case for the delivery of a new MSCP which is an obligation on the Council set out in the agreement to deliver the Arena as a Condition Precedent.
8. In March 2022, the Arena Consortium secured detailed planning consent for the new Indoor Arena and outline consent for the wider Atlantic Wharf regeneration scheme (as set out in Appendix 1). This consent requires a Planning Agreement to be signed within 6 months of the date of the permission. The parties remain on track to sign the agreement by the deadline of August 2022. The Planning Agreement places a number of obligations on the Council as landowner. The key obligation for the Council is delivery of a new Multi Storey Car Park to replace the existing surface car parking spaces adjacent to County Hall and the Red Dragon Centre. The obligations in the Planning Agreement will only become effective once the planning permission is implemented. This will require the Council to firstly sign the Development Fund Agreement (DFA) to enable the detailed designs to be completed to RIBA Stage 4 and provide a further cost underwrite in certain circumstances. Once the final designs are completed and the full and final costs are known the project will reach 'Financial Close' and the Arena Consortium will be obliged to deliver the new Indoor Arena. Although Cabinet has delegated authority for the DFA to be signed, a further report will be presented to Cabinet in the autumn to provide a comprehensive update before the DFA is signed.
9. As part of the above, the Council is currently progressing the Full Business Case for the MSCP with the procurement process intended to commence in July 2022. The Full Business Case will also be presented back to Cabinet for final approval prior to Financial Close of the new Indoor Arena.

Issues

10. As part of the development of the Full Business Case for the MSCP, the Council has been required to consider and seek to mitigate the hyper-inflation that is currently affecting most projects in the construction sector. The current estimated cost for the MSCP, following market engagement, is significantly more than the approved financial envelope.

11. The approved MSCP was designed to accommodate the required number of parking space on land in Council ownership at the time. This led to an inefficient, non-uniform shape that in the current market would be expensive to build. Further analysis also suggests the shape would create circulation issues that could affect egress at peak times.
12. The proposed MSCP is to be located predominantly on the existing Red Dragon Centre over-flow car park. In order to avoid any complications relating to the rights of existing tenants of the Red Dragon Centre, the Council is seeking to appropriate the over-flow car park for planning purposes. The Council will ensure that the current provision of circa 900 spaces is retained at all times for existing tenants through a combination of the main on-site surface car park being available for use and additional spaces provided in the adjacent MSCP on Pierhead Street to compensate for the loss of the over-flow car park whilst the new MSCP is being constructed.
13. The Atlantic Wharf masterplan is situated on land predominantly owned by the Council. However, in any acquisition of land there can be title issues including historical rights of way, leases, and sometimes minor gaps within title details due to historic individual acquisitions. A land referencing exercise will assist the Council to review and consider any title issues ahead of any potential Compulsory Purchase Order that may be required to clean-up the title.

Multi Storey Car Park (MSCP)

14. A sharp rise in the cost of traditional build projects has seen the estimated cost of the MSCP rise significantly beyond the approved financial envelope. This has led the Council to explore a more efficient design and modern construction methods as a means of reducing cost and realigning with approved budgets.
15. The initial proposed solution was to modify the shape of the building and to extend the building within the boundary of the Council current land ownership. This would require either the costly relocation of the dock feeder or an expensive build-over with a transfer slab. The requirement for a transfer slab would constrain the method of construction to the traditional build approach.
16. Confidential Appendix 2 illustrates and explains four options for delivery of the MSCP taking account of the financial and site constraints and feedback from the market both in terms of the design and the construction approaches available. The options can be summarised as follows:
 - 1) Approved Design - the MSCP solution presented as part of the approved outline planning application.
 - 2) Within the Approved Red-line Boundary - optimising the shape of the MSCP within the current red-line boundary of the approved outline application by building over the dock feeder.

