

COVID-19 LEEDS MULTI-AGENCY ARRANGEMENTS

This slide deck sets out the multi-agency arrangements for dealing with COVID-19 in Leeds, within the broader context of West Yorkshire and the national approach. They also describe the generic command and control arrangements that individual agencies are using.

These arrangements are rightly quite dynamic and responsive to what is an ever changing and challenging context, especially at a multi-agency bronze level where we have a range of task and finished groups. We will keep these under regular review to ensure they are fit for purpose and effective.

These arrangements are driving the response and recovery plan for the city and whilst the focus is currently mainly on response, many groups are also turning attention to planning recovery.

These arrangements are intended to give us the best possible coordination and communication on set of complex interrelated key challenges. We are operating these in as efficient a way as possible.

The health and social care arrangements are at the heart of a broader response covering all aspects of the city.

Leeds COVID-19 Response and Recovery Plan Themes:

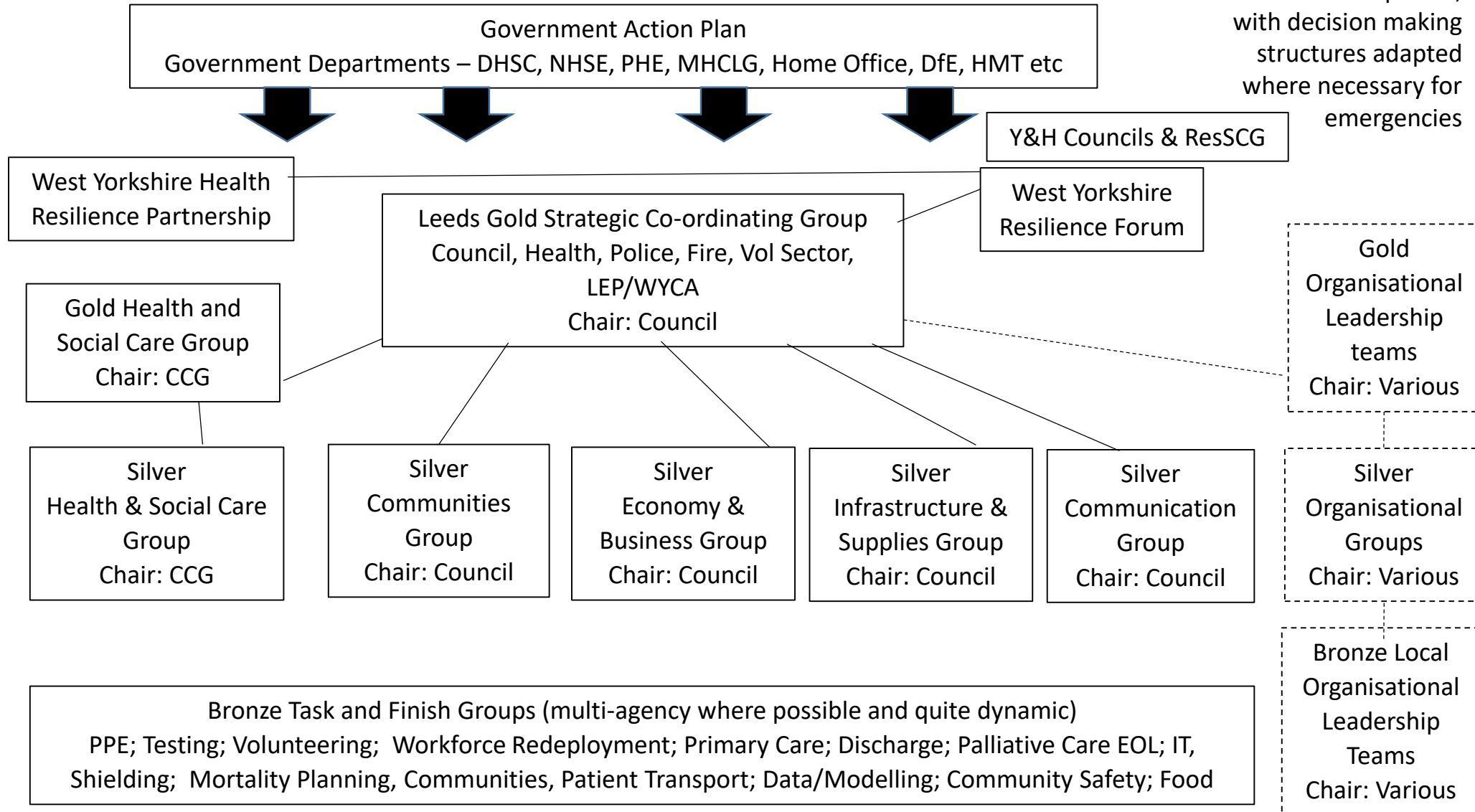
- Health & Social Care
- Communities
- Economy & Business
- Infrastructure & Supplies
- Organisational
- Communications

