

Executive Board, 21st October 2020

Late Item of Business: Agenda Item 17

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

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Report of the Chief Executive

Report to Executive Board

Date: 21 October 2020

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

Agenda Item 17

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- Coronavirus (Covid-19) continues to have a significant impact on the UK, the city and the Council. Since the last report to Executive Board in September, a number of national developments have led to additional government restrictions in Leeds, and many other areas of the country, as rates of infection continue to rise despite considerable action to tackle the spread of the virus. Transmission of the Covid-19 continues to be widespread across all wards of the city, but particularly high in younger people. General transmission across the community is contributing to cases in settings such as care homes, education settings and workplaces, which are being managed well through our strong public health partnership arrangements. We need to continually emphasise the importance of everyone playing their part so that **more people do more of the right thing, more of the time, because they choose to**. This includes clear messaging to encourage people to reduce contact with others, make space, wash hands, wear a face covering, get a test if you have symptoms, and self-isolate when required.
- Since the last report to Executive Board the national Covid-19 alert level has moved to level 4, which means that the Covid-19 epidemic is in general circulation, transmission is high or rising exponentially. New national restrictions have been introduced, which are described in this report, to address the rapid increase in rates of infection. This has included new Government restrictions on people and businesses in Leeds. In addition,

local authorities have been given new responsibilities to administer self-isolation payments to eligible individuals, and the police have new enforcement powers. On 12 October the Government introduced a three-tier approach to restrictions, with Leeds placed in Tier 2 on High Risk Alert from 14 October. Discussions with Government are ongoing as to whether Leeds, the rest of West Yorkshire, and other large cities, will move into the top, Very High Alert, tier. Given the dynamic nature of this situation, a verbal update will be provided to Executive Board on the most recent position. Whilst the level of restrictions tends to dominate, we continue drive the widest range of public health measures, most notably testing, tracing, support to self-isolate, managing outbreaks, preventative work, communications and engagement, compliance and enforcement.

- The impact of restrictions on health and wellbeing and the economy remain a significant concern, however it is also clear that if cases continue to rise there will be significant pressure on local health services and the virus continues to pose a significant health threat, particularly to those with clinical vulnerabilities. Our focus remains on minimising the effects of the virus for everybody, but particularly the most vulnerable, to keep the people of Leeds safe. As we learn to live with the virus we continue to influence national Government and advocate for a compassionate approach to restrictions that takes into account public health, with a focus on health, wellbeing and the economy. We have also consistently advocated for more localised testing and tracing, greater local involvement in decision making about local restrictions and financial support for businesses and individuals. 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. We welcome the new self-isolation support payment (see Citizens & Communities section for more details), but there remain significant concerns about the financial impacts of the pandemic and national restrictions on individuals and business.
- The multiagency arrangements established at the start of the pandemic continue to respond to emerging issues and develop our recovery approach, and these arrangements continue to be reviewed and updated to reflect the current circumstances. Reinforcing clear communications is a priority across the partnership to ensure that people understand the new restrictions introduced by the Government as well as the public health interventions to help keep the city safe. We have worked to make these messages as simple as possible so that people understand the importance of keeping distance from others, wearing a face covering, washing hands and accessing testing and self-isolating in order to reduce the spread of the virus. As well as responding to the impacts of Covid-19, each of the groups are looking ahead to the risks and challenges of the months ahead, including winter pressures on the health and care system, extreme weather and flooding, latent demand on services, and continued uncertainty around EU Exit (please see a separate report on the Executive Board agenda on this subject).
- The main sections of the report provide an update under each theme of the Response and Recovery Plan as to how each area is responding to new national requirements, in addition to preparations for the months ahead. A timeline of key national developments since the last update to Executive Board is included at Annex A. The updated Response & Recovery plan details the current areas of focus for each thematic area and actions that have been undertaken to meet response and recovery aims. The plan is included at Annex B. At Annex C, the Leeds Strategic Coordination Group (SCG Gold) Covid-19 reporting dashboard sets out key data and analysis from the past month. Finally, the current high level risk assessment is included at Annex D.

- The financial implications of responding to Covid-19, additional costs and lost income, remain a significant concern. A separate paper about the council's finances on the Executive Board agenda outlines the latest position. On 12th October the Prime Minister announced an additional £1 billion for local authorities and we await further information about this funding and the allocations. Leeds is also due to receive £485,826 to support enforcement activity, including Covid Marshals to support engagement with businesses. Further funding is expected through the new Covid-19 Alert System; the level is dependent on which tier an area is in.
- 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:
 - 279 people supported from emergency accommodation into more permanent accommodation.
 - Guidance on compliance with regulations (before the three-tier system was introduced) sent to 2,100 licensed and food businesses across Leeds.
 - £6,621,440 paid through the Local Authority Discretionary Grant Fund Scheme, assisting 715 Leeds businesses.
 - £154.1m paid in 12,584 grants through the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund, which closed on the 30th September.
 - 250 applications received to the Self-Isolation Support scheme in the first two days of it launching.
 - 1,788 people supported into work and 3,902 completing skills training (April to September 2020).
 - A record-breaking 294 virtual events took place as part of The Leeds Digital Festival from 21st September to 2nd October, with estimates of 30,000 attendees from over 60 countries.
 - 9396 service users with an active support plan, with 7313 receiving community based support and 2083 in permanent residential care.
 - 10,000+ Covid-19 tests took place at Temple Green and over 5000 tests took place at the Bridge Street Community Church local test site in September. Between 1st and 11th October, over 6000 tests took place at Temple Green, over 2000 at Bridge Street Community Church, over 4000 at the Gryphon Sports Centre, and over 5000 at Mobile Testing Units at sites across the city.
 - £4.5m received by 26 Leeds culture and arts organisations from the Culture Recovery Fund.
 - 13 leisure centres are open offering a range of activities.
 - A live digital campaign appealing to younger people to help keep infections down received 7,814 engagements, reaching 144,174 people and gaining 401,812 impressions, and was accompanied by a billboard poster in Hyde Park.
 - September saw the largest volume of media enquiries since the pandemic began, more than double those received in August and with just over 60% attributable to Covid-19.
 - A weekly GovDelivery bulletin continues to be issued to 114,500 residents.
 - 632,000 items of PPE were distributed in 7 days.
 - 11,000 items of equipment have been provided since March to support LCC staff to work from home.
 - All 197 playgrounds and outdoor gyms in the city are open with a sanitisation regime in place.
 - 19% reduction in weekday traffic approaching the city centre compared to pre-Covid-19, equating to around 70,000 fewer vehicles.

