

Appendix 1

# Cardiff Council: Restart Plan

***Restart*** - *Recover* - *Renew*

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## 1. Introduction

In response to the extraordinary challenges presented by Coronavirus (Covid-19), the Council had to rapidly adapt a range of services to meet the latest advice and guidance issued by Public Health Wales and UK/ Welsh Government, whilst ensuring the delivery of essential services. The Council therefore adopted an essential services model which ensured the safe and sustainable delivery of key frontline services. The approach was informed by the following key principles:

- 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.

In response to the lockdown most Council services have had to adapt their means of delivery and/or their level of service, with some services having stopped completely.

### **Capital Ambition: Restart, Recovery, Renewal**

On 15<sup>th</sup> May the Welsh Government published '[Unlocking our society and economy: continuing the conversation](#)', the national framework for moving Wales out of lockdown. This document sets out a traffic light approach to gradually relaxing the lockdown, with the expectation that the re-opening 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.

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 a 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'.

The Cabinet are 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 inequalities that will have seen poorer communities hit harder 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.

The Cabinet have 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 & 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:** 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.

The approach will secure a co-ordinated approach to restarting Council services while prioritising the health and safety of staff and service users. At the same time, it will build on the outstanding work that has taken place across the Council in recent months, ensuring that the innovation demonstrated by staff during the crisis serves to strengthen the Council's ability to deliver the Capital Ambition programme.

Digitalisation has accelerated across the Council with a huge shift among staff to work from home and, in the absence of face-to-face contact, a corresponding increase in online services. This has the potential to significantly improve the quality of services for people and communities, and is a central theme of the Council's restart, recovery and renewal plans. It also has the potential to reduce significantly the Council's organisational footprint and significantly accelerate its decarbonisation plans.

The public health crisis has been compounded by an economic crisis. The Cabinet are focused on Cardiff's recovery, promoting city safety and helping people and businesses at a time of pandemic, and working to secure the city's success in the new post-Covid world. This will include the development of a renewal agenda that helps to rebuild the local economy but also recognises that Cardiff needs to develop as a resilient, clean city, in the vanguard of tackling the climate emergency.

## **Capital Ambition: Restart**

The next phase of the Council's Covid-19 response is to restart a range of Council services. As the lockdown is gradually released, it is evident that in order to operate effectively and safely in this new environment most Council services will need to significantly adapt their way of working, and that many services that have not been operating over the course of the crisis will need to 'restart' in an adapted way. There will also be some services that will not be able to operate over the short to medium term, and other new services that will need to be created. The Council has therefore been undertaking detailed service planning to prepare for operating post-lockdown.

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

- Restarting 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 to stop the spread of the virus.
- Being open and engaged, and ready to change approach as new evidence emerges.

The process of re-opening services will be managed in a phased manner as part of a disciplined and co-ordinated corporate process. Every service must be subject to a risk-based assessment to ensure that they can operate effectively and safely before they can be restarted ([see Health and Safety Methodology](#)).

This document sets out the Council's planned approach to restarting a diverse range of Council services as national lockdown measures are eased. This report represents a point in time appraisal and will continue to be developed and adapted as circumstances change. The document is therefore intended to provide a summary of the Council's current position, work done to date and the planned phasing of next steps to restart Council services, in line with national guidance and public health advice.

## **2. Leader**

### **2.1 Strategic Relations & Engagement**

#### **Lockdown**

Strategic partnership working has been enhanced with regular meetings of the Cardiff Public Services Board (PSB). Further operational partnership meetings have been held including representatives from core PSB members – Cardiff Council, Cardiff & Vale University Health Board and South Wales Police – chaired by the Council's Chief Executive.

Regular dialogue has been established between Local Government Leaders and Welsh Government Ministers, convened through the Welsh Local Government Association (WLGA). This has provided a valuable opportunity to rehearse local issues, understand common challenges and send a strong lobby direct to National Government. Direct meetings have also been convened with the Secretary of State for Wales.

Regular meetings have also been convened with Members of the Senedd and Members of Parliament for Cardiff to develop a common understanding of the challenges faced by the city, and Local Government more broadly. This further ensures that appropriate representations can be made on all the issues relating to Cardiff.

Whilst maintaining dialogue and clear lines of communication with key stakeholders has been crucial during this time, the clarity and dispersion of public messaging has been just as important. Cardiff Council plays a crucial role as a direct deliverer of services and as a convener of services that can only be delivered by a wider range of partners. With many of these services subject to change and adaption, and a wider need to emphasise key public health messages, the Council has enhanced its communications functions.

The corporate communications team have adopted an enhanced 'business as usual' model to ensure that any service change or public messages are clearly and rapidly communicated, both within the organisation and externally with citizens, partners and others. The public's trust and positive sentiments towards the Council have been vital to the successful Covid-19 response.

## 13. Communication

Impressions

6.9M

(Number of posts seen)

% Positive Sentiment

83

Date

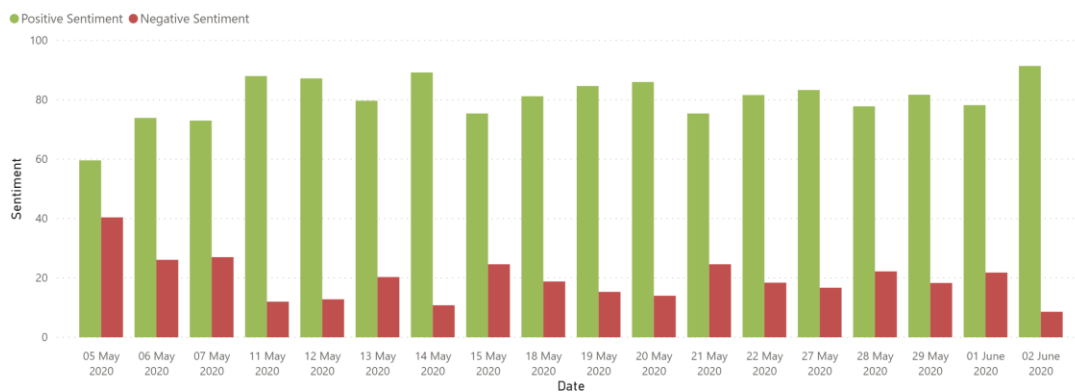
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% Negative Sentiment

17

Positive Sentiment and Negative Sentiment



Welsh translation services have continued to be delivered by Bilingual Cardiff – via a fully agile service – although demand is currently reduced. Despite the challenges of the pandemic, the need to communicate key messages quickly and adapt service delivery, the Council has continued to adhere to the requirements of the Welsh Language Standards.

## **Restart: Issues and Challenges**

**Capital Ambition: Recovery and Renewal** – The Administration’s Capital Ambition of building a fairer, greener, more prosperous city is now more important than ever.

A strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing is under development. This will include work underway to mobilise a range of Council departments in a ‘Recovery Task Force’ under the leadership of Cabinet.

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. This will include the acceleration of some existing commitments and the inclusion of new services needed to support recovery, with other commitments that cannot be met in the new operating environment deferred. This review of the Corporate Plan will be conducted in tandem with a review of in-year budget commitments.

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.

**Cabinet meetings** – Following the first remote meeting of Council on 21<sup>st</sup> May 2020 – supported by new legislation, new technology and the adoption of new working practices – the first remote meeting of Cabinet has been scheduled for 11<sup>th</sup> June 2020. Work is ongoing to develop a future schedule of remote Cabinet meetings.

**Cardiff Public Services Board** – Partnership working between the city’s public sector organisations has been fundamental to the city’s response to the crisis. To ensure an integrated approach to recovery, the Cardiff PSB will continue to meet on a three-weekly basis, timed to follow Welsh Government’s statutory review on lockdown regulations.

**Statutory reports** – A number of statutory deadlines will need to be met. These include, but are not limited to, the publication of the Annual Well-being Report (formerly Improvement Plan), the Annual Report on the Well-being Plan and the Annual Welsh Language Report. Regulators have indicated that some flexibility will be exercised given the circumstances and the unprecedented draw on organisational resources, and so it is proposed that Cabinet, Scrutiny (and where necessary, Council) consider these reports in September 2020.



## **Restart: Next Steps**

- A 'Recovery Task Force,' under the leadership of the Cabinet, will develop and deliver a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing is under development.
- Cabinet will receive a report in July 2020 setting out a strategic response to the economic crisis.
- A review of the Council's Corporate Plan 'Delivering Capital Ambition' will be undertaken in light of the Covid-19 crisis.
- The schedule of remote Cabinet meetings is to be established as circumstances allow.
- Statutory reports, with context, content and performance likely to be significantly impacted by the Council's focus on responding to Covid-19, will be published including:
  - Annual Well-being Report by September 2020
  - Well-Being Plan Annual Report by September 2020
  - Welsh Language Annual Report by September 2020
- Cardiff PSB will continue to meet on a three-weekly basis, following regular review of regulations by the Welsh Government.

## 2.2 Test, Trace, Protect

### Lockdown

Welsh Government published '[Leading Wales out of the coronavirus pandemic: A framework for recovery](#)' on 24<sup>th</sup> April 2020. This document set out a general approach to determining how and when restrictions might be eased based on three principles including:

More detail was provided in the subsequent [Test Trace Protect Strategy](#) published by Welsh Government on 13<sup>th</sup> May 2020, which sets out what will be done to help control the spread of disease and mitigate a second peak of Covid-19 infections during the 'Recovery' phase of the pandemic.

Public Health Wales's '[Public Health Protection Response Plan](#)', published on 4<sup>th</sup> 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 co-ordinated 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, alongside Public Health Wales. 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.

### Restart: Issues and Challenges

Workforce requirements have been calculated for around 30,000 residents per Upper Super Output Area (USOA). There are 10 USOAs within Cardiff. Each team will operate with a Team Leader, 3-4 Contact Tracers and 10-12 Contact Advisors. Team Leaders will be paired with an Environmental Health Officer who will provide any technical advice necessary on the contact tracing process. Roles will initially be filled by re-purposed staff from the partners at the regional tier level, which could potentially lead to staff shortages in other areas. Implementation requires a phased roll-out, increasing as both demand rises and the functionality of the all-Wales digital platform develops.

### Restart: Next Steps

Cardiff Council will host the Cardiff & Vale Contact Tracing Service which began operation on 1<sup>st</sup> June 2020. It is assumed that this service will be required for the next 12-18 months, dependant on the availability of any vaccine.

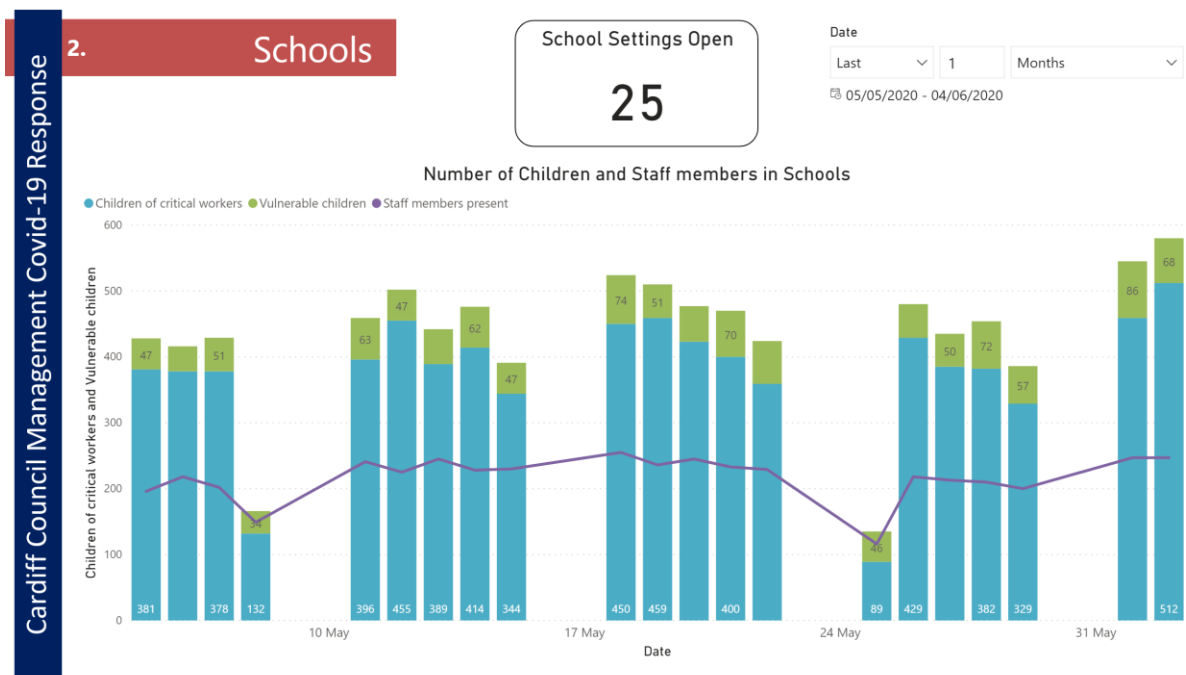
### 3. Education, Employment & Skills

#### 3.1 Education

##### Lockdown

All schools have closed for statutory education provision. All non-maintained nursery settings for education have closed. Nearly all Education Other than at School (EOTAS) provision is closed, though some out-of-county specialist provision remains open

Some schools have been rapidly re-purposed into hub schools, providing childcare for the children of key workers and the most vulnerable learners. Currently, 25 hub schools are open in Cardiff. This has increased from 16 in March 2020 when schools were first closed. On average, childcare is provided for around 370 pupils each day, representing approximately 35% of the total number of children registered.



A Vulnerable Learners Panel has been established to address any significant concerns about the safety and well-being of pupils, involving Education, Children's Services and the Family Gateway. This panel allocates places at the hub schools or at pre-school provision for vulnerable pupils, where this is deemed appropriate.

A Vulnerable Learners Hub has also been established at Bryn Y Deryn Pupil Referral Unit, providing half-day sessions for up to 20 Key Stage 3 and Key Stage 4 learners who would be unable to access a childcare hub due to their social and emotional needs. Schools have compiled vulnerable learner registers, and are keeping in touch with families at least once a week, more if there are concerns, and working with other agencies as necessary.

All Key Stage 4 and 5 examinations have been cancelled and will be replaced by teacher assessment. GCSE and A-Level results will still be published in August 2020. All statutory data collections for primary schools, Key stage 3, Welsh national tests and attendance have also been cancelled.

The year-end transition programmes from primary to secondary schools are unable to proceed as normal and extra-curricular activity – for example, school sport and music – has ceased.

Considerable work has been undertaken by schools to enable pupils to continue learning at home, with support from the Council and Central South Consortium Joint Education Service. Prior to the shutdown of schools, a series of online platforms were established to provide teachers with resources, demonstrate examples of good practice, encourage peer support, provide answers to pressing questions and give teachers and teaching assistants the opportunity to engage in professional learning opportunities. Education staff are currently working with the Consortium and Welsh Government to further develop the Continuity of Learning Plan. The Welsh Government has also announced the Stay Safe Stay Learning policy, which includes guidance and resources for schools, parents and carers.

Safeguarding arrangements have been established within the school environment with daily monitoring and teacher support for children.

Free School Meal support has been maintained, initially through food parcels and vouchers, and is now being provided direct to the accounts of eligible parents via ParentPay. This service was again rapidly established, drawing on close collaboration with a wide range of partners.

