

# Public Document Pack

**Executive Board, 24<sup>th</sup> September 2020**

**Late Item of Business: Agenda Item 10:**

**'Update on Coronavirus (Covid-19) Pandemic: Response & Recovery Plan'**

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## Report of the Chief Executive

### Report to Executive Board

Date: 18 September 2020

### Agenda Item 10

**Subject:** Update on Coronavirus (Covid-19) pandemic – Response and Recovery Plan

Are specific electoral wards affected?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, name(s) of ward(s):	
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:	
Appendix number:	

## Summary

### 1. Main issues

- Six months on from the start of the coronavirus (Covid-19) pandemic in the UK, Leeds has navigated unprecedented challenges, which have evolved over the course of the pandemic and particularly since the last update to Executive Board in July. Along with the rest of the country, we now face an entirely new set of circumstances, with schools welcoming pupils back to classrooms, the new university term starting at the end of this month and more people returning to work in Covid-secure workplaces. The nature of transmission of the virus has also changed; as restrictions eased we saw some geographical clusters earlier in the summer, but now have widespread community transmission with sporadic and dynamic infection that is rapidly increasing across the population. This is particularly prevalent in young adults across communities and geographies. With this pattern, there are increasing numbers of cases in settings such as care homes, schools, workplaces caused by the community transmission rather than caused by an outbreak in the setting.
- In responding to these changing circumstances, our priority has not changed, and our focus remains resolutely on minimising the effects of the virus for everybody, but particularly the most vulnerable, to keep the people of Leeds safe. Considerable learning has taken place over recent weeks and months which will shape a refreshed Leeds Covid-19 Outbreak Control Plan, and will inform our approach to the months ahead, in

which a balance must be sought between public health and moving forward with our recovery and resumption, while retaining the ability of our health services to flexibly respond to the virus as we move towards winter.

- Over recent months national policy has shifted towards more targeted action in local areas to curb the spread of the virus. Steps in the Government's plan to lift restrictions as part of its Covid-19 recovery strategy have also been completed, with most businesses allowed to operate with Covid-secure measures in place, schools, colleges and nurseries open to all children and young people from 1 September, and universities to reopen later in September. However, while the national easing of restrictions has continued, localised restrictions have been introduced in the areas with highest rates of prevalence of Covid-19 to slow rates of transmission. On 14<sup>th</sup> September, in response to increasing rates of Covid-19 across the country, a limit on the number of people to meet in any setting to no more than 6 was introduced (with some exceptions, including workplaces, education, Covid-secure events and ceremonies, and single households/support bubbles larger than six).
- On 4<sup>th</sup> September, in response to rising rates of infection in the city, Leeds entered the Government's watchlist for the first time as an area of concern. On 11<sup>th</sup> September, Leeds became an area of enhanced support. This means the city will be working more closely with central government to form a plan to address the increase in infections, including receiving more support and resources. Enhanced actions had been undertaken for several weeks prior to entering the watchlist, and further action will now be required to slow the increase in rates of transmission. The new circumstances require the support and cooperation of everybody in the city to reduce levels of transmission. On 7<sup>th</sup> and 8<sup>th</sup> September, the city hosted a visit from a Cabinet Office C-19 Taskforce, who reported positively on the work being undertaken in Leeds. This is further described under the Local Outbreak Control section.
- This report describes how our multiagency arrangement have continued to develop to progress the city's recovery over the summer months; our response to the current challenges presented by increasing rates of infection; and preparations for the months ahead as the Council and partners face a number of concurrent pressures including Covid-19, EU exit and winter health and care pressures. The main sections of the report provide a narrative of main issues for consideration under each theme of the Response and Recovery Plan. Our recovery and service resumption approach continues to be driven by our shared ambition and values, with the overriding priority of tackling poverty and inequalities consistent with our vision of a strong economy and a compassionate and caring city. The current high level risk assessment is included in annex D.
- The financial implications of responding to Covid-19, additional costs and lost income, remain a significant concern. A separate paper on the Executive Board agenda outlines the latest position and details the findings of service reviews that took place during August.
- Some examples, since the last report, of activity and impact across the city are as follows and are depicted in an infographic at the end of this section:
  - 5800+ enquiries from members of the public dealt replied to by the social media team with an average response time of under 7 minutes

- Over 200 Facebook posts, mainly around coronavirus information, reaching 2 million people
- 2.3 million pieces of PPE distributed in week ending 4th September
- 300 food hampers delivered to families each week during the summer holidays
- 153m+ paid in business support grants up to 15th September
- £2m invested through Leeds City Council's arts@leeds funding programme to maintain critical financial support to the creative sector through lockdown
- 14 schools piloting School Streets to support safe walking, cycling and scooting to school
- 100+ courses available online through Leeds Adult Learning to support digital and work-related skills development
- 2500 views of Child Friendly Leeds Live online show in August
- 239 people supported from emergency accommodation into more permanent accommodation
- 90+ school uniform exchange programmes set up by parents, councillors, schools and community groups over the summer, supported by Zero Waste Leeds
- 196 people achieved level 1 social care qualifications through We Care Academy, to increase capacity within the social care sector
- 294 online events planned for second Leeds Digital Festival, following the success of the first event
- 200 bars, restaurants and takeaways engaged with to ensure Covid-secure compliance ahead of the new university term

# Coronavirus – summary of council and city response

September 2020



**2.3  
Million**

pieces of PPE  
distributed in  
week ending 4th  
September



**300**  
**Food  
Hampers**

delivered to families  
each week during the  
summer holidays



**£153m+**  
**paid in business  
support grants**

(up to 15th September)



**£2m**  
**invested**

to sustain our  
creative sector



**14  
schools**

piloting School  
Streets to support  
safe walking,  
cycling and  
scooting to school



**100+**  
**courses  
available  
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through Leeds  
Adult Learning



**2500  
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of Child Friendly  
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**239  
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**90+  
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**196  
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**200  
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Figure 1: Coronavirus- Summary of council and city response



Figure 2: Stay Safe Save Lives infographic used to share our six main coronavirus messages.



Figure 3: Poster designed for display in hospitality venues.

- 2. Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)
- The newly updated Best Council Plan 2020-2025 reflects the current Covid-19 context, while maintaining the three pillar priorities of **inclusive growth; health and wellbeing; and climate change**, under the overarching priority of **tackling poverty and inequalities**. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

## **2 Resource Implications**

- The financial impact of the pandemic, in terms of both additional costs and lost income, remains a significant concern, with an estimated impact of £52.5m in 2020/21 and £66.1m in 2021/22, after the application on government contributions. Reduced income has been experienced, and is anticipated to continue, across sports, arts and heritage, visitor attractions and car parking, and the Council has experienced significant increased costs in responding to the pandemic; examples include additional cleaning across the Council's estate, and increased numbers of Children Looked After in external placements. The Council received £4.1m from Government to support outbreak control. This is being used to increase our capacity across a Public Health, Environmental Health, Infection Prevention Control, the voluntary sector, communications, etc. The financial resilience of the third sector remains a considerable concern. A separate Financial Health monitoring report is on the Executive Board agenda, which sets out the financial situation in much greater detail.

## **3 Recommendations**

Executive Board is requested to:

- Note the updated context, progress and issues as we move into a new phase of dealing with the Covid-19 pandemic.
- Note the emerging issues for consideration during the next phase of recovery including the new school and university term, winter pressures, and the concurrent pressure of EU Exit.
- Recognise the need for new levels of engagement with the public, and everybody taking ownership of the need to be safe and responsible in order to reduce levels of transmission.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus

### **1. Purpose of this report**

- 1.1 This sixth report updates Executive Board on the coronavirus (Covid-19) work across the city including the recovery approach, outbreak management, and current issues and risks. The city's multi-agency command and control arrangements continue to be used with the Response and Recovery plan aiming to mitigate the effects of the

outbreak on those in the city, especially the most vulnerable, and prepare for the longer term planning of stages of recovery including local outbreak planning.

## 2. Background information

- 2.1 Over summer, the Government has continued to lift restrictions on what people can do, and which types of businesses and services can operate, in line with its [Covid-19 recovery strategy](#). Since 15 August, most types of businesses and services (with notable exceptions including nightclubs) are now able to operate with Covid-secure measures in place in areas of England not subject to localised restrictions. From 1 September, schools and colleges began to reopen Covid-secure classrooms and learning settings to all children and young people. The advice for clinically extremely vulnerable people to shield from coronavirus was paused on 1 August, and employers were given discretion to decide whether employees should work from home or from a Covid-secure workplace. Government contributions towards furloughed employees' wages under the job retention scheme have gradually reduced each month, with the scheme expected to finish at the end of October. These factors have contributed to more people resuming elements of normal activity such as going to work, travelling on public transport and socialising. A more complete timeframe of national developments since the last Executive Board update is available at Annex A, and full details of guidance and communications issued by the government can be found on the [gov.uk website](#).
- 2.2 Following a national decline in the incidence of Covid-19 over the summer, in recent weeks cases of the virus are increasing across the UK. In order to avoid widespread restrictions imposed nationally, the Government pursued the implementation of localised restrictions in the areas with highest rates of infection. The government's [Contain Framework](#) describes the approach, together with national and local roles, and descriptions to help deal with rising rates in local areas. Public Health England's weekly [surveillance report](#) provides an updated position of the national and local picture. In recent weeks, Leicester, Birmingham, Greater Manchester, East Lancashire, and Kirklees, Calderdale and Bradford have all been subject to additional restrictions because of high infection rates.
- 2.3 On 9<sup>th</sup> September, in response to increasing rates of infection across the country, the Government announced a national ban on gatherings of more than six people, excluding at school, work or in sports clubs, effective from 14<sup>th</sup> September. In addition, new enforcement measures were announced, including a legal requirement for venues to record the contact details of customers to share with NHS Test and Trace if needed, and a requirement for local authorities to implement 'Covid Marshals' to support with business engagement and enforcement in city centres.
- 2.4 The number of Covid-19 cases are being updated daily on the .gov.uk website [Covid-19 cases by local authority](#). Nationally, as at 17<sup>th</sup> September there have been 381,614 confirmed cases of Covid-19 in the UK and 41,705 deaths. Leeds has had 5,830 confirmed cases as of 17<sup>th</sup> September. Up to 14<sup>th</sup> September there were 665 deaths where 'Covid-19' or 'corona virus' was mentioned on the death certificate. Of these, 364 (54.74%) were in hospitals, 265 (39.85%) were in care homes, 12 (1.80%) in a hospice, and 24 (3.61%) in their own home. To date,

19% of all deaths registered have been covid-19 related. No excess deaths were reported in the week up to 4<sup>th</sup> September.

### 3. Main issues

- 3.1 The Leeds multi-agency command and control arrangements for the outbreak, as described in previous Executive Board reports, have continued to evolve to the changing situation, working alongside the wider governance and delivery framework at a sub-regional level including the West Yorkshire Local Resilience Forum, the West Yorkshire Combined Authority, and the West Yorkshire & Harrogate Health and Care Partnership. Additional groups are being established for universities and colleges in the city, alongside the existing school Bronze groups.
- 3.2 Social distancing, testing, tracing and managing outbreaks and community transmission are essential components in our response to the virus enabling safe travel, safe public spaces, safe delivery of services, and safe education. The attached Response and Recovery Plan (Annex B) details the scale of activity and updates from across the multi-agency arrangements. The Leeds Strategic Coordinating Group (SCG Gold) Dashboard for w/c 7<sup>th</sup> September highlights the most recent position, at Annex C.
- 3.3 The section below provides Executive Board with a specific update on the key emerging issues under each strand of the Response and Recovery Plan, which highlight a range of key considerations for the council as we move forward in our recovery, while responding to the challenges of autumn and winter ahead. During this period, we continue to be conscious of concurrent events, such as: winter pressures on the health and social care system, alongside recovery on planned surgery, and Covid-19; extreme weather and flood risk; and the end of the EU exit transition period, with uncertainty about future trade arrangements. These factors and others, including spending reviews and budget planning, election planning, and dealing with suppressed demand as services reopen, present local authorities with a ‘perfect storm’ of concurrent pressures in the months ahead. For Brexit, the working groups will recommence soon, with an update report due at October Executive Board. For other events, we are using our normal emergency planning approach to be prepared for and manage these. In our recent submission to the LRF, the main risks identified were increased Covid-19 cases; the pressures of concurrent events such as Covid-19, EU exit, severe weather etc; and the ongoing risk of cyber-attack.

#### 3.4 Local Outbreak Control Management

- 3.5 Although in July and early August the infection rate in Leeds has been low, over recent weeks and in line national trends, rates of infection in Leeds have increased significantly over late August and September. As at 17<sup>th</sup> September, the Leeds 7 day rate of infection is 78.3 per 100,000 and the 7 day positivity rate is 7.1%.
- 3.6 We receive a range of data on a daily basis to inform our local position and response, including information on testing by test site, new positive cases and

any outbreaks affecting workplaces, education or care settings, and geographical areas. Three of the main data sets used to assess the impact of Covid-19 are Department of Health & Social Care (DHSC) & Public Health England (PHE) reporting, Leeds City Council death registrations, and ONS excess deaths. Each data set is based on different indicators, and need to be considered together to give an overall picture of the impact of the pandemic on the city.

- 3.7 DHSC death reporting covers deaths that took place in a hospital or care home setting where the individual had tested positive for Covid-19 within 28 days of their death. There is therefore a strong likelihood that these deaths were caused, or highly influenced, by Covid-19. However, deaths of people who tested positive at home, or who had never had a test, are not captured in this data. Death registration reporting covers deaths where Covid-19 (or 'coronavirus') is recorded as the main or a contributing factor in the death by a medical professional. While this is a more subjective indicator than a positive confirmatory test, this data set includes a broader range of settings and is becoming an increasingly reliable data source as testing becomes more widespread. Excess deaths compares the number of deaths to a five-year average. This data set gives an indication of the overall impact of the pandemic, as it includes deaths both directly and indirectly caused by Covid-19 (for example, death by another illness where hospital capacity was affected by the pandemic would be an indirect result of Covid-19). This data set is more useful when considered over a longer time frame. As we are around six months into the main impact of the pandemic in the UK, this data set may be more useful in future when a greater amount of data is available for year-on-year comparison.
- 3.8 The Weekly Coronavirus Disease 2019 (Covid-19) Surveillance Report, produced by Public Health England, summarises information from a variety of surveillance systems covering national data on cases, age, gender, rates, ethnicity, NHS111, google searches, general practice consultations, emergency attendances, hospitalisation rates deaths (age, ethnicity, excess mortality) antibody testing, global data. There is also regional data and weekly rates of cases by local authority including a Public Health England (PHE) list of Upper Tier Local Authorities with the highest weekly rate of cases ([link here](#)).
- 3.9 In early September there have been challenges nationally in the provision of tests, with periods of low test availability followed by tests becoming available again. In response, there has also been a shift from in-person testing to postal testing, which increases the time gap between symptom and result. This volatility of test availability has had a knock-on impact on the data as labs push to clear backlogs. This background partially explains very high rises in reported cases nationally over the week commencing 7<sup>th</sup> September. While the data may not reflect the true level of infection at present, an overall increase in cases is real and appears to be highest in young adults.
- 3.10 Since the last update to Executive Board in July, the profile of coronavirus transmission in Leeds has changed. Following an extended period in which levels of transmission in Leeds were below the national average, two community clusters emerged in Kirkstall and Harehills in early August, linked to household transmission. The city's resources were swiftly mobilised to respond to the clusters, including enhanced communications, liaison with Department of Health

and Social Care to ensure that Mobile Testing Units (MTUs) were deployed in affected areas, and securing an additional pop-up testing site in Harehills. Third sector partners and Elected Members played a crucial role in securing the engagement of local residents in accessing testing when symptomatic, and self-isolating where needed. Teams from local charity Barca undertook door-knocking on the ground in affected areas, and received a positive response from local communities. As a result of this enhanced action, the clusters in Kirkstall and Harehills were successfully brought under control in a matter of weeks.

- 3.11 The multiagency response to clusters in Kirkstall and Harehills demonstrates the strength of Leeds' local public health system and partnerships across the public sector, third sector, communities, faith and the voluntary sector. However, the city now faces a new challenge as the profile of transmission now reflects broad, sporadic transmission across the population rather than geographically-based clusters. Recent figures show the highest cases in the West, and to the North of the city centre, but this is very volatile. Alongside responding to community clusters, the city's public health and incident management resources have swiftly responded to clusters and outbreaks associated with workplaces and care and educational settings as they arise.
- 3.12 On 4th September, due to increasing rates of infection in the city, Leeds was added to the Government's watchlist for the first time as an area of concern, and on 11<sup>th</sup> September became an area of enhanced support. This means that Leeds will receive additional support and resources from central government to address high prevalence of Covid-19, including managing outbreaks and reducing community spread of the virus to more normal levels.
- 3.13 The latest intelligence suggests that transmission of the virus is now predominantly amongst younger adults across the city. Our efforts must now focus on effectively engaging this demographic to reverse the increase in infection rates, while taking care to avoid stigmatisation and community tension between different generations.
- 3.14 A city-wide communications campaign will target younger people, working alongside schools and universities in preparation for the autumn term. The Environmental Health team will be undertaking targeted work in the Headingley and Woodhouse areas prior to Student Welcome Week, to support businesses and remind them of their role and responsibilities. A new walk-to test site has been established on the University of Leeds campus and is now operational ahead of the new university term. The site is open to both students, staff and the local community and is accessed through the national system via 119 or the NHS website.
- 3.15 Leeds received a visit by the Covid-19 Field Team on 7 & 8 September, a taskforce run by the Cabinet Office. The visit aimed to observe our multiagency working, outbreak control management arrangements, and share our challenges and best practices. They met (mostly virtually) between 80-100 officers and members over the two days, visited Harehills for a community walk-about, and an evening walk around the city centre to observe the night time economy. This enhanced support is offered to all local authorities on the watchlist.