Coronavirus - summary of council and city response



October 2020



£6,621,440
paid to 715
businesses

via the Local Authority
Discretionary Grant Fund



10,000+
Covid-19 tests

at Temple Green in
September



£4.5m
from the Culture
Recovery Fund

received by 26 Leeds
culture and arts
organisations



1,788
people

supported
into work
(April - Sept 2020)



144,174
people reached
through live
digital campaign

aimed at younger people



13
leisure
centres
open



9,396
people
being
supported

with care plans



2,100
licensed and
food businesses

received guidance on
regulations



70,000
fewer vehicles

approaching the city
centre on the average
weekday compared to
pre-Covid



11,000
items of
equipment

provided since March
to support LCC staff
to work from home



197
playgrounds
and outdoor
gyms
re-opened

with enhanced cleaning



632,000
PPE items

distributed
in 7 days

2. **Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)

- The 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.

3. **Resource Implications**

- The financial impact of the pandemic, in terms of both additional costs and lost income, remains a significant concern. 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 Public Health, Environmental Health, Infection Prevention Control, the voluntary sector, communications, etc. Since the last report to Executive Board, the Council has received additional Government funding for Infection Control and is due to receive £485,826 to support enforcement activity in relation to new Covid-19 regulations. On 12th October an additional £1 billion was announced for local authorities; further information and allocations are awaited. 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.

4. **Recommendations**

Executive Board is requested to:

- Note the updated context, progress and issues as we move into a period of increased national government restrictions to respond to the Covid-19 pandemic, which is anticipated to last for at least six months, combined with the outcome of discussions about the new Covid-19 Alert system which could bring further government restrictions.
- Note the emerging issues for consideration during the next phase of response and recovery including winter pressures on the health and care system, flood risk and extreme weather, local government finance and capacity concerns and EU Exit.
- Recognise the need for a city-wide approach to controlling transmission, given high rates of prevalence across all the city's wards, plus enhanced actions and engagement in those areas with the highest rates.
- Note the new responsibilities of local authorities to implement self-isolation support payments and new powers of the police to enforce Covid-19 regulations.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus, and for the economic recovery framework paper that is also on the Executive Board agenda.

1. Purpose of this report

- 1.1 This seventh 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 Since the last update to Executive Board in September, rates of transmission of Covid-19 have continued to rise in Leeds and across the UK, prompting the Government to introduce new national restrictions and legal requirements on individuals and businesses. Since 18 September, premises and venues across England are required by law to have a system in place to record contact details of their customers, visitors and staff. On 20 September a new £500 Isolation Support Payment was announced for people on low incomes who face loss of income due to testing positive or being asked to self-isolate by NHS Test and Trace.
- 2.2 In response to rising cases of Covid-19 across the country, on 21 September the UK Chief Medical Officers and Joint Biosecurity Centre recommended that the UK Covid-19 alert level moves from level 3 (Covid-19 epidemic is in general circulation) to level 4 (Covid-19 epidemic is in general circulation, transmission is high or rising exponentially).
- 2.3 On 22 September the Prime Minister announced new national measures, including advising that people who are able to work from home should do so, and a pause to the planned reopening of conferences, exhibition halls and large sporting events from 1 October. From 23 September the wearing of face coverings became mandatory for taxi and private hire customers; within hospitality venues except when seated; and for retail staff, with fixed penalties enforceable by the police.
- 2.4 Since 24 September, hospitality venues are legally required to display the NHS QR code, ensure that no individual group larger than 6 enters the premises, and close at 10pm. Licensed premises can only offer table service, plus takeaway, which can continue beyond 10pm. Businesses that fail in these duties may be fined £1000, rising to £10,000 for repeat offences.
- 2.5 On 24 September, the NHS Covid-19 app launched across England and Wales. The Chancellor unveiled the Winter Economy Plan, including a Job Support Scheme to replace the furlough scheme from 1 November, and an extension to the Self Employed Income Support Scheme.
- 2.6 On 25 September, Leeds became an area of intervention on the Public Health England weekly surveillance [watchlist](#), and the government imposed additional restrictions to limit social contact with other households (outside of a support bubble, and with some exceptions).

