

CABINET MEETING: 11 JUNE 2020

**RESTART, RECOVER, RENEW: NEXT STEPS FOR CARDIFF
DURING THE COVID-19 CRISIS**

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 1

Reason for this Report

1. To agree the Council's strategic response to the pandemic and the planned approach to restarting council services as national lockdown measures are eased.

Background

2. In March 2020 the Council transitioned to an essential service model to respond to the extraordinary challenges presented by novel coronavirus (Covid-19). This meant that a range of services were either adapted, suspended or, in some instances, established for the first time.
3. In accordance with the latest advice and guidance issued by Public Health Wales and UK/Welsh Government and consistent with the principles established by the Cabinet in Capital Ambition, the Council's approach was informed by the following key principles:
 - Preventing the spread of infection
 - Ensuring the health and safety of staff, service users and citizens
 - Prioritising key frontline services and support for vulnerable people
4. In response to the lockdown, most council services have been operating on a crisis footing, with essential front-line services being in operation and staff working from home wherever possible.
5. On 15 May 2020 the Welsh Government set out their national framework 'Unlocking our Society and Economy'. This document outlines a traffic light approach to gradually relaxing the current lockdown. The reopening process will be asymmetric, with restrictions being eased more quickly in some areas than others, based on advice from Public Health Wales.
6. The Welsh Government's framework makes clear that the environment within which the Council will be delivering services, and within which the city economy must operate, will for the foreseeable future involve: mandatory social distancing alongside a clear direction to work from

home, where possible; the phased 'restart' of wide range of public services and of the economy; and continued proactive work to prevent the further spread of the virus whilst also planning for potential future 'peaks'.

7. This report sets out the critical challenges associated with restarting or repurposing council services to function effectively, sustainably and safely, and establishes the principles and planning assumptions for the restart of services. A comprehensive 'Restart: Operational Plan' is attached as Appendix 1 to this report. Given the rapidly moving situation, this Restart Plan will be a 'live' document that will need to be updated as UK/Welsh Government and public health guidance changes. This plan is supported by detailed directorate level 'Restart Plans'.
8. The report also sets out the Council's wider framework for supporting the response to the economic crisis and the recovery of the city economy and for leading a city-wide approach to Cardiff's post-crisis renewal, which will be the subject of a report to Cabinet in the near future.

Issues

9. The World Health Organisation declared a global health emergency in relation to the novel coronavirus on 31 January 2020. In response, on 11 February 2020, the Director of Public Health for Cardiff and the Vale of Glamorgan briefed the Council's senior management team on the nature, likely development and potential impact of Covid-19 on Cardiff.
10. Following this meeting the Cabinet was briefed on the potential implications for the Council and the city and, in accordance with the Cabinet's direction, the Chief Executive instructed that preparations be made to stand-up the Council's Emergency Management arrangements under the Civil Contingencies Act 2005. This approach has provided robust governance and supported clarity of decision making over the course of the crisis, and has drawn upon the capacity and capability that the Council has built up over many years of managing international events and responding to extreme weather events. On 25 February 2020 Covid-19 became a standing item on the Council's weekly Senior Management Team agenda and on 19 March 2020 a Strategic Coordinating Group, chaired by Chief Executive and reporting through to the Leader and Cabinet, was established to lead on a cross-Council approach to preparing the organisation for the impact of Covid-19.
11. From the outset, it was clear that the crisis was likely to have significant financial implications for the Council, both in terms of additional costs and loss of income. The Section 151 officer, therefore, established systems to monitor the financial impact of the crisis. The Council's approach to financial management in response to the Covid-19 crisis is set out in detail in an accompanying Cabinet report.
12. Recognising the importance of civic leadership and partnership working across public services in responding effectively to the crisis, on 13 March 2020 the Council convened the Joint Public Services Board (PSB) with

the Vale of Glamorgan to discuss the development of a cross-public sector approach to Covid-19.