- 3.16 We received positive feedback in the report that was produced following the visits, with main headlines taken back to the Cabinet Office including a greater localisation on Test and trace; an empowering local response, highlighting our excellent partnerships and trust with communities, with lots of great collaborative work and approaches; potential for more enforcement opportunities; the need for more clarity in national messaging to the public, which we can build bespoke, targeted and coherent communications; the challenges that we have met welcoming back 70,000 university students to Leeds in the coming weeks, as well as the significant challenges implementing ‘business as normal’ service resumptions; integration between our teaching hospitals and our Clinical Care Group to facilitate more community testing; and the continued need to assist and protect residents and businesses more, in both complying with the most up-to-date regulations and helping to stimulate economic recovery.
- 3.17 More generally, the Field Team fed-back their appreciation for putting on an excellent and informative programme of engaging sessions at short notice (notification of the visit was received on Friday 4 September), as well as receiving a warm Leeds welcome. The task force noted the determination shown by all, and observed some excellent examples of best practice, and the visit provided excellent clarity and a strong argument for taking a localised approach when fighting the virus.
- 3.18 The Leeds Covid-19 Outbreak Control Plan is being refreshed to reflect best practice, including learning from successful interventions in Leeds, other Local Authority areas and best practice and research shared through national organisations. While Leeds has strong, established local systems for outbreak management, a key challenge remains securing the additional capacity needed to strengthen proactive and preventative work whilst managing emerging local situations. A team of Incident Management Coordinators have been recruited to be flexibly deployed to undertake key supporting actions in the event of local outbreaks and clusters emerging. A proactive approach to Community Champions is also in development, in recognition of the important role of formal and informal community leaders in encouraging and supporting the required behaviour changes amongst communities.
- 3.19 Weekly incident management team meetings continue to review any incidents or outbreaks occurring across Leeds, look at the local data and intelligence and use this to support a timely operational response to any emerging issues.
- 3.20 Throughout the pandemic and particularly as rates of infection have started to rise, we have endeavoured to be as prepared as possible with the information and resources available. Sharing knowledge, experience and best practice has been an important element of these preparations, including learning from local authorities that entered the Government watchlist earlier than Leeds, and expert reports into the likely impacts of localised restrictions. This knowledge-sharing and best practice has informed our decision-making at each stage as we respond to rapidly changing circumstances.
- 3.21 **Health and Social care**

- 3.22 Leeds health and care organisations have been working together to enable system resilience in preparation for winter 2020/21. This work is being overseen by the Stabilisation and Task Force (STAR) with accountability to Health and Social Care Gold, which has assumed the responsibility of the System Resilience Assurance Board during Covid-19 Leeds Multiagency arrangements.
- 3.23 Subject to planning guidance, Leeds is required to plan for increased Covid-19 related activity until January 2021. The Leeds health and care system have produced early modelling, which has been shared across all partners and is undergoing a series of iterations ahead of a citywide Winter Stress Test event in late September where it will be tested.
- 3.24 On 31 July 2020, the Chief Executive of NHS England and NHS Improvement wrote to NHS organisations and partners to set out the national priorities and expectations for phase 3 of the response to the pandemic from August 2020. This letter was followed on 7 August 2020 by further national guidance on implementing these priorities. This included details of the urgent actions to be taken to address inequalities in NHS provision and outcomes, patient initiated follow ups to hospital care, community services and very detailed requirements for mental health planning.
- 3.25 On 20 August 2020, details were published of a set of financial incentives and deductions that will be applied at the level of our partnership to support the achievement of national expectations on the levels of planned care to be provided. The expected activity levels include returning by October 2020 to 90% of normal levels of planned care procedures, 100% of diagnostic procedures, and 100% of outpatient attendances. NHS Trusts and Clinical Commissioning Groups (CCGs) are working to determine what is operationally achievable to get as close as possible to meeting these expectations.
- 3.26 The NHS guidance for the remainder of 2020/21 is not yet complete. While the priorities have been identified and there is some understanding of the financial framework within which the Leeds health and care system will operate, the full details of what will resources will be available, including for capital investment, have not yet been confirmed. The preparatory work that partners in West Yorkshire and Harrogate Integrated Care System (WY&H ICP) have undertaken already has meant that Leeds is well placed to respond to the national requirements to date. A WY&H ICP level plan will be finalised and provided to NHS England on 18 September 2020.
- 3.27 The recovery process for the health system involves keeping the things that have worked well and not returning to processes that prevented integration and consequently person-centred care. Feedback from residents suggests that there has at times been a belief that services have been closed, and a small minority still believe that services are closed. This is not the case; GP practices have continued to provide primary care services, and urgent and emergency care including urgent cancer treatment have also continued. There has been considerable effort to communicate this information to residents, using different methods and formats, including translated messages to reach all communities.
- 3.28 During the pandemic, difficult decisions were made to suspend some services. As these services now begin to reopen in Covid-secure ways, residents have an

important role to play to help keep services running and protect patients and staff. This approach is designed to encourage people to make the right choice when needing unplanned (urgent or emergency) care, particularly encouraging the use of NHS 111 or primary care (GPs or pharmacies) for urgent care, and communicating that emergency care should be considered only when people are seriously ill or injured. We continue to encourage people to seek health help at the earliest opportunity such as any concerning cancer symptoms. In addition, people have been reminded of the varied ways to access mental health support, given the significant impact of the pandemic on people's emotional health and wellbeing.

- 3.29 Social care is seeing an increase in the number of staff testing positive with Covid-19 and a smaller number of care home residents testing positive. As at 17<sup>th</sup> September, 19 out of 151 care homes have either staff and/or residents who have tested positive. As a result, some homes have placed a restriction on new admissions and relatives' visits. Some care homes are experiencing slow turnaround times on getting test results back, of 7 days or more. As at 18<sup>th</sup> September, the total Covid-related deaths in care homes in Leeds is 265, or 39.85% of all Leeds residents Covid-19 deaths. There is a good supply of PPE, which is all now available via the government's portal with local arrangements in place for emergency back-up if necessary.
- 3.30 After ceasing day services in March in line with government guidance, staff have continued to support individuals through telephone calls and socially distanced support throughout the summer. Building based services are beginning to resume during the week beginning 14<sup>th</sup> September with reduced capacity to comply with Covid-secure measures. Service provision has been reviewed and risk assessed.

### **3.31 Infrastructure and Supplies**

- 3.32 The Infrastructure Silver Group has continued to meet fortnightly throughout the summer, with a major focus on preparations for the return to schools, colleges, universities and work in September. West Yorkshire Combined Authority, bus and rail and train operators and the Children and Families directorate have developed preparations and contingency plans for resuming public transport and school transport. To work towards bus and train timetables returning to near normal levels, additional transport capacity is being commissioned by West Yorkshire Combined Authority (WYCA) to meet anticipated demand and to enable a rapid response to be deployed should any significant issues arise at specific locations across the city.
- 3.33 Cross boundary school transport arrangements have been a particular challenge considering the numbers of pupils that travel across the city's boundaries each day. Contingency arrangements are in place with Northern Rail to prevent overcrowding on rail services that are known to carry significant numbers of pupils. Dynamic assessments have been made to flex cover and support across the city with bus providers proactively supporting the rail provider if pinch points occur.
- 3.34 Communication plans have also been developed to highlight the services available and the precautions to be followed. There are good links into relevant

partners and authorities to enable remedial action to be taken should any issues arise. We continue to work with WYCA and operators on further communications to promote the wearing of face coverings, travelling safely and maintaining social distancing. All operators are taking steps to ensure that buses have extra cleaning, are sanitised and safe.

- 3.35 Similarly, engagement and collaboration is taking place with the local universities and colleges to support the return of students and the communications needed to ensure safe movement of this population around the city. Active travel options will be emphasised and promoted for the majority of students who live within reasonable travel distances of their universities and colleges.
- 3.36 Communication remains a key priority across this work stream and this is anticipated to continue as local issues develop and partners and authorities respond accordingly. Good links with communication teams across the partners has been established to aid this process.
- 3.37 To further support the full return to schools, the Council has initiated the second phase of the School Streets trial with a further ten schools. School Streets encourages more sustainable approaches to travel to school and reflects the increase in physical activity that took place during the lockdown period. The schemes involve local access restrictions during school opening and closing times which enable greater social distancing, space for walking and cycling, and better management of school gate issues.
- 3.38 The Elland Road park and ride site opened on 24 August, including the car park extension which increases the provision of the site to 1,350 spaces. The site is running on the regular pre-Covid timetable and operating in a Covid-secure manner. Demand will be monitored and this will inform the delivery of the service to ensure passenger safety. Communications to promote the site will now be stepped up following its successful launch.
- 3.39 The Temple Green park and ride site remains a regional testing centre for the DHSC. The situation is being reviewed on a monthly basis and any decision will be made based on the emerging evidence of demand from Elland Road and the continuing requirement for the medical testing provision, including the provisions within the leasing of the site to DHSC. Funding has been secured to progress the work to extend the park and ride at Temple Green, and the work on Stourton Park and Ride continues to progress well.
- 3.40 Social distancing measures have been implemented in more than 12 locations plus the City Centre, where measures are in place on New Briggate, Great George Street, Mill Hill and Call Lane. The contractor delivering the city centre package for Connecting Leeds accelerated their programme to increase the rate of construction, taking advantage of the reduced traffic and footfall. This has allowed earlier completion and availability of widened footways and improved public realm at key locations to assist social distancing, in particular on the Headrow and Park Row. Works on the Corn Exchange started late August to provide improved public transport, pedestrian and cycle facilities and an upgrade to the public realm. Further works are now being planned and sequenced for completion in 2020/2021. Work on other schemes continues at pace; Greek

Street public realm scheme was completed in August; A64 Regent Street work to replace the flyover has made good progress with significant demolition work of the existing structure; East Leeds Orbital Route is progressing well and the public realm scheme at Cookridge Street recently commenced.

- 3.41 Working with the City Centre Management and the Communities District Centres Liaison Officers, measures have been put in place to assist business re-openings. From a highways perspective a key aspect has been to advise on safety measures—and the oversight of Temporary Pavement Licences for street cafes under the provisions of the Business and Planning Act 2020.
- 3.42 West Yorkshire-wide transport trends have shown a gradual increase, with bus use generally recovering faster than rail, and weekend travel recovering faster than weekday. The pace of recovery of bus use slowed slightly in August, potentially a result of summer holidays. Weekday MCard and concessionary travel use is currently around 35% of the level in early March 2020. Traffic around Leeds is steadily returning to pre-lockdown levels. A recent WYCA survey of public transport in the region found that just 50% of people living in more deprived areas of West Yorkshire had been able to work from home, compared to 78% in more affluent areas.
- 3.43 During June a trial scheme, planned prior to the pandemic, was implemented on the A65 Kirkstall Road/ Commercial Road to provide additional segregation of the existing cycle lanes. This is testing physical delineators known as Orcas and Wand which are designed to emphasise the presence of cycle lanes and channel traffic to remain outside the cycle lanes. The first phase of this work is completed and amendments and an extension of the measures to the remaining cycle lanes is planned to take place during September. Monitoring is in place to assess the impact of these measures. Further expansion of these trial measures to the A660 route is now planned as part of the Emergency Active Travel Fund as described below.
- 3.44 From the Government's £250 million Emergency Active Travel Fund, Leeds has received a capital allocation of £710,000 and £20,000 revenue plus a locally agreed funding contribution of £160,000 from the West Yorkshire Local Transport Plan for short term measures within a 12 week delivery timeline. Following a public engagement exercise through the Connecting Leeds website, a package of measures has been approved, and implementation commenced at the beginning of September. Ward Members engagement on all the proposals is continuing. Within the constraints of the above conditions, where appropriate and using largely remote communication techniques, further confirmatory public engagement and communication is being undertaken during the planning and construction phases.
- 3.45 Further attention is being given to the potential for early intervention measures ahead of the longer term plans for the City Square area, such as the Neville Street dark arches route, as an area where despite reduced traffic levels air quality remains a cause for concern.
- 3.46 Second round bids for £225 million balance of the Emergency Active Travel Fund were submitted to the Department for Transport during August and a decision is

anticipated imminently. It is anticipated that West Yorkshire will receive an allocation of c£12 million of which Leeds share is expected to be c£3 million.

- 3.47 As with preparations for Tranche 1, a further round of public consultation was undertaken through the Connecting Leeds website of measures that were not practical for reasons of delivery and preparation in Tranche 1. The measures are intended to build on those that will be completed in Tranche 1 to deliver a permanent active travel legacy for walking and cycling and improved conditions for active mobility that complements the mainstream capital investments for cycling, walking and place making that are currently either on-site or at an advanced stage of preparation. These include further phases for the cycle superhighway programme for the A6120 Leeds orbital route (complete), the city centre (on-site) and imminently starting in South Leeds and public realm improvements due on Cookridge Street, New Briggate and the New Market Street/ Call Lane as part of the Connecting Leeds public transport programme.
- 3.48 As with Tranche 1 further development and engagement will take place involving Ward Members, local communities and stakeholders as the projects are refined and developed in advance of the delivery phase due to commence later this year.
- 3.49 PPE stock levels are rated as excellent, with six months' stock in place to supply a consistent stream of orders from council services as they continue to reopen. There has been a significant increase in orders from Catering Leeds in preparation for the reopening of school kitchens, and direct orders from schools are similarly anticipated to increase. The Council is now providing all PPE supplies to Leeds City College and is responsible for distributing over 1 million pieces of PPE every fortnight to 95 GP surgeries on behalf of Leeds CCG until the end of 2020. This is in addition to normal deliveries to council and other services. In the week ending 4<sup>th</sup> September, over 2.3 million pieces of PPE were distributed. A PPE usage tool was developed with the LRF to establish the level of need above business as usual, and this information shared with MHCLG. From 11<sup>th</sup> September, the Government will cover all PPE costs above and beyond business as usual supplies until 31<sup>st</sup> March 2021.
- 3.50 Over the summer holidays Catering Leeds supported the Holiday Hunger feeding programme for vulnerable families, with 300 hampers delivered directly to homes each week, and over fifty grab bags per day provided to schools. In advance of the new school term, adjustments have been made to school catering provision to accommodate new requirements around bubbles and changes to school day structures.
- 3.51 As lockdown and shielding measures have eased, and a wider range of council services began to return, work was undertaken to review the emergency food and support provisions that were established at the start of lockdown. Over September, the Community Care hubs in partnership with their food providers, including FareShare, are transitioning to new arrangements which will allow the Council's food warehouse to be stepped down and closed by the end of September. Arrangements are in place to support this transition, and the arrangements will be kept under review to ensure that they continue to meet demand and are able to stand up to any increases as a result of a local lockdown. It is estimated that, over 23 weeks, almost 63,000 food bags have been

distributed by the Emergency Food Service in Leeds which have been made up into 33,900 food parcels.

**3.52 Business and Economy**

- 3.53 Covid-19 has had an unprecedented impact on the economy locally, nationally and internationally. On 11th August 2020 it was confirmed that the UK economy had entered an official recession for the first time in 11 years, suffering its biggest slump on record between April and June 2020 with GDP shrinking 20.4% compared with the first three months of the year, as well as the Service sector declining by 20% and production down 17%. Forecasts predict it may take between 2021 and 2024 to return to pre-crisis levels. Although there are some potential green shoots, the Bank of England's Chief Economist estimates the UK has already recovered "perhaps half of its losses", going on to state that the recovery in jobs will take longer but the risks to jobs have receded as spending and business confidence has picked up.
- 3.54 More locally, according to WYCA's latest business survey, the majority of businesses say they are now open as normal, but 40% continue to report operating at significantly reduced capacity. This reduced capacity is having a notable impact on town and city centres. Leeds city centre still has the highest levels of footfall in Yorkshire but this remains below what we would expect for this time of year. The most recent data shows footfall is approximately 67.5% of normal levels but this is steadily increasing. Nationally, larger cities have seen a higher proportional drop in footfall compared to towns and district centres. This is because in cities, footfall is supported by a greater proportion of office workers, students, events and conferences which have all been affected. Footfall in Leeds is comparable to other core cities such as Liverpool and Manchester, and London's West End has experienced a considerably larger fall in footfall.
- 3.55 The recent outbreaks across West Yorkshire and the increase in Covid-19 cases in Leeds in recent weeks highlight the continued risk of further shocks and we need to be vigilant to local pressures, a potential second wave and any other disruption which may arise as we end the transition period with the European Union. This is why we are proposing an approach to recovery rather than a plan so we can adapt quickly whilst striving to build more resilience into our economy.
- 3.56 Our recovery approach will be centred around the need to:
- Respond - Where required and continue to take immediate actions to support businesses and the economy as we have done since lockdown in March 2020.
  - Reset and Renew - Ensure we understand the challenges and opportunities that we face in recovery and that we have a clear focus and direction on the projects and partnerships that will address them.
  - Build Resilience - Maintain a long-term view of our aspirations to deliver Inclusive Growth, address the Climate Emergency and be the best city for Health and Wellbeing, ensuring that our decisions lead us towards these goals.

- 3.57 In our emergency response, as a Council we have been working hard to ensure that we play our part in providing as much support as we can to the residents and businesses in Leeds that require help and advice. We have carried out many economic support interventions, including administering the government's Grant Funds and pivoting our Business Support.
- 3.58 As of 15<sup>th</sup> September 2020, the Council had paid out £153,490,000 in Business Support grants under the Small Business Grant Fund (SBGF) and the Retail, Hospitality and Leisure Grant Fund (RHLGF) via 12,532 grants. As of 15th September 2020, the Council had paid out £5,087,209.91 under the Local Authority Discretionary Grant Fund (DGF) to 543 businesses and charities.
- 3.59 Leeds City Council was informed in late July 2020 that the end date for all of the grant schemes would be 28th August 2020. The Council, along with the other West Yorkshire Authorities, wrote to the Government's Department for Business, Energy and Industrial Strategy to request that payments be processed up to eight weeks after 28th August 2020 as the DGF requires a significantly higher overhead than the first two schemes in terms of set up, eligibility checking and processing payments, meaning that it requires more Council officer time. Confirmation was later provided that payments could be processed up to 30 September 2020. This one month extension should enable officers to process c.£3m of grant payments throughout September 2020. However, based on the Government's current position, any monies left in the Fund at the end of September 2020 will be returned to the Treasury. Payments will also continue to those eligible and who applied prior to 28th August 2020 under the SBGF and RHLGF schemes until 30th September 2020.
- 3.60 The latest Universal Credit claimant figures for Leeds for July 2020 were published on 11th August 2020. The provisional count of the number of people claiming Universal Credit in July 2020 shows a continued increase to 67,174. This is a 90% increase in claimant numbers (both in and out of work) between March and July 2020. The greatest impact has been on young people, with 19% of claimants aged between 16 and 24 years, 16% aged 25-29 years and 16% aged 30-34 years. The revised figures for June 2020 show that 42,636 were unemployed, an increase of 80.5% in unemployed Universal Credit claimants between March and June 2020.
- 3.61 A new [Employment and Skills Leeds](#) website has been launched to provide a single point of access to employment support programmes, apprenticeships and skills training for communities and businesses seeking support on redundancy and recruitment. The phased reopening of Jobshops over seven sites (Merrion House, Dewsbury Road, Compton, Deacon, Reginald, Armley, Headingley) is enabling some face-to-face support to be provided.
- 3.62 The new academic year commences this month and the Adult Learning programme has an increased focus on digital skills and work-focused courses. This will support over 7,000 local residents through a blended delivery of online and classroom-based provision as social distancing measures permit.
- 3.63 An Employment and Skills Task Group has been established to bring together public and private sector partners in the city including employers from key sectors, Further and Higher Education, the Department for Work and Pensions

and our Inclusive Growth Ambassadors. The Group will produce an action plan to put in place support to priority groups and sectors impacted by the economic shock as a result of the pandemic. This will seek to maximise locally the stimulus for recovery announced through the Government's Plan for Jobs 2020 and ensure a coherent offer to local businesses and communities.

- 3.64 Leeds has a well-established Inclusive Anchors Network, comprising the largest employers in Leeds which combined employ over 56,000 people. The Anchors are committed to supporting recovery and sharing learning and practice with a wider group of businesses across the private sector in the city. The success of this programme has led us to expand the idea and we have begun engaging with our main private sector firms across the city to determine how best to bring them in to our Anchors Network.
- 3.65 The Leeds Massachusetts Institute of Technology Regional Entrepreneurship Acceleration program (MIT REAP) team, supported by the Council, has recently launched its 'LEAP' programme to help individuals facing a change in circumstance, inspiring them to make the leap to become part of a new wave of entrepreneurs. In addition to this, the Leeds MIT REAP team will be launching its 'BUILD' pilot programme in January 2021 to support entrepreneurs from diverse background across the region to turn their innovative, socially beneficial ideas into scalable businesses that investors want to back.
- 3.66 It is a priority to build resilience into our economy as part of recovery. Leeds has many strong assets and the Council will lead, through partnership with stakeholders from across the whole city, our ambition to work through the challenges that we will be presented with. We will also look to make the most of opportunities arising from future growth sectors in our economy, such as Digital and Green sectors, ensuring we have skills programmes and reskilling opportunities in place to support access to jobs that are available in these sectors, thus supporting people to reach their full potential. Furthermore, we are progressing with projects that will help to build our resilience, such as the City Centre Park which received planning permission earlier this month. This will create the largest piece of green space in the city centre, providing a focal point for communities and the redeveloped South Bank, and will boost the regeneration of the area, encourage new jobs, investment and growth and help to tackle climate change, whilst responding to what people said they wanted to see in the South Bank in terms of major green space. It will also provide opportunities to engage with the river and the potential to incorporate sustainable water management, acting as a landscaped catchment for the South Bank. The Leeds Studios, due to open in November 2020, will more than double the existing capacity of studio space in Leeds, supporting high end TV and Film production in the region and forms part of the huge demand and growth in the Film/TV sector anchored by the new National HQ for Channel 4.