- 2.7 From 28 September, a new legal duty to self-isolate came into force for people who test positive or come into contact with someone who has tested positive for Covid-19, with fines of £1000 enforceable by the police for breaches, increasing to £10,000 for repeat offences. The maximum number of people who can attend a wedding ceremony or reception reduced from 30 to 15.
- 2.8 On 9 October the Chancellor announced details of support for businesses that are legally required to close due to Covid-19. On 12 October the Prime Minister announced a new three-tier system to national restrictions, with Medium, High and Very High tiers effective from 14 October. £1 billion of additional funding was promised for local authorities, plus additional support for those local authorities, and businesses, in the Very High tier. Leeds is categorised as part of the High tier, which means that from 14 October people from different households or support bubbles cannot mix indoors in private homes or public venues. People will be able to mix with others from different households in groups of no more than six in outdoor public spaces and private gardens, which is in line with some of the more compassionate restrictions we pushed for.
- 2.9 A summary of key national developments since the last report to Executive Board is included at Annex A. Full details of guidance and communications issued by the government can be found on the [gov.uk website](https://www.gov.uk).
- 2.10 The number of Covid-19 cases are being updated daily on the .gov.uk website [Covid-19 cases by local authority](https://www.gov.uk/covid-19/cases-by-local-authority). Nationally, as at 15th October there have been 673,622 confirmed cases of Covid-19 in the UK and 43,293 deaths. Leeds has had 14,732 confirmed cases as of 14th October. Up to 15th October there were 688 deaths where 'Covid-19' or 'coronavirus' was mentioned on the death certificate. Of these, 380 (55%) were in hospitals, 270 (39%) were in care homes, 13 (2%) in a hospice, and 25 (4%) in their own home. To date, 17% of all deaths registered have been Covid-19 related. Excess deaths have increased from a low of 0.14 Covid-19 deaths registered per day in July/August, to 1.14 as at 14 October. In the 4 weeks up to 14 October excess deaths have increased. The latest excess deaths figure shows a 22% increase in registered deaths compared to 2019.

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. An additional Bronze group has been established to ensure a consistent approach to proposed events.
- 3.2 Social distancing, testing, tracing and managing outbreaks and community transmission are essential components in our response to the virus to enable safe travel, safe public spaces, safe delivery of services, and safe education. Effective communications are central in the period ahead to encourage everybody to take the required steps to keep themselves and others safe while the virus remains in broad circulation in the community. This includes making space and staying 2 metres away from people you do not live with; washing your hands regularly and

for 20 seconds; covering your face in enclosed spaces; getting a test if you have symptoms; and isolating when you need to or are advised to. 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 5th October 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, finding ways to live with the virus in general circulation 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. A separate report on the Executive Board agenda for this month details the Council's preparations for EU Exit. For other events, we are using our normal emergency planning approach to prepare for, and manage, these events.

3.4 **Local Outbreak Control Management**

3.5 **Rates of infection** in Leeds have increased significantly over September and October, mirroring the trend in other large Northern cities. As at 15th October the Leeds 7 day rate of infection is 404 per 100,000, and the 7 day positivity rate is 13.7%. The 7 day moving average of individuals who have been tested is 445 per 100,000. On 25th September Leeds became an **area of intervention** on the Public Health England weekly surveillance [watchlist](#) and government regulations were introduced to make it illegal (other than exemptions) for people in Leeds to mix with other households (with the exception of households in a support bubble) in private homes and gardens. On 12th October the Government introduced a new three-tiered approach to restrictions, with Leeds entering the **High tier**. As part of this new framework, from 14th October, it is illegal for people in Leeds to meet with other households (other than their support bubble) indoors in private homes or public venues (with exemptions). People can, however, meet in groups of up to six from different households outdoors in public spaces or private gardens.

3.6 We continue to work closely with the other West Yorkshire local authorities and UK Core Cities to influence Government policy for the benefit of residents and business. On 6th October the Leaders of Leeds, Newcastle, Manchester and Liverpool councils wrote to the Secretary of State for Health and Social Care outlining a proposal for a five-point plan to improve the effectiveness of current restrictions in place to respond to Covid-19. The proposal requests: local decision making to agree additional local restrictions; locally controlled test and trace systems; an improved business compensation package to support those most affected; financial support for all people required to self-isolate; and improved monitoring of the impacts of additional restrictions.

- 3.7 On 8th October the Leader and Chief Executive of the Council, together with the local hospitality sector, called on the Government to urgently review restrictions on the sector and to consider sector specific support. In addition, a joint statement of Northern council Leaders and Local Enterprise Partnerships as part of the Convention of the North and NP11 called on the Government to initiate urgent dialogue with Northern leaders to develop a plan of action to protect communities and economies in the North. Further information about concerns about the economic impact of the pandemic are set out in the Business & Economy section of this report.
- 3.8 Between 24th September and 1st October a **technical issue** with the national reporting system meant that 15,841 positive cases identified via Pillar 2 testing were not included in daily reporting figures. This led to a significant increase in local rates of infection after the issue was identified and resolved, with the reported rate in Leeds increasing from 134.8 per 100,000 on 2nd October to 216.3 on 5th October. The 15,841 positive cases had all been contacted and asked to self-isolate, but their contacts had not been traced. The technical issue has now been resolved. The impact for Leeds was almost 2000 missed cases, which we are now responding to in order to understand and minimise the impacts on local settings.
- 3.9 The data is changing rapidly, and is being included in regular updates to members and MPs, as well as on social media. Infection rates are high in all **wards** of the city, with most above 200 cases per 100,000 people, indicating that transmission is widespread across geographical areas, but with rates of infection highest in Headingley & Hyde Park and Little London & Woodhouse. A multiagency meeting between local ward members, businesses and the voluntary, community and faith sector has taken place to coordinate the local response and support to people in these wards. There continues to be particularly high rates of transmission amongst young adults, particularly those aged 16-29. Cases of Covid-19 are seen across all ethnicities and this changes dynamically, however the majority of cases are amongst people of white British ethnicity.
- 3.10 Approximately 30,000 **university students** arrived in Leeds in late September, which has inevitably impacted the number of cases, with wards with large student populations seeing the largest increase in cases. Extensive partnership work is ongoing with the city's universities to support students who need to self-isolate and share data and intelligence so that the local impacts can be understood. Public Health England epidemiology suggests that the peak of cases in university halls occurred in early October, and cases have been reducing since this date. Across all universities enhanced cleaning is taking place and students are being provided with guidance and support, including support with contact tracing. Visitors and mixing between households within university halls is not permitted and socially distanced social events have been organised. The majority of students are complying with restrictions and taking the appropriate steps to protect themselves and others. Universities are working with partners about the impact on the wider community.
- 3.11 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. As at 15th October, twelve of the city's care homes have at least one active case of