The law has changed to enable Education Admission Appeals to be dealt with remotely or by written representations, and these are being scheduled from June.

### **Restart: Issues and Challenges**

The Welsh Government Education Minister has proposed that all schools will reopen on the 29<sup>th</sup> June, with the summer term extended by a week, therefore ending on the 27<sup>th</sup> July. In the next academic year beginning in September, the intention is to expand the autumn half-term break to two weeks.

All children will have the opportunity to ‘Check in, Catch up and Prepare’ for the summer break and the new school year in September. This period of opening will focus upon making sure that pupils, staff and parents are prepared – mentally, emotionally and practically – for a ‘new normal’ in September.

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 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.

This announcement aligns to the Minister’s [framework for decisions](#) relating to the operations of schools and other providers over time in response to Covid-19.

After this extended period of closure, the restart of schools will require careful planning with the pre-conditions for restart set by public health assessments. This will also require a number of school and education specific considerations to ensure 'socially distanced schools'.

Set out below are a number of the key issues that are being considered as part of the Council's restart planning:

**Key Worker Childcare & Education in Schools:** In the early stages post-lockdown, schools will need to continue to provide childcare, and return to teaching and learning on-site for their own pupils. Demands for childcare will increase as the economy restarts. Hub schools will need to close and childcare will need to be offered at children's home schools. Distance learning via online options, at home, supported by schools and parents, will need to continue until all children can return to school.

**Health & Safety.** During the three and a half week period to the 29<sup>th</sup> June, schools will be subject to a series of risk assessments to ensure they are safe for operational use, such as legionella risks as advised by the Council's Health & Safety team. Ongoing social distancing measures will require new daily health & safety procedures in schools. New space capacity assessments will be required and schools will not be able to accommodate all staff and pupils with social distancing in place. Adequate levels of hand sanitiser, cleaning products and Personal Protective Equipment (PPE) will need to be available with enhanced protocols in place to manage the response to any suspected or confirmed cases of Covid-19 in schools. Some pupils and staff will not be able to return due to underlying health conditions and the levels and type of PPE must be established. This will involve ensuring appropriate resource and sufficiency of supply. More broadly, parental concerns will need to be responded to and managed sensitively.

**Prioritisation:** Informed decisions, based on evidence and guidance, must be made to determine which pupils should return to school first. Welsh Government have advised that year groups should be split into cohorts with staggered starts, lessons and breaks. It is expected that this will mean, at most, that no more than a third of pupils will be present on site at any one time. These will be challenging decisions given the range of potential prioritisation criteria, including pupils in exam years, transition years and vulnerable pupils. Pupils with additional learning needs will also need enhanced support to be able to return to school e.g. pupils with autism who will need support to adjust to changed routines.

**Workforce capacity:** The Council must ensure adequate staffing capacity to re-open schools, given that some staff may need to continue to self-isolate or have caring responsibilities.

**Timetabling & Curriculum:** School calendars and curriculum plans will need to be adjusted and reset with 'Recovery' curriculums planned and adapted for different groups of learners.

**School Transport:** Adjustments will be needed to effectively ensure social distancing whilst contract arrangements may need to be managed and revised.

**Additional support for schools to manage a decline in pupil and staff health & well-being:** This may include, but not be limited to, family and pupil trauma, loss of household income, as well as issues relating to isolation, mental health issues and domestic abuse.

**Capacity to support learners with Additional Learning Needs (ALN):** Whilst ALN/ Special Educational Needs (SEN) casework will return to business as usual quickly, a significant backlog of demand may have been accumulated. Education Psychology and specialist teacher services are likely to be affected by reduced staff availability and support may need to focus on managing the transition to business as usual, rather than responding on an individual referral basis. Increased capacity may also be needed for school-based counselling and supporting the emotional well-being of staff and learners.

**Transition Support.** Interrupted transition arrangements for pupils due to join primary school, secondary school and to progress from statutory education to further education, employment and training will need to be recovered. School age pupils will need to be supported to adjust to their new schools and learning environments. Post-16 learners will need particular attention this year, to ensure that adequate options are available for them given the predicted decline in jobs and likely changes to the modes of operation at colleges and universities. There is a major risk of increased numbers of young people becoming 'NEET' (not in education, employment or training) this year.

**Impact on School Organisation Programme (SOP) & Asset Management.** The lockdown period will mean delays and have commercial impact on the 21<sup>st</sup> Century Schools programme and other SOP projects. Challenges will include the mobilisation of the construction industry and potential supply chain failure. A further impact may be the unavailability of school places not as previously planned, which includes SEN places. A significant underspend of the education asset programme is also likely.

**Recovery and Re-shaping of Traded Services.** Traded services will need to deal with financial recovery, and re-evaluation of demand and supply.

## **Restart: Next Steps**

### **Pupil prioritisation**

- In accordance with the announcement that schools should re-open on the 29<sup>th</sup> June, decisions will be required on which pupils should return to school at what frequency, to ensure all pupils are given the opportunity to safely 'Check in, Catch up and Prepare' for the summer and September.

### **Preliminary Checks & Assessments**

- **Pre-Opening Building Checks**, focused heavily on health and safety assessments, will need to be completed well in advance of the 29<sup>th</sup> June, before staff can return to the school site to prepare for the return of pupils.
- **Spatial Assessment** to establish capacity and appropriate furniture lay-out, movement flows and external spaces.
- **Staffing Assessment** to establish the number of required and available staff; consider staff well-being requirements and establish a policy position in supporting the vulnerable and shielding.
- **Development of Risk Assessment tool with support from Health & Safety team** including advice, guidance and revised risk assessments to school to undertake prior to opening.

### **Establishing and Adopting Operational Policy**

- **Hygiene and cleaning** – to establish a regime for hand washing, contact point cleaning and deep cleaning.
- **Equipment and additional resources** – a determination will be required on what PPE is needed and under what circumstances, based on clear and informed advice. Other resource needed include cleaning products, social distancing mats and signage.
- **Guidelines in response to suspected/ confirmed cases** of Covid-19, with clear protocols for action and communication will be established alongside Standard Operating Procedures.

### **Curriculum and Support**

- **Timetabling and curriculum** – recognising the need to provide a broadly therapeutic and engaging curriculum.
- **Staff preparation and support** – identifying and responding to the needs of staff.
- **School Transport arrangements** – ensuring the timing, availability, funding and safety of the provision.

### **Transition Support**

- **Year 6 to Year 7** – recognising that pupils will not have accessed the normal transition programmes.
- **Pre-School to Reception** – which will be particularly challenging for early years pupils given social distancing and enhanced health and safety routines.
- **Year 11 and Year 13** – to ensure that school leavers this year are able to secure positive destinations in further education, higher education or the world of work.

### **SOP**

- **Band B** – there is a need to progress planned Cabinet papers and re-work the programme to reflect the circa four-month delay of the programme.
- **Asset Renewals** – a two-phase approach is being undertaken to progress works on site. Phase 1 will include only essential work, such as sufficiency work for September 2020, Health & Safety and emergency maintenance. There is also a programme of statutory obligation checks and maintenance for buildings ahead of school openings. Phase 2 will be a revised asset programme that will be limited in its nature due to the limited school holiday periods remaining.
- **Local Development Plan** – a revised programme and long stop date from Redrow for Plasdŵr will be obtained and planning application for St Edeyrn's following a revised scheme and programme submitted.

### **Digital Deprivation**

- A revised ICT strategy will incorporate the wider agenda of distance learning. Devices are being issued to digitally deprived children, but there is still a need to work with the Welsh Government on the completion of the order of 3,000 devices and place further orders. There is also a need to install ICT infrastructure in Phase 2 of the asset programme.

## **3.2 Youth Services**

### **Lockdown**

All youth centres across the city are closed. Youth workers are maintaining contact with youth members and continue to provide a network of support. Youth support workers are also performing a vital keeping in touch role for vulnerable young people in particular supporting those transitioning from Year 11 this summer. Additional services are being provided to support the safeguarding and well-being of young people, including the provision of direct support where needed at the Bryn Y Deryn hub school. Digital Youth Services have been enhanced to increase engagement opportunities.

### **Restart: Issues and Challenges**

The risk assessments and operating procedures necessary prior to any re-opening of youth centres would be in line with those planned for schools to ensure the health and safety of staff and young people. Activities will need to be planned to ensure the safety of young people and staff whilst adhering to social distancing regulations, that the necessary levels/types of support are available, that young people are involved in developing a programme to suit their needs and that young people have time and space to discuss the issues they are facing.

### **Restart: Next Steps**

- Health & Safety risk assessments and operating policies will need to be completed in line with the approaches outlined for the re-opening of schools.
- A phased approach to resuming services will be put in place:
  - Phase 1 – Provision of street-based youth work over six days per week
  - Phase 2 – Youth centres open for appointment only
  - Phase 3 – Options for some centre-based evening provision for small groups, targeted and project work.
  - Phase 4 – New model for youth services fully operational.

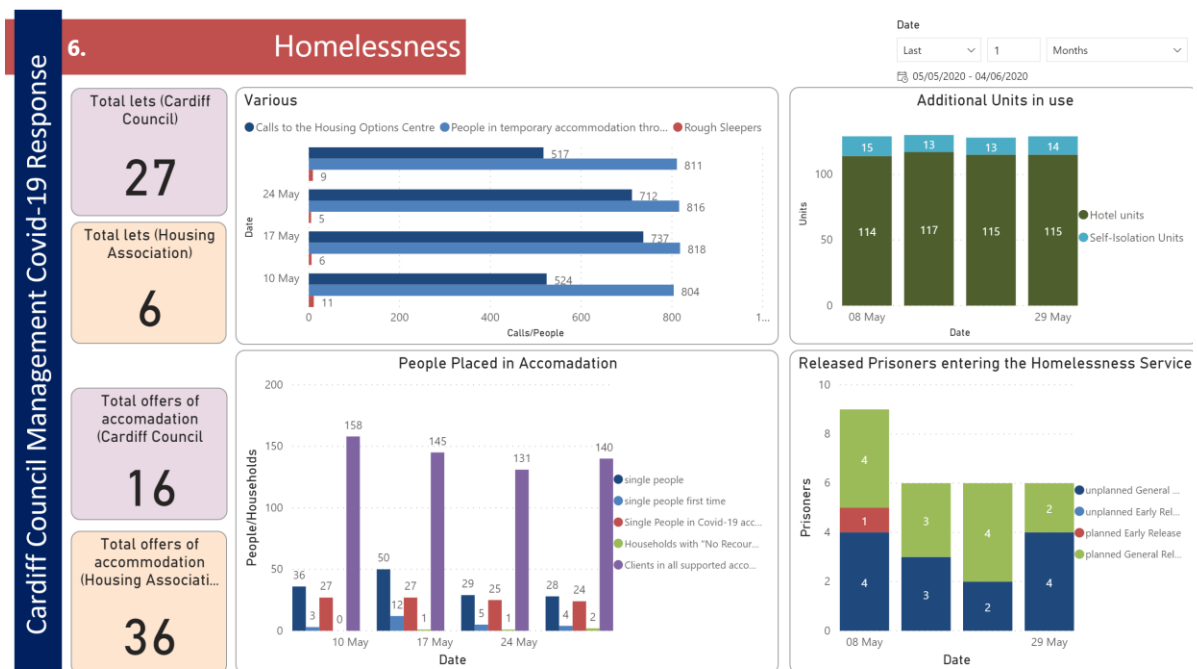


## 4. Housing & Communities

### 4.1 Homelessness

#### Lockdown

The Council had to rapidly address homelessness in the context of the Covid-19 pandemic; protecting rough sleepers, enforcing social distancing and ensuring the safety of frontline staff. The majority of homelessness assessments are now completed via telephone, with 80% less people attending the Housing Options Centre. Rough sleeping has been reduced in the city – from approximately 30 people to five individuals – with rough sleepers housed in self-contained accommodation. To date, there are 150 units which include two hotels and shipping containers, and emergency funding has been provided for this accommodation. During this time the use of emergency accommodation has decreased, and the use of shared sleeping spaces has reduced from more than 100 units to seven.



During the lockdown phase, the demand for homelessness services has increased with the service needing to accommodate prisoners who have been released early due to the crisis, people fleeing domestic violence and single homeless people. In addition, the Council is housing individuals and families it does not have a duty towards such as those with no recourse to public funds and cases where the person involved has no local connection to Cardiff.

Social housing lets have been re-focused to assist hostel residents to move on. This will help to address the use of shared accommodation. All evictions – private rented sector, social housing and NASS (asylum) accommodation – have been suspended for a period of 90 days

effective from 27<sup>th</sup> March 2020. No family reunions are currently taking place due to flight restrictions.

### **Restart: Issues and Challenges**

Welsh Government has issued guidance on [Housing \(including rough sleeper services\)](#).

The owners of the hotels used for temporary accommodation will require the return of their properties and the additional funding used for this and other accommodation during the pandemic will end, although the timing for this is not yet known. A sustainable approach to housing homeless people, building on the approach developed over the course of the crisis, will need to be developed and agreed with partners. Longer-term housing solutions will also be required for single homeless people if a return to rough sleeping is to be avoided.

As lockdown is eased and the number of people in the city centre increases, there will more begging opportunities. Measures will need to be in place to build on the successful engagement achieved with clients throughout the crisis to minimise the risk of them returning to the streets. There Council must also work with the Welsh Government and local partners to ensure that the focus on rough sleepers remains a priority and that the partnership approach to the delivery and funding of substance misuse services put in place over the course of the crisis continues.

Demand for homelessness services could increase still further due to several factors including the increase in unemployment. The resumption of evictions could lead to a spike in demand. To avoid this, the requirement for a further suspension needs to be raised.

### **Restart: Next Steps**

A new or adapted approach is required regarding the housing of rough sleepers; there can be no going back for the safety of the homeless and all residents. There are three key components to this approach:

- **Assessment Centre:** the Assessment Centre will be open 24 hours a day and will act as a co-ordination point with both health and homelessness services on site. Good-quality emergency accommodation is a key part of the assessment centre, providing the capacity to manage crisis and to support “no first night out”. The accommodation will also allow longer stays for some clients to provide them with stability while an assessment of need is undertaken. A site in the city has been identified to pilot this approach.
- **Good-quality supported accommodation:** Following successful models seen in Scotland and Finland, a site has been identified in the city to create self-contained units with support on site 24/7. Additional support would include visiting health services, counselling and therapeutic services as well as education and work experience. The initial site will create 46 self-contained units; 200 units are needed in Cardiff.
- **Housing First and Rapid Rehousing with Intensive Support:** Work is required to build on the current Housing First model and the Homeless Outreach Multi-Disciplinary Team to develop an “in reach” approach. This approach will be linked to an individual and their needs, not to their accommodation. The work will be linked to the Assessment Centre

and will offer additional support to enable complex/ higher-needs clients to move to independent living. A Community Response team will be established, offering intensive support such as tenancy rescue and responding to 'cuckooing' of vulnerable clients.

A separate pathway for clients with lower needs and disabilities will also be established.

## **4.2 Hubs & Libraries**

### **Lockdown**

Only four core Hubs remain open – Central, Ely & Caerau, The Powerhouse and St Mellons. Access is by appointment only, for money advice, scanning documents to assist benefit claims and into work mentoring. Exceptions are made for emergency matters such as the collection of key fobs, alley gate keys and foodbank parcels. Green recycling bags can also be collected on a drop-in basis.

