

**CABINET: THURSDAY, 20 MAY 2021 at 2.00 PM**

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A Cabinet Meeting will be held remotely on Thursday 20 May 2021 at 2pm

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**A G E N D A**

- 1 Minutes of the Cabinet Meeting held on 18 March 2021 (*Pages 3 - 8*)

**Leader**

- 2 Capital Ambition Recovery and Renewal (*Pages 9 - 14*)
- 3 Recovery and Renewal: Organisational Recovery and Renewal (*Pages 15 - 34*)
- 4 Greener, Fairer, Stronger: Draft City Recovery and Renewal Strategy (*Pages 35 - 142*)
- 5 Recovery and Renewal: Delivering a Child Friendly Recovery (*Pages 143 - 172*)
- 6 One Planet Cardiff - A Response to the Climate Emergency: Key Progress (*Pages 173 - 204*)

**Culture & Leisure**

- 7 Let's make Cardiff Greener, Healthier and Wilder (*Pages 205 - 302*)

**Investment & Development**

- 8 Canal Quarter Regeneration (*Pages 303 - 358*)
- 9 Llanrumney Regeneration Scheme - Statutory Public Consultation and Land Disposal Update (*Pages 359 - 426*)

**PAUL ORDERS**

Chief Executive

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**MINUTES**

CABINET MEETING: 18 MARCH 2021

Cabinet Members Present:	Councillor Huw Thomas (Leader) Councillor Peter Bradbury Councillor Susan Elsmore Councillor Russell Goodway Councillor Graham Hinchey Councillor Sarah Merry Councillor Michael Michael Councillor Lynda Thorne Councillor Chris Weaver Councillor Caro Wild
Observers:	Councillor Keith Parry Councillor Adrian Robson Councillor Rhys Taylor
Also:	Councillor Mary McGarry (Item 2)
Officers:	Paul Orders, Chief Executive Chris Lee Section 151 Officer Davina Fiore, Monitoring Officer Sarah McGill, Corporate Director Joanne Watkins, Cabinet Office

Apologies:

**31 MINUTES OF THE CABINET MEETING HELD ON 24 FEBRUARY 2021**

**RESOLVED:** that the minutes of the Cabinet meeting held on 24 February 2021 be approved

**32 TO RECEIVE THE REPORT OF THE COMMUNITY & ADULT SERVICE SCRUTINY COMMITTEE ENTITLED 'CLOSER TO HOME PROJECT: OUT OF COUNTY PLACEMENTS FOR ADULTS WITH A LEARNING DISABILITY**

On behalf of the Community and Adult Services Scrutiny Committee, Councillor Mary McGarry presented the report entitled 'Closer to Home Project: Out of County Placements for Adults with a Learning Disability'. The report contained 65 key findings and 30 recommendations

**RESOLVED:** that the report of the Community and Adult Services Scrutiny Committee entitled 'Closer to Home Project: Out of County Placements for Adults with a Learning Disability' be received and a response prepared

33 **CORPORATE PARENTING STRATEGY**

The Cabinet received the updated Corporate Parenting Strategy which had been developed in consultation with current Looked After Children, Care Leavers across the city and partners. The three year Corporate Parenting Strategy outlined Cardiff Council's commitments, challenges and the key steps needed to ensure that children have the best possible outcomes in life.

**RESOLVED:** that the Corporate Parenting Strategy 2021-2024 (attached as Appendix A) be approved.

34 **REPLACEMENT OF THE RECYCLING AND REFUSE COLLECTION FLEET**

Cabinet received a report which outlined proposals for the phased purchasing of a new recycling and refuse collection fleet over a two-year period. An initial procurement exercise had been carried out and a procurement strategy developed which considered the service requirements over seven years following purchase. A phased approach over a two-year period would allow the Council to continue vehicle trials to determine recycling methodology in line with Welsh Government Waste Strategy for both domestic and trade waste collections.

**RESOLVED:** that the direct award to Dennis Eagle of a framework for the phased purchasing of a new recycling and refuse collection fleet over a two-year period with a value estimated at £9.7M be approved

35 **CONTRACT AND LEASE FOR GREEN ELECTRICITY GENERATION FROM LANDFILL GAS AND LANDFILL GAS MANAGEMENT AT LAMBLY WAY**

***Appendix A to this report is exempt from publication on the basis that it contains information of the description set out in paragraphs 14 and 21 of Part 4 of schedule 12 A of the Local Government Act 1972 and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.***

***Appendix B to this report is not for publication as it contains exempt information of the description in paragraph 16 of Schedule 12A of the Local Government Act 1972***

An update on the management of landfill gas at Lamby Way was received together with details of the contract and lease arrangements for the provision of electricity from landfill gas and landfill gas management at Lamby Way.

**RESOLVED:** that

1. the conclusion of contract and lease agreements for the provision of electricity from landfill gas and landfill gas management at Lamby Way as agreed in the Heads of Terms.
2. delegate authority to the Director of Economic Development subject to consultation with the Cabinet Member Finance, Modernisation & Performance and the Cabinet Member Clean Streets, Recycling and Environment, s.151 Officer and Director Governance and Legal Services, to deal with all aspects of the contract and lease agreements.

36 **REVIEW OF LEISURE CONTRACT WITH GREENWICH LEISURE LTD (GLL)**

***Appendices 1, 2, 5, 6, 8, 9 and 10 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 of Schedule 12A of the Local Government Act 1972.***

Cabinet received a report containing proposals to vary the Leisure services contract with Greenwich Leisure Limited (GLL) in response to the COVID-19 pandemic to improve the long-term sustainability of the contract. It was proposed that Pentwyn Leisure centre be removed from the contract and transferred to a new operator as set out within the report. Further it was proposed that the velodrome facility be removed from the Maindy Site in order to pave the way for delivery of a new Velodrome facility at the International Sports Village.

**RESOLVED:** that

- i) the Audit Wales report attached as Appendix 3 and the Council's initial summary response set out in Appendix 4 be noted
- ii) Agreement in principle be given to the proposed variation to the GLL contract as set out in this report namely the removal of the Pentwyn Leisure Centre and the Maindy Velodrome from the contract and authority be delegated to the Director of Economic Development in consultation with the Cabinet Member for Culture & Leisure, the Legal Officer and the S151 Officer to:
  - a) Complete the contract variation subject to the detailed legal due diligence set out in this report and consideration of the outcome of the Equality Impact Assessment;
  - b) Enter into the proposed lease at Pentwyn Leisure Centre as set out in this report, in line with the proposal attached at Confidential Appendix 5 and substantially in the form of the draft Heads of Terms attached as Confidential Appendix 6, and subject to: satisfactory conclusion of point a); detailed legal due diligence as set out in this report; detailed financial due diligence; and an independent valuation.

- c) Subject to a) and b) above, deal with all aspects of the procurement and implementation of the proposed improvements to the Pentwyn Leisure Centre subject to the financial envelope set out in Confidential Appendix 9 and in line with the scheme presented at Appendix 7 and the estimated costings presented at Confidential Appendix 8.

**37 SCHOOL ADMISSION ARRANGEMENTS 2022/23**

The Council's School Admission Arrangements for 2022/23 were received. The draft policy had been subject to consultation. Two responses had been received and these were set out within the Cabinet report together with the proposed amendments to the policy.

**RESOLVED:** that the Council's School Admission Arrangements 2022/2023 as set out in the Admission Policy 2022/2023 be agreed

**38 AUTHORISATION AND PROTOCOL REQUIREMENTS FOR REVIEW OF WORK ACTIVITIES**

The Cabinet considered a policy for Authorisation and Protocol Requirements for Review of Work Activities which set out the decision-making process and governance requirements when considering any monitoring at work in respect of a suspicion or allegation of misconduct.

**RESOLVED:** that the Authorisation and Protocol Requirements for Review of Work Activities be approved

**39 ANNUAL COMPLAINTS REPORT**

The Cabinet received details on the operation of the corporate complaints procedure for 2019/20. A total of 2,859 complaints were recorded during 2019-20 and a total of 2,345 compliments were recorded.

**RESOLVED:** that the contents of the report be noted

**40 PAY POLICY**

The Cabinet received the Pay Policy Statement for 2021/22 prior to consideration by Council. The policy covered all employee groups (with the exception of teachers as remuneration for this group was set by Welsh Government) and included information on the gender pay gap.

**RESOLVED:** that Council is recommended to:

- (i) confirm that the decision to agree the Pay Policy Statement constitutes agreement to implement the cost of living pay increases determined by the relevant negotiating body effective from 1<sup>st</sup> April 2021, as accounted for in the Budget set and agreed by Council on 4<sup>th</sup> March 2021.

- (ii) determine that any additional financial implications arising from the national pay agreements determined after this date that cannot be met within the Council's agreed Budget will be referred to Council for consideration and decision.
- (iii) approve the attached Pay Policy Statement (2021/22) Appendix 1.

41 **HOUSING REVENUE ACCOUNT BUSINESS PLAN**

The Cabinet considered the Housing Revenue Account Business Plan for 2021-2022. The plan set out the Council's vision as a social housing landlord and its objectives and standard for the service, together with resources and financial requirements.

**RESOLVED:** that the Housing Revenue Account (HRA) Business Plan - 2021-2022 be approved for presentation to Welsh Government.

42 **ACQUISITION OF NEW BUILD HOUSING THROUGH A PACKAGE DEAL ARRANGEMENT ON LAND AT WYNDHAM CRESCENT, CARDIFF**

This item was deferred.

43 **VELODROME & INTERNATIONAL SPORTS VILLAGE DEVELOPMENT STRATEGY**

***Appendices 2 to 6 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14, 16 and 21 of Schedule 12A of the Local Government Act 1972.***

A revised masterplan for the leisure component of the International Sports Village development in Cardiff Bay was considered, including a delivery plan for a new velodrome facility. The purpose built velodrome facility would include the relocation of the track, funded by a capital contribution from the Council with the balance of the development - the Performance Hub - including storage, workshop space and welfare facilities being delivered through revenue income.

**RESOLVED:** that

- (i) the new masterplan to complete the leisure attraction at the International Sports Village attached at Appendix 5 be approved.
- (ii) in principle approval be given to the plans for the new Velodrome at the International Sports Village and authority be delegated to the Director of Economic Development in consultation with the Cabinet Member for Investment & Development and statutory officers to prepare a detailed business case including the appointment of professional advisors, procurement of a contractor and the development of a planning application to be presented back to a future meeting of Cabinet for final approval before entering contracts.

- (iii) Authority be delegated to the Director of Economic Development in consultation with the Cabinet Member for Investment & Development and statutory officers to prepare a detailed business case for completing the leisure attraction at the International Sports Village as set out in the masterplan at Appendix 5 and the development appraisal at Confidential Appendix 4, including undertaking a soft-market testing exercise relating to the future operation of the site, and to return to a future meeting of Cabinet for final approval.

#### 44 **CARDIFF REPLACEMENT LOCAL DEVELOPMENT PLAN REVIEW REPORT AND DELIVERY AGREEMENT**

Cabinet received details of the findings of the consultation exercise undertaken on the draft Cardiff Local Development Plan (LDP) Review Report and draft Delivery Agreement. A total of 34 responses were received and were summarised within the report. The review report had been updated to take account of contextual changes since the autumn draft was issued and the delivery agreement had been updated to provide greater clarity regarding the LDP preparation changes.

**RESOLVED:** that Council be recommended to approve the Final Review Report and Final Delivery Agreement and authorise their submission to Welsh Government.

**CAPITAL AMBITION: RECOVERY AND RENEWAL****LEADER (COUNCILLOR HUW THOMAS)****AGENDA ITEM: 2**

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**Reason for this Report**

1. This report provides an overview of the Council's approach to recovery and renewal and outlines how the Council will seek to adapt to the challenges and opportunities of the new operating environment as the city emerges from the current phase of the Covid-19 pandemic.

**Background**

2. The Covid-19 pandemic has presented the biggest challenge to public services and to the life of the city in a generation. Over the course of the crisis the Council has played a vital role, both in terms of delivering vital services, particularly to the city's most vulnerable residents, and through civic leadership, convening a coalition of public, private and third sector partners and leading a whole-city response to the crisis.
3. The latest data published by Public Health Wales and Office for National Statistics (ONS) shows that case rates in Cardiff have fallen steadily since the peak earlier this year and are now 15.5 per 100,000 population over the 7-day period to 14 May 2021 and test positivity is at 1.5%.
4. In response to the improving public health situation, the Welsh Government is implementing a gradual easing of lockdown restrictions in accordance with their Coronavirus Control Plan, with the return of almost all aspects of city life and public services expected over the coming months. Although it is anticipated that some social distancing requirements will remain in place for the remainder of 2021, it is hoped that the current lockdown will be the last, and that the UK will enter a period of stability. Cardiff is therefore on the verge of entering a new 'post-Covid-19' operating environment, which will present new risks, new challenges and new opportunities for the city and for its public services.
5. The Cabinet wishes to respond proactively to these new challenges and opportunities, building on the culture of service innovation, the unprecedented levels of cross-council and partnership working with the public and private sectors, and the dynamism, commitment and care

shown by all council staff, key workers, citizens and communities during the pandemic.

## **Recovery and Renewal**

6. The Council has continued to use the 'Restart, Recover, Renew' framework, approved by Cabinet in June 2020, to guide its planning for restarting services and for identifying medium and longer term priorities for recovery and renewal.
7. As restrictions have been eased Council services have restarted or have been adapting to enable the Council to operate in a Covid-secure manner for staff and citizens. As before, this has followed a disciplined and co-ordinated corporate process, consistent with the legislation and the latest Public Health Wales advice.
8. In addition, a series of immediate and short term actions needed to continue to manage the pandemic and respond to the easing of lockdown restrictions were agreed by Cabinet in February, including:
  - a. Ongoing pandemic management, including strengthening the Test, Trace, Protect Service and supporting the city's vaccination programme.
  - b. Re-opening schools for all learners and re-engaging children and young people.
  - c. Supporting businesses and workers
9. A comprehensive recovery planning exercise was undertaken as part of the development of the Corporate Plan 2021-24, which contains priorities for service recovery over the medium term, and was approved by Council in March 2021.
10. Looking to the medium to longer term the Covid-19 pandemic will lead to significant shifts in the way in which people live, work and travel, and create new challenges and opportunities for the city economy and for local public services. Recognising this, the Cabinet committed in February 2021 to a programme of 'city renewal' to set out how the Council would work with city partners to lead a greener, fairer recovery. To begin this process, Cabinet commissioned four 'Recovery and Renewal' reports to consider how the pandemic has impacted life in the city and to identify a series of proposals that could underpin long term renewal. These reports are presented to Cabinet alongside this report, and include:

## **Organisational Recovery and Renewal**

11. This report sets out the Council's principles for guiding how local public services need to change in response to the new, post-covid-19 operating environment, and identifies priority areas for action. These include:



- The development and adoption of 'hybrid working' model, building on the successful shift to home working, at scale and speed, seen during the pandemic.
  - The acceleration of the Council's digital programme, responding to the shift in citizen expectations in relation to accessing services online and the ICT infrastructures, support and process digitisation required to support agile working.
  - A strengthening of partnership arrangements, to ensure that the breadth and dynamism of joint working between the city's public services continues, focussed on ongoing pandemic management, a closer working relationship on wider public health issues and ensuring a strong and effective partnership response to the complex issues that will arise as a result of the pandemic.
  - The development of a 'locality working' model, responding to the desire for greater access to services locally, and rebuilding integrated local public services in a way that responds to the needs and strengths of local communities.
  - Leading a greener, fairer recovery through ensuring that the Council's spending and organisational policies, practice and partnerships are leveraged for maximum social and environmental gain.
  - Ensuring arrangements are in place for the recovery of all services, particularly those most impacted by the pandemic and any ongoing restrictions.
12. The report also outlines arrangements for the recovery and effective delivery of all core council services, supported by robust financial and performance management.

### Greener, Fairer, Stronger: City Recovery and Renewal

13. As lockdown restrictions are eased the city economy will begin to return to life. Sectors such as retail, hospitality and leisure, and areas such as the city centre, will soon be able to operate for the first time since December 2020.
14. Over the medium and longer term, it is anticipated that the crisis will have a major impact on cities and reshape the structure of the city economies.
15. The report identifies the action that the Council will take with partners to ensure that the restart of the city economy is achieved safely and successfully. It also sets out the longer term shifts that the city's economy may have to respond to as a result of the pandemic, and proposes a series of 'key missions' and projects that the Council could take forward, including:
- Mission 1: Reimagining the city centre
  - Mission 2: A city for everyone
  - Mission 3: A city of Villages
  - Mission 4: A culture and sport led renewal
  - Mission 5: A Tech City
  - Mission 6: A One Planet recovery

## Delivering a Child Friendly Recovery

16. The lives of all children and young people have been disrupted by the pandemic, with more vulnerable children particularly impacted. As the city emerges from the Covid-19 crisis, the Council is committed to putting the voice, needs and rights of children and young people at the heart of the recovery and renewal programme, and seeks to create a city where all young people are safe, healthy, happy and able to share in the city's success.
17. This report identifies the short and medium to longer term actions that will be delivered across Council service areas and with partners in the public, private, higher education and community sectors. These actions address the needs of all children and young people in Cardiff, from those who will access enhanced universal services through to those requiring specialist safeguarding and mental health services.
18. In addition to ensuring that services specifically for young people securing a Child Friendly Recovery will also require ensuring that the voice of young people is heard in all aspects of recovery and renewal. The report therefore also sets out how children and young people will engage with the 'Greener, Fairer, Stronger: City Recovery and Renewal' strategy and the 'One Planet Cardiff' response to the climate emergency and how the Council will work in partnership with children, young people and families to refresh and publish a new, post-pandemic, Child Friendly Strategy in the autumn of 2021.

## A One Planet Recovery

19. Following the approval by Cabinet in October 2020 of the One Planet Cardiff vision this report provides an update on progress to date, including immediate and short-term actions and commitments, and to report on feedback from public consultation. This report will be followed by a final One Planet Cardiff strategy and action plan to be brought to Cabinet for approval in autumn 2021.

## **Consultation and Engagement**

20. A programme of engagement with the public, city stakeholders and public service partners, staff and trade unions on the Council's recovery and renewal proposals will be conducted over the summer, with the results reported back to Cabinet in the autumn. This will include:
  - engagement with staff, trade unions and public services partners on the changes to the Council's operating model, including a specific engagement programme on the development of a 'hybrid working' model (as set out in the Capital Ambition: Organisational Recovery and Renewal report).
  - engagement with the public and city stakeholders, including children and young people, on the future of Cardiff's economy and city development priorities (as set out in the Greener, Fairer, Stronger: Draft City Recovery and Renewal report).

## **Reason for Recommendations**

21. To provide Cabinet with an overview of the Council's approach to recovery and renewal

## **Financial Implications**

22. This report sets out the overall context of the four accompanying strategic recovery reports. Each report outlines a series of activities and objectives which set out the overall strategic direction over the forthcoming months. Prior to implementation of these activities, assurance needs to be obtained that costs are all identified associated with adequate funding and that all risks are identified and managed in order to ensure delivery. Reference is made to engagement and any associated costs with these events will need to be found from within existing financial allocations or external funding.

## **Legal Implications**

23. There are no direct legal implications arising from the recommendations of this report.

## **HR Implications**

24. This report sets out a recommendation for a programme of engagement events including those with Trade Unions and staff. These events will be programmed and designed in order to ensure the widest possible coverage and using a variety of methodologies.

## **Property Implications**

25. There are no direct property implications arising from this report.

## **RECOMMENDATIONS**

Cabinet is recommended to note the content of the report and the proposed engagement programme.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>PAUL ORDERS</b> <b>Chief Executive</b>
	14 May 2021

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 20 MAY 2021**

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**CAPITAL AMBITION: ORGANISATIONAL RECOVERY AND RENEWAL**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 3**

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**Reason for this Report**

1. As part of the Cabinet's Capital Ambition: Recovery and Renewal agenda this report:
  - a. Outlines how the Council will seek to adapt to the challenges and opportunities of the new operating environment as the city emerges from the current phase of the pandemic.
  - b. Seeks approval for the establishment of a Capital Ambition: Recovery and Renewal Programme.
  
2. The report also seeks approval for the steps needed to deliver the programme, including:
  - a. The commencement of a programme of trade union and staff engagement including the proposed shift to adopting a 'hybrid working' model.
  - b. An in principle agreement of the need for a fundamental review of the Council's core office, locality and depot accommodation to be undertaken, with a detailed business case for each to be presented back to a future meeting of Cabinet for approval.
  - c. A review of the Council's relevant employee policy requirements, including the Homeworking Policy and the associated Agile Working policies, to ensure that they support the shift to a 'hybrid working' model.
  - d. A review of partnership arrangements to ensure that they can support the continuation of enhanced levels of multi-agency working.
  - e. Exploring the development a strengthened partnership approach to Public Health with Cardiff and Vale University Health Board, reporting to the Cardiff Public Services Board.
  - f. The acceleration of the development of a multi-agency 'locality working' model.
  - g. The establishment and monitoring the delivery of recovery plans for services that continue to be disrupted, or whose business model has been fundamentally challenged, by the pandemic.

- h. A post-pandemic review of all services to ensure that they are able to operate safely, effectively and efficiently in the new operating environment, including identifying opportunities for digitisation and for services to be provided online.

## Background

3. The Covid-19 pandemic has presented the biggest challenge to local public services in a generation and has led to rapid and significant changes to the way in which the Council and its partners deliver services. As the public health situation continues to improve Cardiff is on the verge of entering a new 'post-Covid-19' operating environment, which will bring with it new risks, new challenges and new opportunities for local public services. As the Council enters this new environment the Cabinet wishes for the culture of service innovation, the unprecedented levels of cross-council and public service integration and the dynamism, commitment and care shown by all council staff during the pandemic to be central to the organisation's recovery and renewal.

## Capital Ambition: Principles for Organisational Recovery and Renewal

4. The Council has identified the following 10 principles that will help to inform how local public services will change as a result of the pandemic:
  - i. **Child, family, citizen at the centre** – the pandemic has challenged old ways of working and existing service models. In rebuilding local public services, the needs and strengths of those receiving the service will be – at all times – front and centre.
  - ii. **Community/Locality-focussed** – the pandemic has led to a rediscovery of 'the local' and increased demand for local services. It has also had a differential impact across the city. In the future, services need to respond to the different challenges faced by communities across the city, bringing public service assets and resources together to create 'teams around the community'.
  - iii. **Flexibility** – the Council's response has been defined by the ability to act quickly and flexibly, with a focus on outcomes over process or presenteeism, and radical change enacted swiftly and effectively across organisational and service boundaries.
  - iv. **Partnership** - the Covid-19 crisis has demanded – and continues to demand – a whole-system response from the city's public services. The Council will continue to convene a city-wide recovery and renewal, with the scale and depth of the partnership working seen in the pandemic becoming business as usual.
  - v. **Prevention over cure** – the pandemic has exposed deep structural inequalities between communities and demographic groups in the economy, in health and wellbeing and access to services. The Council will focus on tackling the root cause of

problems, so often linked to poverty and inequality, and wherever possible act early to prevent problems occurring or getting worse.

- vi. **Digital by Default** – the shift towards online access to services seen in the pandemic will continue across all sectors. The Council will adopt a ‘Digital by Default’ approach, providing access to an enhanced range of services online where all those who can use digital routes to service choose to do so.
- vii. **Data and evidence-led** - the city’s pandemic response has relied on the rapid, robust collection, presentation and analysis of real-time data across the public service system to inform decision making. The Council will embed this shift in practice, strengthening its approach to corporate performance management and insight into both existing improvement priorities and the dynamic and complex new issues that will arise as a result of the pandemic.
- viii. **Service innovation** - the crisis has catalysed greater service innovation within the Council and across the public service system, with what would before have been seen as radical solutions implemented across partnerships, at speed. The Council wishes to ensure that the attitude of bold and creative approach to problem solving and improving services is central to the way local services are designed and delivered post-pandemic.
- ix. **One Planet Council:** Covid-19 has brought the importance of city resilience to shocks and risks to the fore. The Council has declared a climate emergency, and has set ambitious targets for decarbonisation in the One Planet Cardiff vision. Post-pandemic the Council will look to maximise environmental impact as an anchor employer and use the power of its organisational policies, practice and partnerships to lead a greener recovery and renewal.
- x. **Leading an inclusive economic recovery:** the Covid crisis has led to the most severe recession in living memory, with the greatest impact felt by those living in deprived communities, young people, women and the city’s ethnic minority communities. As the city economy enters a period of re-opening and recovery the impact of the Council’s investment programme, accommodation strategy, organisational policies and spending on the local economy needs to be maximised, particularly in support of those hit hardest by the pandemic.

## **Recovery and Renewal**

- 5. In order to provide strategic focus on the changes that the Council will need to make to the way it works in response to the pandemic, a ‘Recovery and Renewal Programme’ will be established. Given the uncertain environment within which the Council will be operating it is proposed that this be subject to review after a 12 month period. The priority areas for action are set out below:

## Adopting a Hybrid Working model

6. As the UK entered its first lockdown on 23 March 2020, in order to ensure the safety of staff and citizens and to slow the spread of the virus, the Council transitioned to a 'work from home' model for staff not working in critical front line services. Despite being one of the most challenging periods in memory for public services the Council has continued to operate effectively with a substantial proportion of non-front line staff working from home, with services and corporate functions continuing to function well and, in many cases, significant service change designed and implemented at speed.
7. In support of the transition to this new way of working the technology infrastructures, equipment and services needed to enable home working were rolled out rapidly and supported effectively by the Council's ICT team, and have been adopted by staff across the wide range of professional disciplines within the Council.
8. Feedback received from managers and staff indicates that overall arrangements have worked well, with discussions, meetings and productivity being maintained (and in some cases enhanced). This has also required an accompanying adoption by managers of management by outcome over 'presenteeism.' Staff feedback has also suggested that home working provides a better work/life balance for those who are able to do it, particularly those with caring responsibilities. Furthermore, sickness rates have reduced significantly in those departments who have adopted working from home at scale.
9. The use of video conferencing and remote/virtual meetings has created new opportunities for staff engagement, with, for example, over 400 staff attending a management forum event, and those who were not able to attend such events being able to catch up by viewing a recording of the event, with staff feedback being very positive.
10. Working with partners, within the city and beyond, has also been accelerated through the use of video conferencing, with the absence of a need to co-ordinate diaries, organise travel and meeting rooms meaning that multi-agency meetings could be organised quickly and take place frequently. Similarly, engagement in Wales and UK-wide meetings and networks has become more efficient, with meetings arranged at speed and no requirement for travel.
11. The Council's democratic governance has continued to operate effectively online over the course of the pandemic. Full Council meetings, Cabinet and Scrutiny meetings have all transitioned to video conference with meetings continuing to be webcast for public viewing. Audit Wales reported, following their work observing the Council's pandemic response and recovery that *'members have adapted well to the use of remote technology and chairing the meetings has been effective.'*
12. The adoption of agile working has already allowed the Council to reconsider and streamline its core office accommodation requirements.



In November 2020 the Council chose not to renew the lease on Wilcox House, and to relocate staff to County Hall or to agile/home working arrangements. This has reduced the Council's accommodation footprint by c 60,000 sq.ft. and released costs of c.£1.5m.

13. More broadly the reduction in staff commutes and journeys to work by car has also saved staff time spent in the car, reduced the Council's carbon footprint, contributed to the Council's clean air agenda and, if maintained, will also help to reduce congestion on the city's roads, particularly at peak hours. Increased levels of home and agile working are also seen as important levers for increasing spend and economic activity across all communities and in driving the recovery of district centres.
14. A number of challenges have been identified with greater home and agile working:
  - a. Feedback from staff indicates that while team meetings and partnership meetings are considered to be operating effectively, meetings which require creative thinking and problem solving, relying on a more free-flowing or organic discussion, can prove more challenging online than face-to-face communication.
  - b. The loss of personal interaction between staff could make it more difficult to build relationships upon which teamwork and successful delivery often depends. The opportunity for staff to build the networks that can support their work and their career development may also be hampered. This could be particularly challenging for those employees who have recently joined the Council or younger people beginning their careers.
  - c. It is recognised that there needs to be a greater understanding and time management regarding meetings when working from home and that continuous Teams meetings should be avoided. The Council produced a 'Homeworking Etiquette' guide at the beginning of the pandemic to provide guidance to both staff and managers. There is also training being piloted on this subject for both staff and managers.
  - d. Home environments must be both safe and appropriate for work. This can present challenges for certain groups of people, including people living in houses of multiple occupation, often young people, or those who do not have access to office or work space in their home or those who may feel lonely or isolated working at home alone for extended periods of time.
  - e. While offering the opportunity for better work/life balance and more flexibility in the working day, there is a danger that those working from home may experience a 'blurring of the lines' between their work and home lives. As a result, longer working hours or the inability to 'switch off' from work, particularly due to

Teams and/or Outlook notifications on personal mobile devices, also represents a risk to employee well-being.

15. In responding to the successful shift to home working seen during the pandemic, and the opportunities and challenges this new way of working presents, the Council is proposing to adopt a two phase approach.
16. Over the short term, the current arrangements for home and agile working will be maintained for the remainder of the 2021 calendar year. This approach is in line with the Cabinet's pandemic management priorities of keeping staff and citizens safe and limiting the spread of Covid-19, and responds to the likelihood that the Workplace Regulations relating to physical distancing will be in place until at least Autumn 2021.
17. To ensure that office environments are safe and adhere to the requirement for improved levels of ventilation there will be a re-assessment of work spaces in core office accommodation with maximum occupancy numbers for each office assigned. This will limit the potential occupancy of core offices, and so priority will be given to those staff whose return to an office environment is considered by services to be essential.
18. Looking further ahead to a point when physical distancing will no longer be required the Council does not intend to revert back to the pre-pandemic office footprint and 'traditional' staff office working patterns. Instead a new 'hybrid' model that seeks to maintain the benefits of increased home and flexible working arrangements experienced over the past year, whilst mitigating the risks identified above, will be developed. The development and implementation of this 'hybrid' model will combine a higher level of home working for those who are able with the option for some office working or attendance each week.
19. In doing so, four broad categories have been identified against which all roles within the Council will be assessed:
  - A. **Fixed location:** Employees who needs to be at the same location or desk every day, including frontline workers who commence from a set base.
  - B. **Flexible/Agile:** Employees who will have an office base, but may work from home or spend time out of the office base, meeting service users or partners. On average, it is anticipated that agile workers would be in the office for 2 days a week and that these days would be flexible, depending on work requirements.
  - C. **Home-based:** Employees who commence and end their work at their home, but are mobile throughout the day.
  - D. **Home:** Employees who perform 100% of their duties from their home.
20. In this proposed 'hybrid' working model, only fixed location employees would have a permanent desk, workstation or personal work-space. All other employees would have access to a desk, initially via an online booking form, in the Council's core office buildings, with meeting

facilities, interview/customer rooms and collaboration spaces also being available via an online booking system.

21. To ensure that those staff working from home are working in safe and appropriate environments, all home workers and a number of home-based and flexible workers will be required to have regular health and safety assessments. Employees who are currently working from home have undertaken self-assessments to review their workstation area, and any staff with a medical condition and/or physical disability have undergone a remote assessment via Occupational Health. Home working assessments will be repeated at an appropriate frequency determined by the risk involved.
22. It is proposed that all employee roles will be allocated into a category, and that this process will be led by service directors and managers in consultation with individual employees. Once a role is defined, staff will be able to request being switched between categories; however, this must be in line with service requirements and agreed by service manager and staff members. Any staff with physical or mental health requirements that make home or agile working challenging will be prioritised and appropriate office or work spaces allocated to them. Similarly managers will have the ability to arrange for appropriate arrangements to be put in place for those employees who, for a variety of reasons, find home working challenging.
23. Based on the discussions, outlined in the paragraph above, staff will have a mutual change to their terms and conditions so that their base of work is identified for contractual purposes. Any change will be through mutual consent. Full trade union consultation will take place on this proposal.
24. To support this process there will be a review of the Council's relevant employee policy requirements, including the Homeworking Policy and the associated Agile Working policies, to ensure that they support the shift to a 'hybrid working' model with details of the review being reported back to Cabinet
25. In addition to core office buildings, a network of community 'touch down' points and remote working hubs will be developed based in Council or partner buildings in communities across the city that will contain flexible desk space, meeting rooms and collaboration spaces that can be booked online. The establishment of these 'touch down' points/spaces will be developed in tandem with the focus on 'locality working' in partnership with other major public service providers and support the regeneration of local community and district hubs.
26. As a result of the adoption of 'hybrid working' the nature and scale of the Council's accommodation footprint will need to be reviewed, and where appropriate rationalised, adapted or modernised. The Council will therefore need to undertake a fundamental review of its office and depot accommodation requirement, with detailed business cases for both presented back to Cabinet for consideration.

27. The transition to an agile working model during the pandemic has been enabled by the Council's investment in digital infrastructures, services and skills. This will need to be continued in order to support the roll-out of agile working at scale post-pandemic, including the allocation of agile working devices and investment in meeting room facilities, 'touch down' points, and desk booking and utilisation technology.

#### Accelerating the Council's Digital Programme

28. The Administration's 'Capital Ambition' commitments prioritised the adoption of new digital technology to improve access to services, manage increasing demand and release financial savings. This agenda was given impetus with the appointment of a Chief Digital Officer, the publication of a new Digital Strategy (Digital Ambition) and a major programme of investment in the Council's ICT infrastructure.
29. This investment in digital infrastructure, services and skills meant that the Council was well-placed to respond to the shift to digital and online working necessitated by the pandemic. It also allowed the Council to lead on a number of city-wide and national digital initiatives in responding to the pandemic, most notably in supporting the rapid creation of the Cardiff and Vale Test, Trace, Protect (TTP) service and providing ICT support to the city's vaccination programme.
30. It is anticipated that the shift towards online activities and digital service delivery will continue to accelerate post-pandemic. Citizen expectation and familiarity with "digital" has increased, with "new adopters" of digital services, previously seen as unable or unwilling to access services online having their preference has shifted out of necessity. A core component of the 'Recovery and Renewal' programme will therefore be an acceleration of the Council's digital agenda, including:
- **Supporting the 'hybrid working' model:** The implementation of the digital infrastructure necessary to accommodate home and agile working at scale had begun prior the pandemic, with the mass rollout of enabling software such as Office 365. Over 62% of Council staff are now equipped with mobile devices, allowing them to work from home, touchdown points or remotely across the city. The adoption of a 'hybrid working' model will need to be supported by both providing the infrastructure and services needed to support those working from home and in modernising the services available in core office and touch-down accommodation.
  - **Online Access to Services:** The Council's successful delivery of channel shift towards digital routes was expanded during the pandemic, including new online applications developed for business grants; the provision of Free Schools Meals payments; the ability to report rough sleeping; and to donate to the Cardiff Food Appeal and Hardship Fund. The Cardiff App was also enhanced during the pandemic, including the ability to book appointments at Household Waste Recycling Centres, bulky waste collection and reporting

missed waste collections. Providing access to an enhanced range of services online will therefore continue to be a priority post-pandemic, with the adoption of a 'Digital by Default' principal, where all those who can use digital routes to service choose to do so. For those who cannot access or choose not to access services via online routes the Council will seek to ensure that alternative channels – particularly face-to-face – are available.

- **Process digitisation and the 'paperless office':** Greater home and agile working will create opportunities to digitise back office processes, with the 'paperless office' becoming the norm.
  - **Enhanced Use of Artificial Intelligence:** The Council has been a sector leader in the application of Artificial Intelligence in customer services, notably the introduction of the Council's Chabot, BOBi, with high customer satisfaction and usage outside of core C2C office hours.
  - **Real time data collection, presentation and analysis:** The city's pandemic response has relied on the rapid, robust collection, presentation and analysis of real time data across the public service system to inform decision making. The Council will embed this shift in practice to significantly strengthen its approach to corporate performance management and insight.
31. As part of a wider review of services post-pandemic, all services will be asked to identify further opportunities for digitisation and businesses cases developed for consideration.

#### Convening and leading city-wide response to recovery and renewal

32. The Covid-19 crisis has had a major disruptive impact on every aspect of city life, public services and every industry and sector of the city's economy. The complex challenges presented by the pandemic cannot be met by one organisation, sector or public service acting alone, and so the Covid-19 crisis has demanded – and continues to demand – a whole-system response from the city's public services.
33. From the very beginning of the crisis Cardiff adopted a partnership approach. The past 12 months has seen joint working between the city's public service on an unprecedented a depth and scale, led by the Cardiff Public Services Board (PSB) chaired by the Leader of the Council.
34. New partnership services have been created, at scale and speed, including the TTP service, joint working on initiatives including the mass vaccination programme, the creation of the Dragon's Heart Hospital at Principality Stadium, the approach to reducing homelessness and rough sleeping and the joint enforcement team. The crisis has also catalysed greater service innovation across public service systems, particularly for complex issues, with radical solutions requiring fundamental service redesign and reform being identified, agreed and delivered. This has relied on the allocation of resources and staffing across the system to

where they were needed most urgently. New partnership governance arrangements to enable rapid and robust decision making have been established which, allied to a culture of joint working built on well-established relationships at a leadership and operational level, has overcome service and organisational boundaries.

35. Looking to the future, the continued management of the pandemic and many of the most complex problems facing public services in the post-Covid environment will require the same level of partnership commitment and action. In the immediate term, this will include the continuation of the TTP service, with Cardiff Council hosting the national surge team for Wales; the continued rollout of the mass vaccination programme, including the potential for further booster shots in the autumn; and the critical role of responding to increased international travel and any outbreaks of 'variants of concern'.
36. More broadly, the strengthened partnership arrangements and joint working will be required in order to respond to increased demand and new, complex issues that will arise as the city emerges from this phase of the pandemic. This includes: building on the progress made in integrating health and social care services and responding to the impact of 'long-Covid; embedding and building upon the new approach to homelessness and rough sleeping; responding to the increase in poor child and adult mental health; increases in family breakdown and a rise in the number of children in need of support; and a wide range of community safety, cohesion and safeguarding issues.
37. To ensure that the city's public service partnership governance arrangements are fit for purpose for meeting the complex multi-agency challenges that the city's public services will face over the coming years it is proposed that the partnership governance arrangements supporting the Cardiff PSB are reviewed and refreshed, aligned with the statutory requirement to undertake a Wellbeing Assessment in 2021/22 and prepare an updated Wellbeing Plan in 2022/23.
38. Given the challenges presented by the pandemic and the wider existing health inequalities between communities in Cardiff that the pandemic has exposed the Council and Cardiff & Vale University Health Board (UHB) will need to continue to work in close partnership on the city's public health agenda. This will include tackling inequalities in access to service that some communities face and working together on the wider social determinants of health that are critical to addressing health inequalities, including access to good housing, employment and education, and safe, clean and cohesion communities. In order to support and provide focus to this work the Council will explore with Cardiff and Vale UHB a new Public Health-focussed partnership board, reporting the Cardiff PSB.
39. The crisis has also seen the emergence of a strengthened partnership with businesses across the city economy. Nowhere has this been more apparent, and nowhere will it be more important over the year ahead given the challenges faced, than in the city centre and the partnership with FOR Cardiff.

40. Higher Education has been amongst the most disrupted sectors in the city economy. Over the past year a strong partnership approach has been in place between the TTP service and the city's colleges and universities in order to help management of the pandemic. This will need to continue over the coming 12 months, in particular as a new cohort of students arrive in the city in early autumn. More broadly, the role of the city's Universities as an anchor institutions, major employers, attractors of students and investment and sources of innovation and economic development needs to be enhanced. The Council will therefore explore the potential of new partnership arrangements between the Council and its higher education sector post-pandemic.
41. The social distancing and work from home measures in place as a result of the pandemic have radically altered the daily flows between the city and the city-region over the past 12 months. While it is as yet unclear how quickly dynamics such as daily commuter flows will return to pre-pandemic levels, or if they will at all, it remains likely that cities will remain the engines of regional economies, with highly skilled and highly productive companies clustered in urban centres, and of the arts and cultural production. The mutual dependence of the city and its surrounding region, and the partnership arrangements in place to manage this relationship, will remain of central importance to Cardiff's post pandemic economic recovery. Cardiff Council will therefore play an active leadership role in the development and establishment of a Corporate Joint Committee (CJC) for the Cardiff Capital Region over the year ahead. More broadly, given the challenges the Covid-19 pandemic has and will continue to present to cities, close working with the major cities of South Wales and the West of England, through the Western Gateway partnership, to unlock investment in strategic transport, innovation and energy infrastructures, will remain a priority.

Locality Working: Building cross-public services 'teams around the community'

42. Partnership working at a community level, across the public services and with communities, has been a feature of the work undertaken in response to the pandemic, in particular in health and social care services and in supporting older and more vulnerable people to live independently in their community. Allied to this, the 'stay home' and 'stay local' restrictions in place as a result of the pandemic has led to greater appreciation amongst citizens for the local areas and a greater demand for easy access to local services.
43. In response, the Council will work with partners to developing a 'locality working' model for planning and delivering services as the city emerges from the pandemic. This will involve close working with partners to bring to bear the combined assets and services in a community, including schools, health and care services, local policing and the third sector together to ensure that local public services are tailored to the needs and strengths of each person, and that are accessible in the local community. This approach will build upon the successful development of community and health and wellbeing hubs, with local multi-disciplinary teams, based

in communities. In practice, this will be particularly important for the planning, assessment and delivery of care and support services for older people, for children and their families and for vulnerable adults and those with complex needs.

44. The Covid-19 pandemic has presented a severe health risk to and has had a major impact upon the lives of the city's older people. To meet the challenge the pandemic has presented, and to make sure that the city's older people can continue to access support safely, council services have been reshaped and additional care and support measures have been put in place, with partnership working and integration between the city's health and social care services taken to a new level.
45. Building on this, care and support will be joined up and delivered at home by default, allied to a greater level of specialist care and support delivered in communities. In doing so, the Council will build on the success of Cardiff's Independent Living Services to develop local community well-being services thereby reducing and preventing the need for care and hospital admissions. Where hospital admission is necessary, the Council will work in partnership with the Cardiff and Vale UHB to ensure that people can leave hospital quickly and safely, with the support and interventions necessary to do so.
46. The Council also recognises the importance of communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible. The Council will therefore increase the provision of Extra Care housing, using this type of housing as an alternative to general residential care beds, alongside the supply of Community Living housing, which allows domiciliary care to be easily provided.
47. The pandemic has also had a major impact on the lives of the city's children and young people. To support the Council's Child Friendly City programme there will be the local join up of public services in communities, particularly for the city's most vulnerable children. This will involve the adoption of a 'team in the school' approach, with support and wellbeing services co-located in schools, including: youth workers, social workers, family support workers, school-based counselling and mental health services. To support the most vulnerable families, access to wider family support services will be closely aligned, including: early help & family support; domestic violence support; mental health services; and financial and housing advice and support.
48. A core component of the locality model will be increased integration of Council services, responding to local factors, in relation to improving local environmental quality. The development of a new 'Street Scene' model for cleansing and environmental enforcement will build on the new 4-day Recycling Services collections model by ensuring cleansing follows collections to provide a cleaner environment for communities. This will include servicing the city centre and key district centres on a 24/7 model and a balanced cleansing resource to manage demand throughout a



normal city day. Furthermore, dedicated roles will be developed to support community based cleansing within the higher density areas of Cardiff. Alongside this, Love Where You Live will continue to develop and grow community groups and associated activities to bring residents back into the heart of their communities.

49. A locality model for service delivery also forms a core component of the Council's wider aspirations to be a '15 minute city,' where all people, but particularly children, vulnerable adults and older people, in all communities can travel safely by foot and by cycle to local public services, district centres with shops and community amenities, work spaces and high quality parks.

#### Leading a greener, fairer recovery

50. Capital Ambition already makes clear that the power of the Council's spending and organisational policies, practice and partnerships must be leveraged for maximum social and environmental gain. As the city economy enters a challenging period post-pandemic, the Council's power as a major employer, its spending power and its civic leadership will become of even greater importance.

51. As part of its economic recovery and renewal programme, the Council has set out the priorities and projects that will deliver investment and create jobs in the city economy over the short, medium and long term. This programme of capital investment will represent a crucial pipeline of investment and stimulus into the local economy. In addition, the Council will also seek to use the power of its policies, procurement and influence to accelerate fairer economic recovery, support local businesses and provide job opportunities to those most impacted by the pandemic, including:

- Delivering the Living Wage City initiative, paying the living wage to all employees and encouraging all employers to become living wage accredited;
- Enhancing the Council's apprenticeship scheme and participating in initiative such as the UK Government's 'Kickstart' scheme to open up employment opportunities in the Council to young people who would not otherwise have such opportunities;
- Establishing social clauses within all major council contracts to maximise local job creation and support local supply chains, including maximising the impact of the Council's capital programme- which includes school building, housebuilding and investment in local hubs- on the local economy.

52. 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;

- The transition of the Council's fleet to low carbon and electric vehicles;
  - Retrofitting street lighting with more sustainable LED technology;
  - Adopting digital technologies and smart metering to better manage energy usage in council buildings;
  - The use of council owned land for increased biodiversity and renewable energy production;
  - Removing all single use plastics from council venues; and
  - Pursuing the continued divestment from fossil fuels from the Cardiff and Vale Investment Fund and working with partners to support divestment across the city.
53. In 2020 the Leader of the Council established a Race Equality Task Force to tackle the inequalities faced by Cardiff's ethnic communities, many of which will have been deepened by the public health crisis and emerging economic crisis. The Council will work with the Task Force over the year ahead on the implementation of its recommendations, in particular to the organisational policies that can provide greater opportunities and support for people from the city's ethnic minority communities.

### Service Recovery

54. In the short to medium term, as lockdown restrictions are eased in line with the Welsh Government's Coronavirus Control Plan, it is anticipated that most council services will be able to reopen, albeit in some cases in an adapted form. The Council will continue to adopt the safe and disciplined approach to reopening services in place through the pandemic. In doing so, the Council will focus on ensuring that the performance levels of core services, as set out in the Council's Corporate Plan, are maintained through the recovery period.
55. It remains likely that for the remainder of 2021 and perhaps beyond, council services will have to continue to operate with some social distancing measures in place. These restrictions will continue to significantly disrupt the delivery model for a limited number of services, notably face-to-face services and those in the leisure, culture and visitor economies. For each of these services, recovery plans have been developed to put the service back on a sustainable footing.
56. Similarly, known budget hotspots, particularly in areas which will see increased demand as a result of the pandemic or those reliant on income streams impacted by the pandemic will receive targeted intervention to support service transformation.
57. More broadly, the pandemic will have created new challenges and opportunities for every council service. A corporate exercise to identify the impact of the pandemic and the adaptations required for all services will be undertaken by Directorates of the course of the summer.

## **Robust Financial and Performance Management**

### Continued focus on efficiencies and 'hot-spot' services

58. The Council's Budget Strategy for 2021/22 approved by Council in March 2021 included the most up to date Medium Term Financial Planning assumptions and suggested a budget gap cumulatively over the next four years of £85M (to 2025/26). There is a need therefore to continue to identify new opportunities for delivering efficiency and a significant driver for this must be transformation across services, especially where the benefits from new service delivery models post pandemic can be maximised.
59. As part of a review and refresh of current arrangements, additional support will be provided to ensure that all 2021/22 savings are delivered as planned and all budget 'hotspots' are targeted early and effectively through robust budget monitoring to ensure that mitigating actions as appropriate can be taken in-year.
60. The pandemic clearly dominated the early part of last financial year, but with working systems now established and recovery plans being put in place there is a greater opportunity earlier in this new financial year to work across services to ensure that transformation and resultant efficiency proposals are identified. This will include working with services, for example through specific workforce planning initiatives, and in a cross-cutting nature across the Council to review opportunities, testing new ways of working, for example through more use of digital technology.

### A strengthened approach to performance management and data analysis

61. As the Council enters a period of change, robust performance management arrangements will be of critical importance to ensure that services are continuing to deliver good outcomes for citizens, existing performance challenges are being addressed and that new programmes and services are having an impact. In addition, Part 6 of the Local Government and Elections Act (Wales) 2021, which came into force on 1 April 2021, introduced new and additional performance requirements on all local authorities in Wales.
62. In anticipation of the new national improvement framework, the Council has taken a series of steps to strengthen its performance management arrangements over the past 18 months. This has included the introduction of performance challenge sessions convened by the Leader and Chief Executive, half-year strategic assessments drawing together performance information from a wide range of sources, improved data visualisation and enhancing role of the Scrutiny Performance Panel. Taken together, these measures ensure that the Council is well positioned to respond to the new requirements of the Local Government and Elections (Wales) Act 2021. In response to the pandemic, a 'pandemic management' performance dashboard was also created at speed that allowed the Council to understand, on a daily and weekly

basis, and actively manage the impact of the pandemic on critical services, including schools, care homes, the availability of PPE, community safety, domestic violence, bereavement services and workforce availability across all services.

63. To respond to the new performance requirements, build on the improvements in corporate performance reporting and management, and those enacted in response to the pandemic, a new Performance Management Framework will be brought forward alongside a new Data Strategy for the Council. This will form part of a new approach to enhance the use of data in service management and service improvement, with the Council investing in enhanced data management and analytical capacity.

### **Staff Engagement**

64. The Recovery and Renewal priorities outlined in this report represent significant changes in practice and culture for the Council and its staff. The Cabinet recognises that for a great number of staff the past year will have been the most professionally and personally challenging year of their careers. Ensuring staff voices are heard in shaping the proposals over the coming months will therefore be vital in ensuring that the success and sustainability of the new ways of working that the Council wishes to adopt. A programme of staff engagement will be initiated, to run over the summer of 2021, including:
  - a. A staff conference to thank all Council staff for their work over the course of the pandemic and to begin engagement on the recovery and renewal programme.
  - b. A staff survey and a series of focus groups to help inform the development of the 'hybrid working' model.

### **Scrutiny Consideration**

65. The Policy Review & Performance Scrutiny Committee will consider this issue on 18 May 2021. Any comments received will be circulated at the Cabinet meeting.

### **Reason for Recommendations**

66. To approve the establishment of a Capital Ambition: Recovery and Renewal Programme.

### **Financial Implications**

67. This report sets out a series of actions and priorities. The Council approved 2021/22 Revenue and Capital Budget identified funding for many of the activities outlined in the body of the report, some of which will have already undertaken business cases and others will require the development of a robust business case. For each activity, all implementation costs and any associated ongoing revenue costs and

funding sources need to be identified prior to delivery. Some projects will inevitably carry a degree of risk associated with delivery whether it be cost or timescale. Robust risk registers should be held at the appropriate service / project / programme level with a regular review in order to ensure that risks remain time appropriate along with the right risk mitigations being in place and being developed.

68. The report mentions the need for some services to continue to develop, review and update recovery plans for those services impacted by the pandemic. The recovery plans will give consideration to both different scenarios but also sensitivity analysis surrounding attendance and interaction with the services recovering. These plans will continue to be subject to regular review in order to ensure the plans and the risk reflect the current reality of the challenges being faced.
69. Transformation projects and consideration of the future accommodation solutions will all be subject to development of business cases, which set out likely costs and savings with consideration of timescales, risks and options.

### **Legal Implications**

70. The report seeks approval of a Capital Ambition: Recovery and Renewal Programme, setting out priority areas for change in relation to the way the Council works in response to the post-Covid 19 operating environment, and the preparatory actions required to progress the Programme. Legal advice will be required throughout the planning and implementation of specific proposals within the Programme and the legal processes and formal decisions required.
71. The 'hybrid working' proposals raise employment law implications and consultation requirements. The report confirms that the proposals will be progressed with individual consultation and mutual consent, and accordingly, seeks authorisation to commence a programme of trade union and staff engagement. Legal advice will be provided as the proposals are progressed.
72. In considering this matter, Members must have regard to the Council's public sector equality duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.
73. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council

must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.

74. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the Council's decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
75. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.

### **HR Implications**

76. There are significant and wide reaching HR implications for this report that are set out at various places within the report. It will be important that there is Trade Union consultation at all stages of the development of proposals within this report
77. Any staff engagement must use a methodology which allows staff to fully participate in the process and is relevant to the group of employees concerned.
78. It is proposed that any changes in contracts will be carried out in full consultation with the Trade Unions and through mutual consent with employees.
79. The development of the revisions to the current Homeworking Policy will be consulted on with Trade Unions, Managers and the Employee Equality Networks.

### **Property Implications**

80. The report identifies several key recommendations that may directly or indirectly impact / influence the way Cardiff Council best utilises land and property in the future. The recommendations are not property specific in this report, however, it will be important for Strategic Estates / County Estates to be a key stakeholder in discussions and proposals arising from this paper to best advise on property matters. Cardiff Council is currently drafting a new Corporate Property Strategy and proposals within this report will align with the aims and objectives of the strategy, over both the short and medium term.
81. Any property transactions or valuations in respect of Recovery and Renewal as the Council seeks to adapt to the challenges and opportunities of the new Covid-19 pandemic operating environment, should be carried out in accordance with the Council's Asset

Management process and in consultation with Strategic Estates and relevant service areas.

## RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the establishment of a Capital Ambition: Recovery and Renewal programme, based on the priorities outlined in this report, to be reviewed after 12 months.
2. Delegate authority to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, to:
  - a. Commence a programme of trade union and staff engagement on the development of a 'hybrid working' model.
  - b. Undertake a review of the Council's relevant employee policy requirements, including the Homeworking Policy and the associated agile working policies, to ensure that they support the shift to a 'hybrid working' model, with details of the review being reported back to Cabinet
  - c. Establish recovery plans for services that continue to be disrupted, or whose business model has been fundamentally challenged, by the pandemic.
  - d. Oversee a post-pandemic review of all services to ensure that they are able to operate safely, effectively and efficiently in the new operating environment, including identifying a programme of further service digitisation.
  - e. Deploy resources within the budgetary framework to support the delivery of the proposals outlined in this report.
3. Delegate authority to the Director of Economic Development, in consultation with the Cabinet Member for Investment and Development and Section 151 Officer to undertake a fundamental review of the Council's core office and depot accommodation through a detailed business case process and to report back to a future meeting of Cabinet.
4. Delegate authority to the Corporate Director for People and Communities, in consultation with the Leader and Cabinet Member for Social Care, Health and Wellbeing, to:
  - a. Accelerate the development of a multi-agency 'locality working' model, focused on health and care services.
  - b. Explore new partnership arrangements for Public Health with the Cardiff and Vale University Health Board, under the auspices of the Cardiff Public Services Board.
  - c. Undertake a review of the Council's public services partnership arrangements to ensure that they can support the continuation of enhanced levels of multi-agency working.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>PAUL ORDERS</b> <b>Chief Executive</b>
	14 May 2021



**GREENER, FAIRER, STRONGER: DRAFT CITY RECOVERY AND RENEWAL STRATEGY**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 4**

**Reason for this Report**

1. To seek approval of the draft 'Greener, Fairer, Stronger – City Recovery and Renewal Strategy' and to initiate an engagement process with Cardiff's business community, key stakeholders and local residents.
2. To note receipt of the Business Plan for the next term of the Business Improvement District (BID) and to seek authority to cast the Council's vote in the forthcoming ballot.

**Background**

3. In February 2021, Cabinet agreed a programme of short term action that would support the city economy's transition from lockdown and the short to medium term impact of the economic crisis created by the pandemic. This included a further expansion of the Into Work Service and additional support for business.
4. Cabinet also recognised that the pandemic was likely to lead to changes in the economy and in the way in which people live, work and travel in Cardiff. In response, as part of the Cabinet's wider recovery and renewal programme, a specific report on the future of Cardiff's economy was commissioned for publication in May 2021, focussing on how the city should respond to the economic crisis and the long-term shifts caused by the pandemic in order to build a stronger, more inclusive and sustainable post-pandemic economy. 'Greener, Fairer, Stronger: A draft strategy for city recovery and renewal' is attached as Appendix 1 to this report.
5. The city centre has been particularly impacted by the pandemic, with the retail, hospitality, culture and events sectors closed for many months allied to the 'stay home' and 'stay local' instructions. In the immediate future, as social distancing requirements are released, the Council will work with partners to ensure that the city centre can re-open safely and successfully. Over the medium to long term, the city centre must be re-imagined to respond to the emerging long term trends impacting cities. Both immediate recovery and long term renewal of the city centre will rely

on a partnership approach between the Council and city centre businesses.

6. FOR Cardiff, the city's Business Improvement District have played an important role in convening business and supporting recovery activities within the city centre. FOR Cardiff's initial term (5 years) is now coming to an end and a new ballot to consider the establishment of a second term is due to take place this summer. A business plan, attached as Appendix 2, has been sent to the Council by FOR Cardiff as they are required to do before the next ballot.

### **City Recovery and Renewal: Greener, Fairer, Stronger**

7. 'Greener, Fairer, Stronger - the draft City Recovery and Renewal Strategy' outlines the key trends and issues that cities such as Cardiff will need to consider as they emerge from the pandemic. It proposes a series of key 'missions' charting a pathway to recovery and establishes the key ambitions, principles and methods by which the missions will be achieved.
8. The strategy sets out the extent to which the pandemic has impacted the city economy. At its peak in the summer of 2020, 50,000 workers in the city were 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. The most affected sectors also tended to employ more young people, women and people from an ethnic minority background. 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.
9. The increase in home working, with an estimated 46% of people working remotely in Cardiff has also had an impact on the city, both in terms of the number of office workers using the city centre, but also the way in which homeworkers have used their local amenities. An increase in active travel has also been observed, as well as reductions in congestion and improvements in air quality.
10. Whilst 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.
11. In order to develop the Recovery and Renewal strategy the Council also commissioned Dr Tim Williams, a prominent expert on cities to consider how cities such as Cardiff would respond to the COVID-19 pandemic, and to provide strategic advice on how any renewal strategy should be developed. The report is attached as Appendix 3.
12. The study was conducted over the second half of 2020, and sought to adopt both international best practice in responses to the COVID-19 pandemic as well as taking into account global trends in city

development. Additional work was also undertaken to map the economic impact of the pandemic on both Cardiff and other UK cities, as well as to understand the emerging trends that will influence their recovery. The review highlights a number of key findings:

- **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.
- **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.
- **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.
- **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.
- **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.
- **Digitisation – of everything** - will continue: In addition to zoom calls and online retail, citizens will increasingly access services online.
- **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.
- **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.

- **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.
- **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.

### Recovery

13. Greener, Fairer, Stronger - the draft City Recovery and Renewal Strategy outlines the immediate steps that are required to respond to the pandemic, with the principal aim of protecting jobs and businesses as the economy begins to re-open. A central part of this approach is to ensure we can encourage footfall from visitors, shoppers and workers to return to our city centre in a safe way. Activities that will support this aim include:
- New permit arrangements for businesses
  - City Centre Marshals
  - Opening of Castle grounds
  - Animation of Churchill Way, Hill Street and other key locations
  - Commuting plans for businesses
  - Increased parking provision and monitoring of parking capacity
  - Improved signage and wayfinding
  - Promotion of staycations and domestic tourism
  - Adoption of child friendly measures
  - Additional promotion of the city centre and district centres
  - Continuation of the Economic Task Force
  - Use of Kickstart Scheme within the Council and across partners
  - Increased support for Into Work services
  - Roll out of test events
  - Support for venues where restrictions continue
  - Increased waste collections
  - Greater use of open space
  - Continued roll-out of vaccination and track and trace.
  - Providing direct business support
  - Continued signposting and promotion of business support schemes
14. These actions intend to enable businesses to operate, attract footfall in a safe way to the city and district centres, and provide direct support for businesses and those looking for work.

## Renewal

15. The report acknowledges that as we emerge from the coronavirus pandemic there will be a need for the city to respond to the challenges it will face. To do this the Council has set out a number of key missions to test through its engagement process:
  - Mission 1: Reimagine the city centre
  - Mission 2: A City for Everyone
  - Mission 3: City of Villages
  - Mission 4: Culture and sport - led renewal
  - Mission 5: Tech City
  - Mission 6: One Planet Recovery
16. The missions set out a series of ambitions, principles and methods, as well as some proposed projects that will help us achieve these ambitions. The missions, principles and projects included are intended as a means of leading discussions on the future development of the city and will be developed during the engagement process. Some of the proposals and projects included in the missions are funded, some are not. Where funding is yet to be secured, the intention is to work with public and private sector partners to identify potential resources.

## **Next Steps**

17. In February 2021, Cabinet agreed to run a programme of engagement over the summer with the public and with city stakeholders on its proposals for city renewal. The programme will be designed in collaboration with Cardiff University. The outcome of this work will be presented back to Cabinet later in the year.
18. It is proposed that a series of online events will be held over the coming months including:
  - A webinar with key city stakeholders
  - A series of workshops with representative groups
  - A web-based survey open to all residents
  - Dedicated child-friendly events
19. Specific engagement will be undertaken with the Cardiff Youth Council, the Race Equality Task Force, the Public Service Board and business representative groups such as the FSB. A dedicated Child Friendly engagement programme will also be designed as part of a Cardiff Commitment conversation on the future development of Cardiff.

## Business Improvement District

20. The city's Business Improvement District, FOR Cardiff, was established with a five year term following a ballot of city centre businesses in 2016.

Business Improvement Districts are place based partnerships that raise funding, via a levy on businesses, to support projects and investment in the place it relates to. Over its initial 5 years term, FOR Cardiff has invested almost £7.5 million in city centre activities.

21. As the initial BID term draws to its conclusion, FOR Cardiff has signalled its intention to seek a re-ballot for a second term. A seven month consultation exercise has been undertaken with local businesses to shape the development of a new business plan which will form the basis of the vote for the second term. The extensive consultation exercise consisted of a series of events and exercises, and whilst primarily focussed on business engagement it included a survey of city centre residents to help shape the plan.
22. Subsequently a business plan has been developed by FOR Cardiff that is attached as Appendix 2. A summary of the key proposals and projects within the BID business plan are outlined below, under the themes enhance, deliver and represent.
  - **Enhance** - Projects to attract visitors, and make the place more attractive for residents and workers, comprising city centre marketing campaigns and events (including the development of a new unique Christmas Event, investment to support transforming public spaces, environmental projects, art installations and cultural activities.
  - **Deliver** - Projects to make the city centre cleaner, safer, including additional investment in Cleansing Team, supporting the Evening and Night-Time Economy, including Night Marshals, the Cardiff Against Business Crime partnership, the Give DIFFerently campaign and free member training.
  - **Represent** - Representing city centre business, and advocating and promoting Cardiff city centre, as well as supporting activity to showcase positive messages around equality.

### Second Term Ballot

23. In advance of undertaking a ballot on a second term of operation the BID is required by law to submit a copy of the proposed Business Plan to the Council. The BID is required to provide evidence to the local authority of the consultation exercise undertaken to inform the Business Plan, the estimated revenues and expenditure of the proposed Business Plan, a proposed Operating Agreement relating to revenue collections, financial management arrangements of the proposed BID and confirmation that the proposed plan does not conflict with any policy formally adopted by the Council. The Council has subsequently received all the relevant information required and carried out the necessary checks.
24. Once the Council has received the required information and carried out the necessary checks, it must instruct its Returning Officer to make arrangements for conducting a BID ballot. It is anticipated that the BID ballot will be held in June and closing on July 1<sup>st</sup>. The Council is also

entitled to vote in the BID ballot in relation to its hereditaments. It is recommended that the Council votes in support of the proposed BID renewal given the alignment of the plan with the Council's plans and strategies and the City's recovery priorities.

25. If the BID ballot returns a 'Yes' vote, it is understood that the Council will once again be offered a position on the For Cardiff board, the body responsible for implementing the BID.

### **Scrutiny Consideration**

26. The Economy & Culture Scrutiny Committee considered this issue on 13 May 2021. The strategy has been updated to reflect their comments. The letter from the Chair will be circulated once received.

### **Reason for Recommendations**

27. To present the draft City Recovery Strategy to initiate a public engagement Process and to support City Centre Recovery by providing approval to cast the Council's vote in favour of a second term of the BID.

### **Financial Implications**

28. This report sets out a series of initiatives that prior to any implementation or commitments need to ensure that they can be delivered within the funding already allocated and obtained from other external bodies. There is specific reference to initiatives such as Kickstart and in order to ensure all funding is fully secured an appropriate level of due diligence has been put in place in order to ensure full drawdown of the Grant.
29. With reference to the BID, in the event of a positive vote and outcome to secure a second term the Council will be collecting the income on behalf of the BID and provide timely payments to the BID.

### **Legal Implications**

30. The Cabinet has responsibility for preparing, agreeing and, if appropriate, consulting on the Authority's plans, policies and strategies, which do not form part of the Policy Framework (Cabinet reserved power number 4 in the Scheme of Delegations Section 2). The draft strategy appended as Appendix 1 falls within the Cabinet's reserved powers.
31. Public bodies are required to consult before making decisions, particularly where smaller organisations and individuals may be affected by the proposals. Consultation must be carried out at a time when proposals are at a formative stage; include sufficient reasons for the proposal so as to allow intelligent consideration and response; allow adequate time for response; and the outcomes of the consultation must be conscientiously taken into account in finalising proposals. The public engagement programme referred to in the report should have regard these principles.

32. Business Improvement Districts (BIDs) may be established and renewed under Part 4 of the Local Government Act 2003 and are governed by the Business Improvement Districts (Wales) Regulations 2005 ('the Regulations'). A BID may only be established after it is approved in a ballot of non-domestic ratepayers within the proposed BID. Approval requires a majority of those voting to vote in favour of the proposals, and the total rateable value of the properties of those voting for the proposals must be more than that of those voting against them. The Regulations make detailed provisions about the information which must be provided with the proposals, the conduct of the BID ballot and arrangements for the BID.
33. The Council has responsibility for checking that the BID proposals meet the statutory requirements and for conducting the BID ballot. If the Council is of the opinion that the BID arrangements conflict with any adopted Council policy, it must notify the BID body as soon as reasonably practicable, and it has the power to veto the proposals. If the BID renewal proposals are approved by ballot, the Council is responsible for collecting and enforcing the BID levy in accordance with the agreed arrangements.
34. When making decisions on strategic and policy matters, Members must have regard to the Council's public sector equality duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.
35. The Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty.
36. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting its well being objectives (set out in the Corporate Plan). Members must be satisfied that the Council's decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
37. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.



## **Property Implications**

38. This report does not make any specific property recommendations or seek decisions on property. However it is acknowledged that the use of property and property transactions will have a key role in achieving the aims and objectives of the recovery programme. It is important that Strategic Estates are involved in all relevant discussions relating to property and property advice in the context of recovery. Any resultant property transaction should be undertaken via Strategic Estates through the agreed asset management and delegated approval processes.

## **HR Implications**

39. There are no HR implications that arise as a direct result of this report

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Approve the draft 'Greener, Fairer, Stronger, the City Recovery and Renewal Strategy' (Appendix 1) for engagement purposes; and delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development to establish a programme of engagement, including a Child Friendly engagement process in respect of the draft Strategy, and to return to Cabinet in the autumn with a final draft Strategy for approval.
2. Note the BID renewal proposal prepared by FOR Cardiff, with supporting business plan (Appendix 2) and the intention to hold a BID ballot with an end date of July 1st and
3. Delegate authority to the Director of Economic Development to cast the Council's votes in the BID ballot in relation to the Council's relevant hereditaments in favour of the BID's renewal and, subject to approval of the BID by ballot, to enter into any associated agreements with FOR Cardiff in relation to implementation of the BID's second term.
4. Note the Global Perspectives Report produced by Dr Tim Williams, Appendix 3;

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> <b>Director of Economic Development</b>
	14 May 2021

*The following appendices are attached:*

- Appendix 1: Greener, Fairer, Stronger, the City Recovery and Renewal Strategy  
Appendix 2: Business Improvement District Business Plan  
Appendix 3: Global Perspectives Report – Dr, Tim Williams

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# Appendix 1



Appendix 1

**DRAFT Greener, Fairer, Stronger**



# City Recovery and Renewal Strategy

May 2021 – Engagement Document

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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.

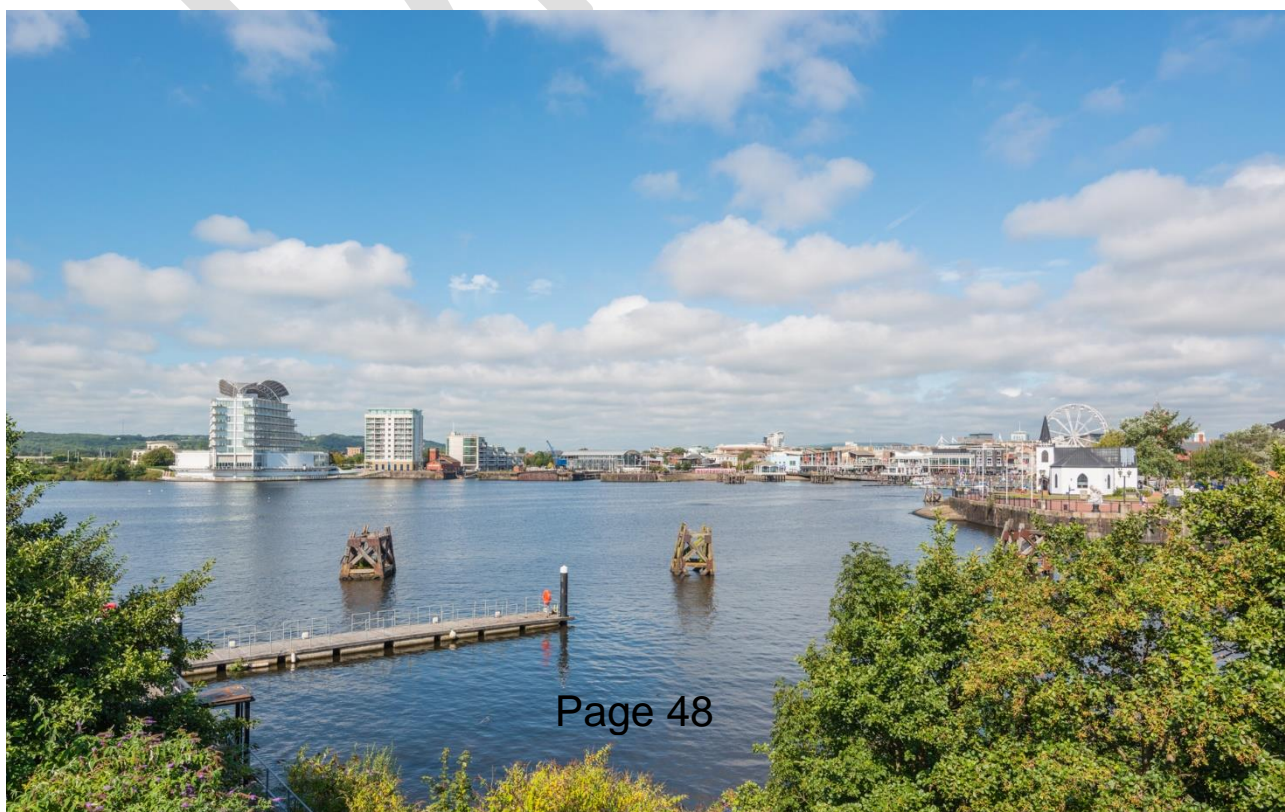
As the city emerges from the pandemic it is essential that we consider the steps we need to take to accelerate recovery, whilst at the same time recognising that we need to use the crisis as a catalyst to building back stronger, greener and fairer.

This report provides the Council's initial response to the pandemic, outlining the initial actions we will take to help get the city economy and city life back up on its feet alongside the longer term 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 that has seen over 880 citizens lose their lives and over 26,000 people infected over the past year. Stay at home and stay local restrictions have 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 that 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 has 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 has reduced, air quality improved, and city-region commuting a fraction of pre-pandemic levels.

The increase in home working, with an estimated 46% of us working remotely in Cardiff, 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 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 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.

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## The response to date

### 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 over 10,000 grants for small businesses, around 800 freelancer grants for the creative sector, as well as 200 grants for new starters. In total, the Council's Business Rates and Economic Development teams have supported almost 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 has 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.

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## 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 recovery 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.

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## 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 home-working 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 – the 'city of villages'.

### **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 recovery and 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.

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## Recovery and Renewal: Greener, Fairer, Stronger

This strategy considers the response in two sections, the immediate action plan for the recovery of the city's economy as it reopens, and a series of key missions to deliver the next phase of the city's development.

The immediate priority in the recovery is to protect jobs and businesses, putting in place measures to mitigate the impact of restrictions on business as they ease and continuing to seek further investment to support jobs growth. Furthermore, the recovery period will also require further promotion to help the return of footfall in our city and district centres.

The renewal phase looks at the longer term, establishing the vision for the future of the city that is a greener, fairer and stronger city. This is about creating the city we want, establishing an economy that provides sustainable, well paid and rewarding employment, and considering the impact of our decisions on future generations.

Recovery	Renewal
What do we need to do now to support jobs and communities?	How do we create a better city for the future?
<i>Immediate recovery issues</i>	<i>Key Missions for the city</i>
<i>Supporting businesses and safeguarding jobs</i>	<i>Creating more, and better jobs, and a better city to live in and visit.</i>

### 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 City of Villages
- 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.

## Immediate Recovery: Protecting Jobs and Business

The initial response requires us to ensure that as our city recovers it does so in a safe way that protects jobs and businesses. To do that a series of interventions are being taken forward over forthcoming months to support the recovery with the aim of the reopening of the city economy and the return of city life, and a detailed city centre recovery plan has been developed in partnership with public and private sector stakeholders.

Within the city centre this will include the adoption of marshals to aid visitors and businesses. We will also continue to provide additional space to the hospitality sector, including new arrangements for permits for using public spaces. The Castle Grounds will remain open as a public square. Investment will also take place in key areas such as Churchill Way to create additional space for visitors, with an emphasis on creating child friendly areas.