Covid-19 and are receiving support. A large number of mainly individual cases of Covid-19 are being reported across the city's educational settings, with schools receiving support from the Council's Schools Health, Safety and Wellbeing Team, Department for Education, Public Health England and the Health Protection Team. The overwhelming majority of the city's pupils and staff remain in education settings, with around 5% of pupils and 4% of staff self-isolating. More information is set out in the Citizens and Communities section of this report.

- 3.12 National issues with **testing capacity** over recent weeks have affected people's ability to access tests and caused delays in receiving results. In response, a workaround solution was rapidly implemented with a temporary test site for key workers at the Mandela Centre, which has since moved to Cinder Moor on Woodhouse Lane. The site was exclusively for symptomatic key workers and their immediate families who were unable to access testing through the national system, in order to minimise disruption to schools, the NHS and social care. The issues with the national testing system appear to have improved more recently, although there have been significant delays in the turnaround time for whole care home testing which is a concern in terms of controlling transmission. The workaround test site for key workers will close on 16 October given that the issues with accessing tests appear to have improved.
- 3.13 Data from October suggests that more people are managing to access test sites. In September, over 10,000 tests took place at the regional testing site at Temple Green, and over 5000 tests took place at the Bridge Street Community Church local test site. Between 1st and 11th October, over 6000 tests took place at Temple Green, over 2000 at Bridge Street Community Church, over 4000 at the Gryphon Sports Centre test site on the University of Leeds campus, and over 5000 at Mobile Testing Units at sites across the city. Negotiations continue about additional local test sites for Leeds.
- 3.14 Deloitte have confirmed that the **Temple Green** test site will soon include temporary laboratories to process tests, which is anticipated to speed up processing test results. Leeds is one of only a few sites across the country where this will be happening.
- 3.15 A range of **data** is received on a daily basis and used proactively to inform our local position and response. For example, recent data that suggests transmission is taking place in social elements of workplace settings such as car sharing, smoking shelters, canteens, locker rooms and socialising within or outside the workplace is being used to inform targeted communications. Data has also been used to determine where cases are situated within high risk or sheltered housing to allow for targeted messages to tenants.
- 3.16 A city-wide communications campaign has launched to engage younger people in response to evidence of high rates of transmission amongst this demographic; more information is provided in the Media and Communications section of this report. Environmental Health and Licensing teams continue to undertake visits and inspections of licenses premises, initially with a focus on student areas of the city but with plans to roll this approach out to other areas, to provide advice and support and enforce where necessary. More information is provided in the Citizens & Communities section of this report. A team of Incident Management Coordinators are in place to undertake activity to support local outbreak

management. Recently this has included supporting Environmental Health in undertaking visits to businesses in target localities, and supporting community engagement around the Mandela Centre testing site.

3.17 **Health and Social Care**

- 3.18 The Health and Social Care Gold group continues to support and prepare for **system resilience** ahead of winter, including preparations for the concurrent pressures of flu, Covid-19 and other winter pressures (led by the Stabilisation and Reset Group). Primary Care Networks are being used to promote flu vaccinations to those who are eligible, in line with the broader eligibility announced on 5th August, as well as reinforcing communications around hand washing. Scenario planning of potential winter / flu/ Covid-19 interactions are being explored to support the agreement of actions in the winter plan.
- 3.19 The focus of the Stabilisation and Reset Group over the past month has been about managing **increasing activity** in line with NHS England planning requirements. This is balanced carefully with the rising number of patients with Covid-19 and winter planning. Non-Covid-19 related activity at Leeds Teaching Hospital Trust has increased, with A&E admissions higher in August and September 2020 than 2019. Elective, diagnostic and outpatient activity has continued to increase above national expectations for recovery. Challenges remain to return to average levels of activity due to the limitations associated with additional social distancing, infection control and testing required for Covid-19. The number of Covid-19 positive patients admitted to Leeds Teaching Hospital Trust has increased significantly during September and October, rising from 7 on 9 September to 122 on 15 October, with an increasing number in critical care. Surge plans and preparedness for winter are being put in place to increase capacity in and out of hospital.
- 3.20 On 12th October the Medical Director of NHS England announced that the **Nightingale hospitals** in Harrogate, Sunderland and Manchester are to increase their state of readiness. If the sites are made active, a local decision can be taken as to whether they are used for Covid-19 treatment or maintaining elective and diagnostic work.
- 3.21 In response to the latest transmission data, **enhanced communications** are planned with a particular focus on young people to highlight the potential implications of community transmission. Health and care staff will be encouraged to be ambassadors for sharing the messages. Examples of recent enhanced communications actions include resources for parents and carers of children to help them make an informed decision about their child attending school, the Feel Better campaign targeting Further and Higher Education students updated to align with citywide Covid-19 messages, and a newspaper wrap with the Yorkshire Evening Post and Asian Express (Leeds edition). A Facebook live panel event took place in September with Public Health and clinicians to address myths and misinformation around Covid-19, and the next session will cover cancer myths and screening. Future communications and engagement work planned includes a citywide maildrop based on insight from local people, a community engagement exercise working with third sector partners, and work with local faith leaders and Leeds Teaching Hospital Trust staff to develop videos to promote messages about how to attend services and access urgent care during winter.