13. On 23 March 2020, the UK Government announced a UK-wide 'lockdown' in order to limit the spread of the Covid-19 virus. In response, the Council transitioned rapidly to an 'essential services' model. Three core principles were immediately established to guide the Council's response:
 - Ensuring the resilience of services critical to our Covid-19 response;
 - Doing all we can to protect our most vulnerable citizens and our staff, and;
 - Stopping the spread of the virus.
14. The lockdown has had a major impact on all aspects of city life and public services and in the weeks following the announcement on 23 March 2020 the Council went through a period of unprecedented change and innovation, which has been summarised in the Joint Cabinet Statement that was considered at a meeting of the Council held remotely on 21 May 2020.
15. This was given additional impetus by partnership working between public services partners. At a strategic level, the Cardiff PSB has continued to meet, chaired by the Leader of the Council, to provide cross-public service leadership and direction, supported by weekly operational multi-agency meetings chaired by the Council's Chief Executive. A partnership approach has been taken in addressing a series of issues, including the establishment of the Dragon's Heart hospital, the interface between Health and Social Services and across a wide range of community safety related matters.
16. At all times, the Council has sought to communicate the rapid service changes clearly and concisely to the public, to councillors and to local and national partners. Social media sentiment in relation to the Council's response and feedback from citizens, members and partners on the Council's approach has been consistently positive.
17. The Cabinet is clear that, in the face of the emergency situation, a great deal of positive change has been enacted across many council service areas. The focus on responding to an urgent and unifying purpose of supporting the city through the crisis, allied to the dedication and resourcefulness of staff, as well as freedom from a number of regulatory and statutory requirements, has supported a level of service innovation, implemented at speed and in partnership, which the Cabinet wishes to see maintained as the Council and the city move into the new phase of the crisis.

Impact of Covid-19 on Cardiff

18. The Council, working closely with partners, have been closely tracking key data sets to ensure that the position in Cardiff is well understood and that the response of the Council and its partners is informed by the latest

evidence. This has involved regularly reviewing data published by Public Health Wales and the Office for National Statistics (ONS).

19. The latest ONS figures indicate that there were 341 Covid-19 deaths in Cardiff up to 22 May 2020, which includes deaths registered up to 30 May 2020. Of these, 186 were in hospitals (54.5%), 121 were in care homes (35.5%), 27 were at home (7.9%), 5 were in hospices (1.5%), 1 was in another communal establishment (0.3%) and 1 was 'elsewhere' (0.3%).
20. The fatality rate in Cardiff of 92.9 deaths per 100,000 population is the fourth highest for a local authority area in Wales, below Rhondda Cynon Taff, Merthyr Tydfil and Newport and the third highest across nine Core Cities in England & Wales (behind Liverpool and Birmingham).
21. The proportion of fatalities in care homes in Cardiff is higher (35%) than the Welsh average (28%). However, analysis undertaken by Public Health Wales demonstrates that the mortality rate – directly or indirectly due to Covid-19 – is consistent with that of other Core Cities when 'excess deaths' are considered. This suggests that, in terms of additional deaths, Cardiff is not an outlier but does have a greater number of deaths attributing Covid-19 as a contributor.
22. Provisional analysis by ONS has shown that across the UK the risk of death involving Covid-19 among some ethnic groups is significantly higher. While no clear link is apparent in Cardiff, the Council is keen to engage with and respond to the findings of the Wales BAME Covid-19 health advisory group that has been established by the Welsh Government.
23. ONS also found that, in Wales, the most deprived areas had a mortality rate for deaths involving Covid-19 of 44.6 deaths per 100,000 population, almost twice as high as the least deprived area of 23.2 deaths per 100,000 population (deaths occurring between 1 March and 17 April 2020). Again, no clear link is apparent in Cardiff although the areas (MSOAs) with the four highest Covid-19 fatality rates in the city are those with higher levels of deprivation.
24. The 'peak' for fatalities in Cardiff occurred between the 10 and 17 April 2020. Fatalities have fallen consistently in all settings since this point, with some days over recent weeks seeing no recorded fatalities (from those with confirmed Covid-19) in Cardiff.
25. Latest figures (released on 3 June 2020) show that 9,818 tests have been carried out in Cardiff, up from 8,226 seven days previously (released on 27 May 2020). Of these, 2,087 cases have been positive, up from 2,022 seven days previously; an increase of 65 cases (an average of 9.3 new cases per day). This is considerably lower than in the last three weeks of April 2020 when, on average, there were more than 100 new positive cases each day. Similarly, the proportion of tests that have been positive has gradually fallen from a peak of 37.2% on 18 and 19 April 2020, to 21.3% on 3 June 2020.

