
Recovery and Renewal Programme

Purpose of the Report

1. To set the context for a committee update on the organisation's Recovery and Renewal Programme.

Scope of the Scrutiny

2. The Terms of Reference for the Committee confer responsibility to scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement.
3. The Council has in place an improvement Programme based on Renewal and Recovery that sets out how the Council will adapt to the challenges and opportunities of the new operating environment as we emerge from the Covid-19 pandemic.
4. During this scrutiny, Members will receive a briefing on the work streams of the Recovery and Renewal Programme and progress in its delivery.

Background

5. In May 2021 the Committee scrutinised two reports to Cabinet outlining how the Council would seek to adapt to the challenges and opportunities of the new operating environment as the city emerged from the pandemic and seeking approval for the establishment of a *Recovery and Renewal Programme*. The correspondence following that scrutiny is attached at **Appendix 1**.
6. The message was that the Council had played a vital role throughout the pandemic, adapting its services to deliver in the emergency. The Covid-19

pandemic had a significant impact on Cardiff as Wales focal point for employment, retail and the visitor economy. However public health data supported the Council's move from the 'essential services' operating model to the 'post-Covid19' operating environment.

7. Cabinet approved the report in May 2021, setting out ten principles that the Council believe will inform how local public services will change as a result of the pandemic. They are:
 - Child, family, citizen at the centre
 - Community/locality-focussed (place-based)
 - Flexibility
 - Partnership - *a whole-system response from the city's public services.*
 - Prevention over cure
 - Digital by default
 - Data and evidence-led
 - Service innovation (*be bold/creative*)
 - One Planet Council:
 - Leading an inclusive economic recovery
8. Using these principles, the Council would change the way it works by establishing a *Recovery and Renewal Programme*, subject to review after a 12-month period.
9. The report set out 9 priority areas for action
 - Adopting a Hybrid Working model
 - Accelerating the Council's Digital Programme
 - Convening and leading a city-wide response to recovery and renewal
 - Locality Working: Building cross-public services 'teams around the community'
 - Leading a greener, fairer recovery
 - Service Recovery
 - Robust Financial and Performance Management
 - A strengthened approach to performance management and data analysis
 - Staff engagement.
10. Work to address the above priorities has commenced, in practice this means work has commenced on:

- A programme of trade union and staff engagement on the development of a 'hybrid working' model.
- A review of the Council's Homeworking and Agile Working policies, to ensure that they support the shift to a 'hybrid working' model.
- Recovery plans for services whose business model has been fundamentally challenged, by the pandemic.
- A post-pandemic review of all services to ensure that they are able to operate safely, effectively and efficiently, including identifying a programme of further service digitisation.
- Allocating budgetary resources to support the delivery of the proposals.
- A fundamental review of the Council's core office accommodation and depot accommodation through a detailed business case process.
- Accelerated development of a multi-agency 'locality working' model, focused on health and care services.
- Exploring new partnership arrangements for Public Health with the Cardiff and Vale University Health Board, under the auspices of the Cardiff Public Services Board.
- A review of the Council's public services partnership arrangements to ensure that they can support the continuation of enhanced levels of multi-agency working.

Way Forward

11. The Cabinet Member Modernisation and Performance, Councillor Chris Weaver and Corporate Director Resources, Chris Lee, will present a progress update and take questions from Members. Attached at **Appendix 2** is the presentation to inform Member's preparations.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications.

However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- i) Consider progress on the Council's Recovery and Renewal Programme and the information provided during the meeting; and
- ii) Determine whether they would like to relay any comments, observations or recommendations to the Cabinet on this matter.

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5 October 2021