- 3.22 **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 15th October, 12 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 15th October, the total Covid-related deaths in care homes in Leeds is 270, or 39.24% of all Leeds residents Covid-19 deaths. Supply of PPE is continually being monitored through the government's portal with local arrangements in place for emergency back-up if necessary.
- 3.23 After ceasing **day services** in March in line with government guidance, staff continued to support individuals through telephone calls and socially distanced support throughout the summer. Building based services resumed during the week beginning 14th September with reduced capacity to comply with Covid-secure measures. Service provision has been reviewed and risk assessed and further risk assessments were undertaken in the light of increased community infections; however day services have continued to be provided.
- 3.24 Further support is being given to **carers** with additional respite services where they are willing to take these up but also purchase of tablet computers to support digital contact. There will also be a £100,000 investment in community-led mental well-being support in recognition of the impact Covid-19 is having on people.
- 3.25 The second round of the **Infection Control Fund** has been received and is in the process of being distributed. This is targeted at providers' steps to mitigate the risk of infection through staff movement and to cover wages if people have to self-isolate either because they have Covid-19 or have been in proximity to someone with Covid-19. We have also had our first care home give notice as they can no longer operate as viable business.
- 3.26 **Infrastructure and Supplies**
- 3.27 In preparation for the safe return of students to Leeds, a City **University Collaboration Taskforce** was established, chaired by the Vice Chancellor of Leeds Beckett University. The group meets weekly and has representation from all six Leeds universities, plus West Yorkshire Police, Public Health and other LCC professionals. The group share key communication messages, best practices and experiences.
- 3.28 Leeds universities, student unions and Councillor Judith Blake released a joint message welcoming the students to Leeds, outlining their responsibilities and the support that's available to them. We continue to work closely with the University community and are amplifying key communication messages. We will continue to ensure that the student voice is included in these conversations and to highlight the positive contributions that the student community makes to our city.
- 3.29 Targeted work has been undertaken on reporting cases and have identified a way to get messages out to occupants of houses of multiple occupancy through existing NHS student welcome communications. The University of Leeds are hosting a testing facility at the **Gryphon Centre** for students and the local

community to use. In the first week of October around 400 tests were undertaken at the site each day.

- 3.30 The city's six University campuses are considered Covid-secure sites, with appropriate measures in place to avoid transmission, meaning that it has not been necessary to move all learning online. Students testing positive for Covid-19 are being supported by universities to self-isolate.
- 3.31 The Council has worked with the University of Leeds and Leeds Beckett University (on behalf of all Leeds Universities and colleges) to develop a new service level agreement which provides an additional dedicated **patrol capability** which commenced on Friday 2nd October, enhancing and supplementing existing work on this priority issue. The enhanced service will operate over the weekend until the end of the academic year and will involve police officers and Safer Leeds officers deployed in an intelligence led way with the capacity to exercise both Civil and Police powers as appropriate.
- 3.32 Bus and rail **public transport capacity** is at about 80% overall. This is not expected to increase much more due to Covid-related issues, for example training for train drivers has stalled due to social distancing restrictions and staff self-isolating or shielding. Recent rail timetable changes have gone well. As usual at this time of year, there has been a drop off in leisure travel as children returned to school; normally this would be compensated by an uplift in commuter trends but this has not occurred, most likely due to Government advice to work from home.
- 3.33 The return to schools has gone well due to extensive planning and contingency plans put in place by relevant partners. Services are coping with demand and additional buses have been supplied when needed. Advice is being given to contact the Combined Authority with any specific issues. There have been some complaints regarding **face covering** compliance issues on public transport, mainly buses, which customers have provided feedback on. Operators have no power to enforce the wearing of face coverings, but some have re-commenced distributing free face coverings, where supplies are available, in an attempt to increase compliance. Communications are being stepped up to reinforce the requirement to wear a face covering unless exempt. Footfall at Leeds train station remains at approximately one third of its usual level, and approximately 45% over the weekend.
- 3.34 From 4th October buses returned to two way operation on the Headrow, allowing some cross city services to return. Elland Road Park and Ride patronage has seen a slight decrease following the Government advice to work from home. Temple Green Park and Ride remains closed for the foreseeable future; it continues to operate as an important regional testing facility.
- 3.35 To date, no significant problems with movement or people congregating have been reported with the new 10pm curfew on hospitality. The situation will be kept under review and monitored.
- 3.36 **Traffic flows** are still not back up to pre-Covid levels. Whilst all day traffic flows are closer to pre-Covid levels, being 19% down, morning peak hour traffic flows remain significantly down, being circa 30% down on pre-Covid levels. Traffic

flows on Highways England Motorways are down on pre-Covid levels, but are increasing to 87-92% levels. Major works to Lofthouse interchange were completed successfully whilst traffic flows were reduced and is a good example of partnership working to accelerate a project which under normal traffic flow conditions had the potential to cause significant issues. All road collision casualties are down by 37%; there have been 173 killed and seriously injured casualties in 2020 (263 throughout 2019) and 7 fatalities in 2020 (22 in 2019).