Aims and objectives:

- Minimise the effect of the outbreak on the health and wellbeing of the city, especially the most vulnerable.
- To monitor, mitigate or minimise any risks to the city from the Coronavirus outbreak to ensure provision of essential services where possible.
- Provide what support we can to individuals, families and communities and businesses affected, and encourage communities to provide support.
- Follow national guidance and signpost people to comply with relevant advice.
- Recognise the impact on service delivery, particularly the NHS and social care, but also other critical services, if the spread of the virus continues.

Leeds Multi-Agency Command and Control Arrangements

COVID-19 – Overview



Please note:
Governance & boards for all organisations continue to operate, with decision making structures adapted where necessary for emergencies

Leeds Multi-Agency Command and Control Arrangements COVID-19 – City-wide Gold Strategic Coordination Group

	Gold – Strategic Coordinating Group
Chair	Tom Riordan, Chief Executive Leeds City Council
Membership	Tim Ryley, Julian Hartley, Cath Roff, Sal Tariq, Martin Farrington, Neil Evans, Victoria Eaton, James Rogers, Richard Jackson, Ben Still, Steve Cotter (with others as required by the agenda)
Purpose	<ul style="list-style-type: none"> • Develop and deliver an initial response and recovery plan • Monitor progress in multi-agency working • Communicate collective actions to keep key stakeholders informed
Timing of calls	Tuesday 8:45am Support: Mariana Pexton, Leeds City Council (as connection to the WY LRF)

Leeds COVID-19 Response and Recovery Plan Themes:

- Health & social care
- Communities
- Economy & business
- Infrastructure & supplies
- Organisational
- Communications

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Leeds Multi-Agency Command and Control Arrangements COVID-19 – Health and Social Care Gold Command

	Leeds Health and Social Care Gold Command (reports to City-wide SCG)
Chair	Tim Ryley, Chief Executive Leeds CCG
Membership	<p>Cath Roff Victoria Eaton – Director of Public Health Louise Metcalf/Lou Auger - NHS England Julian Hartley – LTHT Sara Munro – Leeds & York Partnership Foundation Trust (LYPFT) Thea Stein – Leeds Community Health Trust (LCH) Jim Barwick – Leeds GP Con-federation Hannah Davies – Health Watch Leeds</p>
Purpose	<ul style="list-style-type: none"> • To agree strategy and policy positions to support silver and operational teams • To ensure effective operation of city-wide and partner silver arrangements • To address any weaknesses in city-wide coordination of health & care response • To identify issues to escalate through City-Wide Multi-Agency Gold • To provide a link to wider NHS and Care system (ICS/Regional/ National) • To ensure Health & Social Care Communication is effective
Timing of calls	<p>Friday 2pm Administered by the CCG Any additions to the Sitreps submitted to Silver and other papers/information will need to be submitted by Thursday before the meeting by 12.noon and will be sent out the Friday morning by 10am.</p>

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Health and Social Care Silver Command

	Leeds Health and Social Care Silver Command
Chair	CCG – Debra Taylor-Tate in hours, out of hours CCG COVID on call manager
Membership	<p>Members include Chief Operating Officers/Executive Directors from the following organisations:</p> <ul style="list-style-type: none"> ○ CCG – representing the CCG and Primary Care ○ Adults and Health - LCC ○ LTHT ○ LCH ○ LYPFT ○ LCD ○ OMG ○ Hospice Alliance ○ YAS
Purpose	<ul style="list-style-type: none"> ● Manage the immediate pressures and risks across system. ● Take operational and tactical decisions requiring partnership arrangements ● Manage the available resources to meet the strategic goals ● Ensure the system position is understood across system via SITREPs <p>In addition all organisations will be able to convene a Silver Command meeting during the hours of 8am-8pm 7 days a week. Appendix 3 shows the process and requirements for initiating the call.</p>
Timing of calls	<p>Wednesday at 2pm Administered by the CCG</p> <ul style="list-style-type: none"> ● Any additions to the Sitreps submitted to Silver and other papers/information will need to be submitted by Thursday before the meeting by 12.noon and will be sent out the Friday morning by 10am. Meeting structure: All organisations can initiate a System Silver Command 7 days a week - this will be at a time agreed by the initiator and chair ● The meeting will be action focused, the initiator will provide information regarding their current position/reason for calling the meeting and asks of the wider system. Reports directly to the Leeds Health and Social Care Gold Command