#### **3.67 Citizens and Communities**

- 3.68 All statutory social care services have been maintained throughout the pandemic as well as much needed Early Help and preventative support. Referrals to the Children and Families Duty and Advice service have slowly increased with an average of 500 contacts a week, comparable to contact levels pre-pandemic. The anticipated decrease in referrals during the school holidays has not occurred, and

core themes of these referrals include domestic violence and abuse, increased referrals from neighbours regarding anti-social behaviour, concerns for children's welfare, parental conflict- particularly where parents are in private proceedings, and increased referrals from the Police regarding teenagers and challenging behaviour. Contingency plans are being developed with key partners to manage an anticipated increase in referrals when schools return.

- 3.69 Children's residential homes continue to manage the challenges of the pandemic well through routinely arranged testing for staff and children. Since the start of the pandemic there has only been one case of a young person in the Local Authority's residential children's homes having tested positive for Covid-19. The homes have remained fully staffed with the support of colleagues from across the directorate.
- 3.70 Extensive positive partnership work between the Children and Families directorate and schools continued throughout the summer and into the new school term to support schools with re-opening buildings and classrooms in a Covid-secure manner. Schools completed comprehensive risk assessments ahead of re-opening, and extensive communications have sought to provide clarity and guidance ahead of the new school term. Whereas in June, when schools re-opened to certain year groups, parents could choose whether they wanted their child to attend, this is now compulsory across all year groups and our communications have sought to reinforce this message and provide reassurance to parents/carers and pupils. On 17<sup>th</sup> September, a new Department for Education helpline was established to provide schools with advice in the event of positive cases of Covid-19 being reported. Alongside the national helpline, the Children and Families Health, Safety & Wellbeing team are supporting schools to take the appropriate steps to swiftly respond to any cases of Covid-19.
- 3.71 Parks and green spaces have proved vital over recent months as places for people to meet and for recreation, enabling benefits to physical and mental health in being outdoors and connecting with nature. As restrictions have eased it has been possible to reopen facilities and attractions initially to include car parks, multi-use games areas, tennis courts, outdoor bowls and golf courses. Cafés are now all open in line with government guidance at the Arium, Golden Acre, Lotherton, Tropical World and Temple Newsam. More recently, Home Farm at Temple Newsam, Lotherton and Tropical World have reopened (including the retail outlets), along with the Arium all operating with suitably social distancing measures in place. There have been challenges involved in opening playgrounds and outdoor gyms in line with government guidance, however there is now a plan in place to open all of these by the end of October. Finally, the bereavement services team have continued to work throughout to ensure that burials and cremations continue, providing the best available service to bereaved families in difficult circumstances.
- 3.72 As our community spaces have started to open up through recovery there are increasing opportunities to engage different communities in the recovery of the city and to seek their help in that recovery.
- 3.73 Proactive work has been conducted by many services in the council including health messaging in different community languages; promotion of local testing facilities; work with faith communities; work with businesses on local high streets,

district centres and local parades of shops; young people through the use of community influencers; and important work with communities of interest so their needs are understood and to ensure they are supported. A number of task groups have set up with specific remits around this important work both specialising in these areas of work and joining up to provide a consistent approach for the city.

- 3.74 The council's equality hubs have been instrumental in tailoring the communications for specific equality groups and reaching out to citizens in difficulties. These messages and the underpinning support work have been further reinforced by the city's voluntary hubs through their reach into diverse communities across the city and into vulnerable populations. This work has been expanded through the deployment of the wider third sector – both those organisations that are funded for health work and those that are not. A draft proposal for community engagement work by third sector organisations through recovery is being developed by partners a view to securing funding for the work.
- 3.75 The rise in the transmission rate in specific areas of the city over the summer saw a close collaboration between services in the council – public health and communities in particular – to deploy people on the ground in those neighbourhoods for 'door-knocking' to alert citizens to the issues in the area and to improve testing and support for isolation. In addition, a range of TV channels providing content to ethnically diverse communities have worked with the council to secure messaging direct to the homes of citizens in community languages. This approach has had a positive impact and these community clusters have reduced to more normal levels.
- 3.76 Proactive engagement work took place during the August bank holiday weekend when in normal circumstances the Leeds West Indian Carnival would have taken place. Engagement work between the Police and the Council working with the local community in Chapeltown through the use of local street marshals and key local organisations, minimised the opportunities for large gatherings to take place and where they did in a number of areas, the regulations were enforced. Across the city, seven £10,000 fines were issued to individuals who organised prohibited events, through a new enforcement measure introduced by the Government in the run-up to the bank holiday weekend.
- 3.77 Two enforcement Directions were issued over the summer to prohibit events taking place in areas where there were high rates of community transmission, using the additional powers granted to the Local Authority to limit further transmission of the virus and protect local communities.
- 3.78 At the peak of the pandemic in Leeds around 240 individuals were residing within emergency accommodation in hotels. Through an integrated partnership approach, we have continued to support individuals in this temporary placement to find more settled accommodation, and there are now just 103 individuals in emergency accommodation, of which 81 are in hotels, that we are working to support. Up to 28<sup>th</sup> August, 239 people have moved into settled accommodation as a result of the emergency Covid-19 response.
- 3.79 In preparation for universities resuming and the increase in students coming into Leeds, Safer Leeds are taking a pro-active response to manage the issues

associated with student gatherings, raves and associated anti-social behaviour. Working closely with the universities, guidance on Public Space Protection Orders (PSPOs) and targeted information around noise nuisance and antisocial behaviour is being delivered to a wider audience, including persistent addresses/streets and landlords. Key joint messages will also continue to be communicated via LCC Social Media, Police Neighbourhood Alert system and the University of Leeds student communication and engagement webpages. University of Leeds has also introduced a number of initiatives to educate students on their local impacts and encourage respect for their community. Leeds Beckett continue to work with their Student Union to develop student engagement and community project. The Helpline Partnership will follow up on all complaints once student registration data becomes available. Where necessary and required, further action is taken through the use of PSPOs and dispersal and closure notices.

- 3.80 Along with key partners including West Yorkshire Police, Leeds is actively engaged around the enforcement of the latest national guidance around the Rule of Six, and new requirements for businesses (see Annex A: national policy developments, for more information). The Council's Environmental Health and Entertainment Licensing teams have been providing advice and support and undertaking enforcement inspections of businesses in the city, while the Leeds Anti-Social Behaviour Team provide intelligence to support police enforcement of the Rule of Six, where breaches are identified while responding to noise and antisocial behaviour complaints.
- 3.81 The Safer Leeds Daily Threat report, introduced at the beginning of the Covid-19 pandemic, is being used to aid the deployment of resources in an intelligence led way across the city and where issues/ risks arise at a neighbourhood level. Partnership work is being developed to take forward operational response to organised crime groups to protect and safeguard people with a refreshed operational group.
- 3.82 Through the framework of ongoing partnership work, arrangements are being developed to address potential additional pressures of winter and the possibility of further lockdown restrictions. As part of this preparation of arrangements, we continue to work collaboratively with colleagues in Public Health.

### **3.83 Organisational impact**

- 3.84 Over recent months there have been significant developments to national guidance and work has been ongoing to manage and respond to the implications of this on key organisational processes and arrangements. Plans for service resumption have progressed significantly with a consistent approach to recovery being coordinated by the silver command and control arrangements. Consultation with trade unions remains an early and integral part of this process with the local and national context being a key consideration within the plans for service resumption.
- 3.85 Following a pause to the restrictions for those who are shielding from 1 August, vulnerable staff continue to be supported back to work where it is safe to do so. To complement the written guidance issued relating to vulnerable staff, a number of support sessions have been offered to managers to provide further guidance on the practical implementation of the organisation's approach for supporting staff considered at a higher risk of effects from Covid-19 to return to work. The

sessions reaffirm the importance of the Step-By-Step framework to determine the best course of action based on a person's individual circumstances. The Occupational Health team also deliver a range of targeted sessions to further support vulnerable staff through the transition of returning to work with ongoing support in place where needed.

- 3.86 Guidance will continue to be reviewed regularly and in accordance with the wider national context. Regular communications for managers continues regarding specific and broader developments and there is a dedicated site on Insite for more detailed guidance and information.
- 3.87 As highlighted in previous updates to the Executive Board, business continuity plans have been continuously reviewed in the current context and their implementation has ensured that business as usual functions have been maintained, where possible and in line with government guidance, by the council as the pandemic escalated in March. As the context has continued to develop and evolve the council has also responded to progress new ways of working, enabling services to be delivered differently or resumed. Members continue to be updated on these arrangements including at the Scrutiny Board (Strategy and Resources) meeting on 7<sup>th</sup> September. The Scrutiny Board was also updated on progress made in responding to the recommendations arising from the Board's earlier review around resilience and emergency planning.
- 3.88 The council has also consistently engaged with staff including via staff networks and surveys to understand the impact of the current context, what is working well and what can be improved. To further support better understanding of the innovations and pressures within services resulting from the Covid-19 response and recovery work, and to inform wider Best Council work, Chief Officers and Heads of Service across the council have also been asked to consider key areas that relate to how staff work (e.g. buildings, systems, processes) and the current and potential impacts on customers and staff, especially the most vulnerable. These questions covered issues such what have we stopped doing that should remain stopped?; What have we started that should continue?; What are we not doing now that we have never done before, but that we might need?.
- 3.89 The responses to this survey highlighted key opportunities for transformation through flexible working, improved use of technology, stronger communications at all levels across the organisation, strengthened cross-council working and problem solving approach and a greater focus and openness on staff health and wellbeing.
- 3.90 A recent example of highlighting the council's approach in identifying key opportunities is seen with the work underway to increase local Public Health and Incident Management Team capacity. Incident Management Coordinators have been recruited to be flexibly deployed to undertake key supporting actions in the event of local outbreaks and clusters emerging. This highlights our continued work to adapt and achieve practical opportunities to flexible working to respond to the increasing demands on the organisation as a result of the pandemic.
- 3.91 The council also recognises the significance of wellbeing challenges that have been presented to all staff as a result of the outbreak of Covid-19. Over 4,600 staff recently completed the second short pulse wellbeing survey which

highlighted improved work life balance, and that staff are getting used to this way of working. Key themes were repeated around the continued importance of contact, support and communication, with both manager and colleagues. The wellbeing survey will be repeated at regular intervals over the coming months.

- 3.92 The strategic priority of improving and strengthening our health and wellbeing offer to all continues to be a key priority reflecting the developing context. A corporate-wide wellbeing identity and brand #TeamLeedsBeWell will be launched at the end of September to further drive the wellbeing offer with a key purpose of 'enabling a happy, healthy and supported workforce during the Covid-19 pandemic and beyond'.
- 3.93 Additionally, we continue to work with other anchor institutions and Public Health on shared agendas across the city. A new online 'learning hub' will also be launched very shortly. Accessible to all staff, this site will contain resources or links to learning which will help people to navigate new ways of working during and beyond this Covid-19 recovery period. This will cover where they can find help with technical issues related to new ways of working or learn to develop new skills which may be needed now or in the future.
- 3.94 Following an easing of the government's advice in returning to workplaces, provisions are also in place to facilitate the option for staff who seek to return to the office to utilise the available space. The survey found that 82% of staff would be happy to work from home half the week or more, but expressed a preference for a greater opportunity to work together from time to time. The results of the survey have been used to shape plans to reopen office spaces, including meeting anticipated demand. Key areas of focus within this work are:
- Updating the capacity of meeting rooms (in accordance with the Covid-19 secure guidelines) so that room bookings through Outlook can resume.
  - The launch of a digital booking system to enable staff to book an available space in the office for the desired length of time.
  - Allocating Covid-19 secure 'home spaces' to services so that teams have a designated area where they can work together.
  - Exploring new ideas for collaboration space, and different zones in offices tailored to different tasks or styles of working.
- 3.95 Building capacity remains limited as a 2 metre distance has been maintained throughout all open offices buildings. The arrangements in place are sufficient to meet the current levels of demand with the Civic Hall now available for use by staff consistent with guidelines, however this will be closely monitored particularly given the potential for demand to increase as a result of children going back to school in September.
- 3.96 The Digital and Information Service (DIS) have continued to enable staff to work from home by providing a range of equipment. In addition to this, the roll out of Microsoft Teams continues, with an initial pilot of Microsoft Teams for 570 Council staff already undertaken reducing pressure on Skype services and supporting better collaboration through conferencing meetings. This is ahead of a wider Council move to Teams and other Microsoft 365 products which will take place in the coming months.

- 3.97 The council also continues to support elected members in relation to decision making, including Licensing Sub Committees recommencing in August, scrutiny functions and by enabling councillors to effectively perform their role in supporting communities in their wards. Democratic Services, DIS and Facilities Management are working closely with Group Whips and Committee Chairs to put in place arrangements whereby Covid-secure Hybrid Committee meetings can be introduced e.g. some participants using Committee Room 6/7 and others joining remotely. Following installation of new hardware in early September, the first facilities are being tested during September with a view to making them available as soon as possible.
- 3.98 The challenges presented by Covid-19 on the council's finances remain a key area of focus. There is a separate and more detailed report included on the agenda for this meeting which describes these financial pressures on the organisation and the savings proposals. It is worth noting the pressure on teams in the council to progress Covid-19 work, alongside the major savings programme and delivering business as usual work.

3.99 **Media and communications:**

- 3.100 As the city, and country, moves towards a new stage of the pandemic, in which infection is broad and widespread across the population, communication and engagement will be critical to encourage compliance and behaviour change to reduce the spread of infection. The important role of communications and engagement is reflected in the Leeds Covid-19 Outbreak Control Plan.
- 3.101 During the summer, targeted communications were used effectively to respond to clusters of community transmission in specific geographical areas. This included door-knocking and door drop letters, social media advertising, media releases, partner and stakeholder engagement and engagement with community leaders. As the pattern of transmission is now broader and reflects the entire city, with a particular focus on young adults, communications are being targeted at this demographic, including relevant social media advertising, partner and stakeholder engagement and influencers. Ahead of the new university term, the communications teams of the city's five universities and the Council are working together to deliver clear and consistent messages to the student population, as well as local residents, to ensure that the return of university students to Leeds happens as smoothly and as safely as possible.
- 3.102 As communications activity is scaled up over coming weeks and months, managing capacity within the service presents a further challenge.
- 3.103 A weekly GovDelivery bulletin has been sent to residents since the start of lockdown. There has been a small drop in subscribers of the newsletter from 118k to 114.5k and on average open rates of 47-51% at the beginning of lockdown to 34-36% in the last two months (though it is important to note industry standard excellent response 10-20%). Our insight on the subscription and response rates is reflective of national research and insight indicating increased apathy towards and lack of compliance with government guidance, down 72% from the first week in lockdown to 33% in early September. GovDelivery, along with digital, social and marketing campaigns, has been used to provide information on changes to council services, support as well as wider information including health messaging

such as hand hygiene, social distancing, and Your NHS is Here For You to help address lack of patients accessing health services for critical care and life-threatening illness.

- 3.104 Working with partners including WYCA, communications have been issued around safe use of public transport, encouraging people where possible to use active travel such as walking and cycling, including a push on new cycling routes and safer infrastructure through the Connecting Leeds brand and consultation. Support has been provided to businesses through regular communication of business grants and support measures, safe reopening guidance, and a #ReDiscoverLeeds campaign to safely welcome people back into the city to address some of the economic impacts, with measures including social distancing, signage, what to expect and what to do.
- 3.105 Media work activity continues to be high, with journalists' queries still in excess of the same period last year and currently on the rise. Proactive press releases continue to be issued at an increased rate, with Covid-19 updates about services, outbreak control and other related matters accounting for a large part of the increase. Following a pause over the summer period, regular press conferences have resumed as needed to help keep the press and public informed of important changes. Considerable extra effort has been invested in monitoring, engaging and messaging on the council's social media channels. Work to support the Leeds Covid-19 Outbreak Control Plan continues through community engagement, media, social media and campaign activity. Particular efforts are being made currently to support the bar and restaurant trade with information and to directly communicate with young people, both with schools and universities returning this month and in light of current higher rates of infection amongst this age group. This work is joined up across partner organisations in education, health, police and other city sectors.

## **Corporate considerations**

### **4. Consultation and engagement**

Extensive engagement continues between services within the council, with partners, with elected members, trade unions and with the public on service change. As in previous reports during Covid-19, it has not always been possible to engage in the normal way about service changes as there has been no choice about many of the changes to ensure compliance with national guidance. Ward members continue to play a key role in engaging the public, particularly in encouraging neighbourliness, volunteering to help the vulnerable, and encouraging people to play their part in minimising spread of the virus. We have endeavoured to keep people up to date with developments as best we can. Engagement with stakeholders has continued and in many cases been strengthened with the context of what we have had to manage during this incident. This includes regular written updates to elected members and MPs, partners, weekly messages to the public, regular thank you notes to staff and calls with MPs, head teachers, universities, colleges, VCFS, and businesses. Engagement with staff has continued including via staff surveys, Staff Network groups, and a staff Facebook group.

### **5. Equality and diversity / cohesion and integration**

These considerations are an implicit part of the planning, particularly given the nature of the incident and this will continue, for example with prioritisation of services for vulnerable people and monitoring of potential community tensions and the impact on inequalities. Snapshot data on this has been provided in previous reports and in the councillor/MP updates. Future reports will also cover this.

## **6. Council policies and the Best Council Plan**

The newly updated Best Council Plan 2020-2025, available [here](#), reflects the current Covid-19 context, while maintaining the three pillar priorities of inclusive growth; health and wellbeing; and climate change, under the overarching priority of tackling poverty and inequalities. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

## **7. Climate Emergency**

In line with our city ambitions, responding to the Climate Emergency is a key priority as we move through the recovery period, with a focus on continuing to improve air quality and work towards a carbon neutral city by 2030. For many people, national lockdown has provided an opportunity to take up walking and cycling, and schemes are underway to support people to sustain these positive changes into the long term. The Infrastructure & Supplies section of this report details a number of active travel schemes being progressed, including a 'School Streets' pilot scheme and segregated cycle lanes. The Leeds Clean Air Zone is currently under review between the Council and central Government, and the outcome will be reported to Executive Board in autumn. The Council and its contractors have taken advantage of reduced traffic flows during lockdown and the summer holidays to progress significant infrastructure schemes that will contribute towards carbon reduction. This includes the Leeds Pipes district heating network, which will provide low carbon heating and hot water to 1,983 council homes and numerous businesses, and the Connecting Leeds work to improve the city centre for pedestrians, cyclists and public transport users, both of which have progressed well over the summer.

## **8. Resources, procurement and value for money**

The financial impact of the pandemic, in terms of both additional costs and lost income, remains a significant concern, with an estimated impact of £52.5m in 2020/21 and £66.1m in 2021/22, after the application on government contributions. Reduced income has been experienced, and is anticipated to continue, across sports, arts and heritage, visitor attractions and car parking, and the Council has experienced significant increased costs in responding to the pandemic; examples include additional cleaning across the Council's estate, and increased numbers of Children Looked After in external placements. The Council received £4.1m from Government to support outbreak control. This is being used to increase our capacity across a Public Health, Environmental Health, Infection Prevention Control, the voluntary sector, communications, etc. The financial resilience of the third sector remains a considerable

concern. A separate Financial Health monitoring report is on the Executive Board agenda, which sets out the financial situation in much greater detail.