We will work with city centre businesses to adopt a commuting plan, encouraging the return of city centre workers in a safe and controlled way. This will also include establishing monitoring arrangements for parking to ensure that there is adequate provision for workers who will still need to travel to work by car, or still be reticent to use public transport as the pandemic subsides. We will also establish 'park and stride' schemes to provide additional parking space if required.

In promoting the recovery we will continue the #samediff campaign with a focus on staycations and the domestic market, promoting our outdoor assets and spaces, as well as our neighbourhoods. Within our district centres we will also continue our activity of public realm improvements, greening and investment in active travel.

During the summer we will work with our events sector to roll out test events, and provide support to establish and deliver events that are safe for attendees. We will also establish COVID safe visitor attractions in Cardiff Bay, and make more use of our open spaces.

Work will also continue to support our district centres, and progress the roll-out of cycleways across the city. Visit Cardiff will also develop dedicated campaigns for city neighbourhoods.

We will continue to deliver the work of the Economic Task Force, and in particular the roll out of the Kickstart scheme.

Finally, but most importantly, we will continue to work in close partnership with Cardiff and Vale University Health Board on the continued roll-out of the vaccination programme, the delivery of the Test, Trace, Protect service to reduce the transmission, and control further outbreaks, of COVID-19, on monitoring and responding to 'Variants of Concern' and on ensuring that social distancing regulations are adhered to.



## Outline Recovery Programme

Theme	Action
City Centre	<ul style="list-style-type: none"> <li>• City Centre Marshals</li> <li>• New permit arrangements for businesses</li> <li>• Opening of Castle grounds</li> <li>• Animation of Churchill Way, Hill Street and other key locations</li> <li>• Commuting plan</li> <li>• Continued monitoring of parking provision</li> <li>• Establish Park and Stride schemes where appropriate</li> <li>• Improved signage and wayfinding</li> <li>• Promotion of staycations and domestic tourism</li> <li>• Adoption of child friendly measures</li> </ul>
District Centres	<ul style="list-style-type: none"> <li>• Public realm improvements</li> <li>• Greening of spaces</li> <li>• Investment in active travel</li> <li>• Additional promotion</li> </ul>
Employment Support	<ul style="list-style-type: none"> <li>• Continuation of Economic Task Force</li> <li>• Use of Kickstart Scheme within the Council and across partners</li> <li>• Increased support for Into Work services</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Roll out of test events</li> <li>• Support for venues where restrictions continue</li> </ul>
Cardiff Bay	<ul style="list-style-type: none"> <li>• Visitor attractions</li> <li>• Increased waste collections</li> <li>• Greater use of open space</li> </ul>
Safe	<ul style="list-style-type: none"> <li>• Continued roll-out of vaccination and track and trace.</li> </ul>
Business Support	<ul style="list-style-type: none"> <li>• Working with Welsh Government to provide direct business support</li> </ul>

- Continued signposting and promotion of business support schemes

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# 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. Cardiff's major events programme will remain in abeyance, and with international tourism unlikely 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.

### 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.



Our Priorities	Proposed Projects
<p>Accelerate the completion of the central business district to support continued jobs growth.</p> <p>Support existing businesses to grow and become more productive.</p> <p>Improve existing - and establish new – public squares, streets, green spaces and open up our waterfront.</p> <p>Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.</p> <p>Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.</p> <p>Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds.</p> <p>Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.</p>	<p>Complete Central Square and Central Quay as a new central business district.</p> <p>Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales.</p> <p>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.</p> <p>Implement a new scheme to improve air quality and public realm and reduce congestion on Castle Street.</p> <p>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.</p> <p>Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.</p> <p>Complete a cycle loop around the city centre to connect each of the key city cycleways with each other.</p> <p>Establish new safe and secure cycling hubs, commencing with a pilot initiative.</p> <p>Invest in parklets, street greening and more flexible outdoor uses of public space across the city centre.</p> <p>Keep Cardiff Castle open as a public park.</p> <p>Work with Welsh Government’s Transforming Towns programme to support in city centre regeneration schemes, street frontage improvements and public spaces.</p> <p>Establish new city centre management arrangements with a stronger partnership with the Business Improvement District.</p> <p>Develop proposals for a new creative hub in the city centre to support production and performance.</p> <p>Adopt a new ‘home grown’ events strategy and place animation programme.</p>



Develop proposals for a 'meanwhile use' and incubator space programme for empty and underutilised properties and places.

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.

### 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.



## Our Priorities

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.

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.

Continuing 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 and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.

## Mission 3: A City of Villages

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 in some form or other 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.

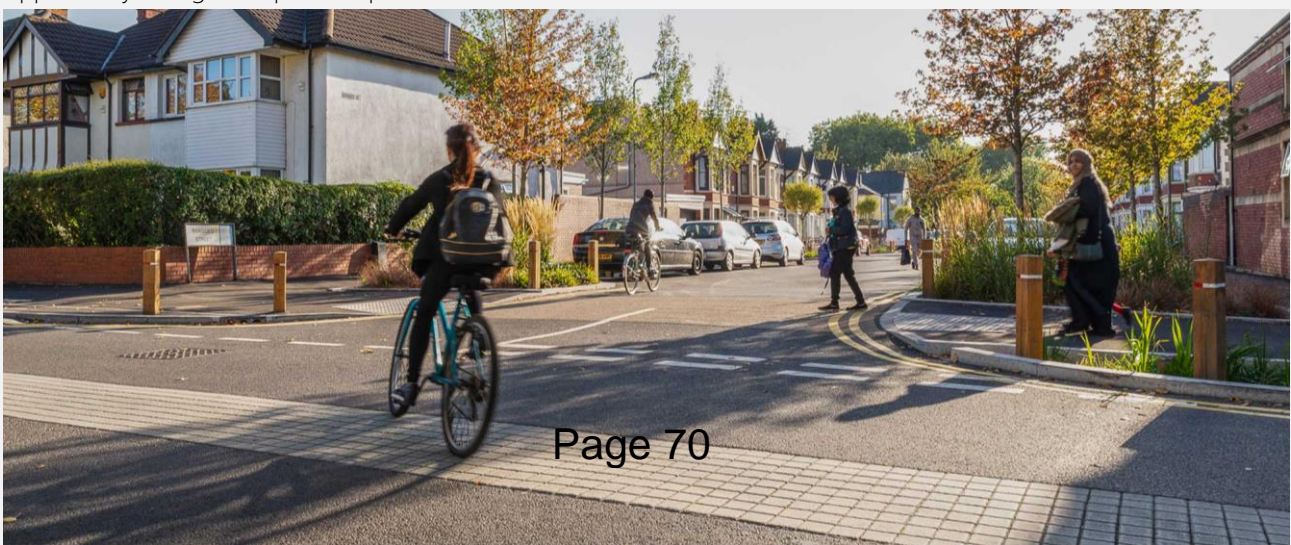
The 'City of Villages' concept will be supported by the delivery of a 'locality' approach to public services, with the colocation of public service teams in a network of Community and Wellbeing Hubs and a strengthened role for local schools in community life.

Achieving a city of villages 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.

### 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 'city of villages' in developing more liveable and sustainable cities.



## 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 – 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.

Align resources across the Council to deliver a coordinated programme of regeneration activity in line with Welsh Government's Town Centres First Principle.

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

Adopt a new Regeneration Strategy to support our district centres and local centres aligning with funding sources such as Welsh Government's Transforming Towns Programme.

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.

Consider the expansion of existing city centre management arrangements to include district centre management to keep each centre clean, attractive and vibrant.

Promoting district and local centres through the 'Visit Cardiff neighbourhoods' campaign.

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## 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 has 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 key 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.

### 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



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## 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.

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 a culture-led regeneration scheme for Mount Stuart Square that provides space for creative businesses, and recaptures the cultural heritage of Butetown.

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.

## 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.

### 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.



## 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.

## Proposed Projects

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

Establish an Equity Fund for high growth businesses in the city.

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.

## 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 Careddydd 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.

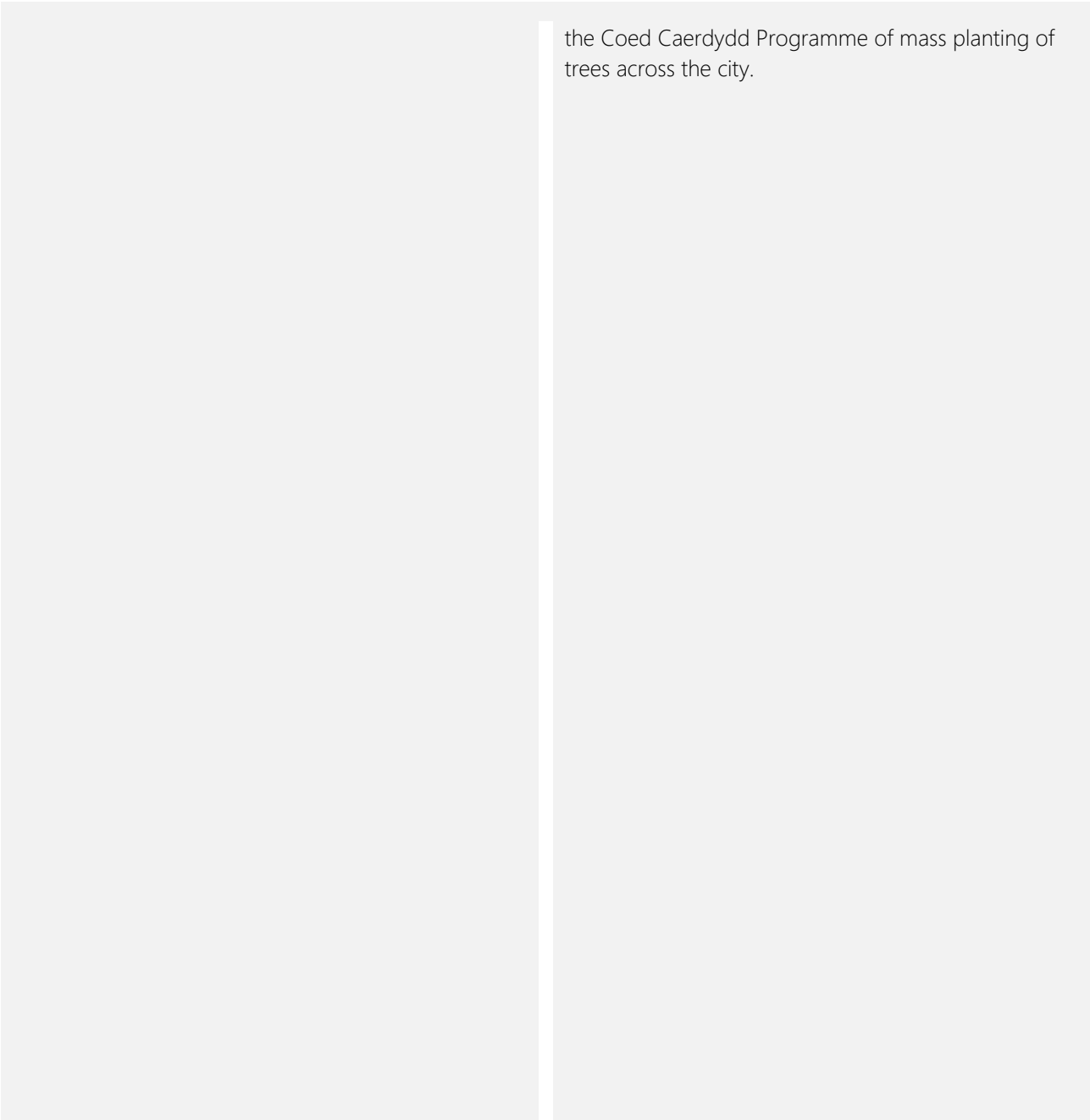
Equally important is the adoption of new technology. A cluster of innovative technologies is emerging, all of which will support a more innovative and productive economy. Forward looking cities are grasping these opportunities to create jobs and safeguard environment by establishing sizable investment 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.

### 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.

Our Priorities	Proposed Projects
<p>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.</p> <p>Use the market potential of the Green Recovery to create local jobs.</p> <p>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.</p> <p>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.</p> <p>Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.</p> <p>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.</p> <p>Ensure the city is prepared for and protected from flooding events.</p>	<p>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.</p> <p>Seek to establish a real time publically accessible clean air monitoring network across the city.</p> <p>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.</p> <p>Continue investment in active and sustainable travel, including expanding the Nextbike hire service across the city, investing in publically available electric charging points.</p> <p>Deliver an integrated and segregated cycle network, and develop Active Travel Plans and accessible walking and cycling routes for all schools.</p> <p>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.</p> <p>Deliver Phase 1 and Phase 2 of a Local Heat Network for Cardiff Bay and the City Centre.</p> <p>Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.</p> <p>Establish proposals for a programme of EV infrastructure investment.</p> <p>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.</p> <p>Promote healthy, local and low-carbon food through delivering the Cardiff Food Strategy.</p> <p>Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver</p>



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.

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# DELIVERING THE FUTURE FOR CARDIFF

**2021 - 2026**  
**BUSINESS PLAN**



# 2021-2026 BUSINESS PLAN

**DELIVERING THE FUTURE**



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**“Year after year, the Board and I have seen the FOR Cardiff team go from strength to strength, which has been demonstrated through local, national, and international awards.”**

FOR Cardiff has established a reputation of getting things done and being an organisation of action since our inception in 2016. Whether that is through our dedicated teams such as the Night Marshals or the Cleansing Team, projects that deliver footfall and return on investment, such as The Daff Trail and City of Arcades Day, bringing an improved yet cheaper radio system, or distributing 40,000 cards to the employees of Cardiff to access discounts and offers city wide.

We have been acknowledged by industry body The BID Foundation, as a responsibly run BID through its accreditation process. This gives assurance to our members, that not only are the team delivering industry leading projects, but the way in which the company is run is an exemplum within BIDs.

FOR Cardiff has been championing our 750 members for the last five years and we want to continue to be your collective voice at this challenging time. As a levy payer, and as the Chair of the FOR Cardiff Board, I encourage you to vote for collaboration, progress, and success for Cardiff for a further five years.

It is only via your backing and voting yes that we can continue to provide the projects and support you need now more than ever.

**Huw Llewellyn**  
Chair of the Board


Adrian Field - Executive Director (Left) and Huw Llewellyn - Chair of the Board (Right)





# A TIME FOR ACTION

In the autumn of 2020, we started to engage with our members and key stakeholders about what they wanted to see delivered for a second term. Over the course of 8 months of focus groups, business and community surveys, group meetings, letters, 1 to 1s, and digital engagement, we have had a strong endorsement from our members, confirming that they want to see FOR Cardiff continue for another five years.

Recovery is a word being used across all sectors at the moment, with everyone trying to understand what 'the new normal' will look like. We want to assure you, as our members, that this plan has the recovery of the city at its heart. We have dedicated a page showing what we have delivered to support businesses through the early stages of the pandemic, and have identified the projects that will help our businesses come out the other side through the displaying of a  icon.

We have noticed that during the pandemic, an already proud city has really come together to support their communities and local businesses. This is why we took the decision to not only conduct our consultation with our members, but also with the community of Cardiff. We worked with a professional company to ensure the feedback received was truly representative of the demographics of our city.

The data received has really helped us to give another layer of insight to our plans, to ensure that the residents of Cardiff, as customers and custodians, have a say towards what is delivered in their city.

Collaboration is key, with our strong leadership and resilient working relationships across the city delivering appeal and impact, FOR Cardiff is best placed to respond nimbly to the recovery and resurgence needs and requirements of those in the BID area.

We know this plan is an ambitious one and we can only achieve it by working with you. If we are not successful in the ballot in June, these projects and initiatives will not be replaced or funded by the already stretched public purse or any other organisation, so you have a decision to make as to what you want your city to look like in the future. Therefore, we are asking you to actively endorse us and vote yes for this business plan in June 2021.

On behalf of the Board, myself, and the team, we want to thank you for your continued support, as we come together to deliver a brighter future for Wales' capital.



**Adrian Field**  
Executive Director





# WHO WE ARE

FOR Cardiff is the multi-award winning business improvement district (BID) for Cardiff city centre. In 2016, FOR Cardiff, then known as Cardiff BID, was voted in by the city centre business community and has been working hard for its members ever since.

As an independent, business led partnership of over 750 businesses, FOR Cardiff has raised and subsequently reinvested almost £7.5million in the city over the past five years.



## WHAT IS A BID?

A business improvement district is a place-based partnership that raises money to spend on a specific series of projects, with the aim of improving that place.

A BID charges a levy to the eligible non-domestic ratepayers within the area it represents and uses the money raised to deliver the projects outlined in the business plan.

In Wales, a BID must be established according to the Business Improvement District Regulations (Wales) 2005.

This means that every rate-payer who would be charged the levy, should the BID be established, is given the chance to vote on the proposal.

This document explains the projects that FOR Cardiff are proposing to deliver over the next five years and provides you with information on how you can cast your vote in the ballot in June 2021.





# WHAT WE HAVE ACHIEVED SO FAR.

# 2016-2021

## NIGHT MARSHALS

Assisted a total of **462,953** people to get home safely

## CLEANSING TEAM

Removed **57,754** pieces of gum  
 Jet washed **441,008 sqm** of streets  
 Removed **3,056** tags of graffiti

## SHOUTING ABOUT YOU & WHAT WE DO

**506,077** total video views  
**24.9m** Christmas TV campaign reach  
**200** press, online & broadcast pieces  
**8.7m** social media impressions  
**506,916** website page views  
**11,025** social media followers



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## TRAINING

**732** employees trained for free

## CITYNET RADIO

**232** radios issued to members

## BUSINESS ENGAGEMENT

**32,456** hours of business visits

## CARDIFF GIFT CARD

**£30,900** gift cards sold to visitors

## THE DAFF TRAIL

Each morning **#TheDaffTrail** popped up in two surprise locations before heading to their next locations for the afternoon.

## CITY OF ARCADES

**63%** of businesses saw an increase in sales and **83%** rated the event as very good or excellent.

## JURASSIC JANUARY

In 2019 over **2,000** children took part in Jurassic January.



## AWARD WINNING CAMPAIGNS

FOR Cardiff committed in our business plan to 'actively seek national recognition through awards'. In our first term we received over **10 awards** won locally, nationally and internationally for our marketing, safety projects and campaigns.



# AWARDS & ACCREDITATIONS

We committed in our first business plan to 'actively seek national recognition through awards'. In our first term we received over 10 awards won locally, nationally and internationally for our marketing, safety projects & campaigns.

## INTERNATIONAL

**INTERNATIONAL DOWNTOWN ACHIEVEMENT 2019**  
— Award of Excellence - City of Arcades

## NATIONAL

**PRCA BEST EVENT 2020**  
— City of Arcades Day

**PRCA BEST EVENT 2019**  
— The Daff Trail

**CIPR PRIDE AWARDS 2019**  
— Best Event - The Daff Trail

**CIPR PRIDE AWARDS 2018**  
— Silver - Give DIFFerently

**CAP COMMUNITY AWARD 2019**  
— Best Safety & Resilience Scheme

**ATCM RUNNER UP 2019**  
— Best Safety & Resilience Scheme

**ATCM BEST MARKETING**  
— Give DIFFerently 2019

**ATCM PURPLE FLAG**  
— Awarded 2018 - 2021

## LOCAL

**CARDIFF BUSINESS AWARDS 2019**  
— Community Business of the Year

**CARDIFF LIFE AWARDS 2020**  
— Civic Award



City of Arcades Top 10 Winners 2019



A proud member of **ATCM (Association of Town & City Management)**, a respected voice for town and city management at both European and global levels.



A member of the **British BIDs**, the highly respected long established organisation focused entirely on Business Improvement Districts through the delivery of advice, training, products & services.



Members of the **IPM (The Institute of Place Management)**, the international body which supports professionals dedicated to developing, managing and making places better.



PROUD MEMBER OF  
**THE BID FOUNDATION**

A founding member of **The Bid Foundation**, the non profit industry body supporting business improvement districts across the United Kingdom, originally formed in 2017 to provide authority and conformity.





# BUSINESS SUPPORT 2020/21

Cardiff, like all cities, is going through the most significant crisis in a generation that has had a catastrophic impact upon public health and many businesses in the city centre.

To mitigate this, when the UK entered lockdown in March 2020 we acted immediately to support, listen, and respond to your new and ever evolving needs.

We provided leadership, ensuring your voices were heard in the strategy for the city so that Cardiff has, and will be, able to reopen safely.

We did this throughout the early stages of the pandemic and remain dedicated to being the crucial partner, voice and conduit to ensure our members continued success and have short, medium and long-term plans to ensure this is the case.

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“

FOR Cardiff have and continue to offer unwavering support to Hotel Indigo Cardiff. They have proven to be a valuable advocate to the local hospitality industry, especially throughout the challenges that we have and continue to face in the fight against Covid-19.”

HOTEL  
INDIGO

Lucy Hopkins  
Marketing Manager





# COVID-19 SUPPORT PROJECTS

## SHOP CARDIFF

Within a week of the first lockdown, FOR Cardiff created Shop Cardiff, where businesses who had an online delivery or gift card offering were promoted in one place. This directory was supported via a radio campaign with Capital FM. Visits to the website have exceeded 30,000 and the Twitter account has received over 100,000 impressions.

## DIGITAL TOOLKIT

As part of the support portal, FOR Cardiff provided businesses with free digital assets that they could use to promote; new opening hours, their Covid-19 compliancy, delivery times and a checklist for reopening.

This was not only available to our members, but also businesses across the county to ensure that any company was able to utilise them.

## TECHNOLOGICAL SOLUTIONS

FOR Cardiff worked with Yoello and Cardiff Council to provide a discounted rate for a web-app which allowed hospitality businesses to provide their customers with a digital way to order, book a table, and pay. This service was used as part of the Castle Quarter Café pop up. In the first 10 days alone this project generated £255,000 into the local economy and 4,626 unique orders to local businesses, at a time when they

## WEBINAR SERIES

FOR Cardiff facilitated, or funded, a series of webinars from experts covering topics such as furlough, transportation changes, working out at home, mental well-being, and financial management. Links to these webinars can be found on the FOR Cardiff YouTube channel.

## SUPPORT PORTAL

Businesses had fed back to FOR Cardiff that they wanted a digital space where they could share best practice and support one another, as the city and different sectors were allowed to reopen. FOR Cardiff created support.forcardiff.com to provide this portal and communication interface.

## E-NEWS & WEBSITE

FOR Cardiff shared key information about grants and financial announcements from Welsh and UK Government, as well as support available from the Council and partners via a dedicated Covid-19 webpage, our e-news (which reaches 6,000 employees) and our social media channels.

## Covid-19 Response

### EVENING & NIGHT-TIME ECONOMY TASKFORCE

Created by FOR Cardiff, this group included representation from South Wales Police, Cardiff Council and cafés, bars and theatres. It was established to ensure that communications and lobbying are in place to support this struggling sector.

### SURVEYS

FOR Cardiff worked with the Cardiff Capital Region in the first 3 weeks of the March 2020 lockdown, to capture data around what support businesses needed in order to survive. This survey was completed by over 500 businesses and the data was used to inform Welsh Government and Cardiff Council's support plans.

### GIFT CARDS TO 'THANK YOU' TO KEY WORKERS

FOR Cardiff launched a campaign that provided the public with the opportunity to say thank you to the key workers who are doing so much for us during the Covid-19 pandemic. Donated funds are loaded onto FOR Cardiff gift cards and distributed to key workers. This helps to say thank you, as well as driving spend into city centre businesses.

### CARDIFF COVID HEROES

FOR Cardiff created a campaign to celebrate the amazing work that Cardiff residents have been doing for one another during the pandemic. Over 100 people were nominated and 10 were shortlisted as the "winners". Those people had their portraits painted by internationally acclaimed Cardiff artist Nathan Wyburn. They were then blown up and showcased on shop windows across the city. This campaign received 12 pieces of PR coverage and reached over 7 million people, spreading this positive message of Cardiff togetherness far and wide.



The Botanist - Jay Page

### EAT OUT TO HELP OUT

As part of the support portal, FOR Cardiff provided businesses with free digital assets that they could use to promote; new opening hours, their Covid-19 compliancy, delivery times and a checklist for reopening. This was not only available to our members, but also businesses across the county to ensure that any company was able to utilise them.

### FLORAL DECORATION

FOR Cardiff ensured that when non-essential retail opened in the summer of 2020, customers, employees, and residents were welcomed by over 380 hanging baskets, bringing some colour and much needed normality to the streets of Cardiff. These displays were featured on BBC News, as an example of the great things cities were doing to welcome back shoppers.

### NCP PARKING OFFER

Data provided to us through partners showed that availability of, and confidence with, public transport was low, so we worked with NCP to offer FOR Cardiff members 24-hour parking for £5, as an alternative option when coming in to work or to visit the city centre.

### FREE MEMBERSHIP TO BIRA

This was an opportunity for independent businesses to have free membership for 3 months and access to all of their member benefits including legal advice.

Adrian Field (Left) and Artist Nathan Wyburn (Right)







Bike Maintenance Workshops from Ride My Bike Cafe

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**CHRISTMAS 2020**

Following the original national lockdown, localised lockdowns, and then the firebreak, to say Christmas 2020 was challenging for businesses is an understatement.

In order to support our members, we produced 5 videos promoting businesses' festive offerings and worked with 15 Cardiff retail, food and drink, and cultural influencers to showcase the city. The influencer campaign collaborated with 51 of our members and the whole campaign had a total reach of 350,000.

**FREE BIKE MAINTENANCE**

In 2020, many people took to riding their bikes more than ever, to maintain social distancing whilst traveling.

To support these people, and make the city more accessible for cyclists, FOR Cardiff held sessions every Wednesday in July, where anyone was able to receive free bike maintenance on Working Street.

**RAISE THE BAR CAMPAIGN**

Welsh Government decided that businesses whose rateable value (RV) is in excess of £51,000, were ineligible for some government grants.

FOR Cardiff joined forces with other Welsh BIDs, in campaigning for the RV ceiling for grants to be raised to £150,000.

Throughout the consultation, the importance of having recovery at the heart of our plans was highlighted time and time again. We have heard you & understand our role in a brighter future for the city.

To highlight the projects that are focused on recovery and supporting our businesses the icon will be used.





**NO... NIGHT MARSHAL SERVICE GETTING PEOPLE SAFELY HOME.**

**NO... DEDICATED EMPLOYEE DISCOUNT & EVENTS CARD.**

**NO... CHRISTMAS MARKETING & EVENTS REACHING MILLIONS.**

**NO... FULLY FUNDED TRAINING.**

**NO... CLEANSING TEAM REMOVING GRAFFITI, CHEWING GUM & JET WASHING THE STREETS 7 DAYS A WEEK.**

**NO... FLORAL DISPLAYS.**

**NO... DEDICATED NEEDLE & WASTE COLLECTION SERVICE.**

# WHAT CARDIFF WILL LOSE IF YOU VOTE...



On June 3rd 2021, an impartial ballot opens to defined business ratepayers within the BID area. The success of this ballot will see a further 5 years of investment FOR Cardiff.

**NO... CITY OF ARCADES MARKETING OR EVENTS.**

**NO... CARDIFF GIFT CARD.**

**NO... CITYNET RADIO SYSTEM.**

**NO... GIVE DIFFERENTLY RAISING MONEY TO COMBAT HOMELESSNESS.**

**NO... ONE TO MANAGE & FUND THE PURPLE FLAG APPLICATION.**

**NO... FOR CARDIFF EVENTS SUCH AS THE DAFF TRAIL.**

**NO... BUSINESS CRIME REDUCTION SCHEME.**

**NO... REPRESENTATIVE VOICE.**

**NO... STRATEGIES FOR DRIVING FOOTFALL FOR A RECOVERING CITY.**



# BUSINESS SURVEY RESULTS

The opinion of our members is of the upmost importance to FOR Cardiff.

We asked member businesses which **current projects** they would like to see continue in our second term...

**78%**

of respondents expressed they would like **Cardiff Against Business Crime (CABC) & CityNet Radio** to continue.

**78%**

of businesses voted in favour of support for the **Night Marshals** team returning for our second term.

**74%**

of respondents expressed their support of FOR Cardiff's city **centre cleansing team** to continue into our second term.

**68%**

of businesses supported the **Christmas marketing & events** - made possible by collaboration with a series of local partners.

**66%**

of respondents expressed they would like **free training** services provided by FOR Cardiff to continue.

**60%**

of businesses expressed they wanted to see **floral decoration** return to the city centre.



Communication is Key

# COMMUNITY SURVEY RESULTS

## CARDIFF CITY CENTRE:

- Cardiff is a safe space to spend time in – **77% agree**
- Compared to other cities Cardiff is a good place to visit for Christmas activities – **82% agree**
- **74% of residents** think that the level of arts and culture provision is quite good or very good

## WORKING IN THE CITY CENTRE:

- **24%** work in Cardiff city centre
- **76%** do not work in Cardiff city centre
- **81%** said that working in the city centre was a positive part of their job

## Reasons people gave for why they enjoy working in the city centre:

- An opportunity to meet people and see colleagues
- Lots of great food options
- **81%** said that working in the city centre was a positive part of their job



“

Thanks to the FOR Cardiff team, I have developed strong connections with other businesses and gained knowledge of what is happening within the local area of Queen Street. Their friendly approach and willingness to help has been a great benefit to all at 200 Degrees.”

**Michael Ghee**  
General Manager

**200**  
COFFEE



# TEAM & PROJECT STATS 2016-21

## CLEANSING TEAM

Removed **3056** graffiti tags

Removed **57,754** pieces of chewing gum

Washed **441,008** sq metres of streets

Used **40** gallons of graffiti gel

Used **65** gallons of paint

## NIGHT MARSHALS

Assisted a total of

**462953**

people keep safe on a night out

## TRAINING

We trained **732** employees from **79** businesses in

First Aid - **267** Fire Safety - **138** Terrorism Awareness - **103**  
Mental Health Awareness - **63** Mental Health First Aid - **47**  
Food Safety - **45** Conflict Management - **69**

Providing a **£15,552** total saving (an average saving of **£197** per business.)

## CABC

CityNet radio is live **24** hours a day **365** days a year

**CityNet CABC**  
Cardiff Against Business Crime

**232** CityNet Radio Users

## CITY OF ARCADES DAY

**206K** visitors to Cardiff (**6%** increase)

**63%** stores saw an increase in sales

**83%** rated the event 'very good' or excellent

## THE CARD

**40,000** cards distributed to employees

**100** offers available

**1st** event sold out in **24** hours

## Engaging with You

# ENGAGING WITH YOU

We understand that there is not a one size fits all approach when it comes to engaging with our members. As a result, we have had an extensive communications plan from day 1, which has ensured businesses have, and will be, able to see what we have delivered and tell us what they want in our second term.

- BID2 FORUM & ASSOCIATION BRIEFINGS**
- BID2 MEMBER SURVEY**
- BID2 SECTOR MEETINGS**
- BID2 COMMUNITY SURVEYS**
- BID2 FOCUS GROUPS**
- BID2 & BALLOT WEBPAGES**
- ANNUAL SURVEYS**  
performed regularly throughout the length of our first 5 year term.
- ANNUAL REPORTS & QUARTERLY NEWSLETTERS**  
sent by post to your business, as well as the downloads section of the website.
- BOOKABLE BID2 1 TO 1 MEETINGS**  
where the team digitally met with hundreds of members.
- KEY STAKEHOLDER BID 2 ENGAGEMENT**  
such as with Chambers Wales, FSB, BIRA and the Welsh Retail Consortium.
- LETTERS SENT TO EVERY BUSINESS**  
updating on BID projects and ensuring awareness of the BID 2 consultation period.
- REGULAR E-NEWS**  
sent to 6,000 members.
- DEDICATED BUSINESS ENGAGEMENT TEAM**  
who have conducted thousands of business meetings and visits throughout the last 5 years.
- DIGITAL ENGAGEMENT & AWARENESS**  
of our activities via our social channels, with a total following of over 20,000.
- EXTENSIVE PR REPORTING**  
on FOR Cardiff's activities and successes.
- FOR CARDIFF WEBSITE**  
with projects listings, Covid-19 pages, bilingual downloads, and events listings. The site has received 110,000 visitors since the company's inception.
- NETWORKING & ANNUAL SHOWCASE EVENTS**  
throughout our 5-year term.



Our mission is to ensure that **FOR Cardiff** is an informed, representative, change-making voice, and resource for our members. Committed to effectively managing and promoting Cardiff and securing our position as an industry leading BID. In order to do that, we needed to realign our objectives and look at how our projects will ensure we achieve our ambitions.

As a result, FOR Cardiff will direct our work into three main themes for 2021-2026 - **Enhance, Deliver and Represent.**

These themes will build on the success of the projects in our first term and incorporate new elements in response to consultation and the requirements of the ever-changing landscape, both locally and nationally.

# BID2 TERM: 2021 - 2026

**ENHANCE.<sup>25</sup>**  
**DELIVER.<sup>31</sup>**  
**REPRESENT.<sup>39</sup>**



# ENHANCE.

Projects that will bring residents, employees, and visitors back into the heart of the city. Celebrating what makes our city great, through art and culture and future-proofing it for the younger generations through an environmental focus.

## PROVEN SUCCESSES.



City of Arcades Day: Tour Guide



City of Arcades Day 2018

### WORLD CLASS MARKETING CAMPAIGNS +

Before FOR Cardiff created the City of Arcades brand, one of Cardiff's strongest assets was not leveraged enough to create a true unique selling point for the city. Our campaigns and events will continue to build on the success of this brand and put it at the heart of every customer facing campaign we do, with a focus on driving footfall and spend for the whole of the city centre.

### AWARD WINNING EVENTS +

Every experiential event that FOR Cardiff delivered in our first term led to a significant increase in footfall at its launch. We believe this is because we created unique moments and experiences for visitors, residents, and workers.

Whether that was enormous inflatable daffodils 60 metres in the sky to celebrate St David's Day, a giant gingerbread house arriving on the Hayes overnight, or 206,000 people visiting Cardiff for the inaugural City of Arcades Day. Not only did these events create a buzz and excitement around the city centre, but they saw significant increases in spend and profile. This success has been acknowledged by our multiple award wins for these experiences. We will build on those successes and specifically look at ways we can celebrate Welsh culture and put Wales' capital city on the map via these moments.



#Gingerbreadmun House 2018



#TheDaffTrail 2019



## THE CARD



Approximately 100,000 workers visit Cardiff city centre every day, and 40,000 of our members' employees have The Card, which allows them to access discounts, events, and experiences. We believe that The Card can be pivotal in the reopening and resurrection of the city centre, providing businesses with a vehicle to tap into new audiences and encourage workers away from their desks, counters and staff rooms, to experience the best that Cardiff has to offer.

One of the positive elements that came from the pandemic was people's emerging passion for their community. People wanted to feel they were a part of something and wanted to see how they could reach out and meet their neighbours. We want The Card to grow to create a hub of activity and community for employees in the city centre. Other BIDs have created everything from choirs, to Olympic games and cheese tasting events, and we want to know what you'd like to see us deliver, to safely create a unique city-wide employee benefit for you and your staff.



**Naz John**  
Talent Acquisition & Employee  
Engagement Manager

“The Card is a fantastic staff incentive for all at CPS Group & FaulknerScott, one of the reasons why we will be voting yes. It allows us to reward our staff by offering them discounts across retail, hospitality, leisure and more. I am excited by FOR Cardiff's plans to build on the success of The Card in their second term.”



## THE FOR CARDIFF GIFT CARD

The FOR Cardiff gift card expanded at the end of our first term to include not just independents, but also national businesses. This led to doubled sales over Christmas 2020, with no increase in marketing spend. Being able to offer a wider choice and a better representation of the city centre, clearly resonated with our customers and we will grow on this success.

The gift card will have a dedicated marketing budget to continuously promote it as the card of choice, offering consumer facing businesses the chance to benefit more from this scheme as it continues to grow.

One of our big aspirations for our second term, is to develop into the business-to-business market, whether it be a staff incentive scheme, awards or presents, we want the FOR Cardiff gift card to be the card of choice for corporate orders. Not only do you get to reward or thank your staff, but the spend stays local and supports your fellow businesses at a time when they need it most.



## NEW INNOVATIONS.

### UNIQUE CHRISTMAS EVENT

Cardiff has the elements that you associate with a major city and Christmas, a big wheel, ice rinks, Christmas lights and a festive market. However, what differentiates Cardiff and puts it on a par with other European capital cities?

We want Cardiff to have the confidence of our competing capitals, and to do that we will invest in a bringing a world first Christmas experience to Cardiff.

This experience would be installed for a couple of months, to ensure that footfall would be consistently high, rather than having a burst of activity over a day as Cardiff has done in the past. It will also bring the profile that Wales' capital deserves for our Christmas offering.



“FOR Cardiff brings added value to businesses at a time when high streets and retail are under unprecedented pressure. Their commitment to delivering a marketing and events programme in addition to initiatives like street cleansing, night marshals and floral decoration will drive footfall to the capital, footfall that is so vital to high street

**Cliff Vanstone**  
Head of Branch  
John Lewis





## ENVIRONMENTAL PROJECTS

Since the beginning of our first term the importance and awareness of environmental issues has grown exponentially. Companies now have ambitious internal and legally required targets, regardless of the size of the employer or sector.

During the consultation, the enthusiasm for support and guidance around greening of the city and businesses was significant. Businesses want to see how they can collaborate or share best practice with one another, and we will create this forum. Businesses also wanted training and lobbying of landlords, for how they can implement changes to achieve their objectives, such as becoming carbon neutral or signing up to no single use plastic.

Transport and travel in and out of the city by residents, workers and visitors is an area which is led on by local authorities and government.

## TRANSFORMING PUBLIC SPACES +

As Wales' capital city there is an expectation of how the city should present itself and welcome visitors. There are examples of how Cardiff does an excellent job in many areas, such as Cardiff Castle, Bute Park, and The Hayes. However, there are parts of the city which are in need of investment and love.

We will deliver, influence, and partner to make Cardiff an outstanding place to visit, work and live. Feedback during our consultation demonstrated a desire for more welcoming and attractive public spaces, to allow people to congregate and enjoy themselves – we will investigate opportunities in this area, such as in Hills Street and through the implementation of pocket parks.

We also had excellent feedback (60% voted in support) of the floral decorations we have invested in during our first term and will continue to add a splash of colour across Cardiff streets via our hanging baskets.

However, FOR Cardiff will continue to promote the healthy travel charter, and find discounts and initiatives for member businesses and employees using public transport, bikes, and cars.

We will work with experts within this field to not only see how we can support our members better, but also see what projects we can implement and create a 5-year plan. We will be considering ideas such “living” walls or rooftops, increasing green spaces, improving water refill facilities, urban farming and working with partners to support better waste collection initiatives.

Any plans we implement and support will be backed up with extensive research, to ensure our projects have an element of legacy and bring tangible benefits to businesses



Floral Decorations on Windsor Crescent



Creatives of the Capital - Robin Bonar Law



## ART INSTALLATIONS/CULTURAL FOCUS +

Public art and making culture accessible has been proven to not only revitalise tired buildings and vacant sites, but also transform entire areas. Glasgow created a mural trail which has had a major impact, by creating vivid displays which brighten up lanes and streets, inviting locals and tourists alike to visit in their thousands and support local businesses.

We will work with partners to highlight the history, fun, and diversity of Cardiff streets with permanent and temporary installations. Everything we do under this heading will be free to access and focussed on accessibility.

We will consult with our members to see how they can collaborate and benefit from these installations that are on their doorstep.



Poetry in the Arcades



# DELIVER.

Projects that produce physical results through initiatives that make Wales' capital a cleaner, safer, and more supportive city. Whilst enabling our staff, students, graduates, and partners to flourish through training, career progression and targeted investment.

## PROVEN SUCCESSES.



### THE CLEANSING TEAM +

During the consultation, the cleansing team and the exceptional service they provide, was rated as one of our most popular and in demand projects with **74% rating it as excellent.**

The look and feel of a location is critical to customer experience, appeal, and economic success. The Cleansing Team undertake work over and above anything that the Council provide and are an essential part of this. FOR Cardiff will continue to provide this service to our members with deep cleaning private property, graffiti and chewing gum removal for example. There will be a call out service where you can call upon us 7 days a week to remove or clean away any unwanted items or debris that have been left on your premises.



VOTEYES FOR CARDIFF



## THE EVENING & NIGHT-TIME ECONOMY

As one of the UK's major event locations, Cardiff's economy is heavily reliant on our hospitality industry, particularly the evening and night-time economy. A crucial part of the safe and efficient running of the city centre, evening and night-time economy is our Night Marshal team, who support residents, visitors, and businesses in getting people home safely and managing any anti-social behaviour that may occur. This invaluable team will remain for our second term.

The Association of Town and City Management (ATCM) Purple Flag accreditation has been awarded to Cardiff for the last 3 years. Due to our exemplary partnership working and annual commitment to improving and developing the safety of the city centre. We will continue to strive for this mark of approval to help demonstrate that Cardiff is a secure place to visit in the evening, with a varied offer, and market the city as such.

The Best Bar None accreditation scheme, supported by the Home Office and drinks industry, aims to improve standards in the evening and night time economy. We will continue to provide these assessments and templates at no cost to our members, to ensure our venues are run responsibly and commit to ongoing improvements and social responsibility.



2021-2026: Deliver

## BUSINESS ENGAGEMENT FOCUS

To ensure we are delivering a return on investment, prioritising and offering projects that reflect your requirements, we need to engage with you on a regular basis.

A dedicated team with allocated specialisms such as hospitality, professional services, retail, and independents, will ensure we are able to continue to provide you with an excellent service and be responsive and reactive to changes in your sectoral environment.



## CARDIFF AGAINST BUSINESS CRIME (CABC)

The CityNet radio system has resulted in significant savings and superior service for hundreds of city centre business, with 78% of businesses rating this service as excellent.

In addition to continuing with the CityNet radio system we will seek to launch a civil notice exclusion scheme. This would work by denying criminals access to all member premises, thereby preventing, or deterring crime, reducing business losses, and improving security for staff and customers. CABC would provide a secure data to identify those excluded under the scheme and facilitate wider intelligence sharing.

In order to support this scheme and continue to run an excellent radio service, we will be expanding the team, with not only our dedicated Business Crime Reduction Manager, but a Business Crime Reduction Officer as well. This individual will be an expert on stock loss and will work closely with members, their inhouse security teams, and South Wales Police to improve the trading environment, reduce antisocial behaviour, and increase reporting.



“As Chair of the Cardiff Licensees Forum, I can fully endorse the benefits of FOR Cardiff to licensed traders through projects like CABC, Purple Flag and Best Bar None to name a few. FOR Cardiff provided support to the hospitality sector when they needed it most by communicating the needs of businesses and lobbying for additional support. FOR Cardiff will play an important role in Cardiff's recovery and that's why I am encouraging all businesses to vote yes.”

**Nick Newman - Director**



**VOTE YES**  
FOR CARDIFF



# Give DIFFerently



# CAER ledigr wydd

It is one of the most complex issues for many cities: homelessness and rough sleeping. In response to this, and our members consistently highlighting it as their number one concern, we created Give DIFFerently.

The Give DIFFerently fund helps existing homeless charities support the people they work with via small grants. Grants of up to £750 are spent on essentials that aid a person's personal development plan – the aim is to provide individual solutions to their issues. We have had some fantastic case studies outlining the success of the fund, which can all be found at [forcardiff.com/givedifferently](http://forcardiff.com/givedifferently) - this shows evidence that this fund needs to continue.

Through the consultation there has been huge support for expanding this scheme, and we will do this by raising its profile and ensuring we can raise significant funds for this essential cause. We will work with businesses to bring in more contactless donation points across the city and run campaigns to raise awareness of this alternative way of donating to the homeless community.

One of the few positives of the pandemic has been that (at the time of writing, March 2020) the number of rough sleepers in Cardiff city centre has dropped to single figures, the lowest it has been in recent times. This is an enormous opportunity for Cardiff to keep this figure low and aspire to a zero figure. We will work with partners and continue to sit on key strategic and operational groups and boards to support this cause.

We will maintain and expand the Cardiff Homeless Charter, which helps unite people, schools, and businesses to tackle homelessness together. Pledges are made that provide alternative ways to give, such as time, employment, and skills to make a real difference.

We have also provided support to members who wanted to educate and train their staff on how best to deal with this complex issue, by hosting a series of briefing sessions. We will continue to do this, as well as conducting meetings to understand our members' concerns around homelessness and work closely to signpost them to the appropriate agencies, and support where it is appropriate for us to do so.



Michael Sheen promoting Give DIFFerently

and let's make a difference together today.



Adrian Field (Left) Sam Warburton (Right)

2021-2026: Deliver

## FREE MEMBER TRAINING

Our fully funded training programme is one of our most in demand projects, with hundreds of businesses saving thousands of pounds annually.

We will not only retain this project but expand it, to include a digital offering, where a wide breadth of courses will be available to your staff at zero cost. These can be completed whether they working within the business premises or remotely.

We are also mapping partnerships where members will be entitled to fully funded, professional qualifications, to help advance their careers and expertise.

“Very often small independent businesses like ourselves have very small budgets to spend on external training, the free training provided by FOR Cardiff really does help us alleviate this issue. The savings on the training costs alone more than repays our full BID levy invoice.”



**sleeperz**  
HOTELS  
**Laura Peeroo**  
General Manager

“Through Give DIFFerently we have been able to directly respond to rough sleeping and homelessness in Cardiff city centre. We have given individuals and businesses the opportunity to make a difference through contactless giving or by making a pledge in the Give DIFFerently Homeless Charter. It is important that we continue to support FOR Cardiff so they can continue to make an positive impact”.

**Margaret Waters**  
General Manager





# NEW INNOVATIONS.

## STUDENTS & UNIVERSITY SUPPORT

Students make up a significant proportion of Cardiff's population and make an enormous contribution to the economy, with students in 2019 generating £696 million of regional GVA.

Following the consultation with our members, prioritising retaining and developing these graduates, rather than losing them to other core cities, is really important.

We will work with the city centre-based universities to establish a university internship scheme, to help bridge the gap between top talent and our member businesses.

We will use this platform to develop a strong young professionals' network within Cardiff city centre, with the aim of retaining talent locally.

During our first term we worked closely with the Universities to support their open days to ensure that the whole Cardiff experience was a positive one for prospective students and for anyone accompanying them on the day.

This is something we are committed to for our second term and would like to collaborate to see opportunities for expansion of this support.

2021-26: Deliver

“

As Director of Partnerships at Chamber Wales, I'd like to endorse FOR Cardiff's commitment to supporting businesses and making Cardiff a prosperous city for all. If you vote yes, this June you can play a pivotal role in shaping the recovery of Cardiff city centre and make it a city fit for the future.

”

**Nina Slevin**  
Director of Partnerships



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## PARTNERSHIP WORKING +

Cardiff is at a pivotal moment that will define its future fortunes. Numbers of empty commercial units have increased, the challenges from Brexit continue to evolve, and competition from neighbouring cities is mounting. We need to build a more sustainable, diverse, and successful city that attracts growth of new companies and investment.

FOR Cardiff will maintain close partnerships with Cardiff Council and Welsh Government, to collaborate on sharing communications with our members. We will critically analyse opportunities for financial investment in projects which will ensure Cardiff's success for example the Transforming Towns fund.

In addition, we will continue to create our own reactive working groups, to bring together key stakeholders.

An example is our commercial property group, who will address the challenges emerging from the increasing empty office space and the collapse of major chains, such as Debenhams.





# REPRESENT.

Projects that show what FOR Cardiff and our members stand for. Empowering, informing, and unifying them to lead the way and instil change for the better.

## PROVEN SUCCESSES.

### A REPRESENTATIVE VOICE

Throughout our first term, FOR Cardiff has lobbied Welsh Government, South Wales Police and Cardiff Council on a plethora of city centre issues such as homelessness, antisocial behaviour and Covid-19 support, but we need to do more.

The challenges and threats to a significant proportion of our membership have never been more poignant than they are now. If the support or financial packages and changes in policy are not significant enough, then the landscape of Cardiff will look very different.

As the representative body for businesses in the city centre, FOR Cardiff will work to position city centres high on government agendas, to ensure that Cardiff remains a vital and viable urban centre for generations to come.

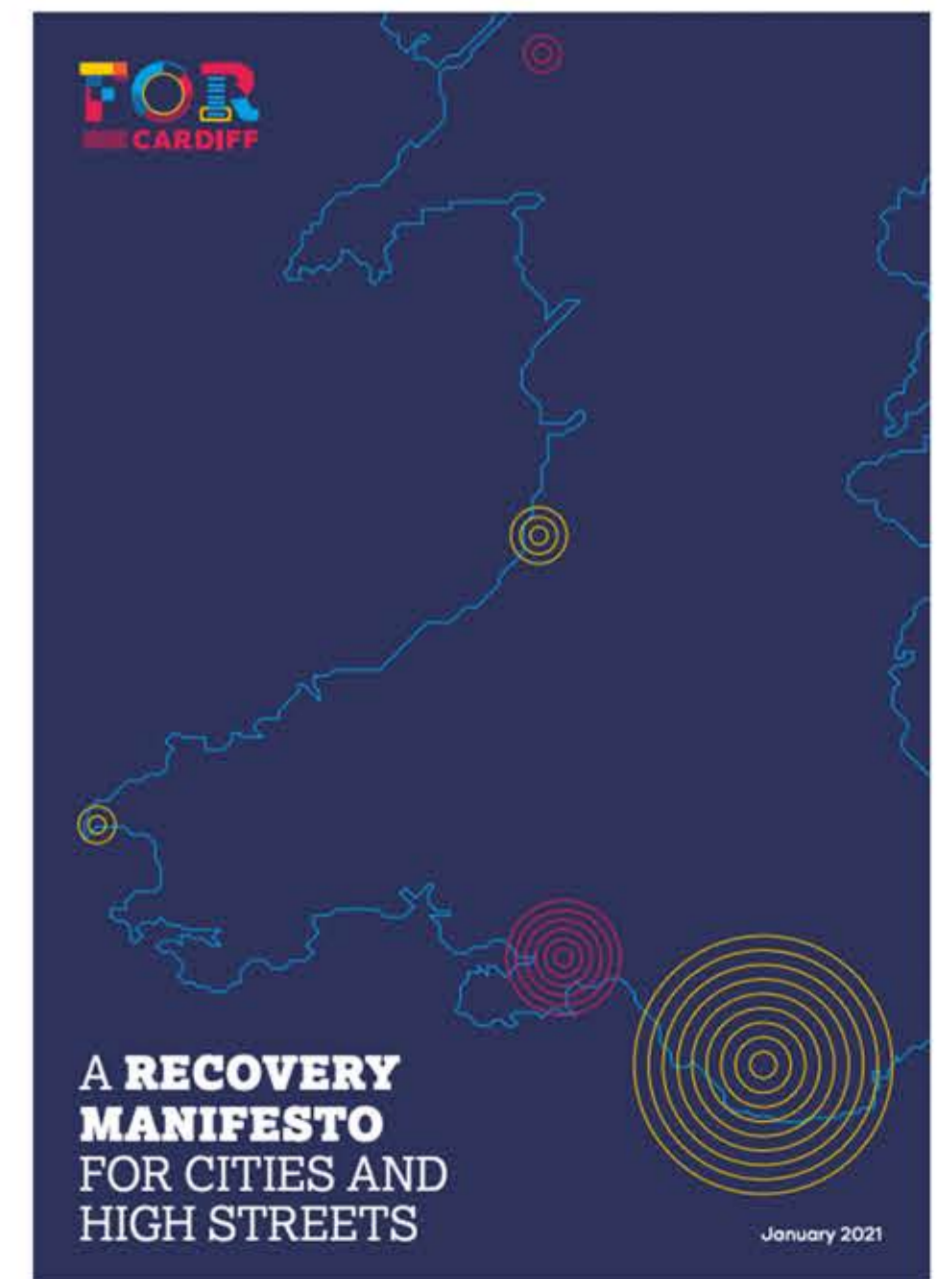
An early indicator of our work in this area is our well received Recovery Manifesto for Cities and High Streets, which was launched in advance of the 2021 Senedd elections.

The manifesto outlined 8 priority areas for the Welsh Government to focus on, to ensure that city centres recover sustainably from the pandemic and overcome the challenges they were facing before the pandemic began.

Examples included a large-scale review of business rates, maintaining the benefits of good office environments, whilst transitioning to a blended and accessible working dynamic, and continuing to invest in developing high-quality public transport infrastructure.



Welsh Government Senedd Building





**RESEARCH & COMMERCIAL INSIGHT** +



The external factors affecting cities in general, and Cardiff in particular, are numerous, complex and all but impossible to predict – in particular, the changes to society caused by the Covid-19 outbreak are having an enormous impact on local economies and city centres.

Despite this unpredictability, we realise that we must always respond to changing environments and have a philosophy of evidence-based decision making.

We are committing to conducting professional research annually on challenges affecting the city, as well as identifying key partners who will provide genuine commercial insight.

We will share this data with you, to ensure that you can benefit from the findings and conclusions.



“ FOR Cardiff represents the interests of business leaders, engaging them on key issues and developing initiatives that respond directly to their needs. As the National Director of Wales at the Institute of Directors, I urge business leaders to support FOR Cardiff by voting yes.

**Robert Lloyd-Griffiths**  
Wales National Director





**NEW INNOVATIONS**

**EQUALITY CITY**

Over 2020 we saw the Black Lives Matter movement spread across the globe and awareness of the severity of the gender pay gap repeatedly made headlines, with not enough progress being made.

However, we also saw progress in the shape of Cardiff’s businesses supporting the 2019 Pride Cymru celebration and LGBTQ+ community.

Equality is not something people should need to campaign for, it should be a given for any member of staff in a business. During the consultation, we heard some fantastic case studies from our members leading the way in this area.

However, there were also businesses who wanted to make changes, but needed support and guidance on how to implement these transformations.

Wales and its capital city have the responsibility to lead the way and foster fairer cities. FOR Cardiff wants to lead the way in making a wider commitment to equality, by collaborating with key stakeholders to ensure Cardiff is one of the UK’s first equality cities. In order to achieve this, we will work with our members to make a commitment to change, providing training and templates on how to implement these alterations.





## CHALLENGE FUND



Cardiff Castle Entrance

During the consultation, one of the messages that emerged, was that members wanted to see us invest, or sponsor, opportunities that would make a genuine difference to both their sectors and the city centre. As a result, we will have a more targeted approach to our sponsorships and investments, with a more critical analysis of KPIs and deliverables.

This will take the form of a challenge fund, to allow organisations to bid for funds to develop solutions for the challenges faced by you. This could be a technological solution to an issue, such as no-shows at restaurants, a physical intervention, such as public artwork, or even a training and development issue.

## PROCUREMENT CHARTER

The Covid-19 pandemic has highlighted, more than ever, the importance of retaining spend locally, going beyond simply supporting your local greengrocer or florist. There is a complex regional economy supported by dense supply chains in the professional and office sectors who need local support as well as retail and hospitality.

We will publicly commit to a procurement policy, which enshrines the importance of retaining spend locally, and will lead the campaign to encourage other key organisations and institutions to engage in the same process.



Hilton Hotel Cardiff



**VOTE YES**  
FOR CARDIFF



# FOR CARDIFF BOARD OF DIRECTORS



FOR Cardiff, is Cardiff's BID and is an independent, not for profit business led private company. We represent around 750 businesses that operate in the city centre as shown on the map. We are governed by a Board of Directors who are all volunteers, who are experts in their sectors and work in levy paying businesses.

For our second term the Board will continue to represent the geographical footprint of FOR Cardiff and, where possible, all business sectors.



**Huw Llewellyn**  
Admiral (Chair)



**Cliff Vanstone**  
John Lewis (Vice Chair)



**Mark Brace**  
Police & Crime  
Commissioner's Office



**Nick Newman**  
The Philharmonic



**Bruno Nunes**  
Peppermint Bar  
& Kitchen



**Leanne O'Brien**  
Capital Law



**Ken Poole**  
Cardiff Council



**Phil Sheeran**  
Motorpoint Arena



**James Waugh**  
St David's Dewi Sant



**Margaret Waters**  
Park Plaza Hotel



**Neil Wicks**  
National Museum of  
Wales

# BID2 AREA MAP





# FOR CARDIFF TEAM



**Adrian Field**  
Executive Director



**Carolyn Brownell**  
Head of Marketing & Communications



**Emily Cotterill**  
Projects Manager



**Nigel Griffiths**  
Operations Manager



**Ian Tumelty**  
Business Crime Reduction  
Manager

FOR Cardiff is led by Executive Director Adrian Field, supported by Head of Marketing & Communication Carolyn Brownell, Projects Manager Emily Cotterill, Operations Manager Nigel Griffiths and Business Crime Reduction Manager Ian Tumelty and an energetic and dedicated team of key office, business engagement, project management and marketing personnel.





# GOVERNANCE & MANAGEMENT

The establishment and operation of a BID in Wales is governed by the Business Improvement District Regulations (Wales) 2005.

FOR Cardiff is the trading name of Cardiff BID Ltd, which operates as a not-for-profit company limited by guarantee.

The company is governed by a board of directors who serve in a voluntary capacity. The BID Board is responsible for the strategic and financial management of the BID and meets on a quarterly basis as a minimum.

The board will have no fewer than 12 and no more than 15 positions. Directors will be drawn from BID levy paying businesses and the board may co-opt up to two members from outside of the pool of levy payers, if they deem that there is a strategic requirement for an external skillset or point of view.

The split of representation on the board will reflect the sector breakdown of the BID levy paying businesses. Any levy paying business will be eligible to submit a candidate to stand for election to the board. The positions of Chair and Vice Chair will be held by directors from the private or voluntary sectors. Individuals currently employed by the BID company are ineligible for a position on the board of directors.

The board may establish subcommittees as it sees fit. Any subcommittee will have at least one director in their membership and any necessary budget will be agreed at board level, in line with the company's financial protocols.

The formation and membership of these groups will vary according to business need – up to date information on the groups including terms of reference, any delegated powers and membership will be available to any levy paying business on request.

Annual accounts will be produced alongside an annual review and these will be made available to levy paying businesses.

Cardiff BID has entered into legal agreements with Cardiff Council as follows:

- Baseline agreement – sets out the minimum service standards to be delivered by Cardiff Council, along with any additional agreed discretionary services within the BID area.
- Operating agreement – this defines the contractual arrangements for the collection and enforcement of the BID levy.

These agreements are available to any levy paying business on request.

None of the levy rules or governance practices of the BID can be amended without a full alteration ballot. The BID board may decide to vary the delivery of BID projects and the BID budget without a full alteration ballot, provided the variation falls within the spirit of the original BID proposal.

## FOR CARDIFF LEVY RULES EXPLAINED

**1.** A BID levy of 1% of rateable value will be charged on all eligible hereditaments listed in the 2017 local Non-Domestic Rating List as of 1st April 2021 other than those affected by rules 2 and 3. All new hereditaments entering the Rating List after 1st December 2021 will be levied at 1% of the rateable value at their point of entry into the list.

**2.** The following hereditaments will be exempt from the BID levy:

- Those with a rateable value below £25,000.
- Hereditaments that are classified by the valuation authority as: industrial, manufacturing, storage, or workshop.

**3.** Occupiers of hereditaments paying a service charge within a managed shopping centre may be eligible for a discount of up to 30% on their levy (i.e. charged 0.7% of their rateable value rather than 1%) in recognition of their spend towards services including marketing, cleansing, and security. Any discount is applied at the discretion of the BID board and will be reviewed annually.

**4.** The BID levy may increase by an inflationary factor of up to 2% in successive years (i.e. up from 1% to 1.02% in year 2). The board will assess if any increase is appropriate each year, giving careful consideration to the economic environment.

**5.** The term of the BID will be five years from 1st December 2021 to 30th November 2026, directly following the term of the current BID.

**6.** The levy will be charged annually in advance for each complete chargeable period from December to November. No refunds will be given.

**7.** In the case of empty or untenanted premises, the person or organisation liable for the non-domestic rates for the property will be liable for the BID levy with no void period.

**8.** A cap on the annual levy payable will be set at £50,000 per business. To qualify for this relief, a business must demonstrate that the same legal entity is directly liable for the non-domestic rates for all relevant hereditaments. Organisations which trade separately, but are part of a shared group of companies, do not qualify for this relief.

**9.** Cardiff Council are the billing authority and will collect the levy on behalf of FOR Cardiff. Levy monies will be held in a separate revenue account and will be transferred in full to FOR Cardiff.

**10.** Only those reliefs and discounts stated in the levy rules are applicable to the Cardiff BID levy.



# BUDGET 2021-2026

## FIVE YEAR BUDGET

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Levy Income	£1,400,000	£1,428,000	£1,456,560	£1,485,691	£1,515,405
Additional Income	£37,500	£48,000	£58,500	£64,000	£69,500
<b>Total</b>	<b>£1,437,500</b>	<b>£1,476,000</b>	<b>£1,515,060</b>	<b>£1,549,691</b>	<b>£1,584,905</b>

## PROJECT BREAKDOWN

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Deliver	£624,123	£628,644	£640,440	£655,299	£681,295
Enhance	£381,003	£433,680	£446,913	£461,854	£451,507
Represent	£100,000	£77,220	£87,538	£87,673	£102,907
Management Costs	£239,374	£243,456	£247,169	£251,865	£256,196
Contingency	£93,000	£93,000	£93,000	£93,000	£93,000
<b>Total</b>	<b>£1,437,500</b>	<b>£1,476,000</b>	<b>£1,515,060</b>	<b>£1,549,691</b>	<b>£1,584,905</b>

## FINANCE NOTES

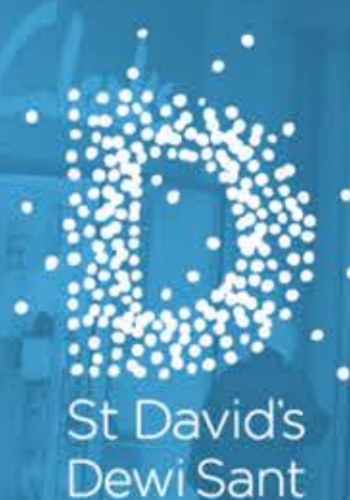
- Based on performance throughout the previous BID term a levy collection rate of 97% has been assumed.
- An annual contingency of £93,000 has been applied. All reallocation of unspent contingencies will be agreed by the BID Board.
- Provision for the annual inflation rate on levy income has been reserved at 2% within the levy rules. Application of the inflationary rate is at the discretion of the BID Board therefore actual budgets may differ from those in the budget table.
- In line with industry guidance, management and overhead costs include: core staffing, office costs, and legal and accountancy costs associated with running the BID. These costs are budgeted to remain below 20% of the total annual expenditure.

- The levy collection charge is £25,000 which amounts to 1.8% of the year 1 levy and equates to £24 per unit This is a reduction of one third compared to the previous term.
- Budgeted additional income is estimated from past performance of FOR Cardiff. The BID has ambitious targets to generate further additional income beyond the basic budget, this income will be pursued and allocated in line with the spirit of the business plan and company objectives. The precise allocation of any additional income may vary between project lines.
- None of the costs of developing the BID proposals, holding of the ballot or implementing the BID will be recovered through the BID levy.
- Voluntary membership of FOR Cardiff will be made available to businesses below the levy threshold and outside of the BID area. Terms of voluntary membership will be agreed by the board of directors.





“St David's Dewi Sant are delighted to support FOR Cardiff for their contribution in making Cardiff a vibrant and progressive city. It has never been more important for everyone in Cardiff to come together to celebrate all that is great in our city and to encourage people to enjoy it for work and leisure. We are excited about St David's and the wider city area becoming a vibrant community space again. We fully support a second term and encourage all businesses to vote yes this June.”



**James Waugh**  
Centre Director



# HOW TO VOTE

## VOTE **YES** FOR FIVE MORE YEARS OF INVESTMENT FOR CARDIFF

### BALLOT: JUNE 3RD – JULY 1ST 2021

A secret postal ballot of non-domestic ratepayers who would be liable for the proposed BID levy will take place from June 3rd. This ballot will be run by Civica and overseen by Cardiff Council.

- Notice of Ballot will be issued for all eligible properties on **20th May 2021**. If you do not receive your notice of ballot, please contact FOR Cardiff so that we can ensure your business' voice is heard.
- To ensure your vote counts, you must return your ballot paper in the pre-paid envelope to arrive by **5pm on July 1st 2021**.
- Businesses with multiple premises, according to the rating list, will receive a ballot paper for each unit. All ballot papers must be returned in the correct separate pre-paid envelopes as they are NOT duplicates.
- The BID arrangements outlined in this document will come into force if the following two criteria are met: more than 50% of hereditaments that vote cast that vote in favour; and that total rateable value of the hereditaments that vote in favour is over 50%
- The result of the ballot will be announced on **2nd July 2021** via the FOR Cardiff website and social media channels.

### RESULT ANNOUNCED: JULY 2ND 2021



- JUNE -  
**3**

**BALLOT VOTING OPENS**



- JULY -  
**1**

**BALLOT VOTING CLOSES**



- JULY -  
**2**

**ANNOUNCEMENT OF RESULT**



# WOTE YES

# FOR CARDIFF

✉ info@forcardiff.com

@ forcardiff.com

☎ 02920 314770

🐦 @FOR\_Cardiff

📘 FOR Cardiff

🌐 FOR Cardiff

📺 FOR Cardiff

📷 FOR Cardiff



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**Appendix 3  
Global  
Perspectives:**

**Taking Cardiff  
forward after  
COVID-19**

TIM WILLIAMS



# Global Perspectives: summary of analysis

To consider the future of any city is for an urbanist to fulfil his professional purpose. To consider the future of the city that is my own city, the capital city of my nation, is to add honour to duty and not a little pride. To do so at this time of crisis, challenge and uncertainty, when the stakes are so high, adds even greater importance to my task. The output from my review will have significance for Cardiff and also adds to the British and indeed international discourse on the very future of 'the urban'.

Professionally, as someone who has over decades studied and worked on many cities in the UK and internationally and has a reputation in urban policy and governance, economic and community development and regeneration and housing I have been impressed by Cardiff's progress as a city: who wouldn't be? Personally, like all South Walesians, I have been delighted by it. I take my visiting Australian family to Cardiff with delight. And, like all Welsh people, even those rightly concerned that their own patch of the country should not be ignored, I view its emergence as the capital city of a renewed nation with pride and anticipation of its future development in that role. It is in that spirit that I have undertaken this independent review of Cardiff's strategic ambitions and suggested strategies for recovery post-COVID-19 at this critical time. As a vaccine arrives on the UK scene with potential to help restore confidence, this report is I think timely and I believe of practical utility in taking Cardiff forward again at this extraordinary moment of challenge but also of opportunity to deliver on long-standing ambitions but also to re-think the city's future as a resilient, inclusive and innovative model post-COVID-19 city, attractive to talent and investment in the international city – with competition ahead for both.

It is meant – based on a review of the evidence on significant international experience and a dispassionate analysis of the assets, drivers and levers Cardiff uniquely possesses – as an affirmation of a confident future for our

capital city, our city of ambition, our Core City – my first and always city. Cardiff entered this global crisis in good shape, as a Council and as a city and can emerge, with the right spirit, strategy, collaborations and innovation, even stronger after the moment of COVID-19.

In so doing it can provide even more public benefits for both its own community and that of the city region. An important additional opportunity is for Cardiff to become, in the wake of, and in a real sense galvanised by COVID-19, an exemplar for a city of its size – because of its human scale – in the international effort to restore faith in and momentum to the future of 'the urban'. Building on its established and continuing strengths, the ambition it has to succeed, the skills and imagination of its people and the leadership it has already shown, Cardiff will not just 'bounce-back' – of that there is no doubt – it will 'bounce-forward' as the Council re-starts what it can do but also re-thinks what it needs to. I have been proud to have been asked to contribute to that process. I believe, based on my experience over decades in working to help cities across the globe transform and regenerate, that in responding to this analysis, the Council will not just help Cardiff recover after this year of crisis; it will lead to Cardiff being seen as an exemplary post-COVID-19 model for a city, attractive to new investment and talent.

Whether one is a pessimist or like me a rational optimist, there can be no more significant or urgent task for a city council anywhere at this moment than to seek to shape an even better future for that city, its communities and its businesses on the road from 2020. There is certainly no more important initiative than this for a consultancy like Arup, that seeks to shape a better world, to be asked to support. And my own response, tempered and informed by the required objectivity and over twenty years national and international experience in urban policy and city management, is of course, essentially this: 'City! City! Come on You Bluebirds!'.



# Introduction and purpose

This report has been commissioned by Cardiff Council in order to inform its understanding of the potential impact of COVID-19 on Cardiff's trajectory as a city beyond the immediate health challenges confronting the community at this time. It asks:

*What kind of city might Cardiff be 20 years on from the first year of COVID-19? And how did we – the Council and its collaborators – get there?*

The report will prompt a discussion within the Council and beyond of the possible scenarios and the potential interventions which may be most relevant – and some policy choices. The successful post-COVID-19 city will in my view be 'mission-led' focussed on a few prime outcomes around planning and housing, transport, economic development, the environment and health and well-being in an overall framework of inclusion and resilience.

## **A COMMENDABLE INITIATIVE – AT AN EXTRAORDINARY TIME TO BE RUNNING A COUNCIL AND MANAGING AN IMPORTANT CITY**

Above and beyond party politics and the specific ambit and indeed content of this report, I believe it is commendable that a Council whilst dealing with the challenges of the here and now in unprecedented times also wishes to start considering and planning for not only what comes next but how to shape the future, most effectively in the interest of the city, the region and indeed the nation. It is notable that in addition to their own deliberations and analyses they have asked for an independent review to challenge them further so as to sharpen their own strategies and interventions.

And as I've suggested it will be vital given Cardiff's significance, not just for Cardiffians but for South Wales and the nation. Given Cardiff's status as a Core City in the UK, cities throughout Britain and wider afield will be looking to Cardiff, as one of the first to commission this kind of review. In that spirit, the report asks-

What policies and approaches should Cardiff Council take? And what form of leadership and role will it assume to secure the future success of the city?

## **FROM THE IMMEDIATE TO THE STRATEGIC: GALVANISED BY CRISIS TO MAKE CARDIFF EVEN BETTER**

On the basis of the evidence set out in the report, I suggest ways in which Cardiff Council and its collaborators can build on its immediate response to the COVID-19 crisis so as to achieve more strategic goals and objectives that will enable the city to not just to recover but also to renew – and to be seen to be doing so in the competition between cities for investors and talent which will undoubtedly follow in due course after the pandemic subsides.

To some degree the report is about reviewing and renewing what might make Cardiff even more liveable and productive in the context of an analysis of the public health and economic impacts of the pandemic. While celebrating what cities at their best can do – and what has been achieved in Cardiff over the years only because it is a city and a capital city at that – the report also identifies some of their historic virtues that are under threat and indeed some of what may not have been working well before COVID-19 hit. It also suggests how the crisis, by forcing us out of complacency and path dependency can actually be an opportunity to improve outcomes. My aim is to help Cardiff Council and its collaborators to strengthen Cardiff further and to help it deliver its potential to the Cardiff Capital Region and thereby making it and the communities and businesses across it, more resilient in the face of future challenges.



Following on from this analysis, I consider inter alia, issues I believe will become even more important for Cardiff in the wake of this year of COVID-19. These include:

- Inclusivity and how to enhance it;
- Improving urban management via digital tools and data;
- Urban planning and strategies and what lessons or directions of travel to incorporate arising from COVID-19;
- Innovating, diversifying and strengthening income streams for the Council and partners to support economic renewal and regeneration activities;
- Building council and partner delivery and strategy capacities and innovating governance and institutions of collaboration;
- Focussing on initiatives to promote a healthier community and a more environmentally sustainable Cardiff

And all with the aim of enhancing Cardiff's resilience in the face of future shocks and stresses and refreshing its crucial role as a generator of opportunity and amenity for the Cardiff Capital Region.

## **CARDIFF: THE CAPITAL CITY OF 'WELL-BEING'**

My thinking and research for this report has led me to believe that, galvanised by COVID-19 as the Council is, the report's contents can help take Cardiff further along the path, earlier, to placing 'well-being' at the heart of its policy and action. Out of evil cometh good. Clearly, under the 'Well-being of Future Generations (Wales) Act 2015' all public organisations in Wales have a legal obligation to prioritise sustainable development at the heart of policy and to plan to deliver the key well-being goals around prosperity, resilience, greater equality, health, community cohesion, vibrant culture and language, and global responsibility. This report can be seen as contributing to achieving such goals in Cardiff in a time when making progress towards them, though challenging, never seemed more important. I believe that Cardiff's future will be grounded in such objectives and that the city has an opportunity in realising them to become exemplary in Wales but also for Wales, on the international stage.