Restart, Recover, Renew

26. As set out previously in paragraphs 5 and 6 of this report, the national framework for moving Wales out of lockdown sets out a traffic light approach to gradually relaxing the lockdown, with the expectation that reopening process will be asymmetric, based on advice from Public Health Wales, with restrictions being eased more quickly in some areas than others if the evidence suggests that this would be safe. Similarly, there may be a need to reverse course in some areas should conditions worsen.
27. The national framework makes clear that the environment within which the Council will be delivering services, and within which the city economy must operate, will for the foreseeable future involve mandatory social distancing alongside a clear direction to work from home, where possible; the phased 'restart' of wide range of public services and of the economy; and continued proactive work to prevent the further spread of the virus whilst also planning for potential future 'peaks.'
28. The Cabinet is clear that the administration's Capital Ambition of building a fairer, greener more prosperous city is more important now than ever. With city partners, the Council will:
- Lead a capital city that will be at the forefront of a green and inclusive economic recovery in Wales.
 - Tackle the existing economic and health inequalities that will have been exacerbated by both the public health and economic crises.
 - Meet the climate emergency through accelerating the decarbonisation of city infrastructures and public services.
 - Maintain the momentum in public service innovation, through the use of digital technologies, cross-Council integration and cross-city partnership working.
29. The Cabinet has set out a three-stage approach to leading Cardiff's response to the easing of lockdown and to the ongoing Covid-19 crisis:
- Restart:** Restarting and adapting a wide range of council services in the context of extended stringent social distancing requirements, in tandem with the evolution of national advice.
- Recover:** Implementing a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing.
- Renew:** Working closely with city partners, staff and citizens to set out the future we want for Cardiff post-crisis and how, together, we will make it happen.

Restart of Services

30. As the lockdown is gradually eased in Wales, council services will need to adapt a new phase of the crisis. A number of areas that have not been

operating over the course of the crisis will need to 'restart' in an adapted way. Some will not be able to operate over the short to medium term. In the case of the Welsh Government's Test, Trace, Protect initiative, a new service is being developed from scratch. The Council has therefore been undertaking detailed service planning to prepare for operating post-lockdown.

31. The Cabinet has set out the following principles that have been used to guide this detailed service planning:

- Re-starting services in a way that ensures the safety of staff and citizens.
- Prioritising supporting those most vulnerable to the impact of the virus.
- Working with partners to restart the city economy and city life safely.
- Working at all times working to stop the spread of the virus.
- Being open and engaged, and ready to change approach as new evidence emerges.

32. As part of the Council's approach to lowering the rate of transmission, the process of reopening services will be managed in a phased manner as part of a disciplined and coordinated corporate process, with every service subject to a risk-based assessment, which will be discussed with the Trade Unions, to ensure that they can operate effectively and safely. This will cover all aspects of how services will be delivered in the context of physical distancing and infection control requirements. The Council's Health and Safety methodology will include:

Safe Premises - Each council premises will be subject to an assessment, which applies a corporate template to achieve physical distancing. This includes implementation of safe access/egress, safe use of communal facilities such as welfare provisions, printing, kitchens, meeting rooms and the allocation of safe desk space. The frequency of cleaning of high contact surfaces and provision of hygiene supplies will be included in the assessment.

Safe Services - Each service area will complete an assessment checklist, which will highlight risks in relation to interaction with the public, colleagues, contractors, as well as use of equipment and travel in work. A risk assessment will be completed for each service area detailing the required controls in place in line with council policy and national guidelines.

33. Where maintaining 2-metre physical distancing is not possible, Personal Protective Equipment (PPE) will be provided to safeguard staff and service users. The provision of medical grade PPE for social care has been modelled and supplies secured to supplement Welsh Government issue for the medium term based on national guidelines. For non-social care services, PPE will be issued following service area risk assessment, where it is determined that physical distancing is not able to be achieved. Modelling of non-social care PPE, including schools, is currently underway.