## **9. Legal implications, access to information, and call-in**

With the agreement of the Chair, given the significance and scale of this issue, it is appropriate for the Board to receive an update at this meeting. However, this report is coming to Executive Board as a late paper due to the fast paced nature of developments of this issue and in order to ensure Board Members receive the most up to date information as possible. A further verbal update on developments since the publication of this report will be provided at the Board meeting.

## **10. Risk management**

The risks related to coronavirus referenced throughout this report will continue to be monitored through the council's existing risk management processes. For example under two of the main standing risks of "Major incident in the city" and "Major Business continuity issue for the council". Other corporate risks, such as those relating to the council's budget and the Leeds economy have also been updated to reflect the impact of the outbreak. More specific risks relating to coronavirus are being managed through the Silver Groups, with the more significant ones being escalated onto the corporate coronavirus risk document seen in Annex D. The rating of this risk is difficult given the uncertainty, in light of that, a cautious approach is taken for the target rating.

## **11. Conclusions**

This report provides an update on the ongoing work to respond to the complex and evolving impacts of the Covid-19 pandemic on Leeds, which is still having a significant effect on all aspects of life and council business. Our focus is now to balance the need to support a return to aspects of normal life, including supporting the Leeds economy, while ensuring flexibility to swiftly respond to the pressures caused by Covid-19 as they arise. The Leeds Covid-19 Outbreak Control Plan provides the backbone to the local approach in managing and reducing transmission. Over the summer, more services have resumed in Covid-secure ways, often using innovative solutions to deliver services differently, which has allowed Leeds residents to access support and resume more of the activities that we enjoy, while supporting the local economy. Looking ahead to autumn and winter, the need to respond swiftly and flexibly will be more important than ever to new and increased pressures on the local health and care system and the economy.

## **12. Recommendations**

Executive Board is requested to:

- Note the updated context, progress and issues as we move into a new phase of dealing with the Covid-19 pandemic.
- Note the emerging issues for consideration during the next phase of recovery including the new school and university term, winter pressures, and the concurrent pressure of EU Exit.

- Recognise the need for new levels of engagement with the public, and everybody taking ownership of the need to be safe and responsible in order to reduce levels of transmission and avoid further restrictions.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus for the council.

### **13. Background documents<sup>1</sup>**

None.

### **14. Appendices:**

Annex A: National policy developments timeline

Annex B: Leeds Strategic Response and Recovery Plan – coronavirus (Covid-19)

Annex C: Leeds Strategic Coordinating Group (SCG Gold) Weekly Dashboard

Annex D: Corporate risk LCC 5: Coronavirus pandemic (Covid-19) – September 2020

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<sup>1</sup> The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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## Annex A: National policy developments timeline

Since the last update to Executive Board, the government has taken a number of measures to respond to changing rates of infection across the country. This timeline does not detail every national development, but covers some of the most significant. Full details of guidance and communications issued by the government can be found on the [gov.uk website](#). Over this period, the government's international travel advice has also changed in response to changing rates of infections in other countries. The details of these changes are not included in this timeline, but the latest travel advice and guidance can be found on the [gov.uk website](#).

Date	Policy announcement
28 July	<ul style="list-style-type: none"> <li>A £2bn national cycling and walking programme was announced, which includes protected bike lanes, a cycle training scheme, a national e-bike programme and bikes available on prescription. A long term cycling programme and budget to ensure a guaranteed pipeline of funding was also announced.</li> </ul>
30 July Pa 33	<ul style="list-style-type: none"> <li>In response to rising cases of Covid-19 in these areas, restrictions on gatherings of more than one household were introduced in parts of Northern England including Greater Manchester, parts of East Lancashire, the city of Leicester, Kirklees, Calderdale and Bradford.</li> <li>People who test positive for coronavirus or show symptoms must now self-isolate for 10 days, rather than seven.</li> <li>NHS Test and Trace launched a new business plan to double testing capacity to 500,000 tests a day ahead of winter.</li> </ul>
31 July 33	<ul style="list-style-type: none"> <li>Due to increasing cases of Covid-19 across the country, the Prime Minister announced a pause to the Road to Recovery plan, with casinos, bowling alleys, skating rinks and close contact services to remain closed, and indoor performances to remain suspended, until at least the 15<sup>th</sup> August.</li> </ul>
1 August	<ul style="list-style-type: none"> <li>The advice for the clinically extremely vulnerable to shield from Covid-19 was paused across England.</li> <li>Employers were given discretion to decide whether employees should continue to work from home, or from a Covid-secure workplace.</li> </ul>
3 August	<ul style="list-style-type: none"> <li>The Eat Out to Help Out scheme was launched to support the hospitality sector over the summer. Customers received 50% off bills, up to £10 per person, in participating restaurants, pubs and cafes on Mondays, Tuesdays and Wednesdays in August.</li> </ul>
8 August	<ul style="list-style-type: none"> <li>Face coverings became mandatory in more settings, including places of worship, libraries, community centres and museums.</li> </ul>
10 August	<ul style="list-style-type: none"> <li>The Government announced that NHS Test and Trace will provide local authorities with teams of contact tracers to work alongside local public health teams from 24 August.</li> </ul>
12 August	<ul style="list-style-type: none"> <li>The Office for National Statistics confirmed that the UK economy is in recession following a record GDP fall of 20.4% in Quarter 2 of 2020.</li> </ul>
15 August	<ul style="list-style-type: none"> <li>Following a two-week pause to the Roadmap to Recovery plan, indoor play and soft play, bowling alleys, skating rinks and casinos were permitted to reopen; beauty salons, tattoo studios, spas and barbers permitted to offer close contact services; indoor theatres, music and performance venues were allowed to reopen with socially distanced audiences. Small wedding receptions were permitted and pilots of sporting events to take place to test the safe return of spectators.</li> </ul>

<b>17 August</b>	<ul style="list-style-type: none"> <li>A second round of the Self-Employed Income Support Scheme opened, with grants of up to £6,570 available to eligible self-employed individuals.</li> </ul>
<b>18 August</b>	<ul style="list-style-type: none"> <li>An announcement was made that a new National Institute for Health Protection will take over elements of PHE, NHS Test &amp; Trace and the Joint Biosecurity Centre under the interim leadership of Baroness Dido Harding from spring 2021.</li> </ul>
<b>21 August</b>	<ul style="list-style-type: none"> <li>A ban on evictions, except in the most egregious cases, was extended by four weeks.</li> </ul>
<b>26 August</b>	<ul style="list-style-type: none"> <li>Secondary schools and colleges were given discretion to decide whether face coverings should be worn by pupils and staff in communal areas. This is to be mandatory in areas where local restrictions are in place.</li> </ul>
<b>27 August</b>	<ul style="list-style-type: none"> <li>NHS Test and Trace reaches almost 300,000 people, in the 3 months of its operation</li> </ul>
<b>28 August</b>	<ul style="list-style-type: none"> <li>Ahead of the bank holiday weekend, a new enforcement power was introduced, so that organisers of prohibited gatherings of over 30 people can be fined £10,000. People who attend illegal events can be fined £100, doubled on each repeat offence up to £3,200.</li> <li>New fines were also introduced for those who refuse to wear face coverings where mandated (and when not exempt), with initial fines of £100, doubled on each repeat offence up to a maximum of £3,200.</li> <li>Landlords must give tenants 6 months' notice of eviction until March 2021, except in the most serious cases.</li> </ul>
<b>1 September</b>	<ul style="list-style-type: none"> <li>A trial began of a new payment scheme for people on low incomes who need to self-isolate and cannot work from home, and who live in areas with high rates of Covid-19. The trial began in Blackburn with Darwen, Pendle and Oldham.</li> </ul>
<b>2 September</b>	<ul style="list-style-type: none"> <li>The Kickstart Scheme opened for applications from employers. The scheme offers fully subsidised 6-month placements for 18-24 year olds.</li> </ul>
<b>9 September</b>	<ul style="list-style-type: none"> <li>The Prime Minister announced new measures to address a national increase in Covid-19 infection rates. From Monday 14 September, the public must not meet with people from other households (indoors and outdoors) socially in groups of more than 6 in England, with the exception of single households/support bubbles larger than six.</li> <li>The Prime Minister also announced he has tasked the Cabinet with increasing enforcement, including growing enforcement capacity of local authorities by introducing COVID Secure Marshalls to help ensure social distancing in town and city centres, and by setting up a register of Environmental Health Officers that local authorities can draw upon for support.</li> <li>From Friday 18 September, it will be mandatory for certain businesses to have a system to collect customer contact details for NHS Test and Trace data, and keep this for 21 days.</li> </ul>
<b>14 September</b>	<ul style="list-style-type: none"> <li>New national restrictions came into force; the public must not meet with people from other households (indoors and outdoors) socially in groups of more than 6 in England, with the exception of single households/support bubbles larger than six.</li> <li>This new restriction does not apply to schools, workplaces or Covid-secure weddings, funerals and organised team sports</li> </ul>
<b>17 September</b>	<ul style="list-style-type: none"> <li>Care providers will be given an extra £546 million to strengthen infection control and help protect residents and staff throughout winter.</li> </ul>
<b>18 September</b>	<ul style="list-style-type: none"> <li>The government announced further restrictions introduced across parts of North West, Midlands and West Yorkshire to curb rising infection rates. Regulations and guidance to come into force from Tuesday.</li> </ul>

- It becomes mandatory for certain customer-facing businesses to record the contact details of customers, store this information securely for 21 days, and share with NHS Test and Trace if contact tracing is required.
- It was also announced that a new adult social care winter plan will aim to curb the spread of coronavirus infections in care settings throughout the winter. As part of the plan:
  - people receiving adult social care and care workers will receive free PPE
  - a new dashboard will monitor care home infections and help local government and providers respond quicker
  - a Chief Nurse for Adult Social Care will be appointed to represent social care nurses and provide clinical leadership to the workforce

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## Annex B: LEEDS STRATEGIC RESPONSE & RECOVERY PLAN – Coronavirus (COVID-19) - September 2020

This plan continues to provide a framework for response and recovery to the coronavirus (COVID-19) pandemic, enabling the council and city to be as prepared as possible given the unprecedented challenges, rapidly changing context, the resources and information available. The multi-agency arrangements continue to be refined to drive delivery of this plan, combined with the efforts of individual organisations and the community more broadly. It is set within the context of the government's strategy to tackle coronavirus and within the context of the West Yorkshire Local Resilience Forum (WYLRF), the West Yorkshire Health Resilience Partnership (WYHRP) and the West Yorkshire Combined Authority.

This plan and the city's multi-agency arrangements continue to be regularly reviewed to ensure they are right for the particular challenge being faced, through the phases:

- Responding to the virus and its effects, safely lifting lockdown, preventing and managing local outbreaks to minimise the spread of the virus
- Living with the virus in the population, where social distancing has to be maintained, engaging the public in following advice from the NHS Test and Trace service
- A new normal, most likely once a vaccination is available

The themes of the Response and Recovery plan and multi-agency arrangements to drive these are as follows:

- Local Outbreak Management
- Health and social care
- Infrastructure and supplies
- Business and economic impact
- Citizens and communities
- Organisational impact; and
- Media and communications

**Aim:** A response and recovery driven by our shared ambition and values, with the overriding priority of tackling poverty and inequalities through a combination of a strong economy and a compassionate city.

### Objectives:

- Continue to minimise the effect of the outbreak on the health and wellbeing of the city, especially the most vulnerable, and integrating services to achieve this;
- Ensure the provision of essential services, focusing on individuals, families, communities and businesses most affected, whilst encouraging communities to provide support themselves and be actively engaged in the part they can play;
- Work to resume economic and social activity safely and effective with social distancing measures in place, in line with national guidance and advice;
- Begin to focus on recovery and renewal underpinned by our City Ambition's three pillars - Inclusive Growth, Health and Wellbeing and Climate Change.

Whilst social distancing remains key for public health reasons, the overall framework that we are using to lift lockdown is to test, trace and manage outbreaks and community transmission to enable:

- **Safe travel** ensuring the safe use of highways and public transport and encouraging active travel where possible.
- **Safe public spaces** with physical distancing in communities, district centres and the city centre.
- **Safe delivery of services** including health and social care, as planned surgery increases, and other public services.
- **Safe education** as more children and young people attend schools, colleges, universities and nurseries.
- **Safe working** with physical distancing in workplaces and coordination between large employers to avoid peaks of movement.

**Existing governance**

- Organisational and partnership governance (boards and processes) continue.
- Emergency decision making processes in place where appropriate.

**Individual agencies**

**Gold**  
Organisational Leadership Teams

**Silver**  
Organisational Groups

**Bronze / Task and Finish**  
Organisational Groups

Date: 14/09/20

**National****Government Action Plan**

Government Departments – DHSC, NHSE, PHE, MHCLG, Home Office, DfE, HMT, JBC, Local Action Committee, etc

**Local**

**Outbreak Control Board**  
Chair: Council

**Gold Health and Social Care Group**  
Chair: NHS Leeds CCG

**Gold Leeds Strategic Co-ordinating Group**  
Chair: Council

**Health Protection Board**  
Chair: Council

**Silver Communication Group**  
Chair: Council

**Silver Health and Social Care Groups (Stabilisation and Reset, Primary Care & Care Homes)**  
Chair: NHS Leeds CCG & Council

**Silver Economy & Business Group**  
Chair: Council

**Silver Infrastructure & Supplies Group**  
Chair: Council

**Silver Communities Group**  
Chair: Council

**Bronze / Task and Finish Groups**

Care Homes; Impact on provision of healthcare services; Returning to Public Spaces; Returning to City Estates; Shielding; Citizens and Communities; Supporting the Financially Vulnerable; Food Provision (Planning); Domestic Violence and Abuse; Street Support Improvement Board; Volunteering; Reopening Education Settings (nurseries, primary, secondary); Universities & Colleges; Testing, Tracing, Outbreak Planning; Third Sector Resilience.

**COVID 19 - Leeds Multi-Agency Arrangements**

Item no.	Action	Officer lead(s)	Status / Comments
<b>1. Local Outbreak Management</b>			
	<p>Ensure effective prevention and management of transmission of COVID-19 through the Leeds COVID-19 Outbreak Control Plan, building on existing robust outbreak management arrangements, and providing support to the national Test and Trace programme.</p>	<b>Victoria Eaton</b>	<ul style="list-style-type: none"> <li>The Outbreak Management Board and Health Protection Board continue to provide oversight of the implementation of the Leeds COVID-19 Outbreak Control Plan.</li> <li>A communications strategy is being delivered as part of the outbreak control plan to engage everybody in Leeds with the need to self-isolate and access testing when symptomatic, practice hand washing and social distancing and comply with face covering requirements.</li> <li>Enhanced actions have been undertaken throughout August in response to community clusters that emerged in the city through household transmission. This included securing additional testing capacity and engaging communities through enhanced communications, partnership with trusted local third sector organisations, and door knocking to inform residents of local test sites and ways to access support.</li> <li>The Leeds Covid-19 Outbreak Control Plan is in the process of being refreshed to update the learning that has taken place over the summer and the preparations for the additional pressures of winter.</li> <li>Work is underway to increase local Public Health and IMT capacity. A team of Incident Management Coordinator volunteers have been recruited to be flexibly deployed to undertake key supporting actions in the event of local outbreaks and clusters emerging. A proactive approach to Community Champions is in development, in recognition of the important role of formal and informal community leaders in encouraging and supporting the required behaviour changes amongst communities.</li> <li>Clusters and outbreaks involving communities and other settings (e.g. workplaces, education and care settings), continue to be responded to swiftly, using the full scope of public health resources. Elected members being kept informed of any incidents in their areas.</li> <li>Regular submissions to government to update on enhanced actions taken to address increasing rates of transmission.</li> </ul>

			<ul style="list-style-type: none"> <li>Ensuring local testing options meet the needs of communities, including establishing pop-up test centres where required, and working with DHSC to ensure Mobile Testing Units are deployed where they are most needed.</li> </ul>
<b>2. Health &amp; social care</b>			
2.1	<p>Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal with the anticipated pressures in the system effectively.</p>	<b>Health &amp; Social Care Gold</b> (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley)	<ul style="list-style-type: none"> <li>The city has been working together to prepare for Winter. This is overseen by the Stabilisation and Task Force who report into Health and Social Care Gold who have assumed the responsibility of the System Resilience Assurance Board in planning for Winter.</li> <li>Subject to planning guidance we are required to plan for increased Covid-related activity in Autumn and January. Early modelling has been shared across all partners and this is undergoing a series of iterations ahead of a citywide Winter Stress Test event in late September where the modelling will be tested.</li> <li>On 31 July 2020 the Chief Executive of NHS England and NHS Improvement wrote to NHS organisations and partners to set out the national priorities and expectations for phase 3 of the response to the pandemic from August 2020. This letter was followed on 7 August 2020 by further national guidance on implementing these priorities.</li> <li>This included details of the urgent actions to be taken to address inequalities in NHS provision and outcomes, patient initiated follow ups to hospital care, community services and very detailed requirements for mental health planning. On 20 August 2020, details were published of a set of financial incentives and deductions that will be applied at the level of our partnership to support the achievement of national expectations on the levels of planned care to be provided.</li> <li>The expected activity levels include returning by October 2020 to 90% of normal levels of planned care procedures, 100% of diagnostic procedures, and 100% of outpatient attendances. Trusts and Clinical Commissioning Groups (CCGs) are working to determine what is operationally achievable to get as close as possible to meeting these expectations.</li> <li>The NHS guidance for the remainder of 2020/21 is not yet complete. While the priorities have been identified and we have some understanding of the financial framework within which the Partnership</li> </ul>

			<p>will operate, the full details of what resources will be available, including for capital investment, have not yet been confirmed. The preparatory work that partners in West Yorkshire and Harrogate have undertaken already has meant that we have been well placed to respond to the national requirements to date. A Partnership level plan will be provided to NHS England on 18 September 2020.</p> <ul style="list-style-type: none"> <li>• First draft submissions for Leeds were made by all NHS organisations on 27th August. The ICS met with StAR ahead of these submissions to assure them that our citywide approach was making the progress required in the detail of each submission – covering activity, some finance, workforce and an initial return on the NHS People Plan.</li> </ul>
Page 41	2.2 Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services		<p>Leeds continues to take a system-wide approach to Health and Social Care. The aim being to manage the constraints around the stabilisation and reset of services collectively. This has included:</p> <ul style="list-style-type: none"> <li>• Focused Health and Wellbeing Board: Board to Board session (representation from HWB members' organisations and wider leadership teams / and governing body members) in July focusing on: <ul style="list-style-type: none"> <li>○ Health inequalities gap facing Leeds incl. impact on mental health, BAME, staff and communities and the challenges facing people going forward.</li> <li>○ Development of a citywide health inequalities framework for health and care organisations.</li> <li>○ Lessons learned to date during Covid</li> <li>○ NHS and LCC Financial planning implications and wider workforce</li> <li>○ Ongoing work to model and plan for system pressures for winter 2020/21 and how partners work together.</li> <li>○ Impact of Covid on the Leeds Care Home Sector.</li> </ul> </li> <li>• Ongoing work with WY&amp;H ICS with Leeds around assurance for Phase 3 and local plans.</li> <li>• WY&amp;H ICS System Resilience Scenario workshop ('stress test') taking place on 16 Sept 2020 followed by a Leeds 'stress test' in late Sept / Oct.</li> <li>• Ongoing work to develop a series of health and care system recommendations in the short to medium term on the impact on</li> </ul>