- 3) Within the Approved Red-line Boundary – optimising the shape of the MSCP within the current red-line boundary of the approved outline application by building a smaller car park to avoid the need to build over the dock feeder. *(This would not meet the current obligation within the DFA which requires a minimum of 1300 spaces).*
 - 4) Extending the Red-line Boundary (through the acquisition of additional land) - optimising the shape of the MSCP and re-aligning the development to avoid the need to build over the dock feeder.
17. Option 4 is the recommended approach. Option 4 proposes the acquisition of additional land to enable the MSCP development to be rotated circa 90 degrees. The rotation of the development would allow for a much more efficient rectangular form to be delivered and would avoid the need to divert or build over the existing dock feeder infrastructure. This means a transfer slab would not be required enabling cheaper modern construction methods to be utilised.
 18. The Council is able to consider Option 4 as a solution due to progress having been made with the adjacent landowner regarding the acquisition of the freehold interest in the site. The freehold interest proposed to be acquired is marked red on the plan attached at Confidential Appendix 3. The Council has already previously acquired the long leasehold interest in this site. Draft Heads of Terms are attached at Confidential Appendix 3 and an independent external valuation is attached at Confidential Appendix 4. It is important for Cabinet to note that the cost of acquiring the freehold interest also includes an additional sum relating to the relocation of existing car parking spaces for the current owner. Confidential Appendix 3 provides an estimate of costs for undertaking these works however, it is anticipated these costs could be significantly reduced if the works are contained within the contract to deliver the MSCP development.
 19. Whilst the acquisition of the freehold interest, and the commitment to deliver the associated works, could be regarded as adding an additional burden on the financial envelope for the development, the cost of acquiring the additional plot of land will be more than adequately compensated for by the reduction in the cost of construction enabled by the use of modern construction methods. The proposed new slender rectangular form of the building will also free-up further land for development as part of the Atlantic Wharf masterplan which will also generate a capital receipt to assist with off-setting the cost of acquisition. The Full Business Case for the MSCP will include these additional acquisition costs. The intention is to present the FBC to Cabinet in late autumn demonstrating that the development, including these additional costs, can be delivered within the constraints of the existing financial envelope.

Land Strategy

20. Appendix 5 provides an illustration of the wider Atlantic Wharf masterplan area. Whilst the Council owns the majority of the land, it is prudent to undertake a land referencing exercise to ascertain ownerships and rights over the land subject to consideration for regeneration. In its capacity as

local authority, the Council has the right to pursue a Compulsory Purchase Order to acquire any parcels of land and/or any legal rights that are required to enable the regeneration.

21. It is proposed that the Council may use its powers under section 226(1)(a) of the Town and Country Planning Act 1990 in order to acquire any parcels of land in the Site, if they cannot be acquired by agreement. Under section 226(1)(a) of the Act, the Council, upon being authorised, can acquire any land in their area:

“if the Council thinks that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in the land”.

22. The exercise of the power also requires that the Council:

“thinks, that the development, redevelopment or improvement is likely to contribute to the achievement of any one or more of the following objects:

- the promotion or improvement of the economic wellbeing of their area*
- the promotion or improvement to the social wellbeing of their area*
- the promotion or improvement of the environmental wellbeing of their area”*

23. The Welsh Government Circular 003/2019 “Compulsory Purchase in Wales and ‘The Crichef Down Rules (Wales Version, 2020)” sets out guidance for acquiring authorities in relation to the making of Compulsory Purchase Orders, including when it is appropriate for compulsory purchase powers to be utilised pursuant to section 226(1)(a). The Guidance sets out the key tests which need to be satisfied before a Compulsory Purchase Order will be confirmed – these are considered by the Welsh Ministers prior to deciding whether to confirm the Order and must be considered by the Council prior to the making of any Order. Further details of these tests and the justification for making the Order will be provided to Cabinet in a subsequent report if it should prove necessary to seek authority from Cabinet to make a Compulsory Purchase Order in the future. If a Compulsory Purchase Order is made it will be critical to demonstrate to the Welsh Ministers that there are no hurdles to the delivery to the Development that cannot be overcome, including the fact that planning permission has been or will be granted.

24. It is considered that the criteria within section 226(1)(a) are likely to be satisfied, as the acquisition of any outstanding interests will facilitate the delivery of significant benefits by the development, that will improve the economic, social and environmental wellbeing of the area. These benefits include:

- The delivery of an Indoor Arena with a minimum capacity of 15,000;
- The delivery of circa 2,000 jobs during the construction phase and circa 1,000 jobs during the operational phase of the Arena;
- Significant improvements to public realm in the vicinity of the Indoor Arena;
- 1,000+ new homes, re-provision and development of significant commercial and retail space.

- Improvements to transport links to the area.
25. The draft Order, Order Map and Statement of Reasons would be provided for consideration and approval by Cabinet in the event that it should prove necessary to seek authority from Cabinet to make a Compulsory Purchase Order in the future.
 26. The Council also needs to appropriate land within the site for planning purposes so that the relevant land takes the benefit of the powers within Section 203 of the Housing and Planning Act 2016 that permit private rights to be overridden. Appendix 6 provides advice on the appropriation of land within the masterplan area. Appendix 7 provides a site plan of the land proposed to be appropriated, including the Red Dragon Centre overflow car park which is required to deliver the MSCP proposal set out in Option 4 above. The Council will take active steps to negotiate a release of those rights before the powers within Section 203 are implemented.