Library services including all community events and activities have ceased except for digital access. E-book lending has increased by 93% during the lockdown phase.

Debt recovery and Universal Credit sanctions have ceased temporarily. Following a temporary closure, virtual Job Clubs and adult learning sessions have begun, using Facebook, Google Classroom, Zoom and other digital platforms.

All enquiries and requests for appointments are triaged through the Adviceline, which has increased its incoming line capacity from four to 33 to accommodate demand. It is now responding to an average of 250 calls each day, which is an increase of over 1,000%.

### **Restart: Issues and Challenges**

The Welsh Government identified libraries as one of the first public services to re-open in the First Minister's announcement on 8<sup>th</sup> May 2020. The re-opening of Hubs and libraries will be phased, carefully considering the impact on other priority services.

Advice services including Into Work Services will need to be strengthened to respond to the expected significant increase in demand. For example, there may be a need for more trained debt specialists. An increase in demand for Job Clubs is expected from new and existing Universal Credit claimants.

The number of calls to the Adviceline may continue to increase, as more people experience financial hardship, whilst access to food and other supplies remains an issue. Alternative ways of working will need to be further developed, building on the existing virtual sessions, as ongoing social distancing will not allow a return to full Job Clubs and training sessions.

Partner services will need to be constantly reviewed to ensure they can be re-introduced as and when it is safe to do so. Some partners may choose not to return to the Hubs.

Demand for touch-down points for agile working by Council staff is expected to increase – there is a currently a lack of capacity in the existing Hub network to accommodate this, especially allowing for social distancing.

Staff shortages could occur if redeployed staff return to their substantive posts and if staff are still required to stay home due to childcare or other caring responsibilities, or if they are shielding or self-isolating.

## Restart: Next Steps

There are four phases in the approach to re-opening Hubs and libraries which are informed by Welsh Government advice:

- **Phase 1** – A click-and-collect book service will be provided from the four core Hubs in conjunction with the set-up of a new 'Library Line' to enable residents to order books over the phone. To avoid the spread of the virus through library books, returned books will be quarantined, before the covers will be cleaned by staff and the books placed on shelves or re-issued.
- **Phase 2** – Customers will be able to enter one of the core Hub buildings by appointment only for PC access. Citizens who do not have IT access will be given access to training rooms to communicate digitally with other Council services e.g. schools admissions appeals, domestic violence services, Home Finder workshops. Social distancing will need to be maintained at all times within the Hubs. Perspex screens at reception points, hand sanitising stations, floor markings and one-way systems through each building with separate entrances and exits will all need to be introduced. A limit on the number of people in each building at any one time will be imposed and clients will be advised to visit the Hub alone where possible. Staffing levels will be kept to a minimum. Additional scanning stations will be required to reduce the risk of the virus being transmitted to staff through handling paper.
- **Phase 3** – Re-opening Hubs and libraries across the city will begin on a gradual basis in each district. The first Hubs to re-open will be Llandaff North, Grangetown and Llanishen, then one per district every four weeks to ensure all communities are served equally.
- **Phase 4** – All services to resume fully.

## 4.3 Food Distribution

### Lockdown

A service delivering food to shielding and other vulnerable people has been rapidly developed during lockdown, in partnership with the Cardiff Foodbank, Food Cardiff and Public Health Wales, with 4 Hubs providing food parcels to those that required them. Staff have been redeployed into this new service and work alongside many residents who volunteered to help. To date, over 4,000 parcels of food have been distributed of which 3,600 have been delivered to those that are self-isolating or shielding.



### Restart: Issues and Challenges

Demand for the provision of food parcels continues, though it has reduced over the past month as supermarkets are now able to offer far more delivery slots. Similarly, demand for the “pick up” service at the four core Hubs has reduced significantly over the same period, resulting in food spoilage and waste.

## **Restart: Next Steps**

### **Phase 1:**

- All Foodbank distribution centres are now open, so food parcels will no longer need to be distributed directly from the Hubs.
- From 7<sup>th</sup> June, the collection of Foodbank food parcels from the four core Hubs (Ely, Central, Powerhouse and St Mellons) will cease. These four Hubs will still issue Foodbank vouchers to customers, who can then collect parcels from local Foodbank distribution centres which are located across the city.
- Cardiff Foodbank are in agreement with this proposal and all their distribution centres are now open. The team will continue to work with Cardiff Foodbank and review these arrangements if necessary.

### **Phase 2:**

- Plans need to be kept under review if the Welsh Government announces that people will be required to shield for longer.
- If the shielded cohort are required to continue to shield, a database will need to be created to ensure that data is accurate and current systems will need to be improved to reduce the staff resource required.
- Further work to support the shielded cohort will continue, including:
  - Periodic welfare phone calls to all those on the list;
  - Socially-distanced home visits to those who have not yet contacted the Adviceline, and;
  - Welfare check visits for those who are having food parcels delivered by Welsh Government but are recorded by the delivery driver as not collecting them.

### **Phase 3:**

- Ongoing support will continue for anchor organisations which are helping some of the smaller organisations with local volunteers. This will therefore expand local support within communities, further reducing the demand on the Food team.

## **4.4 Housing Development & Regeneration**

### **Lockdown**

Major housing developers initially stopped or reduced their operations, but have recommenced operations following government announcements. Most Housing Associations have furloughed their development staff. Work has restarted on Cardiff Living projects after an initial 48-hour shutdown by Wates Ltd to undertake a review and establish safe working practices. The commencement of work on new sites such as Rumney High and Llandudno Road in Rumney, and Highfields in Heath has been delayed.

Smaller contractors have stopped site operations and have furloughed staff. This has affected two sites in Cardiff – Courtenay Road in Splott and Caldicot Road in Caerau. Ongoing regeneration schemes have been delayed as on-site contractors have ceased operations. The completion and handover of the Cardiff Royal Infirmary Domestic Violence One Stop Shop and the Butetown Creative Hub have both been delayed. Other affected sites are the Tudor Street shops, Estate Regeneration Schemes, Neighbourhood Renewal Scheme projects, and small-scale Section 106 projects with community groups.

Some major housing projects are still progressing, including the Channel View development and the purchase of the gas works site in Grangetown. Work on the two new Community Hubs at Whitchurch and Rhydypennau is progressing, as well as the ongoing improvements at the Maelfa. The pace of work, however, is reduced due to social distancing measures and material shortages.

Work on pipeline schemes such as scheme scoping and design work is progressing at a slower pace due to restrictions on people attending the sites, meetings on-site, and carrying out site surveys to inform design work. The affected schemes are Tudor Street Public Realm, Estate Regeneration, Charles Street, and feasibility work on a South Riverside Community Hub Facility. Community consultations are not currently taking place, impacting projects such as alley gating. Joint schemes such as Maelfa Wellbeing Hub, Feasibility Work, Parkview, and Strategic Site Hubs have also been delayed while partners such as Cardiff & Vale University Health Board divert their resources to priority Covid-19 related work.

Covid-19 related funding has been made available by Welsh Government for emergency housing provision. The Targeted Regeneration Investment Programme (TRIP) funding allocated for Tudor Street as part of the South Riverside Business Corridor initiative is due for 2020/21. There are uncertainties around extensions to external funding deadlines with Welsh Government, Integrated Care Fund and TRIP. Some grants, such as Welsh Government's Innovative Housing Programme, are not being made available. There are also short to medium-term impacts on both Social Housing Grant spending and Section 106 funds being paid.



## Restart: Issues and Challenges

In relation to Cardiff Living, Wates have asked the Council to buy properties that remain unsold due to the uncertainties around the housing market long-term. Buying additional properties would greatly help the Council to achieve the 2022 target of 1,000 new Council homes, however the impact that this would have on the programme as a whole and the key aim of delivering mixed communities on the larger sites must be considered. Furthermore, buying additional property requires additional budget and there would also be a reduction in the overall land value coming back into the programme. Moving forward, the Council may wish to take more of a lead on building and selling new homes in the city. Key enabling functions such as planning and building control will also need to be restarted to offer further assistance.

The impact of Covid-19 has resulted in the delay of development programmes and the handover of new Council homes. The delivery of Section 106 properties has been reduced. Tendering for contractors is continuing, but will take longer. All of this will result in a short to medium-term reduction in delivery of affordable housing across the city. Consideration needs to be given to how Council schemes can progress and, if possible, increase capacity of the house-building programme.

It is vitally important that major regeneration schemes at Waungron Road, Channel View, Michaelston College, St. Mellons, Maelfa and the gas works site are prioritised and are still able to deliver the housing mix required.

The delivery of certain regeneration schemes will need to be prioritised; schemes which have been paused, those which have a funding risk and those with greatest regeneration 'need'. In order to proceed with this, clarity is required on the funding position with external funders such as Welsh Government. Normal delivery of regeneration projects in the city is not expected to resume for some time due to backlogs in design and procurement work and a reduced workforce due to redeployment, childcare responsibilities, or shielding.

Alternative working practices will need to be implemented to allow work on pipeline schemes to progress. For example, how to carry out on-site meetings and surveys while maintaining social distancing. New ways of ensuring stakeholders and residents are properly consulted will also need to be found. Delays in scoping and developing bids as well as the development of future schemes for TRIP such as Tudor Lane and the wider business corridor could potentially impact the Council's ability to draw down funding from Welsh Government.

## **Restart: Next Steps**

### **Phase 1:**

- A report on Cardiff Living will be considered at the Cabinet meeting on 11<sup>th</sup> June 2020. Among other items this report will consider the purchase of additional properties on Cardiff Living sites and discuss setting a principle of the Council taking the lead on building and selling new homes.
- The Courtenay Road scheme has restarted. Approximately two weeks' work is required to complete the scheme and hand it back to the Council.

### **Phase 2:**

- Once lockdown is relaxed, general site visits will recommence strictly following social distancing requirements and using PPE.
- A suitable way to consult with residents needs to be identified to enable regeneration schemes to progress. Different methods need to be considered – postal surveys/ online.

### **Phase 3:**

- Updated programmes for Housing Development & Regeneration will need to be developed to reflect the impact of Covid-19 and capital budgets and grant requirements will need to be re-profiled.

## 4.5 Rent Smart Wales

### Lockdown

The Rent Smart Wales contact centre is closed, with all staff either working from home, redeployed or recorded as being on special leave. Service requests from customers have reduced, alongside registration and licence applications, with a consequential impact on income. Enforcement approaches have been softened, with no fixed penalty notices (FPNs) or prosecutions being pursued for non-compliance. Additionally, proactive activities to secure compliance and promote sector improvement have been adapted to be Covid-19 appropriate. The service has also been working with Welsh Government to communicate Covid-19 advice and guidance to the private rented sector.

### Restart: Issues and Challenges

**Workforce:** continuation of homeworking will be possible for many Rent Smart Wales staff. Additional management attention and ICT functionality is required to have confidence in the use of the model on a long-term basis.

**Re-establishing telephony services:** enabling customers to contact the service by phone is required, particularly as a significant proportion of customers may not have access to or familiarity with digital technology.

**External requests:** it is anticipated that requests for license fee reductions will be received, particularly from letting and managing agents who have been affected by the lockdown.

### Restart: Next Steps

#### Re-establishing Services

- Projects intended to improve housing conditions need to re-commence with appropriate care and risk assessments in place; for example, the installation of gas central heating systems. This activity will help to support economic recovery.
- Enforcement action and general service adjustments made during early lockdown need to be reviewed in order to return to a position closer to 'business as usual.' This includes returning to enforcement action where offences are identified, and reviewing and refining customer advice scripts, correspondence and procedures.

#### External Support

- The service will continue to assist Welsh Government to communicate with Welsh landlords and agents in order to help their efforts in providing support to tenants in the private rented sector, alongside securing housing to meet the challenge of homelessness.

## **4.6 Community Safety & Cohesion**

### **Lockdown**

New Community Safety governance arrangements were put in place with weekly Silver and Bronze meetings, supported by a number of specialist sub-groups and enhanced integration of safeguarding throughout community safety governance. A Community Safety dashboard has been developed and a new Community Safety inbox has been created for all community safety and tension monitoring reporting. Digital engagement with communities and schools regarding Prevent has continued and the Channel Panel and CONTEST Board are operating virtually.

### **Restart: Issues and Challenges**

#### **Community Safety**

Covid-19 has impacted crime and illicit economies such as organised crime, street crime, online crime, illegal markets and smuggling, terrorism, human trafficking and domestic abuse. Overall levels of crime are significantly lower than year-on-year averages.

Understanding the long-term impact at these early stages of the pandemic is difficult, but some things are clear – the pandemic has caused a decrease in some organised-criminal activities, while providing new opportunities in other areas, causing a change in the "organised-criminal economy" that may just be long term.

Responding to this evolving criminal landscape is further complicated by some of the practical consequences of social distancing requirements – for example, FOR Cardiff may no longer be able to provide ongoing support to city centre policing and less face-to-face contact with residents will reduce opportunities to spot safeguarding concerns.

#### **Community Cohesion, Community Tensions and Extremism**

The sudden proliferation of mutual aid groups, designed to provide community support for the most vulnerable during isolation, has brought neighbours together across age groups and demographic divides across the city. Whether these bonds are maintained during recovery, or are threatened by exclusionary political narratives and economic turmoil, is impossible to predict at this stage.

To date, there appears to have been little appetite for the anti-lockdown protests observed in other cities globally, but public support for, and compliance with, social distancing measures will continue to be a risk area for serious community tensions, particularly if communities experience severe economic hardship.

#### **Sustainability**

The areas of work outlined above rely on grant income streams, along with an element of income generation. The future direction of funders cannot be guaranteed to support the Council's priorities in these areas of work as it responds to the challenges of recovery. For example, Cardiff is somewhat unique in Wales in terms of its demographic profile and number of residents with complex immigration status.

## **Restart: Next Steps**

### **Creation of the Community Safety & Safeguarding Partnership Group**

The interim Community Safety & Safeguarding Partnership Group will be launched on 9<sup>th</sup> June 2020 following approval by the Cardiff PSB on 29<sup>th</sup> May. The group will bring together Cardiff's community safety and safeguarding governance arrangements to enhance co-ordination across the partnerships. This will integrate safeguarding and community safety responses during recovery and shape how partners work together to safeguard and promote the well-being of children and adults at risk, and to keep communities safe with regard to local need. The arrangements are proposed as temporary.

### **Channel & CONTEST to continue to meet virtually**

Counter Terrorism Policing has warned that the impact of Covid-19 and social isolation could make some of society's most vulnerable people more susceptible to radicalisation and other forms of grooming. As a result of schools and other statutory agencies closing during the nationwide lockdown, Counter Terrorism Policing has seen a decline in the number of people referred to the Prevent programme for support since restrictions were put in place. The risk of radicalisation may increase for some vulnerable people, as the pandemic is driving young people to spend more unsupervised time online, where feelings of boredom and isolation may be exploited by negative influences and online groomers of all kinds.

Cardiff's Prevent team have adapted quickly to the new environment, moving their partnership and its support services online to help safeguard children and vulnerable adults. They will continue to adapt their model as lockdown eases, working closely with colleagues in education and community settings to support through early intervention and expert support for both individuals and their families.