# A thriving capital city' – capturing Cardiff's progress and ambition to date

This section explores Cardiff's progress before COVID-19. Cardiff University's marketing strapline captures this well: 'A leading university at the heart of a thriving capital city'. Cardiff has seen a dramatic transformation from post-industrial decline to a services-based, knowledge-rich economy since the early 80s, though that process was not complete or spatially inclusive by 2020 with some communities across the city in need of new policy focus investment. Its status and role as Wales's capital city also grew significantly. Cardiff has:

- An impressively renewed – and renewing – multi-purpose and diversifying city centre with Wales's only CBD
- A unique capacity to host major sporting events at the heart of the city
- At least two emerging innovation districts, one in creative industries and media, the other in life sciences
- Competitive clusters in digital, fintech and business services.
- A resurrected and still regenerating Bay, now home to key cultural infrastructure and the Welsh Government itself
- A high performing university sector with significant research excellence and some of the most improved schools in the country
- A growing base of high value knowledge jobs to serve the city region
- A significant pipeline of major development projects – including integrated public transport – further expanding the city's geography of economic opportunity
- A continually improving, attractive and walkable/cyclable public realm in and around the inner core with further initiatives planned across the city.
- A growing status as Wales's national capital with a cosmopolitan community

Cardiff has one of the few financial, fintech and legal services hubs outside of the south-east with a cultural production and creative industries cluster of UK significance. It gets rave reviews from those attending world class sporting events at one of the few stadiums in the world in the heart of its city. Cardiff has become a city with increasing pulling-power economically – and one with rising status as a university city and a capital city for a renewed nation – creating an irreplaceable focus for inward investment, talent attraction and innovative sectors for the city region on the eve of COVID-19.

## THE CARDIFF PREMIUM AND CHALLENGE

These all contribute to the Cardiff Premium but also the Cardiff challenge, as comparisons with Manchester show. Cardiff's population makes up just under a quarter of the total for the Cardiff Capital Region. But it generates 34% of its GDP. However, Manchester with only 19% of its region's population generates 32% of its region's GDP. This suggests a potential 'stretch target' challenge for Cardiff to seek to emulate Manchester's relative productivity. Realising the potential of the Metro Central project including Central Square is one of many keys to this objective post-COVID-19 and is the kind of project only a sufficiently agglomerated city like Cardiff could deliver for Wales.

We are also seeing the emergence in Cardiff, of what in other countries would be called 'Innovation Districts' or precincts, with at least two in creative industries and media and another in health, being of significant potential on the UK stage or even broader. And as we have seen, Cardiff is becoming known globally as the research centre of a compound semi-conductors cluster of significance. Cardiff is also emerging as a place for digital and fintech talent, with a mixture of homegrown indigenous business and leading 'challenger' banks based in the city.

It is well established in economic literature that not only do all cities provide more opportunities for knowledge-intensive business services than lower density



settlement forms, but also that cities that specialise in, or that have a comparative advantage in, knowledge-intensive business services (KIBS) with higher than average productivity. Jobs in such services tend to require higher-skilled workers and benefit more from agglomeration effects that arise from the proximity of people. As knowledge spill-overs and productivity externalities decline over distance, knowledge-intensive industries tend to cluster close to each other to benefit from agglomeration economies.

Once firms in an industry start clustering in a location, its growth can be self-propelling. It is plain from recent OECD data that Cardiff has been one of the more successful of the Core Cities in the UK in shifting its economy from declining, lower productivity sectors associated with extraction, manufacturing and port activities, to knowledge intensive business services with higher gross value add per worker.

Cardiff has also performed well in terms of company formation with a growing capacity to create companies with 5 or more workers, an important threshold in this context.

It should be added that such data tends to suggest a process of indigenous company formation has been under way, though some of it would be catalysed by foreign direct investment (of which Cardiff has been a key focus in Wales). This indicates a further benefit from Cardiff's urban economy which is that any such foreign direct investments will have spill-over and multiplier effects on company and job creation which are not achievable outside Cardiff's denser urban form and related innovation eco-system. Investment simply returns more bang for the buck, private or public, in such contexts.

### **CARDIFF HAS BEEN CREATING GOOD JOBS ATTRACTIVE TO THE CITY REGION**

So Cardiff has been creating sectors and jobs not found elsewhere in Wales, with higher productivity (and salaries) and higher capacity to enable new spin-off company formation and indeed spill-over employment opportunities in non-innovation sectors. Knowledge, and particularly innovation jobs enabled by agglomeration, tend to lead to higher wages than for example the manufacturing investment of a previous era, and not just directly but also indirectly in that workers who support and service workers in innovation sectors earn more too. They also create more resulting spin-off jobs than traditional manufacturing investment did.

Cardiff's economy is thus increasingly innovation based, and indeed has been becoming so relatively faster than some other Core Cities, and certainly

outpacing areas in South Wales outside its functional urban area. This is suggested by data on a key innovation-metric, that of patent registration over the last few years. This also shows Cardiff to have recently outperformed even London, pro-rata, in patent-registration.

Cardiff has been making a vital contribution to the South Wales economy but as an integrated political, cultural and business centre it is has an even more unique selling proposition – which no other urban centre in Wales, and only a handful in the UK, can approximate. This helps it attract and harness UK level initiatives and programmes - crucial in the post-Brexit era and in the context of a UK 'levelling-up' agenda – in the interest of the nation overall, and particularly of the city region: its creation, with the emerging Metro as its building block and symbol of more to come, is of course another sign of Cardiff's role and progress.

In recognition of this progress and role, the draft Wales National Development Framework – which arrived for consultation on the eve of COVID-19 – sees a successful city region, catalysed in great part by Cardiff's growth model, as crucial to further national progress. The report supports this shared objective.

### **CARDIFF'S TRIPLE CROWN: A UNIQUE SELLING PROPOSITION – AND A FURTHER SYMBOL OF ITS PROGRESS**

Capital City-ness is, it is often forgotten, a distinct form of city-ness and such cities have unique assets and potential. Although all capital cities are of course a nation's political centre, they are not always also at one and the same time a country's business and cultural centre. London is. However, while Washington is the political capital of the US, New York is its financial centre and LA its cultural. Edinburgh is a political and cultural capital but Glasgow remains the capital of Scotland's economic heartland.

By contrast, Cardiff wears the triple crown: it has become in the last 20 years, Wales' political and cultural capital, with an increasing importance as we have seen as a business centre, in professional services and knowledge sectors, that sets it apart. This is its unique selling proposition – which no other urban centre in Wales, and only a handful in the UK, can approximate – and like all successful enterprises it needs to play to, and intensify its unique strengths, exploiting its critical mass and interaction of key sectors, on the journey to 2040.

COVID-19 of course impacts seriously how the city functions in the short term, and will influence its future course as an economic and cultural engine. But COVID-19, though it may impact on discussions about globalisation and even interact with post-Brexit thinking



at the British level, will not diminish Cardiff's unique status as a capital city. We may see even greater awareness of it as one of the key foci of collective identity emerging from this challenging time. Cities have been in the forefront of the battle against COVID-19, and in so doing have managed to create an even stronger sense of civic pride and sought to unite often disparate populations behind a unified city identity. This identity is even stronger and even more important for a people when it is the capital city of their nation.

Whatever happens on that front, politically it is likely that as devolution and self-government mature further and the constitution of the UK itself evolves further, Cardiff by 2040 will have even more significance as a capital city – within Wales, within the UK and indeed on the international stage, in Europe and beyond. Its status as one of the four capital cities of the transforming UK can only, it seems to me, be enhanced further over time, lifting it not just in relation to other urban centres in Wales but also in relation to the UK's other Core Cities.

## **WALES'S CORE CITY**

I stress immediately that part of Cardiff's progress and improved brand recognition in the last few decades is that it has been recognised as a key member of the UK's Core Cities. This is an important organisation and advocate and lobbyist for such cities but also a crucial link to the UK context in a still evolving and devolving Wales.

As one of the UK's Core Cities, Cardiff already makes its contribution to Britain's output with the potential – with the right policy settings – to deliver even more. At UK level, lifting the performance of those Core Cities and their associated city regions has been rising up the political and policy agenda. Obviously for a decade there has been policy innovation by central government involving such cities and city regions, in which Cardiff has participated and indeed played a formative role in the Welsh context. Further, after the last UK election a government was elected on a platform of 'levelling-up, potentially involving investment in, policy innovation towards and decentralisation to cities and towns outside the more prosperous South East.

## **CARDIFF'S IRREPLACEABLE ROLE FOR WALES**

Cardiff simply must be enabled, through its creative use of its own capacities but also through renewed partnership with its key collaborators – in perhaps the most important coordinated national effort since a Welsh government was formed in Cardiff – to continue to play its irreplaceable role. To do this it must have access to the powers, resources and governance required to deliver the transport infrastructure, the city-shaping economic and skills development projects, the urban realm and place-making initiatives and resilience strategies needed to deliver both the city's own ambitions and their potential for the wider region.

I stress: my 'rational optimism' about Cardiff's challenges from COVID-19 and potential to emerge positively from it, yet absolutely requires no complacency about the city's progress to date or problems ahead. While the report provides support for the Council's Capital Ambition policy agenda, Cardiff will yet need ruthless clarity about which of the city's plans or assets will not survive this crisis and openness to the imaginative new strategies capacities and collaborations required to meet the challenges ahead for the city, its businesses and its diverse communities. Anything but a 'business as usual' approach is required following this crisis – not least because despite the progress reported here there was much more to achieve, before COVID-19 hit, and crucially, many more communities to reach to ensure the benefits of inclusive growth and enhanced liveability were shared across the city.

The aim of the report is to help the Council ensure that after this crisis – and galvanised by it – post-COVID-19 Cardiff can indeed be a more inclusive, healthy, economically successful and resilient city for all with equity, liveability and sustainability – perhaps combined in a uniquely Welsh version of the emerging global Zero Carbon/Zero Poverty agenda built around the Paris Accord and the UN Sustainable Development Goals – as guiding principles no matter where one lives.



# Cities on the eve of COVID-19

In this section I review the emerging international discussion and evidence about the impact of COVID-19 on cities and their future. Cities were ‘the future once’: are they still in the era of COVID-19 and its aftermath? Were they all – big, or small – in good shape on the eve of COVID-19? Are all cities equally and similarly impacted by it? Or is size everything? Crucially, if Cardiff as a city is still central to the future of Wales does that mean that it’s ‘business as usual’ for Cardiff or must its direction of travel, even its model of city development, change? If so, what sort of changes or missions, should Cardiff now focus on?

## WE HAVE MANAGED SUCH URBAN HEALTH CRISES BEFORE

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’.

The report considers such history and also reviews those cities, that even without a vaccine, have seen public transport usage return to 80% of that before COVID-19, hospitality venues, helped by high standards of community hygiene and self-discipline, functioning close to normal and sports stadiums near capacity – all with similar or better health outcomes to those in the UK but with better economic consequences. The point in saying this is not to berate the UK performance: it’s to point to real world examples of city resilience and continuity as an inspiration for us to reclaim our own cities as soon as we can, safely. It’s to remind us of the long history of

humanity’s engagement with pandemics which tends after all to arc towards a ‘new normal’ that is indeed ‘normal’ in the sense suggested by an expert vaccine researcher at Johns Hopkins in the US: ‘I think this virus is with us to the future. But so is influenza with us, and for the most part, flu doesn’t shut down our societies. We manage it’.

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 attention, investment and talent along the way.

## HOW CITIES DELIVERED: KEY INSIGHTS AND TRENDS AS COVID-19 HIT

As we know cities exist because of and for agglomeration and the benefits thereof. They exist because they are essentially more efficient, productive and amenity-creating than any other less concentrated form of human aggregation or that are achievable by virtual technologies, despite recent advances.

There was a period after the spread of car ownership and the de-industrialisation of the economy when inner city areas lost residential populations and jobs. But then we saw a recovery of inner-urban productive activity and in the numbers of people working in and living close to, inner urban areas – a process that has been termed the ‘re-urbanisation of the economy’. Cardiff experienced this too.



## **CITIES: PRODUCTIVE, LIVEABLE AND FACE TO FACE PLACES OF HIGH VALUE**

With the growth of the internet and global communications, many foresaw the death of cities. In reality, as the economy became more specialised, knowledge based and focused on intangibles, face-to-face proximity actually become more, not less significant. Knowledge-producing firms and institutions still wanted to be close to each other and have access to a skilled and creative workforce and that whole place-based ecosystem which is enabled by city environments. On the eve of COVID-19 there was a growing understanding of the importance of the quality of 'place' and of place-management in value creation and in attracting mobile talent and investors seeking environments that were productive and liveable.

## **TOWARDS THE LIVEABLE CITY: EVEN MORE URGENT THAN BEFORE**

This is why Cardiff Council rightly put liveability at the centre of its vision for the city. This report stresses that such liveability reinforced by a COVID-19-driven concern for public health and well-being, has become an even more important objective for Cardiff. It is central to what the successful model of city will need to be to retain and grow its own communities but also to attract new investment and talent in the decades ahead. Indeed, Cardiff can be an exemplar of this; and can, I argue, outperform the more challenged bigger cities on this key criterion.

## **THE EVE OF COVID-19: NEGATIVE EXTERNALITIES PROBLEM IN 'SUPERSTAR CITIES'**

On the eve of COVID-19, certain bigger 'Superstar' or 'Mega' cities, were beginning to experience pressures from, and the negative externalities of, pell-mell growth. Their very productivity and thus attraction in the international market, was beginning to make 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 as COVID-19 struck 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.

## **THE MOMENT OF COVID-19: A CHALLENGE TO THE ALL CITIES IN THE 'URBAN CENTURY'?**

COVID-19 clearly added a profound shock to already challenged cities and raised questions about that recently dominant urban model, the more compact, higher density and indeed higher-rise city as a physical embodiment of agglomeration economics. Some sceptics of cities have gone so far as to say that the secret ingredient with which cities have turned base metal into gold – density – was itself a crucible for the pandemic and thus should be abandoned as an organising principle. As has been said by one such commentator, 'Dense cities are petri dishes that spread the coronavirus'. But we should be cautious in blaming urban density. The adverse perception of urban density, however exaggerated, is powerful, is shaping markets – and has implications for Cardiff, not all negative.



## **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 toward the suburbs and rural areas', Florida yet posits that 'other forces will push people back toward the great urban centres', especially 'ambitious young people' who will 'continue to flock to cities in search of personal and professional opportunities'. 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 CBDs and precincts close to them.

## **SAFETY IN THE SUBURBS? THE NEED FOR CONFIDENCE IN THE URBAN**

However, there is no doubt that, notwithstanding such views, perception of the pandemic as "warping cities' great strength, density, into an enemy" is actively being used to attack urbanism overall. Michael Kimmelman the distinguished New York Times architectural critic, has already warned that 'opponents of density will seize on COVID-19 to undermine support for projects that depend on density', and will seek to promote a revival of suburbia and low density development away from cities. Indeed, that gadfly of everything urban Joel Kotkin is now giddily predicting that Americans at least will 'surely retreat to the cheap land, solo driving, and sense of safety in the suburbs'. There are similar voices in the UK and indeed in Wales.

In my view whether or not the 'COVID-19 crisis for cities' is really as radical or as permanent as this for all cities, even the superstar cities, is unclear and debatable. We have also seen few 'big city' fight-backs as yet attempting to rebalance discussion, stressing the essential role of such cities in national wealth, though one such attempt is under way in Sydney under the motto of 'the city is safe'. Critically, there is also as of yet a lumping together of the situation now, before a vaccine or effective public health interventions, and afterwards, once these are available.

## **REPUTATIONAL CHALLENGE FOR LARGER CITIES**

However, while in reality some of the highest-density cities in the world, Singapore, Taipei and Hong Kong, have shown how density and the effective management of COVID-19 can co-exist, there is no doubt that in a world of CBDs without crowds, socially distanced offices and mass transit without mass then questions are being posed about the desirability and liveability of large cities in particular. There is some modest emerging evidence of flight from such cities of those with choice of where they can live and work. Clearly the shift we have seen towards digital and home working by many knowledge workers – discussed in more detail below – can, if it persists, underpin and enable such flight, though it is not clear whether, or to what extent, this particular trend would survive the roll out of the vaccine or treatment for COVID-19, or even a certain fatigue at home working in key cohorts combined with greater confidence in the 'safety of the city'.

However, the caveat 'large cities' is crucial for any balanced discussion of the overall future of cities and the specific future of Cardiff. COVID-19 may I suggest could actually just be accelerating a trend we were increasingly seeing internationally before 2020. That is that the growth of the bigger metropolitan areas, which had been stellar in the first half of the decade, was slowing by its end, with evidence that certain demographics were already opting to leave the inner cores of bigger cities, on costs and liveability grounds, for suburbs, exurban areas and smaller cities.

Although it is clearly too early to judge this does raise the real possibility that a flatter hierarchy of cities might emerge post-COVID-19 with a stronger role and enhanced attraction for medium-sized and smaller cities, where urban benefits can better be balanced with increased demand for space and non-urban amenities.

A balanced outcome or judgement might be that the future may no longer solely lay with the mega cities, but perhaps with those 'big enough cities' which better balance opportunity and amenity and the costs and attractions of density and concentration.



## **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, I suggest there is a specific danger of cities like Cardiff being wrongly grouped with such cities as posing the same perceived health risk for such groups when its own density of development, both residential and commercial, is much lower than cities some might speculate are ‘high risk’.

All cities are being tarnished with one brush. New York is a city. But not all cities are New York. That is to say that while COVID-19 has triggered a debate – and arguably a necessary one – about the vulnerability to contagion of densely populated superstar or mega cities there is little basis for some kind of generalised ‘backlash against cities’ of all kinds and scales. 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. I suspect that 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. So whether or not the ‘future of the urban’ should be a fair question for all cities, this report takes seriously – and I think Cardiff should act positively in relation to – the proposition that post-COVID-19 we shall see not just the potential for flight from cities but actually of flight to ones deemed better fitted to the new times ahead.

The report stresses that Cardiff can be such a city and it is to this proposition we now turn and do so without delusion. For there are also serious challenges ahead.

However Cardiff had 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. The report thus sees some new opportunities for the small scale, as yet less agglomerated towns and cities, such as Cardiff, in the post-COVID-19 era. So the Cardiff score card on the eve of COVID-19 is this: great progress: more to do. Then came COVID-19 with its challenge to the very idea of a city.



# Sell larger Cities, buy Cardiff?

## An opportunity beyond the crisis

The COVID-19 crisis has triggered significant concerns on the perceived vulnerability of particularly densely populated cities. Although cities have usually, historically, bounced back from pandemics and often been made stronger by them – Ed Glaeser’s ‘Triumph of the City’ – there is no question that there is a reputational crisis from COVID-19 impacting ‘Superstar’ cities. This report indicates that cities may objectively be more or less liable to attract or promote infection but they subjectively have the capacity to make their city more or less resilient in the face of such threats – and to be seen to have that capacity is likely to make a city more competitive in the struggles ahead for securing investment and talent.

Cardiff, objectively, has a scale and structure which could hardly qualify it as a megacity. As we saw, its ‘city-ness’ was still a work in progress towards the optimum. 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 in leafy precincts just a few kilometres further out.

Though there are aspirations to improve mass transit, in terms of public concerns about modes perceived to be a conduit for infection, it does not have a subway system and is not planning one. It already has a good network of parks and open space in a city that has strong walkability elements in close-in neighbourhoods though needing to provide more to communities across the city. Its climate is mild, as are its winters – helping to suppress the impact of infections – and being located close to the coast moderates levels of atmospheric pollution, which also helps protect those with underlying respiratory conditions.

### **IT HAS FEWER NEGATIVE EXTERNALITIES AND A UNIQUE MIX OF BUSINESS, AMENITY AND SPORT**

Cardiff has thus not developed many of the negative externalities of the superstar cities while yet 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.

And though the data are difficult to compare as between England and Wales Cardiff’s COVID-19 morbidity has not made it an outlier so on its journey to its liveable smaller city version of city-ness Cardiff is unlikely to be badged as quite as problematical as some cities with which it can be compared.



## **YOU CALL THAT DENSE! CARDIFF IS NOT CROYDONISED LET ALONE MANHATTANISED**

Whether or not density is a key factor in COVID-19 'spreading', Cardiff is not in any comparative sense dense, either residentially or in terms of tall office towers. The further good news from that is that it thus can in enabling development from this point ensure that building and infrastructure are designed to COVID-19-resilient standards: a real bonus for a safe urban future.

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. Note that Cardiff is actually much lower in residential development terms and also lower in commercial real estate density than Copenhagen the poster child for density done well and good urban planning.

## **HOW CITIES MANAGE THIS CRISIS WILL BE NOTED BY TALENT AND INVESTORS**

Objectively Cardiff thus has assets which help its comparative performance. Subjectively, with the right resilience and city regeneration strategy and indeed effective marketing of its potential after this crisis, 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.

How well different cities are perceived to handle the different stages of the pandemic and transition has clearly become subject to new and acute scrutiny. I think the Council and its partners should assume that cities will be judged and rated comparatively by business, investors and talent on the competence and success of their crisis and transition management. This is a competition in which they can be internationally competitive.



### ***Cardiff must differentiate itself***

Cardiff must thus differentiate its strategy and its brand from the generic cities' story going forward. This is not just so as to defend its present reputation but also so as to project its offer afresh as it develops its post-COVID-19 model city approach. COVID-19 does suggest there may be changes to the geography of talent attraction and a potential for new investment patterns which 'secondary' cities – such as Cardiff – with the right approach may be able to exploit.

Despite the attacks on 'the urban' overall I suspect the biggest question marks will hang over the mega cities that were already experiencing the negative externalities of growth in the previous cycle. The smaller but 'big enough' cities with the right assets, environments and strategies may actually have great potential for new success in the wake of COVID-19: that is the working hypothesis such cities should pursue. They may in fact be precisely the kind of cities to where those concerned about negative externalities of the mega cities, reinforced by COVID-19 fears, may choose to relocate. They may also be the cities where because of their scale and unity an effective coalition of public, private and not for profit sectors can be assembled to share the transition to a positive post-COVID-19 urban future. The restoration of optimism about the future of cities will be led by such cities.

### ***Making the case for the smaller cities: the Cardiff opportunity***

It is clear given the simplistic urban debate we have seen, that Cardiff needs to get out from under the generalised attack on cities to lay out its unique city model, its relative resilience already in public health terms, its continuing benefits now as a city and its plans to design an even more confident future for Wales' capital city going forward.

Guardian architecture critic Rowan Moore set the right tone when he stressed that a combination of the 'push' of COVID-19 and the 'pull' of tech-enabled homeworking will impact on the locational choices of those with choice. His overview is this: 'sell mega-city, buy smaller city'.

His conclusion is balanced and I think appropriate: '...the best response might not be a rush away from everything urban, but a less violent redistribution from one kind of city to another'. 'What if' Moore asks, 'there were a shift in intensity away from the biggest cities towards the others?', 'What if?', indeed.

Moore sees a chance of steering the decentralising potential of the pandemic towards towns and cities that already have much or most of 'what it takes to support highly successful communities, but could do with a bit more economic and social energy' - and indeed, a bit more public policy support and innovation. I agree and the report supports the view that if there is some movement away from mega cities the destination for most – and the future surely to be aimed at by policy-makers – will not be the outer suburbs or the 'country' but the 'human scale city'.

That city has the benefits of well-managed density and fewer of its externalities, so it is yes, less expensive, but also safer, cleaner, and indeed greener, enabling that better balance between jobs and home, liveability and productivity, nature and development, social solidarity and individual advancement, and physical and yes mental health and well-being, increasingly sought by communities.

That city is not the density at any cost city, nor is the solution the low-density exurb: it is the post-COVID-19 'density done right city'. When done right, urban density, instead of being a perceived or actual enabler of a bio-medical emergency, actually has 'protective benefits'. It adds to the quality of urbanisation and reduces the structural inequalities that are at the heart of health problems. So inhabitants living in 'density done well' urbanism walk more to services, shops and schools and two decades of data show this increased walkable accessibility lowers incidence of heart disease, diabetes and obesity: those 'underlying conditions' which have made some cohorts and precincts more vulnerable to COVID-19, and prey to its most adverse impact, than others.

That is a real city-shaping lesson for Cardiff to learn from, but also to improve on in its path towards, being a city in which public health outcomes are front and centre in its strategies for place and people. Cities which enable or promote walkability and cycling will result in more people who are 'healthy, wealthy and wise' as walkability is positively associated with both higher GDP and academic outcomes as well as improved public health. Much of the health inequality in cities is connected to uneven – 'spatially unjust' – access to walkable and cyclable neighbourhoods or mass transit networks to walk to. The walkable and cyclable city is more pandemic resilient, healthier and more inclusive.





Such a city will bring enhanced health and economic benefits to its citizens but also prove attractive in the new post-COVID-19 city market for talent and investment. Cardiff can and I believe will be that city.

That city is the 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. The city, yes which brings 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.

### **CITIES AT AN INFLECTION POINT: THE COUNCIL SEES NEW WAYS OF WORKING AND THINKING**

Cities overall have reached an inflection point, where new ways of working and operating become thinkable if not mandatory, opportunities for piloting new policies emerge, and where the expectations that citizens, business, talent, visitors and governments have about cities are fundamentally in flux. In return civil society turns to cities' leaderships not just national governments for inspiration and guidance in such crises because they know both that our towns and cities will be different as a result of this crisis but also that they will be central to the huge economic recovery effort needed.

### **DEFENDING THE CITY'S BENEFITS AND RELATIVE ADVANTAGES: LEVERAGING ITS ASSETS IN A NEW ERA**

It's important that Cardiff and its partners defend the city's benefits for the city region and Wales because it is a city but yet publicly differentiates its form of city – and the form it will take – from the bigger cities and their perceived negative externalities on which COVID-19 has focused attention and arguably reinforced. It should also point to ways in which the crisis positively accentuates some trends in the relative market attractions of places other than the mega cities and specifically that Cardiff's offer to investment, talent and its own communities is a high quality one now with better to come. Cardiff is already by comparison with most Core Cities and mega cities a cleaner, greener, lower density, smaller, healthier model of city with unique character and an ambition to improve further as required to be resilient and successful in the post-2020 world.

Cardiff's assets and scale alone provide the opportunity: the strategy required to exploit the opportunity needs to be in place with the Council itself having the capacity and resources in place to support delivery but also with all necessary partners and collaborators from the public, private and not for profit sectors aligned behind a shared vision and approach. The issue becomes how it – via its own strategy, capacity and resources and those of partners who want to share the journey – now turns that ambition and potential into a new reality, overcoming problematic barriers and exploiting prime key opportunities.



# Managing a changing city centre as three challenges converge – and strengthening local centres across the city

This section reviews evidence and thinking around the future of retail, of work and offices and of events in Cardiff. It makes suggestions about renewing and ‘curating’ the city centre/CBD in the context of a wider discussion about the overall structure of Cardiff in the future as potentially a 15 minute city.

As COVID-19 hit there were generic concerns in cities everywhere about trends underway before COVID-19 but which have been accelerated in the wake of it. These are the shift to digital/home working and the radical 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/CBD such as this. This represents a significant challenge of city centre management and ‘curation’ to the Council. Resources, organisational capacity and focus, collaborations and imagination will be required – and over the longer term – to deal successfully with this challenge.

## RETAIL

Retail is the sector which has probably picked up the largest ‘negative shock’ from COVID-19 added to its pre pandemic challenges: there is a dramatic shift underway and what has been called the ‘Amazonisation’ of supply chains and logistics in our cities. Cities everywhere will need to manage such shifts and councils will be working as seldom before with landlords who themselves will have to be more creative and proactive about their assets and tenants. The shift from ‘bricks to clicks’ catalysed by COVID-19 is an existential threat to high streets and city centres – and needs to be responded to as decisively by a coalition of the relevant public and private sector organisations with the Council leading the way. A range of creative approaches are outlined in the report from, re-zoning for mixed uses and internal redesign of buildings to external animation of public space.

This shift will need to be a core focus for any city going forward. There are real opportunities to diversify city centres and actually make them more engaging and appealing to more audiences, and more mixed use – but imagination and capacity will be required to help make a successful transition. The Council will need to lead in ‘curating’ the CBD/city centre ecosystem, working with the private sector and other tiers of government.



The same will apply to the knock-on impact for cafés, bars and restaurants 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. Again, a resource and strategic priority Cardiff's work over the years to promote vibrant and shared streets in the city centre showed what can be done – and this will need to be creatively built on. The Barcelona Mayor has a slogan in another context which I think should inspire our collective cleverness around this key problem: 'Fill the streets with life'.

The Council must develop the capacity to curate the city centre in over long term – through the Council developing its own resources but also sharing resources in collaboration with the private sector, cultural institutions and initiatives and the Welsh Government. Consideration may be given to supporting of the city's Business Improvement District to focus on a post-COVID-19 city centre recovery, as well as other fiscal tools.

### **REMOTE POSSIBILITY: HOME WORKING AND THE FUTURE OF OFFICES**

The shift to home-working to suppress the contagion 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. As a self-styled realist/optimist, I would suggest that too much of the commentary on the future of offices was made at the start of the lockdowns and high phase of home-working before office-leasers, users and employees started getting over the shock of the new, had experienced any down-sides from home-working or began thinking creatively about how to re-invent the attractions of city offices: the mood and response has been shifting as the lockdowns went on and companies and indeed employees began to discover some of the diseconomies of home-working. While the shift to much more home-working has been substantive and much of it will stick, creating some important new long term facts for cities to plan for – and some opportunities for what I have called the 'human scale city' to exploit, too much of the thinking and commentary on this subject has been premature and shallow.

### **'THE CITY IS SAFE': A POSITIVE COUNTER TREND?**

The report seeks to avoid fatalism or to assume the 'new normal' implies the complete end of CBD office-working. It does not. And of course, as of writing, some governments internationally, concerned about the economic crisis confronting their CBDs and thus their nations, have begun to campaign to persuade employees of the importance and benefits of working in offices and indeed to highlight some of the adverse economic and health consequences of working from home. In New South Wales in Australia, the Government is now seeking to persuade public and private sector staffs back to the Sydney CBD under the slogan of: 'The city is safe', with the NSW Treasurer saying that 'we now need to begin returning our city safely to a more normal footing'.



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 be hired at a cheaper rate elsewhere? As we have suggested: that could be Cardiff's opportunity, but only if Cardiff can separate itself off from the general malaise perceived to be impacting especially the bigger cities, and forge effective and collective strategies to develop and market the post-COVID-19 Cardiff offer.

It is doubtful that many 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 splitting their time between a city centre HQ for certain functions and collaborations and either their home as at present or the kind of local, neighbourhood or small centre co-working spaces we are beginning to see emerge, and will see more of going forward. Simply put 'Home-work is here to stay, but not for everyone or for every workday'. The report stresses this will mean the Council creatively developing – with private sector and university partners – the dynamic ecosystem of Cardiff's city centre/CBD with its transformed retail and office offer – but also strengthening the economic potential of other key sites and mixed use centres across the city – and ensuring an efficient transport network linking the 'hub' and the 'spokes'. The report suggests that some movement in this direction is underway in the wake of COVID-19 and that Cardiff has a structure which could be further developed in this direction with the right strategy and investments in place-making and transport: but with the strong caveat that in any hub and spokes model the 'hub' – Cardiff's city centre – must remain dominant and strong albeit changed.

## EVENTS IN THE CAPITAL CITY

The third objective challenge to the city centre and one specific to Cardiff given its unique events and cultural offer, and the importance of it commercially and reputationally, is of enabling a stadium at the heart of the city to function successfully and of managing significant flows of people in a new era of public health concerns. It is pretty vital that there is a specific Cardiff-focussed strategy going forward on this key element of the city's attraction and functioning as a city for big events – a strategy that of course includes other venues which attract significant audiences for say cultural, entertainment or business events.

A targeted and robust strategy is vital and can be successful. The report reviews initiatives by stadiums and venues and embraces inspiration from Australia and New Zealand. The Aussie Rules football grand final in late October 2020 was played in a Queensland stadium with 30,000 fans attending though Western Australian Government had offered to provide the Perth Stadium for the game at its full capacity of 60,000. And if there were doubt that iconic national rugby stadiums in major cities can be restored to near-full health the recent All Blacks v Wallabies game in Sky Stadium (34,500 capacity) should reassure us.

And not just sporting venues: as of mid-October 2020, Spark Arena Auckland, a 12,000 capacity arena for sport and entertainment, opened again to provide a full range of events, including a sell-out on October 17 for NZ recording star BENE and a heavyweight boxing clash.



Despite this year of crisis, once community infection is suppressed audiences are keen to return. The report stresses that sport and music will be key parts of a 'healthy city' branding for the post COVID-19 model city going forward. It would also reflect the enhanced – and very timely – focus the Council is adopting on music and on nurturing a reputation for home grown talent, including the continued commitment and progress towards delivering a new Indoor Arena and initiating a unique Cardiff signature event that should make the city a leading UK destination for sport and music.

### **CURATING THE CITY CENTRE AND THE RENEWED IMPORTANCE OF AN IMAGINATIVE NIGHT-TIME ECONOMY STRATEGY**

Whatever the precise configuration is of the activities and businesses in the city centre/CBD following on from this crisis, we must assume the Council and collaborators will have to do more to draw people into and animate the city centre in which they have all already invested heavily. New strategies and resources will be needed. The coordination and 'curation' of the area – of 'place' – by the Council will need a renewed focus, capacity and 'toolkit' of interventions: these are in my view 'must haves' now not just 'nice to haves'.

And of course, places change from morning to night. The mission and toolkit to shape the long-term future of a city centre will include special measures to activate a new night time economy. In pursuing such a strategy Cardiff has the opportunity to be an exemplar on the international stage for a city of this size – and should seize that opportunity.

### **CODA: A RENEWED CARDIFF CBD**

It should be clear that I am confident that with the right strategies and collaborations we will see a renewed Cardiff city centre and CBD whose 'offer' will be reasserted where it can be and reimagined where it needs to be. But it will be part of a strategy for a more inclusive, resilient and balanced city that retains a vibrant core but also sees some distribution of economic activity across the city. The lockdowns have reminded people of the virtues of a local, walkable precinct or centre and there is some appetite everywhere to develop a city's local centres to be more mixed use if possible. The vision of the report is thus of a vibrant and renewed if more diverse city centre more connected by short multi-modal journeys to mixed use centres at a more local level. I see this modified central core with stronger local 'spokes' as likely to emerge as an internationally preferred model but also as something that Cardiff could realise to a high quality. This is a model which is a major theme arising out of COVID-19 and will attract people to cities that can achieve this. It's 'Cardiff as a 15 minute city'. That is, a city that can be traversed North-South or East-West in that time, multi-modally, including by means of a strengthened rail network and active transport infrastructure connected to local mixed use 'villages' and centres which themselves are foci for local short journeys.



# Cardiff as a model city post-COVID-19?

While cities will inevitably be different as a result of this crisis it would be foolish to deny that they will remain central to the large economic recovery effort ahead of us. Whenever 'the city' has been challenged before by pandemic or significant 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 existential threats. Anti-fragile.

The best cities are already understanding what in their city can be simply restarted, re-thinking what needs to be rethought, 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. And soon – I am sure – we will see those leaders wishing to ensure they win a changed competition for investment and talent, proclaim their changed city as a vibrant but safe destination resilient to future threats.

So Cardiff should do what it is doing which is to prepare, with its collaborators, communities and businesses for the next urban future. I think it has a highly positive potential as a model post-COVID-19 human scale city. There will be budget challenges ahead clearly and the need to find new resources. But local leaders and their economic development teams have a huge role ahead to shape and support this recovery, and to build better, fairer, more resilient, sustainable and productive economies and cities. Cardiff in this context has challenges but also opportunities, many of them not available to mega cities under pressure at this time.

## 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 to live in. It reminds us of the importance of unglamorous things like clean air, public space, parks, green areas in your neighbourhood and how they both attract people to come to, and induce people to stay in a city. Innovations there must be however. COVID-19 is breeding some desire for new thinking that achieves a better quality of life while preserving productivity, social inclusion and the environment.



### **...WHILE CREATING NEW THINKING ON INTEGRATED STRATEGIES AND GOVERNANCE, INVOLVING BOTH PEOPLE AND 'PLACES'**

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. Part of it will be about an even bigger role in what might be called the 'stewardship' and 'curation' of place'. The report stresses this role in recovery.

### **BETTER PLACED AFTER COVID-19: INTENSIFYING THE COUNCIL'S ROLE AS A 'CURATOR OF PLACE'**

Underpinning this report is the notion of 'place' and the centrality of place-shaping, and place-making to success in the post- COVID-19, resilient city. This also means recognising the role of local government not just in planning places – essential though that role is – but in what might be called the 'curation of place'. In addition to delivering quality and equitable services to the community and statutory planning, being the 'curator' of the city and its key areas, precincts, neighbourhoods and centres, is or should be a core council function post. The sine qua non of this process is an empowered and strategically enabled local authority as leader for its places and communities and as 'convenors' bringing partners together to collaborate.

This council role is literally irreplaceable. No-one else – apart from the community itself – cares as much about the quality of 'place' or has the legitimacy to lead the 'place-making' and curation process in its jurisdiction apart from the elected council. This as a central organising principle for Cardiff's recovery strategy.

COVID-19 has actually made us think about 'place' more 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.

The report calls for prioritised 'curation of place' and the convergence of disciplines and partners required to achieve the best results. Cardiff should undertake a comprehensive audit, outside the usual planning cycle, of the key performance indicators around economic activity and health and well-being of 'places' which are core to its strategy. Partly to see what has not changed during COVID-19 in terms of the function or character of a place but crucially what has changed or may need to change as a prelude to effective interventions to re-shape and curate that place. Successful cities are in a deep sense an accumulation of great places with place-curation being critical to building the shared value, community capacity, and cross-sector collaboration that is the bedrock of resilient cities and communities.

## **GALVANISING MOMENTUM AROUND THE GREEN AGENDA**

The 2020 crisis has enabled us to think about long term trends and what the future could hold for our cities and regions, 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 (SDGs). This agenda has been summarised as 'zero carbon-zero poverty'. A cluster of innovative technologies is likely to be encouraged by this agenda: renewable energy, electromobility, smart cities, hydrogen-based industry, circular economy technologies, and biophilic urbanism. The report identifies some of the potential of this agenda for Cardiff to think through and to indeed lead, working with partners across the city region. New housing and regeneration initiatives while delivering their own important outcomes can also reinforce this effort. The Council has already been a pioneer in such initiatives and we suggest building on the innovations we have seen at the Council. Housing is a key 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 – the 'city of villages' or 'nearbyhoods'. If one adds the key issue of increasing access to potential ownership to this and the need to reinvest in existing public and social housing to ensure energy efficiency and health benefits for tenants from greening initiatives then you have a major post-COVID-19 agenda.

## **GOVERNANCE INNOVATION TO OPTIMISE CARDIFF'S CAPACITY, POWERS AND RESOURCES – IN THE INTERESTS OF WALES**

Crucially the crisis is also driving cities, councils and government to reflect on the underlying governance and financing requirements to enable recovery and transformation. I believe there are particular imperatives for reform to optimise Cardiff's governance and resources framework, so as to equip the city with the ability to prepare, invest and respond to future crises. The international debate is heading towards accelerated devolution of powers, responsibilities and finance to local or metropolitan levels and innovative partnership working between tiers of government. This means innovative governance collaboration between the Council and the Welsh Government to deliver the Cardiff Premium. The report identifies governance initiatives to deliver this innovation between tiers of government – and where needed, other partners – in 'place-management' or regeneration initiatives.

The following overall will be required;

- **New growth models** that prioritise innovation, inclusion and sustainability
- **New governance structures** that are multi-sectoral, multi-government – tier, entrepreneurial, and potentially involving local business and communities in new ways
- **New financial mechanisms** that unlock public wealth and organise private and civic capital around a public purpose
- **New organisational, strategic and delivery capacity** to design and realise the full potential of these innovations

So, we will we need to see new initiatives around for example greater alignment between the public sector and private developers around land-based financing, urban regeneration and transit oriented development; and agreements with universities, colleges and schools to promote a shared and inclusive innovation, skills and economic development agenda. Collaborative city governance post-COVID-19 is a core mainstream activity aimed for material benefits for local communities and businesses, for economic-focussed place-making and for restoring momentum to that engine of growth that is the city.

## **A CITY'S ABILITY TO IMPLEMENT ITS OWN STRATEGY AND INNOVATION IS KEY**

Whether a city could orchestrate the vision, strategy, financing and implementation to turn aspirations into reality was becoming a definite area of differentiation for investors on the eve of COVID-19 and will be more important going forward. So too will be a city's ability to innovate to increase the rate of investment and capture value across whole lifecycles. These factors are increasingly central to decisions made by investors and mobile talent as to where to locate.





## **CARDIFF'S 'NETWORKED GOVERNANCE'**

In advocating that a successful re-emergence of Cardiff in the wake of COVID-19 requires that the Council evolve further its model of open and collaborative leadership, I stress that this model of governance is as much about the Council being the city's prime advocate, and organising and convening allies in other tiers of government, business and the community behind shared strategies, as it is about being a producer of public services. Simply put the governance innovation should have two axes: a horizontal and a vertical one: vertical in the sense of collaborating with tiers of government such the Welsh and UK governments; horizontal, in terms yes of working with councils in the city region but also and crucially ,deeper engagement with local business, universities and indeed the community.

### ***Collaboration: with councils***

This will remain significant, particularly in the city region context, but not limited to this more or less 'north-south axis' , as Cardiff will rightly seek to build on the increasing integration of the 'coastal' authorities to its west and east and ultimately Bristol. Greater strategic alignment between Bristol and Cardiff as part of the emerging Western Gateway initiative will be crucial, and reflects the capacity Cardiff has to be Wales' representative in this initiative, which is of UK significance and which may lead to levels of policy focus and public investment equivalent to those of the Northern Powerhouse region. Cardiff taking this role may itself draw in new UK level government infrastructure resources and private investment unavailable to any other Welsh city.

### ***Collaboration with the private sector***

This should involve innovative partnerships around city economic development strategies and marketing

and, where appropriate, new forms of partnership to deliver economic and innovation opportunities and area regeneration.

### ***Collaboration: with universities***

This will also be critical to private sector partnerships and growth of the local knowledge economy. Post-COVID-19, universities will be forging ever closer links with the areas and cities in which they are located. Getting more of the local community in the city region into courses – not just degree courses – run by the city's universities, will become core business. At the same time, as the start-up innovation economy strengthens, so will the physical and other bonds between other parts of the private and public sector, operating in the district around a university. As we have seen, Cardiff has emerging innovations districts and will have more. It is vital for effective public, private and community partnerships to support these initiatives, to maximise public benefits from them, to enable more spill-over effects into the wider economy and to enthuse and engage local young people to develop the skills and aptitudes to enable them to exploit this new momentum.

### ***Collaboration with the community***

I think building on the strong bonds we have seen develop between the community and their governments in jointly managing COVID-19 is what the best practice city will be doing. I think Cardiff should be inspired by this too in galvanising the engagement and indeed capacity to co-produce of local communities, both through greater use of digital platforms and via more mature neighbourhood-level forums or council-led partnerships across the city but perhaps particularly important in what might be termed 'priority precincts' where major regeneration projects are planned or where local mixed use centres will be enhanced. I believe that Cardiff has a real opportunity arising from this crisis of being best in class in the extent and depth to which it provides opportunities for its communities businesses and universities to have a creative role in the shaping and delivery of core strategies and services for the city.

## **VERTICAL GOVERNANCE : RENEWED COLLABORATION WITH WELSH GOVERNMENT- AND ACCESSING NEW UK GOVERNMENT OPPORTUNITIES**

There is a pressing need for the Welsh Government to support its capital city through this transition and to work even more closely with the council on shared approaches to innovation and investment. Cardiff is the 'urban goose' that Wales has that can lay the kind of golden egg countries anticipate and need from their cities. Like someone famous once said: there is no alternative.

I urge the Welsh Government to also consider governance and institutional innovations so as to maximise returns from shared approaches. If appropriate they could use the relationship with and opportunities in Cardiff, as prototypes to be rolled out elsewhere in Wales afterwards. Whatever the doubts or concerns, and indeed pride, we all have as Welsh people in our own parts of the national fabric, it gets torn asunder if our capital city falters. This is a moment for high national unity, focus and open-minded innovation.

## **CARDIFF: CAPITAL CITY AND FIRST AMONG EQUALS?**

So it's vital going forward that the Welsh Government, because of the importance of the city and its challenges and opportunities, see the Council as 'first among equals' in terms of governance partners. The strategies for maintaining and renewing the momentum of Cardiff's CBD and knowledge economy and for leveraging Cardiff's big city projects – capital projects at Central Station, the Bay, St Mellons, the emerging innovations districts, the new Valleys Metro and network in Cardiff, estate renewal projects of scale – require a mature and imaginative partnership and institutional alignment between Cardiff and the Welsh Government, with each putting skin in the game, for mutual and indeed national benefit.

Internationally, the best results are coming when governments embrace collaboration with, and the devolution of powers and even assets to, their key cities.

## **CITY COUNCILS NEED EMPOWERMENT AND PARTNERSHIP WITH GOVERNMENTS: NOW MORE THAN EVER.**

I have to stress that 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, particularly in their city region: but their functional sovereignty and unique understanding of the assets of their own city and how they work best for the common good needs to be reflected in their governance and powers. This is both common sense and common practice. It would seem wise to ensure that any changes proposed in the management of planning, economic development and indeed transport in and for Cardiff, reinforce the Council's capacity and strategies to both serve the city's citizens and to maximise the city's potential for the wider region and indeed Wales.

In the competition for investment and talent, the successful city as I have stressed will be those perceived to have the necessary power to make, coordinate and fund decisions regarding key issues and assets, such as the future of transport in the city or resources for area regeneration or estate renewal. They will be seen as strategically clear and authoritative in deciding and distilling the essence of the city's aspirations for itself, and in guiding the city to that goal. But it needs to be understood by all, that cities will of course also be assessed by the quality of partnership they have with other relevant key actors and particularly the government tiers above them. Governance alignment and shared strategic focus is always attractive in the market. It will add to Cardiff's offer in the post-COVID-19 era to have a best in class, creative collaboration with the Welsh Government in particular but also with UK central government: crucial given that the successor funding to European Structural Funding in the process of being designed by the UK Government is likely to focus on second tier cities with Cardiff a potential focus for this important new investment source: and thus a possible conduit for extra UK public sector spending in the city region.



## **GOVERNMENT AND CITY COUNCIL WORKING TOGETHER TO EMPOWER THE CITY**

Wales needs Cardiff to have that authority, quality and capacity—an empowered council in a creative partnership with the Welsh Government and its agencies, aligned behind a shared development strategy to maximise returns from the city's key opportunities and sites, prototyping new delivery arrangements and tools as required. That model is a win-win model for cities and their states wherever it is implemented.

In this context the Welsh Government will want to ensure that its 2019 proposal to establish Corporate Joint Committees (CJCs) will indeed strengthen this vital partnership between the upper and lower tiers of government in realising the full potential of our capital city and reinforce the focus, the strategy and the resources required to maximise Cardiff's economic contribution to and wider role for the region and indeed Wales. The report stresses the benefits for the Welsh Government of the EU's Leipzig Charter' Integrated Urban Development Model, which essentially institutionalises subsidiarity.

It also directs attention to the need for 'hard' and 'soft' investments in people and place to be integrated—so that for example the skills, housing and health opportunities for communities from development are optimised as in the best urban regeneration programs. To do that always requires collaboration between local city government with its integrated understanding of, and accountability for people and place outcomes and the relevant government agencies.

Although I favour this kind of integration being formally instituted constitutionally or by legislation in the longer term, pragmatism is required now. Tomorrow, discussions could start on imaginative agreements between tiers of government, requiring flexibility and the sharing of objectives and the application of targeted powers and resources by partners, each putting skin in the game. The report suggests initiatives including one targeted form of such 'city contract': the Place Infrastructure Compact.

## **PLACE SPECIFIC GOVERNANCE ARRANGEMENTS FOR CONCERTED REGENERATION: PROTOTYPING A PLACE-BASED INFRASTRUCTURE COMPACT IN CARDIFF**

Place Infrastructure Compacts (PIC) are an innovation which have emerged out of the Greater Sydney Commission, Sydney's first metropolitan integrated planning authority. I suggest they should be explored, evolved and prototyped by the Welsh Government and Cardiff in relation to a more integrated approach at the more local 'place' or key site/precinct level within Cardiff to help coordinate public sector planning and investment for maximum public benefit. The PIC or PIC style governance arrangement could I think be applied in key renewal areas for Cardiff but potentially also applicable to any city centre/CBD renewal plan (where a proposal to have a joint Cardiff-Wales Government Renewal Taskforce may also be worth exploring). The governance model provides the tools of alignment and coordination and the potential for real partnership among government agencies and tiers of government.

At its core the PIC aims to deliver the right infrastructure, at the right place and at the right time by directly linking the realisation of place-based outcomes to the delivery of infrastructure. PICs reflect and deliver strategic objectives in the urban plan aimed at city-shaping, community and economic outcomes and encourage alignment of strategic planning and delivery.

The place-based infrastructure compact is thus focused on place outcomes not investment silos. The key is the mandate for genuine collaboration across government and between tiers of government and key local actors to break away from siloed business cases towards delivery of regional place-based outcomes. It relies on people working together and sharing information: collaboration and subsidiarity. It is something I believe can be pioneered in a post-COVID-19 Cardiff in a joint effort to deliver the vital pipeline of key sites, precincts and projects in the Cardiff portfolio. To get the best out of that portfolio means both strengthening the Council's own capacity, resources and powers while the Welsh Government should design bespoke forms of collaboration to jointly exploit key opportunities: perhaps using Cardiff to prototype such collaborations as part of an effective co-design process which can then be extended beyond the Cardiff-Welsh Government relationship.



## **CARDIFF AS WALES'S TEST-BED FOR POST-BREXIT WESTMINSTER INITIATIVES**

Cardiff will wish to explore some of the flagship post-Brexit and soon to be post-COVID-19 initiatives emanating from the UK Government. As we have noted the British Government has stressed a commitment to governance innovation and devolution of powers of economic significance as part of its core 'levelling-up' agenda. That agenda is aimed at enabling cities and towns to become more productive generators of economic value for the UK through local institutional innovation and value-creation. Although much of the agenda is targeted at the English North and Midlands there will be opportunities for Cardiff which may be able to leverage the tools and investments on offer to the advantage of the city, city region and indeed Wales.

The toolkit we see emerging, to some degree influenced by city region initiative such as Greater Manchester's, includes an earn-back approach to infrastructure investment where local governments may borrow from a new UK-wide infrastructure bank (backed by Treasury) on the basis of anticipated and hypothecated income streams from growth in a variation of what in the US would be called Tax Incremental Finance. It also includes the potential localisation of transport planning and governance to enable regional versions of Transport for London to emerge. Of special interest to Cardiff as a port city – perhaps in collaboration with that other port city Newport given the fast-growing economic corridor between them and the shared interest in the development area around St Mellons and along the coast – is a new emphasis on enabling Free Ports which could work in tandem with adjacent Enterprise Zones. Cardiff has great potential as a site for such innovation.

While I have advocated in this report the Council itself embraces changes, some modest, some more ambitious, I have also advocated that the Welsh Government explore collaborative governance innovations on the lines of the Leipzig Charter and the PIC. Although it is outside the purvey of this report, my own view is that the Welsh Government should perhaps now be more radical in pursuing governance innovation and the strengthening of local government reviewing its position on local government amalgamations overall but particularly as a way of creating metropolitan scale governance with Cardiff at its centre. Given the disruption to council income streams and strained resources – and the need for the Welsh Government to have stronger, more strategically enabled partners going forward, to help shape the post-COVID-19 world, I don't think there's a better moment. And Cardiff would be a very willing 'first among equals' partner for the Government. For another report and probably another day.

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING: 20 MAY 2021**

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**RECOVERY AND RENEWAL: DELIVERING A CHILD FRIENDLY  
RECOVERY**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 5**

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**Reason for this Report**

1. To consider proposals to deliver a Child Friendly Recovery in response to the COVID-19 pandemic as part of the proposed Capital Ambition: Recovery and Renewal agenda.

**Background**

2. On 25 February 2021, the Cabinet agreed to a series of approaches to respond to the urgent issues facing the city as lockdown restrictions are eased. These included ensuring the safe reopening of schools to all learners and re-engaging pupils; maintaining access to learning and building the physical, emotional and mental wellbeing of children and young people; and continuing to support businesses and workers most greatly impacted by the pandemic, particularly young people.
3. Recognising the impact of the pandemic on children and young people's education, rights, wellbeing, and future pathways into employment the Cabinet also committed to putting a programme of activity in place to ensure that Cardiff's recovery and renewal post-Covid-19 has the voice, rights and interests of children and young people at its centre.
4. This report sets out the Council's plans for a Child Friendly Recovery in Cardiff where:
  - Children and young people are at its heart, and the voices, needs and rights of all children and young people are respected.
  - Children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.
5. In doing so, it identifies the short and medium to longer term actions that will be delivered across Council service areas and with partners in the public, private, higher education and community sectors. These actions address the needs of all children and young people in Cardiff, from those who will access enhanced universal services through to those requiring specialist safeguarding and mental health services.

6. In addition to services for young people, securing a Child Friendly Recovery will also require ensuring that the voice of young people is heard in all aspects of recovery and renewal. The report therefore also sets out how children and young people will engage with the 'Greener, Fairer, Stronger: City Recovery and Renewal' strategy and the 'One Planet Cardiff' response to the climate emergency.
7. Over the medium to longer term, the Council will work in partnership with children, young people and families to refresh and publish a new, post-pandemic, Child Friendly Strategy in the autumn of 2021, inclusive of detailed shared commitments and a 3-year plan.

## **Introduction**

8. This report represents the Child Friendly Recovery element of the Capital Ambition: Recovery and Renewal Programme and provides an overview of the shared responsibility for delivering a Child Friendly Recovery. It also identifies the short and medium to longer term actions that will be delivered in partnership as we move forward as a city to ensure that Cardiff is a 'Great Place to Grow Up':
  - A city with children and young people at its heart, where the voices, needs and rights of all children and young people are respected.
  - A city where all children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.
9. To achieve this, the Recovery and Renewal Programme will address specifically the needs of all children and young people in Cardiff, from those who will access enhanced universal services through to those requiring specialist safeguarding and mental health services.
10. This report is one of a series of reports to be considered by the Cabinet on 20 May 2021, which will contribute to the *Capital Ambition: Recovery and Renewal Programme* and inform a refresh of the *Cardiff 2030 Vision for a Capital City of Learning and Opportunity*.

## **A Child Friendly Recovery – a shared responsibility**

11. In November 2018, the Cardiff Public Services Board launched the Child Friendly Cardiff Strategy setting out Cardiff's ambition to be recognised as a Child Friendly City and five key goals to provide the framework for delivery:
  - Every child and young person is valued, respected and treated fairly.
  - Every child and young person has their voice, needs and priorities heard and taken into account.
  - All children and young people grow up in a safe and supportive home.
  - All children and young people access high quality education that promotes their rights and helps them to develop their skills and talents to the full.



- Children and young people have good physical, mental and emotional health and wellbeing.
12. In January 2021, the Cabinet received an update report which outlined the positive progress being made towards these goals, as recognised by UNICEF UK. The Cabinet also committed to continue to drive a council wide commitment to action to embed a child's rights approach across all council services and to maintain a meaningful approach to the participation of children and young people in policy, strategy and decision making where changes will impact upon their lives.
  13. To ensure that the city's Recovery and Renewal Programme is child friendly, our stated child friendly ambitions will be considered throughout the development and delivery of plans, ensuring joint efforts and purposeful partnerships across Cabinet portfolios, Council departments, public services and partners across the city region to take account of children's rights.
  14. An important feature of a Child Friendly Recovery will be positive messaging and communications, to champion children and young people, to celebrate their resilience and generate a sense of optimism and opportunity about positive futures. The Council will lead a joint communications strategy with city partners, commencing in the early summer of 2021 to bring these messages to life, in line with the city's Capital Ambition that 'Cardiff is a Great Place to Grow Up'.
  15. The Child Friendly Cardiff team will provide leadership to ensure that there is parity of engagement by children and young people in developing city recovery and renewal plans across all themes of the programme. The voices from seldom heard groups of children and young people will be key and appropriately targeted engagement will be carefully enabled. The team will also support the creation of child friendly versions of plans, access to child right's impact assessments and evaluation programmes of work as required. Where it will add further value, UNICEF UK will also directly support the programme.

### **The Impact of Covid-19 on Children & Young People: Update Position**

16. Schools welcomed back pupils in all age groups from 12 April 2021, following the phased return of foundation phase, primary and examination year groups prior to Easter during February and March 2021.
17. As children and young people across all year groups have commenced their return to school, school leaders are reporting a widespread eagerness for 'normality' amongst pupils, a genuine aptitude for learning and noticeable happiness and contentment as pupils get to socialise again with their friends. The vast majority of children and young people are settling back into school well and re-adjusting to school life, albeit with ongoing COVID safety restrictions.
18. Children and young people continue to be generally less clinically vulnerable to COVID-19 than the adult population, with infection rates

much lower in the younger population. Over the last fourteen months, since March 2020, we have witnessed the remarkable resilience of children and young people, the majority of which have coped extremely well with the significant disruption of COVID-19 to their daily lives. Children and young people have experienced substantial changes to education with several extended periods of school closures and a switch to online learning, separation from friends and extended families, and a lack of access to recreation, sport and leisure activities that they previously enjoyed.

19. All schools have maintained learning as far as possible, through blended learning options and now that pupils are back in the classroom, targeted support and intervention is being provided as teachers deem necessary to enable pupils to progress their education and prioritise aspects of the curriculum as required.
20. For the city's most vulnerable children and young people however, the impact of the pandemic has been greater, with the disruption of the last year highlighting and exacerbating existing inequalities in our communities. Support for these groups is being prioritised and will form a key feature of the Council's recovery plans.
21. From the beginning of the calendar year to 27 April 2021, 123 positive COVID-19 cases were reported by schools in Cardiff. Isolation rules continue to apply and, as a result of these cases, a total of 1,328 children and 159 staff were advised to isolate by Public Health Wales. The Local Authority and Public Health Wales will continue to support schools to keep schools COVID safe and to manage positive cases should they occur.
22. During the period from 23 February 2021 to 23 April 2021, school staff have been provided with the option to self-test using Lateral Flow devices at home. Over 38,000 tests have been recorded with only 6 positive cases leading to a PCR test. Lateral Flow tests are also now available to pupils in Year 7 and above but as these are reported using the national recording portal, we cannot provide figures on outcomes.
23. All special school, specialist resource base and wellbeing class staff have been prioritised for the COVID-19 vaccine. Staff providing intimate care to children with medical needs in our mainstream classes have also been prioritised. Whilst Head teachers and Trade Unions have called for the education workforce to be prioritised for vaccines, this has not been agreed nationally.
24. Health and Safety guidance has continued to be updated in line with the latest Welsh Government and Public Health Wales advice. Monitoring visits are undertaken where required to review infection prevention and control measures in place at individual schools. The Health and Safety Executive (HSE) visited 10 Cardiff schools during the Autumn term 2020, providing positive feedback on the controls in place with no issues identified at any of the schools inspected. Regular deliveries of PPE and cleaning materials are well established with orders in place until the end of the Summer term 2021. Enhanced cleaning arrangements continue to



reduce the risk of transmission from high contact surfaces, this arrangement will remain in place until the end of the Summer term and will be reviewed prior to September 2021.

25. In recognising the challenges facing children and young people in Cardiff, it is important to understand the demands on specialist services and how they have changed over the past 12 months, which includes:
- An increase in referrals to our front door to children services:
    - The Family Gateway service saw an increase of 13.4% (from 4,256 to 4,917)
    - The Multi-Agency Safeguarding Hub saw an 9% increase (from 4,839 to 5,531)
  - An 81% increase in children on the Child Protection Register (from 253 to 458) over the last 12 months
  - A 22.6% increase in children open to Children's Services requiring a Care and Support Plan (CASP) (from 1,819 to 2,230)
  - A 4% increase in the numbers of Children Looked After (from 955 to 993).
26. Coinciding with the reopening of schools following the latest lockdown there has been a significant rise in the Children and Young People presenting with emotional and mental health issues, with a rise in in-patient admissions and referrals to both Child Adolescent Mental Health Service (CAMHS) and Children's Services. In addition, the numbers of young people engaging with street based youth work citing health as a concern are high.
27. The impact of lockdown has been particularly difficult for children and young people with disabilities and their families, with many vital support structures and networks closed for a significant amounts of time including some schools, health services, respite and community facilities.
28. Recent reports suggest that 4 and 5 year olds who commenced school during September 2020 are displaying a greater delay in acquiring basic speech, language and communication skills. In some areas this is as much as a 25% increase in delayed skills compared with previous years.

### **Short Term – A Graduated Response to Need**

29. The report considered by the Cabinet in February 2021 provided an early insight to the immediate issues facing children and young people and made clear that, in the short term, the Council will work with school leaders to support children and young people to re-engage in the daily routine of attending school, with a sharp focus upon learner wellbeing, confidence, self-esteem and happiness.
30. This approach will remain to be of paramount importance as society anticipates the further lifting of restrictions, whilst remaining resilient and ready for any future waves of the pandemic. However, it is evident that actions in the short term need to ensure that the very most vulnerable

children, young people and families can readily access targeted support and intervention alongside the universal response.

31. Hence, our developing approach to supporting children and young people differentiates more clearly between the Universal response for all children and the Targeted response for more vulnerable groups. A graduated response will be provided to meet identified needs, underpinned by strong buoyant universal services, narrowing to specialist services for the very most vulnerable children and young people.



### **Universal Response – Short Term (9-12 months)**

32. The universal response for all children and young people in Cardiff will continue to follow the pattern outlined in the prior report, covering four specific areas of focus:

- Health & Safety
- Re-engagement and wellbeing
- Maintaining learning
- Pathways to Progression

#### Health & Safety

33. Further guidance will be provided on safe restart of school facilities including swimming pools, hydrotherapy pools and hiring of premises to community groups. In addition, further advice will be issued to support off-site activities and educational trips and support will be provided for the safe operation of summer clubs/activities provided. Risk assessments will be reviewed prior to return to schools in September 2021, taking into account any revised COVID-19 guidelines. The Council's Health and Safety team will resume normal school support services from September 2021, with enhanced support for school estates staff to recover lost ground on



building and school environment safety matters due to the impact of the pandemic.

### Re-engagement and wellbeing

34. An inclusive, innovative and joined up response to the re-engagement and wellbeing of children and young people is at the core of the Council's Child Friendly Recovery agenda. Children, young people, families, schools and support services have consistently advised that in the short term, there must be opportunities for children and young people to recover lost social, recreational, sport and leisure experiences, to simply 'be' with their friends and to enjoy some return to life as it was before the pandemic. In partnership, the Council will deliver three key areas of activity to mobilise this renaissance:

- **A Citywide Children and Young People's Festival – 'Summer of Smiles'**

The Summer of Smiles festival will see the city open up to offer a broad range of experiences and opportunities for children and young people, including:

- City centre festival sites and themed activities such as Adrenalin and Adventure, Technology, Sports/Physical, Creative Arts & Culture and Inspirational.
- The School Holiday Enrichment Programme (SHEP) offering Food and Fun at school locations, extended to include communities beyond the traditionally Welsh Government funded targeted areas.
- Community based activities, led by community organisations in partnership with the Council through a grant scheme.

The festival will ensure that priority groups, such as care experienced children and young people, young carers and those with disabilities are able to access activities with appropriate support.

- **Enhanced Youth Service Provision**

The Youth Service will provide a range of enhanced open access youth provision, to respond to emerging needs and to help tackle any inequalities due to poverty or disadvantage. A variety of options are being explored and could include:

- Virtual Youth Clubs offering live access to youth workers, activities, signposting and direct support and content for common interest groups.
- Pop-Up Youth Clubs utilising the youth bus, a mobile kitchen and tents.
- Extra sessions and nights at existing youth centres.
- An extension of the Youth Innovation Grants to enable partners to offer extra provision in different parts of the city.
- Establishing new open access provision in partnership with a city 'Hyb'.

The Youth Service will connect open access provision with appropriate targeted support for more vulnerable groups.

- **A Children's University**

In partnership with the Children's University charity, Cardiff University, schools and city organisations, the Education & Lifelong Learning Directorate will be offering a '*Passport to Learning*' programme for children and young people to provide access to and recognition of engagement in a wide range of extra-curricular activities. This builds upon the '*Passport to the City*' commitment made in the Cardiff 2030 vision for education and will bring together partners to create and offer activities which optimise the use of the city's resources.

### Maintaining Learning

35. All schools reopened to provide onsite learning for all pupils on 12 April 2021 in accordance with Welsh Government advice. Schools will lead the re-integration of their pupils into learning, developing their priorities and focus for learning, deciding what is important for learners now and in the longer term and acknowledging the situation of each learner following the disruption of the pandemic. Schools will ensure that personalised assessments of learning enable pupils to make meaningful progress as they return to school, and will design learning that supports the increasing depth and sophistication of learning over time.

36. Early years practitioners and Health Services will work together to tackle any emerging delays in early years development. Joint programmes will involve support for all practitioners to increase their capacity to meet the needs of all learners commencing full time education to develop their social and communication skills.

37. Welsh Government has advised that learning should include:

- Health and wellbeing
- Literacy, numeracy and digital competence
- Broad and balanced learning experiences that span the curriculum.

and that learning should continue to be co-constructed with parents, carers and learners building upon the progress seen during the pandemic, where parents and carers have worked closely with schools to achieve blended learning at home. We will work with schools to ensure the appropriate progression of literacy, numeracy and personal and social skills for every learner within a school.

38. It has also been made clear that the purpose of assessment for learning is to support each individual learner to make progress at an appropriate pace and that assessments should not be about 'testing' in an attempt to 'catch-up' and cover everything that they would have done before the COVID-19 outbreak. It should help develop a holistic picture of the learner – their strengths, how they learn and areas for development – in order to enable them to be ready to learn and to agree their next steps.

39. To create greater space and flexibility for this more individualised approach to assessment, Welsh Government will be disapplying the



requirements for end of key stage assessments (Foundation Phase, Key Stages 2 and 3) and the associated moderation requirements this year. Welsh Government Policy on requirements around personalised assessments and continuous assessment of the Foundation Phase and Key Stage 2 and 3 is that they will continue on a reasonable endeavours basis to enable teachers to understand and support individual learner needs.

40. In addition, in order to minimise burdens on schools and local authorities, the National Data Collections (Foundation Phase, Key Stage 2 and Key Stage 3 assessments) and Attendance Collections have been cancelled for 2021.
41. Learners undertaking GCSE, AS and A levels approved by Qualifications Wales will have their qualifications awarded through a Centre Determined Grade model in 2021. This means that grades will be determined by their school or college based on an assessment of the learner's work. Schools and colleges will be able to use a range of evidence to determine the grades to be awarded to their learners. There will be no formal external assessments.
42. Learners can appeal to their school or college if they are unhappy with their grade, and to WJEC if they are unhappy with the process. This Centre Determined Grade approach puts trust in teachers' and lecturers' commitment to prioritise teaching and learning in the time available, and their knowledge of the quality of their learners' work.
43. This process of assessments and the management of appeals will place significant pressure on secondary schools during the summer term of 2021 and will undoubtedly cause anxiety and stress for many learners as they await their final grades in August 2021. There is also some concern regarding the available options for learners who do not achieve the grades that they were capable of this summer due to the extended disruption of the pandemic since March 2020. There will be no resits for Centre Determined Grades as the process was not examination led. Options are being explored with Welsh Government to ensure that appropriate support and choices are available for all learners.
44. Alongside the return to on-site classroom based learning, all schools in Cardiff have continued to develop their remote and blended learning offers, some of which have been celebrated in "Snippets of Success" updates for regional Directors of Education and Diocesan Directors. Some Cardiff schools have also produced case studies, lead School Improvement Briefings to Central South Consortium staff and "By schools, for schools" Webinars for the region's schools on a variety of themes including:
  - Equity in remote learning
  - Engaging learners and ensuring progress in online lessons
  - Developing remote learning
  - Maintaining standards in remote teaching and learning
  - A whole school approach to remote and blended learning

- Engaging our community during a pandemic
45. There will continue to be a dependency on a blended learning offer as schools manage instances of pupil isolations when positive COVID-19 cases are reported, and ensure readiness for any future waves of the pandemic.
  46. Additional funding has been agreed for the Youth Service to deliver programmes that enhance the curriculum of the Pupil Referral Unit thereby strengthening the offer for young people who require Education Other than at School due to emotional and mental health needs.
  47. The Council will continue to work towards its target of equipping every learner with a digital device and connectivity. Since March 2020, 20,017 end user devices and 2,500 4G mobile broadband devices have been distributed to schools for their learners. A further 6,800 Chromebooks will be supplied over the next few weeks.
  48. Welsh Government funding of data contracts for the 4G devices has now come to an end and has been replaced with a Cardiff Local Authority funded scheme. Unfortunately, it remains the case that only around 500-600 of the 2,500 4G devices, which were distributed to pupils have actually demonstrated any data usage.

### Pathways to Progression

#### *School Leavers 2021*

49. Building upon the achievements of the summer of 2020, Schools, the Youth Service, Into Work Services and wider Cardiff Commitment partners will work together throughout the summer period, to ensure that all young people leaving school and EOTAS (education other than at school) in 2021 secure a positive destination into further education, employment or training.
50. Welsh Government has announced transition funding for Sixth forms and Further Education Institutions to provide transition support for learners in year 11, and learners in year 12 and 13 studying AS/A2 level qualifications who are transitioning to the next steps in their educational journey. This additional funding has been provided in recognition that learners have experienced disruption to their education during the pandemic.
51. Schools and education providers will be encouraged to collaborate to ensure that as many Post-16 options as possible are made available to young people whilst the job market remains so volatile post pandemic. Additional capacity has been added to the Cardiff Commitment team to build a partnership portal creating visibility of Post-16 education options in Sixth Forms and Colleges across the city. A Social Value Officer has also been added to the Cardiff Commitment team to drive up opportunities for young people, secured via community benefits procurement and planning by the Council.



52. The Youth Service will use the vulnerability assessment profile, to identify any young people in need of additional mentoring and support, and will work with schools and providers to ensure that the appropriate support is put in place. An additional Identification & Tracking Officer and two Post-16 Mentors have been added to the Youth Service to support this work.
53. As part of the corporate apprentice and traineeship programme, the Youth Service has recruited 12 young people who will receive experience and training, which could lead to employment with the service. Into Work Services have also enhanced their universal offer to young people seeking employment to include:
- A further six Youth Mentors;
  - Youth specific drop in sessions with Job Centre Plus;
  - Weekly virtual drop in sessions with Citizens Cymru Wales; and
  - Partnership with Cardiff and Vale College to support college leavers.
54. Schools will be supported and encouraged to ensure that the progression of all their learners is used as a measure of success in their School Improvement Plans in line with the expectations of the emerging new Accountability and Assessment Framework from Welsh Government. Improvement Partners from the Central South Consortium will challenge and support schools in this respect and provide join up with the Youth Service as required to support the summer transition programme.
55. Through the Cardiff Commitment networks, a positive communications campaign will run throughout the summer and early autumn 2021 to alert young people and youth support services to emerging opportunities, and also importantly to maintain positive, assertive messages that champion the futures of young people in Cardiff.

#### *Cardiff Commitment – Work Experience*

56. Whilst COVID-19 continues to restrict face to face access to work experience for children and young people, a range of approaches will take place to ensure that they are able to keep in touch with the world of work, to understand where job opportunities may arise and to continue building aspirations. These approaches will include:
- Virtual 'Open your Eyes' weeks, commencing in mid-June, accessible to all Year 5 and Year 6 pupils.
  - A Growth Sector communications strategy and training for teachers, developed in partnership with the Cardiff Capital Region Skills Partnership, highlighting new, emerging or thriving employment sectors and skill shortages across the region.
  - Information events for Youth Support Services and recruitment roadshows with employer partners.

#### *UK Kickstart Scheme*

57. As set out in the report considered by the Cabinet in February 2021, the Council is prioritising the promotion and uptake of the UK Kickstart

scheme, which provides funding to create new six month traineeships for 16 to 24 years olds on Universal Credit who are at risk of long-term unemployment. The Council itself will be supporting 30 Kickstart places and has also launched a Cardiff communications campaign to promote the scheme to employers, young people and youth support services.

58. The Council's Into Work Services will work with the UK Government Department for Work and Pensions (DWP) to promote the appropriate uptake of Universal Credit by young people, where this is in their interest, in order to open up the Kickstart scheme to young people who may not otherwise be eligible.
59. To increase the range of Kickstart traineeships available, where possible, the Council will apply for further Kickstart trainee places to support the range of activity planned for children and young people over the summer period, for example as 're-engagement ambassadors with youth services' and to support the 'Summer of Smiles'.

#### *Entrepreneurship & Innovation Spaces*

60. A key area for development, in response to economic uncertainty, inclusive growth and the increasing interests of young people to innovate in creating their own employment options, is Youth entrepreneurship. Empowering young people to succeed in running their own business is part of the mixed economy that the city requires as it recovers and renews post pandemic. Young entrepreneurs can create new jobs, help shape local economies and in doing so, develop the skills needed to better navigate the challenges of the ever changing labour market.
61. Working together with the Council's Economic Development team, the Child Friendly Cardiff team will explore the possibilities of utilising empty spaces across the city, for social enterprise and innovation. 'Innovation Spaces' will be a series of 'out of the box' pop-up spaces, designed for young people, established entrepreneurs and business mentors to collaborate and create. Individuals, teams of future leaders and future change makers will utilise the knowledge and expertise of entrepreneurs and mentors in residence to help brings their ideas to life. We will also look at how existing facilities like the Butetown Youth Hub can support entrepreneurial activity

#### **Targeted Response – Short Term (9–12 months)**

62. Whilst a universal response is crucial, we are acutely aware that the disruption of the last year has had a disproportionate impact on the most vulnerable families. Structural inequalities have been further exposed and highlighted by the pandemic. Children and young people facing vulnerabilities risk falling further behind and are likely to be most disadvantaged in terms of educational outcomes, health & wellbeing and future life chances.
63. A joined up targeted approach, to ensure the most vulnerable children and young people are able to access and benefit from support services is key.