			<p>provision of healthcare services for non-COVID-19 conditions. This has been led by a framework that prioritises BAME communities, communities experiencing the highest levels of deprivation and other groups at greatest risk of health inequalities.</p> <ul style="list-style-type: none"> <li>• Updated planning around arrangements for flu and the impact of Covid on this.</li> <li>• Learning and action through workshops on elective surgery issues across West Yorkshire Association of Acute Trusts using examples from Nightingale Hospitals.</li> <li>• Communications Strategy agreed, which includes areas such as: <ul style="list-style-type: none"> <li>○ Development of a WhatsApp broadcast channel.</li> <li>○ Developing a broadcast channel to target BAME communities</li> <li>○ Promotion of how to attend services during winter with some filming from faith leaders and staff from LTHT on how to attend urgent care.</li> <li>○ Mind Well produced a number of resources which have been circulated to community partners and outbreak areas.</li> <li>○ Work with Capital FM and Yorkshire Evening Post on Age Proud Leeds.</li> <li>○ Work is underway liaising with Primary Care Networks on flu campaigns and the different locations these can be carried out in.</li> <li>○ Reinforcing of communications around handwashing alongside flu campaigns.</li> </ul> </li> </ul> <p>A live panel with Public Health and clinicians on the myths and misinformation around Covid in Sept.</p>
<b>3. Infrastructure and supplies impact</b>			
3.1	With internal partners, relevant authorities and agencies to ensure a coordinated and well communicated approach to returning the city to business as usual in a safe and managed way.	<b>Gary Bartlett</b>	<ul style="list-style-type: none"> <li>• Infrastructure Silver Group continued to meet fortnightly throughout summer to discuss return to schools, colleges, universities and work in September. Updates on the preparations/contingency plans relating to public and school transport in Leeds developed WYCA, bus and rail and train operators and the Children's Services Directorate have been discussed.</li> </ul>

		<ul style="list-style-type: none"><li>• Contingency arrangements in place with Northern Rail to prevent overcrowding on rail services known to carry significant numbers of pupils/ students.</li><li>• Communications plans developed, with good links into relevant partners and authorities to enable remedial action to be taken should any issues arise.</li><li>• Engagement and collaboration taking place with the Leeds universities and colleges to support the return of students. The potential for the active travel modes of walking and cycling will be emphasised for the many students who live within reasonable travel distances.</li><li>• Second phase of the School Streets trial initiated, which will engage a further ten schools.</li><li>• Social distancing measures in more than 12 locations plus the City Centre, including New Briggate, Great George Street, Mill Hill and Call Lane. The contractor delivering the city centre package for Connecting Leeds accelerated their programme taking advantage of the reduced traffic and footfall. This has allowed earlier completion and availability of widened footways and improved public realm at key locations to assist social distancing, in particular on the Headrow and Park Row. Works on Corn Exchange started late August to provide improved public transport, pedestrian and cycle facilities and an upgrade to the public realm.</li><li>• Additional supplies of highway barriers obtained to create a stock of some 3,500 linear metres.</li><li>• Further works planned for completion in 2020/2021. Greek Street public realm scheme was completed in August, good progress on A64 Regent Street flyover work and East Leeds Orbital Route. Public realm scheme at Cookridge Street recently commenced.</li><li>• During June a trial scheme was implemented on the A65 Kirkstall Road/ Commercial Road to provide additional segregation of the existing cycle lanes. The first phase of this work is completed and an extension of the measures to the remaining cycle lanes is planned to take place during September. Further expansion of these trial measures to the A660 route is now planned as part of the Emergency Active Travel Fund as described below.</li></ul>
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			<ul style="list-style-type: none"> <li>• As part of the Governments Emergency Active Travel measures, Leeds received capital allocation of £710,000 and £20,000 revenue plus a locally agreed funding contribution of £160,000 from the West Yorkshire Local Transport Plan for short term measures. These measures will include: active travel neighbourhoods, temporary widening of footways, segregated cycle provision, school streets, cycle parking and a bike purchase scheme. Ward Members engagement on all the proposals is continuing.</li> <li>• Second round bids for £225 million balance of the EATF were submitted to the DfT during August and a decision is anticipated imminently. Anticipated that West Yorkshire will receive c£12 million of which Leeds share is expected to be c£3 million. As with Tranche 1 further development and engagement will take place involving Ward Members, local communities and stakeholders as the projects are refined and developed in advance of the delivery phase due to commence later this year.</li> <li>• Elland Road park and ride site reopened following a soft launch in late August. Whilst quiet currently new users and higher use of car share is being reported.</li> <li>• Temple Green continues to be used as a regional testing site with no current plans to change this.</li> <li>• Funding secured to extend park and ride at Temple Green</li> <li>• Work on Stourton Park and Ride continues to progress well.</li> <li>• Bronze returning to public spaces group continues to meet to oversee and coordinate the safe return to public spaces.</li> </ul>
3.2	Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services	Sarah Martin	<ul style="list-style-type: none"> <li>• Over the Summer holidays Catering Leeds have supported the Holiday Hunger feeding programme for vulnerable families, with 300 hampers delivered directly to homes each week, and over fifty grab bags per day provided to schools.</li> <li>• Preparations for school return in September are in place and adjustments have been made to schools to accommodate changing requirements from schools where we are providing daily hot grab bag meals, this is in place for 95% of the schools we service. This has meant</li> </ul>

			adjusting our menus and how the service looks and operates at lunchtime to accommodate bubbles and different school day structures.
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	Cath Roff	<ul style="list-style-type: none"> <li>PPE stock levels are rated as excellent, with 6 months' stock in place. Council and other services are being supplied with PPE as needed as they reopen.</li> <li>Provision of PPE to Catering Leeds has increased significantly in preparation for school kitchens reopening. Direct orders from schools are also anticipated to increase.</li> <li>The Council is now providing all PPE needs to Leeds City College, and will be distributing over 1 million pieces of PPE every fortnight to 95 GP surgeries on behalf of Leeds CCG until the end of 2020.</li> <li>A new approach to supplying domiciliary care provision with increased training and specialist training videos with regards to wearing PPE. We've devised a PPE grid linked to staff using the right PPE is the right setting linked to National Guidance.</li> <li>A PPE usage tool has been developed with the LRF to establish the level of usage above business as usual needs, and this information shared with MHCLG.</li> <li>On 4<sup>th</sup> September the MHCLG wrote to local authorities to inform them that the Government will cover all PPE costs above and beyond business as usual supplies until 31 March 2021. The PPE Hub will be responsible for ordering and distributing PPE to those services who are unable to access the portal.</li> </ul>
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	Polly Cook/Lee Hemsworth	<ul style="list-style-type: none"> <li>At the beginning of lockdown, council teams and partners working in the area of food poverty and insecurity came together to implement a system for emergency food provision to ensure that vulnerable, self-isolating / shielded people could access food. This was administered via the Coronavirus Helpline and Local Welfare Support Services and was supported through either Direct Delivery of emergency food or provision of food parcels via the Community care Hubs. Over the period of provision, adaptions to the service and food bag contents were made to respond to cultural and dietary needs.</li> <li>To support this process the council opened a warehouse facility designed to provide a central location in Leeds for food storage and distribution, linking fleet vehicles and drivers for food deliveries and</li> </ul>

		<p>collections. This larger premises allows food to be packaged within social distancing guidelines.</p> <ul style="list-style-type: none"><li>• It is estimated that almost 63,000 food bags have been distributed by the Emergency Food Service in Leeds which have been made up into 33,900 food parcels over the whole 23 weeks.</li><li>• As lockdown and shielding measures were eased, and a wider range of council services began to return, work was undertaken to review how emergency food is provided. This was focussed on closing the food warehouse and linking the community care hubs and third sector organisations involved to appropriate networks to maintain food provisions where necessary.</li><li>• This is largely in place now and over September, the Community Care hubs in partnership with their food providers, including FareShare, will transition to the new arrangements which will allow the warehouse to be stepped down and closed by the end of September. The principle actions taken to allow this change to take place include:</li><li>• The provision of bigger premises (until the end of October) for FareShare to ensure they can meet demand. This time allows FareShare to secure larger premises on a more permanent basis.</li><li>• The provision of additional volunteers to work at FareShare to pack food bags and parcels. They will work 5 days per week to ensure enough supply is packed for delivery to the Community care Hubs.</li><li>• All Community Care Hubs now have arrangements in place for food supply from their own suppliers, or have signed up to receive bulk or pre packed food from FareShare.</li><li>• These arrangements will be kept under review to ensure that they continue to meet demand and are able to stand up to any increases as a result of a local lockdown.</li></ul>
<b>4. Business and economic impact</b>		

4.1	<p>Ensure effective liaison with business and provide relevant advice or support where possible, including access to government grants, and continue to focus on our longer-term economic recovery approach centred around the need to Respond, Reset and Renew and Build Resilience.</p>	<b>Eve Roodhouse</b>	<ul style="list-style-type: none"> <li>• £153,490,000 paid in Business Support grants under the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund via 12,532 grants (as of 15<sup>th</sup> September 2020). Although these schemes closed on 28<sup>th</sup> August 2020, we can continue to make payments under them until 30<sup>th</sup> September 2020 for applications received prior to the closing date.</li> <li>• The Local Authority Discretionary Grant Fund closed on 28<sup>th</sup> August 2020. Payments under this scheme will be awarded to businesses by 30<sup>th</sup> September 2020. As of 15<sup>th</sup> September 2020, 543 businesses have been assisted and we have paid out a total to date of £5,087,209.91.</li> <li>• Continue to work with large private sector firms to shape our policy decisions around recovery. Video call with key businesses took place in early September 2020.</li> <li>• Footfall for the city centre continues to show a steady increase in numbers. The most recent data shows footfall is c. 67.5% of normal levels.</li> <li>• Much activity has taken place to support the reopening of the city centre, including leading the Reopening High Street Safely Fund (eg. signage and banners, marketing and promotion and hand sanitisation); the delivery of the Briggate Pop Up Park; coordinating a new approach to café licenses; coordinating day time and night time economy stewarding services; completing the permanent Greek Street pedestrianisation scheme and launching it in time to support the reopening of the Hospitality sector; and temporary pedestrianisation works.</li> <li>• Visit Leeds launched the Rediscover Leeds campaign at the end of July, which aims to help revive the city's rich Tourism, Hospitality, Leisure, Business and Cultural industries by encouraging visitors to rediscover the city in a way that they feel comfortable with, whether that is shopping, eating out or staying closer to home in our vibrant neighbourhoods. Traffic to the Visit Leeds website for the first four weeks of the campaign saw the number of users grow by 97% compared to the previous four-week period. Page views on the site also increased from 40k to 70k.</li> <li>• The Leeds MIT REAP team launched its 'LEAP' programme to help individuals facing a change in circumstance, inspiring them to make the</li> </ul>
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			<p>leap to become part of a new wave of entrepreneurs. In addition, the ‘Build’ pilot programme will be launched in January 2021 to support entrepreneurs from diverse backgrounds across the region to turn their innovative socially beneficial ideas into scalable businesses that investors want to back.</p> <ul style="list-style-type: none"> <li>• Draft West Yorkshire Economic Recovery Plan published in August, setting out actions for a locally-led recovery that builds on the region’s strengths and puts in place measures to support jobs. The goals of the Plan are Inclusive Growth and Sustainable Environment, with three action areas highlighted as Good Jobs and Resilient Business; Skills and Training; and Accelerated Infrastructure.</li> </ul>
Page 48	4.2 Connecting communities to jobs and skills.	<b>Sue Wynne</b>	<ul style="list-style-type: none"> <li>• The latest Universal Credit claimant figures for Leeds for July 2020 were published on 11<sup>th</sup> August 2020. The provisional count of the number of people claiming Universal Credit in July 2020 shows a continued increase to 67,174. This is a 90% increase in claimant numbers (both in and out of work) between March and July 2020.</li> <li>• The new <a href="#">Employment and Skills Leeds</a> website was launched to provide a single point of access to the Employment Hub, the Apprenticeship Hub and the Learning Hub to maximise engagement with key stakeholder groups. This includes live vacancies, employment support services and the new adult learning offer for the 2020/21 academic year starting this month.</li> <li>• The Employment &amp; Skills service has supported 1,382 people into work during April to July 2020 and currently have 1,476 individuals on tailored employment support programmes.</li> <li>• Dedicated support is provided to school leavers and school and college students can access the careers guidance platform <a href="#">Start in Leeds</a> to help them make informed choices on their next steps in learning and future career pathways. 35 businesses have signed up to provide virtual interactive sessions for schools including live webinars, projects and virtual work place tours under the banner of the Leeds Careers Charter.</li> <li>• Businesses can now access the new financial incentives to support young people into work and apprenticeships reported in the Government’s Plan for Jobs 2020. The Leeds Employment and Skills Task</li> </ul>

			Group is developing the local offer and partnership delivery arrangements which will be widely promoted.
<b>5. Citizens and communities impact</b>			
5.1	Monitor community tensions and providing community reassurance through regular channels e.g. faith and community leaders, responding appropriately when required.	Shaid Mahmood	<ul style="list-style-type: none"> <li>• Guidance appropriate for local needs around the celebration of major faith festivals has been developed with extensive consultation and engagement taking place with local Muslim groups, national organisations and local partners for the celebration of Eid in particular.</li> <li>• Working with key partners West Yorkshire Police, we have adapted national guidance and wrapped personalised support around the guidance for individual places of worship, to ensure the safe reopening of churches, mosques and gurdwaras amongst others.</li> <li>• A review of the Council's Faith 'Covenant' which sets out the council's relationship with the faith sector in the city has been progressed further since the last report and nears completion. This is being delivered in partnership with Leeds Faith Forum and the Religion or Belief Hub. The council continues to support the adoption of a new strategic plan for Leeds Faith Forum to guide its development over the next three years.</li> <li>• The council has supported the development of a faith staff network in the Council and in other organisations such as the Leeds and York Partnership Foundation Trust to ensure that staff of faith backgrounds are supported during Covid-19.</li> <li>• Community tensions monitoring continues with close attention to the issues in the city, involving partners across statutory and voluntary sector. Reassurance messages and clear guidance has been offered throughout. Community voices have been supported to amplify messages to key groups.</li> <li>• Following the Black Lives Matters protests in Leeds and the evidence of inequalities being exacerbated for people from ethnically diverse communities, work has continued to engage the city in the antiracism agenda. The Executive member for Communities has convened two meetings with a range of key people from organisations in the city and those individuals active in the field of inclusion, diversity and equality rights.</li> </ul>

Page 50	<p>5.2 Ensure effective liaison with the third sector (VCFS organisations) to understand impact and provide advice and support to ensure a coordinated and safe approach to the use of community capacity.</p>	<b>Shaid Mahmood</b>	<ul style="list-style-type: none"> <li>• A wide range of VCFS organisations are engaged in support of the work on the Outbreak plan. This has been successfully tested in the cluster areas where the city has responded.</li> <li>• Completed review of the volunteer hubs. Recommendations applied in the last quarter. Plans in place to support a more independent structure.</li> <li>• VAL have worked with Hubs to develop a partnership bid to the National Lottery for continuation funding for additional activity to support volunteers / volunteer managers.</li> <li>• Beginning to encourage a focus on root causes of need, beyond meeting need for assistance with food etc. Aim to build on new volunteers and engaged community members.</li> <li>• Third sector resilience continues to be a concern, joint work led by VAL on a local resilience plan, with a second round of the resilience survey being launched in early September to gather updated data.</li> <li>• Volunteer centre is fully operational with VAL operating on a virtual basis, good outcomes in matching volunteers to opportunities. A new volunteering platform for the city, Be Collective, being launched later in September.</li> </ul>
5.3	<p>Recognising the community understanding role of Councillors, ensure appropriate information is provided to elected members to enable them to support the community in their wards.</p>	<b>Shaid Mahmood</b>	<ul style="list-style-type: none"> <li>• Frequent updates and calls to councillors continued during summer, on national and city-wide, key messages, and on local concerns</li> <li>• Local liaison with councillors on the restarting of services and specifically with councillors in affected areas.</li> <li>• All the city's community committees have held virtual meetings. The Community Committee Chairs Forum agreed to continue virtual meetings for the autumn cycle and invite council and partner services to provide their updates on local issues.</li> </ul>
5.4	<p>Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate.</p>	<b>Lee Hemsworth</b>	<ul style="list-style-type: none"> <li>• The Coronavirus helpline was established at the beginning of lockdown to provide help and support to those who were in need and vulnerable. Whilst in operation the helpline took well over 20,000 calls and, along with the Local Welfare Support phone line, over a 23 weeks period, recorded over 19,400 enquiries. These resulted in almost 25,000 referrals for services such as food parcels, help with shopping, medicines and essentials, help with fuel, shielding/self-isolation support and welfare checks.</li> </ul>

			<ul style="list-style-type: none"> <li>• Calls to both helplines has decreased significantly since their introduction with weekly calls now at just over 100. Given this, the Coronavirus helpline is now 'ported' automatically through to LWSS who now provide the support. This allows the Community hub and Library staff to return to their normal roles. The porting of calls will remain in place until the end of November at which point a message will be placed on the Coronavirus helpline asking callers to redial to LWSS. This will be in pace for up to 12 months.</li> <li>• In the event of any future lockdown that leads to a significant increase in demand, additional Customer Service Officers are being trained and provided with access to the contact centre technology so they can support LWSS if and when needed. This will remain under constant review to ensure the service is able to stand up to increased demand.</li> </ul>
Page 51	5.5 Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	Tony Cooke/Polly Cook/Lee Hemsworth	<ul style="list-style-type: none"> <li>• Since 1 August shielding has been paused, but local areas have been asked to draft scenario plans that reflect re-introduction of varying levels of shielding support. Leeds has drafted 5 possible scenarios that range from maintaining the current position (scenario 1) through to full lockdown (scenario 5)</li> <li>• As of 8 September we are in scenario 2 (infection rate increasing but no change to shielding, with exception of ensuring messages to people previously advised to shield are re-emphasised, for example about hand washing and social distancing)</li> <li>• Throughout the last six months, people advised to shield have received regular communication from the council and third sector/NHS partners. A 'Routes to support' document outlined the manner in which shielders could access food, medicine, transport and other support services.</li> <li>• Should local lockdowns or even a further national lockdown be imposed our plans can be mobilised rapidly and services and communications deployed across the City.</li> <li>• We are in communication with MHCLG about funding this, and are also having local conversations about ensuring adequate staffing support as the first iteration of shielding was delivered by a team that are being redeployed into their primary roles.</li> </ul>

5.6	<p>Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus eg domestic violence, rough sleepers, release of prisoners, managed approach, NRPF</p>	<b>Paul Money</b>	<ul style="list-style-type: none"> <li>• At the peak of the pandemic in Leeds around 240 people were housed within emergency accommodation (hotels). Through a partnership approach we have continued to support customers in this temporary placement to find more settled accommodation, this has resulted in a reduction to 103 individuals in emergency accommodation (of which, 81 are in commercial hotels), up to 28<sup>th</sup> August. 239 people have moved into settled accommodation as a result of the emergency Covid-19 response. An outbreak plan has been prepared for the population currently in emergency accommodation.</li> <li>• Revised COVID measures for the Managed Approach to street based sex working remain in place, with work across the partnership to support street based sex workers, with a focus on support in accommodation where possible. It is believed that most women on the cohort are not street sex working although the trend is seeing increased numbers since lock down restrictions were eased. Those whom continue to undertake such activity are being engaged and supported dynamically as appropriate. Safer Leeds continue to work closely with police, public health and commissioned services in relation to any future developments with regards public health guidance and regulations.</li> <li>• The newly developed shadow Domestic Abuse Leeds Partnership Board is scheduled to have its inaugural meeting on 12<sup>th</sup> October in advance of new legislation making such requirements a duty across all local authority areas and this Board will have strategic oversight of the partnership DV&amp;A strategy. In the event of a possible second wave, contingency plans have been developed and will be initiated if required.</li> </ul>
5.7	<p>Ensure that vulnerable children and young people are safeguarded as far as is possible during this pandemic, as services adapt to new ways of operating.</p>	<b>Sal Tariq</b>	<ul style="list-style-type: none"> <li>• In the initial round of identifying people who are extremely clinically vulnerable, over 1400 children were advised as being required to shield.</li> </ul>