## 4.7 Alarm Receiving Centre

### Lockdown

Homeworking has been adopted across 24/7 services provided by the Council, supported by online communication.

### Restart: Issues and Challenges

A widespread move to remote working and digital solutions, as a substitute for face-to-face engagement, has been at the forefront of the response to the Covid-19 pandemic. Key issues include:

**Loss of revenue:** the continued lockdown is inhibiting the ability of the Alarm Receiving Centre (ARC) to generate further income from alarm monitoring; contractors have been dealing with emergency call-outs only.

**Higher crime and anti-social behaviour (ASB):** economic stress could lead to a rise in crime and civil disobedience, resulting in an increased demand for the ARC's remote monitoring services to protect individuals and assets; for example, vacant building monitoring, alarms and CCTV. In addition, there is likely to be increased demand on the locality warden service to assist in tackling low-level ASB in high-rise housing blocks across the city.

**Workforce:** if shielding continues as lockdown eases, staff shortages could occur if staff move back to their substantive posts and/or volunteers return to their jobs or are otherwise no longer available. This could lead to increased staffing costs and further reliance on agency staff.

### Restart: Next Steps

The ARC will work closely with Housing Services and South Wales Police to address ASB across the ten Council-owned high-rise blocks in the city. The ARC will also reinstate a new alarm monitoring connections schedule once contractors are operational.

## 5. Investment & Development

### 5.1 Business Support & Major Projects

#### Lockdown

Since the onset of the lockdown, a significant number of services have either been suspended or re-purposed, causing significant disruption to business as usual services. Inward investment and marketing activity has been suspended, however Economic Development staff have been reviewing the city's marketing strategy and international inward investment approach in light of the pandemic.

Economic Development have re-oriented operations towards supporting local businesses, most significantly through the processing of financial support applications and distribution of grants, but also through providing direct support with Covid-related issues, such as supply chain issues. The Council's Finance and Economic Development teams have together processed over 4,500 grant applications and distributed over £60 million to local Cardiff businesses, up to 3<sup>rd</sup> June 2020. Additional support has been provided to local businesses in the form of business rate payments deferrals. Around 7,000 local businesses have been contacted with over 3,000 individual enquiries responded to since the beginning of the crisis. Additionally, over £100,000 has been raised through the business community to support the city's food schemes, which ensure that food parcels are delivered to the most vulnerable and those who are self-isolating.



## Restart: Issues and Challenges

The UK Government's Coronavirus Job Retention Scheme has been extended for an additional four months until the end of October. The scheme will continue in its current form until August, with the Government paying 80% of employee wages up to a maximum of £2,500, at which point employers will have to begin contributing to the cost of wages. From August, employers must pay National Insurance and pension contributions, then 10% of pay from September, rising to 20% in October.

The Welsh Government's framework – '[Unlocking our society and economy: continuing the conversation](#)' – sets out a traffic light approach to gradually relaxing the current lockdown. The Welsh Government has consulted with businesses, civic society and Local Authorities in order to develop a cohesive and well-informed approach to the gradual re-opening of the economy over the coming weeks and months that meets the specific needs of each sector whilst following the latest public health guidance.

**Unemployment:** Despite the high number of businesses that have been able to furlough their employees through the UK Government's Coronavirus Job Retention Scheme, a significant rise in unemployment is still expected. 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.

**Local Business Support:** Looking forward, the city's economy will continue to face significant challenges due to the persistent effects of the crisis. The Office of Budget Responsibility (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. Whilst many businesses have received financial support via the various government schemes, others have not been able to access them, so there is an emerging need to provide additional support to the businesses that have been left behind. The immediate revival of the Cardiff economy will be key to the recovery of the wider South Wales economy, particularly considering that local economies outside of Cardiff are likely to fare much worse. It will therefore be critical for the Council to maintain a clear focus on the measures required to ensure that recovery occurs as soon as possible.

**Re-opening of City Centre Economy:** In accordance with national guidance and scientific advice, the Council will implement a slow, phased re-opening of the city centre's key sectors, namely retail, leisure, hospitality and the night-time economy, in order to balance the needs of local businesses with public health concerns of a second peak of the virus. This process will have to be managed asymmetrically, as certain sectors, like retail, will be more conducive to social distancing measures than others, like the night-time economy.

Furthermore, the city centre has the highest concentration of large businesses which do not qualify for government business support grants and rate relief schemes, due to having a rateable value in excess of £500,000. The city centre economy thus poses a unique and pressing challenge to the Council, which will have to be managed in a careful manner to ensure that both small and medium-sized enterprises (SMEs) and large businesses are given the tailored and timely support they need to play their part in rebooting the local economy



over the coming months. Additionally, the Council will need to engage with FOR Cardiff, the Business Improvement District, whose businesses face significant challenges.

Outside the city centre the manufacturing sector also faces critical challenges and the Council will need to be responsive to these challenges as they arise. For some of the city's largest companies the ending of support under the furlough scheme will be a critical time and decisions will have to be made on retaining staff or implementing redundancies.

**Major Projects:** There is significant potential for the UK Government to make funds available to Local Authorities as part of an economic stimulus package, which would enable the Council to develop new financial approaches and additional strategic investment propositions, as part of a broad 'City Renewal' programme. Renewal work would be led by major projects that would have the most positive impact on job creation, inward investment and the environment.

### **Restart: Next Steps**

- Continued prioritisation of addressing business enquiries and development of new products and services to meet their needs. This could include distributing grants direct.
- Re-focusing support on local business support measures.
- Development of a new role in hosting an online programme of events for inward investment.
- Monitoring sector guidance on recovery to understand and respond to local impacts.

## 5.2 Property Services & Strategic Estates

### Lockdown

Property Services initially ran a reduced statutory obligations work programme at the beginning of the lockdown, undertaking only gas and six-monthly fire alarm testing and remedial works in buildings. The team has now increased its operations to carry out all of its statutory obligations in schools and core buildings.

Cleaning of hub schools and non-school buildings has continued throughout the lockdown in order to limit the spread of the virus as much as possible.

Building Services has continued to operate the Emergency Call-Out Desk and provide business support to other teams as required; however, only emergency delivery work has been undertaken.

The provision of static security at Council buildings has remained essentially unchanged, as has business support services.

The provision of pest control services to Council properties, and also to private dwellings on a request basis, has continued. The provision of services to commercial premises has predominately ceased as a result of businesses being closed.

Management of key Council buildings – County Hall, Willcox House and City Hall – has continued through the use of an attendance rota, with staff working from home where possible. Project management work for school Band B schemes has continued, as has the preparation of school and non-school asset management programmes.

### Restart: Issues and Challenges

**Transport:** All staff will have to use their own vehicles to travel to sites, as car sharing will not be allowed due to social distancing measures, unless there is no alternative. In such cases, staff must be provided with appropriate PPE according to a Health and Safety risk assessment.

**Sanitation:** Property Services is expecting that additional daytime cleaning will be required in Council buildings, including schools, which is likely to have resource implications. Cleaners will undertake their duties in accordance with social distancing requirements and Health & Safety team guidance, and will be provided the appropriate PPE.

**Property Requests:** Urgent Covid-19 property requests will need to be prioritised over other work, which may lead to timescale changes, such as for certain major projects and resulting property transactions, progression of the Technology Forge property system project and formal sign-off of the Annual Property Plan property list.

**Billing Programme:** Restarting the billing programme to tenants will require the application of significant manual resource.

**Rental Income:** Rental income for the lockdown period may be less than projected before the pandemic, and not all business tenants will necessarily be in a position to continue their original activities post-lockdown.

**Valuation of sites:** Valuation of sites may be adversely affected by the lockdown.

## **Restart: Next Steps**

### **Buildings**

- Continuation of core buildings management – County Hall, City Hall, Willcox House and Coleridge Road – through an attendance rota, with staff continuing to work remotely.
- Undertaking of all statutory obligations and remedial works in all Council buildings once Welsh Government restrictions are lifted.
- Cleaning of all buildings covered by Service Level Agreements once they re-open with the lifting of restrictions. Additional cleaning will likely be necessary, pending guidance from Health & Safety, which could have resource implications.
- Continuation of normal security - Security officers will either work by themselves or observe social distancing when working with another person, and wear gloves while on duty.

### **Pest Control**

- Restart of service delivery to external commercial customers, as lockdown restrictions are lifted, with staff continuing to ask domestic customers Covid-19 related questions when receiving calls.

### **Strategic Planning and Review**

- Completion of Return to Office Strategy, with these principles to be extended to all other operational property.
- Completion of Market Re-opening Strategy, in line with the latest social distancing guidance.
- Review of Non-Operational Strategy and Investment Strategy, in light of the Covid-19 impact.
- Review of portfolio to understand the impact of the lockdown on tenants and if any exemptions to rent invoices will be necessary.
- Continuation of Asset Management programme preparation. Monitoring and review will take place once schemes can be implemented, following the lifting of lockdown restrictions.

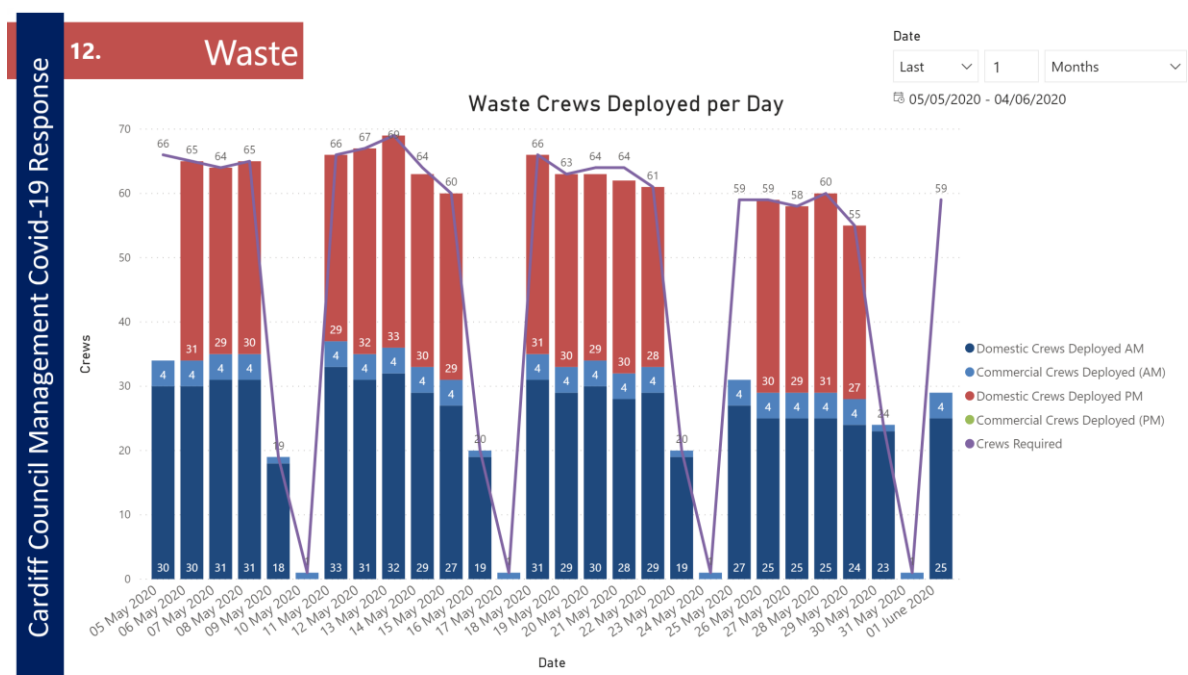
## 6. Clean Streets, Recycling & Environment

### 6.1 Waste Management

#### Lockdown

In response to the lockdown, a modified waste and recycling service was established to ensure the sustainability of the service. Changing the delivery model has been essential in allowing the Council to maintain service delivery given the reduction of 25% in frontline operators and a reduction of 33% in the availability of agency staff, largely due to Covid-19.

As part of the revised approach, a weekly service collected recycling waste alongside general waste, food waste and hygiene waste. In areas where food waste is collected separately, residents continued using food caddies. The majority of waste has been sent to the Energy for Waste plant as this approach was considered the safest way to dispose of waste that may have been carrying Covid-19.



Bulky waste collections and green garden waste collections have been suspended, with the workforce deployed to help with street cleaning. However, one-off garden waste collections have been scheduled across the city on Saturdays throughout May, June and the first week of July 2020.

Household Waste Recycling Centres (HWRCs) at Lamby Way and Bessemer Close closed due to the lockdown and in response to essential travel guidance. The Material Reclamation Facility also closed due to concerns relating to social distancing and the waste carrying Covid-19.

Health and safety amendments and changes to working practices have been introduced to protect staff, including changes to staff rotas and cabin and collection protocol. PPE and risk assessment controls are also in place to support the safe delivery of collection services and a testing regime is allowing the management of potential cases within the service area.

### **Restart: Issues and Challenges**

**Household Waste Recycling Centres:** Welsh Government announced on 8<sup>th</sup> May 2020 that Local Authorities could start planning to re-open HWRCs providing that there were appropriate staff levels to manage the site, controls were implemented to maintain social distancing protocol and that Trade Unions had been consulted.

**Trade Waste:** The Trade Service generated over £5m in income and a profit of £124,999 for 2019/20, with income streams impacted by the Covid-19 response.

### **Restart: Next Steps**

#### **Collection & Recycling:**

- Most kerbside collections – including weekly collections of recycling bags, weekly collections of food waste caddies and fortnightly collections of general waste black bin bags – were reintroduced from 1<sup>st</sup> June 2020.

#### **Household Waste Recycling Centres:**

- **Phase 1:** Bessemer Close HWRC re-opened on 26<sup>th</sup> May 2020 and Lamby Way HWRC re-opened on 31<sup>st</sup> May. To maintain compliance with social distancing measures, the HWRCs have on-site controls minimising the interaction between the public visiting, along with frontline officers. This means a reduction of at least 50% in the number of public parking bays. An online booking system has been introduced to manage demand with restrictions on the material that can be brought on site.
- **Phase 2:** Once residents become familiar with new way of operating and staff return to work, a second phase can be implemented which will allow vans, trailers back onto site and open up all waste streams i.e. textiles, cooking oil, rubble, plasterboard, car batteries, books, paint. If the online booking system is successful, in terms of achieving control and improving recycling figures, then a proposal will be for an agreement to keep the booking system in place and develop it further to support the Council's objectives relating to recycling and the wider climate emergency.

#### **Bulky Waste:**

- The Bulky Waste Collection Service recommenced on 1<sup>st</sup> June 2020, alongside a return to the normal kerbside recycling/ waste collections. To support the service there will be a reduction in the number of items identified as bulky items and the service will only accept larger bulky items which that cannot be recycled or cannot be safely carried by one person at the recycling centre such as sofas, mattresses, white goods. Service operators will not enter people's homes at this time and will only collect from the kerbside.

**Garden Waste:**

- **Phase 1:** One collection per household during June 2020, repeating the approach undertaken in May 2020.
- **Phase 2:** At the end of June the service will be in position to assess the risks associated with a return to the Business as Usual delivery model. The service will focus on rebuilding resilience in both the operational fleet and the workforce to ensure services return to a fully recovered position, with work to re-introduce the service in July 2020 ongoing.

## **6.2 Clean Air, Energy & Flood Management**

### **Lockdown**

There has been reduced monitoring of air quality; however, key monitoring locations have been maintained and real-time monitors have continued to work, thereby allowing the impacts of the lockdown to be assessed.