One of the positives from the pandemic has been the successful partnership working with all partners coming together to respond to the crisis. There is now the opportunity to build on that as part of our recovery with Council, Health, Police and the Third Sector continuing to unify.

64. The priorities for the short term aim to achieve co-ordination of services and sufficiency to meet demand and will be evidence led and duly informed by the voice of the child, parents/carers and communities. The key areas of focus, all inter-related, are:
- Safeguarding and Wellbeing
  - Ambition, Opportunities and Progression
  - Integrated Youth Support Services and Community Wellbeing

Responses will be graduated as indicated to respond to individual need.

### *Safeguarding and Wellbeing*

65. The Council and its partners offer a broad range of support services, many of which, especially preventative services, have of necessity due to COVID restrictions been withdrawn or very limited over the last year. Whilst virtual services, and some face-to-face provision has been enabled in the highest risk scenarios, normal services have been challenging to maintain in lockdown phases.
66. As the city begins to re-open, including the full re-opening of schools, it is imperative that we fully restart all Council support services and work with partners to re-instate the services required by our most vulnerable children, young people and families. It is widely recognised that as a result of the COVID-19 pandemic the wellbeing of some children and young people has been negatively affected. Certain children and young people have experienced bereavement of close family members. Others, as a result of social isolation have developed increased feelings of low mood, depression and anxiety leading to increased levels of self-harm and suicidal ideation.
67. The Education directorate has implemented a safeguarding identification and recording system across all schools, the Youth Service and EOTAS provision to ensuring consistency and the ability to target resources based upon reports that summarise geographical and issue based need.
68. Council led support services including Education Welfare, Specialist Teacher teams, Inclusion Services, School Based Counselling and Youth Services will assess demand and prioritise requests for support, escalating to statutory services as necessary.
69. Where possible, purpose led grant funding such as the Additional Learning Needs Recovery grant will be used to add capacity to front-line teams. For example, additional Education Psychologist time and Teaching Assistants will be added to develop and deliver psychology-led targeted interventions.

70. Schools will be supported to complete an assessment tool as part of the implementation of the Welsh Government 'Framework on Embedding a Whole School Approach to Emotional and Mental Well-being' and to identify actions for development. This will be done initially through a pilot number of schools, and will later be rolled out to all schools across Wales.
71. Additionally, as part of the Whole School Approach to Emotional and Mental Wellbeing funding provided by Welsh Government, enhanced training will be provided to schools to support children and young people who are bereaved and who are expressing increased thoughts of suicide.
72. The Council has in recent years developed a proven, effective 'Team around the Family' approach to services, at the core of which is the successful Early Help model and the new Cardiff Family Advice and Support Service. To ensure that Early Help services are able to respond to increased demand and assess the needs of families at the earliest possible opportunity, and to reduce waiting times for a range of parenting support, the service will be:
- Utilising an increase in Welsh Government grant funding to recruit additional practitioners into the Cardiff Parenting Service, Cardiff Flying Start and Cardiff Family Advice and Support to provide support to vulnerable children, young people and their families.
  - Delivering a targeted publicity campaign to raise awareness of the Early Help Services.
  - Continuing to engage with schools and other partners to ensure that they are familiar with the Early Help offer and how to make a referral on behalf of the family for information, advice or assistance.
  - Extending the "Let's Play Every Day", A 5 week virtual play and stimulation course that equips families with the knowledge and resources to continue to support their child with their speech and language development during and beyond the intervention.
73. As schools work with their whole school populations to reassess and recharge learning, school leaders urgently need and are calling for 'hands on' support to re-engage their hardest to reach pupils. In addition to the collaboration that achieves the 'Team around the Family' approach in Cardiff, in the short term, to support schools in some of our most challenged communities, we will also consider 'Team in the School' - the co-location of services in secondary school clusters. Such locality based delivery models will assist schools to readily access support for their pupils, and to seamlessly engage with families in school settings.
74. In the short term, this approach will add crucial capacity to school teams as they recover from the pandemic. It will also contribute to the medium to longer aims to further Cardiff's community focused school approaches, whereby schools are recognised for the central role that they play in providing support for their pupils, families and wider communities. The community dimension of schools has never been so evident as it has been in the last year as schools and the local authority have built strong partnerships with parents to facilitate home learning, to ensure free school meal entitlements are honoured, to equip pupils with digital devices and



connectivity and to keep school doors open for the children of keyworkers and vulnerable children.

75. Pilot locality working is already underway with Cardiff West Community High School, with consideration being given to integrated support for vulnerable pupils, offers of council services such as Into Work Advice and Adult Learning for parents onsite, better and awareness of and join up between the School and the Council's Community Hub and links with Third Sector groups.
76. As part of the pilot, one of the Children's Services Locality teams has been working closely with Cardiff West Community High School and there has been real benefit from this joint working. Due to the need and demand outlined in this report, it is proposed that this approach is quickly rolled out across all secondary school clusters. This will mean that all secondary schools will have a named Social Services Team Manager to work closely with to address the needs for those more vulnerable children.
77. Whilst the numbers of pupils eligible for Free School Meals continues to increase, there is clearly much more scope to ensure that all families are maximising access to all the benefits to which they are entitled. With the risks of economic insecurity escalating post pandemic, the Council's Into Work Services will be leading on a number of initiatives to ensure Advice and Support is accessible to the families that need it the most including:
  - Using additional funding to increase capacity in the Money Advice team and further publicising the help that can be provided.
  - Including specific support for families with children with disabilities, families affected by the benefit cap and Food benefits.
  - A pilot of providing Advisors in school settings for parents to access money, Into Work and housing advice.
  - A wide reaching campaign to promote the uptake of Free School Meals with schools.
78. Pressures in Primary care Community and Mental Health Services (CAMHS) continue with an increase in referral rate of 36% over the same 3 month period last year. There are plans in place to reduce the length of time children and young people wait for a first assessment and work with 3rd sector organisations to provide support to children who are waiting for CAMHS intervention.
79. Through the Regional Partnership Board (RPB), there is a programme of work underway focused on improvements in three key areas, support to schools, links to Early Help services, and support for safe accommodation.
80. Welsh Government have recently published their Whole School Approach plan, and locally there is a working group to support schools in taking this forwards. The resilience transformation programme is providing support material and training for schools to support emotional wellbeing and has produced specific COVID-19 recovery information, which can be found at: <https://cavuhb.nhs.wales/our-services/children-young-people-family->

81. Joint working across Health and Children's Services has commenced to address this critical rise and the phased delivery of the work to address the significant issues. It has been agreed that we will jointly:
- Immediately – ensure that there are joint care plans in place for all Children and Young People in hospital with the aim to better support the children and their families for their safe discharge.
  - Medium term – set up a task and finish group with the aim of reviewing the current provision and identifying how any gaps in provision can be addressed, with the alignment of social work and support staff working closely with the CAMHS.
  - Longer term – develop joint commissioning plans and joint arrangements for assessment care and treatment plans.
82. Further to increasing reports of domestic violence in households with children, a range of interventions are planned by Council led support services, including:
- Further work with schools including targeted awareness campaigns, adoption of prevention policies and whole school approaches.
  - An increased number of specialist Independent Personal Advocates via the Rise partnership between Cardiff Women's Aid and BAWSO Women's Aid.
  - Continuing to support staff to manage disclosures through further roll-out of the mandatory Welsh Government National Training Framework.
83. Operation Encompass have recorded 2,254 Public Protection Notices (relating to domestic violence in households with children) from the Police in the period September 2020 to the end of March 2021, which is a significant increase on the same period last year when there were 1,043 notices.
84. In the critical area of housing, council teams will be running a range of initiatives to support children, young people and families including:
- Focused homeless prevention activity for young people through specialist youth homelessness prevention officer in homelessness services.
  - Enhanced support for young people who become homeless by expanding services through the young person's accommodation and support gateway.
  - Expansion of the gateway will also support the step down of young people from residential care, whilst providing a clear pathway to independence post 18.
  - Integrating homeless services within the Hubs, ensuring families have easy access to homelessness prevention services in their local communities.



- Continuing to deliver remote access to homelessness services post-pandemic, to ensure families have the option of receiving services digitally or over the telephone.
  - Introducing rapid rehousing for families, aiming to reduce times spent in temporary accommodation and minimise disruption for children.
  - Developing family homelessness centres.
85. Children's Services, with partners, are delivering a range of new projects for those children and young people who require specialised and high level targeted support. Some of these projects were planned but are either increasing their scope or the timeframe is being brought forward to support the recovery response:

#### Residential Assessment Centre

Falconwood House is a 3-bed home, which has been developed as our new short-term assessment provision. The provision is designed to provide multi-disciplinary assessment and support over the course of a young person's 10-week residence at the home, with input from Children's Services, Health, Education, and other agencies as required, to ensure that young people's next move, whether back home to family or on to a new placement, is as suitable as possible for their needs and wellbeing.

#### Young carers

Working in partnership with the YMCA Cardiff, support for young carers is available and from national research this is a group that has been impacted by the pandemic. The service has recently added a specialist social worker to support young carers and this will be reviewed to ensure that it meets the demand.

#### Mind of My Own App

Cardiff will launch the Mind of My Own App in Summer 2021. The app enables young people to be more actively involved in their own lives. An accessible and empowering way for young people to tell their workers about things that are important to them. The app will initially be used for Children Looked After, but has the potential to be rolled out further to wider groups of young people including those with additional educational needs or even whole schools.

#### Enhanced Support and Respite for Families

To support children and young people to remain supported within their family home Children's Services will soon be able to offer a new type of care at home and sessional respite. The early intervention support will be commissioned and will offer a range from practical household tasks and meal preparation to providing respite via activities based sessions.

#### Youth Justice Service – Resettlement Panel

The new Resettlement Panel has been introduced to ensure that planning for a young person's release into the community commences from the moment that they enter custody or become at risk of entering custody. This is based on a partnership approach involving Children's Services, Housing, Health, Police, Education and Secure Estate who will propose and then support the resettlement plan. Constructive resettlement is about

ensuring the resettlement plan is created entirely in conjunction with the young person – co-created, co-produced, co-ordinated, consistent and customised – allowing for a child's identity shift from pro-offending to pro-social.

#### Enhanced Personal Advisor Service

During the pandemic the service had to change the way it has operated, this has included a more flexible approach from the Personal Advisors increasing the times that staff are available outside of core hours. Other changes have included the payments to care leaving through BACS or directly to housing providers to give to the young people. The service is now looking how it can further support care leavers as part of the recovery, ensuring all have access to employment support and for the team to begin working with Children Looked After from 16 years of age, beginning the transition from leaving care.

#### Unaccompanied Asylum Seekers

The service is undertaking a review of all cases and is reinstating the age assessment process to ensure that appropriate support is provided.

#### Corporate Parenting Strategy

The Corporate Parenting Strategy has recently been approved and the draft action plan, which will include many of the same projects included in this report. The Council's Corporate Parenting Advisory Committee is responsible for advocating for all care leavers and Children Looked After by Cardiff Council, to ensure that they receive the best possible care and support.

#### Children with disabilities

As part of the recovery it is important that as many support services recommence as soon as it is safe to do so, including:

- Community support packages back to full hours
- Support to attend mainstream holiday opportunities and developing of specialist holiday clubs where required
- Work with local schools regarding after school clubs and transition planning for further education
- Respite provision to increase, including the maximising of facilities such as Ty Storrie.

#### *Ambition, Opportunities and Progression*

86. Building on the successful 'Cardiff Commitment' to the futures of children and young people in the city, we will combine new, innovative approaches with extensions of highly effective existing services to continue to build ambition and create opportunities for our most vulnerable. These will include:

- An inspirational life-coaching programme targeted in the first instance at a Secondary School cluster in the west of the city, and, Children on the Edge of Care, Children Looked After, Children in the Pupil Referral



Unit or Educated Other Than At School (EOTAS) and those young people being supported by the Youth Justice Service.

- Enhanced Into Work Services, including specific youth co-ordinators for the Southern Arc and care experienced young people, liaison with the Prince's Trust, partnership with Cardiff and Vale College for early college leavers and laptop gifting schemes in hostels and supported accommodation.
- Additional Children Looked After in Education Mentors and targeted careers and work related experiences for this group.
- Enhanced identification and tracking methods and additional Post-16 Mentors in the Youth Service to support young people who may have disengaged from education, employment and training.
- Careers and Work related experiences for young people supported by the Youth Justice Service.
- Increased access to work related opportunities for children with Additional Learning Needs including a 'Project Search' pilot with Cardiff and Vale University Health Board.
- Targeted employability programmes secured via social value secured via Council procurement.

#### *Integrated Youth Support Services and Community Wellbeing*

87. With partners, the Youth Service will continue to work towards an integrated model of youth support services to ensure that all 11 to 25-year-olds have access to the variety of services, support and experiences they require. Through quality youth work approaches and trusted relationships, the most vulnerable and hard to reach young people will be supported to improve their wellbeing and to access citywide opportunities as society gradually opens back up post pandemic.
88. The Youth service will continue its street based and outreach youth work programme, including weekends and holidays; and its children/young people and families engagement programme via remote activities and competitions.
89. The Youth Service will continue to fund third sector partners to deliver additional open access provision for young people in targeted areas and review the impact of these interventions in the autumn. These partnerships allow shared good practice, joint working and greater reach along with added value to communities. The Youth Action Groups will be extended and strengthened to build on existing examples of strong community cohesion.
90. The Welsh language youth offer is under review and will be enhanced to ensure that staff and young people have greater opportunities to access youth support via the Welsh language.
91. Children's Services and the Youth Service are working together to deliver a Young Person Safeguarding Strategy and approach to prevent and intervene to address adolescent harm, promote resilience and enable young people to live safely in their families and /or communities wherever possible.

92. The Community Safety Partnership is also testing and beginning to implement a range of approaches to support community wellbeing through social and developmental programmes for young people. These include:
- Multi-agency area based problem solving approaches for complex localised issues, including tackling youth anti-social behaviour. Actions emerging from the problem solving groups include measures to change public spaces, coordinate police/council/partner resources and ensure there are preventative service interventions and support in place- for example the placement of Street Based Youth Workers and engagement with local schools.
  - A youth anti-social behaviour review with the Youth Justice Board which will evaluate the referral process for young people, record an agreed escalation process with intervention and support pathways and refresh the focus on early intervention and prevention.
  - A strategic review in response to youth violence, which will consider the existing referral process for youth involved in serious violence and provide recommendations on how to address any gaps identified in service provision. This will include an understanding of multi-agency risk assessments, improvements to information sharing, enhancing communication with partners, and ensuring appropriate support services are available.
  - Accessing the Youth Endowment Fund to introduce a Neighbourhood Fund Award with a focus on diversionary provision which will offer support and development opportunities relevant to a range of vulnerabilities.
  - Ad-hoc sports and mentoring interventions to respond to shared intelligence, co-ordinating partnership work with youth providers such as Cardiff City Foundation, the Princes Trust and local boxing clubs for example.

## **Medium to Longer Term Response**

### **Refresh of the Child Friendly Cardiff Strategy**

93. 'Child Friendly Cardiff' was launched in November 2018 and sets out the vision for Cardiff to be a Child Friendly city where all children and young people have an equal chance to thrive and reach their potential. The values and commitments made in this strategy set the direction for future Council policies and strategies, including Cardiff 2030, the vision for education and learning that was launched in November 2019.
94. However, the COVID-19 pandemic has brought about unprecedented change, to an extent and pace, not witnessed before and has shone a spotlight on the lives of children, young people, families and communities. We are presented with an opportunity now to reflect on not just the experience of the last year, but of our Child Friendly journey to date and to consolidate the lessons learned before setting out our future missions.
95. Our ongoing evaluation will deepen in readiness for the new calendar year and will test the sustainability of the values, principles and practices we



have embedded together as a city. The evaluation will include considerations of how to manage the long term impact of the pandemic on the mental health of children and young people. Within a framework of children's rights and in direct partnership with children, young people and families, we will work towards the publication of a refreshed Child Friendly Strategy in the autumn of 2021 inclusive of detailed shared commitments and a 3-year plan.

96. It will incorporate all key areas of reforms to education as outlined in the Education in Wales: Our National Mission and will incorporate Curriculum for Wales 2022, Additional Learning Needs Reform whilst taking account of the new accountability & performance frameworks for Education. It will maximise all opportunities provided by the schools 21<sup>st</sup> Century schools investment programme, and the Cardiff Commitment, alongside a cohesive Post 16 strategy, integrated and locality based models of support for Vulnerable children and young people, an integrated model of Youth Support Services and a clear education workforce development strategy.
97. The further development of the 'Greener, Fairer, Stronger' – City Recovery and Renewal Strategy will ensure that the voices of children and young people are heard, and that these views directly influence the key missions and priorities for action. The One Planet Cardiff Strategy is also being developed in partnership with children and young people, being an area of specific interest to this demographic in responding to the climate emergency. Young people are represented on the One Planet Cardiff Board, and education strategies including the 21<sup>st</sup> Century Schools programme and the Curriculum for Wales 2022, will provide key contributions to realising the One Planet Cardiff vision.
98. 'Child Friendly' versions of all the city recovery and renewal strategies will be designed and published with children and young people.

### **Scrutiny Consideration**

99. The Children & Young People Scrutiny Committee considered this issue on 11 May 2021. The letter from the Chair is attached at Appendix 1.

### **Reason for Recommendations**

100. The following recommendations are made to ensure that the Council's Recovery and Renewal programme takes full account of the Council's commitment to Children's Rights and the city's ambition to be recognised as a 'Child Friendly City'

### **Financial Implications**

94. This report sets out a series of projects, with the majority having already identified the level of funding required either through securing additional external funding or from identified budgets as allocated as part of the 2021/22 budget process. Potential challenges associated with progression routes for young people who will not be able to access end of Key Stage 4 and 5 resits this year to enable access to preferred Post 16 options, will

require continued dialogue with Welsh Government in order to establish the quantum of any required additional WG financial support and any associated terms and conditions in order to ensure that all young people can be appropriately supported.

### **Legal Implications**

95. The report provides an overview of actions being taken and proposed, to support delivery of a Child Friendly Recovery as part of the Capital Ambition: Recovery and Renewal Programme. Legal advice will be required throughout the planning and implementation of specific proposals within the Programme, with regard to legal processes, consultation and formal decisions required.
96. The Council must be mindful of its public sector equality duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.
97. The Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010), and must demonstrate how it has discharged this duty.
101. Equalities Impact Assessments will be required to identify the equalities implications of specific proposals, including inequalities arising from socio-economic disadvantage. The Council's decisions must have due regard to the outcomes of any Equalities Impact Assessments.
102. The Well-being of Future Generations (Wales) Act 2015 places a 'well-being duty' on the Council, 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. This requires the Council to consider how its decisions will contribute towards meeting its well-being objectives (set out in the Corporate Plan). The well-being duty also requires the Council to act in accordance with a 'sustainable development principle', which requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. 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 integrated 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. The decision maker should be satisfied that the proposals set out in this report accord with the principles above.

100. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.

### **HR Implications**

101. The report refers to the creation of new posts to support the recovery plan. These posts will need to be created in accordance with the Council's agreed evaluation processes and subject to consultation prior to formal creation. Appointments must be made in accordance with the Council's Recruitment & Selection Policy and Procedure. Trade unions should be briefed on the content of this report.

### **Property Implications**

102. There are no specific property implications in respect of the Child-Friendly Recovery report. The Strategic Estates Department will assist where necessary in supporting recovery in relevant areas. Where there may be property transactions required to deliver any proposals, such as for provision of Innovation Spaces, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Adopt shared responsibility across all Cabinet portfolios to enabling a Child Friendly approach to city recovery and renewal.
2. Agree the short term response for the next 12 months which comprises an appropriate balance of both universal and targeted solutions to meet the needs of all children and young people.
3. Endorse the proposed focus upon the re-engagement and well-being of children and young people, in particular to support multi-agency partnership working and community inclusion to successfully deliver the 'Summer of Smiles' festival across the city.
4. Support a positive communications campaign that champions children and young people and continues to build trust in schools to promote children's best interests, well-being and individual potential.
5. Delegate responsibility to the Chief Executive and Senior Management Team, in consultation with the relevant cabinet members, to deliver the actions identified within the report, and ensure that resources are appropriately prioritised to address the needs of the most vulnerable and at risk children and young people.

6. Delegate responsibility to the Director of Education and Lifelong Learning, in consultation with the relevant cabinet members, to work with partners to refresh the Child Friendly Cardiff Strategy by the end of 2021.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Melanie Godfrey</b> <b>Director of Education and Lifelong Learning</b>
	14 May 2021

*The following Appendix is attached*

Appendix 1- Letter from Chair of Children & Young People's Scrutiny Committee



Date: 13 May 2021

My Ref: SS/CYP/R&RCFR



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087  
  
Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Huw Thomas  
Leader  
County Hall  
Atlantic Wharf  
CARDIFF  
CF10 4UW

Dear Huw,

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE – 11 MAY 2021 –  
RECOVERY AND RENEWAL: DELIVERING A CHILD FRIENDLY RECOVERY**

Please accept my thanks for attending the Children & Young People Scrutiny Committee to facilitate the consideration of the proposals for delivering a child friendly recovery. Please also pass on our thanks to Councillors Hinchey and Merry; the Chief Executive and officers who attended for the item. The comments, observations and recommendations below were captured during the Committee's discussion at the Way Forward.

The Committee welcomed the report and commend it to Cabinet for approval.

Joined up Working

Members acknowledged your commitment to using a child friendly template going forward and appreciate the progress made in relation to improved joined up working, as demonstrated in a number of examples given throughout the report and arising from the Q&A session.

We all recognise that joined up and partnership working will be critical in delivering the proposals set out in the report and we have therefore agreed that this issue will continue to be a focus for the Committee's work. As we scrutinise issues in the coming months (including the regular updates on the Youth Justice Service and Summer Provision), we will take a stronger stance in asking for evidence of effective joined up/partnership working and ensuring that commitments are translated into practice.

## Summer Provision

Members welcomed the range of responses received in relation to summer provision. It has been agreed with Councillor Merry that summer provision will be considered as an Agenda Item by this Scrutiny Committee at its meeting on the 13<sup>th</sup> July 2021. At this meeting we will be expecting to receive details of the provision that has been agreed; how it will be delivered; resources; and who will be delivering it.

## Mental Health and Well-being

Members have been focused on the impact of the pandemic on children & young people's mental health and well-being for some time and have raised this with both Councillors Merry and Hinchey at previous meetings. We recognise the increase in demand, including those vulnerable to self-harm and suicide as raised by Deborah. We will continue to monitor the range of specialist services, the capacity of these services, and the effectiveness of joined up/partnership working in this area.

At the meeting, we were made aware of a well-being assessment that has been introduced, which aims to identify and assess children and young people at an early stage. Members request that they receive a copy of the assessment and any other relevant information or guidance to enable them to understand the process.

## Vulnerable children & young people

Members welcomed details of the VAP and enhanced work that is being done in working with vulnerable children and young people. To enable us to gain a better understanding of the process and its effectiveness, we request that you provide details on the following:

A breakdown of the 100 young people being dealt with by the VAP, to include and explanation of whether:

- They are young people only engaged in school/education
- If in school/education, are they in mainstream classes/ PRU/ other onsite provision etc?
- If some of these young people are not in education/school, what is being done to identify and engage with them?

Members are concerned about those children and young people who do not appear anywhere on school rolls etc. and those who are hard to reach. Members stated that this is more serious now than it would be in normal times. They felt that if these young people are under the radar, this increases their vulnerability and may exclude them from being offered opportunities to engage in education, training and



programmes on offer. Therefore, Members wish to be provided with a briefing on what is being done to address this, and data on the numbers and extent of this problem.

### Attendance Figures

Members acknowledged the commitment made by the Council to collect school attendance data, and that this is being considered regularly by Education Management Team. Members agreed that it was important for the Committee to keep a focus on school attendance figures as an indicator of the extent to which the service is monitoring children who are not in school.

Therefore, the Committee is requesting an overview of the data being collected, but more importantly, what the service does with this data as a further tool to follow up children not engaging in school.

Linked with this, Members are requesting data and information to those in EOTAS. This should include;

- How many of these young people are being monitored if they are on the school roll;
- How young people not on the school roll are monitored;
- How many hours of tutoring (on average) are being offered;
- What measures are in place to engage with young people outside of their supervised hours?

### School Leavers

Members welcomed the level of detail in the report on education and training for post-16, the recognition of the challenges and a proposed response to mitigating the challenges. Members agreed that the challenges are greater than they would be in normal circumstances. Therefore, we have agreed to keep a focus on data for those young people in years 11-13. Members requested data and evidence in relation to this at the meeting, but were informed that it was not yet available.

Members need to get sense of this issue and reassurance that the proposals in the report will have a have an impact for young people, and avoid those at risk dropping out of the system. Therefore, we request details of a date when Yr11-13 data will be available, and we have access to this when available.

Members also raised concerns regarding Year 13 pupils leaving school at the end of May and would request details of what kinds of tracking or provision will be put in place between then and their access to summer provision some two months later.

To recap, the Committee **is requesting**:

1. A copy of the well-being assessment form and any other relevant information or guidance to enable them to understand the process.
2. A breakdown of the 100 young people being dealt with by the VAP, to include and explanation of whether:
  - They are young people only engaged in school/education
  - If in school/education, are they in mainstream classes/ PRU/ other onsite provision etc.
  - Some of these young people are not in education/school, what is being done to identify and engage with them?
3. A briefing on what is being done to address those young people not on the school roll and are hard to reach and data on the numbers and extent of this problem.
4. An overview of the school attendance data being collected, and details of what the service does with this data as a further tool to follow up children not engaging in school.
5. Data and information to those in EOTAS. This should include;
  - How many of these young people are being monitored if they are on the school roll;
  - How young people not on the school roll are monitored;
  - How many hours of tutoring (on average) are being offered;
  - What measures are in place to engage with young people outside of their supervised hours?
6. A date when data and evidence of young people in years 11-13 will be available, and this be provided when available
7. Details of what kinds of tracking or provision are in place for Year 13 pupils between the end of May and access to summer provision.

There are no formal recommendations arising from this letter.



Once again, on behalf of the Committee, please pass my sincere thanks to all who attended Children & Young People Scrutiny Committee. I look forward to a response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', written over a light grey rectangular background.

**COUNCILLOR LEE BRIDGEMAN**

**Chairperson – Children and Young People Scrutiny Committee**

CC: CYPSC Members  
Councillor Graham Hinchey, Cabinet Member for Children & Families  
Councillor Sarah Merry, Deputy Leader and Cabinet Member for Education, Employment & Skills  
Paul Orders, Chief Executive  
Sarah McGill, Corporate Director, People and Communities;  
Melanie Godfrey, Director of Education & Lifelong Learning;  
Mike Tate, Assistant Director of Education & Lifelong Learning;  
Suzanne Scarlett, Operational Manager, Partnerships and Performance  
Phil Norton, Youth Service  
Deborah Driffield, Director of Children's Services  
Deborah Said, PA to the Leader  
Rhian Jones, PA to the Chief Executive  
Melanie Jackson, Cabinet Support Office  
Alison Taylor, Cabinet Support Office  
Liz Williams/Debra Willis, PA to the Corporate Director  
Helen Eager, PA to the Director of Education & Lifelong Learning  
Ceri Tanti, PA to the Assistant Director of Education & Lifelong Learning  
Kim Thorpe, PA to the Director of Children's Services

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**ONE PLANET CARDIFF – A RESPONSE TO THE CLIMATE  
EMERGENCY: KEY PROGRESS**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 6**

**Reason for this Report**

1. To note the substantial progress on the development of the final “One Planet Cardiff Strategy” following the launch of the draft strategy in October 2020, to outline and endorse the Council’s immediate short-term actions and commitments, and to report on feedback from public consultation to help shape a final strategy and action plan for approval in Autumn 2021.
2. To formally recognise the role of the One Planet Cardiff Strategy as a key delivery mechanism for the “Greener, Fairer, Stronger - City Recovery and Renewal Strategy”.

**Background**

3. Notwithstanding the depth of the Covid-19 crisis, the Council has recognised that Climate Change remains the defining global challenge of our generation. The impacts of climate change, including rising sea levels, flood risk, extreme weather events, unsustainable energy supplies and ultimately, widespread economic instability, are putting tens of millions of people and their jobs across the globe at direct risk. These issues are already impacting the Cardiff area and its population.
4. Cabinet approved a draft One Planet Cardiff Strategy for consultation in October 2020 as a response to the Climate Emergency. This set out an ambition for the Council’s operations to be Carbon Neutral by 2030, and to work with city wide partners to develop a road map and action plan for a Carbon Neutral City by 2030.
5. It identified wide ranging opportunities that could reframe the Cardiff economy in a way that is resilient, robust and long-term, ensuring that Cardiff takes advantage of opportunities that can stimulate a “Green Recovery”, with the Council leading a capital city that will be at the forefront of a green and inclusive economy, supporting both environmental and economic recovery in Wales and among the greenest in the UK.
6. The Council has conducted broad and detailed consultation and

engagement on this draft strategy and the views gathered are helping to shape our actions and proposals. We have also set in motion actions that will help to define much more clearly our current carbon footprint and the impacts of current and potential climate responsive policies and projects. We recognised at the time of the draft report that this “carbon accounting” exercise would be a complex process, and that we wouldn’t wait for a final conclusion to that analysis before taking more immediate decisions and actions that recognise the scale and urgency of the challenges ahead.

7. This report therefore provides an interim update position that:
  - i. reports back on the key outcomes of the consultation;
  - ii. describes the substantial actions that the Council has already taken in its efforts to address the climate emergency; and
  - iii. seeks cabinet approval of some initial key projects, mission statements and policy interventions that move this agenda onwards;
  - iv. seeks delegation for selecting initial in year capital spend.
  
8. This interim report will be followed by a full and final One Planet Cardiff Strategy later in the year. This will contain details of our carbon accounting methodology and project prioritisation process, along with a more detailed 10-year action plan to deliver our Carbon Neutral ambitions.

## **Issues**

### **Public Consultation and Engagement**

9. Following the launch of the Draft OPC Strategy in October, the Council facilitated a number of different consultation exercises including:
  - An online consultation questionnaire aimed at the general public;
  - An online questionnaire aimed at local businesses and organisations;
  - A bespoke survey of young people, designed and analysed by Cardiff’s Youth Council, and
  - An Environmental Scrutiny exercise where key experts and stakeholders were invited to give their views on the draft strategy.
  
10. Appendix A gives a full analysis of this consultation exercise and highlights the key themes, common issues and recommendations that emerged. Almost 2,000 individual responses were received and analysed. The more significant issues that were observed are summarised below and these have already helped to shape our thinking and actions to date:
  - i. The scale of the climate emergency response needs to be resourced appropriately both in terms of staff, resource and implementation funding;
  - ii. Consultation, engagement, leadership and partnership will be crucial throughout the implementation period to 2030 and beyond;



- iii. The strategy will need to consider and deploy a range of different techniques to effectively involve and coordinate public and stakeholder groups;
  - iv. An OPC leadership board with clear project governance and committed resources is needed to steer the work over the long term;
  - v. Any final action plan needs to identify the projects that can be realistically delivered and needs to include a timetable, cost and prioritisation based on carbon reduction in addition to wider social, economic and environmental benefits;
  - vi. Public behaviour change is the biggest challenge in delivering the OPC Strategy and a section should be dedicated stating that the public has an essential role in this. A behaviour change plan needs to be well resourced, and continually in collaboration with partners, over the next 9 years, reviewed and evaluated by people with expertise.
11. Respondents were also asked to rank the various action themes proposed in the draft strategy in order of importance in the context of the Climate Emergency. The top 3 for each of the key consultee groups were as follows:
- i. **Public survey:**  
1<sup>st</sup> Energy- demand reduction and increased renewable generation.  
2<sup>nd</sup> Green Infrastructure & Biodiversity; and  
3<sup>rd</sup> Transport – with active travel a key priority.
  - ii. **Young people:**  
1<sup>st</sup> Energy- demand reduction, increased renewable generation and research.  
2<sup>nd</sup> Built environment- more climate responsive construction and operation.  
3<sup>rd</sup> Green Infrastructure & biodiversity
  - iii. **Businesses/organisations** (although note that the response level was lower than for the public/young people surveys):  
1<sup>st</sup> Energy - demand reduction and renewable generation  
2<sup>nd</sup> Green Infrastructure & Biodiversity  
3<sup>rd</sup> Transport
12. A positive outcome of the consultation process is that it has confirmed the key themes in the One Planet Cardiff strategy including leadership, governance, partnership and programme priorities. The details of the response have been noted and are being considered in the development of the final Strategy and project prioritisation process, alongside other factors such as predicted carbon impact and potential contribution to other economic and social goals of the joint Climate Emergency and City Recovery effort.

### **Governance and Resources**

13. In the One Planet Cardiff Draft Consultation report of October 2020 the

Council committed to accelerating its response and not to wait for the final report before making a start. Underpinning the commitment of the Council, and recognising the comments made in the public consultation, new governance arrangements have already been formalised in order to drive the necessary change, not only in the Council, but also our public sector partners and more widely across the City.

14. A One Planet Cardiff Steering Group Chaired by the Leader has been established including senior Cabinet members. This is an internal working group where key updates on projects are provided to the Leader and supporting Cabinet members who are then able to steer progress. The Cardiff Youth Council are also active participants, reflecting the need for young people and future generations to have a clear voice in this agenda.
15. The updated Corporate Plan has formally authorised a series of key projects included in the initial draft OPC strategy. These will be implemented and delivered as part of the “Recovery & Renewal Plan” that has been prepared in response to the COVID-19 crisis.
16. A Climate Emergency Board has been established with our public sector partner organisations from the Public Service Board (PSB) to identify and collaborate on key projects. This board has also expanded to include other key partners outside of the regular PSB partnership including Cardiff University, Wales and West Utilities, Western Power, and Dwr Cymru Welsh Water.
17. Cardiff Council has also become the first Welsh local authority to be recognised as a Carbon Literate Organisation by low-carbon charity The Carbon Literacy Trust.
18. Staff Resources: Five additional posts have been funded in the recent Council Budget and in recognition of the need to bring additional resource to the project. Job descriptions are being developed for these and the posts will be advertised and filled in the coming months. It should be noted that 4 of the posts are for temporary 1-to-3-year positions and that, in recognition of the urgency, some of the associated work may need to be delivered through consultancy in the short term.
19. A recurring Capital Fund has also been allocated to help deliver smaller OPC Projects and “quick win” projects. A number of deliverables have been proposed against the 2021/22 budget allocation of £700k as set out below. A small revenue budget has also been allocated to assist with feasibility and impact studies that will assist in our project analysis and prioritisation exercises.

### **Carbon Modelling: Consultancy Appointment**

20. The Council has appointed an independent specialist consultant to develop a carbon modelling and assessment tool which will enable a detailed assessment of the key projects outlined below and others to be included in the forthcoming action plan. The work will enable the Final OPC Strategy to be fully developed and the impacts of the interventions



quantified not only in terms of the Carbon benefits but wider social and economic benefits. This project will also help to develop a more informed and accurate baseline picture of our current carbon footprint, especially in harder to quantify areas such as procurement and staff commute.

21. The overarching ambition of the strategy is to achieve “carbon neutrality”. This will involve balancing carbon across many different areas, recognising that where “zero carbon” is unachievable in certain projects (for example in upgrading the energy performance of historic buildings) then other projects should be targeted to compensate (for example in the carbon capturing capacity of increased tree planting, new renewable generation and even potentially energy positive new build).

### **Programme Substantial Progress:**

22. Following the establishment of the above governance arrangements, a number of key initial projects have been identified by the Lead Officers working group. The current status of each of these projects is summarised in the following paragraphs using the key themes outlined in the draft OPC Strategy.

### **Built Environment**

#### **City Wide Zero Carbon Development.**

23. Future new development within the city has an important role to play in delivering a carbon neutral Cardiff by 2030, and it is obvious and important that future development in the city should be Carbon neutral. The Council is keen to work proactively with developers on this agenda through its statutory and regulatory processes. In the short-term significant weight will be given to the potential sustainability and carbon benefits of any development proposals in making decisions on planning applications and building regulation. However, as soon as practical the expectation will be that all new development will be zero carbon. This approach aligns with recent changes to Welsh Government Policy in Future Wales and Planning Policy Wales (Edition 11) and the new Building Regulations which fully support the Council’s ambition for low/zero carbon development going forward.
24. In order to further support this ambition, it will be necessary to prepare a detailed practice note on designing low carbon developments. This work will draw from best practice across the UK and elsewhere and will set out how existing policies relating to renewable energy will be applied. It will also gather evidence on opportunities, whole of life costs and successes elsewhere to produce guidance on sustainable design and construction principles that deliver low carbon development as the default choice for the city and for overall project viability. Longer term it is also important that the Replacement Local Development Plan (LDP) fully supports this ambition, and the principle is fully integrated into the preparation process over the next 3.5 years.
25. Further details of the above are included in the City-Wide Low Carbon

### **Council Zero Carbon Development and Estate Retrofit Programme**

26. The Council owns and manages a large property estate comprising a variety of property types of different uses, ages and condition. In the context of One Planet, the estate is divided into three principle managed areas:
  - **Education / Schools** - High, Primary, Nursery, Special and PRU
  - **Non Schools corporate property** - Offices, Depots, Social Services, Leisure and Sport
  - **Housing** – Social Housing, high-rise flats, sheltered accommodation and supported living.
27. The One Planet Cardiff strategy provides the framework to monitor and manage carbon reduction initiatives in considerably more detail than has been done in the past and to actively pursue reduction through a common approach across all parts of the estate.
28. We are preparing a Corporate Property Strategy 2021-26 which will establish key aims and objectives outlining how the Council will reduce carbon output and off-set with new renewable energy sources.
29. The strategy, subject to approval and further investigation, is provisionally targeting a 60% carbon reduction in the retained estate – equivalent to a permanent 6% reduction per annum until 2030. This is seen to be a realistic, achievable target and residual carbon emissions will need to be set against other projects in our overarching carbon neutral balancing activities.
30. The 4 key areas of focus to achieve carbon reduction are:
  - **Relinquishment** – where council property is surplus to operational requirements, property can be relinquished reducing operational carbon.
  - **Modernisation** of retained estate – covering a broad area including specific schemes such as Refit and Refurbishments to improve energy efficiency through component replacement, new standards and procurement relating to planned and reactive repair. .
  - **Behavior** – utilising baseline performance data to understand how existing behaviors impact energy performance in buildings. Establish best practice training for building users and mangers to maximize efficiency.
  - **Offsetting** – building specific projects relating to solar, wind etc renewable energy opportunities that can be installed on site to off-set carbon output.
31. Baselineing is fundamental to understand the existing carbon output across the estate in more detail. It ensures a clear starting point from which to measure progress over the period of the strategy, tracking success and understanding the timing and carbon impact of projects. Importantly, good baseline data will allow the Council to develop a programme to influence behaviors and to improve performance in targeted areas.



32. Two pilot projects have been instigated with the objective of understanding baseline data – one in the schools estate and the other in the Corporate estate. Initially reviewing a small, select list of sites, it is envisaged, subject to resource, the pilots will be expanded to include the whole estate. Thereby delivering an accurate baseline position from which to progress the Built Environment objectives.
33. The initial estimated cost for expanding the two pilots to encompass all of the Schools and Corporate estate is in the region of £400k. This is in the process of being finalised. Whilst investment in the baseline exercises will need to be supported by business cases and procurement processes, it is essential this is secured and progressed at the earliest opportunity.
34. When considering the achievement of carbon reduction / net zero, it is important to clearly identify the different challenges presented within:
  - **New builds** – properties built specifically to meet Council operational requirements.
  - **The retained estate** – existing properties already within Council ownership or management

### **New Build Mission Statement**

35. To ensure delivery of the One Planet Cardiff carbon reduction targets, within both the Education and Corporate estate, it is proposed that by 2024 any Council procured new build development will be Carbon Neutral, exceeding current Building Regulations standards. To achieve this requires a significant step change in the design of Council property developments. The Council's approach is based on current best practice guidance within the industry of how a new building can decarbonise its operational and embodied carbon emissions to meet carbon neutrality. For operational carbon emissions, ambitious energy and carbon emission targets are set and the standard recommends:
  - A fabric first approach - pursuing good insulation, air tightness and low carbon materials
  - The recommendations include a move away from fossil fuels, favoring all electric schools or other low carbon heating solutions
  - Maximising renewables on-site
  - Off setting any additional operational carbon through regulated schemes that target renewables and local schemes first.

### **Existing Operational Estate Mission Statement**

36. Whilst it is important the new estate does not place an additional carbon burden on the city, it is also essential that the Council considers the performance of the existing estate. Accurate baselining essential to achieve this and it is difficult to set firm targets in advance of this data being received.
37. The mission statement for the existing retained estate will be developed in more detail through 2021/22. At this stage consideration is being made to develop a hybrid approach. Large scale refurbishments requiring design will be subject to a carbon reduction assessment to determine

opportunities for carbon reduction within budget constraints. The principles of the Refit programme, will be scaled up across the estate to capture opportunities for energy efficiencies. Annual asset renewal programmes will be aligned and prioritised to the findings of the baselining exercise to ensure asset replacements and repairs enhance energy efficiency.

38. The implementation of the One Planet Cardiff in the Built Environment will require a fresh approach to planning and procurement which will present new challenges relating to resource. A detailed assessment of this impact is currently being investigated, however will likely relate to 3 key areas:
- **Capital funding** - relevant to new builds, large scale refurbishment schemes and both planned and reactive building maintenance.
  - **Revenue funding** - in regard to ongoing maintenance of new equipment, contracts, and associated project work.
  - **Staffing** - at a project and ongoing day to day management level.
39. The refurbishment of existing mechanical and electrical equipment in building refurbishments will be an important part of the carbon reduction programme. Including retrofit replacement of existing equipment with more efficient carbon reducing technologies requires a greater investment than a like for like replacement.
40. Small scale schemes undertaken to date indicate an uplift cost of circa 40% - 60%. These figures are currently being validated under consultation Welsh Government Energy Advisors.
41. The Council is exploring potential opportunities for additional support, for example via Welsh Government, however it is not clear at this stage what form and extent this might take.

### **Council Housing: New Build**

42. The Council has implemented a large development programme that is capable of delivering around 2,700 new council homes over the next 6-7 years. The programme already has a minimum energy efficiency standard that ensures that all homes built through the programme will significantly exceed current Part L of the Building regulations which is the current minimum standard baseline.
43. However, Welsh Government are consulting on raising the minimum requirements through Building Regulations and the Social Housing grant programme, setting out a roadmap to ensure legislate that all new homes built in Wales will achieve a Net Zero Carbon standard by 2030.
44. We now require that all our new homes will reduce the operational carbon of our new properties by adopting a Fabric First approach (ensuring that the fabric of our building works as hard as possible to reduce the demand for energy from the household), improving the minimum U-Values that our properties must achieve, designing in renewable energy systems from



scheme inception and incorporating PV panels and batteries wherever possible.

45. We are also committed to adopting construction methods and systems that promote the use of off-site. Modular and MMC in order to decarbonise the construction of our new homes and achieve a Whole Life net zero standard.

#### **Council Housing - Energy Retrofit Scheme:**

46. The Communities Directorate are proposing an improvement programme of works which will include fabric energy efficiency measures (External Wall Insulation - EWI) alongside renewable energy generation (Photovoltaic panels - PV) to reduce carbon emissions and energy consumption within the authority's public housing stock and low-rise blocks of flats.
47. The programme will be phased to tackle the worst performing blocks first over a 10-year period which eventually should see over 700+ low rise blocks improved.
48. Benefits will include significant decarbonisation of the Council's housing stock, income generation, reduction in fuel poverty (Estimated £235 p/y savings for residents).
49. In addition, this work will support the green economic recovery as it should facilitate local job creation and upskilling of workforce in addition to providing aesthetic improvement to properties. This will also contribute to the regeneration of the local areas, and the wellbeing of occupiers will be significantly improved.

#### **Renewable Energy**

50. Since the publication of the Draft OPC report the Council has successfully secured funding to implement the first phase of a low carbon district heat network serving the Cardiff Bay area. This £15m project will utilise heat generated at the Trident Park Energy Reclamation facility and distribute it to a range of large-scale customer buildings through a network of highly insulated water pipes. Customer buildings will then no longer need to rely on fossil fuels for their heating and hot water, reducing their associated carbon emissions by an average of 80%. Construction is set to commence in the Autumn of 2021 with first heat supplied by Autumn/Winter 2022.
51. In addition, our landmark 9MW solar farm at Lamby Way is also now complete and operational and we are investigating opportunities for future renewable schemes on Council owned land.
52. We are now conducting a detailed exercise to identify a potential pipeline of future renewable energy projects. This work is being supported by the Welsh Government Energy Service and initial proposals will be considered as part of the final OPC strategy.

## **Green Infrastructure and Biodiversity**

53. The first phase of the Coed Caerdydd branded tree planting programme will commence in November 2021. The programme will include a wide range of tree planting including street trees, trees in parkland, woodland and orchard creation on land scoped for suitability in a wide range of ownerships including Council, Public Service Board (Police, Fire and Health Board) and private land. Approximately 50ha of land has been identified with potential for planting to date in the initial scoping phase to March 2021. The phase 1 scheme with precise areas and numbers of trees will be determined over the summer period in conjunction with landowners. Much more land for similar purposes will need to be identified to meet our 10-year target, currently estimated at around 839ha, but this first phase will be a crucial step in driving the agenda forwards, reaching out to partners, and promoting the benefits of enhanced green infrastructure.
54. Final approval is awaited on funding from the Welsh Government 'Enabling Natural Resources and Wellbeing' (ENRaW) funding programme and information is being provided to Welsh Government when requested in order to conclude the process.
55. The Woodland Trust Emergency Tree Fund grant was approved in March 2021. Work will commence on the development of the tree nursery at Forest Farm during the summer and the first phase of planting will commence in November 2021.
56. Further to this Cabinet is also considering its response to a motion entitled "Let's Make Cardiff Greener, Healthier and Wilder" in its May meeting. This reflects the actions mentioned above and also includes further references to protection of river and bay edges and the National Park City movement.

## **Transportation**

57. The council has recently approved its Transport White Paper. This sets out an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality in the Welsh capital. The plans include: The Cardiff Metro; Rapid Bus Transport; Active Travel and improvements to our streets; The future use of the car; and Infrastructure to support the wider region. Though a standalone strategy in its own right, the Transport White Paper is focussed directly on the climate emergency and helps deliver significant carbon reduction in the context of One Planet Cardiff.

## **Clean Air and Zero Emissions (Transport)**

58. Electric Vehicle Charging Infrastructure - To continue the expansion of publicly available Electrical Vehicle Charging Points (EVCPs) the Council has successfully bid for £170k of Welsh Government's Ultra Low Emission Vehicle (ULEV) funding. 10 Council carparks will see the installation of 22kW fast chargers in the coming months, and this supports the planned action to increase the EVCP network across the City.



59. Further work is being undertaken to assess the feasibility of a pilot project looking at innovative solutions for residents to charge from their own properties in areas where no off-street parking is available in order to further expand the network.
60. The Council has also secured £300k funding from Welsh Government in order to facilitate the installation of EVCPs at three main Council locations namely Coleridge Rd, County Hall, and Lamby Way. This is a key step in supporting the Council's Fleet Transition to EVs. Work on the installation of these charge points will commence in the coming weeks.
61. The Council has introduced 12 electric vehicles to the Recycling and Neighbourhood Services fleet, with 5 more electric Refuse Collection Vehicles (RCV's) on order – this will mean we have the largest fleet of manufacturer produced e-RCV's in Wales and potentially the UK.
62. Clean Air City – As part of the Council's wider commitment to Clean Air to improve and protect the health of its citizens and the environment, it is seeking to expand its network of real time monitoring network, to ensure that a city-wide real time monitoring network is established.
63. The intention of this network is to ensure that Cardiff has one of the most advanced regulatory monitoring networks for air quality data and will likely enable the Council to comply with any future legislative changes from Welsh Government in terms of the likely introduction of a Clean Air Act/ Bill for Wales.
64. The data collected will serve as the foundation stone for research, policy development, health impact analysis and public understanding of air quality more widely across Cardiff. It will enable the Council to assess the impact of interventions that are currently being implemented through the Clean Air Plan and Transport Vision and any future interventions. The future ambition is to link this network to the Councils Stratos Traffic Management system whereby the data collected by the monitoring network is fed into the traffic management system which can help implement future traffic management interventions and reduce congestion and air quality impacts.
65. In a crucial step, all data will be openly shared and fully publicly accessible.

### **Re-use and Recycling Performance**

66. Recycling and Neighbourhood Services are launching a reuse shop at Lamby Way Recycling Centre in partnership with Wastesavers in the first quarter of 2021/22 (subject to emerging Covid rules on non-essential shops). This venture this will facilitate better and wider re-use and repurposing of items and raise awareness of opportunities and issues around waste consumables.
67. Cardiff's Recycling Strategy is currently under review and a new comprehensive strategy will be released later this year. The Strategy incorporates an action plan to achieve the recycling targets of 64%

(current) and 70% by 2025. The latest Waste Strategy for Wales 'Beyond Recycling', highlights the importance of not just recycling, but also prevention, reuse, repair and the Circular Economy. The Strategy therefore not only outlines aims in relation to increasing recycling; it looks beyond recycling to the reuse and repair of materials and the circular economy.

68. The aims set out in Cardiff's Waste Strategy will help Cardiff to reduce its carbon footprint. A key action of the strategy will be to review options to further reduce residual waste, encourage food waste prevention and improving the range and opportunity for residents to recycle. Alongside this, work on regional partnerships and a circular economy approach will help to ensure local solutions for the processing of materials, thus minimising the carbon footprint of transportation and reprocessing.

### **Single Use Plastics**

69. A Single Use Plastics Position Statement has been drafted. The document outlines a series of actions to help deliver upon the One Planet objective to Reduce Single Use Plastics, whilst taking into account the anticipated regulation of Single Use Plastics in Wales. A key commitment within the document, is to review the purchase and use of single use plastics Council wide. This will include sourcing a more sustainable alternative to the single use green bags currently provided for kerbside recycling in Cardiff.

### **Other areas of key activity in advance of the Final OPC Strategy**

70. Alongside the committed projects outlined above we have also initiated a series of nationally innovative and challenging projects and programmes. These will feature in a more detailed and resolved form in the final OPC strategy and action plan. Some of the highlights and challenges are listed below:
71. Hydrogen Feasibility and Demand – The Council using Welsh Government funding, commissioned a report<sup>1</sup> mapping out the potential future demand for hydrogen as a solution for road transport within public sector and private sector fleets in Cardiff and more widely in the Southeast Wales Region. The report will enable a local/ regional Hydrogen Project to be fully mapped out identifying key partners and necessary actions to be formulated, which can be included in the final One Planet Strategy and Action Plan.
72. City Car Club - Work is ongoing to revitalise and increase the provision of the city's established car club. Officers are developing a specification that will allow us to tender for a provider of an enhanced scheme across Cardiff. Working with colleagues in CTS it is also hoped that the new Car Club could potentially be utilised for pool car provision for the Council and potentially address Grey Fleet requirements for staff. There would also be scope to work with PSB and other partners to support corporate car club

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<sup>1</sup> Hydrogen Feasibility and Demand Assessment for Cardiff Council, Costain 2021



memberships and uptake of individual car club usage across the city, with the ultimate aim of reducing overall car ownership across the city. The ambition is to ensure that the cars within the Car Club are fully electric by an agreed target date. The installation of dual EVCPs would allow the Car Club EVs to charge whilst providing capacity for private EVs to charge.

73. Cardiff's Electric Vehicle Transition Action Plan - Work is ongoing to assess the scale of the challenge to achieve Zero emission Bus and Taxi fleet in Cardiff in line with Welsh Governments zero tailpipe emission target of 2028. However, Cardiff's plan is to transition these to low carbon options by 2023 subject to the wider business case.
74. In addition, the future EV charging infrastructure requirements are being currently mapped out. In line with the national action plan being developed by Welsh Government, this draft strategy forecasts that by 2025 nearly 10,000 charging points will be required in Cardiff alone, with this number increasing to around 40,000 charge points by 2030, on the modelled assumption that in 2035 90% of vehicles will be EV. The Council Plan will need to assess how such a large-scale increase in EV infrastructure will be facilitated both in terms of funding and energy capacity and generation requirements.
75. Transition of Councils Fleet to ULEV – Work is ongoing to develop a detailed roadmap to progress the full transition of the Council's fleet to ULEV. A separate report will be brought forward setting out that such a transition will need a staged approach to the transition of the fleet, outlining the challenges and opportunities the Council will face in achieving a fully 100% ULEV fleet. This report will look to establish/ approve a corporate policy that any new vehicles must be EV or other ULEV, unless accompanied by a robust business case which demonstrates why EVs should not be purchased.
76. Domestic Retrofit in the Private Sector– in parallel with our council housing retrofit programme mentioned above, we are continuing to implement small scale retrofit projects using WG Arbed Funding, alongside other city partner initiatives such as ECO and Nest. However, we have recognised the need for a major upscale in retrofit activity, especially in privately owned housing, in order to address the city-wide carbon challenge. A range of funding mechanisms already exists but the uptake of these has been low and the processes for accessing them are often complex. We are working actively with the Cardiff City Region to explore and unlock all potential avenues that could help to facilitate and accelerate the uptake of energy efficiency measures in the city's residential stock.
77. Education – following the successful youth consultation exercise conducted by the Cardiff Youth Council we are exploring how the OPC agenda and wide climate change issues can be integrated more directly into the local school's curriculum.

### **Capital Projects**

78. The large projects outlined above have their own independent budget

allocation, proposed funding bids or plans for implementation as set out. These will be funded through combination of grants, loans, or council capital and each will be subject to formal business planning and subsequent Council budgetary procedures in this respect.

79. However, in recognition of the urgency of the OPC agenda the Council has allocated an additional rolling capital budget of £700 pa to support smaller ad-hoc schemes in the short term. These may include pilot schemes to test procedures in advance of larger roll-out, or projects that implement simple, effective quick win schemes in the short term. The following ideas are currently under consideration:

- i. Monitoring of baseline energy data from Schools and Estates – this is a critical step in mapping energy usage and management.
- ii. Funding the upgrade costs of installation of air source heat pumps and other renewable technologies as an alternative to fossil fuels in two council owned buildings.
- iii. A pilot scheme to test potential technologies for private kerbside electric vehicle charging.
- iv. Implementation of an initial phase of real time air quality management sensors throughout the city - providing a live air quality monitoring system with live webpage/ app displaying data for the public.
- v. A pilot scheme to trial re-usable domestic recycling waste bags
- vi. Piloting and roll out of enhanced food composting facilities in schools.
- vii. Upgraded EV charging facilities to power the small fleet of electric waste vehicles at the Lamby Way Depot.
- viii. A Pilot project for sustainable urban food growing.

80. We are currently devising a transparent evaluation process for these sorts of projects to ensure that the full carbon, social and economic benefits are understood, and to help in prioritisation and fund allocation. Once developed this will assist members in selecting those projects that move forward each year. This report also seeks a specific delegation to allow the OPC steering board to make these periodic fund allocation decisions. We propose that in the meantime on any projects that require urgent funding that the decision is delegated to the Leader and relevant Cabinet members advised by officers.

### **Scrutiny Consideration**

81. The Environmental Scrutiny Committee considered this issue on 11 May 2021. The letter from the Chair will be circulated once received.

### **Reason for Recommendations**

82. To approve measures to facilitate the onward development of the final One Planet Strategy.



## **Financial Implications**

83. This report sets out a set of initiatives / projects some of which are specifically mentioned in the Capital Programme approved by Council on the 4 March 2021. For those Initiatives that are not specifically mentioned in the capital Programme then funding needs to be found from within the allocation provided for One Planet in said approved Capital Programme. All Projects / initiatives relating to Capital Programme funding need to have completed a robust business case with clearly identified funding sources, accompanied by realistic cost estimates and consideration of risks that need to be mitigated in order to ensure that objectives, timescales, and costs expectations are met and managed. Where external funding sources are to be relied upon then the terms and conditions need to be agreed prior to implementation of project.
84. Any associated revenue costs (including staffing) need to be identified in advance of the projects with assurance that they can be found from within the respective revenue and capital allocations provided. Regular review of projects will need to be undertaken in order to ensure that the objectives being sought can be delivered within the financial resources allocated to both individual projects and the overall programme.

## **Legal Implications**

84. The report sets out various activities and projects. Before proceeding with any specific projects, the appropriate legal advice should be sought. Any procurement should comply with the Council's contract procedure rules and constitution.

## **Equality Duty**

85. The Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council 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.

## **Well Being of Future Generations (Wales) Act 2015**

86. 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.
87. 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 2021-24. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

88. The well being duty also requires the Council to act in accordance with a '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 compromising 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 integrated 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
89. The decision maker 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>

### **General**

90. The decision maker should be satisfied that the proposal is in accordance within the financial and budgetary policy. Any procurement of contracts should be carried out in accordance with the procurement legislation.
91. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
92. The report also sets out that consultation has been undertaken with the public. Any consultation must be adequate and fair. The carrying out of consultation gives rise to a legitimate expectation that the outcome of the consultation should be considered as part of the decision-making process.

### **HR Implications**

93. There are a number of HR implication in this report and therefore initial Trade Union consultation has taken place, and this will continued as projects develop.



94. A number of posts will be created as part of this program, these will follow the corporately agreed processes for evaluation, creation, advertising and recruitment.

**Property Implications**

95. The One Planet Cardiff (OPC) strategy proposals in this report describe significant implications relating to the strategic and day to day management of the Council’s property estate. Strategic Estates together with property managing colleagues in Education and Housing have described the principle areas of this impact in the Built Environment update in the paragraphs above, but also note the role land and property will play in the delivery of other areas of the strategy – for example strategic energy projects and food growing.
96. The ability to understand the full impact of the OPC proposals on Council property is largely dependent on the estate wide roll out of the baselining projects. Prioritisation and funding of this exercise will provide the foundation from which to deliver OPC Built Environment proposals.
97. In itself this Cabinet Report does not make any recommendations, or seek decisions on, any specific Council properties. Approval of the report will result in various initiatives and projects directly relevant to property and in these instances, any such work should be undertaken in collaboration with Strategic Estates with decisions progressing through the Council’s agreed property decision making processes.

**RECOMMENDATIONS**

Cabinet is recommended to:

1. note the substantial progress on the development of the final “One Planet Cardiff Strategy” following the launch of the draft strategy in October 2020;
2. note the feedback from public consultation to help shape a final strategy.
3. Delegate authority to the Director of Planning, Transport & Environment, in consultation with the Leader and Cabinet Member (Clean Streets, Recycling and Environment), to select the projects to be funded from the capital allocation.

<b>SENIOR RESPONSIBLE OFFICER</b>	Andrew Gregory Director of Planning, Transport & Environment
	14 May 2021

*The following appendices are attached:*

Appendix A – One Planet Cardiff Strategy Consultation Response

Appendix B - City-Wide Low Carbon Development Strategy Scoping Paper

Appendix C – Letter from Chair of Environmental Scrutiny Committee (*to follow*)



## Appendix A - OPC DRAFT STRATEGY



### PUBLIC CONSULTATION: SUMMARY PAPER

#### INTRODUCTION

The Council has conducted broad and detailed consultation and engagement on the draft One Planet Cardiff (OPC) Strategy. This paper summarises the key outcomes of the consultation exercise in support of the interim consultation update Cabinet Report (May 2021).

Following the launch of the Draft OPC Strategy in October, the Council facilitated a number of different consultation exercises including:

- An online consultation questionnaire aimed at the general public;
- An online questionnaire aimed at local businesses and organisations;
- A bespoke survey of young people, designed and analysed by Cardiff's Youth Council, and
- An Environmental Scrutiny exercise where key experts and stakeholders were invited to give their views on the draft strategy.

This report provides an overarching analysis of this consultation exercise and highlights the key themes, common issues and recommendations that emerged. Almost 2,000 individual responses were received and analysed. The more significant issues that were observed are summarised below:

- The scale of the climate emergency response needs to be resourced appropriately both in terms of staff, resource and implementation funding;
- Consultation, engagement, leadership and partnership will be crucial throughout the implementation period to 2030 and beyond;
- The strategy will need to consider and deploy a range of different techniques to effectively involve and coordinate public and stakeholder groups;
- An OPC leadership board with clear project governance and committed resources is needed to steer the work over the long term;
- Any final action plan needs to identify the projects that can be realistically delivered and needs to include a timetable, cost and prioritisation based on carbon reduction in addition to wider social, economic and environmental benefits;
- Public behaviour change is the biggest challenge in delivering the OPC Strategy and a section should be dedicated stating that the public has an essential role in this. A behaviour change plan needs to be well resourced, and continually in collaboration with partners, over the next 9 years, reviewed and evaluated by people with expertise.

Respondents were also asked to give feedback on the action area themes that were proposed in the Draft OPC strategy and to give a sense of how the ideas proposed in the draft should be prioritised. The following gives a broad summary of these responses:

### **One Planet Cardiff themes**

Built Environment –	A call to consider the carbon footprint of buildings; improve energy efficiency; and to align the OPC work closer with the Local Development Plan (LDP).
Energy –	The roll out of more renewable energy projects is backed widely as well as a demand that buildings need to use renewable energy/tariffs; concerns regarding use of incineration for energy; consideration needed for the approach to boiler replacement.
Food –	A call for more allotment and growing provision citywide; need more regionalised food plans; suggestion to engage schools to grow food.
Green Inf & Biod –	A widespread demand for more trees and green spaces across the city; suggestion that the strategy doesn't address the biodiversity emergency; calls for Cardiff to become a National Park City; a request for more information on the 'Urban Tree Farm'.
Transport –	Support for the active travel infrastructure to be improved, in particular in less affluent areas; progress the outer and inner city connections; develop a city centre that is more pedestrian/cycle friendly; requests for improved, cheaper more integrated public transport; improvements to the city's EV infrastructure; low traffic neighbourhoods are backed; the young people want more action on flights and there is disappointment that Cardiff Airport doesn't feature in the strategy.
Waste –	Removal of single-use plastics requested by the public and young people; calls for a reduction in waste and littering; a deposit return scheme is proposed as a way of reducing litter; and a call for more communications regarding residents' recycling and waste disposal.
Water –	The public backs the action of increasing green infrastructure as a means of reducing flooding risk; strong support for new developments to include sustainable drainage systems and to build on schemes like Greener Grangetown; calls to reduce domestic water consumption, including a suggestion to set a target of future average consumption; demand for Cardiff to become a Refill City; a call for the water section to build on existing projects, expand into behaviour change and better use of technology/retrofitting.

A positive outcome of the consultation process is that it has confirmed the key themes in the One Planet Cardiff strategy including leadership, governance, partnership and programme priorities. The details of the response have been noted and are being considered in the development of the final Strategy and project prioritisation process, alongside other factors such as predicted carbon impact and potential contribution to other economic and social goals of the joint Climate Emergency and City Recovery effort.

### **NEXT STEPS**

This is an interim report and the main issues and recommendation arising from all the consultation responses will be considered in the review and development of the final Strategy. These will also inform the project prioritisation process, alongside other factors such as predicted carbon impact and potential contribution to other economic and social goals of the joint Climate Emergency and City Recovery effort.



## Summary Analysis

### METHODOLOGY

The following detailed analysis reports were used in order to summarise the main outcomes of the three consultations:

- One Planet Cardiff– Consultations on the draft strategy with the public and local businesses (January 2021)
- Report on the Cardiff Youth Council Response to the One Planet Cardiff Draft Strategy

The methodology used specifically for the individual surveys involved in the consultations is outlined within the reports themselves.

In addition, written responses were submitted from organisations and individuals, as well as an Environment Scrutiny Report dated 1<sup>st</sup> December 2020. A summary of these written responses has been collated into a spreadsheet, with the responses grouped under the key themes of the Strategy and other main cross cutting topics.

The main considerations for the development of the final OPC Strategy have been collated considering the responses from all three surveys and all the written responses. These are listed in this report under the key themes and main cross cutting topics.

### THE SEVEN KEY THEMES FROM THE DRAFT OPC STRATEGY

**Ranked per consultation:**

Public survey	Young people survey	Business/organisations survey
1: Energy	1: Energy	1: Energy
2: Green Infrastructure & Biodiversity	2: Built Environment	2: Green Infrastructure & Biodiversity
3: Transport	3: Green Infrastructure & Biodiversity	3: Transport
4: Built Environment	4: Food	4: Built Environment
5: Waste	5: Waste	5: Food
6: Water	6: Transport	6: Water
7: Food	7: Water	7: Waste

**Summary of headlines per theme:**

#### 'Built Environment'

- Demand for all new developments to be built to a low carbon standard is strongly supported by the various surveys. One written submission suggests that all new homes and commercial buildings should be passivhaus standard.
- Call from a number of organisations (in written responses) for a carbon emissions assessment to be undertaken for new builds; the Environment Scrutiny Committee thinks this could be part of future planning applications with the onus on a developer to go on to meet the target.
- Improving buildings' energy efficiency is widely backed by the public and young people; installing more energy efficiency measures/renewables at Council buildings is backed as a mechanism to achieve that.

- The concept of creating 15minute/20minute neighbourhoods was put forward in the consultations.
- Three written submissions call for more details around re-using or updating existing buildings, since it is believed too many are torn down too soon.
- Calls for the OPC strategy to align closer with Cardiff Council's LDP with the Environment Scrutiny Committee stating specifically that it would like the LDP to better illustrate the value of green spaces in the city and protect the green infrastructure, especially trees.

### 'Energy'

- Strong public support for the proposed Council action that all new developments (not Council built) to use renewable energy and heat.
- The public and young people show widespread support for the roll-out of city-wide renewable energy schemes.
- The Cardiff Youth Council sub group identified potential additional energy projects such as creating electricity through the existing barrage; floating solar farms (sea); wind farms; and sewage into energy.
- Two organisations' written submission express concern regarding the use of incineration as a means of producing energy, and as such, concerns relating to the heat network because it will lock the Council into a long term contract with Viridor.
- Widespread request for renewable energy/tariffs to be used for all Council buildings
- The Environment Scrutiny Committee believes that when taking decisions on the replacement of gas boilers, the Council and its partner organisations ensure that hybrid boilers, and other complementary energy sources, are at the forefront of decisions made.

### 'Food'

- A widespread call for more allotments and food growing provision across the city and the potential for produce from the allotments to be made available to the public.
- The public survey suggested that more local markets selling local produce would help residents live a more low carbon lifestyle.
- Three written statements advise that the city food plans needs to have a more regional approach. The Environment Scrutiny Committee says the food section of the strategy needs to work beyond the boundaries of Cardiff and collaborate with other agencies such as NUF, Natural Resources Cardiff and other neighbouring local authorities.
- One organisation's submission states that the Council should engage schools to grow some of their own food.

### 'Green Infrastructure & Biodiversity'

- A big demand from the public and young people for an increase in tree cover and the development of green spaces across the city. The Environment Scrutiny Committee says that NRW can help with that.
- The young people add that more rewilding is needed.
- The public also backed the proposed action "*review how land is valued to account for biodiversity and carbon capture alongside traditional land price factors*".
- One organisation's written statement states that the strategy fails to address the importance of the biodiversity emergency.
- Three written responses note that they would like Cardiff to become a National Park City.
- Four written responses call for more "pocket parks" / "green corridors".
- The Environment Scrutiny Committee think more detail is required on how, where and when the 'Urban Tree Farm' will be developed.



## ‘Transport’

- The most popular Council action backed by the public is for the Council to improve active travel infrastructure, specifically the action to *“Build 5 segregated cycleways across the city, connected to a cycle loop around the city centre to form a fully segregated cycle network.”*
- The Environment Scrutiny Committee supports the roll out of cycling and walking infrastructure, particularly in less affluent areas. It also thinks that this infrastructure, in general, could lock the increase in active travel brought about by Covid19.
- The public also back an improvement in the links between outer and inner Cardiff, suggesting that better connections could be used for commuting.
- Significant support to transform the city centre to be more cycle and pedestrian friendly and improve air quality.
- Public requests for improved/cheaper public transport, including suggestions of streamlined ticketing and integrated transport (i.e. similar to that operated in France).
- Public and business survey results as well as written submissions call for improvements in EV infrastructure.
- One written submission wants a clear plan for buses to become zero emissions by 2025 and electrified transport options for ‘last mile’ freight delivery.
- Low traffic neighbourhoods are backed, including by the Environment Scrutiny Committee, as part of car use reduction.
- The Environment Scrutiny Committee suggests liaising with Sustrans to raise the profile of e-cargo bikes.
- Young people have identified actions focused on ‘flights’ (reduce those with low numbers; stop business flights; tax frequent flyers) and two organisations are disappointed that Cardiff airport is missing from the strategy.

## ‘Waste’

- Reduction of single use plastics widely backed by young people, while the public ranked the removal of single-use plastics from Council venues as the priority action from the proposed list.
- Calls for a reduction in waste and littering by the public and young people; proper bins and stricter fines are possible actions to help this.
- Two written submissions call for a target of zero municipal waste by 2030.
- Three organisations’ written submissions suggest a deposit return scheme is set up as a means of reducing litter
- One organisation is keen to highlight that eradicating plastics must be caveated, since they are vital to some people with disabilities.
- Increase in communications around residents recycling/waste rules is an action supported by the public. One organisation submitted that they would like to see at least 70% recycling of household waste by 2030.
- Two organisations’ submissions call for an end in approval of incinerators.

## ‘Water’

- Increase the amount of green infrastructure across the city to reduce flood risk is the proposed Council action backed the most by the public.
- There is also strong public support for new developments to include sustainable drainage systems. The Environment Scrutiny Committee wants the Council to work with NRW and Dwr Cymru on

more sustainable urban drainage schemes like Greener Grangetown, as part of a 'Blue Green Strategy.'

- Call for more to be done to reduce household water consumption, including a request from the Environment Scrutiny Committee for a future average consumption per head/house target and actions to reach it. Other organisation submissions also call for more of a commitment in the reduction of domestic water use; smart meters are highlighted as one tool to help.
- Two organisations' submissions request that Cardiff becomes a Refill City; i.e. access to free drinking water across the city.
- The Environment Scrutiny Committee wants to see a stronger link between climate change and flooding, drought and sea level rise, as well as personal water use.
- The Environment Scrutiny Committee wants the 'Water' section of the strategy to build on projects like Greener Grangetown and expand into behaviour change, better use of technology and improved retrofitting.



## CROSS-CUTTING TOPICS

### **Summary of headlines per theme:**

#### 'Regulation & Policy'

- The final strategy to provide clearer linkages to the Wellbeing of Future Generations legislation and the supporting wellbeing objectives.

#### 'Strategy comment'

- The public survey confirms that climate change is of considerable concern to Cardiff residents, and responses from some organisations state that the Strategy lacks ambition and does not recognise the scale and urgency of the response and that biodiversity warrants higher importance. One organisation also stressed that the concept of an ecological ceiling is not discussed in depth.
- There were questions from two organisations around what emissions will be covered (scope 1,2 and/or 3), carbon budgets and complying with the Greenhouse Gas Protocol for Cities and/or international policies to keep global temperature increases to below 2degC.
- The Environment Scrutiny Committee recommend that a target and plan should be set for each theme.

#### 'Resource'

- The Council needs to resource the scale of the Climate Emergency appropriately and increase the number of full time dedicated staff working on delivery of the OPC action plan i.e. in comparison with the number of people working on projects such as the City Deal and Cardiff Indoor Arena.
- The action plan needs to be sustainably financed.
- Identify how the use of private finance/municipal investment schemes will be used.
- Identify how divested pension fund investments be targeted locally.
- Allocate a OPC finance officer to identify funding streams and support funding applications.
- The OPC action plan to utilise young people, including students to play a vital role in delivering behaviour change and supporting other practical projects.

#### 'Prioritisation'

- Both the public and business consultation ranked reduce energy consumption/reliance on fossil fuels as most important and the theme of Green Infrastructure and Biodiversity as second.
- The CYC survey focused specifically on climate change education, renewable energy research more green spaces/planting/local produce and incentivising green vehicles.
- The final action plan needs to identify the projects that can be delivered within existing resources within a 9 year window. They need to include a timetable, cost and prioritisation based on the overall carbon reduction that they will have. But a measurement on partner organisations current carbon emissions based on the GHG protocol is required to do this.

#### 'Governance'

- The Environment Scrutiny Committee recommend that a OPC Leadership Board be established with Council and key partner representatives. This board needs to have clear project governance with committed resources, timescales and accountability for specific tasks.
- A request for a Citizen's Assembly or similar deliberative democracy/co-production approach to monitor and evaluate the OPC objectives.
- A request for named climate change and nature Cabinet Members and senior officers.

- A request to identify who has overall responsibility of the OPC Strategy.

#### ‘Partnership’

- Continued involvement of the Cardiff Youth Council member on the OPC Board.
- How the Council will work with neighbouring local authorities on regional carbon reduction issues i.e. transport.
- How to identify, involve, support and co-ordinate public stakeholder groups (such as The Church in Wales) to progress the carbon neutral city goal.

#### ‘Behaviour change’

- The Environment Scrutiny Committee stated that public behaviour change is the biggest challenge in delivering the aims of the OPC Strategy and a section should be dedicated to this stating that the public has an essential role in this.
- The Environment Scrutiny Committee stated that a behaviour change plan needs to be well resourced and in collaboration with partners continually over the next 9 years in a published and assessed plan that is reviewed by people with expertise.
- A suggestion that there are crowd sourcing ideas at all levels and asking what people can do, rather than telling them what they should do. Need an emphasis on citizens leading.
- A request for a commitment by Cardiff Council, and other public bodies, to become Carbon Literate Organisations.