Next Steps

27. The new Indoor Arena project and the associated Atlantic Wharf regeneration scheme is a large complex development that is progressing positively in the face of significant emerging financial pressures. In particular, the UK has seen historic levels of hyper-inflation in 2022 with some areas of construction experiencing more than 20% increases in costs within the last 12-months. The Council had hoped that the Development Fund Agreement would have been signed before June, however, a significant increase in costs had led the Arena Consortium to review their RIBA Stage 3 designs before moving on to Stage 4. It is now anticipated that the DFA will be signed before Christmas.
28. A further report will be presented to Cabinet in October setting out a new timeline for the Indoor Arena development. As part of this, a detailed update will be presented to Cabinet covering the obligations required of the Council in the Planning Agreement. Despite the delay in signing the DFA, the Planning Agreement is required to be signed under delegated authority in August 2022. However, the obligations in the Planning Agreement will not become binding on the Council until the development is implemented following Financial Close. The obligations contained in the Planning Agreement are normal planning requirements and/or have been presented to Cabinet in previous reports set out as Conditions Precedent. Consideration of these obligations will be presented to Cabinet in the form of Outline Business Cases and subsequently Full Business Cases and will include projects such as the new MSCP, the redevelopment of the Red Dragon Centre, delivery of the public realm and solutions for green space and drainage such as the proposed Lloyd George Avenue scheme.
29. Further due diligence on the detailed design undertaken in recent months has also underlined the important relationship between the new Indoor Arena project and other Council projects/decisions such as the decision on the future of County Hall, and the Heat Network project. The report in October will set out in detail the implication of these projects/decisions on the new Indoor Arena project.

Reason for Recommendations

30. To enable the acquisition of land and other land matters to support the delivery of the Atlantic Wharf regeneration scheme, one of the Council's primary regeneration priorities.

Financial Implications

31. This report provides progress updates on the Indoor Arena and associated Multi Storey Car Park (MSCP), whilst also seeking approval to acquire and appropriate relevant land parcels to progress the development. The report sets out that a business case led approach will be utilised with more detailed scheme proposals for the Multi Storey Car Park to be brought forward to Cabinet for review and approval in due course. More detailed financial implications will be provided as and when these detailed proposals are brought forward, with clear funding strategies in place to implement.
32. The table contained within Confidential Appendix 3 sets out high level cost plans for each MSCP option, concluding that option four (rotating MSCP 90 degrees and acquiring Future Inns land) is the most affordable and best value for money solution for delivering the 1,300 space MSCP in line with Council's obligations as part of Arena DFA contract.
33. To enable the commercial delivery of option four, the Council is also seeking to acquire the freehold interest of an additional piece of land to deliver revised car park layout. This report seeks delegated authority to acquire freehold of land currently owned by Future Inns in accordance with the Heads of Terms outlined in Confidential Appendix 4, and in line with the independent valuation set out at Confidential Appendix 5.
34. Funding for this acquisition will come from Arena Affordability Envelope as part of the obligations on Council to deliver a 1,300 space MSCP. The additional capital cost of land acquisition (as per Confidential Appendix 3) The enabling works to reconfigure the existing Future Inns car park (as per Confidential Appendix 3) will need to be taken into account as part of the proposed MSCP business case and options appraisal to be presented to a future Cabinet. This business case will need to demonstrate a self-financing approach to delivering a car park remains achievable and can be delivered within the limitations of Arena Affordability Envelope despite these additional capital costs, whilst also demonstrating proposed delivery mechanisms remain the best value for money solution available to the Council in meeting obligations.
35. The Council will need to assess the VAT implications arising from this land transaction and proposed development, particularly any potential impact on the Council's partial exemption position. Specialist VAT advice may need to be sought and relevant actions will need to be taken prior to the acquisition being completed and works commencing, including submission of an option to tax form to HMRC.

36. This report also seeks approval for the appropriation of land outlined for the delivery of the Multi Story Car Park (MSCP). The Council will need to make a balanced decision regarding the costs and benefits of appropriation both from a financial and non-financial perspective. Appendix 6 sets out relevant details on the case for appropriating this land for planning purposes.
37. Recent inflationary increases in construction sector have resulted in projected cost of delivery for the MSCP rising. Initial capital funding for delivery of the car park remains in place via the Arena affordability envelope, however This will directly impact the Arena Affordability Envelope, so the MSCP business case will need to demonstrate and the funding available to support this project.

Legal Implications (including Equality Impact Assessment where appropriate)

38. Section 120 of the Local Government Act 1972 enables the Council to acquire land for either (a) the benefit, improvement or development of its area or (b) for any of its functions under any enactment. Section 121 allows local authorities to acquire land compulsorily for the purposes of section 120.
39. Section 226 of the Town and Country Planning Act 1990 enables the Council to acquire land compulsorily for development and other planning purposes as defined in section 246 (1) of the Act for the promotion or improvement of the economic, social or environmental well-being of the area.
40. Section 145 of the Local Government Act 1972 enables the Council to do, or arrange for the doing of, or contribute towards the expenses of the doing of, anything necessary or expedient for the provision of entertainment of any nature or the provision of a theatre, concert hall, dance hall or other premises suitable for the giving of entertainments and any purposes incidental to that provision.
41. Section 12 of the Local Government Act 2003 enables the Council to invest (a) for any purpose relevant to its functions under any enactment or (b) for the purposes of the prudent management of its financial affairs.
42. The Cabinet needs to take account of the Council's fiduciary duties to the local residents and taxpayers. As such, proper consideration needs to be given to the risks, rewards and potential future liabilities of the proposals which are the subject of this report. The issue concerns whether the potential risks and liabilities described in the report and in the associated appendices are proportionate to securing the stated economic development objectives and thereby in the best interests of the local taxpayers and residents. Any viable alternatives for delivering the economic development objectives should be considered.

