

**CABINET MEETING: 20 MAY 2021**

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**CAPITAL AMBITION: RECOVERY AND RENEWAL**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 2**

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**Reason for this Report**

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

**Background**

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

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

## **Recovery and Renewal**

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

## **Organisational Recovery and Renewal**

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

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

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

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

## Delivering a Child Friendly Recovery

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

## A One Planet Recovery

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

## **Consultation and Engagement**

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

## **Reason for Recommendations**

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

## **Financial Implications**

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

## **Legal Implications**

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

## **HR Implications**

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

## **Property Implications**

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

## **RECOMMENDATIONS**

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

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