#### ‘Education’

- The consultation with young people has identified ‘education’ as a key missing part of the strategy and calls for plans and procedures to be included for OPC and climate change related education.
- The public survey and results of the young people consultation have identified that as well as working with schools, educating all ages is essential.

#### ‘Engagement’

- The Environment Scrutiny Committee suggested that the Council considers creating a ‘Local Climate Forum’ similar to the one in operation in Leeds. This could provide a voice for local residents and act as an ongoing consultation tool for the Council and its stakeholder partners.
- The Strategy does not indicate how the Council will work to engage citizens and stakeholders to help change behaviour.
- Concern about the lack of a transformational approach to public engagement when many people are ignorant and/or disinterested.

#### ‘Carbon offsetting’

- There were interesting and detailed proposals for a low carbon offset scheme to support visible and carbon beneficial local projects, including tree planting.

#### ‘Economy’

- The public would like to see more support for local markets and businesses.
- Members of the Cardiff Youth Council sub group, involved in the consultation work, identified green jobs as a missing item from the OPC strategy.



- The Environment Scrutiny Committee states that the retrofit of properties is a huge opportunity to kick start the green economy, particularly around local supply chain.
- One written submission calls for a line to be drawn in terms of what compromises the city is prepared to make in terms of economic development, whilst another says the Council must decide which kind of economy it wants to support.

#### ‘Planning’

- One written submission stated that along with a range of other environmental groups working in Cardiff, that they believe the current planning system disregards citizens’ views and issues around biodiversity and nature.
- One organisation’s submission claims that addressing the huge inconsistencies between OPC and the planning system will be critical to the success of the programme. They believe the planning department does not take into account the wider environmental impact of developments, in contradiction to the OPC strategy’s aims and objectives.
- A suggestion was made by one organisation that the introduction of planning citizens’ panels, involved in every stage of the planning process, would be worthwhile.

#### ‘Procurement’

- The Environment Scrutiny Committee outlined a need for procurement to focus on the local economy to progress carbon reduction and support businesses and social enterprises through this carbon reduction journey.
- The Environment Scrutiny Committee encouraged Cardiff Council to become a deforestation free Council and encourage other sectors to do this – or maybe even a Sustainable Palm Oil City.

#### ‘Reference to COVID19’

- Over 70% of the public who responded to the survey said they plan on keeping the lifestyle changes made during the COVID19 pandemic, once it is over.
- 14 of 22 businesses/organisations who took part in the survey stated that their experiences during the pandemic had a positive impact on their sustainability.
- One submission stated that we don’t know the long term impacts of the new ways of living and as such, asks how will the Council adapt our models accordingly.
- The Environment Scrutiny Committee recommends that the direct and long term consequences of the Covid crisis are built into the revised document to reflect how people are more likely to travel and work in future.
- The Environment Scrutiny Committee says that Cardiff Council and its partners need to develop a sensible hybrid approach to home working, acknowledging that staff need to be together at crucial times, but respecting the obvious benefits of home working. The Council and its partners need to create and implement new home working policies reflecting the better post Covid working environment.

## BACKGROUND PAPERS

1. One Planet Cardiff – Consultations on the draft strategy with the public and local businesses (Cardiff Research Centre, January 2021)
2. Report on CYC Response to the One Planet Cardiff Draft Strategy (Cardiff Youth Council & Active Involvement Team, March 2021)

3. Excel spreadsheet: summary of all written responses
4. Environmental Scrutiny Report (December 2020)



# Appendix B

## City Wide Low Carbon Development Strategy

### Scoping Paper

#### 1. Vision

Cardiff has declared a climate emergency and has set out a strategic response to deliver a for carbon neutral Cardiff by 2030 in its [One Planet Cardiff Strategy](#) One Plant Cardiff Strategy. This recognises the need for a strong partnership approach, with all stakeholders and citizen in the city having a place in addressing the real threats of climate change

The strategy recognises that new development in the city has a vital role to play in this decarbonisation agenda. **Future development will be zero carbon or have very high standards of energy performance** and significant weight will be given to these benefits in making decisions on planning applications.

Alongside this national planning and building regulations, policies have been recently realigned and fully support the Council's ambition for low/zero carbon development.

This paper sets how the Council's Planning Service will position itself to implement this new policy context for development

#### 2. Key Policy Background

##### Future Wales

Future Wales sets the direction of development in Wales to 2040. As the National Development Framework, Future Wales is the highest tier of development plan and is focused on solutions to issues and challenges at a national scale. Future Wales sets out a range of national policies relating to enabling low carbon development and these are listed below:

- Large scale mixed-use development (100 or more dwellings or 10,000 sqm) should, where feasible, have a heat network with a renewable / low carbon or waste heat energy source. Planning applications for such development should prepare an **Energy Masterplan** to establish whether a heat network is the most effective energy supply option and, for feasible projects, a plan for its implementation. (Policy 16).
- Cardiff is identified as a priority area for **District Heat Networks** and the LPA should identify opportunities for District Heat Networks and plan positively for their implementation (Policy 16). It should be noted that the City Council has recently been successful in securing Government funding for a major heat network in the Cardiff Bay Area. New developments in reasonable proximity to this network will be expected to incorporate this source of heat as part of any carbon energy strategy and design.
- For non-residential developments LPAs should seek a minimum of 10% of car parking spaces to have **electric charging points** (Policy 12).

##### Planning Policy Wales (Edition 11)

The latest version of PPW states that the planning system should support new development that has very high energy performance and supports decarbonisation and that the Welsh Government's policy is to **secure zero carbon buildings** while continuing to promote a range of low and zero

carbon technologies as a means to achieve this. Relevant part of the guidance to enabling low carbon development are listed below:

- In order to further promote energy efficiency and energy conservation, planning authorities should consider including development plan policies requiring applications for major development to be accompanied by an **Energy Report**. This independent report should include recommendations to the developer relating to energy efficiency and appropriate renewable energy technologies that could be incorporated into the development. A response to that report from the developer should also accompany the application. If planning authorities feel that insufficient consideration has been given to energy issues in project design, they may refuse planning permission.
- The guidance also states that planning authorities should assess **strategic sites** to identify opportunities to require higher sustainable building standards, including zero carbon, in their development plan. In bringing forward standards higher than the national minimum, which is set out in Building Regulations, planning authorities should ensure the proposed approach is based on robust evidence and has taken into account the economic viability of the scheme.
- Developers **should take into account future requirements for carbon reduction** in new buildings when designing their schemes, as a result of changes to **Building Regulations** in Wales; being mindful of any future changes will ensure design aspects of requirements are considered as early as possible.

### **Adopted Local Development Plan**

The adopted Local Development Plan includes the following policy relevant to low carbon development:

#### ***EN12: RENEWABLE ENERGY AND LOW CARBON TECHNOLOGIES***

***Development proposals are required to maximise the potential for renewable energy. The Council will encourage developers of major and strategic sites to incorporate schemes which generate energy from renewable and low carbon technologies. This includes opportunities to minimise carbon emissions associated with the heating, cooling and power systems for new development. An independent energy assessment investigating the financial viability and technical feasibility of incorporating such schemes will be required to support applications.***

Major development sites are taken to be those of 100 dwellings and above, or, commercial developments of 1,000 square metres or more. Developers are expected to submit an independent energy assessment investigating the financial viability and technical feasibility of incorporating such schemes. Statements should be submitted at the planning application stage to ensure that any viability assessment reflects technological developments and economic circumstances.

### **Building Control Regulations**

The Building Regulations 2010 (as amended) makes provision for Energy Efficiency Requirements in relation to buildings. Regulation 25 confirms that **new buildings must be designed to Carbon Zero target performance requirements** but also makes provision to require the developer to provide an assessment of the proposal confirming why with relevant justification why this cannot be reasonably achieved citing, practical, technological and economic reasons.

The technical requirements of Building Regulations are supported by Approved Documents which outline a series of design criteria that if followed will in effect be deemed to satisfy the fundamental requirements of the regulations. The Approved Documents to Parts F (Ventilation) and L (Conservation of Fuel & Power) are currently being redrafted in readiness for implementation later in 2021. **The Approved Documents will spell out an acceptable methodology for calculating CO<sub>2</sub>**



**Target Emissions for building design** providing the opportunity to adopt different technologies to assist in achieving those targets such as PV, wind energy, Heat Pumps, District Heating etc. in addition there will be design information relating to individual elements of the building such as walls, floors, roofs, windows and doors.

Parts F & L 2021 are the first in a series of planned revisions to the Building Regulations in respect of energy saving design; and sets out proposals for a Future Buildings Standard, which **provides a pathway to highly efficient non-domestic buildings which are zero carbon ready**, better for the environment and fit for the future. The next phase will be developed up to 2025 and implemented soon after. Following this further refinements will take place on a regular basis all leading to meet the UK targets for Carbon Zero.

### **3. Example Approaches**

#### Achieving Zero carbon buildings

- Development will be expected to achieve:

A minimum 10% reduction in regulated CO2 emissions through energy efficiency measures; and  
A minimum 35% reduction in regulated CO2 emissions through a combination of energy efficiency measures and on-site renewable energy generation.

After applying on site measures, development is expected to achieve a 100% reduction in its remaining regulated and unregulated emissions through the use of carbon offsetting.

Where existing buildings are being converted into new uses and it is not feasible for the full CO2 emission reduction to be met developments should aim for a 20% reduction in regulated CO2 emissions on site.

- Introduction of a proposed mechanism to collect financial contributions to renewable energy schemes as an 'allowable solution' based on the volume of CO2 emissions to be offset, linked to a list of unfunded renewable energy schemes.

#### EV Charging Points

- Requirement for all individual dwellings with one or more dedicated parking spaces to include infrastructure for electric charging points.
- For developments of 10 dwellings or more at least 20% of dwellings will be expected to have active charging facilities, and the remaining 80% of dwellings will be expected to have passive provision.
- For developments of 100 dwellings or more dwellings there is requirement to provide at least one rapid charging point clustered with a fast charging point for every 10 car spaces and a requirement to facilitate the provision of an electric or ultra-low emission car club.
- For all non-residential developments providing 1 or more car parking spaces, ducting should be installed to enable provision of charging facilities for electric or other ultra-low vehicles and where 10 or more car parking bays are provided, at least 20% of those bays are required to provide active charging facilities for electric vehicles, and passive provision is required for all remaining bays.

- In major non-residential development where provision is required for taxi waiting, the taxi spaces will be expected to include active charging facilities.

#### **4. Actions & Next Steps**

<b>Action</b>	<b>Issues</b>	<b>Responsibility</b>	<b>Time Scales</b>
Prepare detailed Practice Note on designing low carbon developments	<ul style="list-style-type: none"> <li>• Content               <ul style="list-style-type: none"> <li>○ Applying the policies</li> <li>○ Sustainable Energy</li> <li>○ Allowable solutions</li> <li>○ Sustainable Design and Construction</li> </ul> </li> <li>• Research best practice</li> <li>• Advice from expert consultants</li> </ul>	Energy Team Planning Building Control	Sept 2021
Secure specialist resource to assess development proposals in terms of zero carbon development	<ul style="list-style-type: none"> <li>• In house or third party</li> <li>• If in house where does it sit</li> <li>• Funding</li> </ul>	Energy Team Planning Building Control	Sept 2021
Build principles into Replacement LDP Process and included in Preferred Strategy	<ul style="list-style-type: none"> <li>• Feed into strategic options consultation Autumn 2021</li> <li>• Feed into Preferred Strategy Consultation Autumn 2022</li> </ul>	Energy Team Planning Building Control	Sept 2022



**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 20 MAY 2021**

**LET'S MAKE CARDIFF GREENER, HEALTHIER AND WILDER  
CULTURE & LEISURE (COUNCILLOR PETER BRADBURY)**

**AGENDA ITEM: 7**

**Reason for this Report**

1. To update Cabinet on the plans to deliver the Let's Make Cardiff Greener, Healthier and Wilder motion passed at the Council meeting on the 28th January 2021.

**Background**

2. Cardiff's public and green spaces are ranked by its own citizens as amongst the best in Europe and the Council recognises the importance and benefits derived from a greener, healthier and wilder city environment. Furthermore, the Council has committed to an ambitious agenda of change, action and improvement to meet the current and future challenges faced.
3. Capital Ambition defines Cardiff as a lead in the transition to a cleaner greener, Wales setting out a wide range of continuing commitments. These commitments include the improvement of our parks and public spaces, the promotion of cycling, walking and active travel, the promotion of healthy, local and low-carbon food and establishing Cardiff as a world-leading city for recycling and waste reduction as a core part of its response to the climate emergency. Delivery against these commitments will ensure that Cardiff is a better place to live for all our people.
4. The Corporate Plan 2021-24 sets out progress made under well-being objectives highlighting the growth in the number of the city's parks and green spaces achieving the Green Flag status, the international mark of quality standards for parks and green spaces. Progress has also been made in improving and enhancing biodiversity in the city during 2020/21 and through the work of the Local Nature Partnership re-established in 2020. Overall air quality in the city also improved significantly during 2020/21 and four new segregated cycle routes, including pop-up cycleways, to promote safe and active travel were delivered.
5. In March 2019, the Council declared a Climate Emergency in acknowledgement of its role and responsibility for the protection and

enhancement of the environment and the need to lead by example, to help deliver improvements within both the organisation, as well as partnership and collaborative working.

6. The One Planet Cardiff Strategy was published in October 2020 supporting a vision for Cardiff to become a carbon neutral City by 2030, and recognising that green infrastructure will play an important role in its realisation. The Council also recognises that its green spaces and biodiversity need to be protected and enhanced and that steps need to be taken to add to the natural green assets of the city.
7. The Cardiff Well-Being Plan 2018-2023 ensures that Cardiff grows in a sustainable way and sets out the Cardiff Public Service Boards priorities for action over the next 5 years, and beyond. The plan recognises that all of the city's communities, new and old will need access to green spaces.
8. The well-being objective of Cardiff Grows in a Resilient Way articulates the importance of its outdoor assets as one of the biggest factors which citizens identify as contributing to their well-being. As well as providing a safe space for children to play and be active from an early age with long-term benefits for physical and mental health, the natural environment contributes to strong and cohesive communities, providing a space for interaction and engagement and joint community activities. A commitment to take a city-wide response to air pollution through supporting the development and delivery of a Cardiff Clean Air Strategy and supports motion priorities, equally does the commitment to promote volunteering and social action, including the development of a city volunteering portal under the Safe, Confident and Empowered Communities well-being objective.
9. In January 2021, Council approved the motion, Let's Make Cardiff Greener, Healthier and Wilder. There are five areas of activity set out in the motion as detailed in Appendix 1.

## **Issues**

10. Whilst the Council is active in partnership working and in securing external grant funding, to address the priorities set out within the motion, new resources will be required In order to progress some aspects.
11. The motion will require the Council to set aside land for the use and purposes set out within the motion, however this should not be undertaken to prevent development.
12. Current areas of mainstream activity, project work and future proposals that support the motion priorities are set out below;

## Tree Planting

13. The Council motion requests a plan to be published for the mass planting of trees in the city, so that local groups, Cardiff schools and



school children have opportunities to plant within the public realm.

14. The Council is already developing a major programme of tree planting - Coed Caerdydd - which seeks to increase tree canopy across Cardiff from 18.9% to 25% by 2030, and in doing so, delivering the ambition set within the One Planet Cardiff strategy.
15. This increase was one of the recommendations set out within the i-Tree Study, commissioned by the Council to evidence the ecosystems benefits of trees and tree cover to the city. The study was part funded through the Natural Resources Wales Green Infrastructure Grant and published in 2018. The study demonstrated that existing tree canopy provides an estimated annual benefit to the city of £3.3 million, based on the impact of air pollution removal, avoidance of storm water runoff, carbon storage and sequestration. A copy of the final i-Tree summary report is attached at Appendix 2.
16. To achieve the increase in tree canopy cover, it is estimated an additional 839 hectares of tree canopy will need to be planted across the city's land area, across all land holdings, public and privately owned. The Coed Caerdydd Programme will provide an integrated and holistic approach to tree planting across the city, at every scale from individual trees in parks, new and replacement street trees and mass woodland planting. There is potential for funding in excess of £1 million for the set up and implementation of the Coed Caerdydd programme over the next 2 years arising from the sources below:
  - Natural Resources Wales - £20k via the Public Service Board to identify and scope appropriate land for tree planting, biodiversity improvement, community growing, and to develop branding for the Coed Caerdydd programme.
  - The Woodland Trust - £228k through the new Emergency Tree Fund, the only award under this stream in Wales. This sum will fund a programme of tree planting, establishment of a small local provenance tree nursery and the development of a scoping report exploring the potential for use of timber extracted from arboricultural operations.
  - Welsh Government - £735k through the Enabling Natural Resources and Well-being (ENRaW) scheme, for which final approval is awaited with 'permission to proceed at risk' provided. This funding will facilitate a range of projects and activities linked to canopy expansion over two planting seasons. The ENRaW funding will also enable the creation of a small project team to plan and manage the tree planting programme and aftercare arrangements. It is anticipated that two dedicated project staff, a Project Manager and Volunteer Co-ordinator, will be appointed during the first quarter of 2021/22, and will work alongside existing teams and volunteer groups to plan and oversee canopy expansion activity.

17. Engagement with partners has been at the heart of the development of the Coed Caerdydd programme from the outset and in addition to project funders, Cardiff University, The Wildlife Trust of South and West Wales are actively engaged with elements of the project. A working relationship is also being established with the Wales National Forest team in Welsh Government, brought into being last year with the aim of creating areas of new woodland and to help restore and maintain ancient woodlands.
18. Building on the Council's existing environmental volunteering activity, new volunteering opportunities will be developed through the creation of a supported Local Tree Wardens Scheme with involvement in the planting and aftercare of trees and local woodland areas. The programme will also provide extended opportunities for Cardiff schools and school children to become actively engaged in tree planting and new woodland creation. This activity will be coupled with interpretation to increase understanding and awareness of the value of trees to local communities.
19. The Coed Caerdydd Programme will be supported through robust governance arrangements. A project board will be established, chaired by the Cabinet Member with responsibility for Parks, to oversee the implementation, with representation from project partners, volunteers and project officers. A project working group will provide a monthly forum for oversight of day to day activities within the programme.
20. The Identification of land suitable for tree planting is underway and a phase one exercise was completed in March 2021, which saw the assessment of land not only for tree planting but also for biodiversity enhancement and food growing potential, on land in the ownership of South Wales Fire Service and Cardiff and Vale University Health Board. Phase two work will see the scoping of land in the ownership of South Wales Police completed by the end of May and suitable sites from both phases will be incorporated into future planting programmes. This process will also enable the most appropriate planting types to support not only tree canopy, but also improved connectivity of habitats to enhance biodiversity.
21. The scoping of all land in Council ownership across all service areas has also commenced, using the processes developed under phase one and phase two and the Council will continue with its policy of installing root barriers, which direct roots away from infrastructure and utilities, at hard highway locations, preventing pavement and kerbs from lifting and damage.
22. The appointment of a Project Manager will provide the resource and impetus required in developing the overarching mass planting plan consistent with a Tree Strategy, which will be developed as part of the Coed Caerdydd Programme. This will result in the delivery of an enhanced and co-ordinated planting programme delivered on an annual basis with the 2021/22 programme commencing in November 2021.



23. To inform planting programmes a series of consultation meetings with all ward members will commence in the summer of 2021, in order to understand local need.
24. There will be a range of different work streams within the programme to support canopy expansion activity, to include:
  - Volunteering and Community Engagement
  - Schools Engagement
  - Public Service Board Partnership working on land including Health Centres, Police and Fire Stations
  - Private Sector Engagement
  - Carbon sequestration activity linked to the existing Woodland Carbon Code
  - Research activity linked to higher educational establishments
25. The current potential programme funding will support activity until June 2023, but consideration will need to be given to sustaining the commitment to canopy expansion up to, and beyond 2030. It will be critical that new plantings delivered through the programme are maintained in situ in order to have sustained impact and the project team will be working to identify the solutions that ensure that this commitment continues for the lifetime of the programme and beyond.
26. Carbon offsetting is factored into the ENRaW grant funding, via the established 'Woodland Carbon Code' scheme. This voluntary standard for UK woodland creation projects was set up in 2011 and provides a formal framework for monitoring woodland creation projects and selling carbon units where claims are made about the carbon dioxide sequestered by woodlands under the scheme. Independent validation and verification to this standard provides assurance and clarity in respect of carbon savings is administered by Forest Research, one of the Coed Caerdydd project partners. Development of registered woodland areas through this scheme will generate an income through offsetting, subject to the availability of land of sufficient extent to develop new, small, permanent, managed woodlands.
27. A Coed Caerdydd project overview document is attached at Appendix 3.

#### New Tree Nursery

28. The second key element of the motion is to establish a new Public Tree Nursery at Forest Farm. The Council benefits from a team of qualified and experienced Arboricultural Officers and Arborists who will provide advice and guidance to residents and community groups. The nursery will focus on propagating stock of local provenance.
29. The Council has been successful in attracting funding for the establishment of a small tree nursery, based at the Forest Farm site, within the award from the Woodland Trust's Emergency Tree Fund. The

tree nursery will be a local resource to develop and increase the availability of local provenance trees for planting across the city and will build on the development of Forest Farm as a hub for volunteer activity and training. The tree nursery will, initially focus on the growing on of bought-in trees to a size suitable for planting, but will also involve the collection of tree seed and the propagation of tree stock from Cardiff trees with the support of volunteers.

30. In parallel to the Forest Farm operation, the Council's plant nursery at Bute Park will continue to expand its propagation of non-native hardy tree and shrub stock for Cardiff's parks and green spaces, building on the expertise that already exists in-house. The nursery team will also support the propagation of collected local tree seed for growing on at the Forest Farm site. Stock propagated from the tree nursery will over time, reduce the dependency on the sourcing of stock from external suppliers, however, there will be a need to continue with the use of external nurseries for specific supply.
31. The Forest Farm site will support the production of an estimated 5,000 trees per annum, predominately for woodland planting and from year three onwards. Additional land / satellite sites will be required for the operation to scale up as demand increases over time.

#### Making Land Available

32. The motion seeks to identify land that can be used by local communities for community gardens, pocket parks, growing spaces, and meeting places and for the Council to work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city.
33. The Council has over time worked with local ward members and community groups providing direct support and advice in the creation of pocket parks, growing spaces and urban greening projects on land within Council ownership and vested with the parks and highways service. The areas of activity and projects have included Shelley Gardens and City Road in the Plasnewydd Ward, Splott Road in the Splott Ward, the Rhiwbina Garden Village in the Rhiwbina Ward, Michaelstone Road in the Ely Ward, and the Grow Well Project at the Dusty Forge also in the Ely Ward. Activity to date has resulted in stimulating volunteer activity, delivered improvements in environmental quality and has helped to engender a sense of ownership within the local community.
34. The Council will continue to work with local members to identify additional areas of Council owned land that can be made available. This work will focus on land currently vested in the parks and highways service that is not suitable for development. Land in Council ownership that becomes surplus to Council requirements and is suitable for development will continue to be considered through the current land disposal process. The Council's commitment to this motion is intended to provide appropriate new spaces for community activity. It is not



intended to make land available to communities to protect against development.

#### Protecting Access to Riverbanks and the Bay Edge

35. The motion seeks to protect and enhance nature and public access for walking and cycling, along our riverbanks and around the edge of Cardiff Bay.
36. Policy KP16 of the Cardiff Local Development Plan, along with the Council's Green Infrastructure Supplementary Planning Guidance and accompanying Technical Guidance Notes set out the Council's planning approach to green infrastructure, which all new developments are required to satisfy. This policy applies to both brownfield and greenfield sites and aims to achieve a connected multi-functional green network, which will be protected, enhanced and managed to provide recreation, access, social, health and biodiversity benefits. Proposed development must demonstrate how green infrastructure has been considered and integrated into the proposals, in line with the six objectives set out in the Supplementary Planning Guidance. The River corridors Technical Guidance Note sets out guidance on how planning applications located within such will be assessed and identifies a range of factors, including recreational routes and biodiversity, which need to be taken into account when submitting a planning application within these areas.
37. Enabling public access and connectivity through a network of footpaths and cycle ways throughout Cardiff Bay and the river network has always been important aim for the Council, so that residents and visitors can enjoy and make sustainable use of these areas. This aim is set out in the Council's planning policies and through master planning of key areas, such as Cardiff Bay and the Sports Village.
38. Where land is subject to redevelopment adjacent to the water's edge consideration will be given to the maintenance and provision of public access. Whilst the Council will seek to deliver solutions through the planning system and through negotiation with the developer, the extent to which this will be achievable will depend on financial viability and in particular the implication of setting aside land on the overall scheme.
39. The Cardiff Harbour Authority has three main aims as set out below:
  - To maintain and enhance an outstanding, sustainable environment.
  - To provide exceptional facilities and activities to ensure that Cardiff continues to have a premier waterfront location.
  - To work in partnership with stakeholders to ensure continued public and investor confidence in Cardiff Bay.

In line with these aims and over time enhancements to nature and public access have been realised.

40. Central to these aims and located on the Bay edge is the Cardiff Bay Wetlands and in the financial year 2017/2018 the site was awarded

Green Flag status, a scheme recognising well managed parks and green spaces, setting the benchmark standards throughout the United Kingdom and around the world. Enhancements undertaken through the site management plan have included the creation of new habitat woodpiles from tree coppicing, the creation of wildflower areas providing habitats for invertebrates and plant species, the provision of new information boards, upgrading of the boardwalk and the installation of a Wildlife Explorer Trail.

41. In February 2021, in conjunction with Keep Wales Tidy and through a Welsh Government funded project, a 'Tiny Forest' was created on the edge of Cardiff Bay Barrage encompassing an area of approximately 0.25 hectares. 1000 trees of 25 differing native species were planted and the area will become a biodiverse hotspot, developing into an important area for both birds and insects. There will be public access to the area, which will also be used as an outdoor classroom, enabling school children to participate in educational sessions, flora and fauna related. Additional areas for wildflower creation totalling an approximate area of 0.14 hectares have recently been identified on the Barrage Embankment and for development in 2021. The wildflower seed mixes selected include pollinator rich species to enhance the environment for the benefit of insects and to provide a more diverse ecology for the barrage embankment. The areas will help frame an avenue either side of publicly accessible pathways enabling people to enjoy a diversion within the embankment. CHA's commitment to work in partnership with stakeholders to ensure continued public confidence in Cardiff Bay led to an independent wayfinding review of the Bay Trail footpath / cycle way in 2018 recognising a demand for a much clearer signage provision. A project was established in collaboration with stakeholders, aimed at developing an improved signed route to aid people wishing to enjoy walking or cycling around the Bay edge. The new installations were completed in 2019 with investment of circa £10k.
42. In terms of the broader enhancement of biodiversity across the city, a targeted and consultative approach will continue to be undertaken, ensuring that areas of greatest need are identified for improvements.

#### National Park City

43. The motion commits the Council to support the National Park City movement ensuring the full-weight of the Council's resources supports this people-led movement.
44. The National Park City Foundation is a registered charity, established in 2017 to champion the concept and bring the idea of National Park Cities to life, with a shared vision and journey for a better life whereby everyone in a National Park City is able to benefit and contribute everyday. The National Park City Foundation identifies a National Park City as a place, a vision and a city-wide community that is acting together to make life better for people, wildlife and nature. A defining feature being the widespread commitment to act so people, culture and nature work together to provide a better foundation for life.



Notwithstanding the title of the status, its application extends more widely, beyond a cities parks and green spaces, throughout the whole the public realm and to include the built environment.

45. At an event in July 2019, hosted by the Mayor of London and after a six-year campaign in growing a movement and co-ordinating and supporting action, London declared itself as the first National Park City. Integral to the London movement has been the development of branding with greener, healthier and wilder as a prominent strapline.
46. The London movement cites multiple benefits to holding the status of a National Park City that include:
  - A greener city with a greater diversity of wild spaces, improving air quality and the standards for everyday life for residents and visitors.
  - More children and adults enjoying play, recreational and learning experiences outdoors with a positive impact on physical and mental health.
  - Communities planning and creating greener and bluer neighbourhoods, connecting with each other and with where they live, work and play.
  - More planting and green space resulting in the reduction of flood risk, increase in resilience and enhancement of biodiversity.
  - Visitors and residents being able to make use of a network of existing and new community groups and businesses, providing exciting and diverse outdoor activities and experiences enabling citizens to experience the natural world more easily and fully.
  - London becoming a more distinctive city, attracting more visitors, investment and interesting activities and businesses of all kinds, boosting its economy and global brand.
47. Partnership working has been central to the development of the London model and with the creation of a unique cross-sector network involving 260 individual groups and organisations. The Partnership is led by a steering group and governed by a London National Park City Charter, which is attached at Appendix 4. In November 2019, an event aimed at generating interest in working towards National Park City status in Wales was held at Cardiff University. While the event stimulated initial interest, limited progress has been made to date.
48. London remains the only National Park City recognised by the National Park City Foundation, however there are emerging movements within the United Kingdom, in Glasgow, Belfast and Newcastle upon Tyne. Worldwide movements in Galway, Ireland, Jefferson, Indiana, San Francisco, California, Calgary, Canada and Adelaide, Australia are gaining momentum.
49. The National Park City Foundation is developing a guide on how to become a National Park City, in part, as a response to cities worldwide seeking clarification on the process and requirements for achieving

status. The guidance will take the form of a 'Journey Book' and will set out a ten-step process for those candidate cities will need to follow in order to join the National Park City Family. It is anticipated that the Guidance will be published in summer and promoted at a launch event.

50. The Council has a broad range of well-established mainstream and project activity together with future proposals consistent with the concept of a National Park City and as the major landowner in the city, the Council is in a position to positively influence the development of a movement in Cardiff.
51. In order to generate and maintain stakeholder and community interest in a National Park City for Cardiff, it is proposed that the Council commissions a third party to design and facilitate a National Park City Cardiff Stakeholder Event and support in establishing governance arrangements which ensure momentum for a movement. In addition to this support for venue hire and a secretariat function are provided.

#### Financial Considerations

52. An amendment to the motion was agreed by Council, which commits Cabinet to consider proposal within 3 months if there is a financial impact, and where there is no financial impact, the proposals are to be implemented by Cabinet without delay. Accordingly, all proposals arising from this motion will be considered in line with the Council's normal decision making and governance processes. The financial implications arising from this report are set out below.

#### **Scrutiny Consideration**

53. The Economy and Culture Scrutiny Committee considered this issue on 13 May 2021 and their comments have been reflected within this report, The letter from the Chair is attached at Appendix 5.

#### **Reason for Recommendations**

54. To ensure that the proposals contained within motion are progressed.

#### Financial Implications

55. The report provides an update on the progress against proposals and activity linked to the Let's Make Cardiff Greener, Healthier and Wilder motion. Whilst there is potential external grant funding of circa £1m, £735,000 is the subject of confirmation mainly in relation to the Enabling Natural Resources and Wellbeing funding. No expenditure should be incurred or works carried out in advance of confirmation of grant to ensure no adverse financial impact on the Council's budgets. Proposals as set out in the report will need to be the subject of due diligence with any funding shortfalls identified and mitigated as soon as practicable including reductions or adjustments to planned activity. Terms and conditions of any funding sources will need to be met including any



match funding commitments and any requirements for retention of records beyond the normal retention policy.

56. Any expenditure must be managed within confirmed funding with ongoing revenue costs of maintenance, staffing and management to be met within existing revenue budgets. No funding is included within the capital programme from the Council's own resources for the acquisition or laying out of land. Any additional costs would need to be met by additional borrowing. In respect to disposal of existing Council owned land, the Council has a remaining Non Earmarked Capital receipt target from 2021/22 of over £32 million, from the target of £40 million initially set in 2018/19. Any diversion of sites for alternative purposes will have a significant impact on this target and any future borrowing requirement. It is not clear when Cabinet will receive an updated Annual Property Plan that would consider the impact of this proposal. The budget report and capital strategy considered by Council in March 2021, set out the Capital Programme and highlighted the reliance of the programme and affordability of the programme on disposal of assets including land.
57. The Woodland Trust funding agreement requires the entering into of covenants. The siting and carrying out of works carried out using grant will need careful consideration from a property perspective to ensure there are no adverse financial impacts.

### **Legal Implications**

58. In relation to the mass planting of trees within the city, under section 2(1) of the Local Government Act 2000 a local authority has power do anything, which is likely to achieve the promotion or improvement of the economic social or environmental well-being of its area.
59. In relation to the use of any land currently held by the Council for purposes set out in this report; if necessary, the Council may appropriate land for such uses pursuant to section 122 of the Local Government Act 1972 ("LGA 1972). Any new acquisition of land for such purposes may be acquired under the general powers contained under s.120 of the LGA 1972. It is expected that any new acquisition of land will be subject to further reports and decisions approving the terms of those acquisitions and affording an opportunity for advice to be obtained from a qualified valuer as required by the Council's Acquisition and Disposal for Land Procedure Rules.
60. The commissioning of a third party to design and facilitate a National Park City Event will need to comply with the Council's standing order and contract procedure rules with regard to the provision of any works and services.

### **Equalities & Welsh Language**

61. In considering this matter, the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties) . Pursuant to these legal duties Councils must, in

making decisions, 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. Protected characteristics are: (a). Age,( b ) Gender reassignment( c ) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief –including lack of belief.

62. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### **The Well-being of Future Generations (Wales) Act 2015**

63. 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. 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

64. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

65. The well-being duty also requires the Council to act in accordance with a '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 compromising 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 integrated approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

66. The decision maker 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 on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>



## **HR Implications**

67. There are no significant HR implications arising from the content of this report and its recommendations. The two new posts that have been created will be subject to the Council's usual recruitment and selection procedures.

## **Property Implications**

68. Under the motion, Let's Make Cardiff Greener, Healthier and Wilder, it is noted that it will require the Council to set aside land for the use and purposes set out within the motion, but that this should not be undertaken to prevent development. In accordance with the proposals and motion, the Estates Department will work with other departments as appropriate to identify land that can be used with local communities for community gardens, pocket parks, growing spaces, and meeting places and work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city. Accordingly, this work will focus on land currently vested in the parks and highways service that is not suitable for development and that land in Council ownership that becomes surplus to Council requirements and is suitable for development will continue to be considered through the current land disposal process.
69. Where relevant, where there are any property transactions and valuations carried out to meet the objectives of Let's Make Cardiff Greener, Healthier and Wilder, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Note the current position and areas of proposed activity detailed within this report.
2. Confirm support for the development of an overarching plan for the mass planting of trees and the production of an enhanced annual programme for delivery.
3. Authorise officers to allocate resources to:
  - (i) support venue hire and a secretariat function for the purpose of developing a National Park City for Cardiff;
  - (ii) provide support to establish governance arrangements to ensure momentum for a movement;
  - (iii) commission a third party to design and facilitate a National Park City Cardiff Stakeholder Event.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b>
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	Director of Economic Development
	14 May 2021

*The following appendices are attached:*

Appendix 1 - Minutes of the Council meeting - 28th January 2021

Appendix 2 - Cardiff i - Tree Summary Report

Appendix 3 - Coed Caerdydd Project Overview Document

Appendix 4 - The Charter of the London National Park City

Appendix 5 – Letter from Chair of Economy & Culture Scrutiny Committee



**Let's make Cardiff Greener, Healthier and Wilder! – Council Motion 28 January 2021**

The aim of this motion is to enhance the Council's One Planet Strategy in terms of combatting climate change and increasing bio-diversity in Cardiff.

Actions would build on the work Cardiff Council already does to preserve its parks and open spaces.

Working in partnership with grassroots community groups, Friends groups and environmental organisations, the Council will enable social and climate justice delivery above and beyond the vital services the Council provides.

The Council's relationships with grass roots community groups are well established and the Parks Service works in partnership with about fifty partner organisations, who over time have, and continue to, influence, policy, strategy and operational matters.

Specifically a strategic partnership with the RSPB is well established and three major projects involving both parties exist, these being;

- Giving Nature a Home in Cardiff project, which commenced in 2016 project, also in partnership with Buglife Cymru and funded through the National Lottery Community Fund, which seeks to engage local communities and children in Cardiff with nature, including supporting the development of pollinator friendly habitats.
- Living Levels Landscape Partnership Project, which commenced in 2018, a National Lottery Heritage Funded Partnership Scheme, which aims to reconnect people with the Gwent Levels Landscape.
- Flat Holm Island - A Walk Through Time project whereby in 2018, the Council was awarded a National Lottery Heritage Fund development grant of £150k towards the first stage of a £1.3million major heritage and conservation project, in partnership with the RSPB and Flat Holm Society.

This Council notes:

1. Our declaration of a Climate Emergency in 2019
2. The response to the Bio-diversity task and finish group of the Council's Environment Scrutiny Committee
3. That the Council is developing an ambitious and major programme that seeks to increase tree canopy across the city from 19% to 25% by 2030. A number of external funding bids, which have the potential to attract significant investment, are under consideration by funding bodies. The scope and scale of the plans that we have in place will be greater than any other Core City.

4. The impressive sustainability proposals around energy, housing and transport that the Council has developed.
5. The pressures on a fast-growing city to provide land for uses such as; housing, education, and jobs.
6. That the council has agreed to consult on replacing our Local Development Plan, which would give an opportunity to strengthen environmental protections.
7. And commends the excellent job done by residents, volunteers, and stakeholder groups to plant trees and enhance local nature and bio-diversity. The staff across the Parks Service and Neighbourhood Services facilitate and support the work of the voluntary efforts and this has to be resourced / managed.

Therefore this council proposes:

1. To publish a plan for the mass planting of trees in the city. So that local groups, Cardiff schools and schoolchildren have opportunities to plant within the public realm.
2. To establish a new Public Tree Nursery at Forest Farm. The Council benefits from a team of qualified and experienced Arboricultural Officers and Arborists who will provide advice and guidance to residents and community groups. The nursery will focus on propagating stock of local provenance.
3. To Identify land that can be used with local communities for community gardens, pocket parks, growing spaces, and meeting places and work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city.
4. To protect and enhance nature and public access for walking and cycling, along our riverbanks and around the edge of Cardiff Bay.
5. To support the National Park City movement in Cardiff ensuring the full-weight of the council's resources supports this people-led movement.
6. We ask that where there is a financial impact to the Council, Cabinet considers the proposal within three months and where there is no financial impact, the proposals are implemented by the Cabinet without delay.



# Valuing Cardiff's Urban Forest: A Summary Report

This report summarises the first comprehensive study on Cardiff's urban trees. The study utilised i-Tree Eco, a tool that assesses and values urban forests to inform their management.

Cardiff's urban forest is shown to be a valuable and important asset providing benefits that support the sustainability of the city and the health of residents.

Vulnerabilities in Cardiff's urban forest are highlighted, including dominance by two species, which can reduce the resilience of the urban forest to pest and disease outbreaks.

The information provided in this study offers a platform for City of Cardiff Council, residents and businesses to tackle these vulnerabilities, make informed decisions and manage Cardiff's urban forest to improve its resilience and delivery of benefits.

**Cardiff has an estimated canopy cover of 18.9%**

**Cardiff's trees annually provide benefits worth £3.3 million to those who live and work in the city**

**The replacement cost of Cardiff's trees is £11 billion**

## Background

The urban forest comprises all the trees in the urban realm – in public and private spaces, along linear routes and waterways and in amenity areas. It contributes to green infrastructure and the wider urban ecosystem. The urban forest delivers a range of benefits to those who live and work within, including climate regulation, air pollution removal, flooding protection and habitat provision. These benefits are often termed ecosystem services.

Cardiff is one of the fastest growing cities in the UK. This expansion generates pressure on the urban forest as well as a greater need for the benefits it provides. Cardiff experiences many of the detriments associated with urbanisation, including high levels of air pollution, and risk of surface water flooding. Urban residents can also become isolated from nature and experience a lack of access to greenspaces, which has been linked to poorer physical and mental health.

Urban forests are an attractive natural means to help address these issues. Urban trees help sequester carbon and mitigate climate change, intercept airborne pollutants improving its quality, and retain rainfall reducing surface runoff and flooding. Urban trees also provide habitats to wildlife, support healthier living for residents and create a sense of place to urban areas.

i-Tree Eco is a respected, peer-reviewed model developed by the Forest Service and i-Tree Cooperative in America and used around the world. It allows for the quantification and valuation of urban trees and some of the benefits they provide. In the UK, it has been used to assess urban forests in over 20 towns, cities and parks since its pilot in Torbay in 2010.

This summary outlines the main findings of the project and recommendations for supporting the ongoing sustainability of Cardiff's urban forest.

The full report is available free from: <https://www.forestresearch.gov.uk/research/i-tree-eco>

## Methods

Data on urban trees was collected across Cardiff in the summer of 2017 from 199 plots randomly allocated across the city. The study area covered 14,064 ha and included the city centre and the surrounding rural area. Data collection followed standards described within the i-Tree Eco v6 manual. Information was collected on tree characteristics and the local environment.

The data was entered into i-Tree Eco to describe the composition and structure of Cardiff's urban forest and estimate values for a set of ecosystem services. i-Tree Eco has been adapted for use in the UK through incorporation of local weather

and pollution data. The valuation used for each service was:

- Carbon: 2017 DBEIS value of £65 / tonne CO<sub>2</sub>e.
- Avoided runoff: avoided water treatment metered charge rate of £1.34 per m<sup>3</sup>.
- Air pollution removal: avoided health & building damage using UK social damage costs.
- Replacement cost was calculated using CAVAT (Capital Assessment Value for Amenity Trees).

Further analyses were used to assess threats by pests and diseases and capacity for tree species to provide habitat for insects and pollinators.

## Composition and structure of the urban forest

**Canopy cover:** Cardiff has an estimated canopy cover of **2,658 ha**, covering **18.9%** of the city area. This ranks Cardiff 101<sup>st</sup> out of 312 urban areas for canopy cover.

**Tree population:** Cardiff has an estimated **1.4 million** trees. This is approximately 3.9 trees per Cardiff resident, or 100 trees per ha.

**Structure:** Trunk diameter (dbh) can be related to benefits provision with larger and older trees providing more services. Guidelines recommend having 10% of trees with dbh > 60 cm to ensure a healthy stock of trees.

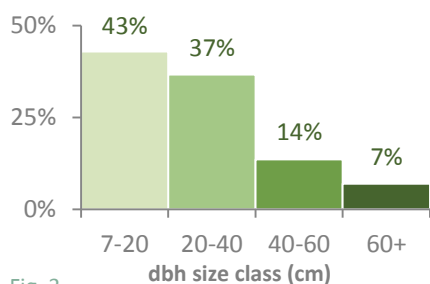


Fig. 3

**Ownership:** The majority of trees in Cardiff are privately owned.

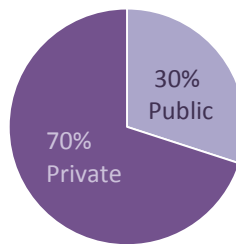


Fig. 1

**Land-use:** Most trees were found in agricultural land, which included trees in woodlands or forests.

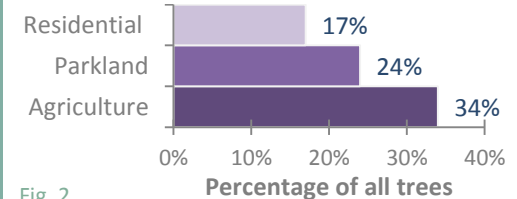


Fig. 2

### Composition:

A total of **73 species** were identified in this survey. A tree population with a diverse range of tree species is more resistant to pests and diseases. Diversity of species in Cardiff is good, although ash and sycamore exceed recommendations that no species should compose more than 10% of the population.

Three of the top ten species are non-native species and **56%** of all trees were native species.

The proportion of the top ten most common species within the urban forest are displayed in Fig. 4.

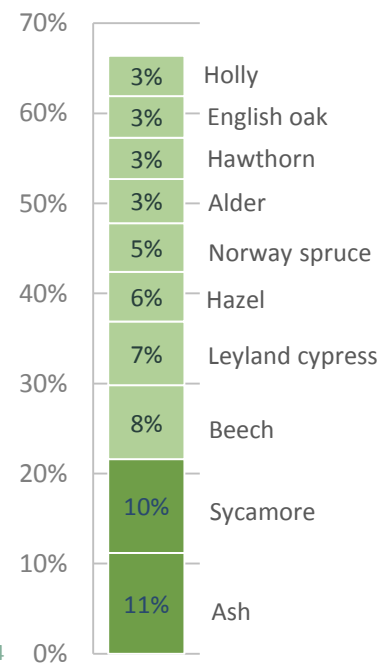


Fig. 4

**Condition:** 49% of Cardiff's trees were in excellent condition. The proportion in each condition category is shown in Fig. 5

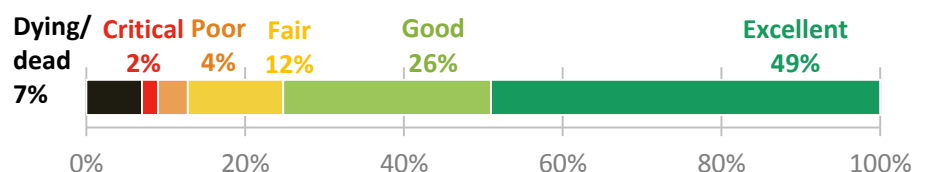


Fig. 5



## Ecosystem services provided by Cardiff's trees

**Air pollution removal:** trees remove airborne pollutants including Nitrogen oxides, ozone, carbon monoxide and particulates (PM<sub>2.5</sub>). These pollutants have negative health impacts, including shortness of breath, respiratory tract irritation, and loss of life. Cardiff's trees remove the equivalent of 10.5% of PM<sub>2.5</sub> emitted from transport in Cardiff each year.

**190 tonnes**  
of airborne  
pollutants  
removed each  
year

worth  
**£940,000**  
annually

**Avoided stormwater runoff:** trees can help prevent surface runoff and the risk of flooding by intercepting rainwater, retaining it on their leaves and absorbing some into their tissues. They also ease drainage into and through the soil, reducing the volume of water entering water treatment works. This is especially important for the 12% of Cardiff's population that is at risk from extreme flooding events.

**356 million litres**  
of rainfall  
intercepted each  
year

worth  
**£476,800**  
annually

**Carbon storage and sequestration:** trees are an important repository for carbon. By absorbing carbon dioxide from the atmosphere trees help to combat climate change. Larger tree species store more carbon than smaller trees. They also tend to live longer, providing a long-term carbon store. The annual net sequestration rate of Cardiff's trees is equivalent to the annual emissions from 14,067 cars.

**321,000 tonnes**  
of carbon stored

worth  
**£76.6**  
**million**

**7,900 tonnes**  
sequestered  
each year

worth  
**£1.9**  
**million**  
annually

**Annually, Cardiff's trees provide ecosystem services worth £3.31 million.**

This estimate is based on annual values for air pollution removal, avoided stormwater runoff and carbon sequestration only. It is therefore an underestimate of the total value of benefits which urban trees provide.

## CAVAT: Replacement value

The public amenity asset value of Cardiff's trees was calculated at **£11.2 billion**.

This value, calculated using the CAVAT (Capital Assessment Value of Amenity Trees) Quick Method, reflects the costs to replace every tree in Cardiff. Valuation considers tree stature, condition and remaining lifespan.

The single most valuable tree surveyed was a beech with an estimated CAVAT value of **£95,554**.

## Pest and disease resilience

The risk from key threats is shown in Fig. 6 as a proportion of the total CAVAT replacement cost of Cardiff's trees. The red bar indicates threats already present in Cardiff whilst the orange bars are threats from significant pests and disease not currently present. Ash is the species at highest risk from disease, and as the single most populous species in Cardiff raises concerns for potential loss in canopy cover and ecosystem service delivery.

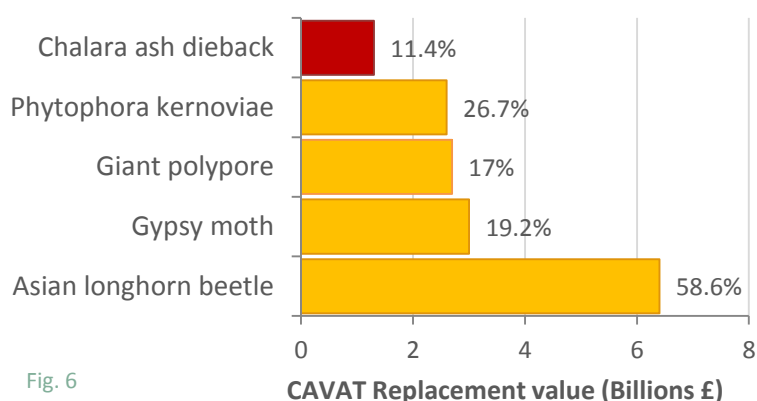


Fig. 6

Asian longhorn beetle threatens the greatest proportion of Cardiff's tree population. If an outbreak were to occur in the UK and reach Cardiff some of the city's most populous trees would be affected including sycamore, beech, hazel, birches and alders.

## Key findings

### Canopy cover is high, but may be threatened.

Canopy cover is higher than many other coastal cities, but much of this is due to surrounding rural area inclusion in the study boundary. These high canopy areas may be under threat from new development.

### Cardiff is dominated by two tree species.

Ash and sycamore compose over 20% of all Cardiff's trees. Dominance by a small number of species can increase the urban forest's vulnerability to climate change and pest and disease outbreaks.

### Canopy cover is unequally distributed.

Most of the canopy cover is within the north of Cardiff, which tended to have more trees in private ownership. The south of Cardiff (incl. the city centre) has higher population, but receives fewer benefits from having fewer trees.

### Cardiff could have more large trees.

Cardiff had a high proportion of large trees (> 60 cm dbh) relative to other studies, but less than the recommended 10%. Increasing the number of large trees would deliver greater benefits to Cardiff.

### What's next?

i-Tree Eco studies are a first step towards delivering a more sustainable and valuable urban forest. The findings can provide a base for setting new management targets, identify threats and inform strategic planting to improve benefit provision.

In other cities, i-Tree Eco studies have provided the quantitative evidence to develop new urban forest strategies, raise the profile of urban trees and make the case for investment in urban trees.

## Recommendations

**Identify priority areas for new tree planting:** NRW's (2016) ward-level canopy assessment revealed high variation in the distribution of canopy cover across Cardiff. Reviewing canopy cover with indicator statistics (e.g. Welsh Index of Multiple Deprivation, building density) could help to identify opportunities to improve benefit delivery through increasing canopy cover in the areas of greatest need.

**Develop tree planting strategies:** Urban environments and warming climates pose many challenges to trees. Selecting tree species for future planting schemes that are suitable to the current and future environment of Cardiff is crucial to developing a healthy urban forest.

**Protect the existing tree resource:** Supporting and retaining existing urban trees is essential to preventing declines in canopy cover and the loss of benefits. Tree Preservation Orders require regular review to make sure all trees worthy of preservation are protected and that re-planting is carried out where necessary. Furthermore, raising public awareness about the value and importance of trees will lead to greater protection through civic engagement.

**Develop an urban forest masterplan:** An urban forest masterplan could define a strategic vision for Cardiff's urban forest, set key actions and ensure these are implemented and monitored. Objectives for the masterplan may include:

- Describe the nature and extent of the urban forest and provide a vision for the future;
- Set out an action plan to deliver this future, including specific targets for monitoring progress. Key targets could include canopy cover increase within particular land-uses such as within new developments;
- Set ambitious targets for cooperative; development of the urban forest together with, for example, communities, local business and utility companies;
- Identify and prioritise action through planting and management to ensure that tree cover is maintained, sustained and improved;
- Describe the role of trees within Cardiff's landscape, such as in a Landscape Design Plan;
- Develop a set of principles, standards or policies relating to urban trees that can be used to guide the design, development, and deployment of services delivered by Cardiff's urban trees.



# Coed Caerdydd - Cardiff's Urban Forest

## Pilot Project Overview Document







## **Coed Caerdydd –: Cardiff's Urban Forest**

This document provides an overview to the Cardiff Council led submission for ENRaW funding, submitted December 2020.

The project forms part of a 10-year programme aiming to increase canopy cover in Cardiff from 18.9% to 25% by the year 2030, in line with the city's One Planet Cardiff ambitions and is based on baseline information acquired through the Council's investment in survey work over the past 2 years.

The document describes the overall Coed Caerdydd programme, the ENRaW project element and other projects and work streams that support the application for ENRaW funding.

Supplementary information described in the ENRaW Project Plan (application form part 2) is provided in the detailed appendices to this document.





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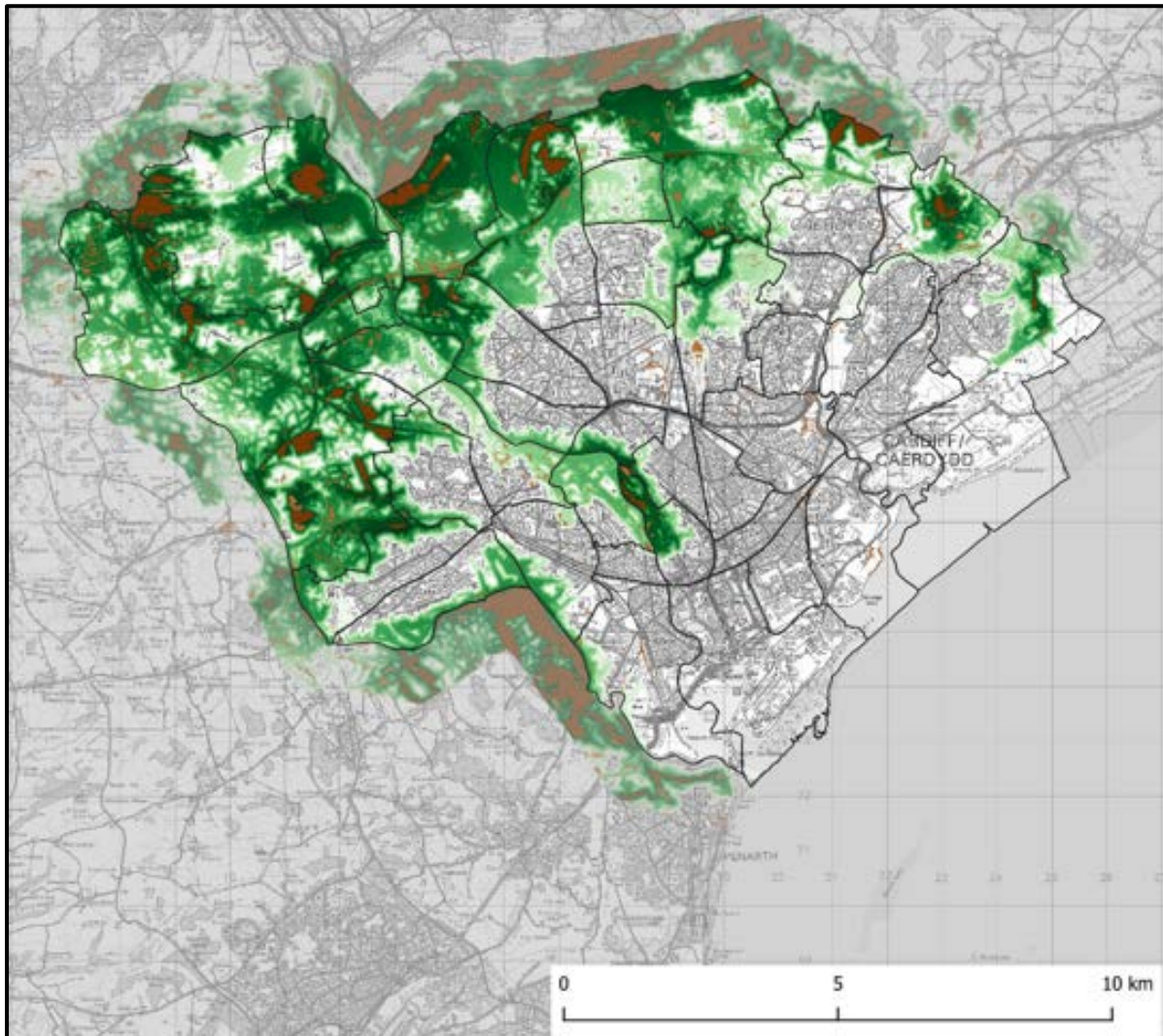
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## 1.0 The Rationale for Coed Caerdydd

Cardiff is one of the greenest cities in the UK and the recent Cardiff i-tree study, carried out in 2018 by Forest Research, estimated that 18.9% of the area of the city is tree canopy, which is more than many other cities in the UK. This canopy extends across private gardens, agricultural land, public open space and street trees as well as areas of woodland and scrub in many ownerships. The extent of this canopy is illustrated in Figure 1, the majority of which is to the north and west of the city.



*Figure 1: Canopy cover extent in Cardiff (source Cardiff Green Infrastructure Accessible Greenspace and Habitat Connectivity Mapping Report, Prepared by Environment Systems, October 2019)*

The One Planet Cardiff Strategy (OPC), published in October 2020, is the city's response to the Climate emergency, with a stated goal of becoming the city carbon neutral by 2030.

It is widely acknowledged that increasing tree canopy is one way of locking up carbon and the OPC strategy has set out an ambition of a 6% increase in tree canopy to 25% by 2030, which sounds small, but is an ambitious target, representing an additional 839 hectares of tree canopy across the city's land area.

Cardiff Council owns and manages more than 1500 hectares of open space, which includes some of the woodland areas in the north (shown in green in Figure 2 overleaf).



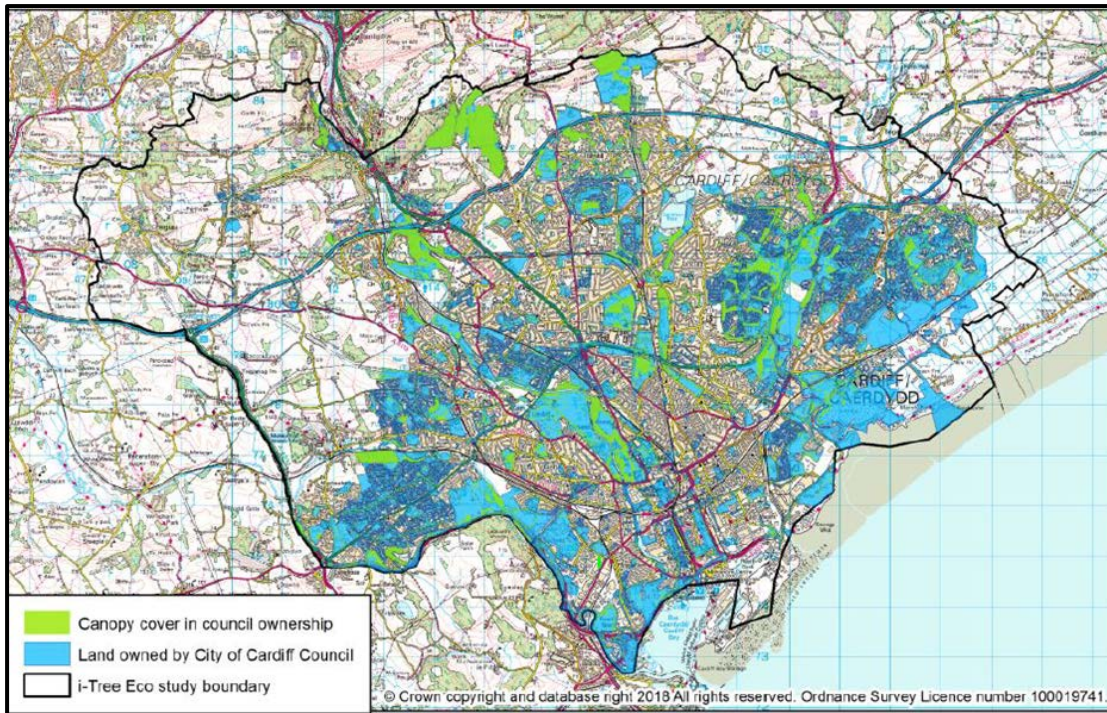


Figure 2: Canopy extent in Council ownership

Although the Council owns and manages significant areas of woodland, it is evident from the plan that much of the existing area of tree canopy is not in Council ownership.

In order to visualise the extent of tree canopy required to achieve the 6% uplift in canopy cover (839 additional hectares of tree canopy) by 2030, the extent of land required is approximately equivalent to the total areas of the three Council electoral divisions of Caerau, Adamsdown and Splott, shown shaded in Figure 3.

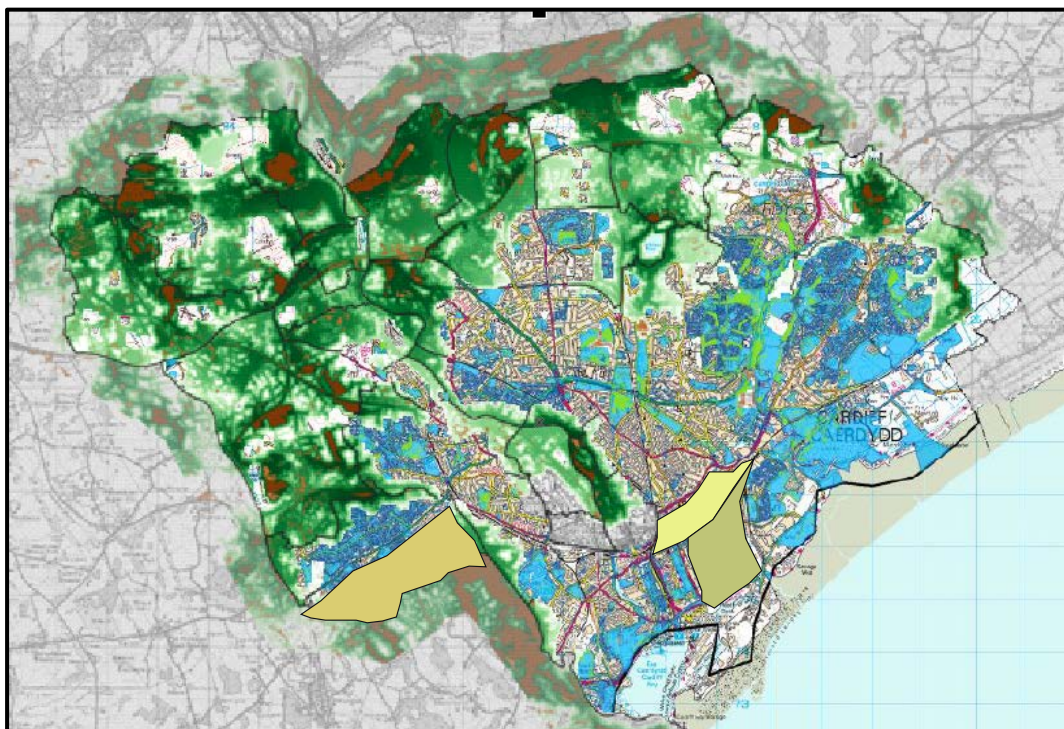


Figure 3: Illustration of the area of canopy required to meet 25% canopy cover

In order to achieve this ambition, it is important to have a realistic appreciation of some of the issues around tree planting.

- 1) The UK is already dealing with significant potential tree loss through Chalara ash die back; and if trees die, they no longer lock away carbon. Cardiff's tree population is 11% ash, which is also the most dominant tree in the city, so loss of these trees will be significant and will raise the bar for additional canopy cover.
- 2) The Council cannot achieve the 25% target on its own land; partnership working will be essential, including the involvement of other landowners.
- 3) The ambition cannot be achieved through simply setting targets of tree numbers - the area of planting required is huge and there must be plans in place to maintain and manage trees that are planted to mitigate against climate change.
- 4) All actions need to count and in order to be able to understand the impact of these actions, everything will need to be recorded (both tree planting and tree removal) in order to be able to record progress and calculate the benefits of planting into the future and beyond 2030. Both figures will have to be able to account for canopy cover, rather than number of trees planted in order for records to be kept, so a means of calculating this will have to be developed.

It is within this context that the Coed Caerdydd Programme was devised, initially as a long-term potential project discussed as a concept within the Council's Green Infrastructure group in autumn 2019. Subsequently this was developed into a pilot project because of the potential for funding through ENRaW in October 2019 and parallel engagement with potential partners, including the Woodland Trust, Cardiff University and the Wildlife Trust of South and West Wales.





## 2.0 Coed Caerdydd – Cardiff's Urban Forest Programme

From the outset, the Coed Caerdydd Urban Forest programme has been devised to deliver the ambition of increased canopy cover in the city and provide a framework to co-ordinate activity that can be used to take advantage of multiple funding opportunities and raise the profile of the importance of trees to the city.

The overall programme includes the following elements:

- 1) **New tree planting across the city** at every scale from individual trees in parks, new and replacement street trees and mass woodland planting; and across every type of land ownership
- 2) **Pests and diseases (ash die back)**
- 3) **A structured team** to plan and manage the tree planting programme and aftercare (initially based on a funded pilot project)
- 4) **Partnership working** with a wide range of organisations. Indications of support have already been received from the Woodland Trust, Cardiff University, the Wildlife Trust of South and West Wales, Cardiff and Vale Public Health Board, neighbouring authorities and the private sector
- 5) **A Coed Caerdydd branded identity for all new planting** that promotes the purpose and benefits of tree planting across the city in whatever form
- 6) **New volunteering opportunities** through the creation of supported Local Tree Wardens involved with planting and helping to maintain their local woodland areas
- 7) **The creation of a range of funding opportunities for new tree planting** including public and private sponsorship of woodland, carbon offsetting and individual donations
- 8) **Tree Nursery at Forest Farm** to develop and increase the availability of local provenance trees. This will build on the development of Forest Farm as a Centre of Excellence for volunteer activity and training. The tree nursery will initially focus on the growing on of bought in trees to a size suitable for planting, but will also facilitate the collection of tree seed and the propagation of tree stock from Cardiff woodlands by staff and volunteers. In parallel, the Council's plant nursery at Bute Park will continue to expand its propagation of non-native hardy tree and shrub stock for Cardiff parks, building on the expertise that already exists in house.
- 9) **Re-start of the timber-recycling project.** This funded work ended following the loss of external funding, but the equipment still exists to prepare and mill timber arising from woodland management and arboricultural work around the city. In the first instance, funding will be sought to commission a report to review the project and consider the achievability and benefits of using milled timber to continue the locking up of carbon from felled tree and how this can be resourced.
- 10) **Engagement with academic research** The Council has a strong connection with Cardiff University and other academic institutions in the city and beyond. The links between tree planting, biodiversity and carbon capture are research areas that are attracting a great deal of interest and the programme will provide many opportunities for the city to contribute to this work.

### **Benefits of the programme**

- Delivery of One Planet Cardiff and Capital Ambition objectives
- Links to current Welsh Government initiatives around Green Infrastructure, the National Forest programme and the Better Woodlands for Wales initiative and delivery of statutory BRED commitments on biodiversity (with monitoring evidence)
- Ability to contribute to academic research and benefit from the latest information available about the environmental benefits of tree planting and biodiversity and adapt techniques to take best advantage of this information
- Enhanced and extended partnership working with public, private and voluntary sectors, including cross boundary working with neighbouring Local Authorities
- Potential of future income to support tree planting and for development of offshoot business activity using recycled timber and managed woodland (including coppice and willow production)
- Enhancement of the city's green image and development of new accessible woodland areas for recreation, tourism, health and biodiversity benefit



### 3.0 Coed Caerdydd Programme Delivery – current projects

#### 3.1 Coed Caerdydd: Scoping the ground for an urban forest

Natural Resources Wales has made an allocation of £25,000 for each of the Public Service Boards in Wales to assist with delivery of environmental commitments required as a Statutory Duty under the Wellbeing of Future Generations Act (Wales).

The Cardiff and Vale PSB funding from NRW for 20/21 has been allocated to a scoping project that will:

- a) Identify land that can be incorporated into planting proposals linked to the delivery of the Coed Caerdydd planting programme, covering land in the different ownerships of the Public Service Board, including preliminary biodiversity survey work with the Wildlife Trust of South and West Wales
- b) Pay for the initial development of a 'Coed Caerdydd' brand that can begin to be used to identify activities carried out in the last quarter of 2020/21 linked to the programme. The brand will continue through into the main programme, with adaptation as needed as the project progresses.
- c) Carry out a small 'green wall' project on a PSB building, e.g. a health centre (this aspect of the grant will be unrelated to the main Coed Caerdydd programme and will essentially be used to take the project value to the full £25k allocation, with the balance of this element made up from another fund)

The scoping project will be completed by the end of March 2021 and will provide valuable information that can be used to deliver planting within the ENRaW funded pilot project.

#### 3.2 Coed Caerdydd: Establishing the framework for an urban forest

Woodland Trust, one of the partners supporting the Coed Caerdydd programme, has invited the Council to apply to their newly established Emergency Tree Fund, set up to provide support for Local Authorities to overcome barriers to tree planting and woodland creation activities. This is part of the pilot tranche of their funding programme in 2021/22, for a 15-month project term, to be completed in March 2022.

The three elements for which funding has been applied are:

- a) Tree planting over two planting seasons in five electoral divisions in Cardiff on Council owned and managed land. This will include street tree planting carried out by the Council's in house arboricultural team and woodland creation / community orchard planting with the involvement of the Council's Community Ranger team and local volunteers.
- b) Development of a Cardiff based tree nursery at Forest Farm to raise local provenance tree stock. This will be a pilot project utilising an area of land that can be supported through existing in house staff team and volunteer workers, including the raising of tree seedlings from locally sourced seed.

The third element applied for may not fit the criteria of the scheme, but has been submitted speculatively and will be the subject for further bids for funding from other sources if not successful in this application:

- c) Commissioning of a report into the potential re-start of timber processing work at Forest Farm with a view to the practical use of timber arising from woodland management and

arboricultural activities to prolong carbon storage for as long as possible. This will allow a further bid to be made for funding from an as yet unidentified source to restart the timber processing operation at Forest Farm.

The application was made in autumn 2020, before clarification of the ENRaW stage 1 bid success, and the intention of the application was to ensure that the Coed Caerdydd programme made progress in 2020/21, even if the pilot project had been rejected.

Indications are that the funding bid will be approved with or without the final element (c) and confirmation should be received on this shortly before Christmas.2020

### **3.3 Coed Caerdydd: Cardiff's Urban Forest pilot project**

The original ENRaW funding bid for this pilot project was submitted November 2019, but was rejected due to lack of funding. The application was re-framed and submitted in March 2020 and was given stage 1 approval in October 2020. This document forms part of the stage 2 submission detailing and supplementing the information prided in the application form.

Subject to approval, the pilot project will fund:

- Two posts to manage the pilot project within the Park Ranger Team
- Development of a Coed Caerdydd brand
- Vehicles, tools and equipment
- Trees, plant protection and publicity materials
- Two seasons of tree planting across the city across a wide range of land holdings
- Preparation of Tree Strategy and Soil Strategy for the city
- Monitoring and collation of data on tree planting and removal
- Registration of appropriate new woodland with the Carbon Code (required to authenticate carbon capture)
- Development and management of a new Tree Warden volunteer programme (including training for volunteers) and co-ordination of widespread volunteer activity
- Preparation of a forward plan for the rest of the programme – including future funding requirements and post pilot seminar

If approved, the project will run from April 2021 until June 2023.

#### **Programme funding to date**

An outline profile of funding for these bids and other related project activity and copies of the two grant submissions is provided in Appendix 1 on page 27.

## 4.0 Engagement with partners

There has been significant interest in the Coed Caerdydd proposal that has resulted in the development of new and upgraded partnerships and indications of support from a number of well-respected organisations, both local and national. Copies of letter of support are provided in Appendix 2, page 35.

### 1. Woodland Trust

At the time of the first ENRaW submission in autumn 2019, Woodland Trust had been drawn into a number of local issues surrounding trees in Cardiff. The subsequent dialogue with the Council resulted in formal partnership discussions and the inclusion of Woodland Trust as a partner in the original bid. The Trust has supported the Council in preparing and developing the bid with advice from both John Tucker, the Director of Woodland Trust and Sharon Thomas, the Woodland Outreach manager for Wales Directo. Sharon Thomas, has agreed to sit on the Pilot Project Board. A letter of support has been provided by the Trust in Appendix 2 (2.1, page 35) and the formal nature of the partnership is under discussion pending the outcome of the award of funding for the Woodland Trust Emergency Tree Fund project described on the previous pages.

### 2. Natural Resources Wales

Cardiff Council has a long standing working relationship with many areas of work within NRW, which have been based on shared environmental objectives as well as funding partnerships. The area based working in NRW has provided opportunities to link in with the Public Service Board, resulting in the scoping project, which has the support of the Area Statement team in NRW. A representative from that team will sit on the Pilot Project Board and NRW has offered in the form of advice and evidence to Cardiff such as use of the Welsh Information for Nature-based Solutions (WINS) layers available on the information portal. As the project develops this partnership will expand as the project aligns with NRW's Place priorities. The project has the potential to provide best practice and evidence to support neighbouring authorities and feed into the development of Area Statements. A letter of support is provided in Appendix 2 (2.2, page 36)

### 3. Forest Research

Dr Kieran Doick, Head of the Urban Forest Research Group in Forest Research UK, was involved in the preparation of the i-tree Ecosystems report for Cardiff and is keen to continue links with the development of the city's tree canopy. Dr Doick has agreed to sit on the project board and link the project into UK wide projects of a similar nature, including current and future research initiatives. A letter of support is provided in Appendix 2 (2.3, page 39).

Dr Doick is also engaged with a submission for UK Research and Innovation (UKRI) to support a research project focussed on improving understanding of the importance of urban trees, in association with Loughborough University, the University of York and the Open University (OU). If the bid is successful, Cardiff Council has been invited to participate in this research programme, which will complement and inform the Coed Caerdydd programme.