43. The Cabinet must also make its decision having due regard to the Council's public sector equality duties pursuant to the Equality Act 2010 (including specific Welsh public sector duties). This requires the Council, in the exercise of its functions, to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race - including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in this report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.
44. Equalities impact assessments will be undertaken as necessary as the development, and the proposals described within this report, are developed.
45. The Well-Being of Future Generations (Wales) Act 2015 ("the Act") places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
46. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2020-23:
- <http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf>
47. The well-being duty also requires the Council to act in accordance with the 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without comprising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrates approach to achieving the 7 national well-being goals;
 - Work in collaboration with others to find shared sustainable solutions; and
 - Involve people from all sections of the community in the decisions which affect them.

48. The Cabinet must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:
<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
49. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language.

Property Implications

50. The subject of this report is centred around property and therefore there is no requirement for an additional comment in this respect.

HR Implications

51. There are no HR Implications.

RECOMMENDATIONS

Cabinet is recommended to:

- i) Delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Legal Officer to acquire the land illustrated etched red in the plan attached at Confidential Appendix 4 in accordance with the terms outlined in Confidential Appendix 4 and in line with the independent valuation set out at Confidential Appendix 5.
- ii) Authorise the commencement of land referencing investigations to identify any outstanding third-party interests that may need to be acquired to enable the regeneration scheme.
- iii) Approve the principal of making a Compulsory Purchase order under section 226(1) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) and the Acquisition of Land Act 1981 to seek the acquisition of land and interests within the site area shown edged red on the plan attached at Appendix 5.
- iv) Pursuant to powers under Section 122 of the Local Government Act 1972 and Section 227 Town and Country Planning Act 1990 to facilitate the redevelopment of the land for a Multi Storey Car Park to approve the appropriation of the Red Dragon Centre (RDC) over-flow car park land shown edged red on the plan at Appendix 7 for planning purposes as it is no longer required for its current purpose and note that the appropriation of the RDC for planning purposes would enable the finalisation of the Full Business Case for the Multi Storey Car Park development for presentation to Cabinet at a future meeting.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	Date

The following appendices are attached:

Appendix 1 - Hybrid Planning Permission (Red-line Plan)
Confidential Appendix 2 - MSCP Feasibility Report (Capita)
Confidential Appendix 3 - HOTs Future Inn
Confidential Appendix 4 - Surveyors Report
Appendix 5 - Atlantic Wharf Red-line Plan
Appendix 6 - Appropriation Report (Bevan Brittan LLP)
Appendix 7 - Red-line Plan