- 3.37 PPE stock levels remain good, and the first deliveries of stock from Department for Health and Social Care have arrived at the central storage facility at Waterside, with distribution commencing in the week beginning 12 October. More information is at section 3.3 of the Response & Recovery Plan (Annex B).
- 3.38 Civic Enterprise Leeds continue to serve schools with provision adjusted in many cases to accommodate new school arrangements, support additional cleaning requirements, and ensure continuity of school meal provision for those pupils required to self-isolate. More information is at 3.2 of the Response & Recovery Plan (Annex B).
- 3.39 As part of the planned transition to new food provision arrangements, the Council's food warehouse has now been stepped down and closed. The Community Care hubs in partnership with their food providers, including FareShare, have transitioned to new arrangements to maintain food provision to the vulnerable. Further details about these arrangements are provided in section 3.4 of the Response & Recovery Plan (Annex B). 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 or a return to the advice to shield.
- 3.40 **Business and Economy**
- 3.41 The Council has now paid out all **grants** to those who qualified through the Small Business Grant Fund or the Retail, Hospitality and Leisure Grant Fund. The scheme closed on the 30th September, and the final amount paid was £154,100,000 in 12,584 grants. Although the latest government figures only report payments made up to the 30th August, Leeds still remained in the top three local authorities for the amount paid to businesses. Phase 2 of the Local Authority Discretionary Grant Scheme Fund closed to applications on the 28th August, although applications received by this date could still be processed and payments made up to the 30th September. As at the 30th September, £6,621,440 had been paid with 715 Leeds' businesses assisted.
- 3.42 On the 2nd October the Leader of the council wrote to the Rt Hon Alok Sharma, Secretary of State for Business, Energy and Industrial Strategy. The Leader requested that residual funds from the Retail, Hospitality and Leisure and Small Business Grants, and the Local Authority Discretionary Grant Fund, of £8.044m and £1.174m respectively, be retained by the council to provide additional support for business impacted by Covid-19, especially in response to the further restrictions applied from September.

- 3.43 The Council's proposed **framework for economic recovery** will be considered as a separate item on the Executive Board's agenda and the full details of the proposed approach to economic recovery and renewal is set out in that report.
- 3.44 In our emergency response, 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.
- 3.45 Key concerns being reported by local business networks have centred around the impact of the recent tighter **restrictions** including the new advice for employees to work from home and the consequent impacts on small businesses, especially in the city centre. The closure of restaurants and bars at 10pm has also placed significant pressure on city centre hospitality businesses reliant on evening footfall. Restaurants can no longer realistically sit anyone after 8.30pm and many bars and pubs in the city are now operating at 20-30% of their pre-Covid revenues. Any further measures without additional support will cause serious problems for hospitality, leisure and retail.
- 3.46 Many Leeds hospitality venues have started consultation exercises with 30-40% reductions in staff numbers anticipated. On the 6th October the Leader of the Council, together with her counterparts in Newcastle, Manchester and Liverpool, wrote to the Secretary of State for Health and Social Care outlining a proposal for a **five-point plan** to improve the effectiveness of current restrictions in place to respond to Covid-19. The proposal requests: local decision making to agree additional local lockdowns; locally controlled test and trace systems; an improved business compensation package to support those most affected; financial support for all people required to self-isolate; and improved monitoring of the impacts of additional restrictions.
- 3.47 With the end of the **EU transition period** less than 100 days away, business preparedness has also featured strongly in discussions, with a number of webinars provided by business network agencies with advice and guidance, as well as advice and links available on the council's website. The impact on the supply of labour from the EU also remains unclear.
- 3.48 The Office for National Statistics (ONS) has reported that the UK **labour market** has lost almost 700,000 jobs since the start of the Coronavirus outbreak, with more than 5 million workers still temporarily away from work, the biggest increase in redundancies since the financial crash. A recent CBI survey polled almost 250 firms, of which 51% are expecting to maintain or increase their permanent recruitment in the next 12 months, whilst 46% are planning to either reduce permanent recruitment or not recruit at all. Figures from the ONS show that the UK unemployment rate increased to 4.1% in the three months to July, compared with 3.9% previously, with 16-24 year olds suffering the largest drop in employment.
- 3.49 Worker **footfall** had fallen most in Leeds, London and Oxford across the UK. In Leeds, city centre footfall has fallen with the most recent data showing footfall is 47.5% of 2019 levels. However, ONS figures show that the proportion of people travelling into their place of work in the UK has risen above 60% for the first time

since March. A recent survey published by West Yorkshire Combined Authority found that an increasing number of people had no concerns about using public transport - 34% compared with 24% two months ago. Additionally, only 35% were now working from home, down from 47%. The Leeds City Region fortnightly monitoring report shows that the return to work in the region remains gradual, with the majority of workers in some office-based sectors still away from their usual place of work. This may begin to reduce following recent government announcements regarding working from home.