### 4. Cardiff and Vale University Health Board

The Cardiff and Vale UHB has indicated support for the pilot project. The Director of Public Health, Dr Fiona Kinghorn has expressed her support for new initiatives around social prescribing and the improvement of public health through environmental activity. Initial discussions around partnership involvement took place in March 2020, but the subsequent Covid-19 pandemic has delayed any further, more detailed discussions on the nature and implementation of such partnership involvement. However, Dr Kinghorn has provided a letter of support (Appendix 2, 2.4, page 41) and



will re-engage with the project later in 2021, when the Covid-19 public health emergency is at level that is more predictable.

## **5. Cardiff University**

The Community Ranger Team has long-standing links with Cardiff University, having supported a number of initiatives and research projects in the past. Nicola Hutchinson, Parks Conservation and Community Development Manager, sits on the Cardiff University Ecosystem Resilience and Biodiversity Action Plan Steering Committee alongside Professor Mike Bruford and Dr Angelina Sanderson Bellamy, who as Dean and associate Dean for Environmental Sustainability, are co-chairs the steering group, based within the School of Biosciences. They have provided a joint letter of support on behalf of that group (page 42).

A second letter of support has been received from Adrian Chappell, Professor of Climate Change impacts in the School of Earth and Environmental Sciences (page 44). Professor Chappell is leading a second multi- departmental research proposal submitted to the NERC/AHRC/ERSC funding call on 'The Future of UK Treescapes'. The team will include arts, social and environmental sciences and aims to understand how trees are valued in the context of the Welsh Government's 'Woodland for Wales' key outcomes, with part of the project focussing on Cardiff City urban treescapes.

This is one major element of potential research, but there is scope within the work streams of the University for other areas of partnership, which will benefit both the research teams and the Coed Caerdydd Programme.

## **6. The Wildlife Trust of South and West Wales**

As with other partners, the Council has long standing working arrangements with the Trust, particularly in the provision of habitat assessments. The Trust has assisted with the preparation of the bid and provided estimated costs for the assessment and monitoring work to be carried out as part of the scoping process, although these work packages will be tendered in line with Council standing orders for procurement at the appropriate time.

The Trust is engaged in the current scoping process for PSB land, funded through NRW, which will help to develop the scoping process and has provided a letter of support for the programme (Appendix 2.6 page 45). The Trust will be represented on the project working group.

## 5.0 Project Management

### 5.1 Project governance

A project board, chaired by the Cabinet member for Parks, will oversee the project and will comprise a maximum of 12 individuals including:

- Project partners:
  - Woodland Trust
  - Cardiff University
  - Natural Resource Wales (Area Statement Team / Woodland Team)
  - Forest Research
- Cardiff and Vale UHB Public Health Team
- Senior Responsible Officer (Jon Maidment, Operational Manager Cardiff Parks and Harbour Authority)
- Cardiff Friends Forum representative (Chair)
- Project Manager (Coed Caerdydd)
- Volunteer Co-ordinator (Coed Caerdydd)
- Bid co-ordinators (Nicola Hutchinson and Rosie James)

The project board will meet on a quarterly basis and will provide direction for the project and a high-level link between all partners.

A **project-working** group will also be convened to provide a monthly forum for in house staff and partners to support the project. This will comprise:

- Project manager (Coed Caerdydd) - Chair
- Volunteer co-ordinator (Coed Caerdydd)
- Parks Conservation and Community Development Manager -Nicola Hutchinson
- Parks Arboricultural Manager – Kevin Matthews
- Parks Operations manager – Rob Jones
- Cardiff Council Highways representative
- Cardiff Council Housing representative
- Cardiff Council Strategic Estates representative
- Cardiff Council Green Infrastructure team representative
- Other partner representation as required (will be linked to live projects and issues)
- Community / volunteer groups as required
- Other Council Officer representation as required (Finance / Communications / Estates etc.)

### 5.2 Project team

The project team will be based at Forest Farm with the Community Ranger service and Woodlands team. A structure chart for the Parks service is provided in Appendix 3 (page 47), demonstrating the support network for the project.

Forest Farm is being developed as a hub for environmental volunteering and training activity and the team based there support volunteering and community activity across the city as well as having responsibility for many of the nature conservation sites in Cardiff. Figure 4, overleaf gives an indication of the network of Friends groups and volunteering supported through the team. This also demonstrates the existing level of citywide activity linked to the natural environment and the potential for engagement with existing groups to support the new Tree Warden volunteer force.

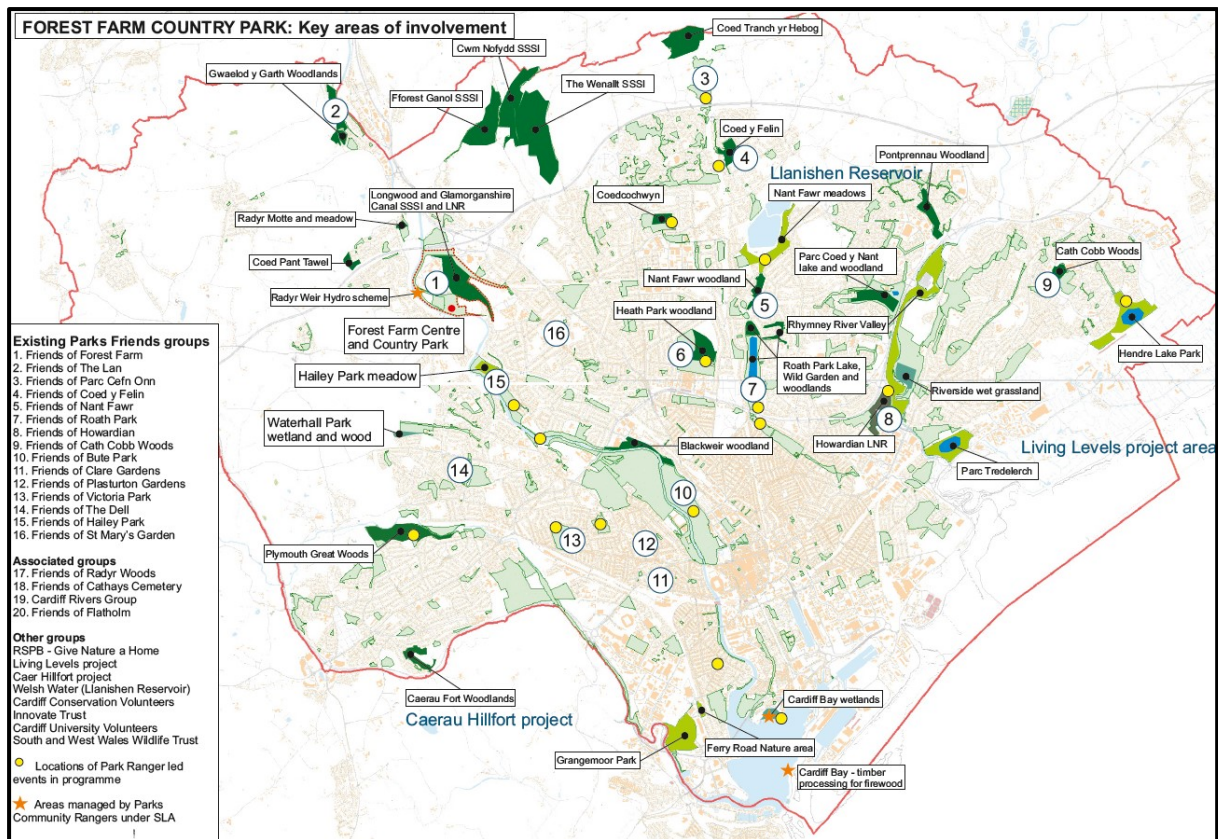


Figure 4: Forest Farm citywide network of volunteer and environmental activity

The project team will also be supported by the administrative functions of the Parks Service for correspondence, health and safety, processes and standard procedures.

The new appointments made to form the Coed Caerdydd pilot project team will be:

### Project manager

This post holder will drive the project and will sit on the Project Board and chair the Project Working Group. The post holder will be expected to have experience in leading a project of this nature, will have a background in an appropriate environmental discipline and be accustomed to working on practical delivery of environmental projects with a range of delivery mechanisms (contractors, in-house staff and volunteers). They will be required to have good people skills and the ability to work and engage with a wide range of project partners.

A job description for this post is provided in Appendix 5.1 (page 53). The post is nominally graded at Scale 8, but this will be subject to Job Evaluation.

### Volunteer co-ordinator

This post holder will be primarily engaged with the recruitment, development and ongoing work with volunteers to develop the Tree Warden volunteer force, but will also support and develop the expansion of existing volunteer activity around tree planting – including the upskilling of existing staff from other service areas to support volunteering activity. The post holder will be expected to have a proven track record in delivering volunteering activities linked to tree planting and is most likely to have worked in an environmental fields and be qualified in an environmental discipline.



A job description for this post is provided in Appendix 5.2 (page 56). The post has been job evaluated at Grade 6.

### 5.3 Commissioned work

The pilot project includes commissions for two pieces of work, which will help to guide the future of tree planting in the city.

#### 1) Tree Strategy

The need for this work was identified in the Council's Green Infrastructure Delivery plan to provide a framework that can be used to guide the sustainable planting and management of trees across the city in whatever context.

The strategy will be required to characterise and quantify the source material available about the city's tree stock, set the context for the importance of trees to the city and identify the threats to the resource. It will identify what existing policies and strategies currently help to protect the resource and finally, identify how the Council can work better to protect and enhance the resource for the future.

This work will be tendered to appropriately qualified consultants and the council will be able to draw upon the expertise of the Woodland Trust in developing an appropriate brief to deliver the outcomes required.

#### 2) Soil Strategy

As with the Tree Strategy, the need for a Soil Strategy was also identified within the Green Infrastructure Delivery Plan, although this is an area that has few precedents in a citywide context and there are a limited number of consultants who can provide this service in the context of the urban soil resource.

The Soil Strategy will be required to characterise and quantify the soil resource in the city using baseline data, summarise the importance of the resource to the city and identify the main threats to the resource. As with the Tree Strategy it will also identify any existing policies and strategies that serve to protect the resource and identify what actions the Council can take to better protect and enhance the soil resource for different functions.

An outline of the brief for each strategy is provided in Appendix 6 (page 59). The resulting Strategies will help to inform tree planting and maintenance activities both within the pilot project and beyond the timescale and influence of the project, including future developments within the city.

### 5.5 Project monitoring

#### 1. Scoping of land

Land data will be collated in a simple spreadsheet for analysis and will be mapped on GIS using a '**Land collation layer**' for land identified with planting potential and a '**Land scoped for planting**' layer mapping the land that is appropriate for planting.

The scoping process for land will be developed as part of the NRW funded project which is currently ongoing. The scoping will review the potential of land identified for different types of tree planting. The Council will be working with the Wildlife Trust of South and West Wales to determine thresholds for habitat survey and appropriate uses for land available for planting.

The scoping process will result in a 'bank' of land identified as appropriate for tree planting (and other uses).

## **2. Tree planting and removal**

A simple Excel spreadsheet will be used to record tree planting and removal so that increases in canopy can be monitored as the project progresses. A sample sheet is provided in Appendix 7, page 61, but this will be refined as the project progresses to ensure the right level of data is being captured.

## **3. Volunteer data**

The Council already captures data on volunteer hours and this will be refined to ensure that hours related to tree planting activity is being collected. The establishment of the new volunteer 'Tree Warden' force will facilitate data capture about the location and profile of volunteers involved in the programme.

Other data will be captured as the programme progresses and the raw data captured in the above formats will be used to calculate some of the less tangible outputs such as the carbon capture potential of non-woodland code planting.

## 6.0 Project costs, value for money and procurement

### 6.1 Project costs

Full details of project costs are provided in Appendix 8.1 on page 63.

The project term has changed from the first submission due to the delays caused by the Covid-19 pandemic. The original estimated start date of September 2020 would have given three planting seasons in the project, so the project costs have been revised to deliver the same benefits over a shorter term.

In the original submission, a go-ahead for work to commence in September 2020 would have given a very short window of opportunity to plan for the 20/21 planting season. The commencement date of April 20/21, means that there is a clear six-month planning period for the 21/22 planting season. This, coupled with the benefit of the NRW (confirmed) funding and the Woodland Trust Emergency Tree Fund grant (to be confirmed), this will allow a more concentrated effort on tree planting which should deliver extended canopy within the expected range of 70-200 ha despite the reduced timescales.

### 6.2 Value for money

The project budget is based on a number of assumptions, which are outlined below, and link to the budget shown in Appendix 8.1.

1. **Staff costs:** Staff costs are based on *current* pay scales for Cardiff Council including on-costs and allowance for weekend working for the volunteer co-ordinator post to enable community engagement. The posts will go through the Councils Job Evaluation process to confirm grades and ensure they are appropriate for the work required prior to recruitment.

A copy of the Council's pay grade structure and information about the calculation of on costs on salaries is provided in Appendix 9 on page 67.

2. **Training:** The allocation for training per person has been slightly increased from the amount put into the EOI together with an increased capacity for volunteer training to deliver workshops in each year. Costs have been based on training workshops, which have taken place in the recent past at Forest Farm, where the trainer was hired in for at a cost of £500 per day session.

Staff training costs have been biased to years 1 and 2 only. Volunteer training is included in the final stage of the project in year 3 to continue to build capacity and resilience for the legacy of the project beyond the term of the funding.

3. **Establishment costs:** An allocation for uniform and PPE has been estimated per person based on current uniform costs from Council suppliers. The uniform will be branded with the Coed Caerdydd logo.
4. **Meetings and conferences:** Costs have been included for the provision of public consultation, workshops and an end of project conference. This funding will be used for room hire, refreshments and any other costs.



5. **Travel and subsistence:** This figure has been increased from the original Stage 1 bid to include volunteer expenses to assist with the removal of barriers to volunteers being able to engage with the project. This is in line with the council's policy on volunteer engagement.
6. **Publicity and promotion:** Development of the Coed Caerdydd brand will be key to establishing and underpinning the project. The initial steps to establish the brand will be developed as part of the PSB project, funded by NRW, this will enable the brand to be used from April onwards to build recognition of the project. The brand will be refined further and given an online presence and will also be promoted through various media outlets working with the Council's communication and design teams and other project partners. As part of this work stream, the development of interpretation and products to promote the project will be undertaken. Costs have been estimated based on known costs for branded goods and interpretation materials purchased for previous projects.

Installation of marker discs and posts at planting sites will help to establish a consistent city wide brand project identity as well as identifying where young trees are planted. Costs are based on signage and discs that have been purchased for other outdoor projects and rights of way style discs. Interpretation boards will provide information about the importance of trees to local communities, linking the activities of volunteers to their environmental impact.

The post project consultation will provide an update of the consultation carried out in 2019 to assess changes in the perception of trees by citizens of Cardiff. The costs allow for a write up of the raw data for presentation purposes.

7. **Mobile phones and telephony:** These costs have been increased from the original submission to cover the hardware cost of providing lap tops rather than PC's to ensure home-working capabilities which is part of the Covid-19 resilience built into the project to manage potential risks. Laptops also enable staff to undertake talks and presentations easier to raise awareness of the project.

The costs provided are based on up to date actual ICT costs from the Council's online purchasing directory of approved equipment.

8. **Overheads:** Woodland code project validation costs are based on outline costs for validation of between £750 - £1150 per site, so the overall cost provided for each year assumes 5-6 sites per year being put forward for validation in years 1 and 2 and 3 additional sites in year 3 (planted in the late stages of year 2). Quotations will be obtained from appointed validators prior to orders being placed. Batch validation may also be possible.
9. **External consultation and consultancy:** The estimated costs for the Tree Strategy and Soil Strategy are both based on similar commissions procured by the Council. The post project habitat assessment is based on prices provided by the consultant who carried out the original assessment to update the survey.

In the original submission, costs for monitoring habitat were included under the 'other costs' heading, but having discussed this with The Wildlife Trust of South and West Wales (TWTSSW), this area of work will be tendered in accordance with the Council's standard procedures, with TWTSSW submitting prices in competition with others.

- 10. Durable goods (infrastructure):** The total quantity of planting has been reduced from the stage 1 submission due to the reduced project time frame from 3yrs to 27 months. This has led to the loss of 1 planting season however the budget has been amended to provide increased vehicle hire to increase planting capacity to minimise the loss of delivery.

The cost of trees and materials is based on previous order costs from approved suppliers although the exact costs of supply of trees will depend on the species and size of tree stock purchased. The estimated costs for street trees are based on a standard cost for tree pit and plant protection, planting, five aftercare visits including watering and the costs of the heavy standard, which can cost from around £100 to £250 dependent upon variety. The costs also include whip planting for stock size 60-80cm, which can range from approx. 20p-£1.50 depending on species. Selection of types of planting will be site specific working on the premise 'right tree right location' and includes the full range of tree planting from individual street trees, orchard planting and standards and woodland creation with biodiversity at the heart (e.g. dormouse friendly planting mix or fruiting mixes). Woodland creation planting estimates are based on a planting density of 2500 trees per hectare.

Plant protection, tree guards, fencing etc. have been estimated based on known costs from previous orders and from the approved suppliers website. Where possible items sourced will be biodegradable in particular with respect to spiral guards for whip planting.

All orders for materials will be confirmed with tenders/quotes in accordance with the procurement procedures, utilising suppliers from the approved framework supplier list which will have been checked to ensure compliance with Council policy and the Welsh Procurement Framework. Wherever possible, British grown stock will be used to minimise any risks of disease.

All planting will be carried out by in house staff or by volunteers supervised by the project team.

- 11. Durable goods (equipment):** Due to the shortened time frame of the project, the cost of an extra tail lift tipper has been included in addition to the crew cab van for transporting tools and volunteers to increase capacity in planting season. (also this will help with social distancing if required). The costs are known costs from current Parks operations, and include the cost of fuel under current lease arrangements for vehicles.

All other tools, equipment and PPE will be purchased through the Council's approved supplier list in line with the Council's Procurement Policy.

- 12. Consumables:** Nominal cost included to cover stationery and printing costs over the 27 months period of the project. The project team will have access to the main printer and all photocopying will be coded to the individuals via the Council's print management system. The project team will also be assigned a budget code for use to purchase consumables to allow monitoring of spend.

### 6.3 Procurement

Procurement will be in accordance with the Council's Standing orders for procurement, provided in Appendix 10 on page 69.





## 7.0 Project Exit Strategy

Following the launch of consultation on the One Planet Cardiff Strategy in October 2020, a detailed outline of potential future revenue requirements for Coed Caerdydd has been calculated and provided to Council decision makers. The funding profile emphasises the need to sustain the staff base to support canopy extension activities, in order to be able to take advantage of external funding investment in planting materials. Without this core of expertise, it will be difficult to support the citywide ambition and maintain records to demonstrate success. It is anticipated that the citywide scale of activity will in turn drive the programme and draw in support from other partners and funders as the project progresses. At this pre-pilot stage, it is anticipated that the project team could be funded through another funding stream or mainstreamed into the Council's Community Ranger Team based at Forest Farm. These options will be scoped as the pilot project progresses and every opportunity will be taken to extend the lifetime of the project towards the 2030 target.

Within the pilot project and the longer term programme there is also some potential for income generation through provision of expertise and supervision to external groups and the sale of woodland products and services. These potential areas of income generation will be investigated as the project progresses to increase the financial viability of the in house support team. Any income generated through the project will be used to sustain the programme.

Details of the future revenue needs for the next 5 years as presented to the One Planet Cardiff delivery team are provided in Appendix 11, page 71.



## Project Appendices

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## Appendix 1: Coed Caerdydd Programme funding December 2020


### 1.1 Funding overview

Project	Funder	Funding	Activity	Timescale	Status
Scoping the land project	NRW	£20,000	Identification and mapping of land for tree planting (and other beneficial uses)	December 2020 – March 2021	Approved
			Initial development of Coed Caerdydd brand	December 2020 – March 2021	Approved
Preparing the Ground project	Woodland Trust (Emergency Tree Fund)	£228,862	Phase 1 tree planting (5 wards)	December 2020 – March 2021	Awaiting funding approval
			Development of tree nursery	December 2020 – March 2022	Awaiting funding approval
			Scoping report on timber recycling / carbon capture	January – September 2021	Awaiting funding approval
			Volunteer engagement	April 2021 – March 2022	Awaiting funding approval
			Phase 2 tree planting (5 wards)	October 2021 – March 2022	Awaiting funding approval
Street tree planting (2020/21)	CCC Revenue	£10,000	Street tree planting (internal match to Woodland Trust funding)	December 2020 – March 2021	Funding in place - in progress
Tree planting	Trees for cities	£1950	Tree planting in Llanrumney Ward (Fishponds Wood)	December 2020 – March 2021	Approved – yet to start
Pentwyn Orchard trees project	External (with local AM)	In kind	Planting of 80 orchard trees in the Llanedeyrn estate	December 2020 – March 2021	In discussions
Tree planting (North Cardiff)	External (with local MP)	In kind	Planting of 350 trees on north Cardiff housing land	December 2020 – March 2021	In discussions
Tree planting (North Cardiff)	External (1000 trees project)	In kind	Planting of 1000 trees on land in north Cardiff (donated trees)	October 2020 – March 2021	In discussions
Tree planting at Forest Farm (Phase 2)	Network Rail	£1000	Woodland creation and habitat restoration	January – March 2021	In progress
Ash die-back timber extraction (Woodland – citywide)	Welsh Government Forestry Industry Recovery Scheme	£31,444	Purchase of machinery for timber extraction in woodland areas	December 2020 – March 2021	Approved
Coed Caerdydd Pilot project	WG (ENRaW)	£735,000	Setting up and running project team	April 2021 – June 2023	Funding allocated - will be awaiting approval
			Refine branding	April – September 2021	

Project	Funder	Funding	Activity	Timescale	Status
			Preparation of Woodland / tree strategy	April – December 2021	(due March 2021) after submission of stage 2 in December 2020.
			Preparation of Soil Strategy	April – December 2021	
			Community engagement and setting up of Tree Warden scheme (including equipment purchase and training)	April 2021 – June 2023	
			Design and produce publicity	April 2021 – June 2023	
			Tree planting phase 1	October 2021 – March 2022	
			Tree planting phase 2	October 2022 – March 2023	
			Public consultation	April 2022 – June 2023	
			Seminar / workshop	April – June 2023	
Street tree planting (2021/22)	CCC Revenue	£10,000	Street tree planting (internal match to Woodland Trust funding)	April 2021 – March 2022	Confirmed budget
Ash die back (2021/22)	CCC Revenue (financial pressure request)	£40,000	Replanting following removal of dead and dying ash trees	April 2021 – March 2022	Awaiting approval



## 1.2 NRW funding for scoping work



**Annex 1 -  
Strategic Allocated Funding Checklist**

**Section 1: Project of Work**

**Programme of Work/Project – Overview of the programme of work/project, what will be delivered, how and where.**

**Land use Scoping for Biodiversity Enhancement Food Growing and tree planting Opportunities:**  
The project will be to undertake a scoping exercise of PSB partners owned land to identify opportunities for Biodiversity enhancement, food growing and tree planting. Land identified as potential for tree planting will feed in to the preparatory work for the Coed Caerdydd project which is currently being developed. Coed Caerdydd is a partnership project which is building on the work carried out within the i-tree eco study for Cardiff and is aimed at increasing tree canopy in Cardiff from 19% to 25% by 2030. The commitment for this has been stated within One Planet Cardiff and is part of Cardiff Councils response to the declared Climate Emergency. Planting to meet this aspiration cannot be done on Council owned land alone and work with PSB partners, private land owners will be key to meeting the aspiration of a canopy cover of 25% in the urban environment of Cardiff. This work will also seek to build on habitat connectivity within Cardiff and across borders and land ownership to strengthen biodiversity resilience. The scoping exercise will generate an opportunities map for biodiversity enhancement and food growing placing values to land holdings that go beyond just financial but also reflects the positive multiple benefits that the natural environment and connect with nature can offer in relation to health and well being. An aspiration for the development of a tree nursery to provide local provenance tree stock forms part of the Coed Caerdydd Project and builds on the work of the i-tree eco report for Cardiff. The scoping exercise will assist with identifying a location to develop the tree nursery for Cardiff.

The project will involve an increase in hours of 2 days a week for an existing team member in order set up meetings, review and collate data on available land that may be suitable for biodiversity enhancement, tree planting and food growing in association with other members of the PSB in order to establish partnership working. The project will provide a laptop and mapping software (Map Info) and appropriate 'top-up' training to the team member, all of which will be then carried forward into the main Coed Caerdydd project as it develops and will allow any activity that takes place before the main project is established to be recorded and accounted for in feedback.

**Coed Caerdydd Brand Development:**  
The development of the brand and comms plan within this project will also help to establish familiarity with the goals and project purpose of Coed Caerdydd. It will help with promotion of the importance of tree planting in delivering climate change mitigation and carbon capture and create a recognisable brand used for all tree planting in Cardiff that is implemented towards the 25% canopy cover target working across land ownership.

**Green walls Project on PSB partner building:**  
Green walls can be installed at a building owned by a PSB partner where the potential benefits to improved connectivity to biodiversity and air quality can be identified. Through funding from the Local Places for Nature, Greening the Council Estate a project to install green walls at two sites located in areas with poor air

quality are being developed. As part of this we are working with regulatory services to monitor the air quality and developing a citizen science project to work with communities to survey for pollinators with the Wildlife Trust of South and West Wales. With funding through this scheme we would expand the project to install 10 green walls at a PSB partner building and continue the monitoring and engagement project including an interpretation panel to understand the benefits to air quality and biodiversity in the urban environment.

Overall Programme/Project Activity/Outputs/Outcomes/Evidence			
Programme/Project Start Date	1 December 2020 (or earlier)	Programme/Project End Date	31 March 2020
Activity (what you will do during your project)	Outputs (concrete deliverables from your project)	Outcomes (the broader change that these deliverables will achieve)	Evidence (how you will know that your project is delivering on the changes it is intended to achieve)
Extension of contract for existing member of staff for two days a week between December 2020 and March 2021 to: <ul style="list-style-type: none"> <li>Scope the viability of potential PSB land for tree planting/biodiversity enhancement opportunities</li> <li>Develop this as a mapped database (initial mapping exercise of PSB land undertaken a number of years ago – this will be used as source data)</li> <li>Oversee the development of the Coed Caerdydd brand so that any future tree planting in the city can use a common brand that reflects the Coed Caerdydd project, irrespective of land ownership.</li> <li>Build on green walls project currently being developed on Council owned buildings</li> </ul>	<ol style="list-style-type: none"> <li>Establishment of Coed Caerdydd partnership with PSB members</li> <li>Mapped database of PSB land that is suitable for tree planting/biodiversity opportunities</li> <li>Coed Caerdydd brand developed, in agreement with PSB partners</li> <li>Location on PSB partners estate identified for installation of Green Walls</li> </ol>	<ol style="list-style-type: none"> <li>Establishment of common goals and ways of working to achieve increased tree canopy levels in Cardiff</li> <li>Methodology for recording tree canopy increase</li> <li>Establishment of formal Coed Caerdydd partnership</li> <li>Green walls installed at a PSB building e.g. hospital etc</li> </ol>	<ol style="list-style-type: none"> <li>Measure of land identified to contribute to the increased tree canopy cover by 31 March</li> <li>Use of Coed Caerdydd brand on tree planting schemes across the PSB partnership</li> <li>Feedback questionnaire undertaken in March 2021</li> </ol>

through Local Places for Nature funding offering green walls to a PSB building			
<b>If you are requesting more than one claim period for the programme/project, please also list the Activity/Outputs/Outcomes/Evidence per claim period:</b>			
<b>Claim Period 1 Activity/Outputs/Outcomes/Evidence</b>			
<b>Claim Period 1 Start Date</b>		<b>Claim Period 1 End Date</b>	
<b>Inputs – tasks/activity details</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Evidence</b>
<b>Claim Period 2 Activity/Outputs/Outcomes/Evidence</b>			
<b>Claim Period 2 Start Date</b>		<b>Claim Period 2 End Date</b>	
<b>Inputs – tasks/activity details</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Evidence</b>
<i>Please insert additional claim periods if needed</i>			
<b>Risk Management – Please outline the programme/project level risks and how you will mitigate against them.</b>			
<b>Risk Type</b>	<b>Mitigation</b>		
Staff member is taken ill with Coronavirus	Meetings will be held online and staff will be home working in accordance with Council policy to reduce the risk of infection / transmission. Any training required will also be online.		

**Section 2: Finance**

**PROGRAMME/PROJECT TOTAL**

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Name of Programme/Project	Amount (£)	Financial Years
		Yr1
Coed Caerdydd Scoping and Development project		

**PROGRAMME/PROJECT BREAKDOWN**

Category of Expenditure	Estimated Programme/Project Expenditure (£) excluding VAT	
	Financial Year 1	
Landuse scoping project		£14,584.07
Greenwalls project		£6,665.93
Brand development and comms plan		£3,750.00
<b>Totals</b>		<b>£25,000.00</b>

**ANY OTHER FUNDING FOR THE PROGRAMME/PROJECT**


Name of Funder	Amount (£)	Secured Y/N

**PROFILE FOR NRW PAYMENTS**

Amount of instalment (£)	Output delivered and evidenced	Payment date

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## Appendix 1.3: EOI for Emergency Tree Grant from Woodland Trust



**Emergency Tree Fund -  
Expression of Interest Form**

<b>1. Project Title</b>	
<b>1.1 Project Title</b> (No more than 15 words)	
Coed Caerdydd: Cardiff's Urban Forest (Preparing the Ground)	
<b>2. Applicants Information</b>	
<b>2.1 What is the name of your local authority?</b>	
Cardiff Council	
<b>2.2 What is the primary address for your local authority?</b>	
Address	County Hall
Town/City	Atlantic Wharf
County	Cardiff
Postcode	CF10 4UW
<b>2.3 Who is the main contact for your project?</b>	
Name	Nicola Hutchinson
Position in organisation	Conservation and Community Engagement Manager
E-mail	nhutchinson@cardiff.gov.uk
Telephone / Mobile number	02920448903 / 07976011878
<b>2.4 What is the address for your main contact? (if different from above)</b>	
Address	Forest Farm Conservation Centre,
Town/City	Whitchurch
County	Cardiff
Postcode	CF14 7JJ
<b>3. Tell us about your plan/project/proposal</b>	
<b>3.1 What do you want to do? (400 words max)</b>	
Coed Caerdydd is part of Cardiff Council's response to the declared climate emergency ambition to <b>increase tree canopy cover from 18.9% to 25% by 2030</b> , (One Planet Cardiff Strategy adopted October 2020). This equates to <b>839 additional hectares of tree canopy over the next decade</b> across the extent of the city and at all scales from specimen and street trees to extended and new woodlands.	
Woodland Trust has been involved in preliminary discussions around partnership in the programme, linked to the Emergency Tree Plan. The programme will have significant impact and make demonstrable local	

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difference, both in terms of scale and social impact, through a **proactive approach to tree planting** harnessing public awareness and directing this into structured action with measurable benefits. The Council faces significant financial challenges in resourcing, planning and sustaining tree planting, following budget cuts, loss of staff and over-reliance on external funding. This programme will promote tree planting and develop partnerships to join up activity and sustain future work. It will initially be reliant on external funding, but will help evidence the case for sustainable funding.

£735,000 is allocated from the Welsh Government ENRaW scheme for a 27 month pilot, including staffing and volunteer co-ordination, commencing April 2021 (final approval awaited). £20,000 sought from Natural Resources Wales, via the Public Service Board (PSB), to identify PSB land suitable for tree planting by March 2021. The NRW allocation supports PSB environmental commitments within the Walling of Future Generations Act, including the development of local wellbeing plans. These requests for funding demonstrate the Council's vision for the wider impact of the programme as an exemplar urban tree project for Wales's capital city.

This EOI for additional works, complements the pilot project:

- **Two seasons of tree planting activity, commencing January 2021**, in 5 wards (Ely, Llanrumney, Splott, Caerau, and Rhiwbina) including engagement with volunteers and local communities to include new and replacement street trees connecting habitat and improving air quality, specimen trees and creation of new woodland in parks and public open spaces.
- **Establishment of a tree Nursery at Forest Farm Conservation Centre** supporting local sourcing of native plant material and volunteer involvement, which will complement and benefit from the expertise in the Council's in-house horticultural nursery.
- **Commissioning a report to re-examine the use of material arising from tree and woodland management and refocus on the practical after-use of arisings** in ways that prevent or delay carbon release.

**3.2 Where do you want to do it? (400 words max) do you have a geographical location, wards etc.**

Coed Caerdydd is an overarching programme designed to deliver across the geographical extent of Cardiff.

This EOI will involve **tree planting activity** on Council owned land within 5 Cardiff communities. The characteristics of each area help to inform how the project activity addresses the range of the issues associated with tree planting. 4 are areas of high deprivation, the other is a more affluent area:

1. **Ely**  
Contains one of 26 Welsh Lower Super Output Areas (LSOA) with deep-seated deprivation, according to the Wales Index of Multiple Deprivation (WIMD). Mainly 1920s housing estate with multiple, poorly purposed open spaces, surrounded by newer private estates in the west. Borders the Vale of Glamorgan Council and contains a significant public woodland – Plymouth Great Woods. WIMD average ranking 340/1909 (average of 10 LSOAs in the ward, ranking range 14-1394)
2. **Caerau**  
Predominantly 1950-60s Council housing, includes two large areas of public open space / woodland, Treilai Park and Caerau Fori, linking to the Vale of Glamorgan. WIMD average ranking 25/1909 (average of 7 LSOAs in the ward, ranking range 27-613)
3. **Llanrumney**  
Predominantly 1960s housing estate with large areas of barren open space and relic woodland. WIMD average ranking 409/1909 (average of 7 LSOAs, ranking range 75-1013)
4. **Splott**  
Inner city ward with Victorian terraced housing and 1920s housing estates including two inner-city public parks. WIMD average ranking 227/1909 (average of 8 LSOAs, ranking range 12-535)

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**5. Rhiwbina**

A 'garden village' suburb in the more affluent north of the city, with huge support for tree planting activity, but limited resources to turn this into effective action. WIMD average ranking 1790/1909 (average of 7 LSOAs, ranking range 1703-1860)

The establishment of a local provenance native **tree nursery at Forest Farm Conservation Centre** to enhance the existing volunteer base. The selected location will be secure and will benefit from the existing site-based team. This would be a pilot and future expansion would be an ambition either at this site or elsewhere in the city.

Through the EOI, the adjacent timber yard at Forest Farm will be scoped with a view to reinstating and refocussing the dormant timber-recycling operation to **re-use material extracted from woodland management to extend carbon fixing**. This report will form the basis to apply for further funding to develop an innovative, sustainable model for the effective after-use of this material, linking to the wider carbon footprint of operations.

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**3.4 What are you aiming to achieve (your top 3 objectives)? (400 words max)**

*Think about community engagement, canopy cover, habitat connectivity etc.*

1. **Deliver the ambition of the One Planet Cardiff Strategy to increase Cardiff's tree canopy cover from 18.9% to 25% by 2030**

Cardiff adopted the tree canopy ambition within the One Planet Cardiff Strategy in October 2020 as recommended in the 2019 Cardiff I-tree report. Coed Caerdydd is an innovative response to this, co-ordinating activity within multiple projects and building partnerships to achieve this ambition; a model that is developed for the capital city, but can be adapted for use elsewhere. This EOI would initiate the tree planting programme in the current planting season (2020/21), ahead of the pilot project (delayed due to Covid) and provide funding for further planting in 2021/22, including planting and tree removal from the 2020/21 planting season. New woodland planting will be located to increase connectivity of habitat based on Cardiff's Accessible Greenspace and Habitat Connectivity Mapping Report (November 2019). Reducing the use of plastic materials in tree planting will also be scoped.
- 2. **Develop a local tree nursery facilitating the sourcing of local provenance planting material for the Coed Caerdydd programme**

This EOI will develop a tree nursery at Forest Farm Centre. The availability of locally grown trees will increase the sustainability of the Coed Caerdydd programme, raising the profile of Forest Farm as a centre of excellence for sustainable environmental action. Initially the nursery will grow on bought-in stock from UK-certified suppliers, but will move towards collection of local tree seed for propagation, drawing on in-house expertise in the Bute Park nursery, where propagation of ornamental hardy stock is already undertaken. The scale of production will grow with the project, in line with the capacity of the project to support the operation and will be expanded as demand increases.
- 3. **Produce a report scoping after-use of materials arising from woodland management to reduce the release of fixed carbon**

In 2002, the Council set up a timber-recycling project, investing in milling machinery to process woodland management timber into planks for sea: slats, signage and other timber products. Funding ended in 2005 and the operation continued using in-house staff but ceased to operate from 2010 due to lack of resources. This EOI presents an opportunity to commission a scoping report to bring this existing, underutilised infrastructure back into use and reduce the carbon footprint of woodland/arboricultural operations. The report will underpin future funding bids to re-establish this as part of a holistic, sustainable woodland operation.

**3.5 What do you hope to gain from your objectives (your outcomes)? (400 words max)**

*Improved community cohesion, increased accessible green space, climate resilience etc.*

1. **To deliver the ambition of the One Planet Cardiff Strategy to increase Cardiff's tree canopy cover from 18.9% to 25% by 2030 - this EOI will provide a measurable increase in canopy cover over two planting seasons.**

Delays to the ENRaW funded pilot for Coed Caerdydd, have effectively lost a planting season for the programme. This EOI will facilitate a significant input of targeted tree planting to be carried out in advance of the pilot project, which mitigate the impacts of the delay. The impacts of the EOI will then develop further during the second year of planting with increased community involvement supported by the Coed Caerdydd project team. Data from the project will be added to the main programme spreadsheet that records the increase of canopy arising from the project. This will provide a measure of how tree planting in the 5 wards (Llanrumney, Splott, Caerau, Ely

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and Rhiwbina) contributes to the increased canopy pledge in One Planet Cardiff over two planting seasons. The materials used for tree planting will be researched to identify ways of reducing the use of plastic in tree planting as far as possible and this information will be used to promote a shift away from plastic and other unsustainable materials in tree and woodland operations in the programme.

**2. To develop a local tree nursery to provide local provenance planting material for the Coed Caerdydd programme**

The funding outcome will be the establishment of a sustainable City tree nursery on land already identified at Forest Farm to provide locally sourced tree planting material to supply the City's tree canopy expansion requirements. The tree nursery will be developed further as the programme progresses and demands for trees increase.

**3. To produce a report that scopes the use of material arising from woodland management across the city in a way that reduces the release of fixed carbon**

The report will underpin future funding bids (internal and external) to re-establish the timber processing function at Forest Farm as an exemplar sustainable wood and timber processing centre for quality products, reducing the quantity of waste wood being sold for firewood or biomass. This report will seek to establish the carbon footprint of the operation and will also consider the potential for growing and producing alternative woodland/forest products such as short-rotation coppice, charcoal and orchard crops, which in turn would feed back into planting mix decisions.

**3.6 How would you ensure the sustainability of your plan/project/proposal? (400 words max)**

*How do you propose to maintain and manage in the short/medium and long term. Will you be including Friends of groups, volunteer networks etc.*

The ENRaW-funded pilot establishes the structure for the Coed Caerdydd Programme, but this alone will not achieve the levels of tree planting needed to reach the 839ha target. Partnership working is essential; the Council currently owns and manages 1500ha of open space in total (including existing woodlands) so further land is needed. The pilot will demonstrate the viability of the ambition and raise the profile of the project activity citywide. Success will be evidenced through rigorous monitoring of both tree planting and removal. A post-project seminar/evaluation will consider the project outcomes and future direction.

NRW and this EOI funding support the programme by establishing partnership working prior to commencement of the pilot project. This EOI commences tree planting one year earlier than the pilot project, which will improve the quality of the monitoring data. This will help to develop and demonstrate practical and cost-effective ways of engaging with partners and landowners to support, promote, deliver and monitor tree planting.

Future bids will be submitted to funders; Trees for Cities, Welsh Government (Wales National Forest) and NRW and others, for further phases. Other funding streams such as the Woodland Carbon Code funded planting, linked to offsetting, are already of interest to local businesses who have expressed support. Private donation and sponsorship of trees will also be explored within the pilot.

Adaptive management will deal with ongoing issues such as storm damage and Ash dieback. Decisions on types of planting will consider these when determining planting priorities, to underpin resilience and deliver high outcomes for nature.

Volunteering is key to project success, through the existing network of community/Friends groups/Local Nature Partnership and the development of a new volunteer 'tree warden' role through the pilot. Providing tree planting activities and opportunities to help sustain new trees will ensure they provide increasing benefits into the future. Project branding will raise local awareness of tree planting and help communicate its benefits to communities.

There is significant interest in volunteer activity around tree planting. The programme will support communities to access small seed-funding pots for tree planting that can be recorded in the monitoring, allowing all activity to be counted, irrespective of scale or land ownership.

This 10+ year integrated programme (including a 25+ year commitment to maintaining tree planting), is intended to provide the evidence needed to secure a permanent Council-based team to support and manage proactive tree planting and woodland throughout Cardiff.

**3.7 What top 3 risks have you identified? (400 words max)**

**1. Overcommitment**

Post-Covid, there is public enthusiasm for tree planting, but efforts that concentrate on 'numbers of trees' are unhelpful because these focus on the planting activity not the long-term sustaining of trees.

Public awareness of the need for tree planting is helpful, but this can lead to pressure 'just to plant trees' without understanding:

- the suitability of sites for tree planting
- how trees will be managed to achieve desired outcomes.

Community sourced funding for tree planting currently puts pressure on the Council to find areas where these 'free' trees can be planted, but maintaining the trees once planted is overlooked. The Coed Caerdydd programme is an attempt to establish the framework to be able to support this demand as well as developing opportunities for communities to take responsibility for new tree planting in places where this is appropriate and sustainable.

**2. Long term security for the project**

Success will only be achieved if the planting can be maintained into the future and that will rely on either a series of back-to-back funded programmes/short term funding that can continue the work, or significant new funding streams that can sustain the work. There will also be reliance on the enthusiasm and dedication of volunteers, who will need expert support which in turn means that funding for the support will also need to be sustained.

**3. Missing the canopy target**

Cardiff is under economic pressure to develop. The extent of the city is limited, the woodlands around the city provide a buffer to further expansion, so it is important to secure significant new areas of land for extensive woodland expansion as well as new tree planting in urban areas (street trees, specimen trees and new woodland).

The Council's Local Development Plan (LDP) commits to protection of existing natural resources including the surrounding woodland areas. A new LDP is under development; this will continue to promote the creation of high quality accessible greenspaces, which support the health and well-being of local communities and incorporate the canopy ambitions of One Planet Cardiff, in an environment where there is much competing pressure on land.

Ash die-back, other diseases and storm damage all impact on the ability to maintain and sustain increased canopy, but the programme will provide a means of monitoring the impact of this, as far as it can be, to help focus attention on those areas that require remediation and re-planting.

**3.8 When would you like your plan/project/proposal to start and finish? (200 words max)**

*We are looking for projects that are able to finish within the next two planting seasons (2021 & 21/22)*

EOI project activity will commence as soon as approval is given in December 2020.

**Tree planting work**

- Purchase of trees December 2020
- Programme of ward-based planting work during January – March 2021.
- Over the summer period, volunteer engagement and planning for the 2021/22 planting season will take place.
- The second phase of ward-based planting will take place between October – March 2022.

**Tree Nursery**

- Planning for the nursery will commence in December 2020
- Ground preparation and security installed January – March 2021
- Nursery stocked (bought-in material) from end of March 2021
- Further enhancements to layout over the summer period, plus volunteer engagement with tree stock maintenance
- Implementation of seed collection commencing Summer – Autumn 2021
- Sowing and propagation of seedlings (based at Bute Park Nursery) from Autumn 2021
- Planting out new seedling trees in nursery January – March 2021

**Timber recycling report**

- Commissioning of report January – March 2021
- Report preparation April – September 2021

All works funded through the EOI will be completed by the end of March 2022.

Please include any maps and additional information to support your application as appropriate.

**4. Project Costs**

**4.1 Outline the amount you are applying for with a breakdown of costs using the attached proforma**

*Outline the total costs (materials, stock, trees etc.)*

Total Costs £228,862.00 being applied for including the two planting seasons 2020/21 and 2021/22. The breakdown is in the table below.

		2020	2021	2022	Total
Staff Salary	See Detailed sheet attached	0	50,748	27,724	78,472
Tree Planting	street trees, parks, housing and whip planting sourcing british stock sourced in line with welsh procurement rules- UNISG where possible.	0	51,500	800	52,300
Tree protection	tree pits, stakes, tree ties, rabbit guards etc.	23,196	36,394	0	59,590
Specific Projects	tree nursery development	0	25,000	5,000	30,000
Consultancy	feasibility study for after use of timber and carbon capture	0	5,000	0	5,000
Specific Projects	tools and equipment	2,500	1,000	0	3,500
<b>Total</b>		<b>25896.00</b>	<b>169,642.00</b>	<b>33,524.00</b>	<b>228,862.00</b>

**4.2 How will you be adding value to this bid?**

*Outline the other sources of funds, grant in kind, forestry commission grants, volunteer time etc.*

Match funding	2020	2021	2022	2023	Total
ENRaW grant: funding from Welsh Government. Through competitive stage to full application stage. Application due to be submitted 16th December 2020. grant covers period from March 2021-June 2023		245,000	326,667	163,333	735,000
Trees for cities		1,900			1,900
Parks tree planting budget	10,000				10,000
NRW Public Service Board allocated funding	8,820	9,515			18,334

[				
<b>4.3 Outline any additional funding streams you believed might be applied for (or have been applied for) in order to help deliver your plan/project/proposal. (200 words max)</b>				
<p><b>Current secured or applied for funding</b>                  ENRaW Welsh Government (Coed Caerdydd pilot project) April 2021 – June 2023 - £735,000                  NRW Public Service Board (scoping P59 land potential) – December – March 2021 - £20,000                  Trees for Cities Funding – (tree planting in Llanrumney) – November – March 2021. £1950                  Tree planting budget for street trees (Cardiff Council) £10,000 (annually)</p> <p><b>Future funding potential</b>                  Woodland Carbon code (offsetting)                  Private sponsorship                  Tree donation schemes (corporate and individual)                  Welsh Government National Forest funding                  Ash dieback funding (Council revenue bid)</p>				
<b>5. Eligibility Criteria</b>				
<b>Please complete all sections:</b>				
	Yes	No	N/A	Comments
<b>5.1</b> You are prepared to undertake a review of your current practice in line with our <a href="#">Emergency Tree Plan</a> and ensure you have an appropriate action plan based on this exercise. This should include having a tree and woodland strategy (or equivalent).	Yes			Strategy commissioned through ENRaW funded pilot project
<b>5.2</b> A strategy is in place within your local authority to reduce carbon emissions rather than using the Fund to mitigate carbon emissions without corrective action	Yes			i-tree report has been carried out. One Planet Cardiff Strategy launched October 2020 in response to Climate Emergency declaration
<b>5.3</b> You can demonstrate full management control or consent to use the land for the duration of the agreement*. Where you are planting on other people's land you have or will have a suitable agreement in place with the landowner. Land must be open to the public (at least in part) unless otherwise agreed	Yes			Council land only within this project (other funding will be used for land in other ownership)
Page   9 <span style="float: right;">Version 1 Sept 2020</span>				

<b>5.4</b> There are no requirements to mitigate the impacts of development under a planning consent that relate to the site or proposal unless otherwise agreed.	Yes			All the land in this project will be public open space with no mitigation obligations
<b>5.5</b> Where relevant you are prepared to enter into discussion with the Woodland Trust about the carbon sequestration opportunities and how they might be recorded and allocated.	Yes			
<b>5.6</b> For woodland creation you must be capable of meeting the requirements of the <a href="#">UK Forest Standard</a> and must endeavour to use UKISG stock whether whips or standards unless otherwise agreed. Where sourcing of appropriate tree stock is a concern for urban planting (including street trees) evidence of supply chain and adherence to biosecurity best practice will be required by agreement with the Trust.	Yes			This may not be possible for street trees, and may not be possible under current Council procurement arrangements, but UK provenance stock will be sourced wherever possible and future procurement arrangements will take this into account
<b>5.7</b> You are willing to discuss with the Woodland Trust opportunities in your area for identifying and enhancing the protection of ancient woodland and ancient and veteran trees. Where relevant to include the updating of the respective inventory.	Yes			
<p><b>Find out what we're doing for woods and trees:</b></p> <p>Any personal details you have provided to the Woodland Trust will be used to carry out our work protecting, restoring and creating woodland across the UK. Would you like to know more? Check out our online <a href="#">statement</a> at <a href="http://woodlandtrust.org.uk/legitimate-interests">woodlandtrust.org.uk/legitimate-interests</a>. We may contact you by post and telephone about our work and how you can support us unless you tell us not to.</p> <p>Your privacy is our priority. We promise to keep your details safe and will never sell them. Need extra reassurance? Our online <a href="#">privacy policy</a> <a href="http://woodlandtrust.org.uk/privacy-policy">woodlandtrust.org.uk/privacy-policy</a> explains all. If you would like to change the way you hear from us, how we use your information or do not want to receive any marketing from us – just email <a href="mailto:supporters@woodlandtrust.org.uk">supporters@woodlandtrust.org.uk</a> or call 0330 333 3300.</p>				
Page   10 <span style="float: right;">Version 1 Sept 2020</span>				

Please return your form by 5pm on 6<sup>th</sup> November to Rob Daulby, Woodland Trust, Kempton Way, Grantham, Lincolnshire, NG31 6LL or via email to [ETF@woodlandtrust.org.uk](mailto:ETF@woodlandtrust.org.uk) copying in your main Woodland Trust contact.

Signature  Date 6<sup>th</sup> November 2020

\*For proposals involving street tree planting a demonstration of agreement from the relevant council department is required.

Street tree planting is included in the bid. This is being carried out by our **Arbicultural Team** who co-ordinate this work across the city and manage the street trees in Cardiff.

The Woodland Trust is a registered charity in England and Wales no. 294344 and in Scotland no. SC039895.





## Appendix 2: Letters of Support

### Appendix 2.1 - Woodland Trust: Sharon Thomas, Woodland Outreach Manager for Wales



**COED CADW  
WOODLAND  
TRUST**

 Coed Cadw  
The Woodland Trust  
Llys y Castell  
6 Heol yr Eglwys Gadeiriol  
Caerdydd CF11 9LJ

Castle Court  
6 Cathedral Road  
Cardiff CF11 9LJ

 0292 002 7732

 [coedcadw.org.uk](http://coedcadw.org.uk)  
[woodlandtrust.org.uk](http://woodlandtrust.org.uk)

Jon Maidment  
County Hall  
Cardiff  
CF10 4UW

**Please reply:**  
FAO Sharon Thomas  
[sharonthomasg@woodlandtrust.org.uk](mailto:sharonthomasg@woodlandtrust.org.uk)

14 December 2020

Dear Jon,

**Letter of Support for Coed Caerdydd bid**

Thank you for asking the Woodland Trust to provide a letter of support for your ENRaW bid to create a Coed Caerdydd.

The Woodland Trust has recently published its Emergency Tree Plan which sets out key recommendations for national and local governments across the UK to look after the trees we have; create new policies, capacity and funding for woods and trees; and to take local authority action to identify land for trees and increase canopy cover.

Cardiff Council has started to take important steps towards meeting these challenges. Their iTree assessment outlines a number of recommendations for the Council to address and the One Planet Cardiff Strategy, adopted in October 2020, outlines how the Council plans to link with businesses and residents to make the changes necessary to adapt to the climate change emergency.

The ambitions the Council has for Coed Caerdydd to increase tree canopy cover from 18.9% to 25% by 2030 are both significant and exciting. There are short-term actions to address and I'm pleased to see the Council is also considering long-term sustainability by involving partners and local communities. Achieving the ambitions of Coed Caerdydd will make Wales' capital city a green and sustainable city and one which will truly lead the way for others to follow.

I wish you the best of luck with the bid.

Yours sincerely,



Sharon Thomas  
Woodland Outreach Manager (Wales)

Elusen gofrestrdedig Rhif 294344. Cwmni di-elfw a gyfyngir o dan warant. Cofrestrwyd yn Lloegr Rhif 1962673.  
Swyddfa Gofrestrdedig: Kempton Way, Grantham, Lincolnshire NG31 6LL. Mae logo Coed Cadw (the Woodland Trust) yn nod masnachu cofrestrdedig.  
Registered Charity No. 294344. A non-profit making company limited by guarantee. Registered in England No. 1962673.  
Registered office: Kempton Way, Grantham, Lincolnshire, NG31 6LL. The Woodland Trust logo is a registered trademark.

## Appendix 2.2 - Natural Resources Wales: Michael Evans, Head of Operations South Wales Central



### South Wales Central Area Statement

Valuing the Natural Environment, Building Equitable Partnerships,  
Putting the Environment at the Heart of Decision Making

Michael Evans,  
Natural Resources Wales,  
Rivers House, CF3 0EY

[Michael.Evans@cyfoethnaturiolcymru.gov.uk](mailto:Michael.Evans@cyfoethnaturiolcymru.gov.uk)

Jon Maidment  
Operational Manager- Parks, Sport and Harbour Authority  
Cardiff Parks, Sport and Harbour Authority,  
Queen Alexandra House  
Cargo Road  
Cardiff  
CF10 4LY

14<sup>th</sup> December 2020

Dear Mr Maidment,

#### Letter of Support for Coed Caerdydd

I am writing to express Natural Resources Wales' support for Cardiff Council's Coed Caerdydd (Principle officer Nichola Hutchinson) proposal being submitted to WG ENRaW funding.

NRW, the overarching environmental body for Wales, came into being in 2013 through the amalgamation of Forestry Commission Wales, Countryside Council for Wales and Environment Agency Wales. From its outset NRW has been championing natural resource management as an integrated area-based, eco-system approach. NRW's purpose is to "pursue sustainable management of natural resources" and "apply the principles of sustainable management of natural resources" as stated in the Environment (Wales) Act 2016.

The Environment (Wales) Act 2016 also made it a duty for Natural Resources Wales (NRW) to produce Area Statements in collaboration with others. The legislative framework, and collaborative nature, provides the opportunity to rethink the way our natural resources are managed and used, to make Wales more ecologically resilient, more biodiverse and ensure benefits we get from nature can continue for future generations.

#### Area Statements

A priority of the Natural Resources Policy is to take a place-based approach. Area Statements set out evidence on the natural resources in a place, the pressures upon them and benefits they can provide, and from this, identify the opportunities for implementing the Natural Resources Policy, so they can continue to deliver benefits now and in the future.

Area Statements identify priorities for each locality, setting out what NRW and others can do, including driving NRW's work programmes locally, influencing national policy, funding streams and partners.

Page 1 of 3

Alongside the wellbeing of Future Generations Act, Area Statements encourage us to take a collaborative approach and to identify (new ways of working) how we can work together, how we do things differently to achieve our desired goals to build the resilience of our ecosystems and enhance the benefits they provide.

Area Statements will influence the way that NRW works in an Area and how Welsh government implements the Natural Resources Policy. National and local development plans, National parks, ANOBs must have regard to Area Statements. Area statements will also influence Schemes such as Farming & Sustainable Land Management and public authorities' delivery of section 6 duties.

The South Wales Central Area Statement which consists of five key themes – sets out to address the legacies of the past along with the challenges and opportunities of the future can be found online <https://naturalresources.wales/about-us/area-statements/south-central-wales-area-statement/?lang=en> .

### **Coed Caerdydd**

The project proposal is the start of a longer term pledge to increase canopy cover in the city boundary from 18.9% to 25% by 2030 which is in Cardiff's One Planet commitment. The land scoping element is well supported in the current policy framework in Wales.

To date the project team has discussed the proposal with the NRW leads developing Area Statements in South Wales Central. The output to include increasing canopy cover will include planting looking at increasing carbon capture as well as enhancing biodiversity, air quality, and other benefits with opportunities for community engagement. These outputs aligns closely with all the Area Statement themes addressing some of the key challenges in south wales central using nature based solutions as identified in the South Wales Central Area Statement and the Welsh Government Natural Resources Policy.

The Area Statement building resilient ecosystems theme identifies developing a Local Approach to Woodland Creation as a key action to deliver decarbonisation goals (to support resource efficiency and the circular economy), and also deliver multifunctional aspects of the priorities of the Natural Resources Policy.

Trees and Woodlands have a vital role to play in meeting carbon targets, in terms of carbon substitution carbon sequestration. The NRP also recognises the importance of trees for helping society to adapt (e.g. to provide shade for people, livestock and wildlife, flood risk and drought mitigation, to stabilise soils and minimise erosion).

### **NRW project support**

Area Statements have started to influence NRW's priorities in South Wales Central, one of which is to develop a local approach to woodlands and trees. As part of this approach NRW people and places team are working with partners in Local Authorities and others to meet their goals of increasing tree cover. NRW will be able to support the project by advising on the project board, providing advice and evidence to Cardiff such as use of the Welsh Information for Nature-based Solutions (WINS) layers available on the [information portal](#), explore use of NRW managed land and provide guidance and expertise on tree and woodland creation and management.



Area Statements provide the opportunity to link agendas, using these tools and levers to ensure that the role of the natural environment will be prominent in all discussions. Through Area Statements, NRW will be able to develop equitable partnerships and ensure that where public authorities make decisions, they include the natural environment in their decision making.

As public service board partners and through the Public Service Board, NRW have been able to support the first phase of the Coed Caerdydd project. The provision of a small grant has facilitated the collaboration between PSB partners to survey publicly owned assets and develop the branding of Coed Caerdydd.

This project has the potential to raise the profile of and deliver the Sustainable Management of Natural Resources in a highly urban area, connecting people and decision makers with nature and benefits it provides.

As the project develops more resources can be made as the project aligns with NRW's Place priorities, providing best practice and evidence to support neighbouring authorities and feed into the development of Area Statements.

NRW are pleased to offer our open access data, which are free data that anyone can view, re-use or re-publish, provided that the original source is attributed (available under the [Open Government Licence \(OGL\)](#)); to support this work.

Your NRW contact for this proposal, and any subsequent related project, is Geoff Hobbs, Area Statement lead South Wales Central.

I look forward to hearing that the project has been successful in obtaining support.

**Please note that this letter should not be construed as a legally binding offer or agreement. If the application is successful, we may need to enter into a formal agreement governing the contributions, roles, responsibilities and liabilities of the participants.**

Yn gywir / Yours sincerely



Mr Michael Evans  
Head of Operations South Wales Central

## Appendix 2.3 - Forest Research - Dr Kieran Doick Head of Urban Forest Research Group



**Forest Research**

Alice Holt Lodge  
Wrecclesham  
Farnham, Surrey  
GU10 4LH, UK

Tel +44 (0)300 067 5600  
kieron.doick@forestresearch.gov.uk

Jon Maidment  
Operational Manager- Parks Sport and Harbour  
Queen Alexandre House  
Ferry Road  
Cardiff  
CF11 0LE

**Chief Executive**  
Professor James Pendlebury

9<sup>th</sup> December 2020

To whom it may concern,

**Letter of support for the Coed Caerdydd (Cardiff's urban forest)**

I am writing in support of the Cardiff Council led partnership bid for ENRaW funding to fund a 27-month pilot project: Coed Caerdydd- Cardiff's urban forest.

Coed Caerdydd is a 10+ year programme for long term changes in tree canopy across the Cardiff Unitary authority which aims to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030 in line with the stated ambitions of the recently launched draft One Planet Cardiff Strategy to reduce carbon emissions to net zero by 2030.

Coed Caerdydd offers the potential for a strong delivery framework for sustaining long-term improvements in tree canopy within the city. Representing the Urban Forest Research Group at Forest Research, I am – through my Group's long list of academic and public publications – very aware of the multiple benefits that trees provide to urban society, including in carbon capture, improved air quality, reduced risk of surface-flooding, local and regional climate regulation, increased resilience for biodiversity, broad community engagement, increased opportunities for volunteering, extensive collaborative working opportunities, and *all* the consequent benefits to the health and wellbeing of the citizens of Cardiff.

This pilot project will establish a Coed Caerdydd project team and develop partnerships across different sectors in the city. Forest Research supports the aims of both the pilot project and the long term Coed Caerdydd programme and is committed to working with Cardiff Council to form a meaningful partnership to help deliver this important goal.

The Urban Forest Research Group is composed of urban foresters and GIS specialists who produce national policy and practice guidance on: the UK's urban forests and urban green infrastructure. My team and I are highly active in detailing and disseminating the positive impacts of urban forests and urban green infrastructure, quantifying natural capital and valuing the ecosystem services it provides to society – such as in the improvement of urban air quality. For example, we are at the forefront of i-Tree Eco implementation in the UK.

Delivering innovative applied science  
to promote sustainable forestry.

[www.forestresearch.gov.uk](http://www.forestresearch.gov.uk)





Currently, I Chair the CAVAT Executive Board, am a member of TDAG (Trees and Design Action Group), and am a member of both the FC-England's Urban Forestry and Woodlands Advisory Committee's Network and the London Forestry and Woodlands Advisory Committee. Through involvement in Coed Caerdydd, FR will gain extended impact for their own climate change mitigation, urban forest, GI and i-Tree work, as well as expand their partnership and dissemination networks.

Forest Research are pleased to support this important project. We are offering in-kind support of staff time to provide expertise (knowledge, consultation and/or participation in meetings) and access to extended networks and user groups. We will promote the project and contribute to the disseminations of outputs. Our staff input alone is valued at £3,560.

I look forward to hearing that the project has been successful in obtaining support.

Yours sincerely,

A handwritten signature in black ink that reads "Doick".

Kieron J. Doick, PhD

**Head, Urban Forest Research Group  
Forest Research**



## Appendix 2.4 – Cardiff and Vale University Health Board: Dr Fiona Kinghorn Executive Director of Public Health



### Executive Headquarters / Pencadlys Gweithredol

Woodland House  
Maes-y-Coed Road  
Cardiff  
CF14 4HH

Ty Coedtir  
Ffordd Maes-y-Coed  
Caerdydd  
CF14 4HH



Eich cyf/Your ref:  
Ein cyf/Our ref: Fk-jtf-12-014  
Welsh Health Telephone Network: 02921 836004  
Direct Line/Llinell uniongychol: 02921 836004

**Fiona Kinghorn – Executive Director of Public Health**

14<sup>th</sup> December 2020

Mr Jon Maidment  
Head of Parks & Cardiff Harbour Authority  
Sent via email to: [JMaidment@cardiff.gov.uk](mailto:JMaidment@cardiff.gov.uk)

Dear Mr Maidment

**Re: Bid for Coed Caerdydd – Cardiffs Urban Forest Funding**

We are writing in support of the Cardiff Council led partnership bid for ENRaW funding to fund a 27 month pilot project: 'Coed Caerdydd- Cardiff's urban forest'.

Coed Caerdydd is a 10+ year programme for long term changes in tree canopy across the Cardiff Unitary authority which aims to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030 in line with the stated ambitions of the recently launched draft One Planet Cardiff Strategy to reduce carbon emissions to net zero by 2030.

Coed Caerdydd offers the potential for a strong delivery framework for sustaining long-term improvements in tree canopy within the city, resulting in multiple benefits for carbon capture, improved air quality, increased resilience for biodiversity, broad community engagement, increased opportunities for volunteering, extensive collaborative working opportunities and consequent benefits to the health and wellbeing of the citizens of Cardiff.

This pilot project will establish a Coed Caerdydd project team and develop partnerships across different sectors in the city. Cardiff and Vale University Health Board is fully supportive of the aims of the both the pilot project and the long term Coed Caerdydd programme and is committed to working with Cardiff Council to form a meaningful partnership to help deliver this important goal.

In particular we would be keen to work with you to maximise the improvements to air quality the project can bring, and with potential benefits to physical activity and mental wellbeing, to pilot social prescribing initiatives in Cardiff within the context of the project.

Yours sincerely

**Fiona Kinghorn**  
Executive Director of Public Health

Bwrdd Iechyd Prifysgol Caerdydd a'r Fro yw enw gweithredol Bwrdd Iechyd Uaol Prifysgol Caerdydd a'r Fro. Cardiff and Vale University Health Board is the operational name of Cardiff and Vale University Local Health Board.

Croestwir y bwrdd oherald yn Gymraeg neu Saesneg. Sicrhawn byddwn yn cyflwyno ddiwedd i'ch dewis iaith. Ni fydd gobeith yn Gymraeg yn creu unrhyw oedi. The Board welcomes correspondence in Welsh or English. We will ensure that we will communicate in your chosen language. Correspondence in Welsh will not lead to a delay.



## Appendix 2.5.1 - Cardiff University Ecosystem Resilience and Biodiversity Action Plan Steering Committee: Professor Mike Bruford and Dr Angelina Sanderson Bellamy

Cardiff School of Biosciences  
Head of School Professor Jim Murray PhD FLSW

*Ysgol y Biowyddorau, Caerdydd*  
Pennaeth Ysgol Yr Athro J.A.H. Murray PhD



Cardiff University  
The Sir Martin Evans Building  
Museum Avenue  
Cardiff CF10 3AX  
Wales UK

Tel Ffôn +44(0)29 2087 4312  
[www.cardiff.ac.uk/bios/](http://www.cardiff.ac.uk/bios/)  
Email E-bost BrufordMW@cardiff.ac.uk

Prifysgol Caerdydd  
Adeliedd Syr Martin Evans  
Rhodfa'r Amgueddfa  
Caerdydd CF10 3AX  
Cymru, Y Deyrnas Gyfunol

3<sup>rd</sup> December 2020

Dear Mr Jon Maidment,

On behalf of the Cardiff University Ecosystem Resilience and Biodiversity Action Plan (ERBAP) Steering Committee, we write in support of the Cardiff Council led partnership bid for ENRaW funding for a 27-month pilot project: 'Coed Caerdydd- Cardiff's urban forest'. Coed Caerdydd is a 10+ year programme for long term changes in tree canopy across the Cardiff Unitary authority that aims to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030 in line with the stated ambitions of the recently launched draft One Planet Cardiff Strategy. Coed Caerdydd offers the potential for a strong delivery framework for sustaining long-term improvements in tree canopy within the city, resulting in multiple benefits for carbon capture, improved air quality, increased resilience for biodiversity, broad community engagement, increased opportunities for volunteering, extensive collaborative working opportunities and consequent benefits to the health and wellbeing of the citizens of Cardiff.

This pilot project will establish a Coed Caerdydd project team and develop partnerships across different sectors in the city. The Cardiff University ERBAP team is fully supportive of the aims of both the pilot project and the long-term Coed Caerdydd programme and is committed to working with Cardiff Council to form a partnership to help deliver this important goal. We have already engaged with Cardiff Council over the development and implementation of the Cardiff University ERBAP, which complements the work that Coed Caerdydd seeks to achieve. We support extending this partnership to support the work of Coed Caerdydd in the following ways: (1) engagement with Cardiff University staff and students and surrounding communities around tree planting activities with the aims of both building awareness and participation, as well as including different voices in the coproduction of our future landscapes; (2) working together to more fully achieve Natural Resources Wales attributes for ecosystem resilience (DECCA) across the Cardiff cityscape, so that we ultimately have a more connected green corridor of a diversity of trees that provide

Cardiff School of Biosciences  
Head of School Professor Jim Murray PhD FLSW

*Ysgol y Biowyddorau, Caerdydd*  
Pennaeth Ysgol Yr Athro J.A.H. Murray PhD



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Email E-bost [BrufordMW@cardiff.ac.uk](mailto:BrufordMW@cardiff.ac.uk)

Prifysgol Caerdydd  
Adeilad Syr Martin Evans  
Rhodfa'r Amgueddfa  
Caerdydd CF10 3AX  
Cymru, Y Deyrnas Gyfunol

important habitat for at-risk species found across University estates. The objectives of the Coed Caerdydd project align very well with our ERBAP as well as further promoting opportunities for partnership working between the University and Cardiff Council. We are excited to work together on these activities.

Prof Mike Bruford  
Dean of Environmental Sustainability  
Co-chair of ERBAP Steering Committee  
Cardiff University

Dr Angelina Sanderson Bellamy  
Associate Dean for Environmental Sustainability  
Co-chair of ERBAP Steering Committee  
Cardiff University

.



## Appendix 2.5.2 - Cardiff University School of Earth and Environmental Sciences: Professor Adrian Chappell

Adrian Chappell  
Professor in Climate Change Impacts  
School of Earth and Environmental Sciences  
Tel: +44-29-2087 0642  
Email: chappella2@cardiff.ac.uk



Cardiff University  
Main Building  
Park Place  
Cardiff CF10 3AT  
Wales UK

Tel: Ffôn ++44(0)29 2087 0642  
Fax: Ffacs ++44(0)29 2087 4326

[www.earth.cf.ac.uk](http://www.earth.cf.ac.uk)

Prifysgol Caerdydd  
Prif Adeilad  
Pias y Parc  
Caerdydd CF10 3YE  
Cymru Y Derymas Gyfunol

3 December, 2020

Nicola Hutchinson & Rosie James  
Cardiff City Council  
Cardiff

Dear Nicola,

I am writing to support your funding application to establish a Coed Caerdydd project team.

Thanks for taking the time to discuss your Cardiff Council led partnership bid for ENRaW funding to fund a 27 month pilot project: 'Coed Caerdydd-Cardiff's urban forest'. I understand that Coed Caerdydd is a 10+ year programme for long term changes in tree canopy across the Cardiff Unitary authority which aims to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030 in line with the stated ambitions of the recently launched draft One Planet Cardiff Strategy to reduce carbon emissions to net zero by 2030.

I think there are many opportunities for Cardiff University to partner with Cardiff Council from the research perspective of environmental monitoring and prediction through to urban architectural design and human comfort and many other less obvious applications. In particular, I would like to emphasise the potential opportunity to collaborate with a large grant application I am leading to the NERC/AHRC/ESRC funded 'The Future of UK Treescapes'. This project will work across arts, social and environmental sciences to understand how treescapes are valued to support the Welsh Government's 'Woodland for Wales' key outcomes. Part of our project will focus on Cardiff City urban treescapes and in particular to ensure that urban woodlands and trees deliver a full range of benefits. If funded, we will measure a range of environmental properties and estimate across a range of scales structural characteristics of the urban canopy using ground-based, airborne and satellite information to support the stewardship of future treescapes.

The co-benefits of treescapes are well established, but there remains considerable uncertainty about how to e.g., increase cover. In any case, I think it is essential that future treescapes are co-produced with stakeholders to assure their future sustainability.

I wish you well with your application and I look forward to discussing the details of opportunities for developing a partnership with Cardiff Council.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Chappell', written in a cursive style.

Adrian Chappell  
Professor in Climate Change Impacts

## Appendix 2.6 - The Wildlife Trust of South and West Wales: Kerry Rogers Conservation Manager

TO:  
Jon Maidment,  
OM Parks,  
Cardiff Council

### Coed Caerdydd- Cardiff's urban forest

We are writing in support of the Cardiff Council led partnership ENRaW funding bid for a 27 month pilot project: 'Coed Caerdydd- Cardiff's urban forest'.

Coed Caerdydd is a 10+ year programme for long term changes in tree canopy across the Cardiff Unitary authority which aims to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030 in line with the stated ambitions of the recently launched draft One Planet Cardiff Strategy to reduce carbon emissions to net zero by 2030.

Coed Caerdydd offers the potential for a strong delivery framework for sustaining long-term improvements in woodland and urban tree cover within the city, resulting in multiple benefits for carbon capture, ecosystem services (such as improved air quality, temperature moderation, sustainable drainage and soil condition), increased resilience for biodiversity, broad community engagement, increased opportunities for volunteering, extensive collaborative working opportunities and consequent benefits to the health and wellbeing of the citizens of Cardiff.

This pilot project will establish a Coed Caerdydd project team and develop partnerships across different sectors in the city. The Wildlife Trust of South and West Wales (WTSWW) is fully supportive of the aims of the both the pilot project and the long term Coed Caerdydd programme and is committed to working with Cardiff Council to form a meaningful partnership to help deliver this important goal.

In addition to contributing directly to the project by providing advice, support and delivery for the practical elements, WTSWW will seek to integrate the project into the wider work we do in Cardiff such as our Reserve management, community engagement and education activities, volunteer coordination and, in particular, our youth engagement work through our Climate Action Funded project Climate Change Cymru. The project also links very strongly with our targets of 30% of Wales being well managed for wildlife by 2030, providing nature based solutions and encouraging green infrastructure.

The Wildlife Trust of South and West Wales support this project proposal and look forward to working with Cardiff Council on its delivery.