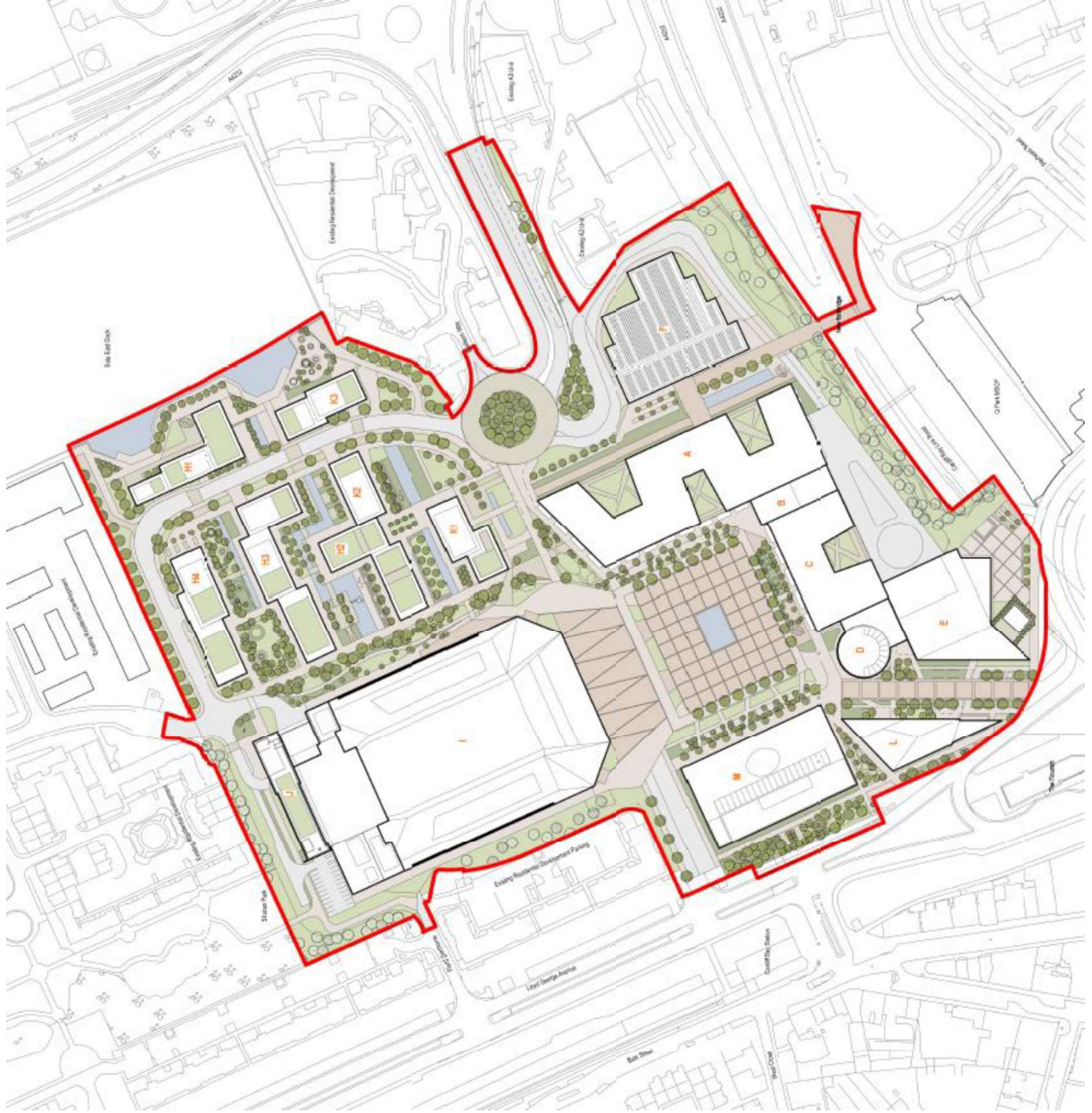
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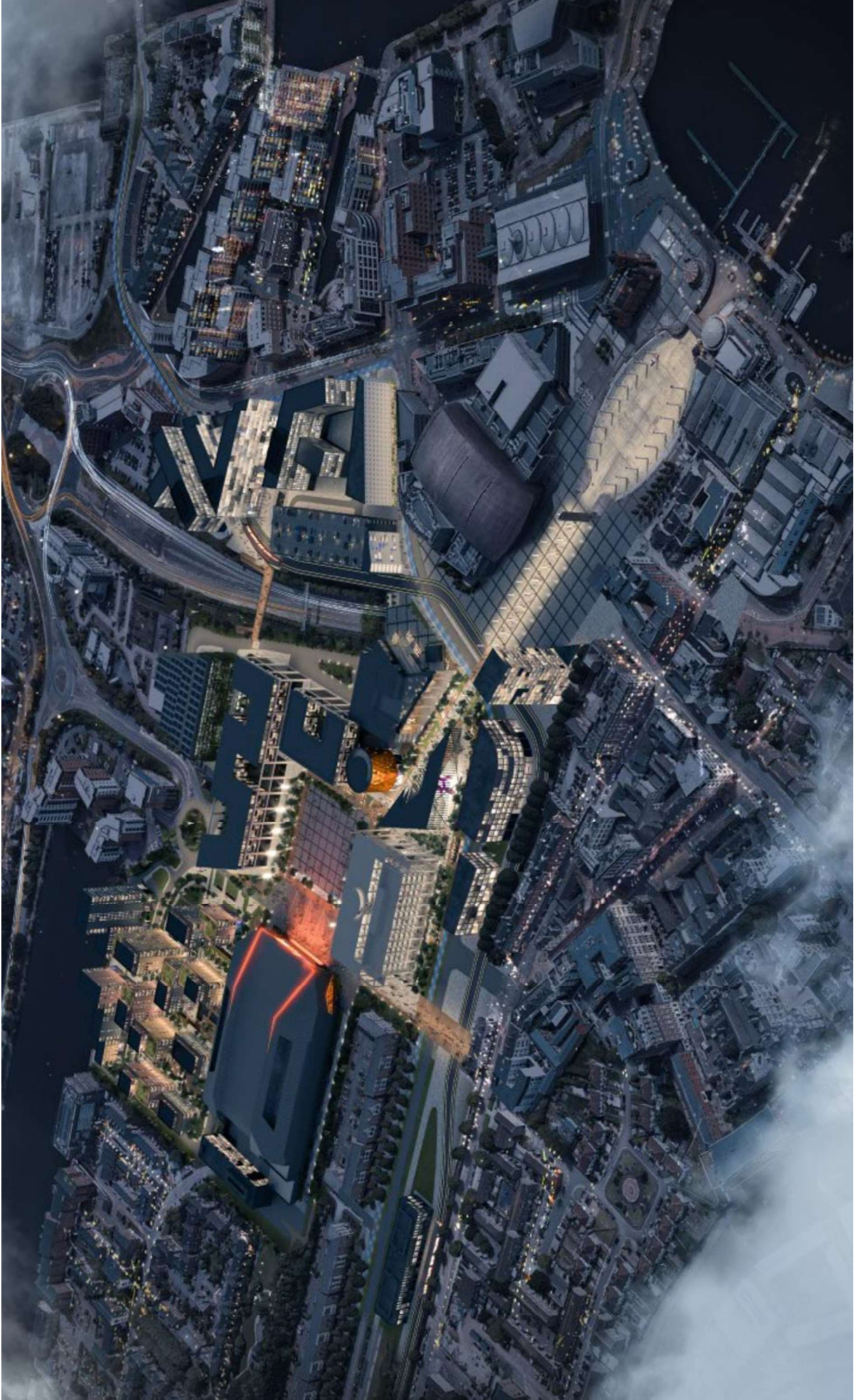
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Illustrative Masterplan