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Silver Citizens and Communities

	Citizens and Communities Multiagency Silver Group
Chair	James Rogers, Director Communities and Environment
Membership	<ul style="list-style-type: none"> ○ Chief Officers from the following Council Directorates: Communities and Environment, Adults and Health, Children’s and Families, City Development and Resources and Housing. ○ Officers from Resilience and Emergency Team and Communications ○ Officers from West Yorkshire Police ○ Representatives from Voluntary Action Leeds
Purpose	<p>Remit:</p> <ul style="list-style-type: none"> • To work together as a strategic multi-agency partnership harnessing the responsibilities and accountabilities for each service to best effect. • To understand the potential impact on individuals and communities of COVID 19. • Ensure our responses to COVID 19 are planned, coordinated, mitigate and mitigate risk, and are well communicated and well understood by decision makers and the public. • Ensure robust plans are put in place to protect and support the most vulnerable in our city in their neighbourhoods and communities. • Ensure Elected Members are enabled to play a strong civic leadership role in their wards. • Ensure contributions from our third sector organisations, community, and faith leaders to best effect. <p>Role</p> <ul style="list-style-type: none"> • Continuously assess the impact on key services to individuals and communities • Effective public awareness of changes or impact in service delivery • Ensure communications are consistent and following government approach • Provide support and guidance to Local Elected members • Jointly share and assess information & intelligence • Monitor and respond • Collectively plan multiagency approaches to emerging issues, challenges and threats • Deliver effective joint reassurance and engagement • Plan joint responses for events which impact on communities • Effective liaison and support to the third sector • Ensuring that the use of community capacity /volunteers is safe and well-coordinated • Coordination of work on financial exclusion
Timing of calls	Monday

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Silver Economy and Business

	Economy and Business Silver Group
Chair	Eve Roodhouse, Chief Officer Economic Development
Membership	LCC, WYCA Business Support, West and North Yorkshire Chamber of Commerce, Federation of Small Businesses, Bank of England, Confederation of British Industry, Institute of Directors, LeedsBID, Leeds Hotel and Venues Association, Top 12 Retail Group, Yorkshire Mafia, Tech Nation (representing digital sector), Insights with Passion.
Purpose	<p>Remit</p> <ul style="list-style-type: none"> • To work together as a strategic partnership harnessing the responsibilities and accountabilities for each organisation to best effect. • To respond and action works emanating from Leeds Gold Strategic Co-ordinating Group. • To understand the ongoing impact on business and the economy of COVID 19. • Ensure our responses to COVID 19 are planned, coordinated, mitigate and mitigate risk, and are well communicated and well understood by decision makers and the public. • Ensure Executive Member(s) and Elected Members are involved and informed at appropriate stages and enabled to play a strong civic leadership role in their wards. • Ensure contributions from our business community as appropriate. <p>Role</p> <ul style="list-style-type: none"> • Continuously assess the economic impact of COVID 19 to individuals, businesses and communities across Leeds by sharing intelligence across our networks, membership groups and structures. • Share communications so that they are clear, consistent with government approach and amplified across the business community. • Leverage national networks to escalate messages into central government. • Work together to develop and deliver a recovery plan that works for business, providing support and guidance to Leeds City Council (Elected Members and Officers).
Timing of calls	Thursday

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Silver Infrastructure and Supplies

	Infrastructure and Supplies Multiagency Silver Group
Chair	Gary Bartlett, Chief Officer Highways and Transportation
Membership	Representatives from: Asset Management, Highways and Transportation (public and private) LTHT, Leeds Beckett and University of Leeds, WYP, WYCA, Utilities providers, the Resilience and Emergency and Communications team.
Purpose	<ul style="list-style-type: none"> • To work together as a strategic multi-agency partnership harnessing the responsibilities and accountabilities for each service to best effect. • To respond and action works emanating from Multi Agency Gold Group. • To understand the potential impact on individuals and communities of COVID 19. • Ensure our responses to COVID 19 are planned, coordinated, mitigate and mitigate risk, and are well communicated and well understood by decision makers and the public. • Ensure robust plans are put in place to protect and support the most vulnerable in our city in their neighbourhoods and communities. • Ensure Executive Member(s) and Elected Members are involved and informed at appropriate stages and enabled to play a strong civic leadership role in their wards. • Ensure contributions from our third sector organisations as appropriate.
Timing of calls	Monday