Works on capital projects are on hold, most notably at Lamby Way Solar Farm, housing energy efficiency work, the next phase of residential infrastructure for electric vehicle (EV) charging, works to support implementation of the Clean Air Plan in the city centre and the coastal protection scheme. Some on-street works have been delayed to ensure full social distancing. The development of the draft One Planet Cardiff Strategy has continued, recognising the urgency of moving this agenda forward in the context of the pandemic.

### **Restart: Issues and Challenges**

There is a need to maintain improved air quality levels, particularly if car use increases (see Transport). This includes accelerating the delivery of the Clean Air Plan and continuing to implement city-wide capital programmes (e.g. Solar Farm, Heat Network phase 1 and 2, EV infrastructure) as part of green economic recovery.

### **Restart: Next Steps**

- Risk assessment of clean air monitoring inspections, with safe working measures to be implemented.
- Phased return of on-site capital works.
- One Planet Cardiff Strategy to be brought forward for consideration by Cabinet.

## **6.3 Bereavement & Registration Services**

### **Lockdown**

The Covid-19 crisis has seen increased demand for Bereavement and Registration Services as the services have dealt with the increased number of deaths. This has meant that changes to the service's operating model and working practices have had to be implemented to ensure that demand can be met and conformity with social distancing requirements.

Major services are currently being delivered, including ancillary functions such as scatters and burials of ashes. Cremation service capacity was increased to 20 per day with 45-minute funeral services times being offered six days a week. This was increased further on 6<sup>th</sup> May 2020 to 30 per day by reducing service times to 30 minutes and cremations taking place through 24 hours in order to cope with demand. These measures have ensured that the bereaved have not had to wait unduly long for a funeral service for their loved one. From 26<sup>th</sup> May 2020, the 45-minute funeral service times for cremation services were reinstated offering up to 20 cremation services per day.

Manual and crematorium staff within Bereavement Services are based at operational sites, with management and administrative staff operating on a 50/50 split between home and office. Numerous staff from across the Council have also been redeployed into the service to assist in a variety of roles – for example, many employees from St David's Hall and City Hall are supporting colleagues at Thornhill Crematorium.

The need to comply with, and enforce, government guidelines has necessitated the closure and re-opening of cemetery sites, as well as restricting the numbers allowed to attend funerals.

Following legislative changes to deal with the excess death rate, the Register Office at City Hall has been able to take telephone registrations for deaths and issue death certificates, but all other functions, such as birth registrations and marriage ceremonies/ notices have been suspended. Registration Services staff are operating from City Hall, but options are being explored for them to operate from Hubs when they re-open.

### **Restart: Issues and Challenges**

Recovery of the existing backlog of services is currently on hold and there is expected to be an increased use of services post-lockdown due to the high numbers of funerals still required. The Council also expects to see an increased number of clients who have had to arrange 'restricted' funerals during lockdown who will want to hold memorial services and purchase memorials/ install headstones etc. There is an urgent need for the new burial site in Thornhill to be opened to ensure that demand can be met.

Wedding ceremonies, funerals and burials are still likely to have restrictions on attendees until social distancing measures are relaxed. Services will need to deal with a large backlog of suspended activities and ensure that staff and suppliers can meet the surge in demand.

Income streams have also been affected negatively within Registration Services (e.g. cancellation and re-scheduling of weddings) and Cardiff Dogs Home (e.g. lack of adoptions).



This will mean that income targets for these areas are unlikely to be met as recovery back to business as usual will be slow.

The Council will seek to lobby industry and Government agencies to amend existing legislation to allow for more remote working and to limit functions requiring face-to-face interaction.

### **Restart: Next Steps**

- Phased return of all services and re-opening of offices/ public reception areas to the public once advised and in line with the Council's corporate Health and Safety approach.
- Risk assessment of operation of Thornhill Cemetery, with safe working measures to be implemented such as the provision of mess rooms for grounds staff.
- Risk assessment of Cardiff Dogs Home, with safe working measures to be implemented before re-opening.
- Re-introduction of birth registrations once a safe facility is available, with digital options currently being trialled by the General Register Office.
- Re-introduction of weddings and wedding notices once restrictions on social gatherings are lifted and safe options are identified.

## 6.4 Central Transport Services

### Lockdown

Homeworking has been adopted by the service, with a focus on essential work. Operating hours have been reduced to 06:00 to 16:00, in order to compensate for loss of staff and to concentrate on core assets. Demand for vehicle maintenance has decreased, with third party income reduced, particularly in terms of MOTs. MOT testing of cars has, however, carried on for most Cardiff Council vehicles, despite the UK-wide MOT suspension, allowing the Council to avoid a backlog of demand for its own vehicle testing.

### Restart: Issues and Challenges

The Driver and Vehicle Standards Agency (DVSA) [suspended MOTs for all heavy goods vehicles \(HGVs\) and public service vehicles \(PSVs\) for up to 3 months from 21<sup>st</sup> March 2020](#). Furthermore, [MOT expiry dates for cars, vans and motorcycles were extended by 6 months](#) if due on or after 30<sup>th</sup> March 2020. The situation is continuously under review, with [guidance also issued regarding providing MOT testing during the coronavirus outbreak](#).

**Increased demand:** Within the Welsh Government's roadmap, a traffic light guide is provided for 'getting around'. It is expected that demand for the service will increase in stages as we move towards 'Green' and restrictions are eased, particularly as MOT, PSV and HGV testing restart, and businesses re-open. Demand will also likely increase internally as other Council services restart, such as Parks.

**Workforce:** Having sufficient staff levels, especially skilled technicians, will potentially be a challenge, as it is difficult to understand exactly what staffing resource will be available as restrictions are eased. The service is currently working with Cardiff Bus by utilising furloughed staff to maintain operations; retaining this resource would be an advantage in coping with the initial increase in demand.

### Restart: Next Steps

- Central Transport Services (CTS) is working to ensure that vehicle assets and testing are ready to meet the increased demand that is expected as lockdown is eased. Some commercial customers have already started to return.
- The service is taking the Authorised Testing Facility back in-house, renewing the brake tester and preparing to start testing Cardiff Council and external HGV vehicles from early July 2020 – if Government guidelines permit.
- A team is being put together to commission and check all Parks equipment that has been largely unused since last season. This is in order to meet demand as the service increases maintenance activities.
- As restrictions are eased, shifts will be reviewed and extended as staff and activity levels increase. Staff who are able to work from home will continue to do so for the foreseeable future.

## 7. Culture & Leisure

### 7.1 Culture & Events

#### Lockdown

All cultural and heritage buildings have been closed since the beginning of the lockdown, including notably St. David's Hall, the New Theatre, Cardiff Castle, Cardiff Museum, the Norwegian Church and Mansion House. All Council and major events have been either cancelled or postponed. Staff members have either been working remotely from home or been redeployed to support wider corporate logistical projects across the city.

#### Restart: Issues and Challenges

**Impact on the Cultural Sector:** The Council will need to support the cultural sector in re-opening and gradually moving towards a 'new normal' to ensure the long-term sustainability of Council venues and cultural venues, given the significant income losses these venues are facing and the social distancing requirements which will remain in place for the foreseeable future. With cultural venues closed and events cancelled for up to six months, there may be a need to identify alternative opportunities to support the Council's key venues and attractions for 2020/21.

**New Theatre and St David's Hall:** Modelling undertaken by the industry body for theatres concludes that if social distancing is implemented within current guidance, the capacities of venues are reduced to between 13%-20%. All lead sector bodies in their representations to the UK Government agree that this makes operating within social distancing rules financially unviable for the majority of venues and performers.

**Cardiff Museum:** Under the Welsh Government's Traffic Light System, museums would be able to open in the 'Amber' phase with limited capacity and physical distancing. A plan is currently being developed for this eventuality.

**Council Conference Venues (City Hall, Mansion House, Norwegian Church):** Consideration is being given on the development of operating models which are safe and financially sustainable.

**Visit Cardiff:** External income has stalled as consequence of the crisis and there is concern over funding from partners and the long-term viability of large business events.

## Restart: Next Steps

Plans will need to be agreed for re-opening and supporting the recovery of this sector, taking into account Welsh Government Guidance and Regulations on social distancing, school trips, and mass gatherings. A phased approach to re-opening venues will need to be adopted following the Welsh Government's Traffic Light System.

### Health and Safety:

- **Review each of the city's venues**, to provide a detailed health and safety assessment of its operations. This process will entail measuring space and capacity, testing people flows, identifying risks and signage points and producing bespoke safety procedures, equipment and training material.

### Live Music:

- **Cardiff Music City**: The planned Signature Music Event will be deferred until after the crisis is over. The Council will prioritise working in partnership with the sector to support restart and recovery during 2020.
- **Consideration of safe usage of grassroots venues for live streaming**, in order to inject cash into struggling local venues and enhancing their visibility, as well as a potential offer of limited live events, subject to public health restrictions.

### Events Programme:

- **Preparation of an events programme for 2021**, consisting of events such as the Cardiff Food and Drink Festival, the Children's Literature Festival and a rescheduled VE Day celebration.
- **Support of the city centre recovery plan**, including implementing a new Busking Policy, delivering small pop-up events and facilitating street food or artisan producer markets.
- Partnership with Welsh Government to rebuild Cardiff's major event hosting credentials within the global event market.

## 7.2 Parks, Sport & Leisure

### Lockdown

The city's parks have remained open, with social distancing measures in place, however, play areas have been closed. The Park Ranger Service has undertaken daily independent and joint patrols with South Wales Police, and park locking arrangements have been suspended. All outdoor sport and non-essential maintenance work has ceased, the parks events programme has been cancelled and public facing leisure facilities across the city have closed, with a possibility of not re-opening for another six months.

Priority mowing rounds were implemented in April 2020 and staff numbers returning to work have increased week on week. Some maintenance of permanent planting is also being undertaken and spring bedding displays are being ripped out. Significant areas of grassland remain uncut and, at current resource levels, is likely to remain the case until July 2020.

The service has partly shifted to a homeworking model, with all managerial and technical staff working from home. Officers have continued to carry out essential safety-related tree inspections and works, including emergency call out. Allotment gardening has also continued, with some restrictions on use now lifted; however, inspection and enforcement regimes have been suspended.

In relation to the Cardiff Harbour Authority, on 2<sup>nd</sup> April, a Notice to Mariners was issued ceasing navigation throughout the bay area and on our rivers. The Barrage Control function has remained operational, performing the critical role of managing our flood defences, however access through the lock gates has been restricted to emergency and limited commercial vessels only.

### Restart: Issues and Challenges

**National policy position:** The Welsh Government lockdown guidance currently permits exercise more than once a day and incidental local activity, with outdoor sports courts remaining closed, and team and individual sports currently not permitted. The re-opening of playgrounds and other parks/ sports facilities will be considered by the Welsh Government as part of their forthcoming review (18<sup>th</sup> June).

**Re-opening play areas:** Owing to the scale of provision and associated safety factors, it is likely that a substantial period of time will be required between a decision being taken to re-open play areas and for the areas to be open to the public, with physical resources needed to deliver the reinstatement programme. A phased approach will therefore be taken.

**Transport and Social Distancing:** Additional vehicles may be required to ensure social distancing can be adhered to by staff throughout operations, and to maximise the number of staff available.

**Community Engagement:** Robust risk assessments will need to be undertaken prior to reinstating community engagement programmes.

**Future of leisure centre contracts:** There is a risk that GLL will be unable to recover corporately, putting contracts under pressure with possible withdrawal. It is likely further requests for funding will come to the Council.

## **Restart: Next Steps**

### **Parks**

- During the recovery phase, parks will continue to operate in essentially the same way as during the lockdown i.e. remaining open with social distancing requirements.
- Mowing operations will continue throughout the summer and into the early autumn, with a limited number of summer bedding displays installed in the summer. Winter maintenance operations will be reduced when compared to the norm and a limited number of spring bedding displays will be installed.
- All park toilet facilities will remain closed until further guidance is released and Health and Safety requirements can be met.
- All play areas will remain closed for the immediate future, with daily inspections to ensure security. An approach for reinstatement is being prepared in anticipation of play areas re-opening from the autumn.
- Tree management inspections and maintenance works will be expanded beyond the 'essential' category from Quarter 2, whilst allotment inspection and enforcement regimes will begin again from Quarter 3.

### **Facilities**

- Following the announcement by the Welsh Government that outdoor sports courts will be considered in the 18<sup>th</sup> June review of lockdown measures, detailed planning is now underway. Until then all outdoor sports buildings and pitches will remain closed, with regular security checks being undertaken.
- Other facilities will remain closed until further guidance is issued. This includes Bute Park Education and Training Centre; Roath Park Conservatory; Plant Production Nursery's Public Sales Area; Cardiff Riding School; Off Road Motorcycle Track; Cardiff International White Water; and Channel View Leisure Centre and Sailing Centre.
- To ensure the safe re-opening of leisure facilities, the Council will work closely with the private operator GLL. Various scenarios are being developed in line with leisure professional bodies and home sports councils. Facilities are likely to have phased openings depending on activity, and it is likely – but not certain – that gyms and classes will activate first with pools and changing rooms secondary.

### **Cardiff Harbour Authority**

- A second Notice to Mariners was issued on 29<sup>th</sup> May enabling leisure boating to recommence locally within the bay area and rivers only while detailed operational arrangements to reinstate a locking service from Barrage Control are finalised. The public slipway and pay and display pontoons also remain out of use at this time. Once finalised, a third Notice to Mariners will be issued setting out the arrangements for the further lifting of the navigation restrictions through the locks for leisure vessels.

## 8. Finance, Modernisation & Performance

### 8.1 Finance

#### Lockdown

The majority of the service has moved to homeworking, with the following services temporarily suspended: enforcement of non-payment of bills; issuing of reminder notices; effective debt recovery; car loans and travel passes; and physical visits.

The Business Rates team have updated records to enable eligible businesses to claim Welsh Government Support Grants of £10,000 and £25,000 respectively, with the amount paid currently in the region of £60 million.

Payroll, Treasury Management, Pensions and Accounts Payable (AP) have continued to operate effectively and issue payments promptly, with additional pressure on AP as a result of the Business Grants process.

Services, such as Internal Audit, Information Governance, Programme and Projects, and Accountancy Support to Schools, have provided desktop and virtual support in evaluation processes, alongside the development of solutions in the midst of the crisis. This period coincided with the transition to new banking arrangements, which were managed remotely.

The Accountancy Team has worked to track Covid-19 related transactions, ensuring that they are captured in readiness for Welsh Government claims. This has involved working in collaboration with other Local Authorities, the WLGA and Welsh Government to ensure that key financial messages are clearly conveyed and understood. Additionally, the team has supported Council services to adopt alternative delivery models in response to the crisis.

Furthermore, the service has ensured that the 2019/20 Financial Ledger is closed, enabling prompt compilation of the Statement of Accounts.

#### Restart: Issues and Challenges

The Welsh Government created the Covid-19 Hardship Fund for Local Authorities to claim back any additional expenditure incurred as a result of the crisis. On 27<sup>th</sup> May 2020, the Welsh Government [published their first Supplementary Budget](#) for this financial year, outlining the £188m Hardship Fund which includes:

- £40 million to support the extra costs Adult Social Care services are now facing.
- £40 million for Free School Meal provision to support eligible children.
- £10 million to support immediate action to protect against homelessness and support rough sleepers in the face of the pandemic.
- £7 million to support Local Authorities in making the difficult, but necessary, choices to handle the increased number of deaths during the pandemic.
- £78 million to support Local Authorities for the loss of income experienced as a direct result of the pandemic.