Legend:

A	New Red Dragon Centre
B	This is Wales
C	Mixed Use
D	Cardiff Story Museum
E	WMC Academy
F	MSCP
H1 - H5	Residential Pods
I	Avenue
J	3* Hotel (Travelodge)
K1	4* Signature Hotel
K2	Hotel
K3	Apartment Hotel
L	Contemporary Art Museum
M	Commercial Office
	Hybrid application boundary







Visuals



Visuals



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By virtue of paragraph(s) 14, 16, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Legend:	
A	New Red Dragon Centre
B	This is Wales
C	Mixed Use
D	Cardiff Story Museum
E	WMC Academy
F	MSCP
H1 - H6	Residential Plots
I	Arena
J	3* Hotel (Travelodge)
K1	4* Signature Hotel
K2	Hotel
K3	Apert Hotel
L	Contemporary Art Museum
M	Commercial Office
	Hybrid application boundary



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APPENDIX 6 – APPROPRIATION

1 BACKGROUND TO THE USE OF SECTION 203 POWERS

- 1.1 The Council proposes to construct a multi-story car park (“MSCP”) that will serve the proposed Indoor Arena on land that is currently used for overflow car parking for the Red Dragon Centre (“Land”). The removal of the current car park arrangements on the Land would infringe car parking rights that exist over the Land. The Council has sought to negotiate with the tenants that hold the car parking rights (“Tenants”) to release those rights and/or agree an alternative location for the car parking, but a release had not yet been agreed.
- 1.2 The provisions that permit persons to carry out building or maintenance work or to use land in contravention of a private right or interest are set out in Sections 203(1) and (4) of the Housing and Planning Act 2016 (‘2016 Act’) ¹. Any rights that are overridden would be converted into a right to claim compensation under section 204 of the 2016 Act.
- 1.3 Before the powers within Section 203 can be relied upon, the relevant land first has to have been acquired or appropriated for “planning purposes” under section 122 Local Government Act 1972. Under section 122(1) of the Local Government Act 1972 the Council can appropriate land within its ownership for any purpose for which it is authorised to acquire land by agreement, and where that land is no longer required for the purpose for which it is held. Appropriation is the internal ‘transfer’ of land and property between different departments or purposes. The Land is no longer required for its current purposes and is required to be held for a planning purpose and redeveloped for the purposes of the MSCP to serve the Indoor Arena in accordance with planning permission.
- 1.4 “Planning purposes” are described in section 246 of the Town and Country Planning Act 1990 (‘TCPA’) which states that any reference to the appropriation of land for planning purposes is a reference to appropriation for the purposes for which land could be acquired under sections 226 and 227 of the TCPA. Therefore, planning purposes means an acquisition or appropriation which will facilitate the carrying out of development, re-development or improvement which is likely to contribute to the economic, social or environmental well-being of the area; or which is required for a purpose which it is necessary to achieve in the interests of the proper planning of the area in which the land is situated.