Page 53		<ul style="list-style-type: none"><li>• All schools then received the lists of children who were shielding. This was welcomed by head teachers enabling them to ensure that all children were receiving the right support.</li><li>• Support was offered to all families through the food distribution network and the Early Help hubs, this included food parcels and priority access to delivery services from supermarkets. The council had a range of support on offer to families through the food distribution network, this including the provision of sanitary protection. Schools supported students with opportunities for remote learning for students who were advised to shield.</li><li>• The guidance on shielding changed on 1st August. This information was included in the recent communication to schools on attendance. Shielding advice for all adults and children paused on 1 August, subject to a continued decline in the rates of community transmission of coronavirus (Covid-19). This means that even the small number of pupils who will remain on the shielded patient list can also return to school, as can those who have family members who are shielding, if the parents and the child's clinician agree this is a safe option in consultation with the school. Guidance for children and young people who have been shielding has recently been updated and shared with partners.</li><li>• The Children and Families Bronze groups continue to meet in the East, South and West of the city bringing together a range of key multi agency partners, their focus has been on pupils return to school, ensuring individual support plans are in place for all vulnerable children and their families at a cluster level.</li><li>• Laptops/digital devices have been provided to vulnerable children across the city to support them with their education and they have been very well received.</li><li>• The Early help hubs have worked with partners across the city to run a number of healthy holiday activities and to positively engage with young peoples and their families to support the transition back to school in the autumn term.</li><li>• Contacts to the Duty and Advice Service have remained high over the summer holidays despite schools being closed. The service is</li></ul>
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			anticipating a rise in contacts once children return to school and contingency plans are in place to respond to this as necessary. All statutory and essential services have been maintained throughout the pandemic.
5.8	Supporting the safe return of pupils to classrooms from September including supporting schools with risk assessments to ensure Covid-secure compliance, and supporting outbreak management arrangements.	Sal Tariq	<ul style="list-style-type: none"> <li>• From September all children and young people have to attend school; under Section 444 of the 1996 Education Act, it is the responsibility of parents/carers to ensure their children attend school regularly, and this requirement is now back in force.</li> <li>• Over the summer, Headteachers have continued to work hard, following further government guidance, to ensure that schools in Leeds are safe for children and staff.</li> <li>• Schools have completed comprehensive risk assessments so that they can re-open safely to all children in September. LCC's Health and Safety team have produced the template for this, which has been made available to all maintained and academy schools. Schools are currently being surveyed to determine the exact date they will have all pupils back in. The survey opened on Monday 24th August.</li> <li>• The DfE has launched a campaign to encourage pupils back into school. Materials and resources will be examined and added to by colleagues in Learning where required. Some information and frequently asked questions for parents are also available on the Council website.</li> <li>• The Department for Health and Social Care has advised that they will be sending schools and further education settings an initial supply of ten test kits for pupils, teachers and staff during the first week of September. The test are only to be offered to individuals who: <ul style="list-style-type: none"> <li>○ Have developed symptoms while at school or at a further education institution</li> <li>○ In the exceptional circumstance that it is believed they may have barriers to accessing a test elsewhere, and that by giving them a test kit directly, it will significantly increase the likelihood of them getting tested,</li> </ul> </li> </ul>

Page 55		<ul style="list-style-type: none"><li>○ It is believed that if sent home without a kit, would not receive a test at all.</li><li>○ Where non-attendance is the result of anxiety about possible infection, Children and Families will work with schools and parents to provide reassurance. Schools would always consider each case in its own context and work to remove any barriers before contacting the Local Authority to request to move down the legal process. The attendance team will support schools where pupils have not returned to school using a restorative approach.</li><li>● With the local transport authority, the West Yorkshire Combined Authority (WYCA), a countywide consultation with families has been held which raised initial public awareness of the government target to reduce the number of school children on public transport by 50% and to secure views about the likelihood of changing school travel plans. Over 2,200 responses have been received from Leeds residents, which indicated an 8% switch away from public transport. In addition, WYCA have worked closely with public transport operators and have been successful in securing 18 public services being re-designated as dedicated school buses as well as 24 additional dedicated school buses being contracted.</li><li>● Secondary school improvement advisers will contact all heads of LA maintained secondary schools in September to gain an overview of the trends evident in this year's exam results and to discuss the school's recovery curriculum.</li><li>● Primary school advisers will meet at the start of the term with Primary School Learning Alliances to gain an understanding of priorities for curriculum and school development. 'Families of Schools' meetings are also scheduled to take place in the autumn term.</li><li>● Educational Psychologist colleagues are developing the 'Implementing Wellbeing for Education Return' package of resources from the DFE, so this can be delivered as training into schools and colleges reflecting local needs and resources and embedding within Leeds systems and practice.</li></ul>
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5.9	Establish a hardship fund in line with government guidance and to meet local need	Victoria Bradshaw/Lee Hemsworth	<ul style="list-style-type: none"> <li>• Leeds was allocated £8,921,883 to assist working age Council Tax Support (CTS) recipients in the form of a hardship payment which tops up their CTS award. The approach in Leeds has been to deliver the hardship funding primarily by removing the restriction to 75% which is currently being applied to 29K CTS recipients, so that their CTS entitlement is calculated based on 100% of the council tax charge. Where removing the restriction means a current working-age CTS recipient doesn't benefit by £150, the hardship fund has been used to top up their award so that they benefit by £150, ensuring that the total award does not exceed the customer's council tax liability.</li> <li>• To date, around 29K working-age CTS recipients have had their CTS award increased as their award for 2020/21 is now based upon 100% of the council tax charge rather than 75%. The average hardship award is £239, with over 25k households receiving a reduction on their bill of more than £150. As a result of the hardship awards, an additional 19k low-income council tax charge payers in Leeds now have no council tax balance to pay for 2020/21.</li> <li>• £6,736,591 has been awarded from the hardship fund thus far leaving a balance to spend of £2,185,292. This will be used to cover the cost of awarding an additional 25% to new working-age claimants who apply for CTS over the remainder of this financial year as well as a reserve pot which can be used to make awards on an individual case by case basis where needed throughout 2020/21. Whilst CTS applications have steadied, a second surge of claims are expected as Government reduce their financial contribution to workers furloughed from this month.</li> <li>• No Hardship Funding is planned from Government for 2021/22, and therefore no additional support measures will be in place and the Councils CTS scheme will revert back to 75% of the Council Tax charge.</li> </ul>
<b>6. Organisational impact</b>			
6.1	Ensure joined-up cross-departmental approach to Coronavirus (COVID-19) response within the council, within the context of the recovery phases	Neil Evans	<ul style="list-style-type: none"> <li>• This Recovery and Resumption Plan is being used to ensure a coherent and consistent response which ensures corporate compliance with national guidance. The plan is reviewed regularly and updated accordingly. More frequent engagement with chief officers so everyone is clear about role and expectations and a consistent approach is taken.</li> </ul>

6.2	Leading on council-wide discussions to secure resumption of majority of services in a new operating environment, without impacting on essential service provision	<b>Nicole Walker/Andy Dodman /all chief officers</b>	<ul style="list-style-type: none"> <li>• Merrion House and Civic Hall are being made Covid secure, with capacity for 750 desks including a booking system, building inductions and video tours created.</li> <li>• Further capacity is being established following review of 2m social distancing guidelines</li> <li>• Staff and teams are being supported to return to offices where there is a wish or need to do so.</li> <li>• The results of the 2<sup>nd</sup> Wellbeing Pulse Survey have been analysed and the 3<sup>rd</sup> survey will be launched late October or early November.</li> </ul>
6.3	Identify council service budgets which may require additional financial investment or underwriting the loss of income as a result of reduced income or increased expenditure. Consider requesting additional support from government and the most effective use of funding received from central government.	<b>Victoria Bradshaw</b>	<ul style="list-style-type: none"> <li>• The Financial Health Monitoring Report and the MTFS elsewhere on this agenda, cover the financial position for the Council and the action taken to date to address the budget gap.</li> </ul>
6.4	Ensure regular engagement with council contractors and suppliers to identify any potential impact or risks to contractor performance.	<b>Victoria Bradshaw/ Commissioners</b>	<ul style="list-style-type: none"> <li>• Liaison across services taking place with contractors and providers so that issues can be captured and responded to.</li> <li>• National advice and support is communicated to suppliers to ensure that a consistent message is circulated.</li> </ul>
6.5	Track impact on council workforce affected by Coronavirus (COVID-19), including a period of staff absence, staff welfare, workplace conditions, intervening and issuing regular up to date guidance as required, so that managers can support individual members of staff.	<b>Andy Dodman</b>	<ul style="list-style-type: none"> <li>• There has been a significant reduction in the number of staff absent from work due to Covid-related ill health, self-isolation or shielded/vulnerable worker categorisation. Over 1,600 staff were affected at the start of April, with this number now down to 90.</li> <li>• A collectively agreed framework has been agreed and implemented to safely and expediently support shielded/vulnerable workers back to the workplace. This adopts a risk-based approach with support from Occupational Health. Training has been delivered to managers to complement the process.</li> <li>• Over 4,500 staff participated in two Wellbeing Pulse Survey, enabling us to assess levels of wellbeing and support. The results have led to a range of practical support provided, including the launch of a new Staff Wellbeing identity, online Booklet/e-book, OH drop-in sessions and other training/development opportunities. Over 83% of staff have felt</li> </ul>

			<p>well supported throughout the lockdown period, with those struggling receiving regular check-in and additional support</p> <ul style="list-style-type: none"> <li>Throughout the lockdown period, many staff were successfully redeployed into other roles to ensure essential service continuity. Many of these staff are now returning to their departments as services resume and reopen.</li> <li>Collectively agreed frameworks have been developed and implemented to support staff who display symptoms or work with those that do. This adopted approach is able to respond quickly and positively to any suspected Covid cases</li> <li>Weekly bulletins have been shared with 2,500 managers to update on the above, and to promote the resumption and recovery process.</li> </ul>
Page 58	<p>6.6 Work across the City as a whole to lead and coordinate the delivery of the necessary Digital and Information solutions to underpin ta ONE City approach to Digital and Information.</p> <ul style="list-style-type: none"> <li>Prioritise use of available resources to maintaining availability of critical communication and IT systems with more permanent working from home.</li> <li>Rapidly developing new solutions to enable new ways of working for services</li> <li>Prioritise intelligence resources to combined data as appropriate and provide new dashboards to inform better decisions in the new world</li> <li>Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working.</li> <li>Protect the Council and partners from opportunistic cyber attack</li> </ul>	Bev Fisher	<ul style="list-style-type: none"> <li>Equipment to support staff working from home continues to be provided from our Apex site to date 11,166 items have been provided.</li> <li>An initial pilot of Microsoft Teams for 570 Council staff has been undertaken reducing pressure on Skype services and supporting better collaboration through video meetings. This is ahead of a wider Council move to Teams and other Microsoft 365 products which will take place in the coming months.</li> <li>Councillors are being supported to have Hybrid meetings with some participants using Committee Room 6/7 and others joining remotely, testing is almost complete.</li> <li>A Desk and collaboration space booking app has been developed and launched for Merrion and Tribeca, this will shortly be extended to Civic.</li> </ul>

6.7	<p>Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to:</p> <ul style="list-style-type: none"> <li>• Share key analysis and headlines;</li> <li>• Identify gaps in data and analysis;</li> <li>• Share capacity and resources;</li> <li>• Provide common/consistent feedback on intelligence issues.</li> </ul>	<b>Simon Foy</b>	<ul style="list-style-type: none"> <li>• Co-ordinate intelligence to support and link to existing arrangements in H&amp;SC system.</li> <li>• Ensure forward-looking analysis to assess emerging economic, labour market and social impacts.</li> <li>• Range of individual thematic and policy updates shared across the group and a weekly headline summary report established.</li> <li>• Reporting to SCG Gold is now monthly rather than weekly to reflect the reduced frequency of meetings.</li> </ul>
Page 59	<p>Assess the impact on events planning and management to understand implications</p>	<b>Nigel Street</b>	<ul style="list-style-type: none"> <li>• SAG (Safety Advisory Group) documentation revised in alignment with current COVID guidance ('Event Notification Form', 'COVID 19 Supporting Information for Event Notification Forms', and 'Outdoor Events – COVID 19 Briefing Note'). The 'COVID 19 Supporting Information for Event Notification Forms' contains additional criteria: <ul style="list-style-type: none"> <li>○ Details of how social distancing will be applied to all aspects of the event</li> <li>○ A COVID-19 risk assessment</li> <li>○ Outline of enhanced hygiene measures and standards at the event</li> <li>○ Consideration for preventing any negative impact on the surrounding areas of the event</li> <li>○ Consideration to the event's attendees mode of transport, in line with Government guidance to avoid non-essential use of public transport</li> <li>○ Details of how the event can maintain temporary records of event attendees, to assist the NHS track and trace</li> </ul> </li> </ul> <p>An area/page on Resilience Direct is created for each event so that SAG Partners can review and critique event documentation feeding back any concerns. Under COVID 19 all events whether rated High, Medium or Low are treated as meeting the SAG threshold. The SAG Partners are all supportive of this approach during COVID 19.</p>

			<ul style="list-style-type: none"> <li>• The S-SAG (Strategic Safety Advisory Group) met and considered measures required to assess events within or in close proximity of COVID 19 'clusters' or 'hot spots'. The outcome was to convene a 'COVID 19/Events Task Group' to meet by exception to assess any such events that might present a threat to public health.</li> <li>• The 'COVID 19/Events Task Group' will meet by exception to assess events considered a risk advising event organisers not to proceed with events that are located in proximity of 'clusters' or 'hot spots'. The Group may take action by raising a 'Direction Notification' where the event organiser isn't cooperative and the risk meets criteria contained within the Health Protection Regulations. The 'Direction Notification' is within the powers of the Director, Public Health.</li> </ul>
Page 60	6.9 Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the current context in responding during the recovery.	Mariana Pexton	<ul style="list-style-type: none"> <li>• Business Continuity Plans and arrangements continue to be reviewed as a minimum annually through the annual review process. The process is coordinated by RET (Resilience &amp; Emergencies Team) and recent reminders have included prompts to review any learning from the COVID outbreak particularly in relation to loss of staff, loss of workplace and loss of key suppliers and supplies (along with a reminder about EU Exit planning). A report entitled 'Business Continuity Planning during COVID 19' was presented to the Joint Meeting of Scrutiny Chairs (22.07.20). The Scrutiny Chairs were keen to offer their support to ensure that business continuity planning remains a priority for managers responsible for LCC's most critical services. A further report with the same title is to be presented to the Scrutiny Board – Strategy &amp; Resources (07.09.20) along with an updated Scrutiny Recommendation Tracker.</li> </ul>
6.10	Ensure that governance issues are considered and adapted for a range of scenarios for continuing member and officer business during the recovery phase whilst also ensuring good governance.	Andy Hodson	<ul style="list-style-type: none"> <li>• Licensing Sub Committees commenced Remote meetings during August, ten sessions being held in that month.</li> <li>• Community Committees have continued to meet in working group settings with formal public virtual meetings being scheduled to commence in October.</li> <li>• Steps have been taken by DIS and Facilities Management to provide facilities to enable Covid secure Hybrid Committee meetings – these facilities are being tested during September with a view to making them available at pace.</li> </ul>

			<ul style="list-style-type: none"> <li>Member Surgeries have started to commence on the basis of Covid risk assessments being undertaken</li> </ul>
6.11	Ensure that our arrangements for death management are handled appropriately and sensitively in line with guidance and excess deaths plan and policy.	James Rogers	<ul style="list-style-type: none"> <li>The Waterside site is currently in a mothballed state but could be operationally ready within 3 hours, if activated. Links remain with partners for capacity planning, reported on Mondays. Monitoring for any upward trends in case / hospital admissions / deaths. Not seeing a translation of cases to admissions and/or deaths at the moment.</li> <li>The total number of reported deaths of people who tested positive with COVID-19 in Leeds hospitals up to 17<sup>th</sup> September is 341.</li> <li>Up to 14<sup>th</sup> September there were 665 deaths where 'COVID-19' or 'corona virus' was mentioned on the death certificate. Of the 665 covid-19 related deaths registered so far, 364 (54.74%) were in hospitals, 265 (39.85%) were in care homes, 12 (1.80%) in a hospice, and 24 (3.61%) in their own home. To date, 19% of all deaths registered have been covid-19 related.</li> <li>Current government guidance states that a maximum of 30 can attend at any given venue for a funeral service provided that it is of a sufficient size to sustain 2 metre social distancing. The council has chapels at its three crematoria and in two cemeteries, however the venue size restricts the number attending to meet this guidance with 14 at Lawnswood /Cottingley, 18 at Rawdon, 20 at Hunslet and Armley.</li> </ul>
<b>7. Media and communications</b>			
7.1	Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate.	Donna Cox/Danni Clayton	<ul style="list-style-type: none"> <li>Media enquiries remain high and currently on the rise with enquiries particularly peaking around government announcements on weekly updates to watchlist status.</li> <li>Regular press conferences taking place as needed.</li> </ul>
7.2	Effective liaison and engagement with Public Health to promote communication and information sharing with key services (such as, Schools, Waste services, Higher/further education institutions, Health sector, Social care, Third sector, Faith organisations/leaders etc), the public and workforce.	Donna Cox/Danni Clayton	<ul style="list-style-type: none"> <li>Regular programme of proactive communications continues</li> <li>Targeted communications provided to residents of cluster areas to inform of local test sites and push preventative messages.</li> <li>Targeted communications to key audiences including young people – resonating key messages, relevant channels and influencers/partners.</li> <li>Translated resources shared on LCC coronavirus webpage and with key partners.</li> </ul>
7.3	Regularly update key stakeholders across the council and city, in particular, elected members	Mariana Pexton	<ul style="list-style-type: none"> <li>Regular communications to key stakeholders remain in place, including frequent updates and calls to elected members and MPs.</li> </ul>

and MPs, CLT, BC LT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc.		<ul style="list-style-type: none"><li>• Communication streams being used to support outbreak management including pushing key messages to the general public as well as target communities.</li><li>• Weekly updates provided to Government on our enhanced outbreak management work.</li></ul>
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# Coronavirus - Gold Covid Strategic Coordination Group

September Report - 7/9/20



## Headlines

### Health and Social Care

Covid-19 cases and hospital occupancy have continued to see a slight increase in the last few weeks, this is to be expected with reports of increased infections in Leeds.

Cases in care homes have also seen a steady increase and continues to be monitored.

PPE supply continues to be managed closely to address shortages, especially as educational establishments prepare to reopen.

### Citizens & Community

Generally widespread compliance of Covid-19 guidance, with numbers of reported digressions remaining low. Calls to the Covid-19 helpline have reduced to less than 10% of what was being recorded at the height of the pandemic.

### Economy and Business

UK GDP fell by 20% in Q2 2020, the biggest quarterly fall since records began in 1955. Construction was hardest hit, down 35%, with the service sector declining by 20% and production down 17%. This confirms the UK is officially in recession.

According to the Centre for Cities High Streets Recovery Tracker, Leeds and other core cities such as Liverpool and Manchester are amongst the worst performing urban centres in terms of returning to pre-Covid levels of activity, although London's West End is faring considerably worse.

According to the latest HMRC data (end July 2020), 111,500 jobs have been furloughed in Leeds. This is 31% of all jobs, compared to 32% nationally. The number of people claiming out of work benefits increased by 3.4% in Leeds between June and July following a stable position the previous month. There are now 36,290 claimants, a rate of 7%, and double the rate of March 2020.