Kerry Rogers,  
Conservation Manager, WTSWW



The Wildlife Trust of  
South and West Wales  
The Nature Centre  
Fountain Road  
Tondu  
Bridgend  
CF32 0EH  
01656 724100  
info@welshwildlife.org  
www.welshwildlife.org

Also at:

The Welsh Wildlife Centre  
Cilgerran  
Cardigan  
SA43 2TB  
01239 621212

Reg Charity  
No. 1091562

Company No.  
4398959

Chief Executive:  
Sarah Kessell



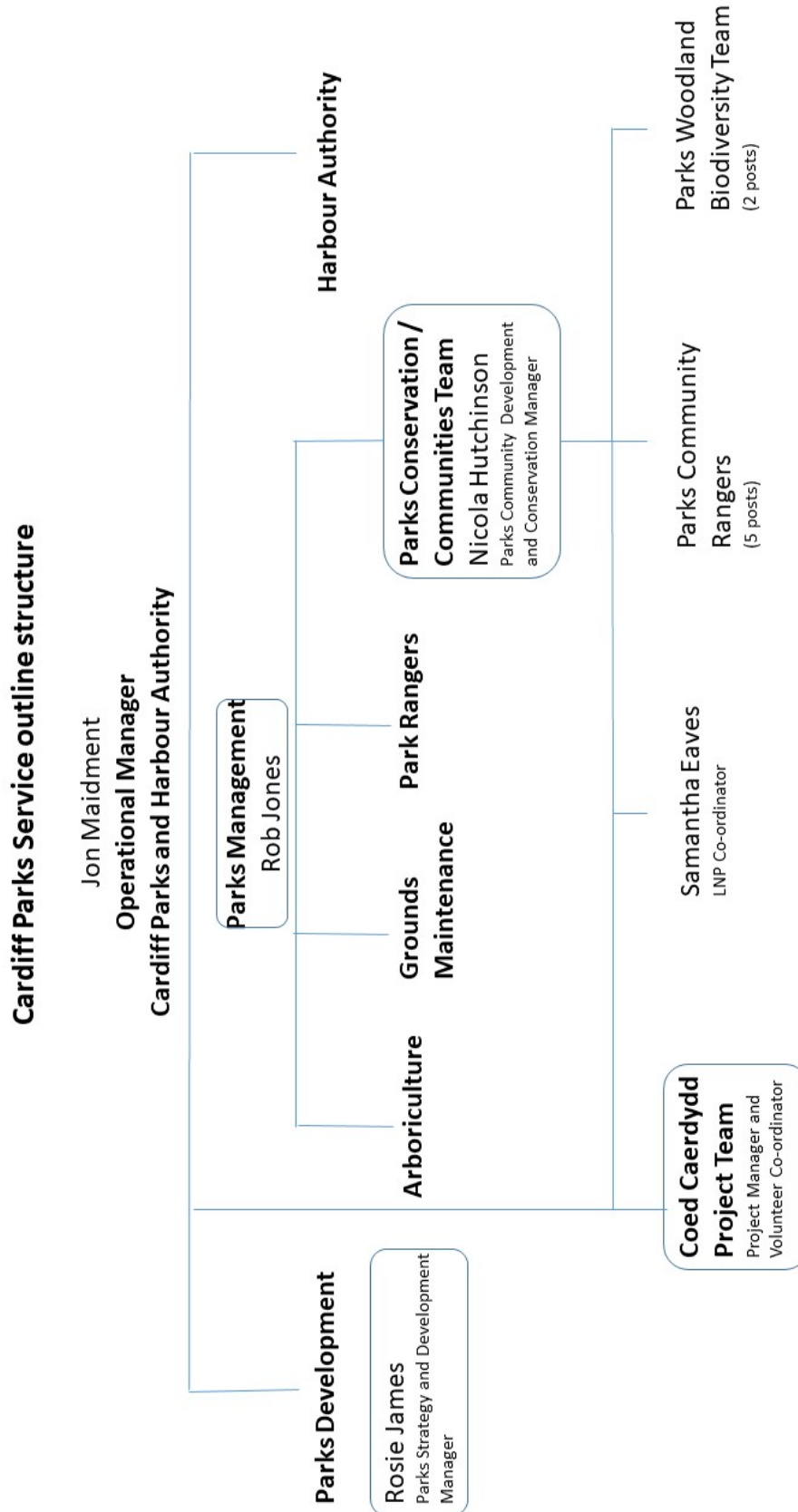
Gwarchod Natur ar gyfer y Dyfodol  
Protecting Wildlife for the Future





## Appendix 3 – Project management

### Appendix 3.1: Parks Service staff structure



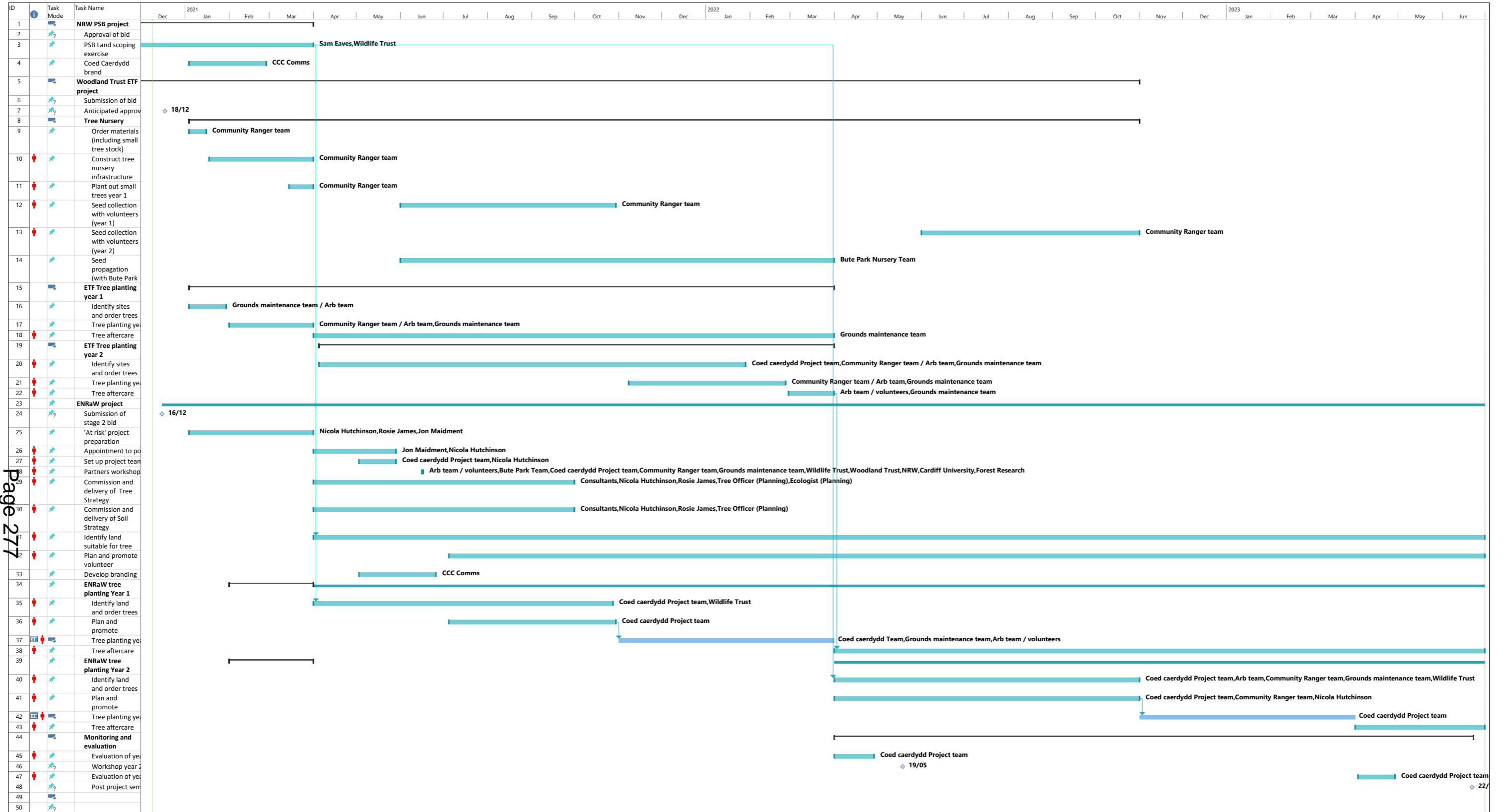


## **Appendix 4 – Project programme Gant chart**

See over page (A3)







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## Appendix 5: Project team job descriptions

### 5.1 Project manager (Coed Caerdydd)



#### JOB DESCRIPTION

<b>Job Title:</b> Project Manager ( Coed Caerdydd )	<b>Directorate:</b> Economic Development
<b>Section:</b> Parks Management	<b>Reporting to:</b> Operational Manager ( Parks & Harbour Authority )
<b>Grade:</b> TBC subject to job evaluation	<b>Hours per Week:</b> 37
<b>Post Number:</b> TBC	<b>Number of Employees:</b> 1
<b>Special Conditions:</b>	<b>Location of Post:</b> Forest Farm
<p><b>Job Purpose:</b></p> <p>The Project Manager will be responsible for:</p> <ul style="list-style-type: none"> <li>• Lead, successfully plan and manage complex and multiple project work streams within the Coed Caerdydd Programme to enable delivery of project outcomes, working towards canopy cover target.</li> <li>• Develop skills, capabilities and capacity within the local community and stakeholder groups.</li> <li>• To establish and maintain effective governance arrangements that relate to all aspects of the Coed Caerdydd pilot project.</li> </ul>	

## **Duties and Responsibilities**

### **Job Specific Requirements**

1. To develop, plan and implement complex and multiple project work streams in accordance with agreed governance arrangements for the ENRaW pilot project.
2. To proactively manage, deliver, deploy and monitor all resources within budget limits.
3. To establish, develop and maintain effective relationships with all project partners and internal / external stakeholders to ensure delivery of pilot project objectives.
4. To developing robust processes for the identification of suitable land for tree planting.
5. To provide support, advice and direction to community groups and stakeholders in respect of tree planting and aftercare.
6. To develop communication plans to ensure that the project and wider benefits are understood.
7. To initiate, lead and develop forums and networks that contribute to the delivery of project objectives.
8. To create and maintain detailed project documentation in accordance with programme and project governance requirements.
9. To carry out the timely evaluation of project activity to determine post project strategy that ensures the continued delivery of tree canopy target beyond the lifetime of the pilot project.
10. To procure goods and services in accordance with standing orders and financial regulations.
11. Take personal responsibility for own health and safety and promote compliance within the team, ensuring a safe working environment.

### **Corporate Requirements**

1. To participate actively in supporting the principles and practice of equality of opportunity as stated in the Council's Equal Opportunities Policy.

2. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
3. As a term of your employment you may be required to undertake such other duties and/or times of work as may reasonably be required of you, commensurate with your grade or general level of responsibility within the organisation.
4. Although you will be provided with a base, you will be required to work from various locations in accordance with the needs of the role.

**DATE COMPLETED:** \_\_\_\_\_ **AGREED BY:** \_\_\_\_\_  
(Recruiting Manager)

**Date Received by Post holder:** \_\_\_\_\_

**Signature of Post holder:** \_\_\_\_\_



## 5.2 Volunteer Co-ordinator (Coed Caerdydd)

### CARDIFF COUNCIL

### JOB DESCRIPTION (DRAFT)



**Service Area:** Economic Development

**Division/Section:** Parks Management

**Job Title:** Volunteer Co-ordinator ( Coed Caerdydd )

**Post Ref No:** TBC

**Grade:** Grade 6

\*subject to job evaluation

**Hours:** 37

**Special Conditions Applying:**

Requirement to work evenings and weekends to meet the demands of the role.

**Reporting arrangements:**

Reports to Project Manager ( Coed Caerdydd )

**Job Purpose:**

To engage local communities and volunteers in supporting the development and delivery of the Coed Caerdydd Programme enabling an increase in tree canopy through community-focussed activity centred on planting and aftercare.

**Duties and Responsibilities**

**Job Specific**

1. To develop and facilitate partnerships and networks that increases the engagement of local communities and volunteers in the management and development of the city's tree stock.
2. To design, develop and facilitate programmes of work / work days for volunteers, volunteer groups and corporate bodies.
3. To establish systems that ensure the accurate and timely collection, storage and retrieval of data relating to programme activity.
4. To, support the development and delivery of project work streams within the programme in conjunction with internal and external stakeholders.
5. To ensure the effective deployment of staff, volunteers, vehicles, plant, machinery and material resources linked to project activity.
6. To recruit, induct, develop and support volunteers and volunteer groups ensuring the sustainability of the programme.

7. To support in the planning and co-ordination of activities / events at a local level and linked to national campaigns.
8. To seek to promote programme and partner activity through the use of communication platforms, including social media ensuring the relevant and timely release of information.

**Corporate**

1. To participate actively in supporting the principles and practice of equality of opportunity as laid down in the organisation's Equal Opportunities Policy.
2. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
3. As a term of your employment, you may be required to undertake such other duties and/or times of work as may reasonably be required of you, commensurate with your grade or general level of responsibility within the organisation.

**(DATE COMPLETED**

**AGREED BY:** .....

**Date Received by Post holder:** .....

**Signature of Post holder:** .....



## Appendix 6: Commissioned work

### 6.1 Tree Strategy outline brief

The Commission will be tendered to suitably qualified Arboricultural Consultancies (including multi-disciplinary practices with an experienced Arboricultural Team)

The successful consultant will be required to:

- Characterise and quantify the tree resource across the city using available data. This will include the itree eco study, the Wales Canopy Cover study, Parks data, desk top study and mapping)
- Summarise the importance of trees to Cardiff in terms of a range of ecosystem services, with a view to understanding the contribution of trees and arboriculture to green infrastructure
- Identify the main threats to the tree resource (e.g. development, disease, poor or inadequate soil volume, lack of staff resource, lack of aftercare, inappropriate species selection, climate change etc.).
- Identify what existing policies, strategies etc. help to protect the tree resource – e.g. GI SPG, Planning Policy Wales etc.
- Identify how the Council, can work better to protect and enhance the resource, for example (not exhaustive):
  - tree planting projects
  - appropriate use of natural regeneration and succession(e.g. in secondary woodland areas)
  - tree species selection based on clearly defined criteria
  - clear planting and aftercare methodologies and strategies
  - highway surfacing strategy (e.g. increasing all planting hole openings for street trees to minimum 1.5m x 1.5m
  - outreach and awareness raising
- Framework for developing an action plan

The Strategy should be brief, clear and with relatively simple targets and plenty of graphics, to increase its impact and legibility.

## 6.2 Soil Strategy outline brief

The Commission will be tendered to suitably qualified Soil Science Consultancies with experience of soil resource surveys in an urban context.

The successful consultant will be required to:

- Characterise and quantify the soil resource in Cardiff using available baseline data (from mapping, Soil Survey of England & Wales, Cranfield data, MAFF, NRW and Soil Resource Surveys).
- Summarise the importance of the soil resource to Cardiff (e.g. biodiversity, water and pollutant management, supporting vegetation, microclimatic amelioration, carbon sink).
- Identify the main threats to the soil resource directly and indirectly (soil removal, erosion, compaction, contamination, sealing, climate change etc.).
- Identify what existing policies, strategies etc., help to protect the soil resource – e.g. GI SPG, Planning Policy Wales etc.
- Identify how the Council can work better to protect and enhance the soil resource for different functions – e.g. to support biodiversity, to manage water and pollutants. An example might be to de-compact soils in a heavily used urban park by the use of remediation and amelioration (e.g. Terraventing, planting understorey vegetation, Biochar application, mulching, temporary fencing of locations with high footfall etc.)
- Framework for developing an action plan

The Strategy should be brief, clear and with relatively simple targets and plenty of graphics, to increase its impact and legibility.

## 7.0 Data capture – Monitoring of planting and tree removal

### Master Data entry page

Sample data shown

Date	Site	Ward	OS ref	Map info ref (Coed caerdydd table)	Ownership	Description	Area of additional planting (ha)	Area of tree removal (ha)
<b>TOTALS</b>							0.01	0.0025
Sample data								
20/01/2021	Pentwyn orchard	Pentywn			Housing	Orchard project	0.01	
21/01/2021	Radyr woodland	Radyr & Morganstown			Parks	Ash removal		0.0025

### Collation page

Electoral Division	Area of additional planting (ha)	Area of tree removal (ha)	Tree canopy gain / loss
Citywide			
Master	0.01	0.0025	0.0075





## **Appendix 8 – Pilot project costs**

See over page (A3)





ENRAW funding	April 2021 - March 2022		April 2022 - March 2023		April 2023 - June 2023		Revised totals		
Cost heading	Year 1	Yr 1 totals	Year 2	Yr 2 totals	Year 3	Yr 3 totals	Total	Capital	Revenue
Staff		£ 95,000.00		£ 95,000.00		£ 23,000.00	£ 213,000.00		£ 222,500.00
1 x scale 8	£ 50,000.00		£ 50,000.00		£ 12,000.00				
1 x scale 6	£ 45,000.00		£ 45,000.00		£ 11,000.00				
<b>Training</b>		£ 6,000.00		£ 5,000.00		£ 1,500.00	£ 12,500.00		£ 12,500.00
Staff training	£ 3,000.00		£ 2,000.00		£ -				
Volunteer training	£ 3,000.00		£ 3,000.00		£ 1,500.00				
<b>Establishment costs</b>		£ 2,000.00		£ 500.00		£ 500.00	£ 3,000.00		£ 2,000.00
Uniforms and protective clothing for staff	£ 2,000.00		£ 500.00		£ 500.00				
<b>Meeting and conference</b>		£ 2,500.00		£ 2,500.00		£ 5,000.00	£ 10,000.00		£ 9,000.00
Workshop / seminar	£ 2,500.00		£ 2,500.00						
Host end of pilot conference	£ -		£ -		£ 5,000.00				
<b>Travel and subsistence</b>		£ 1,750.00		£ 1,750.00		£ 450.00	£ 3,950.00		£ 1,500.00
Mileage and travel for conferences etc	£ 500.00		£ 500.00		£ 200.00				
volunteer expenses	£ 1,250.00		£ 1,250.00		£ 250.00				
<b>Publicity and promotion</b>		£ 17,700.00		£ 20,700.00		£ 7,700.00	£ 46,100.00		
Brand development	£ 2,000.00		£ 2,000.00						£ 1,500.00
Promotional materials	£ 5,000.00		£ 5,000.00		£ 1,000.00				
Interpretation boards	£ 5,000.00		£ 10,000.00		£ 5,000.00			£ 25,000.00	
Discs for marker posts	£ 4,000.00		£ 2,000.00		£ 1,000.00				£ 7,000.00
Marker posts (additional posts)	£ 1,500.00		£ 1,500.00		£ 500.00			£ 3,500.00	
Consultation	£ 200.00		£ 200.00		£ 200.00				£ 600.00
<b>ICT and telephony</b>		£ 3,500.00		£ 600.00		£ 100.00	£ 4,200.00		£ 1,900.00
Mobile phones and IT	£ 3,500.00		£ 600.00		£ 100.00				
<b>General project management</b>		£ -		£ -					
<b>Legal and professional</b>	£ -	£ -	£ -	£ -					
<b>Overheads</b>		£ 6,000.00		£ 6,000.00		£ 1,500.00	£ 13,500.00		£ 13,500.00
Woodland code project validation costs	£ 6,000.00		£ 6,000.00		£ 1,500.00				
<b>External contracts / consultancy</b>		£ 42,500.00		£ 27,500.00		£ 12,875.00	£ 82,875.00		
Tree strategy commission	£ 10,000.00		£ -					£ 10,000.00	
Soil strategy commission	£ 5,000.00		£ -					£ 5,000.00	
Biodiversity Assesment and monitoring costs	£ 27,500.00		£ 27,500.00		£ 6,875.00				
Recommissioning of data for post project reporting					£ 6,000.00				£ 6,000.00
<b>Durable goods (infrastructure)</b>		£ 150,000.00		£ 196,750.00			£ 346,750.00		
Street trees (planting and consumables inc	£ 50,000.00		£ 80,000.00					£ 50,000.00	£ 100,000.00
Other tree planting (woodlands orchards e	£ 30,000.00		£ 46,750.00					£ 75,000.00	
Trees for other landholders	£ 25,000.00		£ 25,000.00					£ 55,000.00	
Plant protection (new fencing , posts and s	£ 45,000.00		£ 45,000.00		£ 10,000.00			£ 95,000.00	
<b>Durable goods (equipment)</b>		£ 25,000.00		£ 25,500.00		£ 6,500.00	£ 57,000.00		
Vehicle (lease)	£ 17,000.00		£ 17,500.00		£ 4,500.00				£ 19,500.00
PPE and tools	£ 8,000.00		£ 8,000.00		£ 2,000.00				£ 15,000.00
<b>Consumables</b>		£ 1,000.00		£ 1,000.00		£ 500.00	£ 2,500.00		£ 2,500.00
General printing, stationery etc	£ 1,000.00		£ 1,000.00		£ 500.00				
<b>Other</b>		£ -		£ -		£ -	£ -		£ 61,875.00
Monitoring costs (Wildlife Trust)									
<b>TOTAL</b>	<b>£ -</b>	<b>£ 352,950.00</b>		<b>£ 382,800.00</b>		<b>£ 59,625.00</b>	<b>£ 795,375.00</b>	<b>£ 318,500.00</b>	<b>£ 476,875.00</b>



## Appendix 9- Current salary scales and staff overhead costings

### Salary scales

Salary Scales									
SCP	Job Evaluation Scores (GLPC scheme)	FTE SALARY	MONTHLY	HOURLY (National Living Wage £8.72 from 01/04/2020)	Hourly Living Wage £9.30 from 01/04/2020	SCP	FTE SALARY	MONTHLY	HOURLY
<b>NJC for Local Government (as at 1st April 2020)</b>					£17,942	<b>JNC CHIEF OFFICERS (as at 1st April 2020)</b>			
<b>GRADE 1</b>						<b>OM2</b>			
1	1 - 247	17842	1486.83		9.25	1	47832	3986.00	24.79
<b>GRADE 2</b>						2			
2	248 - 286	18198	1516.50		9.43	2	50348	4195.67	26.10
3		18562	1546.83		9.62	3	52538	4378.17	27.23
<b>GRADE 3</b>						4			
3	287 - 327	18562	1546.83		9.62	4	55157	4596.42	28.59
4		18933	1577.75		9.81	5	57779	4814.92	29.95
5		19312	1609.33		10.01	<b>OM1</b>			
6		19698	1641.50		10.21	1	59445	4870.42	30.29
<b>GRADE 4</b>						2			
6	328 - 369	19698	1641.50		10.21	2	61692	5141.00	31.98
7		20092	1674.33		10.41	3	64940	5411.67	33.66
8		20493	1707.75		10.62	4	68010	5667.50	35.25
9		20903	1741.92		10.83	5	71224	5935.33	36.92
11		21748	1812.33		11.27	<b>Chief Officer/Assistant Director</b>			
<b>GRADE 5</b>						1			
11	370 - 409	21748	1812.33		11.27	1	88985	7415.42	46.12
12		22183	1848.58		11.50	<b>Chief Digital Officer</b>			
14		23080	1923.33		11.96	1	105052	8754.33	54.45
15		23541	1961.75		12.20	<b>Director</b>			
17		24491	2040.92		12.69	1	130859	10904.92	67.83
19		25481	2123.42		13.21	<b>Corporate Director</b>			
						1	141764	11813.67	73.48
<b>GRADE 6</b>						<b>JNC CHIEF EXECUTIVE (as at 1st April 2020)</b>			
19	410 - 454	25481	2123.42		13.21	<b>Chief Executive</b>			
20		25991	2165.92		13.47	1	185385	15448.75	96.09
22		27041	2253.42		14.02	<b>NATIONAL MINIMUM WAGE (as at 1st April 2020)</b>			
23		27741	2311.75		14.38	<b>NMW - Point 1 (16 to 17 years of age)</b>			
24		28672	2389.33		14.86	1	8778	731.50	4.55
25		29577	2464.75		15.33	<b>NMW - Point 2 (18 to 20 years of age)</b>			
						2	12444	1037.00	6.45
<b>GRADE 7</b>						<b>NMW - Point 3 (21 to 24 years of age)</b>			
25	455 - 499	29577	2464.75		15.33	3	15820	1318.33	8.20
26		30451	2537.58		15.78	<b>NMW - Point 4 (25 years and above)</b>			
27		31346	2612.17		16.25	4	16823	1401.92	8.72
28		32234	2686.17		16.71	<b>Apprentice Rate</b>			
29		32910	2742.50		17.06	1	8006	667.17	4.15
30		33782	2815.17		17.51				
<b>GRADE 8</b>									
30	500 - 544	33782	2815.17		17.51				
31		34728	2894.00		18.00				
32		35745	2978.75		18.53				
33		36822	3076.83		19.14				
34		37890	3157.50		19.64				
<b>GRADE 9</b>									
34	545 - 589	37890	3157.50		19.64				
35		38890	3240.83		20.16				
36		39880	3323.33		20.67				
37		40876	3406.33		21.19				
<b>GRADE 10</b>									
37	590 +	40876	3406.33		21.19				
38		41881	3490.08		21.71				
39		42821	3568.42		22.20				
40		43857	3654.75		22.73				
Other		0	0.00		0.00				

\* SCP 10, 13, 16, 18 & 21 are not in use

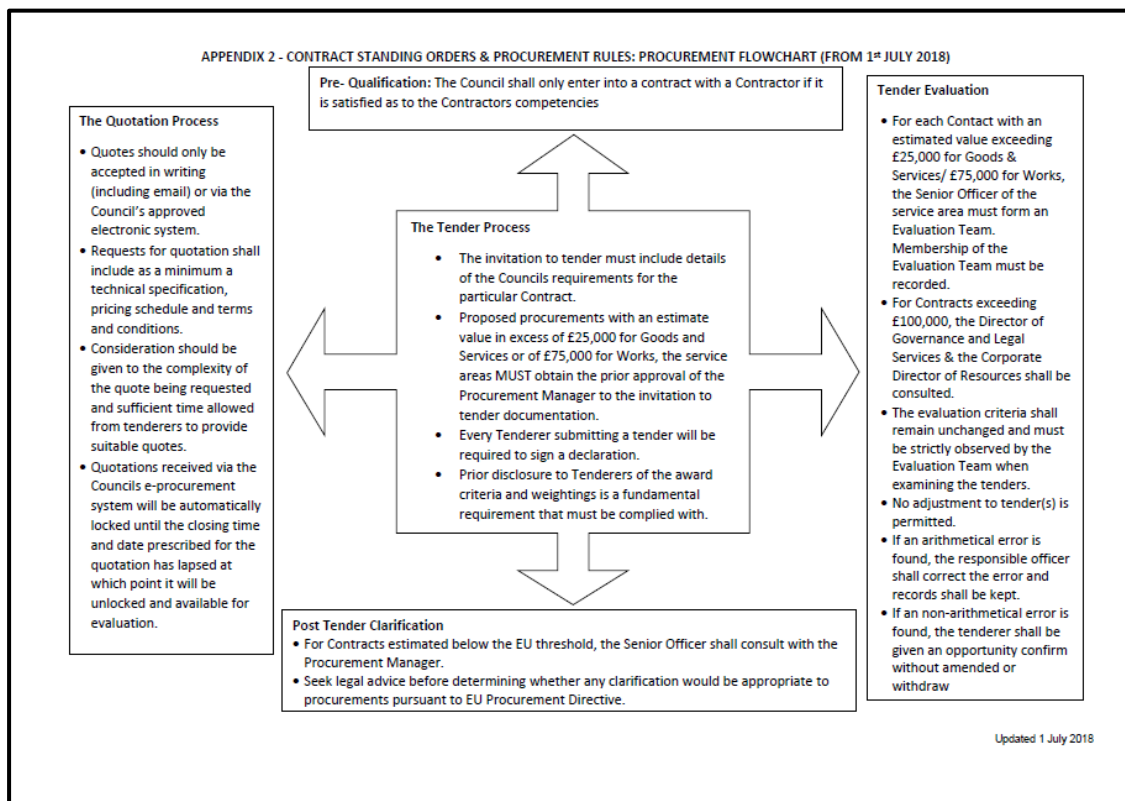
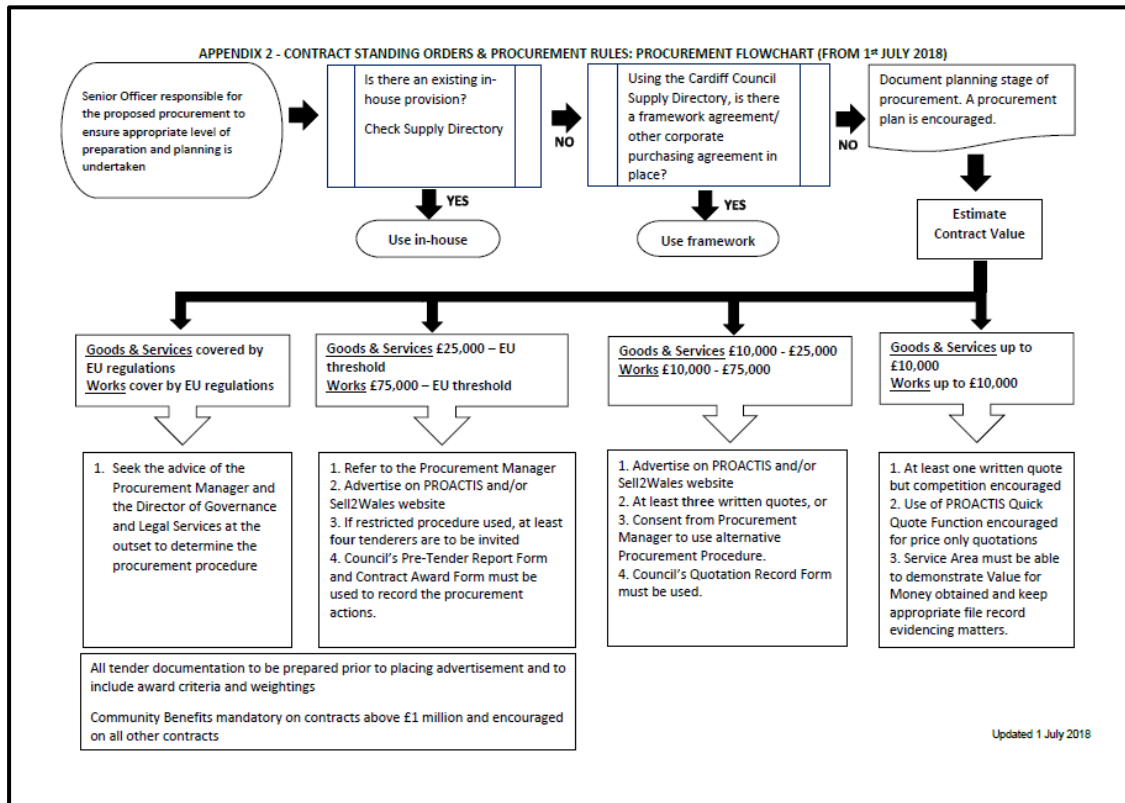


### Calculation of on costs for posts

2020/21				
		scp25	scp	scp
		<b>Grade 6</b>	<b>grade 7</b>	<b>grade 8</b>
Pay	29,577.00	33,782.00	37,890.00	
Weekend Shift Night Standby Overtime	2,998.00			
on-costs	10,036.03	10,442.00	11,859.00	
	<b>42,611.03</b>	<b>44,224.00</b>	<b>49,749.00</b>	

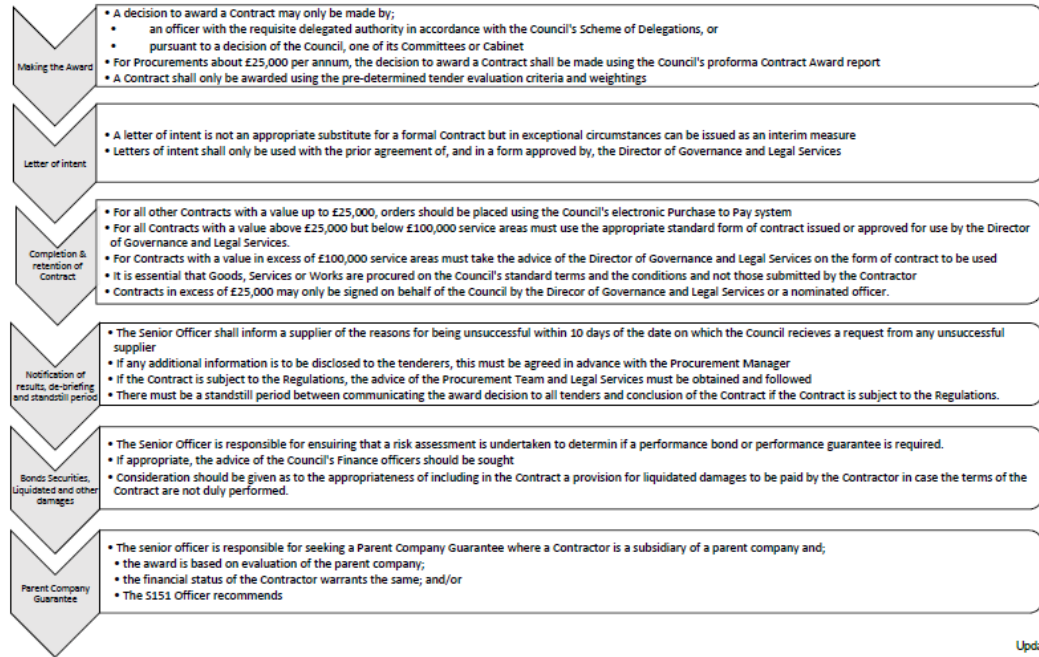
## Appendix 10 - Council Standing Orders on Procurement

The full document is available on request – these charts summarise the Council's procurement framework, adopted July 2018



APPENDIX 2 - CONTRACT STANDING ORDERS & PROCUREMENT RULES: PROCUREMENT FLOWCHART (FROM 1<sup>st</sup> JULY 2018)

**Awarding Contracts**



Updated 1 July 2018



## Appendix 11 – Post project costs

Draft costs prepared for One Planet Cardiff Strategy, November 2020.

	TOTALS															
	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
	2021/22	22/23	2021/22	23/24	24/25	25/26	2021/22	22/23	23/24	24/25	25/26	2021/22	22/23	23/24	24/25	25/26
<b>One Planet Cardiff - future projects</b>				<b>Capital</b>					<b>Revenue</b>					<b>External funding</b>		
1				23/24					23/24					23/24		
2																
3																
4																
5																
6																
7																
8																
9																
10																
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31																
32																
<b>TOTALS</b>																

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# CHARTER OF THE LONDON NATIONAL PARK CITY



OUR VISION IS TO MAKE LONDON A CITY WHERE PEOPLE, PLACES AND NATURE ARE BETTER CONNECTED.

Let's make a National Park City that is rich with nature and where everyone benefits from exploring, playing and learning outdoors. A city where we all enjoy high quality public and green spaces, where the air is clean to breathe and it's a pleasure to swim in its waters. Together we can make London a greener, healthier, wilder, fairer and more harmonious places to live. *Why not?*

The London National Park City is a shared vision and journey for a better life. Everyone can benefit and contribute every day.

It is a large-scale and long-term vision that is achievable through many actions. Lots of these things are already happening in London, but by working, learning, sharing and acting together, we can achieve even more.

# LONDON NATIONAL PARK CITY\*

WE ARE WORKING TOGETHER FOR BETTER:

- LIVES, HEALTH AND WELLBEING
- WILDLIFE, TREES AND FLOWERS
- PLACES, HABITATS, AIR, WATER, SEA AND LAND



- TIME OUTDOORS, CULTURE, ART, PLAYING, WALKING, CYCLING AND EATING
  - LOCALLY GROWN FOOD AND RESPONSIBLE CONSUMPTION
  - DECISIONS, SHARING, LEARNING AND WORKING TOGETHER
  - RELATIONSHIPS WITH NATURE AND WITH EACH OTHER
- THIS CHARTER CONFIRMS THAT WE COLLECTIVELY SHARE THE AMBITION, RESPONSIBILITY AND POWER TO DELIVER THESE THINGS AND MORE.

## WHAT IS A NATIONAL PARK CITY?

It's a place, a vision and a city-wide community that is acting together to make life better for people, wildlife and nature. A defining feature is the widespread commitment to act so people, culture and nature work together to provide a better foundation for life.

It is a timely cultural choice, a commitment to a sense of place and way of life that sustains people and nature in London and beyond.

This London Charter draws from the principles and aspirations of the Universal Charter for National Park Cities which aims to inspire others to follow London's lead. The National Park City Foundation will work with others to publish a regular State of the National Park City report to highlight actions and progress being made to support the National Park City vision.

By signing this document I/we pledge to play an active role in making the London National Park City a success. [Sign below](#)

\* What if we restored nature wherever we can? \* What if everybody could lose themselves in nature without leaving the city? \* What if we shared more knowledge, ideas, tools and experiences? \* What if there were more beautiful sights, smells, sounds and colours in the city? \* What if we thought more about those who will be living in the city seven generations from now? \* What if there was more celebration and spontaneity? \* What if we did more things to care for the people, places and nature we are interdependent with? \* What if there was more space for reconciliation? \* What if we had more balance and harmony within ourselves, our city and globe?

My Ref: T: Scrutiny/Correspondence/Cllr NH



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

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Date: 14 May 2021

Councillor Peter Bradbury  
Cabinet Member, Culture & Leisure  
Cardiff Council  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor Bradbury,

### **Let's make Cardiff Greener, Healthier and Wilder**

Our thanks to you, Neil Hanratty and Jon Maidment for attending Committee on 13 May 2021 for the above item. Members are pleased to see the progress made in implementing the motion agreed by Full Council at its meeting on 28 January 2021.

In particular, we note and welcome the following:

- That there will be meetings over the summer with ward councillors to discuss sites for increasing the tree canopy, including via the Urban Forest project
- That an Ash Dieback Strategy is being prepared and should be available by summer 2021
- That more trees are planted each year in Cardiff than are felled
- That a partnership approach between the Council and private suppliers will continue to ensure sufficient supplies of local trees
- That the funding secured to date to increase the tree canopy includes monies to educate local residents about the value of trees, including street trees.

With regard to protecting river and Bay edges for public access and use, Members note the points made at the meeting regarding the role of planning policy and the need for scheme viability. However, we wish to reiterate our view, as discussed at our 11 March 2021 meeting during discussions on the ISV and Velodrome proposals, that we would want to see sufficient space by the water available to be enjoyed by members of the public.

During our way forward discussions, a member queried what additional benefit the National Park City movement would bring to Cardiff, given the work already undertaken and planned. Members would welcome some elaboration on this in your response to this letter.

At the meeting, Members raised the need to shift the emphasis from recycling to reducing waste, in order to reach our One Planet Cardiff goals. Members were pleased to hear recognition of the need for this, from yourself and officers. Therefore, **Members recommend** that the report to Cabinet be amended to add in and shift the emphasis onto the need to reduce waste, rather than simply improve recycling rates. Whilst it is recognised that there needs to be improved recycling rates, particularly by tackling contaminated recycling, the need to reduce waste comes ahead of this. This recommendation has been sent to you already by email, to ensure you received it ahead of Cabinet paper despatch, and is included in this letter for completeness.

Finally, Members thank you for the offer to bring regular updates to Committee and will bear this in mind when setting our work programme for the forthcoming year. To recap, this letter requires a response, please, to the following points:

Request for additional information

An explanation of the additional value the National Park City movement would bring to Cardiff, above the work already planned to increase tree canopy and enhance biodiversity.

Recommendation

**Amend the report to Cabinet by adding in and emphasising the need to reduce waste, followed by improving recycling rates.**

Thanks again to you and all who attended with you.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee  
Neil Hanratty Jon Maidment  
Clair James Cabinet Support Office



**CABINET MEETING: 20 MAY 2021**

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**CANAL QUARTER REGENERATION**

**INVESTMENT & DEVELOPMENT (CLLR RUSSELL GOODWAY)**

**AGENDA ITEM: 8**

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*Appendices 3 to 4 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14, 16 and 21 of Schedule 12A of the Local Government Act 1972.*

**Reason for this Report**

1. To outline a development strategy for the eastern quadrant of the city centre referred to in this report as the Canal Quarter to make the most of opportunities arising from the re-opening of the Canal along Churchill Way and the potential re-purposing of the Motorpoint Arena if as expected the new Cardiff Indoor Arena project in Cardiff Bay proceeds.
2. To seek authority to agree an 'Option Agreement' between the Council and Live Nation (Music) UK Limited regarding the Motorpoint Arena site to facilitate strategic consideration of the future usage and development of the facility.

**Background**

3. In the aftermath of the COVID-19 pandemic the Council and its partners will be required to develop strategies, initiatives and projects to support local economic recovery. Given the concentration of office, retail and leisure accommodation, it is likely that the city centre will experience the greatest long-term impact of the pandemic and therefore concentration of effort and resources will be required to rebuild a sustainable economic future for the area.
4. The Council has set out a City Recovery and Renewal Strategy presented to Cabinet at this same meeting. The Strategy includes a mission to '*Reimagine the City Centre*' aimed at supporting existing businesses to grow and become more productive. The strategy seeks to accelerate the completion of central business zone to support continued jobs growth and to improve the public realm and public spaces to ensure the city centre is rediscovered as a destination in its own right. It is proposed that the Council takes a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors including making the city centre safe, clean, welcoming and attractive for everyone.

5. Welsh Government's recently published National Development Framework – Future Wales – promotes the importance of sustainable development and encourages high density mixed use development in urban centres. It states: *“The growth and regeneration of towns and cities should positively contribute towards building sustainable places that support active and healthy lives, with urban neighbourhoods that are compact and walkable”*. Policy 36 also states: *“Planning authorities should plan growth and regeneration to maximise the opportunities arising from better regional connectivity, including identifying opportunities for higher density, mixed-use and car-free development around new and improved metro stations.”*
6. The eastern part of the city centre had already been identified as the next part of the city centre requiring attention, well before the pandemic struck. Queen Street station is primed to become an even more important gateway into the city centre as a result of the South Wales Metro project. Major regeneration has transformed Cardiff city centre over recent years most notably the St David's 2 development and more recently the comprehensive remodelling of Central Square. This has limited the opportunities for future expansion north of the main railway line mainly to the eastern area of the city centre adjacent to Queen Street station.
7. Cardiff Queen Street station is the second busiest train station in the whole of Wales and the primary rail connection point to the South East Wales Valleys communities. The area between the train station and the St David's 2 development has substantial capacity for new development and significant existing character that can be optimised to create a new and unique part of the city centre.
8. The Council has already begun to bring forward investment through its City Centre East Transport Strategy. Following a public consultation engagement exercise in 2020 as part of Keep Cardiff Moving (Cardiff Centre East), a City Centre East Transport Scheme has now been developed to a detailed proposal. Part of this strategy includes the restoration of a section of Dock Feeder canal located within Churchill Way. This is for the purposes of developing a welcoming green public realm area with vibrant planting including a range of all year flora, trees and rain gardens with an amphitheatre style seating arrangement. This will provide the opportunity for outdoor seating amongst the planting with waterway views with the potential for bridges and cantilever platforms over the canal. A key aspiration is to continue the re-opening of the Dock Feeder Canal along Churchill Way, which has led to the emergence of the 'Canal Quarter' as the regeneration brand for the area.
9. Building on the City Centre East Transport Strategy the Council has prepared a draft development framework for the eastern area of the city centre covering Churchill Way, Bridge Street, David Street, Charles Street, Tredegar Street, Gilford Crescent and Barrack Lane as illustrated by the site plan attached at Appendix 1 and set out below in this report. It is the Council's intention to consult on the framework with key stakeholders and local residents and businesses alongside the work that will be brought forward over the coming months on the City Recovery Strategy.

10. In November 2020, Cabinet approved the appointment of a consortium led by Live Nation as the preferred bidder for the new Cardiff Indoor Arena project in Cardiff Bay. The procurement process remains on-going and is expected to result in a Development Agreement for delivery of a new arena being agreed in July of this year. Live Nation currently operates the Motorpoint Arena located in the heart of the Canal Quarter identified as Site 2 on the plan attached at Appendix 1. The Motorpoint Arena adjoins land that has been cleared of development and is currently used for low value surface car parking. If the new arena project progresses as expected, Live Nation will need to reconsider the use of the Motorpoint Arena, including the possibility of a comprehensive regeneration of the site in collaboration with adjoining landowners.

## **Issues**

11. The COVID-19 pandemic has had a major impact on the local economy and is set to leave a lasting legacy, felt mostly in the city centre. There is therefore a need to identify and progress city centre projects to support post-pandemic recovery and to reaffirm the city centre as a place where people want to meet, work, visit, shop and/or take part in cultural activities.
12. The Canal Quarter area is made up of numerous landowners and interests and therefore the Council will necessarily have a significant leadership role in bringing together a co-ordinated development strategy that makes the most of the opportunity for the benefit of the city as a whole. As such, the Council has embarked on the preparation of a draft strategy as a means of initiating discussions and co-ordinating activities and interests.
13. The Indoor Arena project in Cardiff Bay presents an opportunity to rethink the current use of the Motorpoint Arena, which constitutes 2.6 acres within a compact urban environment. Initial discussions have taken place between Live Nation and the adjacent landowners to put in place a joined up regeneration plan. The future of the Motorpoint Arena will be a significant consideration in the Canal Quarter regeneration whether it is retained and repurposed or demolished and redeveloped.
14. The South Wales Metro project will significantly increase the frequency of services running from the valleys through Queen Street station. This will cement Queen Street station's role as a key gateway into the city centre and will accelerate the need to consider improvements to the area as more and more people use the area as their primary route into the city centre.
15. The Council is progressing the first phase of investment in opening up the Canal along Churchill Way. The vision is to continue to re-open up the canal right along Churchill Way and to connect through to the dock feeder south of Tyndall Street. This will require significant capital investment and will therefore need to be funded in part through contributions from surrounding development.
16. Concurrently the Council is also seeking to engage views about the future development plans for the city in the Greener, Fairer, Stronger: Draft City Recovery and Renewal Strategy that is being presented to the May Cabinet meeting. The draft strategy recognises the need to develop the city-centre in



a post-COVID economy that provides a wider range of spaces and uses within the city centre, developing the location as a destination in its own right.

### **Canal Quarter Development Framework**

17. The Canal Quarter Development Framework is attached as Appendix 2. The framework sets out an exciting collection of character areas and development opportunities that together have the potential to establish the east of the city centre as the next growth zone of the city centre.
18. The 'Canal Quarter' area represents around a quarter of the city centre and has the potential to develop into a new destination in its own right, characterised by a re-engagement with the city's historic waterways, as the old canal areas are revealed.
19. The development framework sets out an ambition for the delivery of a high density mixed use development, based on sustainability and place-making principles, as set out in the Future Wales strategy, driven by high quality design and seeking to establish a great place to live, work and visit. The framework seeks to attract both large-scale corporate investments and smaller-scale independent developments that encourage vibrancy and authenticity through new cultural venues including space for performance and music, both indoors and outdoors.
20. The centrepiece of the strategy is a significant new public square providing additional high quality public space within the city centre. The square will be designed to maximise the potential of green infrastructure, and will be capable of accommodating a variety of events within the city centre. This will be unique for Cardiff, having lacked such a space within the city centre, and will be a key part of the city's event staging infrastructure.
21. The east of the city centre has been home to a number of music venues of all sizes. As part of the Sound Diplomacy Music Study it was recognised that there is a need to ensure that as the city develops it does so in a way that allocates spaces for musicians and industry professionals. Whilst it would not be appropriate to allocate overly specific use classes in this framework, it is intended through the framework to deliver new space for both indoor and outdoor performance.
22. Whilst the framework does not have planning status, it proposes a number of key design/development principles that set out the Council's ambitions for the area, as follows:
  - The east of the city centre is an important gateway that is set to become even more important as the South Wales Metro project is delivered, increasing footfall to the city centre from the south east Wales valleys communities and presenting an opportunity for a major upgrade in public realm.
  - The area surrounding and including the Motorpoint Arena could provide a major opportunity for high density urban development if the arena site is redeveloped.

- The re-opening and extension of the Canal through the area presents an opportunity to create a new and unique character area in the city centre and in Wales.
- The re-provision of a significant city centre public square to provide a new space at a similar scale to the space that was temporarily made available as a meanwhile use during the redevelopment of St David's 2 and become much loved by the city.
- Significant opportunities to improve active travel and public transport routes and for greening the city centre.
- The network of tight streets including Bridge Street, David Street, Charles Street, Tredegar Street, Gilford Crescent and Barrack Lane can be curated to create a set of vibrant new character areas in the city centre.

### **Council Assets**

23. The Council has significant freehold land ownership in the area, including the freehold land ownership of the Motorpoint Arena.
24. The Motorpoint Arena, originally known as the Cardiff International Arena was designed as an exhibition centre, but due to tenant and market requirements with the evolving entertainment industry evolved into a venue for live entertainment hosting in excess of 500,000 visits per annum.
25. The Motorpoint Arena building is occupied under a lease of 137 years, which commenced in July 1994. The original lease was granted to Brent Walker (the developer) who subsequently assigned the lease to The Ambassador Theatre Group who later assigned to Live Nation (Music) UK Limited who are the current tenants.
26. The asset is currently managed internally within the Council's Investment Estate and delivers a significant ground rent.
27. The existing lease expires in December 2131 providing security of approximately 110 years.
28. As outlined above, Live Nation UK has recently been successful in bidding as part of a consortium to operate the new 15,000 capacity Indoor Arena proposed to be developed in Cardiff Bay. They are currently at the Preferred Bidder stage of the procurement process. The target is to complete the procurement process by the autumn of 2021.
29. Live Nation UK has requested that the Council grant an 'Option Agreement' to provide comfort for them to invest in a detailed appraisal to consider the future of the Motorpoint Arena post COVID-19 and in the context of a potential new Indoor Arena being delivered in Cardiff Bay. The Option Agreement would be drawn down in the event that significant investment was required to repurpose or redevelop the site. Live Nation remain keen to retain a city centre presence and would like to establish their Academy product in Cardiff. This could

potentially form part of a new plan for use of the Motorpoint Arena building or be could be accommodated as part of a redevelopment plan for the site. They are also considering alternative sites across the city centre.

30. Heads of Terms for the proposed Option Agreement are attached at Confidential Appendix 3.
31. The Option Agreement would extend the existing agreement to 250 years in line with surrounding leases such as the St David's 2 development to provide an investment class asset allowing for the full range of potential development uses.
32. The Council has taken independent property advice set-out in Confidential Appendix 4.
33. If Live Nation chooses to call on the Option Agreement, a further report will need to be presented to Cabinet to approve the final terms of the lease, including any premium forthcoming and to agree uses.

### **Scrutiny Consideration**

34. The Economy and Culture Scrutiny Committee considered this issue on 11 May 2021. The letter from the Chair will be circulated once received.

### **Reasons for Recommendation**

35. To set out a strategy for the regeneration of the eastern part of the city centre.

### **Financial Implications**

36. This report is seeking Cabinet approval of the draft Canal Quarter Development Framework. Whilst approval in principal is being sought at this stage for the overall masterplan, any future decisions will need to be as part of a business case led approach with more detailed individual scheme proposals to be brought to Cabinet for approval where required to do so including more detailed financial implications, if any to the Council.
37. The report requests Cabinet agree to an option agreement in principle in relation to the existing Motorpoint Arena site. Given the strategic importance and value connected to the site, any definitive decision to the current lease and future use of the site will need to be subject to a future Cabinet decision and more detailed financial implications including the impact of any options and changes in covenants.
38. The Council generates revenue income from the investment estate as part of the Council's budget to support the delivery of services. In accordance with the Cabinet recommendation in November 2015 as part of an investment property strategy, any proceeds from the disposal of the investment estate are ring-fenced to meet the objectives set out in the report in the form of capital receipts.
39. Where disposal results in a loss of revenue income, it is essential that any funds are re-invested to generate at least equivalent return in order to avoid



an adverse impact on the Strategic Estates Revenue budget. Any decisions regarding the investment estate should be based on a robust business case and due diligence including consideration of the criteria for re-investment such as affordability, future risks to affordability and any maximum exposure and strength of covenant assessment. The Council will need to be mindful of any potential restrictions on re-investment in commercial property not lined to regeneration and any reporting requirements on the risk and performance of investment property.

40. The VAT implications of this proposal and any impact this may have must be carefully considered ahead of this decision being brought back to Cabinet, in particular any impact future development proposals could have on the Council's partial exemption position. For the Heads of Terms, the financial advice is that the Council should include an option to tax in order to prevent adverse taxation implications when future detailed terms and end use of the site is known.
41. To support the regeneration of the area, the Council is undertaking transport and public realm improvements, which subject to tenders are assumed to be met from Welsh Government and other external grant as well as the Council's own Capital Programme in respect to the Canal.

### **Legal Implications**

42. Council has general power to acquire the existing lease by surrender and dispose of land by further lease pursuant to powers contained under s.120 and s.123 of the Local Government Act 1972. The Council must ensure that any sums paid represent best value and the terms of any lease, including payment of rent are the best terms reasonably obtainable. The Council's Acquisition and Disposal of Land Procedure Rules require advice to be obtained from the Council's Valuer as to the terms of the surrender and regrant.

### **Equalities & Welsh Language**

43. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties) . Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a) Age, ( b ) Gender reassignment( c ) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief –including lack of belief.
44. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### **The Well-being of Future Generations (Wales) Act 2015**

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. 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.

46. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
47. The well being duty also requires the Council to act in accordance with a '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 compromising 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 integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them

The decision maker 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 on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

48. Policy and Budget Framework . The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

### **Property Implications**

49. The Estates Department has worked closely with the Major Projects team to consider the proposal and the property implications for the Council's Investment estate.
50. Any agreed reduction in rental income resulting from a surrender under the Option Agreement could be replaced by reinvesting the capital receipt into alternative property investments, in line with the wider Investment Property strategy. Should the tenant opt for a new long lease of the premises, any agreed deferred rent will be fully repaid to the Council at the end of the deferred rent period. There would therefore be a short-term stay in the income receivable.

51. Further negotiations or valuations required to deliver on the Option Agreement should be carried out in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

### **HR Implications**

52. There are no HR implications arising from this report and its recommendations.

### **RECOMMENDATIONS**

Cabinet is recommended to:

- 1) Approve the Canal Quarter Development Framework as set out in Appendix 2 for consultation.
- 2) Approve in principle the Option Agreement set out in Confidential Appendix 3 and 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 complete an agreement and in the event that the Option Agreement is exercised a further report will be presented back to Cabinet for approval.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> <b>Director of Economic Development</b>
	<b>14 May 2021</b>

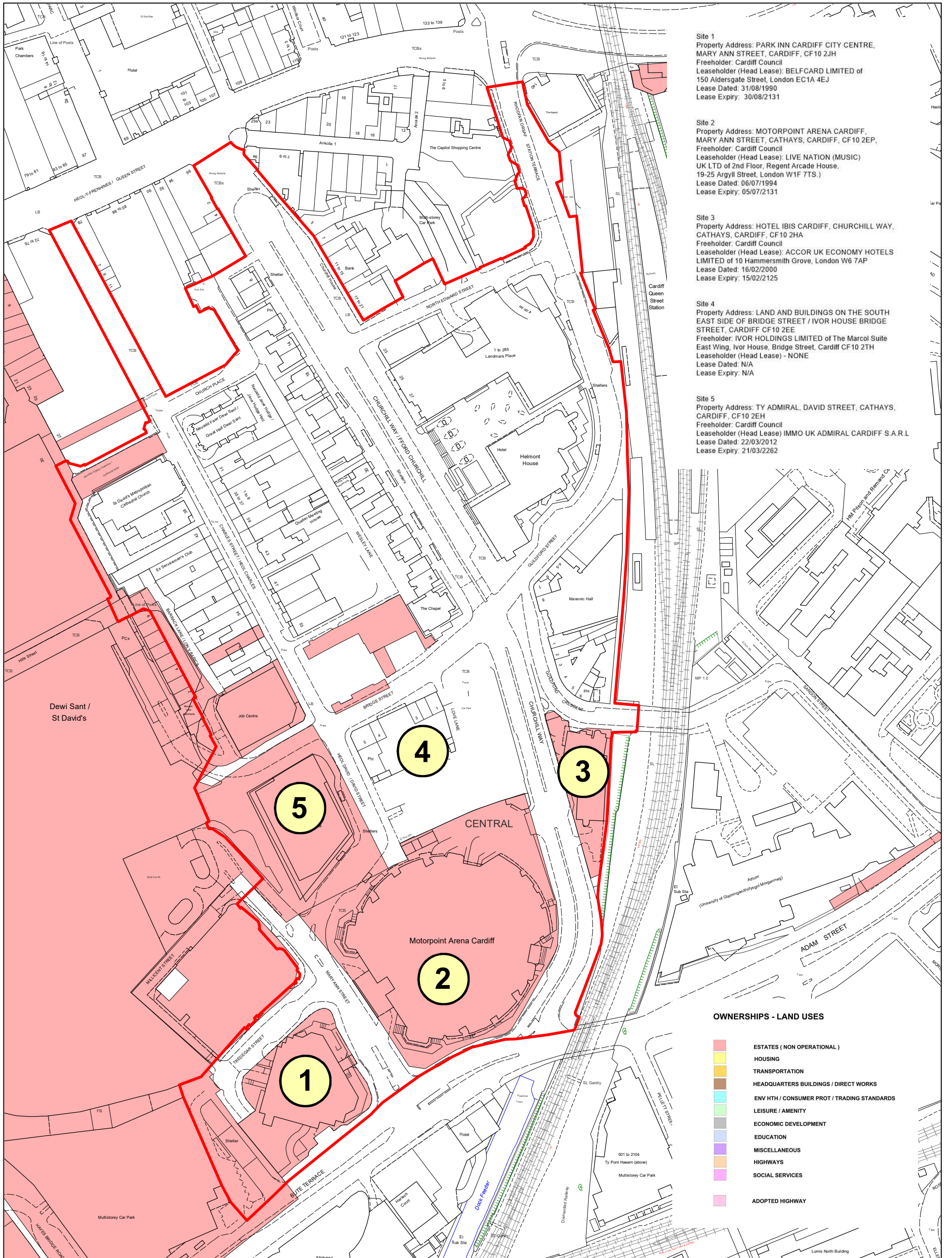
*The following appendices are attached:*

Appendix 1 - Site Plan  
Confidential Appendix 2 - Masterplan Framework  
Confidential Appendix 3 - Heads of Terms  
Confidential Appendix 4 - Independent Valuation



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Canal Quarter



**Site 1**  
 Property Address: PARK INN CARDIFF CITY CENTRE,  
 MARY ANN STREET, CARDIFF, CF10 2JH  
 Freeholder: Cardiff Council  
 Leaseholder (Head Lease): BELFCARD LIMITED OF  
 150 Aldersgate Street, London EC1A 4EJ  
 Lease Dated: 31/08/1990  
 Lease Expiry: 30/08/2131

**Site 2**  
 Property Address: MOTORPOINT ARENA CARDIFF,  
 MARY ANN STREET, CATHAYS, CARDIFF, CF10 2EP,  
 Freeholder: Cardiff Council  
 Leaseholder (Head Lease): LIVE NATION (MUSIC)  
 UK LTD of 2nd Floor, Regent Arcade House,  
 19-25 Argyll Street, London W1F 7TS.)  
 Lease Dated: 06/07/1994  
 Lease Expiry: 05/07/2131

**Site 3**  
 Property Address: HOTEL IBIS CARDIFF, CHURCHILL WAY,  
 CATHAYS, CARDIFF, CF10 2HA  
 Freeholder: Cardiff Council  
 Leaseholder (Head Lease): ACCOR UK ECONOMY HOTELS  
 LIMITED of 10 Hammersmith Grove, London W6 7AP  
 Lease Dated: 16/02/2000  
 Lease Expiry: 15/02/2125

**Site 4**  
 Property Address: LAND AND BUILDINGS ON THE SOUTH  
 EAST SIDE OF BRIDGE STREET / IVOR HOUSE BRIDGE  
 STREET, CARDIFF CF10 2EE  
 Freeholder: IVOR HOLDINGS LIMITED of The Marcol Suite  
 East Wing, Ivor House, Bridge Street, Cardiff CF10 2TH  
 Leaseholder (Head Lease) - NONE  
 Lease Dated: N/A  
 Lease Expiry: N/A

**Site 5**  
 Property Address: TY ADMIRAL, DAVID STREET, CATHAYS,  
 CARDIFF, CF10 2EH  
 Freeholder: Cardiff Council  
 Leaseholder (Head Lease) IMMO UK ADMIRAL CARDIFF S.A.R.L  
 Lease Dated: 22/03/2012  
 Lease Expiry: 21/03/2262

**OWNERSHIPS - LAND USES**

- ESTATES (NON OPERATIONAL)
- HOUSING
- TRANSPORTATION
- HEADQUARTERS BUILDINGS / DIRECT WORKS
- ENV HTH / CONSUMER PROT / TRADING STANDARDS
- LEISURE / AMENITY
- ECONOMIC DEVELOPMENT
- EDUCATION
- MISCELLANEOUS
- HIGHWAYS
- SOCIAL SERVICES
- ADOPTED HIGHWAY

© Hawflraint y Goron Cedwir pob hawl. Y data ar y map yw'r wybodaeth orau sydd ar gael ac mae er gwybodaeth yn unig. Tra gwner pob ymdrech i sicrhau ei gywirdeb, ni ellir gwarantu hyn. Nid yw'r Cyngor yn delyrn cyflwyno am unrhyw waliau ar y map a dylai dehyddwyr gyrchu eu cynigr arbenigol eu hunain ar unrhyw wybodaeth a ddangosir ynddo.

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[www.cardiffcouncilproperty.com](http://www.cardiffcouncilproperty.com)



Gweithio dros Caerdydd, gweithio gyda'n gilydd  
 Working for Cardiff, working together



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# THE CANAL QUARTER

## FRAMEWORK STRATEGY

May, 2021



Prepared by: James Brown and Jamie Donegan  
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Author	JB & JD
Checked by	JB

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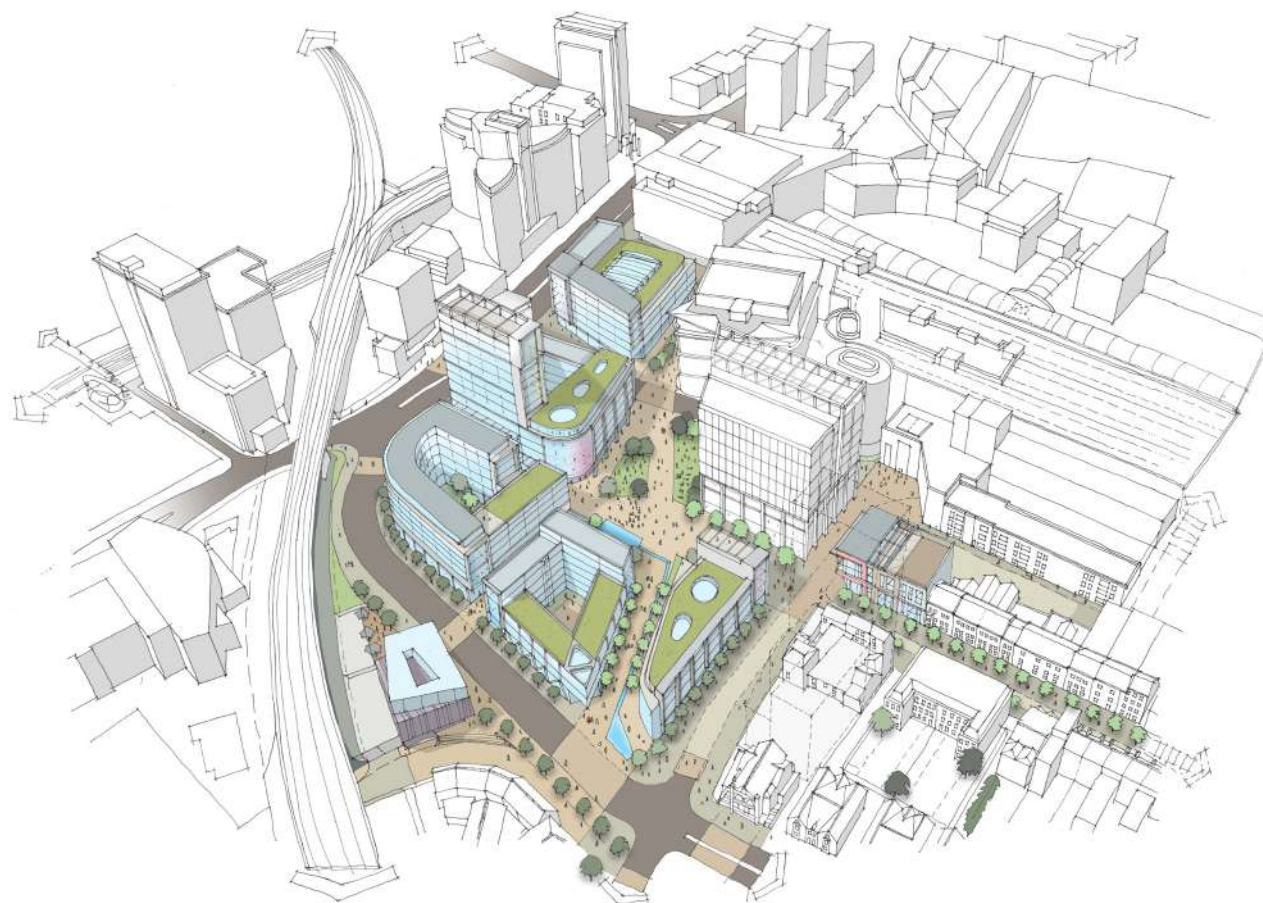


## PURPOSE OF REPORT

- Cardiff City Centre has already started to see significant transformation including a new commercial city centre development to the north and south of Cardiff's Central Station, with much more on the horizon. Many schemes such as the state of the art transport hub (the Interchange), which is due to be completed this year, and initial ambitions and design proposals around Churchill Way are set to enhance Cardiff as a vibrant capital city.

Due to unprecedented changes in retail behaviour, a global pandemic, a climate emergency and further demands on city centres to become more adaptable, The Urbanists were commissioned in 2021 to produce a report focused around Cardiff's Motorpoint Arena and adjacent streets.

- The development framework established within this report is set within the context of the Future Wales National Development Plan which encourages urban centres to promote placemaking and dense mixed use sustainable development. This report also includes and builds upon historic work conducted and refines it into a vision for the area around Cardiff's Motorpoint Arena (The Canal Quarter) to reflect today's ambitions for the city centre. The aim for the updated vision for the area is to establish an ambitious and achievable sense of direction for this part of Cardiff City Centre from 2021 onwards.
- Key influencing factors include:
  - Demolition and relocation of Motorpoint Arena;
  - Opportunity for Guildford Crescent;
  - Approved mixed-use Landore Court scheme;
  - Cardiff's transport vision and proposals;
  - Cardiff's current development economic climate;
  - Emerging approved / likely developments; and,
  - Covid-19 responsive public realm standards.



Urbanists' Historic Concept Sketch for the Regeneration of Motorpoint Arena



# 02 AREA VISION

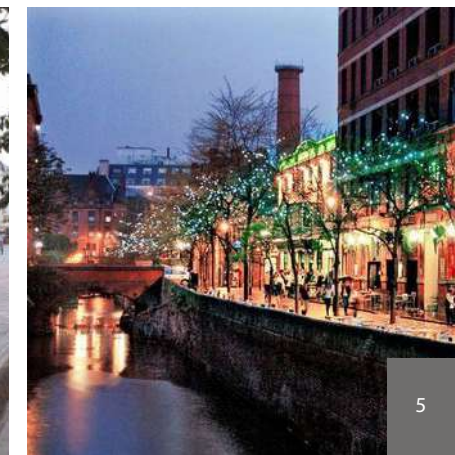
## VISION

- The area represents roughly a quarter of the total area of the City Centre and has the potential to be repositioned as a new 'Cardiff Canal Quarter', built around the transformational impact of reopening the Dock Feeder Canal.
- Recognise and enhance the positive roles 'The Canal Quarter' can play in the city as a destination through accommodating a strong and complementary mix of uses, and providing new homes, offices and retail spaces set within a network of pedestrian orientated environments.

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Embrace the area's unique sense of place and avoid monotony by making it local, recognising and responding to the particular qualities of the area which will make The Canal Quarter an attractive place for people to live and work.

- Achieve vibrancy and both day and night time activity by creating intensity through mixed uses and compact design; ensuring the human scale with appropriate massing and enclosure.
- Create environments that will attract and facilitate a mixture of corporate investment and independent uses including encouraging the provision of cultural and music related facilities and venues.
- Create orientation and intrigue through the reopening of the canals around the area, enabling better appreciation of these existing waterspaces, creating a strong sense of place whilst also incorporating innovative SUDs and biodiversity interventions.
- Future proof this area of Cardiff by creating public spaces that will help the city function post pandemic and capitalise on the opportunity to embed technology (5GB infrastructure) into the area via major redevelopment.





# 03 FRAMEWORK DIAGRAM

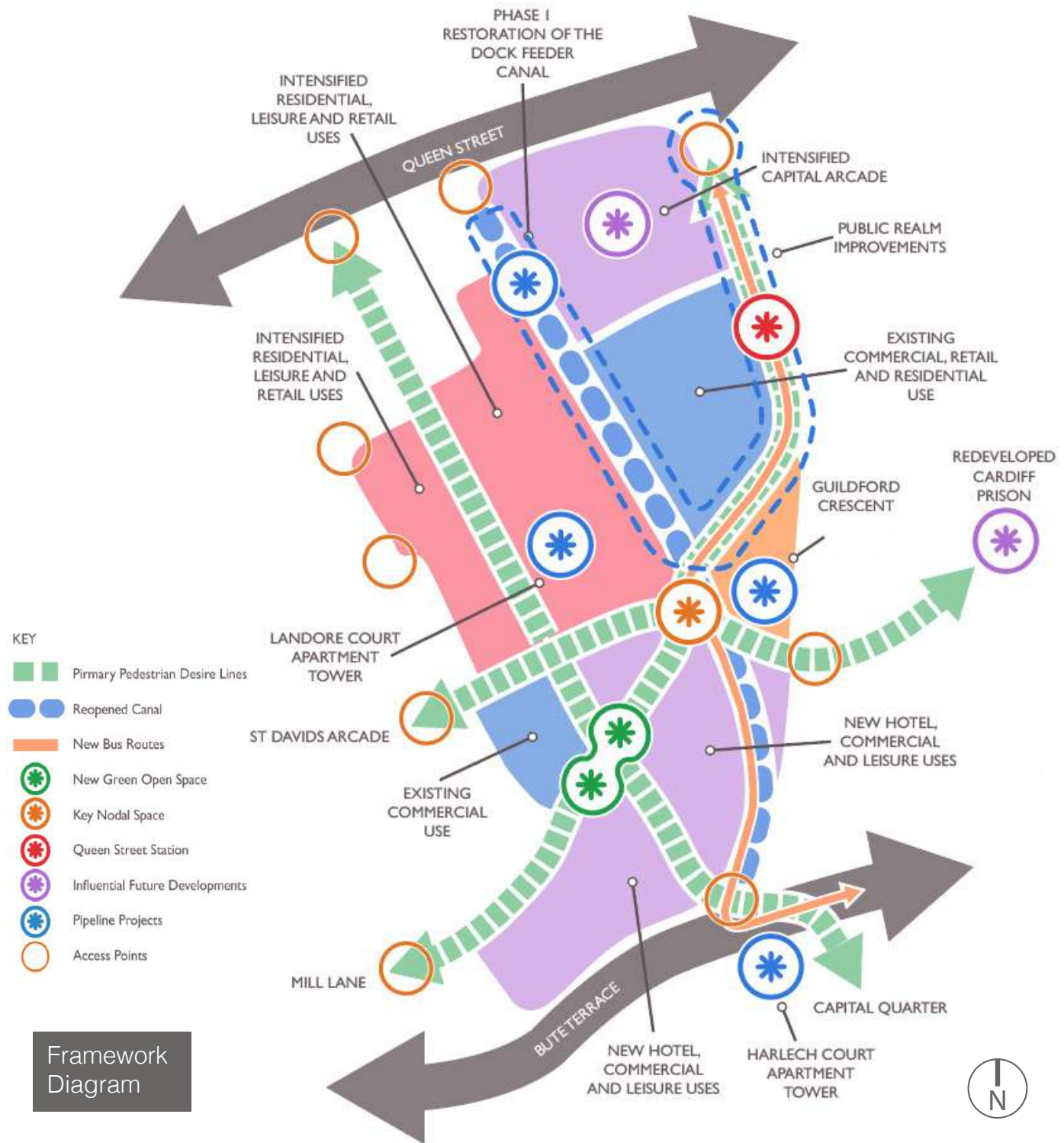
## FRAMEWORK DIAGRAM

- To succeed, the framework is flexible to the changing requirements of the market and local needs, ensuring vibrancy and avoiding obsolescence. Every effort has been taken to develop a framework that takes on board potential future development and maps schemes already in the pipeline for the area.

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This area is one of Central Cardiff's few remaining opportune regeneration sites and has long been recognised as being of major importance on a local and national level. The Canal Quarter represents one of the most exciting development prospects in the city. Pipeline projects within and in close proximity to the area identified include:

- Phase 1 restoration of a section of the Dock feeder canal along Churchill Way;
- Opportunity for Guildford Crescent;
- Harlech Court apartment tower;
- Landore Court apartment tower on Charles Street; and,
- Dumfries Place, Newport Road and Station Terrace public realm improvements.
- The objectives of this framework are to;
  - Reconnect the Canal Quarter seamlessly into the surrounding city such as Queen St, Bute Terrace, Mill Lane and potential redeveloped Cardiff Prison;
  - Provide a new major corporate and civic space with strong elements of green infrastructure;
  - Create stronger pedestrian orientated corridors along primary pedestrian routes through reducing the impact of through traffic;
  - Reinforce the character and sense of place along lanes /mews within the area;
  - Create more appealing gateways to the city centre with a stronger sense of arrival and enhance the status of Queen Street Station.