34. This health and safety-based approach represents good practice and has been applied to council services, including waste services and hubs & libraries, which have already restarted. In the case of the former, the re-opening of the city's Household Waste Recycling Centres required the introduction of an online booking service. The first phase of the re-opening of libraries on 8 June 2020 was also based on a 'click and collect' booking model. Both services underwent risk assessments as outlined above.
35. The Safety of vulnerable staff is of paramount importance. A section of the Council's workforce have been self-isolating for three months, with this period lasting initially up to 15 June 2020. Those staff at the highest risk from the effects of Covid-19 who are currently shielding will continue to do so for at least a further nine weeks to 16 August 2020 in accordance with the latest advice issued by the Chief Medical Officer for Wales.
36. Staff who were advised to self-isolate due to a medical vulnerability will need to be risk assessed at the end of the period prior to returning to the workplace, where working at home is not possible.
37. Due to current medical knowledge of the characteristics which increase the risk of contracting or suffering more severe effects from COVID-19, there will need to be a wider assessment of the workforce to ensure that appropriate safety controls are in place across the Council's Services. This assessment will be based on the 'National Workforce Risk Assessment for Health and Social Care' and will involve the support of Occupational Health.
38. For those staff who are residing with an extremely vulnerable family member who is shielding in line with NHS advice, the Council will continue to support existing arrangements until at least the 16 August 2020. The Council will continue to risk assess individual circumstances to support staff and their families in protecting those who are most vulnerable from the effects of the virus.
39. Working from home will remain the default position for those council staff who are able to do so for the foreseeable future. This Council-wide change in working practices will need to be supported by new policies, procedures and management practices. For those services where staff cannot work from home, or where face-to-face contact is necessary, robust physical distancing measures will be put in place as detailed in service area risk assessments.
40. The safe restart of services will rely on the supply and allocation of appropriate Personal Protective Equipment (PPE). Provision for Social Care delivery in Cardiff is now well established, with the Council's purchase of supplies of the correct quality and specification of PPE has been essential to supplement equipment provided by Welsh Government, to ensure the safety of staff and citizens in delivery of care. Procurement modelling is based on a 12 week supply requirement, to

avoid shortages in stocks held. The wider Council Services requirement for PPE is currently being modelled, particularly for those services and activities where physical distancing of 2m is not achievable. This includes a focus on schools and early years childcare provision, which may regularly involve close contact and personal care where protection from the virus is required, along with robust hygiene controls. The Council has also sourced an appropriate supply of non-medical masks to support staff on re-start of services, where required.

41. In addition to Council services, community groups, other voluntary organisations as well as unpaid carers supporting vulnerable residents will require access to purchasing frameworks or to be issued with appropriate PPE relevant to the work they are undertaking. This need is currently being reviewed to determine the most appropriate way of supporting groups and individuals.

Reopening Schools

42. On 3 June 2020, the Welsh Government Minister for Education announced the next phase for schools in Wales. It is proposed that all schools will reopen on 29 June 2020, with the summer term being extended by one week and ending on 27 July 2020. In the next academic year beginning in September 2020, the intention is to expand the autumn half-term break to two weeks.
43. All children will have the opportunity to attend school to 'check in, catch up and prepare' for the summer break and the new school year in September 2020. This period of opening will focus on making sure that pupils, staff and parents are prepared – mentally, emotionally and practically – for a 'new normal' in September.
44. In each school there will be a phased approach. Year groups will be split into cohorts with staggered starts, lessons and breaks. It is expected that this will mean, at most, a third of pupils being present at any one time, though schools may need time to reach this level of operation. There will be much smaller classes, providing secure dedicated time with teaching staff and classmates.
45. The physical reopening of schools will involve a similarly rigorous process to that applied to other council services. However, for schools, this will involve a three stage approach: firstly, the school building must be inherently safe with any lapsed statutory inspections completed and water systems tested and treated; secondly, the implementation of safety measures for school staff to return and, thirdly, additional safety controls to permit children to return to lessons. Particular attention will be paid to infection prevention/control including enhanced building and personal hygiene, provision of PPE and arrangements for monitoring symptoms of the virus in staff and children. Early Years and Special Schools will require additional mitigation measures due to social distancing not being possible in all circumstances.

46. The Council's approach will continue to be calibrated to reflect the Welsh Government's announcements, guidance and national framework for decisions relating to the operations of schools and other providers over time in response to Covid-19. This clearly signals that there will not be a single decision, but a series of decisions over time increasing, or if need be decreasing, the operations of schools or other providers. Restart will also require a number of education specific considerations requiring detailed planning, decision making and communication, including: prioritisation of pupils for returning to school; development and confirmation of operational policies; and adaptation of the curriculum and development of support for school staff.