**18**

### New Cases

Diagnosed in Hospitals  
in last 7 days



**5**

### Covid19 Beds

Reported as occupied  
in LTHT Hospitals



**8**

### Covid19 Cases

Reported active in  
Leeds Care Homes



**20.5 µg m<sup>-3</sup>**

**Nitrogen Dioxide**  
levels, almost half UK  
objective (40µg m<sup>-3</sup>)



**32**

### People

In emergency  
Accommodation



**89**

### Covid19 related

Incidents reported to  
West Yorkshire Police



**400**

### Domestic Incidents

reported to WY  
Police in last week



**8000**

**Website Visits**  
to Covid19 guidance  
pages on LCC website



**35**

### Grants paid

to local businesses  
this week



**£380k**

### In grants paid

paid to local businesses  
this week



**70%**

### Footfall in Leeds

Based on figures for the  
same week last year



**85%**

### Traffic Flow

Compared to usual  
expected traffic flow

# Coronavirus - Health and Social Care Impact & Recovery

September Report - 7/9/20



**18** New Cases  
Diagnosed over last  
14 days in hospitals



**8** Cases  
Reported active in  
Care Homes



**5** Covid19  
Occupied beds at  
LTHT

## Health Summary

### Care Homes

In total there are 8 active Covid19 case declared in Care Homes in Leeds. These figures have seen a gradual increase over the last 2 weeks.

### Covid19 Admissions and Inpatients

In the 14 days preceding Monday 7 September 2020, LTHT & LYPFT recorded 2 Covid19 admissions and 16 newly diagnosed inpatients. This is an increase on previous weeks.

### Bed Occupancy

At 08:00 on Monday 7 September 2020, 5 beds were occupied at Leeds Teaching Hospitals NHS Trust (LTHT) by confirmed COVID-19 patients.

Leeds & York Partnership NHS Trust (LYPFT) had 1 Covid19 occupied bed on 3 September.

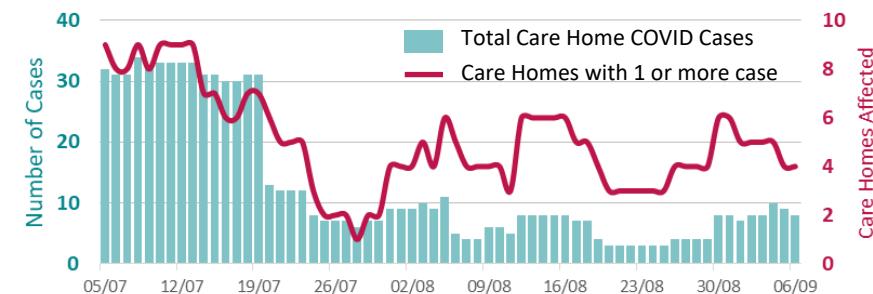
### Registered Deaths in Leeds

As of 4 September 2020, a total of 660 COVID-19 related deaths had been registered by Leeds Registrars Office. The number of deaths registered where COVID-19 was mentioned on the death certificate has reduced somewhat in recent weeks, with zero Covid-19 deaths recorded in the last 12 days (at time of publication).

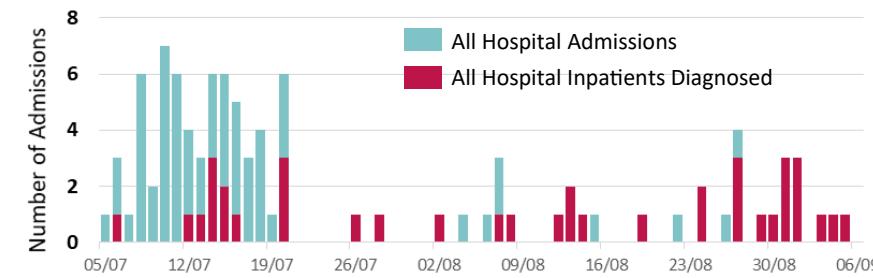
#### Sources:

- Leeds Teaching Hospital Trust - 07/09/20
- Leeds Registrars Office - 04/09/20

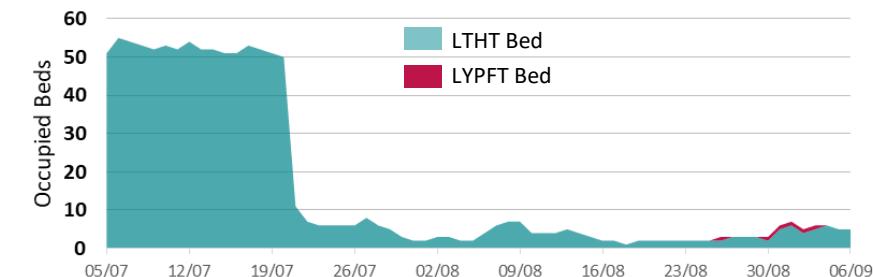
## Covid19 Cases in Care Homes



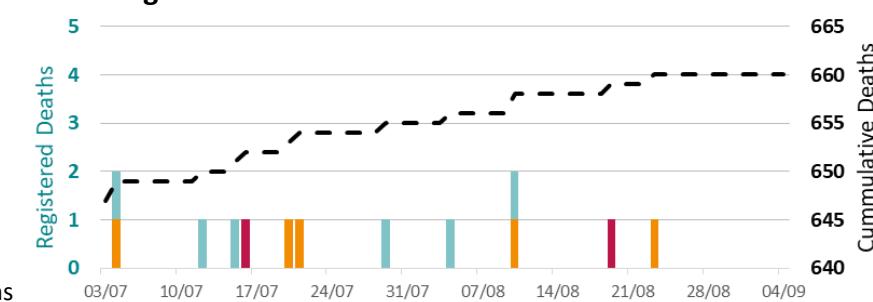
## New Covid19 Admissions and Inpatients



## Confirmed Covid19 Bed Occupancy



## Deaths registered with LCC that mention Covid19



# Coronavirus - Citizens and Community

September Report - 7/9/20



**89** Covid19  
related incidents last  
week



**400** Domestic  
incidents reported  
last week



**32** People  
in emergency  
accommodation



**700+**  
Requests to Covid19  
helpline in August

## Incidents and Crimes Overview

Over the last month Crime and Incidents have shown a decrease, however, Covid19 related incidents have shown to have increased spikes over 3 of the last 4 weekends.

## Emergency Accommodation

As of 4th September there were 32 individuals in emergency accommodation. The number has decreased considerably since July, when it was over 150.

## Children & Education

Future dashboards will look at the return of pupil attendance and monitor the impact of Covid-19 on schools going forward.

## Waste Management & Recycling

The Covid-19 lockdown has affected roadside domestic waste and recycling collections. Over the last month the figures have been comparable to the same periods in 2019, although showing an increased tonnage of weekly black bin waste collections.

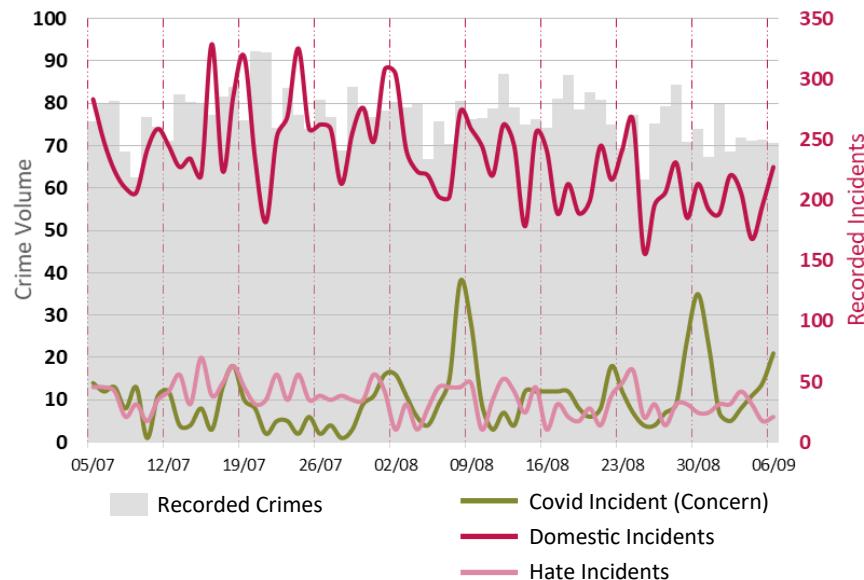
## Call Centre Data

In the last 3 months service requests to the LCC Covid-19 helpline and Local Welfare Support Service's (LWSS) Helpline that could be attributed to the Covid19 Pandemic have shown a significant reduction with August reporting less than 15% of the numbers recorded in June.

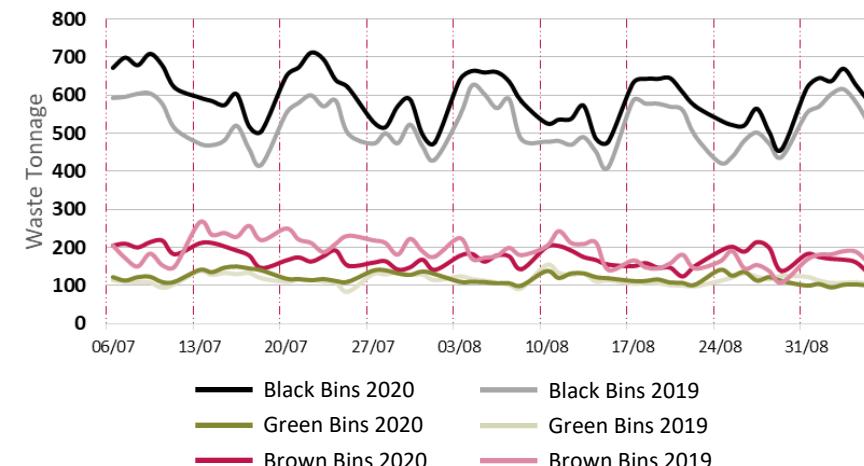
### Sources:

- Leeds City Council - 07/09/20
- Safer Leeds - 07/09/20

## Crimes and Incidents



## Waste and Recycling Tonnage



## Call Centre - Helpline Requests

Type of Assitance	June	July	August
Food & shopping	474	220	70
Food parcel	3099	1486	488
Prescription	352	206	50
Fuel	859	255	72
Personal Products/Services	309	103	46
TOTALS	5093	2270	726

# Coronavirus - Economy and Business

September Report - 7/9/20



**35 Grants**  
for businesses  
issued this week



**£194 Million**  
To support C.Tax  
payers & businesses



**90% Increase**  
of Universal Credit  
claimants since March

## Sources:

- Leeds Financial Services - 07/09/20
- Department of Work & Pensions 11/08/20

## Economy and Business

The situation might be best described as a holding pattern of subdued economic activity, with the end of the furlough scheme providing an imminent risk of increased unemployment.

UK GDP fell by 20% in Q2 2020, the biggest quarterly fall since records began in 1955. Construction was hardest hit, down 35%, with the service sector declining by 20% and production down 17%. This confirms the UK is officially in recession. The economic decline was concentrated in April 2020, at the height of lockdown. On a month-on-month basis, the economy grew by 8.7% in June 2020, building on growth in May 2020.

More locally, according to WYCA's latest business survey, although the majority of businesses say they are now open as normal, 40% continue to report operating at significantly reduced capacity. This reduced capacity is having a notable impact on town and city centres. The Centre for Cities High Streets Recovery Tracker ranks Leeds as Yorkshire's worst performing city centre, with an overall recovery index score of 49. Leeds is in-line with other core cities such as Liverpool and Manchester, although London's West End is faring considerably worse.

As yet, there is little evidence of the impact of local restrictions across certain areas of West Yorkshire in the available data. West Yorkshire-wide transport trends have shown a gradual increase, with bus use generally recovering faster than rail, and weekend travel recovering faster than weekday. The pace of recovery of bus use slowed slightly in August, potentially a result of summer holidays. Weekday MCard and concessionary travel use is currently around 35% of the level in early March 2020.

Traffic around Leeds is steadily returning to pre-lockdown levels and weekend city centre footfall is at its highest level since the start of lockdown. A recent WYCA survey of public transport in the region found that just 50% of people living in more deprived areas of West Yorkshire had been able to work from home, compared to 78 per cent in more affluent areas.

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## Finance

### LCC's financial position

The latest financial projection, showing the impact Covid-19 has had upon the Council's financial position, shows that the latest estimated gap for 2020/21 has reduced to an estimated £52.5m. This is a £12.4m improvement on the position previously reported to this group. This movement downwards is largely explained by Directorates revising downwards the projected impact of COVID19 upon the level of income losses from both trading activities and from sales, fees and charges.

On 24th August the Government announced final details of a scheme to compensate local authorities for lost sales, fees and charges as a result of COVID-19. This new, one-off income loss scheme will compensate for irrecoverable and unavoidable losses from sales, fees and charges income generated in the delivery of services, in the financial year 2020/21. The scheme will involve a 5% deductible rate, whereby authorities will absorb losses up to 5% of their planned 2020/21 sales, fees and charges income, with government compensating them for 75p in every pound of relevant loss thereafter. By introducing a 5% deductible government is accounting for an acceptable level of volatility, whilst shielding authorities from the worst losses. Payments to local authorities will be made in three tranches – the first claim covering the period April to July has to be submitted by September 30th with the payment due in October. The reported position for Leeds City Council in 2020/21 already includes an estimate of how much grant income the Council will receive.

The projected overspend for 2021/22 has reduced to £118.8m as a result of the ongoing review of COVID-19 pressures and a review of other assumptions contained in the previously reported position.

Conversations are ongoing with Government to explore options to address this year's gap, whilst an updated Medium Term Financial Strategy and 2021/22 Budget Savings proposals are timetabled to be received at September's Executive Board.

### Supporting the city

Of the £162m business grants funding received for the Small Business Grant Fund (SBGF) and Retail, Hospitality and Leisure Grant Fund (RHLGF) grants, £153.3m has so far been paid to businesses:

Business Grants	Number	Value
Grants issued this week	35	£380k
Total grants issued	12512	£153.3m

The level of Local Authority Discretionary Business Grant funding from Government is calculated as 5% of the value of SBGF and RHLGF grants awarded to business. On 15th

July Government topped up the available funding to Leeds for Discretionary Business grants by an additional £1.45m to £9.25m. However, the final level of funding for this scheme will reflect the final 5% calculation and the number of eligible businesses.

On 23rd July Government wrote to Local Authorities acknowledging the efforts made to process £10.76bn grant payments to over 875,000 hereditaments (over 92% of those identified as in scope) and progress made in distributing Discretionary Fund grants. Government announced their decision that all three grant schemes, including the Discretionary Fund, should close by Wednesday 30th September and that once final payments have been made on all schemes it will be necessary for local authorities to return any unspent funds to Government.

On August 8th West Yorkshire Combined Authority received a grant of £1.9m from the Government for the School Transport. Specifically this resource is to create extra capacity and also facilitate students to use alternatives to public transport.

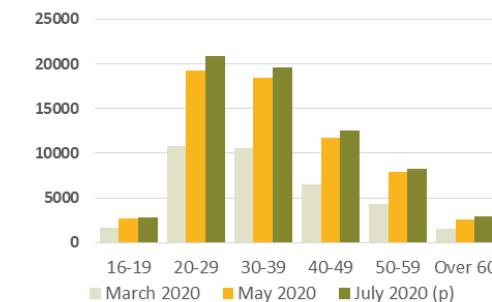
The Government have announced a national fund of £588m for people needing additional follow-on care after discharge from hospital – including older people and those with disabilities. This £588 million fund to cover adult social care or the immediate costs of care in their own home from 1 September - the NHS will be able to access the funding in order to provide up to 6 weeks of additional support which could include support in their home or access to services such as physiotherapy.

## Employment

According to the latest HMRC data (end July 2020), 111,500 jobs have been furloughed in Leeds. This is 31% of all jobs, compared to 32% nationally.

The number of people claiming Universal Credit increased by 2.5% in Leeds between June and July following a stable position the previous month. There are now 67,173 claimants, a rate of 13.1% and a 90% increase on the number of claimants in March 2020.

## Universal Credit Claimants



# Coronavirus - Infrastructure & Supplies

September Report - 7/9/20



**70%** Foot fall  
In Leeds Centre in  
relation to 2019



**85%** Traffic  
Compared to usual  
expected traffic flow



**20.5  $\mu\text{g m}^{-3}$**   
Nitrogen Dioxide  
levels, almost half UK  
objective ( $40 \mu\text{g m}^{-3}$ )

## Travel

Traffic flow around Leeds is averaging around 85% in comparison to 2019

Patterns of travel have increased in Leeds Centre over the last month with Leeds City Centre recording a higher footfall on the 24 August than the same weekend in 2019. On average the weekly footfall is around 70% of numbers recorded in 2019. Levels in Leeds Train Station are also rising, however numbers are still considerably lower than last year.

MCard purchases and concessions on public transport show a steady rise, although this too may be a while before it returns to pre Covid19 levels.

## Food Parcel Deliveries

Delivery of food parcels to households in need has reduced to around 1000 deliveries in the last few weeks, this is in comparison to an average of around 4000 per week during the months of April, May and June.

## Leeds Air Quality (June 2020)

The plot to the lower right shows the monthly mean Nitrogen Dioxide ( $\text{NO}_2$ ) for all the Leeds air quality monitoring sites.

The effect of the lockdown shows a dramatic reduction across all sites in Leeds and the City Centre area, since easing of the lockdown measures began in May, levels of  $\text{NO}_2$  have begun to rise slightly but still remain well under the national objective of 40 micrograms per cubic meter air ( $40 \mu\text{g m}^{-3}$ ).

## PPE Supplies

The number of orders received from Catering Leeds have increased dramatically over the last 7 days as they prepare for the reopening of school kitchens.

Much of the stock received in the last 7 days is to fulfil orders for the 1st delivery for the CCG/GP surgeries which commenced on the 2nd September.

We're now supplying all of the PPE supplies to Leeds City College including their satellite facilities at Harrogate College and their new site at Quarry Hill.

This week has seen the 1st deliveries of PPE to the 95 GP Surgeries on behalf of the CCG/Primary Care, we are responsible for the distribution of over 1 million pieces of PPE every 2 weeks through to the end of the year, and this is in addition to our normal deliveries to council and other services.