- 3.50 The **Leeds Digital Festival**, the largest tech event in the UK took place between the 21st September and the 2nd October with a record-breaking 294 events. The Festival was officially launched by the Minister of State for Digital and Culture in the Department for Digital, Culture, Media and Sport. 294 virtual events were held with estimates of 30,000 attendees from over 60 countries with speakers ranging from organisations such as the Chinese tech giant Alibaba to the Royal Shakespeare Company. Sessions ranged from Fintech to health tech, artificial intelligence to virtual reality and start-ups to careers. The trend of more "non-tech" organisations involved has continued, showcasing their use of technology, e.g. Arup in engineering and construction and Opera North in the arts and cultural world. The virtual platform has enabled the Festival to widen its reach both across the UK and globally increasing international attendees, speakers and organisers, including from the Embassy of Israel, Eurocities and two Estonian tech festivals, promoting Leeds Tech sector onto the global stage.
- 3.51 A new report by the Arts Council highlights a growing body of evidence which demonstrates that **culture** will promote social cohesion and help support local economies in towns, cities and villages across the country after the pandemic. Leeds Heritage Theatres has been given a lifeline grant to support the re-opening of its venues. The company, which includes Leeds Grand Theatre, City Varieties Music Hall and Hyde Park Picture House, has been given a £119,000 grant by the National Lottery Fund. Since the venues closed earlier this year, the company has lost 99% of its income.
- 3.52 Cultural leads across West Yorkshire authorities continue to collaborate to understand the long-term impacts of Covid-19 on the region's sector including attendance at WYCA's Economic Recovery Board to report the outcomes of the Covid-19 sector survey and discussion around supporting the sector towards recovery.
- 3.53 A number of grants have been awarded to organisations in the culture sector since the last report. Of £160m funding available across England, Leeds' creative individuals and organisations benefited from the Arts Council's Emergency Response Fund with a total £1.13m through 183 grants. This support was additional to the £1.4m awarded previously to Leeds Playhouse, Northern Ballet, Slung Low and The Tetley.
- 3.54 Following the government's announcement of £1.57bn support for the sector, ACE then launched the **Culture Recovery Fund** to distribute grants between £50,000 and £3m to cultural organisations adversely impacted by Covid-19 to cover funding shortfalls up to March 2021. On 12th October it was announced that in the first tranche of awards 26 Leeds businesses will benefit from funding

of £4.5m with further announcements (for awards of over £1m) to be announced later in October. The list of Leeds recipients so far is as follows:

Organisation Name	£ Award offered	Organisation Name	£ Award offered
Akito Limited	£64,645	Northern Ballet Limited	£744,798
Alchemy Leeds LTD	£229,605	Northern Guitars Cafe Bar Limited	£55,171
AYRE LTD	£80,000	Orchestras Live	£92,846
Brudenell Social	£220,429	Project Space Leeds	£123,000
East Street Arts	£245,000	Pyramid of Arts	£67,867
Futuresound Events Ltd	£219,368	Seven Arts Leeds CIC	£50,000
Harewood House Trust	£695,556	Slam Dunk Limited	£175,981
Interplay Theatre Trust	£53,838	Slung Low Limited	£98,255
Hyde Park Book Club	£91,000	Thackray Medical Museum	£373,281
Leeds Craft Centre	£50,000	The Domino Club	£100,000
Lord Whitney	£111,689	The Music Consortium Crewing Ltd	£50,000
Lumen Arts	£55,000	The Wardrobe	£174,787
MINT WAREHOUSE LTD	£166,738	Wharf Chambers Cooperative Club	£103,842
			£4,492,696

- 3.55 Separately a number of Leeds organisations have benefitted from funding from the **National Lottery Heritage Fund**. These include Leeds Heritage Theatres, Harewood House, Middleton Railway and Bramley Baths.
- 3.56 Despite these successes the **long-term future** of the sector continues to be fragile and remains hugely dependent on the return of audiences to venues at full capacity, particularly after March 2021. In line with the Government’s guidance for the performing arts, venues such as Leeds Town Hall and Leeds Playhouse are now open and managing to host a small number of performances with vastly reduced capacity. Freelancers in the sector remain particularly vulnerable with little work available.
- 3.57 There has been a boost for **regional indie TV and film production** companies, with the LEP announcing that it has fully allocated its Indie TV and Film Development Fund which launched in May. It is intended to help production companies across the region to get ahead of competitors and develop content. The fund has supported 22 projects across 13 businesses located in Leeds City Region and created significant opportunities for freelancers working in the region’s TV and film industry with production companies now producing content to pitch for commissions. An employment tool launched by Channel 4 has attracted 3,000 members since the summer. The Facebook group called TV Talent North aims to bring together independent production companies and freelancers. The tool offers up-to-the-minute job vacancies and has already hosted more than 300 jobs since its launch in June.
- 3.58 The **Universal Credit** (UC) claimant figures for September, published on 13th October, show the provisional count of people claiming Universal Credit (in and out-of-work) in Leeds was 69,490. This is an increase of 1,740 on the previous

month and an increase of 96% since March. Of these claimants, 42,782 were not in employment in August, an increase of 361 on the previous month and an increase of 81% since March. All wards in Leeds have seen an increase in unemployment. The most affected wards are Gipton and Harehills with almost 6,000 UC claimants in September and Burmantofts and Richmond Hill with almost 5,000.