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Silver Communications Group

	Leeds Silver Multi-agency Communications Group
Chair	Leeds City Council (via communications)
Membership	<p>Heads of communications from the following organisations represented on Gold Command (with information fed direct via Silver Health and Social Care Command communications leads)</p> <p>Leeds City Council LTHT CCG Voluntary Action Leeds (VAL) West Yorkshire Police West Yorkshire Fire Service West Yorkshire Combined Authority (as necessary)</p>
Purpose	<ul style="list-style-type: none"> • Establish a forum for efficient cross-stakeholder communications and understanding of common aims and concerns • Agree and disseminate mutual messaging to support achieving/addressing those aims and concerns. • Use this to inform delivery of public safety messaging and other key issues as pandemic develops and throughout the response and recovery process • Enable a two-way information flow between partner organisations to support delivery of communications across all communications channels. [To include the media, social media and across the broader communications spectrum] <p>*This is a “virtual” group which meets via email and takes a direct feed of information from the Silver Health and Social Care Command Group.</p>
Timing of updates	<p>Pre and post Leeds Gold Strategic Co-ordinating Group weekly calls</p> <p>Updates and exchanges currently fit in around the pattern of supporting the Gold weekly calls</p> <p>This is augmented by telephone calls direct between members of the group as required</p> <p>It is anticipated that these exchanges will become much more frequent based on need as the situation develops.</p> <p>Noon Monday deadline for headline top-level campaign or issues updates for Gold</p> <p>Daily option to feed stakeholder information into LCC-led member and MP updates</p>

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Multi Agency Bronze Groups – task and finish groups

A number of task and finish bronze groups have been established to address the various issues and or pressures we are facing in our response to the COVID 19 outbreak. Working across the wider multi-agency system including health and social care, these bronze groups will be managing, implementing solutions and providing clarity to ensure we are co-ordinated and focused on the priority areas.

To date the following groups have been established with SRO and Programme management support in the process of being identified from across the key partners. Sitrep and risk reporting and monitoring arrangements across the bronze groups will be put into place to inform position statements to the following groups to support decision making and identifying system issues and risks to the relevant gold and silver groups.

Bronze Groups	SRO	Programme Support
PPE	Cath Roff- Director Adults & Health	Joanna Bayton-Smith & Les Reed
Testing	Victoria Eaton – Director of Public Health	Penny McSorley
Workforce redeployment (Health and Social Care)	Jo Harding – Director of Nursing - CCG	LAP
Primary Care	Katherine Sherrin – Director of Strategy and Planning, CCG	Kirsty Turner
Volunteering	Cath Roff- Director Adults & Health	
Discharge	Helen Lewis – Director CCG	
Palliative Care EOL	Thea Stein- CEO Leeds Community Health Care	
IT	Dylan Roberts, Chief Digital and Information Officer	
Shielding	Tony Cooke, Chief Officer Health Partnerships	Dayle Lynch
Mortality planning	James Rogers, Director Communities and Environment	Leanne Cummings
Communities	Shaid Mahmood, Chief Officer Communities	
Patient Transport	TBC	
Data/modelling	Polly Cook, Chief Officer Sustainable Energy and Air Quality	

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Example of an Organisational Gold Group

	Organisational Gold Group
Chair	Chief Executive or equivalent
Membership	Directors or departmental heads plus Heads of Finance, HR, Legal, Strategy and Policy and lead for Emergency Planning.
Purpose	<p>Primary Responsibilities</p> <ul style="list-style-type: none"> • To agree organisational strategy and policy positions to support silver and operational teams • To address any weaknesses in organisation coordination and response • To escalate significant issues and risk through Multi-Agency command and control arrangements • To evaluate the organisations response and recovery effort and identify lessons learned
Timing of calls	

Leeds Multi-Agency Command and Control Arrangements COVID-19 – Example of an Organisational Silver Group

	Organisational Silver Group
Chair	Organisation Director level
Membership	The organisational silver group will comprise of at least one senior representative from each directorate, plus members from key services including IT, Finance, HR, Legal and Communications. Membership of the group will be flexible to bring in additional expertise as priority areas of work are identified.
Purpose	<p>Primary Responsibilities</p> <ul style="list-style-type: none"> • Be responsible for identifying the highest priority issues for consideration for the city and organisation, coordinating further necessary work to resolve them. • Ensure that effective processes for identifying and managing related risks are maintained through the organisations normal risk management and business continuity procedures, and that these processes are enhanced as required in response to specific intelligence and guidance. • Ensure that guidance and communication received from the UK Government, NHS and Public Health England including the publication of guidance, is fully considered by and acted on. • Ensure that guidance and communications received from the UK Government, NHS and Public Health England has been communicated to Leeds citizens and the organisation, where appropriate.
Timing of calls	