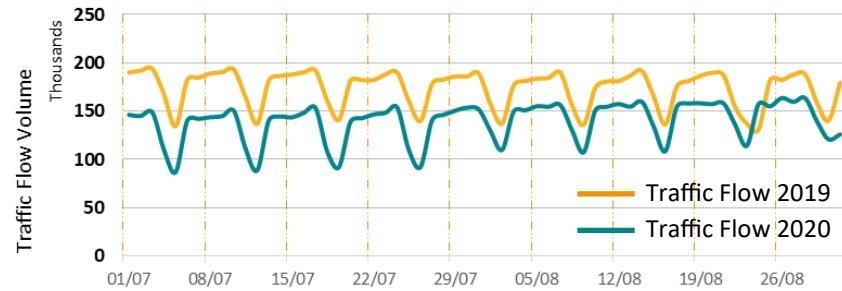
This week LCC have distributed over 2.3 million pieces of PPE

### Sources:

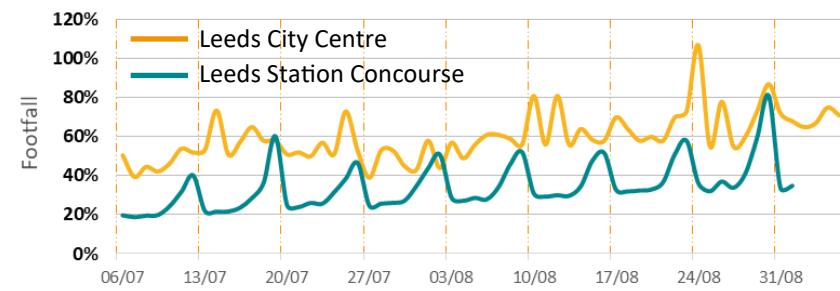
- Leeds City Council - 07/09/20
- West Yorks. Combined Authority - 07/09/20

— Leeds Average  
— Leeds Centre  
— Temple Newsam  
— National Objective  
( $40 \mu\text{g m}^{-3}$ )

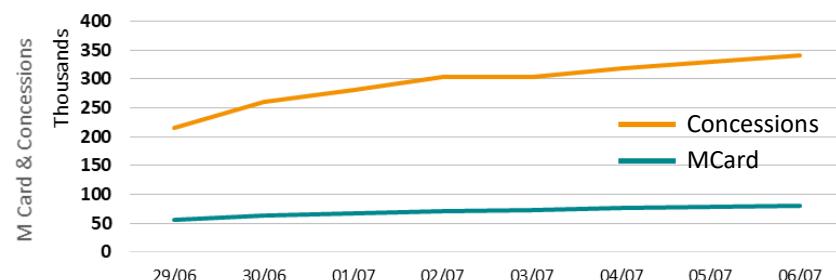
## Two-way 24hr Traffic (5 Radials)



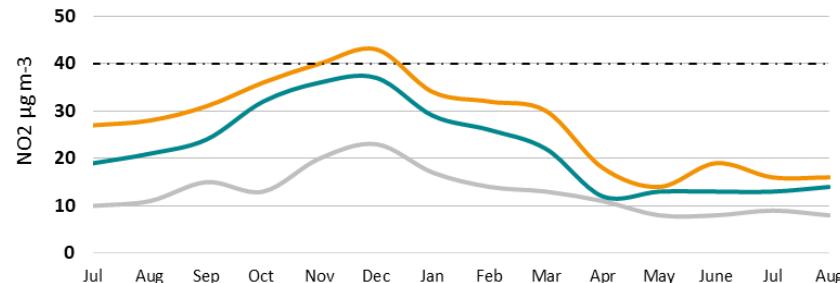
## Percentage of Expected Footfall



## MCard purchases and Concessions



## Leeds Air Quality (July 2019 - August 2020)



# Coronavirus - Comms & Policy Announcements

September Report - 7/9/20



For more details  
click on the link  
under each  
announcement

## Website Visits

Around 8K visited the COVID information web pages, of which over half were new users, this has increased from around 5K in previous weeks.

The GovDelivery Covid email bulletin, which is sent out to 114K residents, had an open rate of 36%, consistent with recent weeks.

## Policy Announcements

**30 July 2020**

Restrictions on social gatherings imposed in parts of Northern England, including Kirklees, Calderdale and Bradford, in response to rising cases. On 2 September the restrictions were lifted in all but the wards with highest rates of infection.

[Source: www.gov.uk \(webpage\)](#)

**30 July 2020**

People with symptoms of Covid-19, or who test positive, must self-isolate for ten days rather than 7.

[Source: www.gov.uk \(webpage\)](#)

**1 August 2020**

Advice for the clinically extremely vulnerable to shield from coronavirus paused across England. Employers given discretion to decide whether employees should continue to work from home, or from a Covid-secure workplace.

[Source: www.gov.uk \(webpage\)](#)

**3 August 2020**

Eat Out to Help Out scheme launched to support the hospitality sector over the summer. Customers received 50% off bills, up to £10pp, in participating restaurants, pubs and cafes on Mondays, Tuesdays and Wednesdays in August.

[Source: www.gov.uk \(webpage\)](#)

**8 August**

Face coverings became mandatory in more settings, including places of worship, libraries, community centres and museums.

[Source: www.gov.uk \(webpage\)](#)

**10 August 2020**

Announcement that NHS Test and Trace will provide local authorities with teams of contact tracers to work alongside local public health teams from 24 August.

[Source: www.gov.uk \(webpage\)](#)

**15 August 2020**

Following a 2-week pause to the roadmap to lifting restrictions due to a national increase in cases, indoor play and soft play, bowling alleys, skating rinks and casinos permitted to reopen; beauty salons, tattoo studios, spas and barbers permitted to offer close contact services; performance venues allowed to reopen with socially distanced audiences. Small wedding receptions permitted.

**17 August 2020**

The Government reversed its decision to use calculated grades for awarding GCSE, AS and A-Level results, reverting to the original centre-assessed grades.

[Source: www.gov.uk \(webpage\)](#)

**18 August 2020**

Announcement that a new National Institute for Health Protection will take over elements of PHE, NHS Test & Trace and the Joint Biosecurity Centre under the interim leadership of Baroness Dido Harding from spring 2021.

[Source: www.gov.uk \(webpage\)](#)

**24 August 2020**

Parents and carers urged to return children to school, as UK Chief Medical Officers state that the risk to children of not attending school outweighs the risks of Covid-19.

[Source: www.gov.uk \(webpage\)](#)

**26 August 2020**

Secondary schools and colleges given discretion to decide whether face coverings should be worn by pupils and staff in communal areas. In areas where local restrictions are in place, this will be mandatory.

[Source: www.gov.uk \(webpage\)](#)

**28 August 2020**

Organisers of prohibited gatherings of over 30 people can be fined £10,000. People who attend such events, or refuse to wear face coverings where mandated (and when not exempt) can be fined £100, doubled on each repeat offence up to a maximum of £3,200.

[Source: www.gov.uk \(webpage\)](#)

Landlords must give tenants 6 months' notice of eviction until March 2021, except in the most serious cases. Ban on evictions extended for 4 weeks from 21 August.

[Source: www.gov.uk \(webpage\)](#)

Contingency planning guidance issued for schools and colleges, with four 'tiers' of intervention that can be applied on a phased basis, with the aim of keeping schools and colleges open even where there are local lockdowns.

[Source: www.gov.uk \(webpage\)](#)

**2 September 2020**

Employer applications open for the Kickstart Scheme, which offers fully subsidised 6-month work placements for 18-24 year olds.

[Source: www.gov.uk \(webpage\)](#)

Corporate risk		Current risk evaluation			Target risk evaluation (by summer 2020)		
Title	Coronavirus: threat to life, health, wellbeing and the economy	Probability	Impact	Rating	Probability	Impact	Rating
Description	Risk of fatalities and serious illness, significant disruption to the city and to council services in the short- to medium-term and long-term negative economic impact as a result of the coronavirus pandemic, potentially greater impact on more vulnerable and disadvantaged.	5 (Almost certain)	5 (Highly significant)	Very High	4 (Probable)	4 (Major)	Very High
Accountability	Risk owners: Cllr Blake (Leader) and Tom Riordan (Chief Executive) Delegated owners: Directors and Executive members Key contact: Mariana Pexton (Chief Officer, Strategy & Improvement)	Monitoring		Best Council Plan implications			
		Last review date	Next review date	This risk impacts upon all ambitions and priorities for the city and the organisation set out in the council's corporate plan			
		24/9/20	21/10/20				
Management review and action – systematic update monthly for Executive Board reporting and reviewed regularly by SCG Gold, CLT and Executive Members given dynamic context. More detailed risk approaches being used at more themed and directorate levels.							

Strategic	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Ensuring effective planning and monitoring, for now and for any future phase</li> <li>Ensuring clear governance – Leeds and West Yorkshire, Regional and National</li> <li>Maintaining effective public engagement and support</li> <li>Lockdown restrictions may need to be re-imposed following initial easing</li> <li>Challenges around operating the city centre and town and district centres in line with updated social distancing requirements</li> <li>Concurrent emergencies and incidents occur, placing additional pressure on the council e.g. financial and resources</li> </ul>	<ul style="list-style-type: none"> <li>Overall plan in place and regular review, including planning for winter</li> <li>Multi-agency governance in place and regular review</li> <li>Clear approach to engagement – public, political, partners, staff, trade unions</li> <li>Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen.</li> <li>Focus and promotion of the city 'safety messages': Safe travel, safe public spaces, safe delivery of services, safe education and safe working</li> </ul>

Outbreak control	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Local outbreaks in the city and bordering authority areas aren't managed proactively or communicated well</li> <li>Settings outbreaks</li> <li>Community clusters</li> <li>Widespread community transmission</li> <li>Adverse impact on those more vulnerable as we head into winter</li> <li>National and local restrictions should the city be escalated to an 'area of intervention' on the national watchlist</li> <li>Capacity issues e.g. Public Health, Environmental Health Office, testing facilities</li> <li>Data shows increasing levels/numbers of outbreaks in the city</li> <li>Risk around engagement e.g. ineffective, confusing etc</li> </ul>	<ul style="list-style-type: none"> <li>Local outbreak plan agreed, governance in place, cross border working through Directors of Public Health and LRF, extensive proactive and reactive communications plan in place, with good use of existing multi-agency groups</li> <li>Proactive incident management for local outbreaks</li> <li>Localised effort in response to clusters and outbreaks e.g. extensive liaison with local services, testing, door to door knocking and more visible enforcement presence</li> <li>Continued close monitoring of the situation and acceleration of actions where required</li> <li>Wider communications and engagement</li> <li>Strong partnership approach in the city including with the voluntary sector</li> <li>Extensive activity on licensing and environmental health</li> <li>Strong links to Public Health England</li> <li>Testing facilities in place</li> <li>Pushing for more testing and local tracing</li> </ul>

## Health and Social Care

Risks and issues	Key actions
<ul style="list-style-type: none"> <li>The ability to deal with the pandemic may be affected by the financial pressures facing the council (the costs of dealing with the pandemic response &amp; recovery and from a reduction in revenue income). As a consequence, key areas such as Social Care, Testing and Shielding may be unable to meet the demand required to support the pandemic response.</li> <li>Additional NHS funding stopped or clawed back through recurrent budgets.</li> <li>Shortfall in resources required to adequately support the continued adoption of new practice and the ability to embed changes/reset of services.</li> <li>Care home and Third Sector Organisations destabilised due to reduced income and increased costs. This may result in a loss of essential care provision.</li> <li>Negative impact on the physical and psychological health of NHS and Social Care staff as a result of the sustained period of dealing with the pandemic. This may lead to workforce capacity issues, increased sickness levels and low morale.</li> <li>Workforce may not be able to flex resources sufficiently to meet increased capacity demands in 'hotspot' areas. This may place further demands on maintaining health and safety for staff and patients.</li> <li>Insufficient PPE and Testing resources resulting in an unsafe working environment for Health and Social Care staff and reduced capacity to deliver services. The return to work across other sectors (e.g. construction, transport and education) may increase demand on PPE supplies leading to further shortages.</li> <li>People failing to make and attend health appointments, both routine and emergency, due to psychological barriers associated with the pandemic. Changes in health and social care service delivery following re-opening may also contribute to these issues, particularly amongst more disadvantaged groups. Consequences: increases in emergency situations and long-term decline in health of the population.</li> <li>Key health and social care messages relating to the pandemic not received and fully understood, especially by those in the most disadvantaged groups. Consequence: increased health inequalities.</li> <li>Problems in fully complying with and maximising benefits from national instructions. Consequences: the creation of a 'wait to be told' culture, slow pace of change, considerable amount of re-working required to comply with national instructions.</li> <li>Increased pressures and demands on staff and services in maintaining compliance with pandemic regulations and further changes to them.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal with the anticipated pressures in the system effectively.</li> <li>Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services as soon as possible.</li> <li>Local outbreak plan and governance arrangements in place</li> <li>Representation through Local Government networks with support through West Yorkshire and Harrogate ICS.</li> <li>CCG and Leeds City Council finance colleagues maximising NHS Covid-19 resources</li> <li>Care Home national representation.</li> <li>Additional 10% uplift to Care Homes with further practical support package.</li> <li>CCG and Leeds City Council making regular submissions for Covid-19 expenditure</li> <li>Monitoring of Third Sector Organisation resilience</li> <li>Internal health, safety and wellbeing support for NHS and Social Care staff</li> <li>National 24/7 hotline</li> <li>Monitoring staff sickness data</li> <li>PPE Groups co-ordinating responses at city and West Yorkshire level</li> <li>Staff testing programme in place</li> <li>Communications Teams work across the city</li> <li>HealthWatch work to gain insight into people's experience with particular focus on those in the most disadvantaged groups</li> <li>Digital Literacy work led by the council</li> <li>Daily data monitoring reports at organisational and city level</li> <li>Wider enforcement through West Yorkshire Police and the council</li> <li>Clear communications from the NHS and the council</li> <li></li> </ul>

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## Citizens and communities

Risks and issues	Key actions
<ul style="list-style-type: none"> <li>The long term impact of school closures during 2020 on educational attainment and progression in the future.</li> <li>Risks arising from the phased reopening of schools e.g. difficulty maintaining social distancing, infection spread and the wellbeing of staff and pupils.</li> <li>Risk arising from the return of students to the city e.g. difficulty maintaining social distancing, community issues and infection spread</li> <li>Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse).</li> <li>Increase in levels of domestic violence</li> <li>3rd sector resilience / sustainability problems</li> <li>Community cohesion/tension issues related to the pandemic (e.g. anti-social behaviour)</li> <li>Extremist narratives</li> <li>People ignoring national lock-down and social distancing guidance</li> <li>Provision of emergency food struggles to meet demand as a result of reduced food supply and/or fragility of the infrastructure which relies heavily on volunteers and 3rd sector organisations</li> <li>Inequalities relating to COVID-19</li> <li>Problems maintaining social distancing once public spaces reopen</li> </ul>	<ul style="list-style-type: none"> <li>Supporting Leeds school and learning community to minimise disruption</li> <li>Reopening schools implementing social distancing measures. Risk Assessment and Health and Safety advice and guidance for schools.</li> <li>Joint planning with the city's Universities and additional enforcement action where required</li> <li>Tracking of children and partnership working</li> <li>Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings</li> <li>Major West Yorkshire public relations and communications initiative on domestic violence</li> <li>Active support for 3<sup>rd</sup> sector and lobbying for national support, plus review of volunteering to learn lessons</li> <li>Daily intelligence report introduced and informing prioritisation of resourcing</li> <li>Inequality issues being monitored and extensive engagement with partners</li> <li>Continued active engagement with LRF partners</li> </ul>

## Business and economy

Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Mass job losses</li> <li>Significant increase in business failure due to the impact of lockdown restrictions</li> <li>Gaps in central government interventions to support businesses leading to increased business failure, higher unemployment and a deeper recession</li> <li>Local lockdowns may result in increased damage to the local economy, a deeper recession and an increase in poverty across Leeds</li> <li>Acceleration of economic trends including automation and digital transformation</li> <li>Employees and consumers lack confidence in the safety measures in place in public spaces, including public transport as restrictions are lifted in advance of a vaccine leading to an extended hit to productivity and a slow recovery</li> <li>Businesses struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE</li> <li>Uncertainty relating to Brexit withdrawal deal</li> </ul>	<ul style="list-style-type: none"> <li>Matching people to jobs where growth and support via the Employment and Skills Service</li> <li>Efficient processing of payment of grants, ongoing engagement, support and advice and lobbying of central government</li> <li>Maintain effective liaison with business, specifically representative bodies to understand impact on local economy</li> <li>The wider council working with businesses to ensure that there are plans in place for re-opening</li> <li>A clear plan for business support in the event of any local lockdowns is needed that can be implemented quickly, minimise impacts on the local economy whilst also managing pressures on the NHS</li> <li>Building capability and capacity to understand how the economy will begin to recover and reshape</li> <li>Supporting small businesses through the allocation of a second phase of discretionary fund payments</li> <li>Continuing to support small businesses through the payment of grants under the second phase of the Local Authority Discretionary Grant Fund</li> <li>Refreshing the Leeds Inclusive Growth Strategy</li> <li>Planning and engagement with businesses on the implications of the Brexit withdrawal deal</li> </ul>

## Infrastructure and supplies

Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Safe transport not provided when needed (e.g. key workers)</li> <li>Public transport struggles to cope with matching demand pressures and social distancing / face covering requirements</li> <li>Increased car journeys into the city due to reduced public transport</li> <li>Schemes not progressed</li> <li>Insufficient personal protective equipment (PPE) including face coverings</li> <li>Supply chain failure / key supplier ceases trading</li> <li>Insufficient food supplies and distribution, especially in emergency for the most vulnerable</li> <li>The volunteer network may reduce when people return to normality. Organisations may withdraw support and volunteers may need to return to their other 'day job'</li> </ul>	<ul style="list-style-type: none"> <li>West Yorkshire Combined Authority (WYCA) engaged and providing support</li> <li>Continue to work with West Yorkshire Combined Authority, Network Rail, train operators, bus operators, Highways England and utility companies to understand level of transport demand and prevailing issues</li> <li>Maintaining contact with major schemes and with key suppliers</li> <li>PPE Groups co-ordinating responses at city and West Yorkshire level, including supply chain work</li> <li>Active management of PPE supplies and compliance with the guidance</li> <li>Use of FareShare and promoting campaign</li> <li>Encourage Active Travel measures</li> <li>Utilise commonplace to consult with the public about options and changes</li> <li>Work with partners on coordinated solutions with regards to known and unknown high density activities/changes e.g., students returning to university, sporting fixtures, unforeseen protest marches, spontaneous festivals</li> </ul>

## Organisational impact

Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Significant financial pressures (high levels of unexpected expenditure, reduced income)</li> <li>Problems in maintaining the delivery of critical services as recovery from the pandemic progresses</li> <li>Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff, reluctance of staff to return to office following the national WFH message change, Trade Union involvement</li> <li>Lack of social distancing and other mitigation measures in the workplace leading to the issue of a 'Notice of Contravention' from the HSE</li> <li>Staff involved in delivering critical front line services may be required to self-isolate due to track and trace</li> <li>Potential risk to front line services should local lockdown restrictions be imposed.</li> <li>Capacity within the council and partners to deal with a concurrent event(s) and with extensive outbreaks</li> <li>Inconsistency of approach in hosting and delivering events</li> </ul>	<ul style="list-style-type: none"> <li>Financial management arrangements</li> <li>Ongoing assessment of business continuity plans for the council's critical services, with clear focus on H&amp;S.</li> <li>Extensive activity on workforce and trade union engagement</li> <li>Proactive approach with meeting needs of remote working.</li> <li>Following an easing of national advice in returning to workplaces, provisions are in place to facilitate the option for staff who seek to return to the office to utilise the available space.</li> <li>Workplace risk assessments undertaken to help ensure compliance with social distancing and other mitigation measures. Management to ensure compliance with the requirements.</li> <li>Work to review and build incident management capacity and be as prepared as possible for other major incidents in the city</li> <li>Develop ways to enhance the capacity of the organisation and taking opportunities for transformation</li> </ul>

<b>Media and communications</b>	
<b>Risks and issues</b>	<b>Key actions</b>
<ul style="list-style-type: none"> <li>Challenge to reach some parts of the population</li> <li>Campaigns don't drive behaviour required</li> <li>Problems maintaining clarity with new/revised communications with the public</li> <li>Reputational issues from failing to communicate properly e.g. misinformation, conflicting/confusing messages or delay in circulating key messages</li> <li>Public disengagement and/or confusion on messaging, lack of trust.</li> </ul>	<ul style="list-style-type: none"> <li>Extensive and coordinated approach in place</li> <li>Dedicated Communications staff support for each key area</li> <li>Communications channels established for Coronavirus messages</li> <li>Leeds.gov website used to communicate changes to council services and important public announcement re coronavirus</li> <li>Targeted campaigns to reach and resonate with different demographics including the use of community champions and trusted city voices</li> <li>Use of Infographics as an effective way of conveying messages to the public.</li> </ul>