**Funding arrangements:** The current funding arrangements are confirmed to the end of June 2020, although it is increasingly likely that challenges will extend beyond that timeframe. Additionally, a lack of clarity remains regarding the repayment of income loss. Forecasting the 2020/21 budget (income and expenditure) is therefore a particular challenge for this current year.

**Review of the Budget Strategy:** Moving forward, there is a need to align recovery planning with a review of the Council's Budget Strategy/ Medium Term Financial Plan, alongside establishing the source of financial support for services and infrastructure in the medium-term.

**Income generation:** There are income generation risks across Council services, with a need to re-prioritise resources to meet new, post-lockdown demands. This includes work already being undertaken to establish the Month 2 position in order to inform any short-term financial impacts.

**Obtaining value for money:** Uncertainty is likely within supply chains, with further uncertainty within the labour and supplier market meaning that obtaining value for money may in some instances become secondary to securing the service. This would have a detrimental impact on the financial resources for services that may not be prioritised.

**Suppressed demand:** A backlog of queries and change of circumstance, with regards to Council Tax, Pensions and Non-Domestic Rates, will need to be appropriately managed.

## **Restart: Next Steps**

### **Financial Recovery:**

- The service will continue to ensure that all additional expenditure is claimed from Welsh Government.
- The Council's Medium Term Budget Strategy, agreed in February 2020, which sought to take steps in ensuring financial resilience by addressing a significant budget gap, will be reset.
- The service will ensure that Financial Recovery Plans and Strategies are in place for impacted Council services, with a focus on working with and supporting directorates to ensure that financial gaps are both identified and addressed.
- The regulatory regime setting out the publication of the 2019/20 Statement of Accounts has been amended from mid-September 2020 to 30<sup>th</sup> November 2020. The focus of the service is to ensure that the Draft Statement of Accounts is issued to the Wales Audit Office in mid-June 2020, aligning to the original timetable. In order to ensure that the appropriate level of review and scrutiny is given to these accounts during the summer months, the Statement of Accounts will be approved by Council in either October or November 2020.

### **Re-establishing Services:**

- The service will restart enforcement activity in relation to debts not paid.
- Income Receivable will also increase contact with those debts not yet paid.



**Council Tax:**

- The service will continue its campaign to signpost customers towards the Council Tax Reduction Scheme, Direct Debits and Payment Plans. Reminders will also be issued in June 2020.

## 8.2 **Commissioning & Procurement**

### **Lockdown**

All staff are currently homeworking. The focus has been given to supporting the Covid-19 response, including sourcing and securing PPE, issuing Supplier Relief, alongside ensuring orders and payments are processed. The Social Value Portal has continued to progress, with focus on supporting the SOP Primary School tender.

### **Restart: Issues and Challenges**

UK Government have issued numerous procurement policy notes during the Covid-19 pandemic, providing guidance on best practice for public sector procurement. This includes:

- [Procurement Policy Note 01/20](#), which gives guidance on public procurement regulations and responding to Covid-19,
- [Procurement Policy Note 02/20](#), which sets out information for public bodies on payment to suppliers to ensure service continuity during and after the outbreak.

Moving forward, there is a risk that some suppliers will no longer be available to delivery key services, given the economic crisis that the UK is facing. There is, therefore, a need to ensure a managed response in terms of Supplier Relief.

Delays in awarding construction schemes will also impact on opportunities for employment.

### **Restart: Next Steps**

#### **Supporting Council Services:**

- Commissioning and Procurement will support directorates in the development and delivery of new service delivery priorities as they emerge.

#### **Forward Contract Programme:**

- The service will actively encourage and progress the Council's forward contract programme, particularly construction and maintenance, in order to maintain a forward pipeline of work for contractors.
- Additionally, the service will work to maximise opportunities for community benefits through the contract forward plan, by implementing the new Themes Outcomes and Measures (TOMs) Social Value Framework.

#### **External Support:**

- The service will keep the financial health of key suppliers and contracts under review, and will continue to consider support through Supplier Relief.
- In meeting wider Foundational Economy objectives, the service will explore what additional support can be provided to social enterprises and SMEs, such as access to public sector procurement opportunities.
- The development of new Local Government collaborative procurement arrangements will continue to be supported, with a focus on regional and local priorities.

**Cardiff as a Living Wage City:**

- The service will continue to sensitively promote Cardiff as a Living Wage City, and will encourage more businesses to become Living Wage Employers as they review their business plans and ethos following the Covid-19 pandemic.

## 8.3 Human Resources

### Lockdown

Most routine HR functions have been suspended for the duration of the lockdown, such as sickness trigger meetings; disciplinary and grievance casework; and restructures and recruitment. Work with young people has also ceased, such as careers fairs, school engagement and work experience.

All staff within the service have moved to homeworking, with an online approach adopted for many services, including ID and DBS checks; training; employee engagement; and employee well-being. There has been a significant increase in the data requirements within the service, which has been achieved with limited resource.

Around 400 members of staff have been temporarily redeployed to support the delivery of new services and/ or increased demand in existing services, with new processes having to be managed.

Throughout the lockdown, excellent relationships have been maintained with the Trade Unions and it is vital that this continues throughout the restart process.

### Restart: Issues and Challenges

**Supporting the organisation to change:** HR will need to remain flexible, to enable the Council to change at speed and support the development of new or changed services.

**Remote/agile working:** The expectation is that those who can work from home will continue to do so. This will need to be supported by new policies, processes and management practice.

### Restart: Next Steps

#### Workforce:

- A process has been agreed with the Trade Unions regarding the restarting of casework and cases are now being discussed with managers.
- Policies and processes are being reviewed in order to ensure that they meet the requirements of an agile workforce.
- HR, as a service, will continue to work from home.

#### Supporting Council Services:

- Continued and positive engagement with the Trade Unions is a vital element in the Council's safe and constructive restart of services, and this will continue to be managed through HR.
- There will be a need for HR to support directorates in their workforce plans and to look for opportunities to support young people into the workplace.
- HR will look at different ways of working with schools and governing bodies, to ensure that the appropriate support is provided, but using a methodology which supports the Council's underlying principles on the return to work.

**Online Learning:**

- Cardiff Academy will deliver more online and virtual courses, to ensure that relevant training and development can be provided.

## 8.4 Health & Safety

### Lockdown

Responding to the pandemic has placed significant demand on the Council's Health and Safety function, which has been central to the organisation's strategic and operational response. A primary focus has been the provision of proactive support for staff, particularly frontline staff in key sectors, who may be at risk of heightened exposure to Covid-19. From the onset, the Council's Health and Safety team have promptly issued comprehensive guidance to support staff and service users, which is consistent with national guidance and is responsive to emerging issues. This has included developing and issuing guidance in relation to cleaning and personal hygiene; physical distancing; and the use of PPE. This guidance has been widely communicated and includes material such as instructional videos essential for the safe delivery of critical services during the lockdown period.

To accommodate the significant uplift in demand, a number of services are currently suspended, including health and safety training; statutory testing on closed premises, excluding gas testing and six-monthly fire alarm inspections; monitoring health and safety compliance; face-to-face occupational health consultation; health screening; and face-to-face counselling.

The service has ensured the safe lockdown of premises, with a focus placed on the purchasing, collection and delivery of Covid-19 related supplies, particularly the provision of suitable PPE, including quality checks on products. Council staff have also been supported to complete physical distancing risk assessments, with weekly visits undertaken to Childcare Hubs in order to complete building safety checks and provide support.

### Restart: Issues and Challenges

On 7<sup>th</sup> April 2020, the Welsh Government issued [guidance](#) under regulation 7A of the [Health Protection \(Coronavirus Restrictions\) \(Wales\) Regulations 2020](#), in relation to taking all reasonable measures to ensure that a distance of two metres is maintained on particular premises. The guidance forms a large part of the Welsh Government's [recovery roadmap](#), with an emphasis placed on adapting workplaces to maintain social distancing.

[The Health and Safety Executive](#) has also issued guidance to help employers, employees and the self-employed understand how to work safely during the Covid-19 pandemic, with Public Health Wales continuously updating [joint guidance](#) regarding PPE.

**PPE:** There will be increased demand for PPE and advice across the Council and the city.

**Safe return to use of buildings:** ensuring the safe return to use of buildings is fundamental, taking into consideration social distancing requirements.

**Workforce:** a significantly enhanced Health and Safety team will be required to support delivery over the year ahead.

## **Restart: Next Steps**

As part of the Council's approach to lower the rate of transmission, the restart of services will be based on compliance with criteria including Safe Premises and a detailed risk assessment that covers all aspects of how services will be delivered in the context of physical distancing and infection control requirements. The approach is currently being worked through with service areas.

### **1. Health and Safety methodology**

#### 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 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.

### **2. PPE**

Where maintaining two metre physical distancing is not possible, 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 PPE will be issued following Service Area Risk Assessments, where it is determined that physical distancing is not able to be achieved. Modelling of non-social care PPE, including schools, is currently underway.

### **3. Working From Home**

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 detailed in Service Area Risk Assessments.

### **4. Workforce**

A section of the Council's workforce has been self-isolating for three months, up to the 15<sup>th</sup> June. It is anticipated that those staff at highest risk from the effects of Covid-19, who are shielding will continue to do so for a period of time after this date. The Council awaits National Guidance in relation to those shielding.

Those 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. A National Workforce Risk Assessment has been issued, which has been amended to apply to Council services/ staff. Each member of staff with an underlying medical vulnerability will need to undergo risk assessment with the support of Occupational Health prior to returning to the workplace.

For staff who are residing with a vulnerable family member, the Council will continue to risk assess individual circumstances in order to support staff and their families in protecting those who are most vulnerable from the effects of the virus.



## 8.5 ICT

### Lockdown

ICT services have continued to operate with its infrastructure supporting staff across the Council to work from home.

Projects, such as the migration to Office 365 and Microsoft Teams, have been accelerated to support collaboration, and new applications for services have been delivered. This includes a registration process for key worker childcare provision in hub schools and a business support grant system. Additionally, ICT have built an interim 'Track and Trace' system, in anticipation of a new, national system, to enable the '[Test Trace Protect](#)' service to commence before the national system is launched.

The service has also assisted directorates to develop new ways of working; for example, disadvantaged learners have been supported with technology and connectivity within Education.

### Restart: Issues and Challenges

New ICT systems are vital to ensuring the deliverability of future national recovery strategies.

**Supply chain disruption:** an accelerated move to homeworking and flexible working is likely to continue and will require ongoing support; however, supply chain disruption for technical equipment may endure, resulting in slower delivery.

**New and future projects:** new projects are likely to continue to be affected, including physical projects such as new building links or Wi-Fi installation. Future projects may also be delayed.

### Restart: Next Steps

#### Workforce:

- The service will re-model office environments to support 'hot desking' and less permanent office-based staff.

#### Supporting Services:

- ICT will undertake a review of service delivery models, including an extension of the current homeworking model.
- Building on the launch of Microsoft Teams, ICT will explore new ways to support changed service needs and the ability to deliver services differently, for example, remote training.
- The service will work with Education to explore extending the support provided to disadvantaged digital learners during the lockdown to become a permanent solution.
- ICT will continue to work with Democratic Services to ensure that needs are met. This includes the extension of mobile-enabled hardware to Members, as well as piloting Full Council meetings via Microsoft Teams. This will be extended to other Committee meetings, and the potential for broadcasting will also be explored.

**Application Mobility:**

- Moving forward, work will be undertaken to review how to deliver existing systems more efficiently. This will involve including a 'distributed' model in all new application procurements as an essential criteria.

**Telephony Mobility:**

- The service is currently piloting new telephony options to extend the use of the corporate 'landline' at home.
- The service is also exploring digital communication models, including embedding telephony into Microsoft Teams, to extend the use of conferencing. This will see an increase in demand for peripheral devices, such as headsets, to allow people to work in a more agile manner.

**Infrastructure Review:**

- Existing infrastructure has significantly scaled up, with a mass migration to home use. The service will undertake a review of infrastructure moving forward, to ensure sustainability. This will likely include an expanded use of Wi-Fi within office environments, as well as increased 'hot desking' or equivalent.

## 8.6 Customer Services

### Lockdown

Services, including Connect 2 Cardiff (C2C) and the Wales Interpretation and Translation Service (WITS), are continuing to be delivered, with homeworking and socially distanced office use. However, new service development, such as App, Web and Bot, were placed on hold. Longer opening hours are being offered on digital channels, extended from 6pm to 8pm weekdays, and a new version of the ChatBot has been created to answer Covid-19 related queries. A new webpage has also been built to offer information and advice to residents and is updated regularly.

### Restart: Issues and Challenges

Welsh and UK Governments have both recognised the need to enhance and ensure the sustainability of digital capability longer term, with new ICT systems vital to ensuring the deliverability of future national recovery strategies.

**Increased demand:** a surge in demand for digital service solutions is expected, as opposed to a face-to-face digital response, requiring product development capacity.

Digital deprivation and exclusion will become an increased issue for a range of hard-to-reach demographic groups.

### Restart: Next Steps

#### Connect 2 Cardiff (C2C):

- Staff will continue to work from home, with reduced numbers on site to ensure social distancing in the workplace. A full service will continue to be offered across the telephony channel, alongside managing email contacts.
- Digital platforms, such as social media and Webchat, have extended hours to support communications activities and meet increased demand through these channels, which will continue.
- The contact centre operations will continue to work with, and support, areas undergoing their restart activities where capacity allows.

#### Wales Interpretation and Translation Service (WITS):

- Staff will continue to work from home, offering a 24/7 service to the partnership.
- The service has supported increased demand in terms of video interpretation and anticipates that this will continue.

#### Digital Services:

- It is apparent that a 'form' solution is required to accelerate developments for a wide range of services. Replacing the existing solution will accelerate the delivery of digital communication methods, supporting the wider restart of council services.
- New service development, such as App, Web and Bot, have been placed on hold whilst in lockdown, in order to realign resource to meet specific Covid-19 related work. As Council services return to 'business as usual', this work will be revisited.

**ChatBot (BOBi):**

- The Bot team will move towards 'business as usual' where appropriate as the restart occurs, and will begin planning the next stages of service introduction. Communications will be required to promote the capability of the Bot to raise awareness of the services it can handle.

**Council Website:**

- Alongside form/ contact development, the website will need to be re-aligned to reinstate pages which were previously superseded by Covid-19 messaging. This will be a staggered approach as individual services restart.
- The recruitment of an Online Designer and Content Officer is required to expand capacity within the web team; funding is in place.

## **8.7 Governance & Legal Services**

### **Lockdown**

Homeworking has been adopted by the service, though attendance at County Hall is still required on a regular basis for paper-based processes. Engagement has taken place with partner agencies to agree changes to working practices. The service has seen an increase in requests for legal advice on complex matters, including reviews of Council contractual arrangements and other Covid-19 issues.