Service Adaption and Innovation

47. The crisis has transformed the delivery model of many council services and it is important that such transformation is locked-in during the next phase of the crisis.
48. For most staff, restart will mean a continuation of modes of operation developed during the lockdown. These constitute a major disruption to normal service delivery arrangements. A range of key services have also had to innovate significantly to adapt to lockdown restrictions. The result has been a level of transformation that now needs to be consolidated.
49. Digitisation has been stepped up across the board. With working from home entrenched as the 'new normal' among much of the workforce, the Council has a real opportunity to change services for the better with long-term implications for the organisation's sustainability and carbon footprint. As remote working continues, it will be increasingly difficult for analogue and paper based processes to function effectively and so they will need to be progressively replaced by digital systems. At the same time, during the crisis, extensive and widely valued online services have been central to the Council's response, not least in hubs and schools.
50. In effect, the Council will depend more than ever on effective support from the Council's ICT services and infrastructure. Similarly, services that can no longer operate on a 'face-to-face' basis will need support to transition towards an online offer, and public consultation and engagement will also increasingly rely on digital channels. Increased digital deprivation and exclusion will therefore need to be carefully mitigated, in terms of both access to services and consultation & engagement for a range of hard-to-reach groups, including: children; older people; Black, Asian and Minority Ethnic (BAME) people; and areas of high deprivation.
51. In terms of specific council services, key areas have been transformed. Homelessness services rapidly developed temporary crisis arrangements to ensure the safety of those sleeping rough and help prevent the spread of the virus. These services will need to be placed on a more sustainable, long-term footing with phase 2 of the Welsh Government's homelessness support, based to a significant degree on the Cardiff approach, highlighting the need for the new arrangements to continue.

52. Likewise, adult social services rapidly adapted operating models to support the most vulnerable in the city. Practice was transformed with teams working digitally, keeping in touch frequently with people with care and support needs, and prioritising essential face-to-face work. The multi-disciplinary single point of access for hospital discharge supported everyone who had no medical need to be in hospital to be safely discharged. There has been highly agile working between council social workers and in-house services and the wider social care sector – domiciliary care and care home providers – to ensure people are able to access care quickly when they need it. These new practices are now being embedded in locality well-being, health and social care networks.
53. More widely, the Council has demonstrated an ability to develop strong corporate working with multiple council and partner services being coordinated to tackle key problems, including PPE, support for businesses and food distribution. This will need to continue as the Council seeks to work with partners to stop the spread of the virus during the next phase.

Test, Track, Protect: Local Delivery

54. The Test, Trace, Protect (TTP) strategy forms a central part of the Welsh Government's Covid-19 recovery plan, finding a way for people in Wales to live and work alongside the virus, whilst containing its spread. The 'Public Health Protection Response Plan' published by Public Health Wales on 4 May 2020 proposes a three-tiered approach across Wales at a national, regional and local level. The three tiers are briefly detailed below:

National Tier: Overseen by Welsh Government, with expert health protection and leadership and co-ordination provided nationally by Public Health Wales. The three main functions include the provision of national expertise; "Once for Wales" functions and a coordinated approach to specialist health protection support, advice and leadership.

Regional Tier: The Regional tier is based on the Cardiff and Vale University Health Board (UHB) footprint, which will be led and delivered in partnership between Cardiff and Vale UHB, Cardiff Council, Vale of Glamorgan Council and Shared Regulatory Services. Access to specialist health protection support will be provided by Public Health Wales. Working together, the regional tier provides oversight and co-ordination for the multi-disciplinary teams.

Local Tier: The local tier will be responsible for interviewing cases and follow up of contacts, supported by a case and contact information management system organised within local contact tracing teams.

55. The success of TTP will hinge on highly effective partnership working at the local level. The design and delivery of this service in Cardiff has involved close partnership working between the Council (who will host the service), Vale of Glamorgan Council, the University Health Board and

Shared Regulatory Services, alongside Public Health Wales, and has been achieved rapidly. The local service went live on 1 June 2020, supported by local systems, with national support systems and infrastructure in place from 8 June 2020.

56. This represents the most significant public health intervention by local government in the modern era. It is assumed that the service will be required for the next 12-18 months, dependant on the availability of any vaccine, with the potential for it be scaled up or down in response to the dynamics of the pandemic. Ongoing discussions are taking place with the Welsh Government in order to place the function – which could in due course employ 300+ staff – on a sustainable financial footing.
57. Such matters are being addressed constructively and will serve to ensure that the TTP initiative contributes crucially to Cardiff's recovery in the months ahead.