2 SECTION 203 HOUSING AND PLANNING ACT 2016

- 2.1 Where land has been appropriated for planning purposes (pursuant to section 122 Local Government Act 1972 and section 227 Town and Country Planning Act 1990), the consequence (under Section 203 of the Housing and Planning Act 2016) is that the erection, construction or carrying out of any building or other works on such land is authorised, notwithstanding that it may involve interference with third party rights. The following criteria would have to be satisfied in order for the powers within Section 203 to apply to the Land following appropriation to planning purposes:
- 2.1.1 There is a planning consent in place for the works to/use of the land that has been appropriated;
- 2.1.2 The works/use must be intended to be carried out on land which at any time on or after 13 July 2016 has:
- become vested in or acquired by the local authority; or

¹ Section 203(1):

(1) A person may carry out building or maintenance work to which this subsection applies even if it involves—
(a) interfering with a relevant right or interest, or
(b) breaching a restriction as to the user of land arising by virtue of a contract.

Section 203(4):

(4) A person may use land in a case to which this subsection applies even if the use involves—
(a) interfering with a relevant right or interest, or
(b) breaching a restriction as to the user of land arising by virtue of a contract.

- been appropriated by a local authority,

for planning purposes.

2.1.3 The land is land that the authority could acquire compulsorily for the purposes of the works/use; and

2.1.4 The works/use is for purposes related to the purposes for which the land was vested, acquired or appropriated.

2.2 The Council is considering whether to appropriate the Land within the Site for planning purposes so that the relevant land takes the benefit of the powers within section 203 Housing and Planning Act 2016 that permit private rights to be overridden. The Council will take active steps to negotiate a release of those rights before the powers within section 203 are implemented.

3 JUSTIFICATION FOR APPROPRIATION

3.1 It is necessary in making a decision as to whether to support the recommendation to appropriate the land to planning purposes to give consideration to all relevant matters:

a) Whether the appropriation of the Council's land and the acquisition of the Developer's land will facilitate the carrying out of the redevelopment of the land;

By engaging Section 203 in respect of the Section 203 Land, the Council will have sufficient certainty that an injunction cannot defeat the proposed development. If an action is brought against the Council, the remedy will be compensation.

b) Whether the development of the land will contribute to the promotion or improvement of the economic, social or environmental well-being of the area;

The development would facilitate the delivery of a new MSCP that is required to serve the Indoor Arena and will assist in the delivery of the benefits described at section 28 of the main Cabinet Report.

Overall the development will make a significant contribution to the economic, social and environmental well-being of the area. The delivery of the Indoor Arena that is associated with the MSCP is key to the regeneration of Atlantic Wharf.

c) Whether the use of Section 203 is proportionate with any interference with the human rights of those persons affected.

Human Rights issues arise in respect of the proposed arrangements. The Government guidance "Compulsory purchase process in Wales and the Crichton Down Rules (Wales Version 2020)" advises that compulsory acquisition (and therefore, by analogy, appropriation for planning purposes under s.122(1) Local Government Act 1972 or Section 122 (2A) Local Government Act 1972, which have the effect, by virtue of Section 203, of infringing Convention Rights) should consider (Part 1 Paragraph 20):

"...When making a CPO, acquiring authorities should be sure the purposes for which the CPO is made sufficiently justifies interfering with the human rights of those with an interest in the land affected.... Depriving an individual or business of their rights is a serious step which an acquiring authority should consider carefully"

Furthermore, under the Human Rights Act 1998 the Council is required to act in accordance with the European Convention on Human Rights ("ECHR") in deciding whether to implement the arrangements. Article 1 of the First Protocol of the ECHR provides that every natural or legal person be entitled to peaceful enjoyment of his or her possessions. Engagement of Section 203, to allow interference with private rights, involves interference with a person's rights under this Article. However, the right to peaceful enjoyment of possessions under Article 1 is a qualified rather than absolute right, as the wording permits the deprivation of an individual's possessions where it is in the public interest and is subject to the conditions provided for by law, and (in relation to the right to respect for private and

family life and a person's home) Article 8(2) allows for interference which is "in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the protection of health and morals, or for the protection of the rights and freedoms of others."

There must therefore be a balancing exercise between the public interest and the individual's rights whereby any interference in the individual's rights must be necessary and proportionate. "Proportionate" in a context means that the interference must be no more than is necessary to achieve the identified legitimate aim. A "fair balance" must be struck between the rights of the individual and the rights of the public. It is for the Council to consider the issues raised in this report and to strike that "fair balance" in coming to its decision as to whether the Land should be appropriated to planning purposes.