Formal Member-level decision-making meetings were initially suspended; however, new Regulations published by the Welsh Government on 21<sup>st</sup> April 2020, allow remote meetings to occur with the following meetings (at the time of writing) taking place:

- Prosiect Gwyrdd Joint Committee (19<sup>th</sup> May 2020)
- Council (21<sup>st</sup> May 2020)
- Glamorgan Archives Joint Committee (22<sup>nd</sup> May 2020)

Only urgent, time-critical or essential decisions will be made by formal Member-level remote meetings in the immediate future.

The Annual Meeting of the Council has been delayed, with Scrutiny Task & Finish panels and policy development also on hold. Furthermore, the ten-working day target for Member enquiries is currently postponed, with a response to enquiries provided where possible. Police and Crime Commissioner Elections have been postponed from May 2020 to May 2021, meaning that they will now be held at the same time as Assembly Elections.

Glamorgan Archives is currently closed. Whilst staff do not have access to the physical collection, a remote response to enquiries is being continued where possible, particularly for access to the digital collection.

Electronic Court Hearings are being held for safeguarding matters and tribunals; however, many matters have been adjourned. Additionally, all Magistrates Court Hearings and housing repossession hearings have been suspended, with many matters in the Family Courts and Court of Protection adjourned. House moves have also been discouraged, with significant loss of income to the service.

## Restart: Issues and Challenges

The legal basis for tackling the impact of coronavirus in Wales comes from the [Public Health \(Control of Disease\) Act 1984](#) and the [Coronavirus Act 2020](#). The main Regulations, made under the 1984 Act, are the [Health Protection \(Coronavirus Restrictions\) \(Wales\) Regulations 2020](#).

The Welsh Government has also made other subordinate legislation as part of its wider response to the emergency, including

- the [Local Authorities \(Coronavirus\) \(Meetings\) \(Wales\) Regulations 2020](#), which make provision in relation to Local Authority meetings, and the publication of and access to certain Local Authority meetings.

The legislation is frequently reviewed and changes to restrictions will occur as we move through the different stages outlined in Welsh Government's [roadmap](#), although, fundamentally, they can also be re-imposed.

**Suppressed demand:** as Cardiff moves gradually out of lockdown, and as regulations are relaxed, a significant backlog will need to be resourced by the service, as well as client departments, particularly as many hearings and matters have been suspended or adjourned.

**Education Admission Appeals:** over 150 Education Admission Appeals will need to be dealt with remotely, in a reduced timescale, increasing the risk of challenge.

## Restart: Next Steps

### Democratic Services

- New legislation allows the service to hold formal decision-making meetings remotely. Full Council was held remotely on Thursday 21<sup>st</sup> May, and agreed Scrutiny arrangements are going forward. Plans are being put into place for future Council and Committee meetings.

### School Admission Appeals

- New legislation allows the service to undertake appeals remotely in virtual hearings or by written representation. The appeals are provisionally timetabled and began on 1<sup>st</sup> June 2020.

### Glamorgan Archives

- The building will re-open to staff when it is safe to do so, and at a later date for volunteers and the public, subject to the completion of a Health and Safety Risk Assessment.

## 8.8 Equalities & Engagement

### Lockdown

All work regarding public consultation on Council policy development has been temporarily paused and the Public Sector Equalities Duty reporting requirements have been deferred until at least September 2020.

Some Covid-19 specific engagement activity has taken place, for example engagement has been undertaken with faith leaders on burials and cremations.

### Restart: Issues and Challenges

**Public consultation and engagement** – The Council must ensure that meaningful public engagement continues during recovery, and that any restrictions to previous engagement methodologies due to social distancing requirements and the increased use of digital channels must be identified. This is of particular relevance for hard-to-reach or easy-to-overlook groups who benefit from more direct engagement to ensure participation.

**Supporting groups with protected characteristics to stay safe and ensuring no one is left behind in the city's recovery strategy** – Covid-19 has had a particular impact on some protected characteristic groups. Inequalities experienced by Black and Minority Ethnic (BAME) communities, disabled people, women, older and younger people, along with broader socio-economic inequalities, appear to have been exacerbated by the crisis and any changes to services as a result of Covid-19 must take into account the ability of these groups to access these services.

### Restart: Next Steps

A new model relying on digital channels will be required, in order to continue consultation and engagement with our citizens, with any impact on seldom-heard groups taken into account.

## **9. Strategic Planning & Transport**

### **9.1 Transport Strategy & Active Travel**

#### **Lockdown**

The unprecedented measures introduced to limit the spread of Covid-19 have had profound impacts on Cardiff, with the significant decrease in traffic on the city's streets and an increased number of people walking and cycling around their neighbourhoods for essential travel and daily exercise. A full Transport Strategy and Active Travel service is being delivered; however, some on-street works have been delayed in order to ensure full social distancing. Consultations on capital schemes and Traffic Regulation Orders (TROs) have also been put on hold.

#### **Restart: Issues and Challenges**

There is a pressing need to ensure that levels of motorised traffic do not grow unmanageably when travel increases again following lockdown. The need to maintain social distancing while undertaking essential journeys means that the Council will have to provide safe spaces for people to walk and cycle and to address traffic speeds. This is being addressed through the development of a Transport Recovery Plan, which includes:

- Measures to tackle speeding vehicles through a communications campaign and the introduction of 20mph limits in the vicinity of district centres;
- Installing temporary segregated cycle routes along the alignment of planned strategic cycle ways;
- Temporary measures to facilitate active travel and social distancing in district and local centres, including the city centre;
- Temporary road closures and modal filters in residential areas to manage traffic and improve safety for pedestrians and cyclists;
- Measures outside schools to facilitate active travel and social distancing when schools return, and;
- Temporary bus gates and other measures to enhance bus movements.

The Council has submitted initial funding proposals to the Welsh Government for the measures outlined above.

As part of the Transport Recovery Plan, the Council is bringing forward a number of pilot schemes designed to keep the public safe and able to socially distance in public spaces. The first neighbourhood shopping area that will be adapted for safety reasons is Wellfield Road.

Road traffic schemes are also being developed in the city including accelerating some previously agreed Clean Air proposals in the city centre on Castle Street. The eastbound traffic lane nearest to Cardiff Castle has been removed so that the walkway can be extended into the road for both pedestrians and cyclists to use. Transport improvement schemes at Central Square and Wood Street, including the development of a new cycleway, have also been brought forward.



Social distancing requirements in the city centre and district shopping centres will be vital to stopping the spread of the virus and restarting the city economy. This will require an integrated approach to city management for the duration of the Covid-19 pandemic.

There is a risk to the timescale and additional costs of delivery of transport schemes from site construction social distancing requirements at restart or any new contracts. All on-street works will be difficult due to adherence to continued social distancing requirements. Safe working risk assessments of various services, including highways surveys and inspections, are to be undertaken, with appropriate safe working measures to be implemented.

### **Restart: Next Steps**

#### **Develop and implement the Transport Recovery Plan:**

- Phase 1:
  - Implementation of a pilot Safe District Centre scheme at Wellfield Road.
  - Removal of eastbound lane at Castle Street.
  - Enhanced public space and cycling space at Central Square/ Wood Street.
- Phase 2:
  - Development of a 'Safe City' approach to management of and access to the city centre.
  - Accelerate implementation of White Paper and other safe streets schemes.

## 9.2 Highways Operations & Assets

### Lockdown

Frontline asset maintenance works that are currently being delivered include street lighting, gully cleansing, footway repairs, high speed route repairs/ cyclic maintenance and Public Rights of Way.

Internal operational services were scaled back to reactive/ emergency response only in line with the Highways business continuity plan and will be re-introduced wherever safe and reasonably practicable. Winter and 24-hour emergency standby and response continued as normal. Cyclical maintenance of gateway routes has commenced, but to a reduced scale. Teams that can work alone and can prioritise work to adhere to social distancing requirements, such as street lighting repairs, moved to increase activity during the week commencing 11<sup>th</sup> May 2020.

External contractors related to minor and major highway works have been put on hold, but were re-introduced during the week commencing 11<sup>th</sup> May 2020. Two external contractor teams were kept employed undertaking larger scale safety-related works. Some locations will be difficult to access due to pedestrian movements and social distancing requirements so productivity levels may be adversely affected.

Intelligent Transport Systems, CCTV, Tunnel Maintenance and related assets have continued as normal, although scheduled maintenance activities have been scaled back to essential works only. External contracts related to the above are continuing as normal, although again scheduled maintenance activities have been scaled back to essential works only.

Safety inspections were scaled back to driven surveys of strategic routes and walked surveys of city centre and high footfall locations. Highway safety inspections were reintroduced to a higher volume during the week commencing 11<sup>th</sup> May 2020. Although works will need to be prioritised to areas of highest risk, these are generally areas where there is greater pedestrian activity. The ability to undertake works will therefore be restricted. Inspections levels are being apportioned appropriately.

All major resurfacing and surface treatment works were put on hold due to the contractor's withdrawal. Major resurfacing works restarted during the week commencing 11<sup>th</sup> May 2020, with work concentrating on major routes such as the A48 and A4232. Minor works contractors have returned to work with the exception of localised resurfacing gangs, but these are due back to work by early to mid-June 2020. Surface treatment works are unlikely to restart until there is a significant relaxation of restrictions. Due to the majority of the roads being residential and parked vehicles, the inability to move the vehicles will prevent the work being completed effectively.

## **Restart: Issues and Challenges**

There will be a need to address the reduction in proactive maintenance that was able to take place during the lockdown period, which will have contributed to the deterioration of the city's highways assets. There is also a need to ensure that improved linkages are developed with current proposals for wider enhancements within the city.

Around 95% of operational staff are primarily working out of depots at Brindley Road and Coryton as home working is not possible. Potential arrangements will be put in place for teams to be able to go direct to their work location where possible, but 'O' Licence requirements will need to be adhered to at all times. PPE, including masks, is to be provided where sharing vehicles and starting times/ stores visits will need to be varied to reduce grouping of staff.

A review of current working arrangements and ICT requirements will need to be undertaken to allow more agile working to help reduce the need for office working and related travel requirements. This includes potentially reduced capacity at County Hall due to social distancing requirements for office-based staff. There is also a need to make more effective use of remote working, but the use of technology is still not fully comparable to in-office working.

## **Restart: Next Steps**

In the following main operational areas, a phased approach to recovery will be implemented:

- Street Lighting – Recovery to deliver routine maintenance of street lights.
- Drainage – Recovery to deliver routine maintenance of drain gullies.
- Masons/ HSR/ Public Rights of Way – Recovery to deliver routine maintenance to highways and public rights of way.
- Middle Management and Support Staff – Recovery of office-based support to frontline operations.

From Monday 15<sup>th</sup> June the Operational Teams will move from essential/ emergency repairs to deliver routine maintenance. To ensure the safety of teams, risk assessments will be carried out to identify equipment requirements such as signage, PPE etc., ensure prompt testing for symptomatic frontline staff, introduce changes at the depots such as staggered start times etc.

## **9.3 Parking & Traffic Enforcement**

### **Lockdown**

On-street parking enforcement has been suspended, but Blue Badge and parking permit work is ongoing. Clamping operations have also been suspended. Civil Parking Enforcement (CPE) is due to re-commence with a phased re-introduction of patrols of those areas with high vehicular activity, primarily to address problem parking and safety-related offences. As vehicular activity increases, the level of enforcement will increase accordingly.

Moving Traffic Offences (MTO) enforcement was also suspended, with the exception of safety-related enforcement such as banned turns and misuse of bus lanes, which was re-introduced in early May 2020. All MTO cameras returned to operation from mid-May 2020.

### **Restart: Issues and Challenges**

The cessation of CPE has had a major impact on income targets, with the loss of CPE and parking-related income around £1.2M per month.

The parking and street enforcement infrastructure within the city will need to be fully restarted over coming weeks, including consideration of satellite locations for on-street CPE staff who would usually work primarily out of County Hall. A review of working arrangements will be undertaken to allow more agile working to help reduce the need for office visits and related travel requirements, following corporate Health and Safety guidance. The introduction of further digital technologies to improve performance and related income will also be considered.

### **Restart: Next Steps**

The restart of core services will be proportionate to demand from increase in vehicle movements and parking concerns, and be led by Welsh Government announcements on the easing of lockdown. In doing so, the following will apply:

1. Teams will have a Risk Assessment and identified PPE.
2. Risk assessment and operational controls at County Hall.
3. Working hours limited to 6 hours per shift.

## **9.4 Planning**

### **Lockdown**

With effect from 27<sup>th</sup> March 2020, temporary changes were made to the delivery of some of the functions of the Development Management service in response to the evolving situation. These changes effectively froze the registration/ validation and consultation on new planning applications and stopped the issuing of decisions; although officers progressed work in assessing around 500 proposals that had already been submitted. Planning Committee meetings have also been cancelled until further notice.

These temporary arrangements were reviewed at the end of April 2020 and functions are being gradually brought back into operation, with significant levels of service currently being delivered as part of a three-phased approach in line with Welsh Government guidance.

Consultations and the issuing of delegated decisions on all types of applications recommenced with effect from 18<sup>th</sup> May 2020. These changes have been in line with other Welsh and Core City Local Authorities. This is aligned with other Local Planning Authorities who are now also introducing enhanced arrangements after a period where there were limitations on the ability to provide a 'business as usual' service. The phased approach also reflects the need to maintain momentum on schemes which already have approvals in place and gradually introduces wider consultation and decision-making.

The final phase will respond to Welsh Government Regulations relating to the operation of Planning Committees and work is ongoing to facilitate holding Planning Committee meetings remotely in the near future. In accordance with the Council's Constitution, no planning applications are being determined through delegations if the decision should be taken by Committee.

Work on the Local Development Plan (LDP) Review/ replacement LDP has been put on hold.

### **Restart: Issues and Challenges**

The Planning Service plays a key role in keeping the economy moving through enabling development proposals – for example, by bringing forward the development of new affordable housing, schools and business premises. This will be all the more crucial when emerging from the lockdown.

With regard to planning policy, officers have continued to undertake important background work as part of the ongoing Plan Review process, but at this juncture no formal Council resolution has been passed to proceed with a replacement Local Development Plan. Stakeholders will be kept informed of any future plan-making arrangements in due course. There is also a need for a review of the LDP process in order to make it more agile.

Home/ agile working has been rolled out fully, enabling work to be progressed, but some statutory requirements relating to consultation and Planning Committee decisions have created specific issues that needed to be overcome. Some new digital working arrangements will need to be considered in light of continued social distancing requirements, but use of technology is still not fully comparable to in-office working. The Council will urge the Welsh

Government to consider making permanent changes through the modernisation of the planning system in Wales by allowing enhanced digital consultation arrangements and dropping current requirements such as site notices, press adverts and paper-based solutions.

### **Restart: Next Steps**

- Restart of Planning Committee meetings planned for June and July as part of a phased approach to be supported by robust new committee and engagement arrangements.
- Risk assessment of site visits/ inspections by Planning Enforcement, Conservation and Building Control teams, with safe working measures to be implemented.

## **10. Social Care, Health & Well-being**

### **10.1 Adult Services**

#### **Lockdown**

At the start of lockdown, all but essential face-to-face visits ceased, with the core focus of the service becoming the preservation of life, and minimising harm including essential adult and child protection. All face-to-face contacts that have continued are individually risk assessed, with staff issued appropriate PPE to ensure the safety of both staff and vulnerable service users. Priority safeguarding activity continues to take place with partner organisations through joint management arrangements and agreed response to risks. Agile decision making with partners has been facilitated through established bronze and silver command structures.