Cardiff's Recovery

58. In parallel with the Covid-19 public health crisis the UK is now facing an unprecedented economic crisis. Despite the high number of businesses that have been able to furlough their employees through the UK Government's Job Retention Scheme, a significant rise in unemployment is still expected with the Office of Budget Responsibility (OBR) projecting that unemployment will be over 50% higher in Cardiff for at least two years. The nature of the lockdown's economic impact has led to young people and those in insecure work being at the greatest risk of unemployment since the most affected sectors- hospitality, leisure and retail- are those that employ large proportions of young people. This economic crisis can also be anticipated to hit the poorest areas of Cardiff hardest, entrenching deprivation and increasing the gap in outcomes between communities in the city.
59. Looking forward, the city's economy will continue to face significant challenges due to the persistent effects of the crisis. The OBR has projected that the UK economy will see a drop in economic output of approximately one-third of GDP during the current quarter, with Cardiff experiencing a similar fall. Over the coming months, local businesses will experience increased demand for the Council's business support service, as many will have seen their incomes reduced to zero. The crisis will have a disproportionate impact on some economic sectors, including higher education, retail, leisure (including cultural activities and major events) and the night time economy, sectors concentrated in Cardiff's city centre.
60. The unprecedented measures introduced to limit the spread of Covid-19 have had profound impacts on how people move around Cardiff, with the significant decrease in traffic on the city's streets perhaps being the most striking. The number of people walking and cycling around their neighbourhoods for essential travel and daily exercise has also seen a substantial increase.

61. In Wales, the First Minister announced on 29 May 2020 that non-essential retail could begin to re-open from 22 June 2020 and detailed planning should now be undertaken to support this. A cross-Council planning approach has been taken in preparation for this announcement, focusing on the safe restart of activity in the city centre and in district centres across the city, including the provision of more pavement space to allow citizens to move safely and the flexible use of outdoor space to allow a greater commercial activity to operate safely. This work is being closely aligned to transport and mobility planning and is focussed on ensuring people can access the city centre and district centres for work and leisure in a safe and convenient way. Further details relating to this work is outlined in an accompanying Cabinet report.
62. Detailed planning work will continue, in partnership with major employers, local members and other stakeholders over the weeks ahead to ensure that key retail areas will be able to function safely should the Welsh Government announce a further relaxation from 22 June 2020.
63. To support the development and delivery of a partnership approach to recovery, the Leader and Cabinet Member for Investment and Development have put in place arrangements for regular dialogue with local business leaders, representative groups and major employers. In addition, the Council is engaging with the city centre's Business Improvement District, whose businesses face significant challenges.
64. To support the Council's response to the crisis, and the impact of significant business failures and unemployment, work is underway to mobilise a range of council departments in a joined up 'Recovery Task Force' under the leadership of the Cabinet. This will include:
 - A co-ordinated response between the Council's Into Work services and the Economic Development team to provide a tailored package of interventions for impacted businesses and employees that seeks to: keep workers in jobs; link displaced workers with new opportunities; help businesses in responding to potential new ways of working; and provide support to reskill staff to respond to changes in working practices and the changing needs of the job market.
 - Creating opportunities for young people to access volunteering and accredited training opportunities over the summer period, to help to prepare them for a transition to employment, where prior learning pathways and transition choices may no longer be viable due to the pandemic.
 - Partnerships with employers, schools, the further and higher education sector to create and promote the uptake of options available to young people due to leave the education system, including support to apply for college places, guidance on access to university places and information on labour market demand and available jobs.

- Delivering a range of support packages for individuals, including: digital job clubs; online and telephone based into work training, advice and mentoring; and financial support to overcome barriers to entering the job market.

Renewal

65. It is also clear that the Covid-19 crisis will have profound longer term impacts on the way in which people live, work and travel, and that these impacts will be felt most acutely in cities.
66. Cardiff has faced and successfully met such challenges before. In the face of deindustrialisation in the 1980s the city responded with a comprehensive approach to regeneration, spanning economic development, housing and transportation alongside innovative delivery vehicles and funding mechanisms. A series of major projects were delivered that supported the shift towards a service based economy, put in place the infrastructure to host major international events and attract visitors, and dramatically improved the quality of place and quality of life of residents. Subsequently, the Council set out and delivered an economic stimulus programme through investments into the city's business and transportation infrastructure, characterised by the Central Square development and the Cardiff Metro.
67. The Covid-19 crisis will have equally profound implications for Cardiff as these the deindustrialisation of the 1980s and the financial crisis of the 2010s. As before, the Council will play a leading role in defining and delivering a long term renewal programme for the city spanning economic development, housing, transport, digital and energy infrastructures and initiatives. Delivery will depend on a partnership approach with city partners in the public, private and higher education sectors, with the Capital Region and with Welsh and UK Governments. It will also depend on the Council acting as the anchor institution for city development in a way not seen since the response to the economic shocks of deindustrialisation.
68. In July 2020, the Cabinet will consider a report that will set out a strategic response to the economic crisis. This will outline a comprehensive agenda, informed by the work of leading economists on the future role of cities in a post-Covid world, to accelerate the city's emergence from the crisis as a dynamic capital city with a focus on sustainable growth. It will recognise that the current crisis requires a radical response that highlights the emerging opportunity for small and medium-sized cities to deliver agglomeration effects with reduced environmental and social impacts. It will also confirm the overriding importance of Cardiff to the Welsh economy.
69. The report will also consider the opportunity for the Council to stimulate local development, particularly in the area of housing, and the need to encourage further development of the new economy. In a post-Covid city, economic success will go hand in hand with environmental and social improvements. Talented people will continue to be attracted to