It is considered that the public interest in appropriating the Land to facilitate the development of the MSCP that is required for the Arena outweighs the rights of the individuals to peaceful enjoyment of their possessions, and that the proposed use of Section 203 powers amounts to a proportionate interference in all the circumstances. In this regard, the availability of compensation to those who are deprived of their third party rights is of relevance to the issue of proportionality.

e) The acquisition and appropriation of the land required for the Development must be acquired or appropriated for 'planning purposes';

The Land would be appropriated to allow the comprehensive redevelopment of the Land as will be provided for by the planning consent. The redevelopment of the Land will deliver the planning objectives noted in the main report. The appropriation of the Land is necessary in order to facilitate the delivery of the MSCP that is required to serve the Indoor Arena.

f) The Third Party Rights affected by the Development and the likely extent of interference with those rights caused and whether such interference is reasonable;

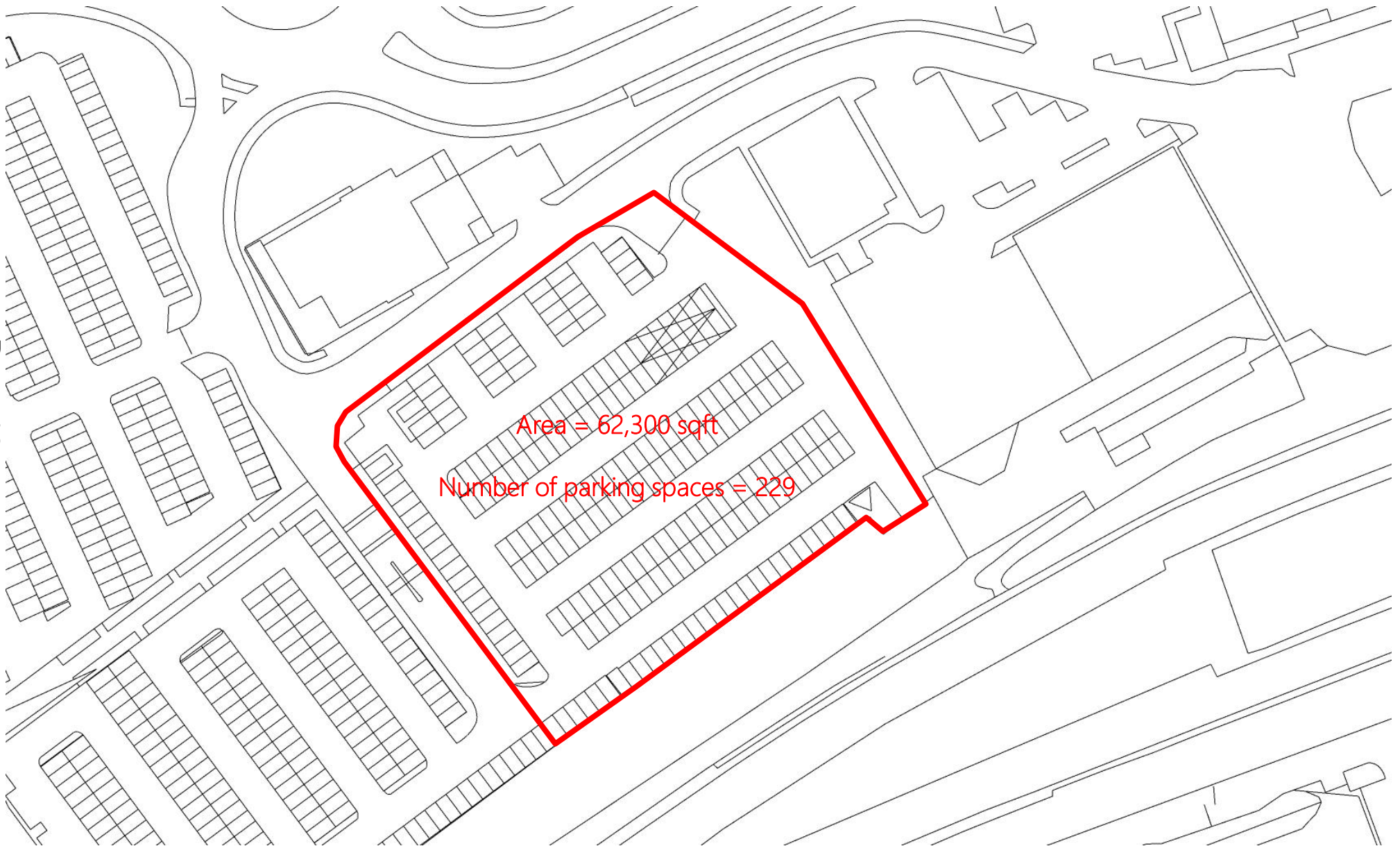
The Land is burdened by a number of car parking rights and attempts to seek a release of those rights, or an agreement to provide alternative car parking rights have not reached a successful conclusion. The Council will continue to take active steps to negotiate a release of those rights before the powers within section 203 are implemented.

Due regard will need to be had to the Council's Public Sector Equality Duty (PSED, in particular with respect to general duties arising under the Equality Act 2010, section 149.

It is considered that the public interest in appropriating the Land to facilitate the development of the MSCP that is required to serve the Arena outweighs the rights of the individuals that hold private rights over the Land, and that the proposed use of Section 203 powers amounts to a proportionate interference in all the circumstances. In this regard, the availability of compensation to those who are deprived of their third party rights is of relevance to the issue of proportionality.

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Overflow Carpark



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