Adult Services is operating under a model where only the following activity is undertaken:

- Emergency Duty Team functions (24/7)
- Mental Health Act Assessment
- Essential safeguarding
- Emergency assessments and service provision for those at significant risk of harm or abandonment
- Supporting essential direct services – internally and commissioned – in safely providing domiciliary and care home services, with a focus on a health and safety driven approach to supporting the most vulnerable.

The safety and well-being of front line workforce and people with care and support needs has been of paramount importance and has been prioritised throughout the lockdown period. Dynamic assessment of the health and safety risks involved in all job roles has been undertaken in line with social distancing requirements and PPE availability. The workforce has worked very flexibly to meet the needs of the service users, for example keeping in touch digitally with people who are highly vulnerable, as day opportunities have not been operating. There has been a significant increase and improvement in the use of technology to support service provision.

The flexibility to implement changes to working practices has been enabled through the relaxation of regulatory and legislative requirements of the Social Services and Well-being (Wales) Act and temporary relaxation of requirements from the Care Inspectorate Wales.

A review of the work undertaken by social workers has been carried out to identify specialist tasks that can only be completed by qualified professionals. This has allowed appropriate staff to focus their attention in these areas, with the re-allocation of tasks that can be completed by other workers.

Across Social Services there has been a focus on understanding, managing and mitigating risks. There has been daily review of 'who we are most worried about' and activities aligned. This has ensured that the Council and care providers are focussed on the most vulnerable individuals in society and are implementing integrated locality models, managing in-house and independent sector social care, alongside primary care and community health service.

## Restart: Issues and Challenges

**Demand** – As lockdown and social distancing requirements continue, it is anticipated that the pressure on families and vulnerable people, alongside the support of those discharged from hospital, will result in significantly increased demand for social services. Across the care sector additional capacity will need to be developed to meet the rising demands.

**PPE** – There will be an ongoing requirement for PPE and the Council is committed to ensuring there is sufficient supply for the whole social care sector.

**Workforce** – As contact tracing is implemented, there are risks highlighted by social care providers that they may experience business continuity issues if there is a period when significant proportions of staff cannot work. There is close working across the whole sector to ensure there are well-developed plans which will enable the ongoing provision of essential services.

**Finance** – There is uncertainty over the levels of funding and resource available for the long term. Additional funding to support the adaption and delivery of social care services is currently only available to 30<sup>th</sup> June 2020.

**Partnership** – The lockdown period has seen numerous examples of strong partnership working across the health and care sector. As health and care sector partners move to re-introduce business as usual and operating under the ‘new normal’, this level of partnership working and service integration must continue.

**Sector Resilience** – Given the current and anticipated increased demands on the service and uncertainty over future funding, consideration will need to be given to whether all care provisions will remain viable over the ongoing course of the crisis. Focussed work will be required on what the social care sector needs to look like in the future.

## Restart: Next Steps

### Adapting Service Delivery:

- The psychological impact of the extended lockdown will mean a need to enhance early intervention and prevention in the area of mental health.
- Across Social Services the continued use and adoption of new technology will be required to improve agile mobile working opportunities across all staff.
- Locality approaches to accommodation, well-being, health, care and support will be accelerated to enable capacity to be developed.

### Workforce and Expanding Capacity:

- Health and social care professionals have been front and centre of the national response to Coronavirus. Effort must be made to build on the deserved positive media coverage of social care during the lockdown period, promoting recruitment opportunities and the retention of staff.
- Recruitment to expand carer capacity will provide support for in-house services to meet the anticipated increase in demand in both adult and children’s services. It is planned that this will be undertaken via the transformation fund.



- Opportunities also exist to utilise volunteer capacity, with volunteers trained and deployed to provide support to the most vulnerable citizens in circumstances where qualified professionals are not required.

## 10.2 Independent Living Services

### Lockdown

During the Covid-19 crisis, teams such as Independent Living Services (ILS) Visiting, First Point of Contact (Hospital), First Point of Contact (Community), and Occupational Therapy have continued to fully support their clients. Work has focused on specific areas such as:

- Welfare checks to ensure that elderly or vulnerable citizens or receive the support that they need such as information on picking up prescriptions, shopping etc.
- Supporting patients in hospital to return home.
- Supporting residents at home to avoid the need for them to go into hospital.
- Working to prevent a breakdown in care.
- End-of-life arrangements.

Throughout strong links have been maintained with the Adviceline with regard to shielding and access to food parcels.

The Joint Equipment Store has implemented an activity reduction plan to ensure their most urgent services are protected. This has been applied in consultation with its partner organisations and includes:

- The delivery of continence products across Cardiff and the Vale for existing customers, hospital wards and urgent new patients required for discharge or palliative care.
- Same/ next day delivery service to support hospital discharge, avoid admissions and carer breakdown.
- Standard equipment deliveries only if they are required to directly support discharge or stop an imminent admission.

The Disabled Facilities Grants team is currently prioritising repairs to defective adaptations, ensuring people remain at home and care remains in place, as well as emergency adaptations, in order to support hospital discharge; reduce breakdown of care and prevent admissions.

To complete essential works in people's homes, full procedures have been created requiring client consent to do works, strict social distancing measures, full cleaning on entry and exit of properties, and use of appropriate PPE.

The same/next day service offered by the Joint Equipment Store has delivered more equipment in one month than it had in four months during 2019/20. Ten additional drivers from across the Council have been trained to assist the Joint Equipment Store and are on standby should the need arise for them to be deployed

## **Restart: Issues and Challenges**

As health services re-open, it is anticipated that there will be additional pressure due to an increase in demand across all ILS team, including an increase spike in the number of home visits being requested due to suppressed demand.

The First Point of Contact (Community) team is expecting an increase in the amount of referrals received from professionals and the public due to carer stress; decline in mobility and general health, living conditions, and low-level mental health issues due to isolation, depression, bereavement and financial difficulties.

The type and number of referrals received could have a negative impact on staff's well-being due to the increased number of complex cases (poor physical health, mental health issues, bereavement).

Since the beginning of lockdown, the Occupational Therapy team has received 151 referrals, which is a 50% reduction on the usual number of referrals. The team anticipate that demand will grow as people will have become de-conditioned due to a lack of mobility, thereby impacting on their longer term welfare.

The Disabled Facilities Grants team are expecting an increased demand for their services if people do become de-conditioned due to a lack of mobility. There will also be a backlog of complex cases to be dealt with, as 'simple' cases are generally still able to be completed during lockdown. Complex cases which require a home visit cannot currently progress. This not only will have a negative impact on the person's health and well-being, the average grant costs and time taken to complete each case will also increase as a result. The framework contractor supply chain is likely to be compromised, therefore delaying work on site.

Due to current measures, the Day Opportunities team are unable to take clients out into the community and have had to completely stop their regular work. The majority of staff have been redeployed. Many community groups in the city have had to temporarily close their doors, which has placed additional demands on council services. It is not clear when or if these community groups will be able to re-open.

In order to maintain social distancing requirements, it may be necessary to develop digital interaction with clients.

There could also be supply chain issues which could affect both current and projected demand.

## **Restart: Next Steps**

- A business case is to be completed to potentially create more roles in the First Point of Contact (Community) team due to increase in demand for services.
- Communication guides for the Joint Equipment Store are to be created to manage expectations and to communicate to prescribers, internal teams and customers the different stages until a return to normal working arrangements is possible.
- The Covid-19 crisis has highlighted the need for the Occupational Therapy team to change how they respond to requests and to further develop the service.

## 10.3 Meals on Wheels & Telecare

### Lockdown

Homeworking has been adopted across 24/7 services provided by the Council, supported by online communication.

Demand for Meals on Wheels has increased, with staff working with Youth Foods to deliver meals to the homeless in three locations across the city.

The Telecare service has continued to operate throughout the COVID-19 crisis with help from volunteers. During March 2020, mobile wardens attended 673 call outs, of which 334 related to falls. Demand for the Telecare Mobile Warden Service has also increased; however, Telecare Operators are now enabled to take 'out of hours' repair calls from home. A pilot will establish if Telecare critical calls can also be effectively taken from home.

The ability to triage and take initial Telecare 'call out' has been developed and is being piloted. Furthermore, a 'Plug and Play' service option has been introduced for customers who are able to self-install kit.

### Restart: Issues and Challenges

**Increased demand:** as Cardiff moves gradually out of lockdown, a continued increase in demand for services that support vulnerable residents is expected, particularly Meals on Wheels and Telecare.

**Workforce:** if shielding continues as lockdown eases, staff shortages could occur if staff move back to their substantive posts and/or volunteers return to their jobs or are otherwise no longer available. This could lead to increased staffing costs and further reliance on agency staff.

**Loss of revenue:** the number of new connections to the Telecare service declined significantly in March and April 2020. This will need to be monitored closely over the months ahead.

### Restart: Next Steps

#### Telecare

- Proactive welfare calls to customers will continue to be carried out by those staff who are currently homeworking with limited access to systems; this has the potential to reduce the number of incoming calls to the Telecare service.
- Working in partnership with Health and Social Care, the service will facilitate hospital discharge and keep people independent in their own home using Telecare and Technology Enabled Care (TEC). TEC will become the default position.

#### Workforce

- The service will recruit additional agency staff to backfill roles that are currently filled by volunteers whilst frontline staff are shielding. This will also provide flexibility should the service see an increase in demand.
- Digital working solutions will continue to be developed that enable agile working.

## 10.4 Supporting Asylum Seekers & Other Non-UK born Residents

### Lockdown

Policy work on asylum and broader migration issues has increased in both volume and complexity.

### Restart: Issues and Challenges

**Supporting Asylum Seekers** – As the Home Office seek to resume asylum dispersal processes following the three-month pause on ‘move on’, the Council will face further pressures on homelessness services as asylum seekers who have received a decision on their claim are served notice to vacate their asylum accommodation. It is currently anticipated that move-on may resume on 1<sup>st</sup> July 2020, following ministerial review.

Given the current direction from Welsh Government to accommodate all residents at risk of homelessness, the Council may need to provide assistance to a wider cohort of recent asylum seekers, including those who have received a negative decision on their claim, who have the No Recourse to Public Funds condition. This condition is complex and costly to resolve, and access to immigration advice in Cardiff is limited.

**International migration** – Reduced international migration may impact on particular industries and public services, including health and social care. Freedom of movement is due to end from 1<sup>st</sup> January 2021, and to be replaced by a new points-based system which is currently undergoing UK parliamentary scrutiny.

**EU Citizen Settlement Scheme** – At the end of March 2020, 14,300 EU nationals living in Cardiff had applied to the EU Settlement Scheme. The impact of Covid-19 on the take up of the scheme is currently unknown and the delivery of support services to apply to the scheme will need to shift to a digital model in the weeks ahead.

### Restart: Next Steps

The Council will continue engagement with the Home Office and their contracted asylum accommodation provider, Clearsprings, to influence the exit-strategy for the pause on ‘move on’ and asylum dispersal. The key ask for the Home Office is that resuming business is done at a pace and scale that is manageable, noting the considerable pressures the Council currently face in terms of housing in particular.

There are opportunities for the Council to advocate for progressive reform on immigration, particular in relation to asylum seekers and No Recourse to Public Funds, alongside UK Core Cities.

Work to improve access to immigration advice and enhance partnership working and referral pathways for immigration issues has already begun as a key strand of recovery activity.

## 11. Children and Families

### 11.1 Children's Services

#### **Lockdown**

The Council has produced and is following the **Safeguarding Children at Risk – Arrangements and Guidance for Partner Agencies 2020**, which provides Cardiff Children's Services response to safeguard children during the COVID-19 outbreak.

Home visits continue to be undertaken remotely where it is practicable to do so. All children who are on the Child Protection Register have received a face to face visit and plans are in place for more children to be visited, with appropriate health and safety measures in place as well as use of telephone and video technologies are being used to continue the provision of targeted support.

All children have been risk assessed and these risk assessment are live and reviewed regularly with manager oversight to inform decisions around type and frequency of visits. Locality services are operating a Cardiff-wide duty system prioritising cases rated as being black or red risk. A Care and Support Team, staffed with temporary support workers has been set up to manage low risk cases and this team will soon be operating on an agile mobile basis.

**Adolescent Services** buildings are closed and the service is being managed remotely on an emergency basis. Services are offering direct work with young people on the edge of placement breakdown and to provide some relief to young people where services cannot be met with education.

**Fostering social workers** are making regular contact with in-house foster carers to ensure they are receiving the support that they require. Contingency plans are in place for each in house foster carer should they be effected by COVID-19. Social workers for children in in house fostering placements are working closely with Fostering social workers to support children in placements, particularly for placements that are at risk of breaking down.

**Skills to Foster training** is being provided online and all contact is currently virtual. No approvals have been delayed due to the COVID-19 crisis as all prospective foster carers either received a face to face visit before the crisis commenced, or have not yet required one.

**Residential Care Homes** - Crosslands residential home remains open and operating on a staffing level of 87%. Ty Storrie (respite provision) is currently offering alternative provision in response to the COVID-19 crisis to children with longer term needs. 24 members of staff from elsewhere in the service have been repurposed to support Crosslands and Ty Storrie.

Children's Services workforce are currently operating primarily from home, but there is still a skeleton presence at County Hall and Hafan Gobaith. Temporary recruitment to support worker roles has been progressed and social work students have been recruited into temporary social work assistant posts.

## Restart: Issues and Challenges

It is anticipated that the impact of an economic downturn on the most vulnerable, and an ongoing lock down, will significantly increase pressure on families and mental health services. There is also an anticipated spike in safeguarding referrals as services move to the 'new normal' and as schools restart.

Work is underway to sensitively plan the restart of some services which have been difficult to provide in the usual way during the lockdown. In particular there may be increased demand for mother / parent and baby placements due to delay in parenting assessments as they cannot be progressed virtually; delay in final contact arrangements leading to delay in adoption proceedings; reduced availability of placements for high risk and high need children and young people.

## Restart: Next Steps

A review of how to extend the reintroduction of face to face visits to children with a care and support plan, children who are looked after in placements other than fostering or residential and care leavers is being undertaken.

The higher risk cases duty service is being run from Hafan Gobaith and preparations are underway to consider the needs for other locality offices to be available for some work. Attendance will be based on risk assessments undertaken by managers and managed via a booking system to ensure social distancing requirements can be met.

**Adolescent Services** – further scoping on how to deliver 24-hour support for advice and guidance is underway. Consideration is being given as to whether specialist staff remain in separate teams, or integrate with locality teams.

Adoption processes are being closely monitored and going forward, permanence and adoption processes are to be reviewed to ensure that any delays in implementing plans are minimised.

There is close work with providers to offer Cardiff placements for Cardiff children. Contingency plans are developed for children who are COVID-19 positive, or are coming from households where someone was COVID-19 positive in response to circumstances when parents suddenly become seriously ill and the children need to be looked after.

Across the Council's **Early Help** services, detailed consideration has been given to a phased return to business as usual under the 'new normal', including:

- Cardiff Parenting and Flying Start (Groups)
- Cardiff Parenting and Flying Start (Home Visiting)
- Flying Start Childcare
- Cardiff Family Gateway
- Family Advice and Support
- Childcare Offer/ C-CAS