vibrant city lifestyles, but there will be a new emphasis on clean and attractive environments, health and wellbeing. The positive decarbonisation effects of the recent crisis have demonstrated that environmental change can be delivered, the challenge for Cardiff is to make it stick, so the city can enjoy the long term economic rewards.

Workforce Implications

70. The Council's response to Covid-19 crisis has been built on partnership working with the Trade Unions. The Council and the Trade Unions are committed to continue to work in partnership to respond to the challenges posed as the crisis enters a new phase. As the Council develops its response, there will be a need to continue to be flexible in the deployment of staff to support key services. This will be underpinned by effective consultation and partnership working with the Trade Unions. The jointly agreed Memorandum of Understanding, attached as **Appendix 2** to this report, outlines the Council and the Trade Unions' joint commitment to ensuring that the Council continues to respond effectively to the pandemic but with an overriding interest in the health and well-being of our staff and local communities.

Policy and Budgetary Frameworks

71. The administration's Capital Ambition provides the overarching framework for the Council's policy programme. To support the city's short to medium term response to the crisis, the Capital Ambition delivery programme for 2020/21, as set out in the Council's Corporate Plan, will be reviewed in light of the Covid-19 crisis.
72. This will include the acceleration of some existing commitments and the inclusion of new services needed to support recovery, with a reprogramming of some commitments due to the current crisis. This review of the Corporate Plan will be conducted in tandem with a review of in-year budget commitments.
73. It is proposed that the 'Renewal' work programme will continue over the summer period, with findings being reported in the autumn in order to inform the development of the Council's Corporate Plan and Budget for 2021/22.
74. The immediate financial impacts of the pandemic are outlined in a separate report and will also inform the development of a new Medium Term Financial Strategy, which will encompass the Council's recovery and renewal priorities.

Reason for Recommendations

75. To enable the Cabinet to agree a strategic response to the Covid-19 pandemic and allocate resources appropriately within the budgetary framework.

Financial Implications

76. This report sets out a series of measures intended to restart Council services and consideration needs to be given that they can operate within the Council's budgetary framework. In implementing these actions regular review and consideration needs to be taken in order to ensure the actions taken remain appropriate in the event of circumstances changing again. Not least the financial affordability and impact of each of these actions needs to be identified and where additional costs are identified mitigations need to be put in place prior to rolling out of measures. Where these mitigations are in place for the short term only then these matters will be addressed in the forthcoming medium term financial report.
77. This report considers the continuation of remote working as the footprint of the offices remains rather constrained. Any further investment on remote working and the office needs to be considered in respect to Health and safety but financial resources need to be identified so that the key priorities are addressed first. The central coordination of remote working investment to the priority areas is essential in order to ensure maximum benefit is obtained
78. Consideration needs to be given to the certainty and sustainability of financial assistance from Welsh Government both in the short and medium term and as services progress over the forthcoming months. Special attention needs to be given to those services that generate income with a view to activity and the use of resources associated with those activities.

Legal Implications

79. The report outlines the progress made by Cardiff to date in responding to the Covid-19 outbreak and the recommended strategy for the next phase of the Council's response.
80. The legal powers and duties for tackling the impact of coronavirus in Wales derive from the Public Health (Control of Disease) Act 1984 and the Coronavirus Act 2020, and regulations and statutory guidance issued thereunder. The Welsh Government has issued regulations imposing restrictions to reduce the threat to public health (in particular, the Health Protection (Coronavirus Restrictions)(Wales) Regulations 2020); and a range of other legislation (introducing changes to rules governing matters such as local authority meetings, planning applications and school admission appeals), as part of its wider response to the Covid-19 emergency. Key restrictions and legislative changes are referred to in the report.
81. In considering the recommendations of this report, the Council must have regard to the following:
 - Public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This requires the

Council to give 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. Members will note that the Restart Plan (Appendix 1, section 8, Equalities and Engagement) indicates that ‘COVID-19 has had a particular impact on some protected characteristic groups. Inequalities experienced by BAME communities, disabled people, women, older and younger people, along with broader socioeconomic inequalities, appear to have been exacerbated by the crisis and any changes to service as a result of Covid-19 must take into account the ability of these groups to access services.’