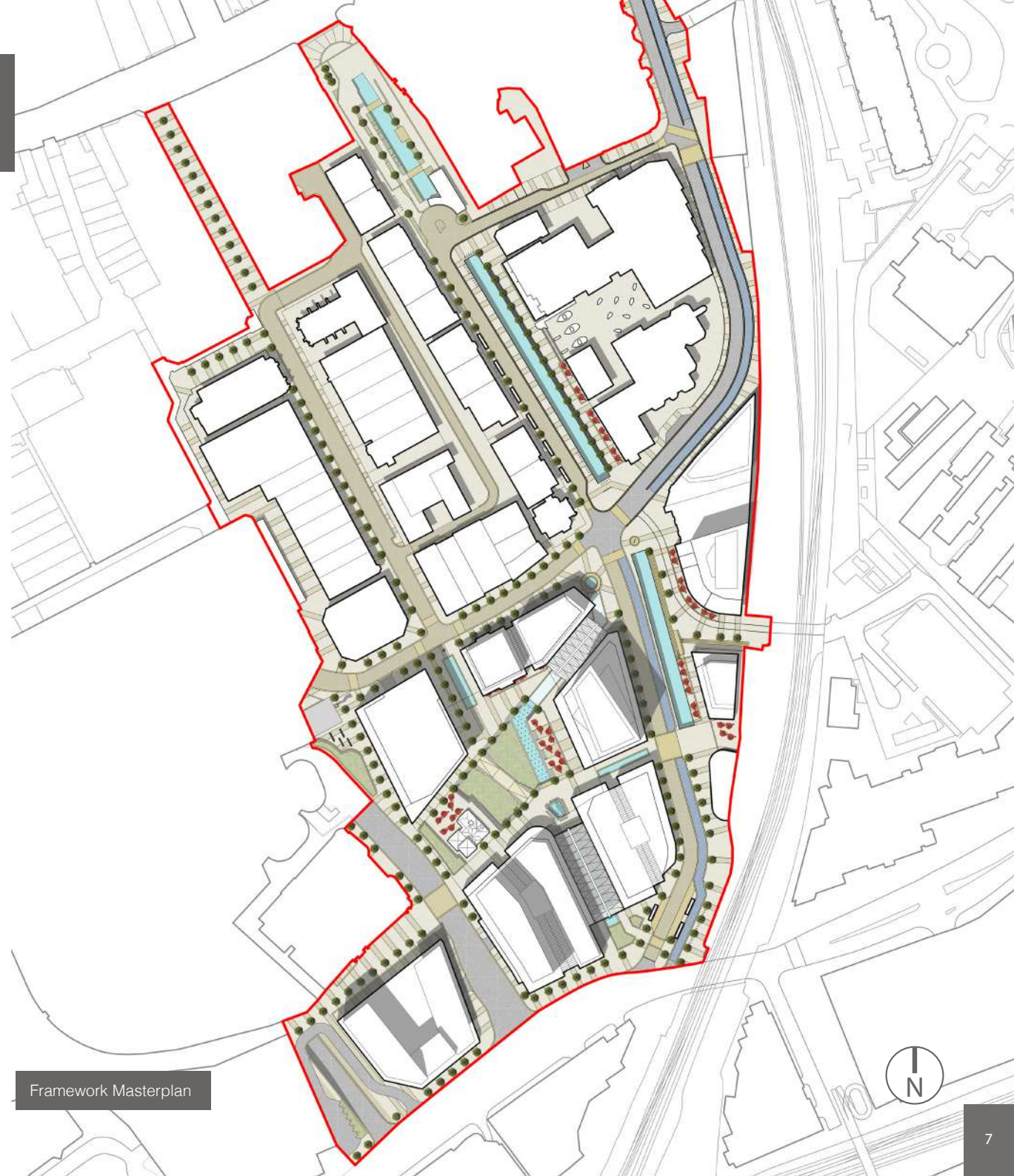




# 04 FRAMEWORK MASTERPLAN

## FRAMEWORK MASTERPLAN PROPOSALS

- In response to the previously identified design parameters and objectives this Framework Masterplan is presented for the entire 'Canal Quarter' which shows what the future could entail for the area.
- The Framework Masterplan reflects and accommodates the agglomeration of council, key stakeholders and residents aspirations for the area including:
  - Open up the existing dock feeder and introduce blue infrastructure into the area providing sustainable urban drainage opportunities in the city centre.
  - Intensify existing underutilised land to provide new grade A office space and high quality residential space.
  - Create a new and flexible public open space with green infrastructure, capable of accommodating a variety of outdoor events within the city centre, creating a new exciting destination for the city.
  - Rationalise the road network to accommodate aspiration for alternative bus routes and cycle designated lanes through the area and create a more pedestrian and cyclist orientated environment.
  - Facilitate new investments into the city centre that will draw people back to Cardiff following the large hit retail has taken in 2020-21 due the Covid-19 pandemic.
  - Create a cohesive spatial strategy that unifies recent and future projects for the area.



Framework Masterplan



# 04 FRAMEWORK MASTERPLAN

## FRAMEWORK MASTERPLAN PROPOSALS

- 01 Open up the historic dock feeder for public access, encourages recreational enjoyment by the water with views to the dock feeder.
- 02 Create one way bus loop on Churchill Way to enable a high quality public realm.
- 03 Introduce landmark world class luxury hotels with active ground and first floor uses including mid-market and high-end restaurants, luxury bars and high-end retailers providing a vibrant edge to the public realm.
- 04 Provide new flexible green space which is able to host a variety of events creating a new destination in Cardiff.
- 05 Remove road infrastructure along David Street creating high quality public realm and stronger connections east west.
- 06 Demolish the Repport & Co LTD Building and Motorpoint Arena to introduce new flag ship grade A office space and residential space with exciting designs that will have a profound effect on how this area of the city is interpreted.
- 07 Introduce high quality residential led mixed uses structures which increase the overall density of the area and capitalise on the emerging trend of higher levels of inner city living.
- 08 Reduce prominence of vehicles on key streets enabling spill out into the public realm from active uses and creating more pedestrian orientated environment.
- 09 Bring water into the central green civic space to reinforce the areas identity as a canal quarter and increase opportunities for interaction with water.
- 10 Redesign Southern portion of Churchill Way to only be accessible to public transport.
- 11 New dedicated cycle highway along Station Terrace and southern portion of Churchill Way.
- 12 Create an innovative and sustainable environment with the high levels of green and blue infrastructure within the public realm and urban fabric with latest approach including green walls and SUDs technologies.
- 13 New bus stops



Annotated Framework Masterplan



# 04 FRAMEWORK MASTERPLAN

## FRAMEWORK MASTERPLAN PROPOSALS

- ⑭ New contrasting folly structure with active leisure use and associated spill out space.
- ⑮ Restricted vehicle access route to create more pedestrian orientated environment and free up space for active uses to spill out into the public realm.
- ⑯ Raised pedestrian crossing points at key pedestrian desire lines. Reduce traffic and road infrastructure on Mary Ann Street to reflect new function and reduce barrier to pedestrian movement
- ⑰ New taxi rank pick and drop off point at the northern end of Churchill Way.
- ⑱ Spill out spaces for active retail and recreational users to create vibrancy in the public realm and capitalises on the green and blue infrastructure.
- ⑲ Phase 1 restoration of a section of the Dock feeder canal along Churchill Way;
- ⑳ Opportunity for Guildford Crescent;
- ㉑ Landore Court apartment tower on Charles Street; and,



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Proposal Precedent Images

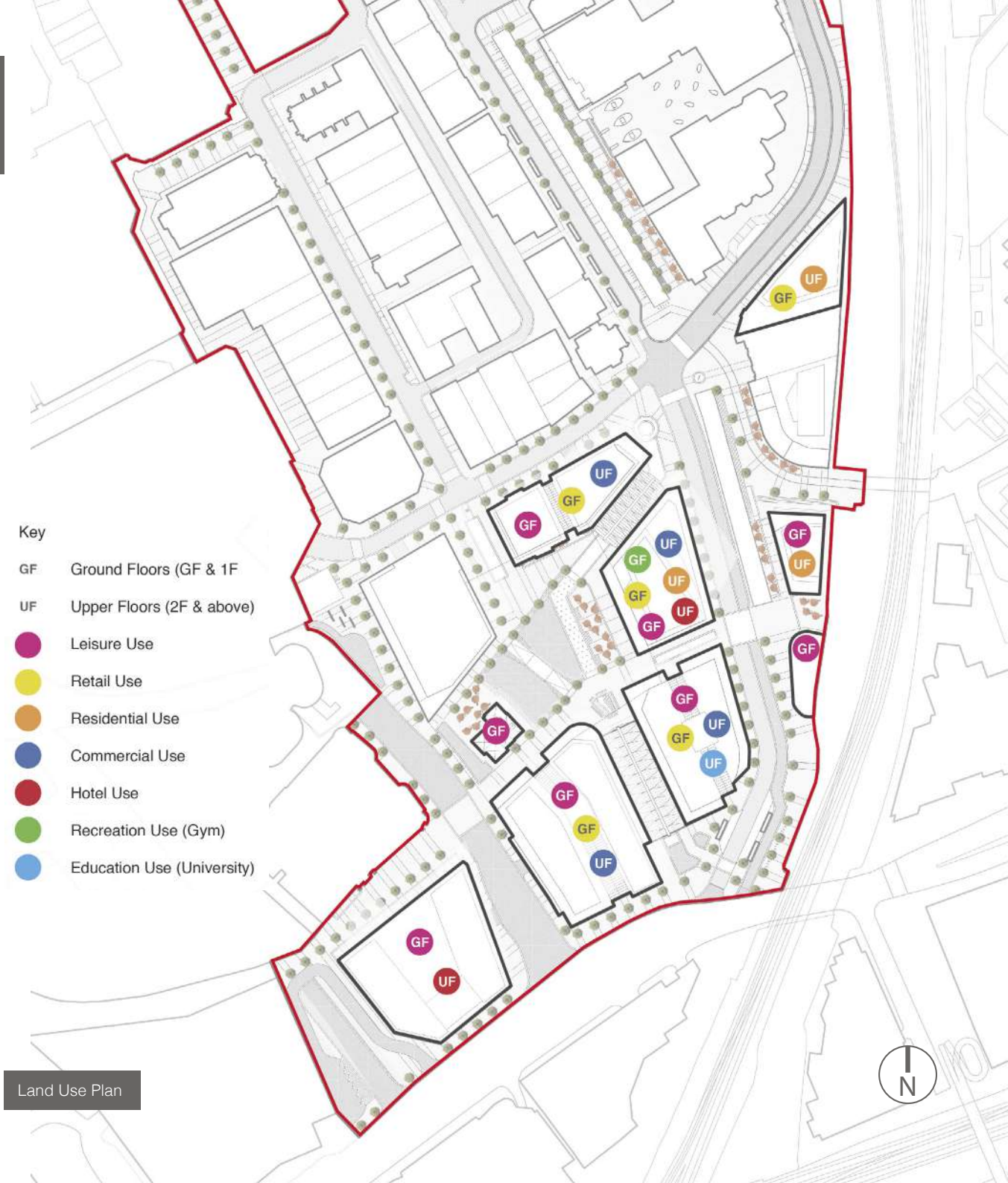




# 05 LAND USES

## LAND USE PROPOSALS

- The Canal Quarter development proposal provides the opportunity to enable a number of new mixed use and unique developments in Cardiff.
- The Framework Masterplan provides opportunities for new residential-led developments creating new communities. This will be established through a range of high density developments, which provide a variety of housing types and tenures. Residential developments will be predominantly apartments, with opportunities for townhouses and maisonettes integrated within new developments, and accommodation suitable for families. These homes will accommodate home working in repose to increase in appetite as a result of the Covid-19 pandemic.
- As well as residential led development the Framework Masterplan also proposes mixed uses development with residential, commercial and hotel with active retail and leisure frontages on the ground floor to capitalise on the area's central location and proximity to strategic transport links and major city destinations.
- Active frontages made up of leisure and retail uses are proposed along important routes and key public spaces, to support varied and safe streets in areas of increased footfall.
- Grade A commercial space and luxury hotels are also proposed within the Canal Quarter to attract new large scale investment in the city centre and reflect the high quality public realm with large amounts of green and blue infrastructure.
- This complementary mix of uses responds to findings that retail is unlikely to be the driving force behind large areas of city centres like it once and builds on the opportunity created by COVID-19 to think differently about how we work and where we work. It does this by reducing Cardiff's reliance on retail to drive footfall in the city whilst also creating environments that will support and enhance existing retail.



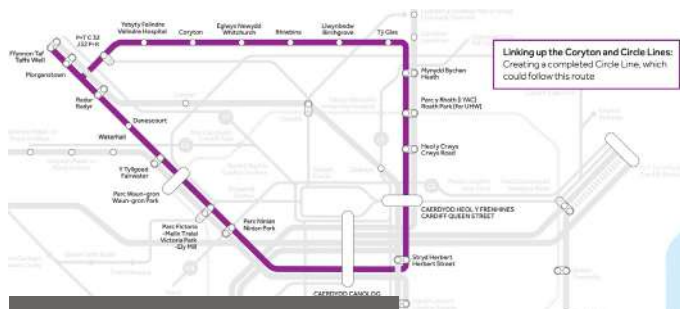
Land Use Plan

# 06 MOVEMENT AND INFRASTRUCTURE

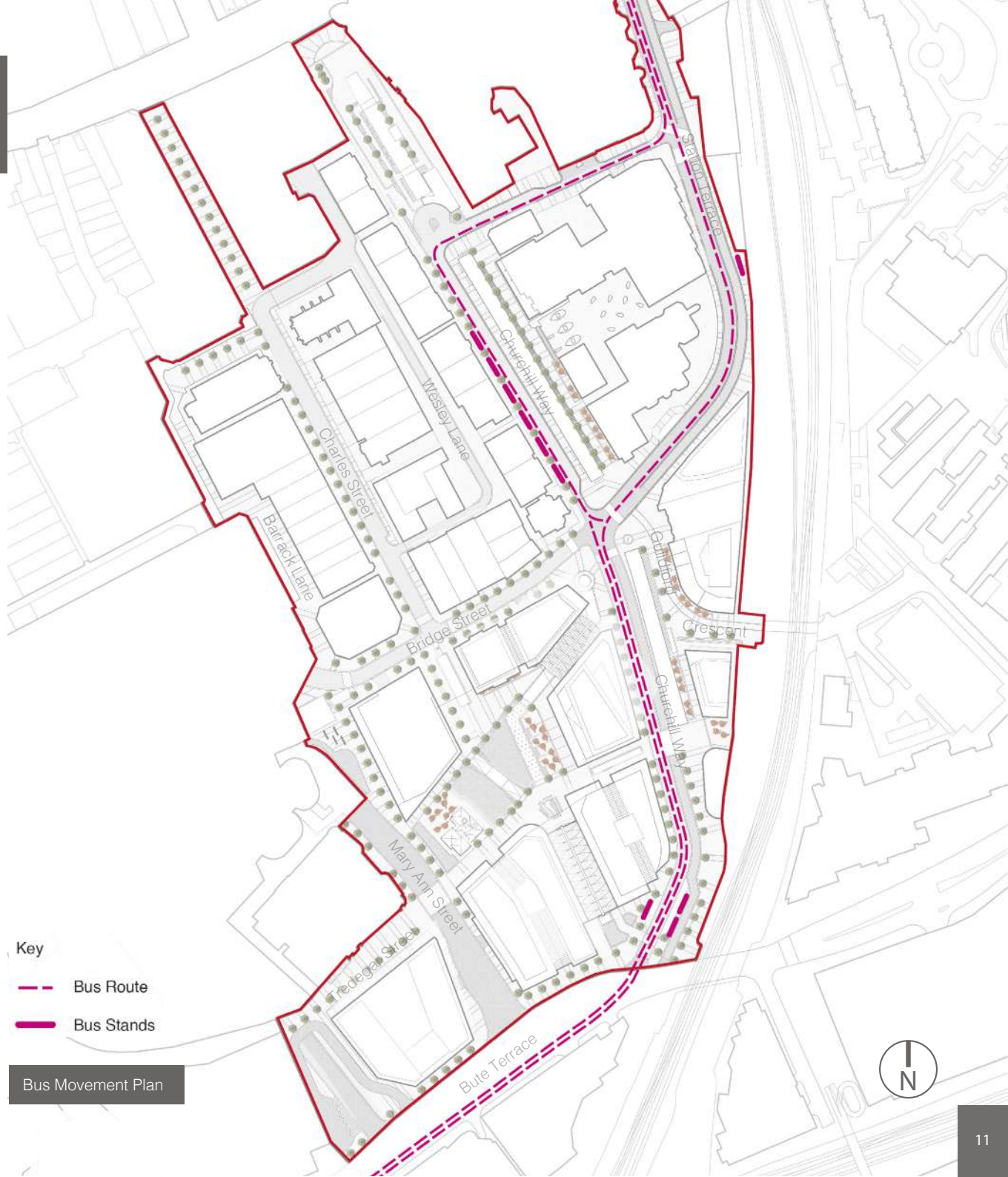
## BUS MOVEMENT

- The proposed bus movement strategy illustrated to the right was developed in collaboration with the Cardiff Council team responsible for the cities movement and transport strategy. The proposals respond to the principles set out within Cardiff's Transport Vision that was put into motion in Feb 2020 and the Wales Transport Strategy published in March 2021.
- The proposal accommodates bus access from the east of Cardiff through the Canal Quarter Area to Cardiff Central whilst avoiding creating additional barriers to pedestrian movement and fragmenting the new major civic open space. The proposals aim to manage post-COVID-19 adaptations to bus services to reflect the transformed needs of the travelling public so that sustainable travel becomes a viable and attractive option for residents and commuters.
- These are long term proposals that arranges bus movement through the Canal Quarter via two loops with bus stops on Churchill Way. The shorter loop runs down Station Terrace, up Churchill Way and back up Station Terrace. The longer loop runs down Station Terrace, down the southern end of Churchill Way and towards Central Station along Bute Terrace and back the same way with the exception of leaving via the northern end of Churchill Way then Station Terrace.

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Cardiff Transport Vision 2020 extract

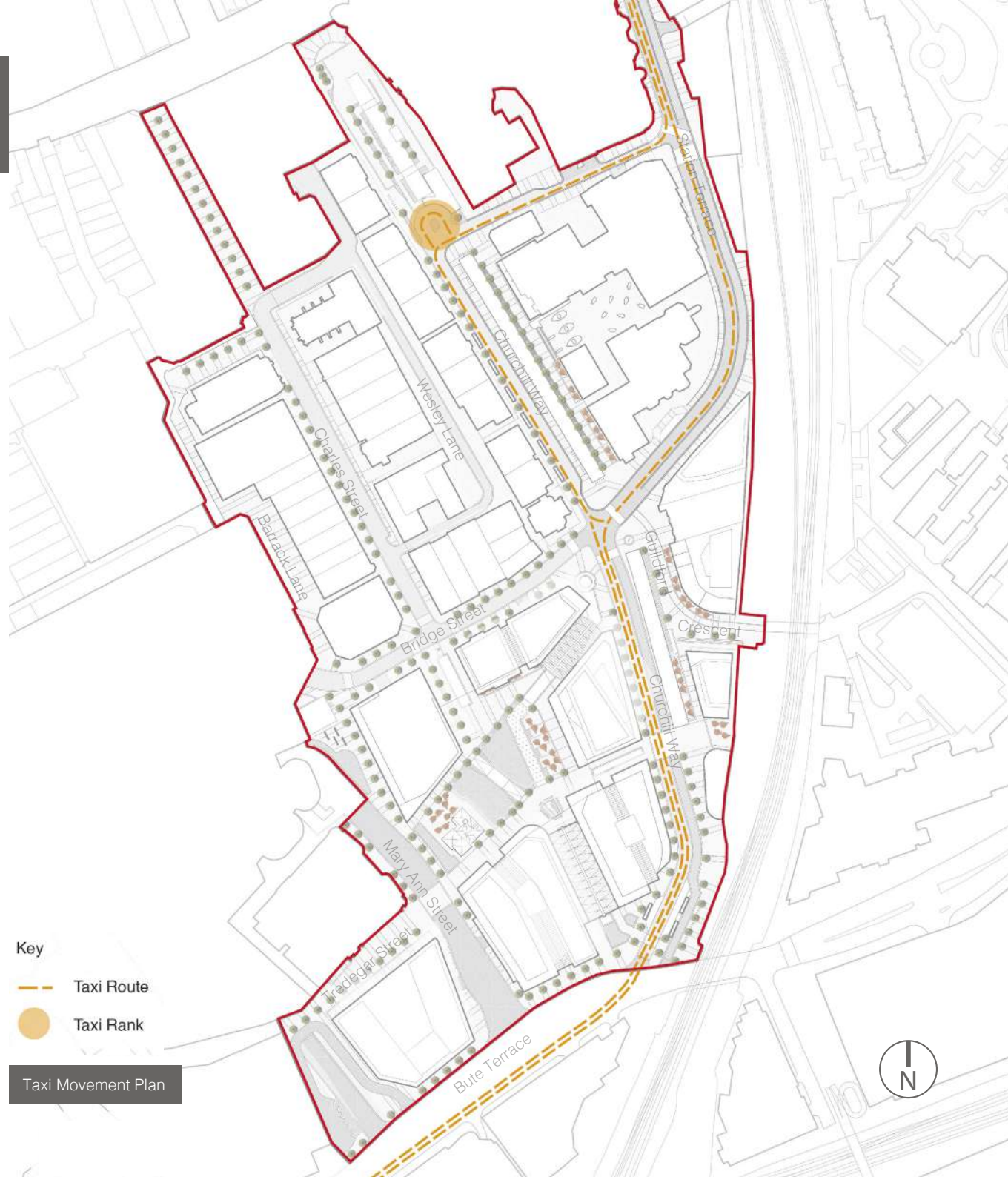




# 06 MOVEMENT AND INFRASTRUCTURE

## TAXI MOVEMENT

- The proposals sets out that primary taxi vehicle flow should follow the same routes recommended for bus movement within the Canal Quarter Area.
- The primary taxi rank is at the north end of Churchill Way.



Key

- Taxi Route
- Taxi Rank

Taxi Movement Plan



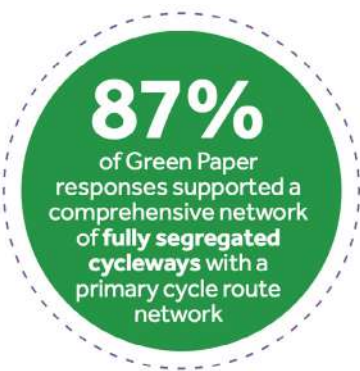
# 06 MOVEMENT AND INFRASTRUCTURE

## CYCLE MOVEMENT

- The proposal accommodates the council's ambition for a new cycle designated highway network for the city as set out in Cardiff's Transport Vision (2020). The plan to the right illustrates how the proposal incorporates the designated cycle highway through the area and provides high levels of cycle infrastructure required to achieve a highly sustainable framework.
- The proposal runs the dedicated cycle highway along Station Terrace and the southern portion of Churchill Way to connect into the wider proposed cycle network.
- A secure cycle hub is proposed adjacent to the cycle highway and in close proximity to the core of the proposed development and civic space.
- These proposals seek to re-prioritise Cardiff's streets to give more space to people walking and cycling.



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Graphics from Cardiff Transport White Paper (2020)

Cycle Movement Plan



# 06 MOVEMENT AND INFRASTRUCTURE

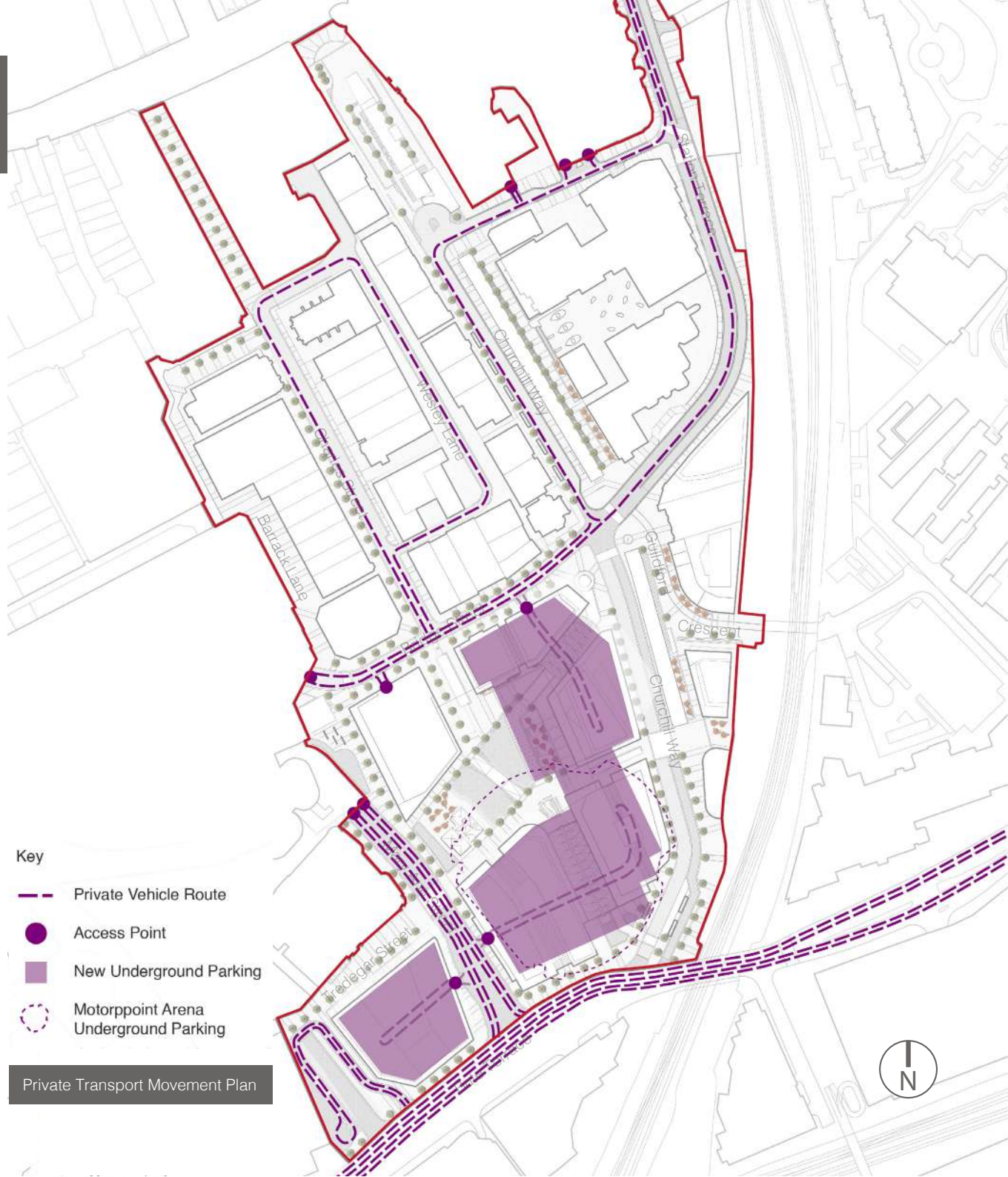
## PRIVATE VEHICLE MOVEMENT

- Private vehicular flow has the same level of accessibility with the exceptions of the removal of David Street, Restricted bus and taxi only access along the southern end of Churchill Way and limited access along Guildford Crescent .
- Underground parking is proposed as part of the framework with a similar arrangement to that currently adopted by the Admiral Building within the area. The proposal also makes use of the existing Motorpoint Arena underground parking and servicing already available.
- Underground parking areas should include electric vehicle charging points to encourage the uptake of electric vehicle use in the city.

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Graphics from Cardiff Transport White Paper (2020)



- Key
- Private Vehicle Route
  - Access Point
  - New Underground Parking
  - Motorpoint Arena Underground Parking

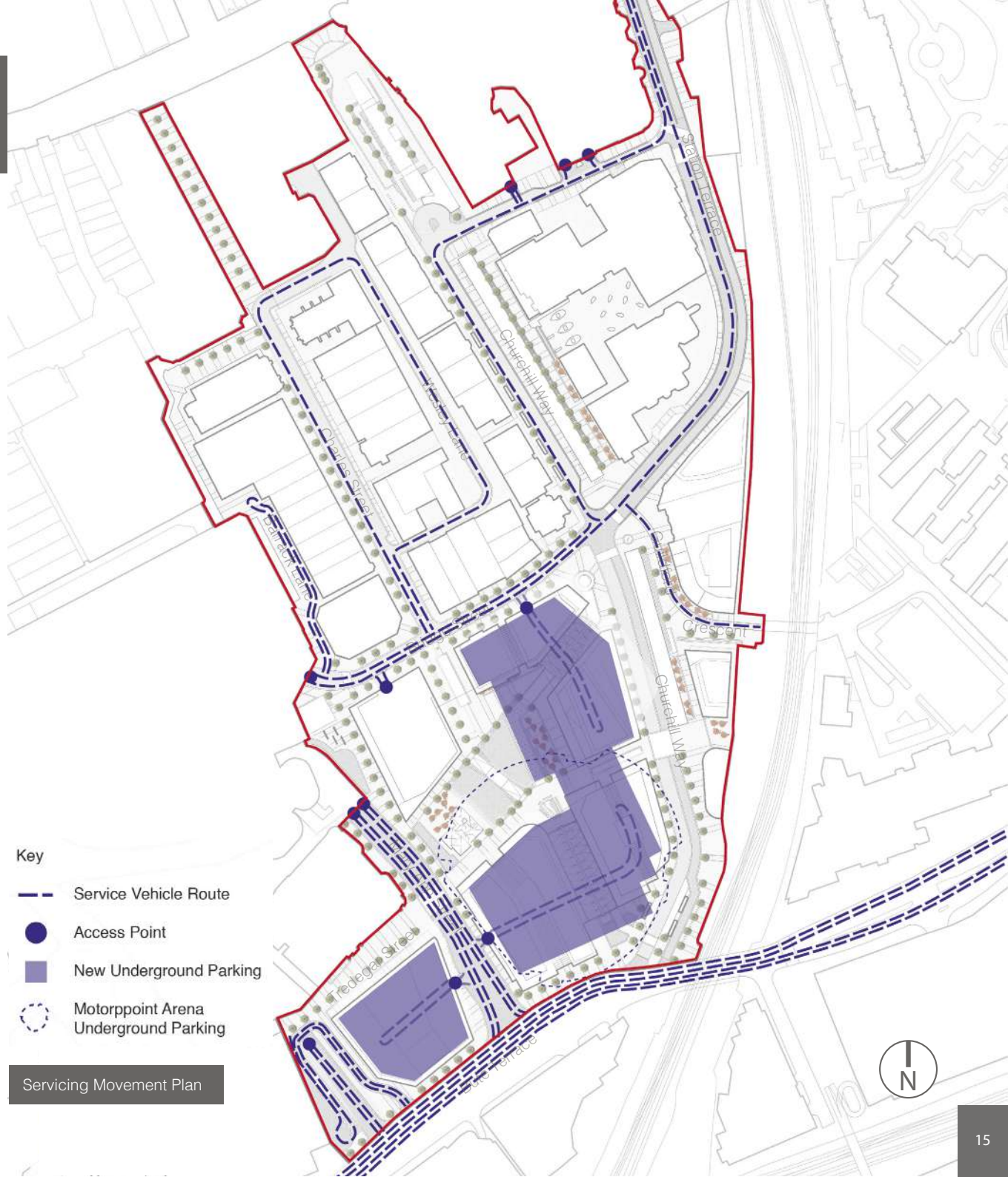
Private Transport Movement Plan



# 06 MOVEMENT AND INFRASTRUCTURE

## SERVICING MOVEMENT

- Proposed service vehicle movement for the most part mimics private vehicle movement with the exceptions of high levels of accessibility onto Barrack Lane and Guildford Crescent.
- Underground servicing is proposed as part of the framework with a similar arrangement to that currently adopted by the Admiral Building within the area. The proposal also makes use of the existing Motorpoint Arena underground parking and servicing already available.





# 07 CHARACTER AREAS

## CHARACTER AREAS

- The study area can be broken down into a number of character areas based upon existing and emerging land uses and historic character.
- Each character area contributes something different to the overall 'Cardiff Canal Quarter' vision and has the potential to enhance and complement one another.

There are placemaking principles for each area that if followed can capture its potential and enable adjoining areas to encourage people to view Cardiff as a destination of choice to live, work and play.

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Character Area Plan





# 07 CHARACTER AREAS

## DAVID STREET

- David Street is the ideal location for a new commercial development on a similar scale compared to Central Square within the Canal Quarter reinforcing and strengthening the diversity of employment opportunities in the centre. This will broaden the areas contribution to the wider community, and potentially provide a catalyst for wider private investment.
- David Street has the potential to provide a significant new civic plaza that will leave an important legacy for the future generations and provide a new destination in the city capable of hosting a variety of outdoor events.

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Development of the public realm is crucial to the success of a high density development in this location, enabling large scale events and introducing much needed soft landscaping into the city centre.



Character Area Plan

- Pancras Square | London
- The Lawns Spinningfields | Manchester
- The Circle | Uptown Normal, Illinois





# 07 CHARACTER AREAS

## GUILDFORD CRESCENT

- Guildford Crescent provides an opportunity to significantly increase activity and footfall within the city centre through the introduction of a new residential led mixed uses with retail and leisure uses on the ground floor. Opportunities at Guildford Crescent can tap into the city's history and cement Cardiff as a vibrant capital city.

The dock feeder in this area provides a unique opportunity to enable better appreciation of this hidden existing waterspace; increasing the values of the area and creating a strong sense of place.

This area should have strong links between the central business district, emerging business/ student district and potential future developments.

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Character Area Location Plan

- Guildford Crescent | Cardiff City
- Deptford Railway Ramp | Lewisham
- Leopold Square | Sheffield
- Bricktown | Oklahoma City





# 07 CHARACTER AREAS

## BARRACK LANE

- Barrack Lane has already begun to unlock its potential, transforming from a rear service lane to vibrant pedestrian connection between streets and a destination with retail and leisure uses.
- Continue the improvements to the public realm within Barrack Lane and advocate uses that front onto the lane to encourage activities and events contributing an immeasurably more positive experience in this area of the city centre.

Reinforce the area as a home for unique independent uses will to activate the lane in an exciting and innovative ways.

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Character Area Location Plan

Ruin Bars | Budapest





# 07 CHARACTER AREAS

- The Lawns Spinningfields | Manchester
- The Spire | Dublin
- Ayala Triangle Garden | Philippines

## TREDEGAR STREET

- Tredegar Street is a space that can function as more than just a movement corridor and space for loading/access, taking on more of a role as a space with new active uses and spill out space to animate the public realm.
- Introducing high levels of green & blue infrastructure will enhance the character of the area and introduce soft landscaping to an otherwise hard environment.

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Reducing the prominence of vehicles within the public realm with narrow carriage ways and raised crossings will create a more pleasant environment for pedestrians. Wider space for pedestrians and business will also help mitigate the risk of any future pandemic restrictions.



Character Area Location Plan



# 07 CHARACTER AREAS

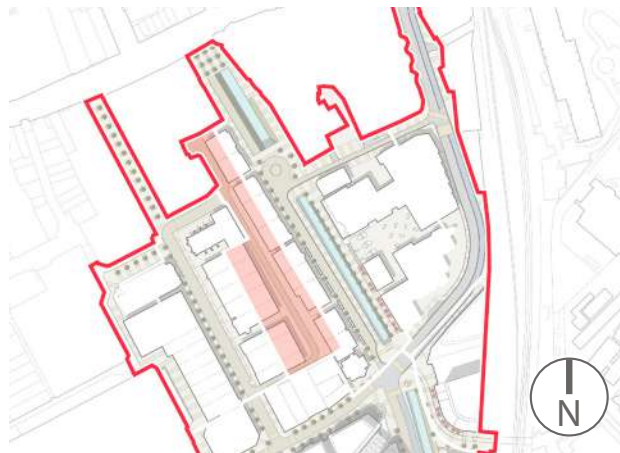
- Timekeepers Square | Salford
- Landore Court | Cardiff

## WESLEY LANE

- Together Charles Street and Wesley Lane will create a new residential district with urban living at its best. The area will bring together the buzz of city life, with the tranquil atmosphere of secluded land space in the centre of the city; creating a vibrant community and neighbourhood.
- As a new residential district in the city centre Wesley Lane will compliment the surrounding proposals of new exciting uses, acres of canal side space, and open green space to enable lively high streets and a place where individuals and families can live and work, relax and play.

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The residential led mixed use Landore Court proposal addresses a number of objectives for this character area including providing more residential units in the centre and retail uses at the ground floor to activate Charles Street.



Character Area Location Plan





# 07 CHARACTER AREAS

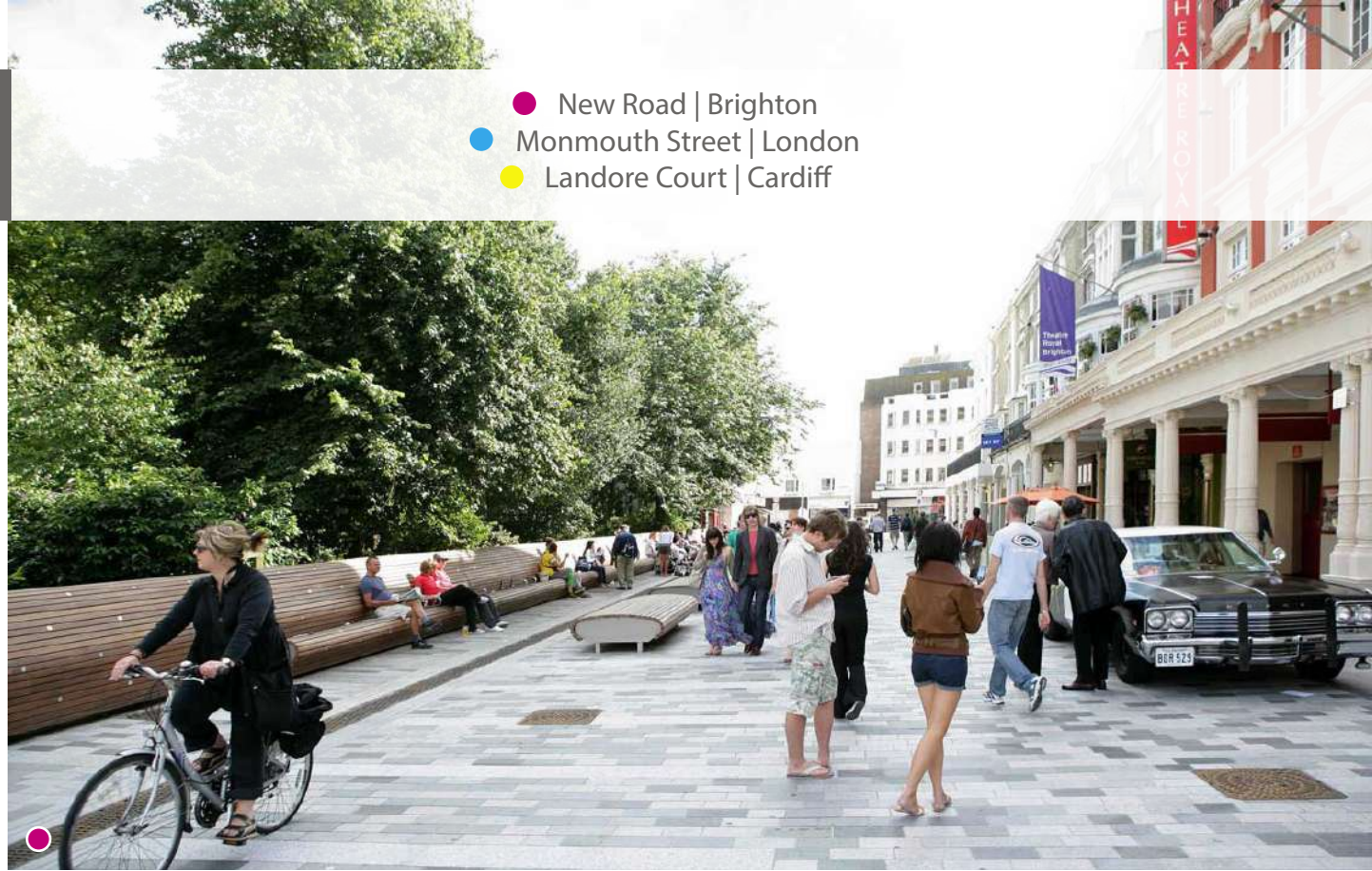
- New Road | Brighton
- Monmouth Street | London
- Landore Court | Cardiff

## CHARLES STREET

- Enhancement of buildings, boundaries and public space on Charles Street will integrate the area with Queen Street and strengthen the historic character of the area.
- Intensification of the area and transition towards increased levels of residential and independent food, drink and leisure uses in the area will contribute towards the areas vitality, attractiveness and viability, particularly at night.

Active frontage can bring vibrancy to a place but also provide passive surveillance to help make places safer to the public.

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Character Area Location Plan



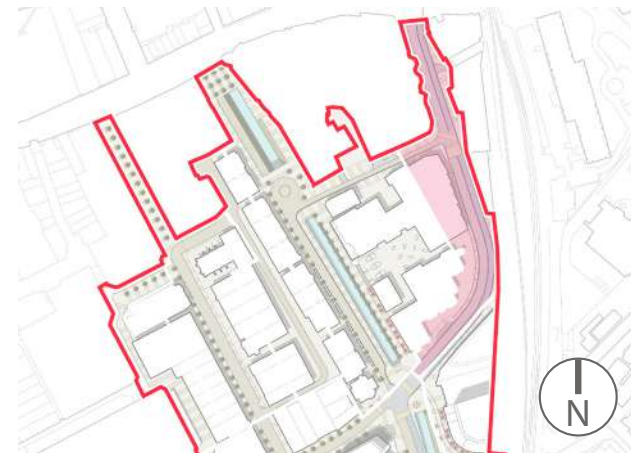


# 07 CHARACTER AREAS

## STATION TERRACE

- Station Terrace is a primary gateway to the city centre being the home to Queen Street Station. Relocating bus stops to this location will establish this location as transport node in the city and relieve pressure elsewhere in the city.
- Significant opportunities are available to enhance the quality and status of the public realm in this location and improve the overall 'sense of arrival' for the city. Utilisation of green infrastructure can assist aesthetically to mitigate to poor urban edge to the area and introduce soft landscaping to a otherwise hard landscape. The introduction of SUDs and sustainable technologies will also reduce CO2 emissions.

This area also provides a vital active travel link in the city for cyclists and pedestrians and should accommodate a two-way segregated cycle lane.



Character Area Location Plan

- Jurong Smart Bus Station | Singapore
- Living Bus Shelter | Eindhoven
- New Street Station Green Wall | Birmingham





# 07 CHARACTER AREAS

## CHURCHILL WAY

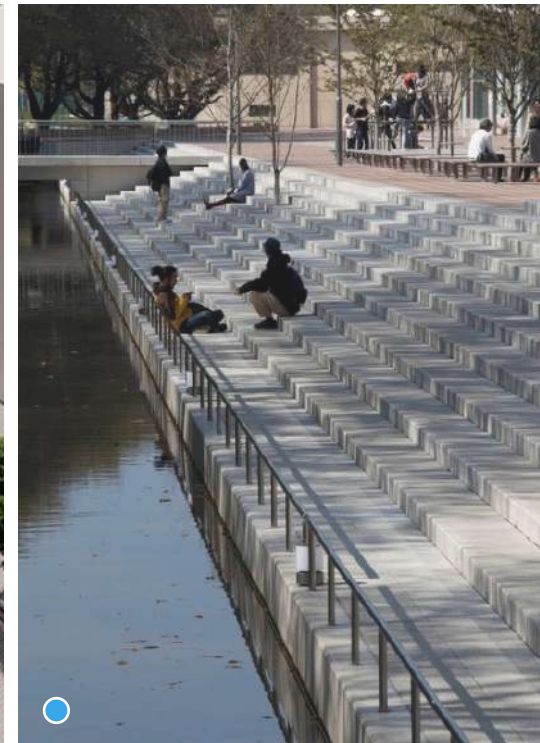
- Phase 1 proposals for the Canal Quarter already begin to release Churchill Way from a purely 'transport infrastructure role', enabling the dock feeder canal to be exposed and for the urban environment around the canal to be transformed.
- This approach can continue along Churchill Way to create a strong sense of place and rediscover Cardiff's maritime history by maximising interaction with and the canal.

Reinstating the canal will enable the greening of Churchill Way, which could have a significant beneficial impact on footfall and commercial activity at the eastern end of Queen Street. Transforming Churchill Way could stimulate demand for new occupiers within the street, which could promote adaptation, enhancement and alteration of the buildings along the street for the wider benefit of the City Centre.



Character Area Location Plan

- Rissho University Kumagaya Campus | Japan
- Phase 1 Canal Quarter | Cardiff





# 08 FRAMEWORK PROPOSAL

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Framework Proposal CGI





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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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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**LLANRUMNEY REGENERATION SCHEME – STATUTORY  
PUBLIC CONSULTATION AND LAND DISPOSAL UPDATE**

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL  
GOODWAY)**

**AGENDA ITEM: 9**

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

**Reason for this Report**

1. To consider representations received through the statutory consultation process relating to the proposed disposal of land as part of the Llanrumney Regeneration Scheme approved by Cabinet in November 2020.
2. To seek Cabinet approval to publish a Decision Report in accordance with statutory procedures.
3. In line with the Decision Report, to seek authority to dispose of land for residential development as part of the Llanrumney Regeneration Scheme following the full completion of the consultation process.

**Background**

4. In October 2019, Cabinet approved the East Cardiff Industrial Strategy, which provides a policy framework to set the context for addressing the poor economic outcomes affecting people in the east of the city compared to the rest of Cardiff. The Industrial Strategy identifies transport improvements as one of the main drivers to unlocking access to employment opportunities for local communities in the east.
5. In December 2019, the first initiative arising out of the East Cardiff Industrial Strategy was presented to Cabinet. The Llanrumney Regeneration Scheme set out a number of development proposals for the Llanrumney ward aimed at delivering a new bridge and road link from the A48 junction at Pentwyn into Llanrumney.
6. To fund the new bridge and road link Cabinet agreed to consider the disposal of Council owned land in the vicinity to generate the required

capital budget. As a first step, Cabinet provided authority to market test the disposal of three parcels of land and summarised below:

- a. Site A - Circa 17 acres of land adjacent to the A48 junction at Pentwyn currently partially occupied by the Park & Ride facility to deliver local employment uses in the form of a logistics centre with ancillary retail, whilst retaining the full existing Park & Ride capacity on site.
  - b. Site B - Circa 3 acres of land adjacent to Ball Road fronting Llanrumney Hall currently utilised as a playing field to provide new open market residential units.
  - c. Site C - Circa 1.5 acres of brownfield land off Ball Lane to enable the development of predominantly affordable residential units.
7. Cabinet received an update on the market testing exercise in November 2020. The exercise demonstrated that disposal of the three sites would generate sufficient capital to deliver the bridge and road link. Curtis Hall was identified as the preferred developer for a logistics centre on Site A, and Edenstone was identified as the preferred bidder for residential development on sites B and C. At the same meeting, Cabinet provided authority to dispose of Site A. Cabinet also agreed to the principle of disposing of sites B and C. However, given that Site B is currently a playing field, a statutory consultation process is required to be undertaken before the site can be formally approved for disposal. Cabinet also agreed to the principle of ring-fencing the capital receipts from the disposal of the 3 parcels of land to deliver the proposed road link and bridge and other community initiatives in the Pentwyn and Llanrumney wards (see Confidential Appendix 2).

## **Issues**

8. Where a Council proposes to dispose of land containing a playing field or part of a playing field, it must have regard to the Playing Fields (Community Involvement in Disposal Decisions) (Wales) Measure 2010 and comply with the procedure set out in the Playing Fields (Community Involvement in Disposal Decisions)(Wales) Regulations 2015. The Regulations require the Council to undertake a process of public consultation and to consider any responses prior to the making of a decision to dispose.

## **Public Consultation**

9. Following Cabinet approval in November 2020, and in accordance with the Regulations, the Council undertook a public consultation for a six weeks period between 6<sup>th</sup> January 2021 and 19<sup>th</sup> February 2021 in relation to the disposal of land off Ball Road (see site plan at Appendix 1). This included distributing information directly to a number of residents living within the vicinity of the site, publication of the information on the Council web pages and depositing information for public inspection at a

local community facility, in this case Llanrumney Hall, which immediately adjoins the site.

10. In addition, the statutory notice and details of the disposal were sent to specific consultees required by the Regulations.
11. The next step in the statutory process under the Regulations requires that the Council, following consideration of any representations received, must prepare a report (“The Decision Report”) summarising those representations and the reasons for its decision to dispose (or not to dispose), of the playing field. The draft Decision Report is attached at Appendix 3.
12. The consultation generated 6 responses, all from local residents, which are outlined below.
  - Loss of green open space, especially for informal recreational purposes for the whole community (dog walking, children’s play etc.).
  - Loss of a valuable and well-loved local community asset.
  - Inadequate replacement open space facilities at Mendip Road – which only caters for a small part of the community and won’t be available to all local residents.
  - Detrimental impact of additional housing on local infrastructure, especially roads / increase in traffic, schools and other community facilities.
  - Negative impact on views and property values.
  - Detrimental impact on Llanrumney Hall in terms of its historical setting, loss of visual amenity and ability to host outside events
  - Loss of facility would compound the loss of many other local community facilities, especially for children and lack of general investment in the area.
  - Decrease in open space proportionate to housing.
  - No guarantee that there will be sufficient funds left over to invest in the replacement sports facilities, as costs of the new road and bridge could escalate.
13. A ‘provisional’ objection was also received from Sport Wales and Fields in Trust who are specified consultees under Welsh Government guidance. This was subsequently withdrawn following the provision of additional information by the Council, which is also summarised as part of the Decision Report at Appendix 3.
14. Site B is currently the home playing pitch for Llanrumney Rugby Club. The rugby club is supportive of the proposal to relocate to new facilities off Mendip Road. The local football club is also supportive of the proposals.
15. Negotiations with the preferred bidders has confirmed that the regeneration scheme will generate enough capital to deliver the new



bridge and road link and the new sports facilities. The proposals will provide the local clubs with access to: 3G pitches in their local community at community rates; new grass pitches for rugby and football maintained as part of the new Cardiff University/Cardiff City Football Club playing fields complex; access to 4 no. 3G pitches at no cost for junior league football and rugby on Saturday and Sunday mornings (respectively); a new shared clubhouse for Llanrumney Rugby Club and Llanrumney Football Club.

16. The green space fronting Llanrumney Hall including the current Llanrumney Rugby Club home pitch consists of approximately 6 acres. The area of land proposed to be developed is circa 3 acres. This means that around half of the current area will remain as informal green space immediately fronting Llanrumney Hall. This will ensure the newly refurbished Llanrumney Hall building will remain visible from Ball Road, and will also provide a significant informal community green space providing for community events as well as general recreation. The proposed residential development will also be designed to retain a strip of land to the rear of the new housing to create a strong vista perpendicular to Llanrumney Hall's main frontage from Ball Road to the rear of the existing housing on Pepys Crescent.
17. The open space in front of Lanrumney Hall currently adjoins a much larger area of informal green space known as Fishpond Wood. This consists of circa 40 acres, of which circa 17 acres is woodland and the remainder informal grassed area. This area is extended further with contiguous areas of green space both to the north and south. The local community will therefore retain access to a substantial area of informal green space suitable for general recreation. The Council is also committed to delivering a new Multi Use Games Area (MUGA) in the space retained fronting Llanrumney Hall further enhancing local recreational provision.
18. In terms of the objection relating to increased pressure on local infrastructure caused by the prosed new housing, the infrastructure improvements delivered off the back of the new bridge and road link to the A48 are considered significantly more beneficial to the area than any detriment caused. Furthermore, the way in which the land disposal agreement has been structured will ensure the proposed new bridge and road link and the community facilities will be delivered if following consideration by the planning authority the regeneration scheme progresses.
19. The proposed new housing development will deliver a mixture of private and social housing. The houses will be modern in design and as such will represent a design improvement on the existing housing stock in the immediate vicinity. This will have a positive impact on the local physical environment rather than detracting from it. It is also likely to have a positive impact on local residential values.
20. The Llanrumney Regeneration Scheme represents a major Council-led investment in the area that will not only improve transportation access to

the ward, improving access to employment opportunities for local residents, it will also deliver state of the art new sports facilities that will benefit the local community and local clubs. In doing so, it is also incentivising Cardiff University and Cardiff City Football Club to invest in the area and to make Llanrumney the home of Cardiff City's Academy facility.

21. Given the small number of objections received, the lack of any objections from statutory consultees and the mitigations set out in this report, Cabinet is recommended through this report to press on with the proposed disposal by taking the consultation process on to the next step.
22. If Cabinet approves the Decision Report and proceeds with the disposal, the Regulations require that a notice of the decision to proceed with a disposal is published in a newspaper local to the Council's area for two consecutive weeks and to make the Decision Report available for inspection for a minimum period of 6 weeks from the first date of publication of the notice. The notice will also be required to be erected on site and also on the Council's Website. Any person who made representations should also be provided with a copy.
23. The Regulations do not allow the Council to legally commit to proceed with a disposal until at least 12 weeks after first publication of the notice.

## **Land Disposal**

### *Land adjacent to the A48 Junction, Pentwyn*

24. Heads of Terms have now been agreed with Curtis Hall (the preferred developer) in line with the draft HOTs presented to Cabinet in November 2020. Completion of the disposal is subject to planning. The terms of sale include a commitment from the developer to deliver the new bridge and road link in lieu of a land receipt to the Council.
25. Despite COVID restrictions, the developer has managed to undertake all necessary survey work on the site. The Council has now received a proposed development plan and an indicative timescale for delivery for a mixed-use logistics/industrial development, including a small retail component and a replacement Park and Ride facility.
26. The developer has now commenced pre-application engagement with the Local Planning Authority with the aim of submitting a planning application in September 2021
27. If planning permission is granted and the scheme is able to proceed a further independent valuation will be undertaken to determine if any capital receipt over and above the cost of the bridge and road link should be forthcoming to the Council.

### *Land at Ball Road and Ball Lane*

28. Following the marketing exercise the Council identified Edenstone as the preferred developer to deliver the housing development on the Ball Road and Ball Lane sites as set out in the surveyors report attached at Confidential Appendix 4. Subsequently, Draft Heads of Terms have been agreed, attached as Confidential Appendix 5. The development of these two residential sites will deliver sufficient capital receipt to support the relocation and improvement of existing local community sports facilities as well as providing a contribution towards the refurbishment of the Pentwyn Leisure Centre, as set out in Confidential Appendix 2.
29. If Cabinet approves the Decision Report, the Council is required to standstill for a period of 12 weeks before progressing the disposal. Once this period has elapsed, the Council will either progress a disposal with Edenstone or will return to Cabinet with a further update.

### **Local Member consultation**

30. Local ward members were issued with the statutory consultation documentation relating to the disposal of a playing field at the commencement of the process in January 2021.
31. They have also been consulted on the various proposals that make up the overall Llanrumney Regeneration Scheme and are supportive of the proposals.

### **Scrutiny Consideration**

32. The Economy & Culture Scrutiny Committee considered this issue on 13 May 2021. The letter from the Chair is attached at appendix 6

### **Reason for Recommendations**

33. To complete the statutory consultation process by publishing the Decision Report and Notice and accordingly to seek authority to dispose of land once the consultation process is fully completed.

### **Financial Implications**

34. The disposal of the site is required to support the delivery of new housing and as part of a wider strategy to support regeneration of the area. In approving the disposal, Cabinet will need to ensure that any commitments to works arising from this report and linked reports can be met from disposal proceeds as intended as part of the approved budget framework. The overall strategy for disposal of this site and any linked leases (existing or to be entered into) with external bodies for operating assets will need to consider and mitigate at an early stage any VAT and ongoing revenue budget impacts on the Council as a result of delivering improvements and management of facilities to be provided.



35. In a previous report considered by Cabinet in November 2020, approval was given to undertake the statutory consultation process required in relation to the disposal of land off Ball Road. In addition, delegated authority was provided to agree Heads of Terms for this disposal and return to a future meeting of Cabinet for authority to complete the disposal of the 2 residential plots on Ball Road. Following completion of the statutory consultation process, the results of which are set out in the Decision Report in Appendix 3, Cabinet approval is now being sought to dispose of the land at Ball Road and Ball Lane on the terms outlined in Confidential Appendix 4 subject to the full completion of the statutory consultation process outlined in this report.
36. Included within the Heads of Terms (Confidential Appendix 5) is a condition that the purchaser commits to re-providing four existing Council dwellings. These dwellings will be re-provided at no cost to the Council, with the Council also due to hold the freehold interest in the re-provided dwellings.
37. The proposed disposal of land is supported by an independent surveyors report, attached as Confidential Appendix 4, and includes a summary of the marketing process carried out by Council's independent property advisors. This independent report notes that the offer received by the highest bidder exceeds the proposed receipt anticipated in the 'base case, which assists in demonstrating the proposed offer provides the Council with the best value for money solution. It must be noted though that the actual capital receipt achieved will remain subject to the deduction of certain deductible items and abnormal costs the Developer incurs in obtaining planning consent and preparing the site for development.
38. Cabinet approval was provided as part of the November 2020 Cabinet report to ring-fence capital receipts from these disposals to deliver the proposed road link and bridge, the new Outdoor Sports Complex of Mendip Road, Llanrumney and other community initiatives in the Pentwyn and Llanrumney wards. This report includes recommendations for Cabinet to note receipts from this proposed disposal of land will be utilised towards the delivery of the Outdoor Sports Complex at Mendip Road and delivery of the Pentwyn Leisure Centre scheme. Details of the proposed values of ring-fenced capital receipts for each scheme are set out in Confidential Appendix 2. No capital commitments for works should be entered into prior to confirmation of the quantum of receipts and ensuring expenditure is within the budget framework. Any management or operating costs of new facilities will need to be met from within existing directorate budgets.
39. Consideration must be given to the VAT implications of wider site proposals as they are being developed and any impact they may have on Council's VAT partial exemption position. Heads of Terms in Confidential Appendix 5 set out that all properties will be subject to an option to tax, so the tax status of the sites will need to be confirmed ahead of completing disposal. Further detailed VAT advice will also be required as

more detailed proposals are being developed for the Outdoor Sports complex and Pentwyn Leisure Centre schemes.

### **Legal Implications**

40. Regulation 7 of the Playing Fields (Community Involvement in Disposal Decisions)(Wales) Regulations 2015 (“the Regulations”) provides a Local Authority must consider all representations received in relation to a proposed disposal during the consultation period. Cabinet will be required to carefully weigh up those representations against the benefits of the Council’s desired outcomes before forming a decision.
41. Regulation 8 provides a Local Authority, having considered any representations received, must prepare a report (“the Decision Report”) summarising those representations and the reasons for its decision to dispose, or not to dispose, of the playing field. If the Council is minded to proceed, it is required to follow the statutory formalities set out in the Regulations relating to the provision of public notice of decision and inspection of the Decision Report as identified in the body of this report.
42. Furthermore under Regulation 8(8) the Council is prevented from entering into any agreement to dispose of land comprising playing fields until a period of 12 weeks has passed from the date the decision notice was first published in a local newspaper, following which the Council may proceed with a disposal of land on the terms annexed to this report.
43. With reference to the sale of land, the Council has general power to dispose of land pursuant to s.123 of the Local Government Act 1972 and is required to secure the best price reasonably obtainable.
44. The Council’s Acquisition and Disposal of Land Procedure Rules require advice to be obtained from the Council’s Valuer as to the terms of the disposal.

### **Equalities & Welsh Language**

45. In considering this matter the decision maker must have regard to the Council’s duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a). Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief –including lack of belief.
46. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

## The Well-being of Future Generations (Wales) Act 2015

47. 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. 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.
48. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
49. The well being duty also requires the Council to act in accordance with a '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 compromising 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 integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them

The decision maker 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 on line using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### Policy and Budget Framework

50. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

### **Property Implications**

51. The Strategic Estates Department have worked closely with the legal department on the processes required to satisfy the Welsh Government Regulations and have undertaken the relevant public consultations and



collated and prepared in conjunction with legal a response to all parties and prepared the Decision Report for publication.

52. If in due course the proposals move forward to disposal, the Strategic Estates Department will work closely with Major Projects and other Council departments on the detail of both transactions through to delivery.
53. We need to ensure that the disposal of the Pentwyn Park and Ride addresses specific conditions as set out in the Heads of Terms and there are also specific conditionality on the disposal of the Ball Lane and Road scheme around Housing, and Estates will closely manage this through to disposal.

### **HR Implications**

54. There are no HR implications arising from this report and its recommendations.

### **RECOMMENDATIONS**

Cabinet is recommended to:

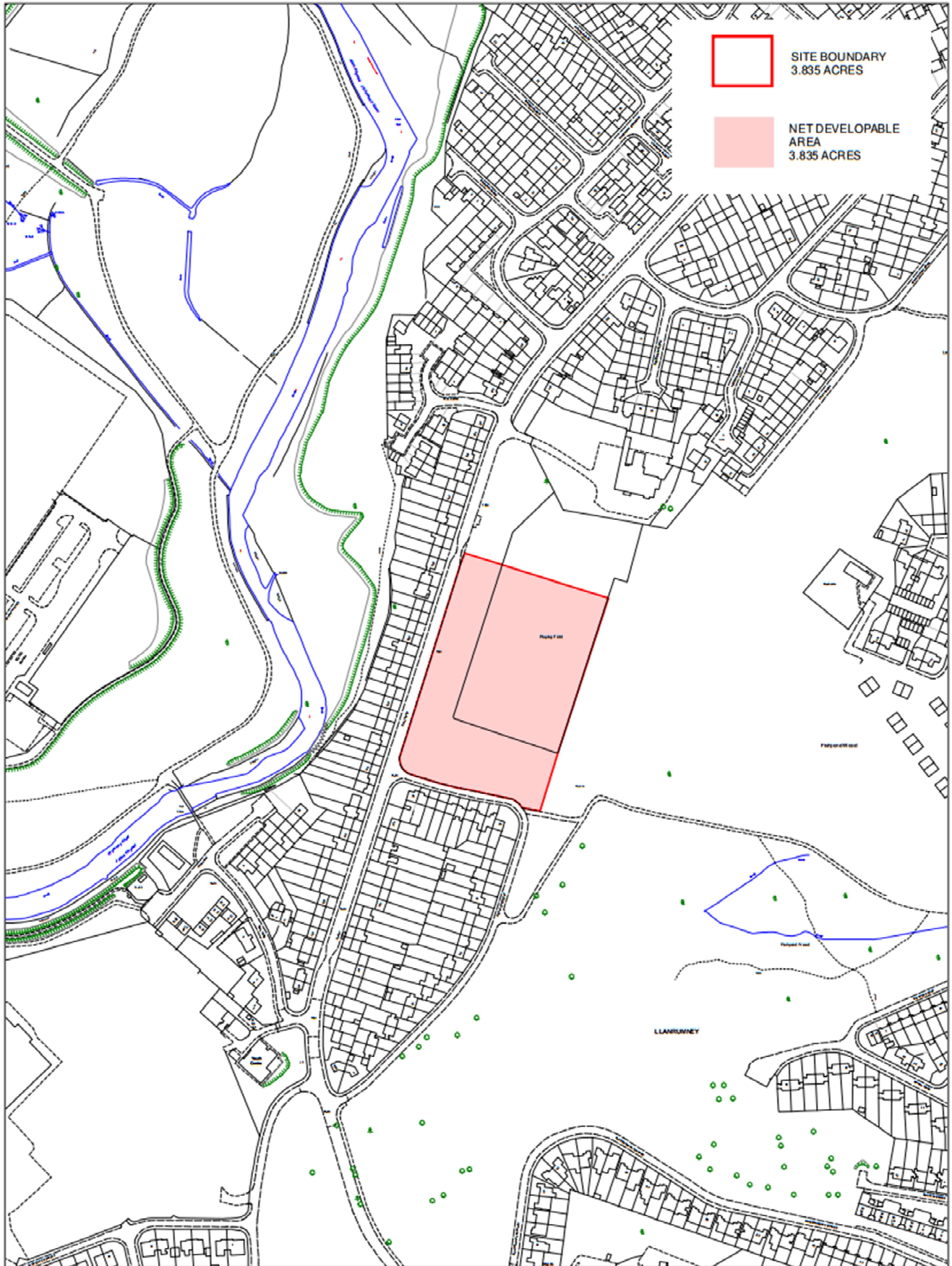
- 1) Approve the content of the Decision Report attached as Appendix 3.
- 2) Authorise the advertisement of a further notice of the Council's decision to dispose of the land identified in the site plan attached as Appendix 1 and to make the Decision Report available for inspection and to comply with all other formalities required by the Regulations.
- 3) Subject to the full completion of the statutory consultation process referred to in Recommendation 2 above, provide authority to dispose of Sites B and C outlined in this report and identified in the site plans attached as part of the surveyors report at Confidential Appendix 4 and in line with the Heads of Terms set out in Confidential Appendix 5.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> <b>Director of Economic Development</b>
	<b>14 May 2021</b>

### ***The following appendices are attached***

- Appendix 1 - Site Plan
- Confidential Appendix 2 – Ring-fenced Capital Receipts
- Appendix 3 - Decision Report
- Confidential Appendix 4 - Surveyors Report
- Confidential Appendix 5 - Heads of Terms
- Appendix 6 – Letter from Chair of Economy & Culture Scrutiny Committee

# Appendix 1 - Proposed Residential Development, Off Ball Road, Llanrumney



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File # / Eirwybwyll / Project / Dyluniad Rhif. / File / Pathname / Project / Drawing No.  
 R1:1:prop02:LLanrumney:Masterplan:plan1:llanrumney-hd-01001  
 Llanrumney gan / Drawn By: LHC Dyddiad / Date: 14/02/2020  
 Graffwr / Scale: 1:2500 Cyl Awdydd / Revision Ref.: 2

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**Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015**

**Proposed Disposal of Land at Ball Road and fronting Llanrumney Hall, Llanrumney, Cardiff**

**The Decision Report**

**Background**

Cardiff County Council is proposing to dispose of land comprising playing fields, located adjacent to Llanrumney Hall and Ball Road, Llanrumney.

Where a Council proposes to dispose of land containing a playing field or part of a playing field, it must have regard to the Playing Fields (Community Involvement in Disposal Decisions) (Wales) Measure 2010 and comply with the procedure set out in the Playing Fields (Community Involvement in Disposal Decisions)(Wales) Regulations 2015. The Regulations require the Council to undertake a process of public consultation and to consider any responses prior to the making of a decision to dispose.

The Regulations require that the Council, having considered any representations received, must prepare a report (“The Decision Report”) summarising those representations and the reasons for its decision to dispose (or not to dispose), of the playing field.

This document represents the Council’s Decision Report and it sets out:-

- The nature and extent of the representations received and considered by the Council.
- The rationale for the Council’s decision to proceed with the disposal.

**Nature and Extent of Representations Received**

In accordance with the Regulations, the Council undertook a public consultation for a six week period between 6<sup>th</sup> January 2021 and 19<sup>th</sup> February 2021.

As a result of the consultation, 6 responses were received from local residents. A summary of the nature of the objections are set out below:-

- Loss of green open space, especially for informal recreational purposes for the whole community (dog walking, children’s play etc.).
- Loss of a valuable and well-loved local community asset.
- Inadequate replacement open space facilities at Mendip Road – which only caters for a small part of the community and won’t be available to all local residents.
- Detrimental impact of additional housing on local infrastructure, especially roads / increase in traffic, schools and other community facilities.
- Negative impact on views and property values.
- Detrimental impact on Llanrumney Hall in terms of its historical setting, loss of visual amenity and ability to host outside events
- Loss of facility would compound the loss of many other local community facilities, especially for children and lack of general investment in the area.



- Decrease in open space proportionate to housing.
- No guarantee that there will be sufficient funds left over to invest in the replacement sports facilities, as costs of the new road and bridge could escalate.

No responses were received after the end of the consultation period.

A 'provisional' objection was received from Sport Wales and Fields in Trust (who are specialist consultees listed in the Regulations). This was subsequently withdrawn following the provision of additional information. In this respect the proposal satisfies the criteria set out in Planning Policy Wales relating to the protection of open space from development.

The representations have been considered by the Council at a Cabinet meeting held on the 17th May 2021.

### **Rationale for the Council's Decision to Proceed with the Disposal**

The original justification and rationale for proposing to dispose of the playing field was previously set out by the Council in a Cabinet Report held in November 2020 and the Details that formed part of the statutory public consultation that took place between 6<sup>th</sup> January and 19<sup>th</sup> February 2021.

Having considered the representations, the Council's decision is to proceed with the disposal of land at Ball Road and fronting Llanrumney Hall.

The underlying rationale for the decision to dispose of the playing field is to develop the site for up to 90 new open market dwellings and use the resulting capital receipt to contribute towards the costs of a proposed new link road and bridge connecting the Llanrumney ward to the A48 alongside the Pentwyn Park and Ride site, and to improve local sports facilities at a proposed new Outdoor Sports Complex off Mendip Road Llanrumney.

The replacement facilities at the proposed new Outdoor Sports Complex at Mendip Road is seeking to create new additional pitches and a new clubhouse / changing facility for the use of Llanrumney RFC and the local community. The new community playing fields will comprise of:-

- 1 grass rugby pitch (70m x 110m) with a 5m runoff.
- 1 grass football pitch (66m x 96m with a 3m runoff).
- 1 grass youth pitch (61m x 98m).
- 3 separate grass mini pitches.
- 8 mini pitches (within the larger pitches).

It is considered that these enhanced facilities will increase local participation in sport and represent more than equivalent compensation for the loss of the existing single pitch at Ball Road.

The new community playing fields will also provide opportunities for informal recreation for the local community (when not in formal use) and are located only approximately 600m from the existing field.

The Council is fully committed to the delivery of the new facilities. This is demonstrated by previous Council Cabinet Reports and the submission of the necessary planning application required to implement the replacement facilities.

The proposed new bridge and link road is set within the context of the 2019 East Cardiff Industrial Strategy (approved by Cabinet in October 2019) which aims to increase connectivity and job opportunities within the Llanrumney area. The Llanrumney Development Strategy proposes the disposal of 3 areas of Council owned land. In addition to the disposal of the playing field site at Ball Road it is also proposed to dispose of a large tranche (17ac / 6.88 ha) of land adjacent to the A48 junction at Pentwyn, to fund the Strategy's proposals.

An independent valuation appraisal has been undertaken, and this has concluded that the 3 potential development sites could deliver capital receipts to meet the costs of the new bridge and link road and generate sufficient capital to fund the proposed sports facilities.

In addition, the proposed housing development could generate additional S106 monies to assist in the delivery of both on-site and off-site open space provision and recreation facilities within the local area.

Given the Council's public commitment, independent valuations and prospect of additional S106 monies coming forward, there is a high degree of certainty that sufficient funding will be available to deliver the new Outdoor Sports Complex including the replacement community playing fields together with other community initiatives.

In terms of potential impacts that any new housing may have on local infrastructure (including school places and the local highway network). These will be fully assessed at a future planning application stage and will be appropriately mitigated by the use of planning obligations – commitments to undertake necessary works or financial contributions to off-set any local impacts directly related to the development.

The loss of 1.24ha (3ac) of existing formal recreation playing pitch at Ball Road will be more than compensated for in quantitative terms by the implementation of approximately 12ac (5ha) of new formal recreation land at the community playing fields site that forms part of the wider Outdoor Sports Complex at Mendip Road. The implementation of which will result in a net increase of 8ac (3.2ha) of formal recreation land within the Llanrumney ward.

A substantial area of open space will also be retained in front of Llanrumney Hall. This area will separate the Listed Building from the proposed new housing area. This retained area of open space will be improved and will provide opportunities for formal and informal recreation for the local community. The area will also be suitable for hosting possible outdoor events organised by Llanrumney Hall, as well as protecting and enhancing the setting of the Listed Building.

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My Ref: T: Scrutiny/Correspondence/Cllr NH

Date: 14 May 2021

Councillor Russell Goodway  
Cabinet Members  
Cardiff Council  
County Hall  
Cardiff  
CF10 4UW



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Neuadd y Sir  
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Dear Councillor Goodway,

### **Llanrumney Regeneration**

Thank you for attending Economy & Culture Scrutiny Committee on 13 May 2021, along with Neil Hanratty, Chris Barnett and Eirian Jones to discuss the report to Cabinet regarding the next stages in the Llanrumney Regeneration.

Members wish to thank Neil Hanratty for his overview presentation of the report to Cabinet and, in particular, for detailing the objections received during the public consultation on the disposal of the playing field at Ball Road. Having noted these and considered the responses to them, we are satisfied the responses are sufficient. Members note that no objections were received from statutory consultees and that there is local support from ward members and local sports clubs for disposal and the improvements that flow from that for the area and local sports provision.

As part of the discussion in closed session, Members sought clarification of the funding required for the refurbishment of Pentwyn Leisure Centre and the sources of this funding. We look forward to receiving this information from Neil Hanratty, as offered at the meeting.

Overall, Members remain supportive of the whole of the Llanrumney Regeneration project and have no concerns remaining. Therefore, unless there are significant changes to the proposals as outlined to Committee, Members do not feel that they need to scrutinise future reports.

Finally, as with the Canal Quarter Regeneration item, Members note that we did not receive the report to Cabinet or its appendices. Members are aware that this is the first meeting following the pre-election period, with papers due out the day after the election, and so we are understanding of the reasons why this has happened. However, this is obviously something that we would not wish to become the norm, a view I am sure you share.

This letter requires a response please, to the following point:

**Request for information**

Pentwyn Leisure Centre refurbishment – funding required and sources of funding identified.

Thank you again for attending Committee and we wish you all the best with this project, which will significantly improve employment opportunities, housing and sporting facilities in Llanrumney.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee  
Neil Hanratty Chris Barnett Eirian Jones  
Clair James Cabinet Support Office