- Welsh language duties, under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards – the Council must consider the impact of its decisions upon the Welsh language.
 - Well-Being of Future Generations (Wales) Act 2015 duties – This requires the Council to consider how its proposed decisions will contribute towards meeting the Well Being Objectives set out in the Corporate Plan. Members must also be satisfied that the proposed 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.
 - Consultation - Effective consultation is required for lawful decision making on policy matters and service changes. The Council must ensure that meaningful public engagement and consultation continues during recovery, adapting methodologies in light of social distancing restrictions, as necessary.
82. The Cabinet is responsible for preparing the Authority’s plans, policies and strategies, but any changes to the Policy Framework (the key policies of the Council, as listed in Article 4 of the Constitution, which includes the Corporate Plan) require the approval of full Council. The report (paragraph 62) makes clear that the Corporate Plan is to be reviewed in light of the changes to priorities and resources resulting from the Covid-19 response, as set out in the Restart Plan, Appendix 1. Any changes to the Corporate Plan and the associated budgetary framework will require the approval of full Council.
83. The report also seeks approval of a Memorandum of Understanding setting out the commitments of the Council and the Trade Unions to continue working in partnership in respect of the staffing implications of the future programme of recovery and renewal of services. The

Memorandum is not legally binding, but sets out the high level principles of engagement for the parties to work constructively together.

84. Detailed legal advice will be provided in respect of specific proposals as they are developed.

HR Implications

85. Any changes to services and roles of employees which are the result of the Directorates plans for restart / recovery will be fully consulted on with Trade Unions and the employees concerned. Any changes to roles, or terms and conditions will follow the corporately agreed procedures.
86. The Memorandum of Understanding (Appendix 2) which has been approved by the corporate Trade Unions provides the platform for any consultative processes.

Property Implications

87. The Strategic Estates Department (SED) continues to support and assist all Council Covid-19 related property requirements. To date this has included negotiation and agreement of property leases and licences required by service areas to deliver or support the delivery of Covid-19 response services. Whilst also working in close partnership with public sector partners, particularly the NHS, to provide medical and testing facilities from within the Council's operational estate. SED will continue to work in collaboration with all Council Service Areas and external partners to deliver ongoing any future property requirements in respect of the Covid-19 response. These requests should continue to be undertaken in accordance with the Council's Asset Management process, particularly the reference to the Council's Covid-19 guidance, and in consultation with Strategic Estates and relevant Service Areas.
88. The Council has a diverse range of properties within its operational portfolio including offices, depots, Hubs, sports facilities and front facing Social Services provision. Agreed corporate principles and guidance to the safe use of facilities with input from Health and Safety, Human Resources and SED will ensure a consistent approach can be taken across the entire estate. Due to the wide range of property types and their uses and configurations, it will be important to assess each building to understand its specific requirements and the resulting building adaptations needed to ensure they align with the Council's Health & Safety and HR guidance.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the Restart, Recover, Renew strategy outlined in this report;

2. note the approach to restarting council services outlined in Appendix 1 and delegate authority to the Chief Executive, in consultation with the Leader, to restart services in accordance with changing UK Government, Welsh Government and public health guidance.
3. authorise the Chief Executive in consultation with the Leader, the Cabinet Member for Finance, Modernisation and Performance, and the Section 151 Officer, to allocate resources, within the budgetary framework, to support the Council's response to the ongoing pandemic and economic crisis;
4. note the procurement strategy to ensure a twelve week supply of PPE and to delegate authority to the Section 151 Officer, in consultation with the Director of Social Services to take necessary steps to secure supplies within the budgetary framework;
5. approve the 'Covid-19 Response - Memorandum of Understanding' between the Council and Trade Unions attached as Appendix 2;
6. note the establishment of a 'Recovery Task-force' under the leadership of the Cabinet to oversee the Council's response to the economic crisis.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	5 June 2020

The following appendices are attached:

Appendix 1 – Restarting Council Services

Appendix 2 – A Memorandum of Understanding between the Council and Trade Unions.

The following background papers have been taken into account:

- Welsh Government – 'Unlocking our Society and Economy' (15 May 2020)
- Public Health Wales – '[Public Health Protection Response Plan](#)' (4 May 2020)