- 3.59 The number of **job vacancies** has risen from a significant fall between February and May reflecting the partial re-opening of the economy, but remains at 50% of the pre-crisis level. Nationally the number of HR1 forms submitted by employers notifying of redundancies has risen to five times the 32,000 monthly average reported between 2008 and 2020. Although more than half of those furloughed returned to work by mid-August, latest UK estimates suggest that take-up of the Coronavirus Job Retention Scheme was around 3 million, highlighting that while there are significant numbers returning to work, there continues to be a very real risk of a large rise in unemployment as the scheme ends in October which could see further increases in redundancies and a second wave of unemployment in Leeds.
- 3.60 From April to September, the Council supported 1,788 people into work including 127 Apprenticeship across all sectors with the largest numbers in health and care, food retail, logistics, distribution and transport. Over 130 new businesses were supported to recruit new staff and to provide support for staff facing redundancy. Recruitment continues in the health and care sector as it gears up to deal with winter pressures, and in digital roles across all sectors.
- 3.61 The Council's **Employment and Skills** Leeds website, launched in July 2020, is proving effective in signposting individuals to support with over 6,704 visitors and 33,000 views by the 30th September. The site provides information on vacancies and services offered by the Employment Hub, Learning Hub and Apprenticeship Hub in a single place. Over 1,500 individuals are on tailored employment support programmes and 2,831 adults enrolled on 169 online skills courses. However, positive outcomes have generally fallen by at least 25% reflecting the challenging labour market.
- 3.62 From April to September, 3,902 adults completed online **skills** courses through the Council's Adult Learning Programme 2019/20. Delivery of the 2020/21 programme commenced in September with 16 commissioned providers delivering online courses with an increased focus on digital skills and work focused courses. 2,831 adults have enrolled on 169 courses to date. Preparatory work is underway to ensure the 2021/22 programme meets new and emerging community needs and aligns to the West Yorkshire Adult Education Budget Strategy for the management of the devolved funds subject to approval of the Mayoral Combined Authority arrangements.
- 3.63 In early September, a **virtual careers fair** was held on Facebook for the health and care sector with 18 employers participating including Leeds Teaching Hospitals NHS Trust and Leeds and York Partnership Foundation NHS Trust along with a number of independent care providers, offering videos, live chat and Q&As throughout the day and providing information on job roles and opportunities for career progression. Over 940 local residents participated on the day and video views continue to build with positive feedback received. Work continues to

promote events and build online resources, promoted through Community Committee Facebook pages. Learning from these will inform the development of a series of online events to be held between 8th and 14th February during National Apprenticeship Week in place of the annual Leeds Apprenticeship Fair.

- 3.64 The recovery stimulus package announced through the Government's Plan for Jobs 2020 included measures to address youth unemployment, including the **Kickstart Scheme** which launched in September. The Employment and Skills service is now a registered Kickstart Gateway to support businesses to offer 6 month paid placements for young people currently on UC and at risk of long-term unemployment. 56 businesses have registered to date with an anticipated November start date.
- 3.65 Nationally **apprenticeship** starts reduced by 51% between 23rd March and 30th April compared with the same period in 2019. Starts for people under-19 years fell by 74% on the previous year, with starts for people aged 25 plus falling by 42%. In Leeds, there were 7,395 apprenticeship starts in 2018/19 academic year and in the first two terms of the 2019/20 academic year there were 2,749 Apprenticeship starts. The fall in numbers nationally is reflected locally with college closures and employers unable to start or continue apprenticeships as planned. An increase in apprentice redundancies is anticipated as the Furlough Scheme comes to an end as well as a potential continued fall in demand for apprentices from some sectors.
- 3.66 In September, as part of the Leeds Digital Festival, the Council hosted a live webinar on Apprenticeships in the digital sector with insights from BJSS and Estio Training, covering the recruitment process, available support including grants, working successfully with training providers and a Q&A session to encourage businesses to consider apprenticeships to recruit new talent and upskill their workforce.
- 3.67 The **Levy Match Leeds** was launched on 5th October to boost apprenticeship numbers. Supported by a web based platform, the service enables large levy payers to transfer up to 25% of uncommitted funds to small and medium enterprises wishing to support an apprenticeship. The online brokerage service aims to make this as simple as possible to ensure maximum levy investment is retained and invested locally to create more apprenticeship opportunities. The fund stands at £500,000 with the ambition to grow to £1m before the end of the year to assist in the creation of over 200 new apprenticeships. This can also be aligned with the new payment to employers announced by government of £2,000 for each new apprentice hired aged under 25 or £1,500 for each new apprentice hired aged 25 and over, until 31st January.
- 3.68 The Leeds Employment and Skills Task Group brings together public and private sector partners to facilitate the sharing of information; to align and accelerate current and planned programmes and activities; co-design new measures to meet changing labour market needs; and to maximise opportunities to support recovery and longer term growth. Partners include key sector employers, Further and Higher Education, Dept. for Work and Pensions and Inclusive Growth Ambassadors. As the longer term impacts of the crisis are not yet fully understood, the Group has adopted a two stage process. Stage 1 is focused on providing targeted support to reconnect those without work to job opportunities

and/or training by maximising the benefits of the stimulus for recovery at the local level. Priorities have agreed along with a framework for action. Stage 2 will take account of trends towards longer working lives, the accelerated rate of automation and digitisation, harnessing new opportunities and the changing policy environment and align to the City's approach to recovery from the Covid-19 crisis to build a more resilient economy and reflect the changing demand for labour and skills.

3.69 **Citizens and Communities**

3.70 On 20 September the Government announced a new **Isolation Support Payment** for people on low incomes who can't work because they have tested positive or have been asked to self-isolate by NHS Test and Trace, further to a new legal duty to self-isolate introduced from 28 September. The payment scheme was introduced in response to feedback from local authorities and directors of public health that financial constraints were likely to limit the ability of some people to self-isolate. The Secretary of State for Health and Social Care wrote to local authorities to ask for their support in implementing the scheme by establishing processes to receive applications and make payments by 12 October. The scheme is anticipated to be in place until 31 January 2021. The scheme went live on 12 October as scheduled on a new [Self-Isolation Support](#) webpage on the Council's website. The scheme provides a lump support payment of £500 to eligible individuals to cover their self-isolation period. Eligible individuals are those who are employed or self-employed, unable to work from home and will lose income as a result of being asked to self-isolate by NHS Test and Trace since 28 September, and receive Universal Credit, Working Tax Credit, income based Employment and Support Allowance, income based Job Seeker's Allowance, Income Support, Housing Benefit or Pension Credit. Up to 10am on 15 October, 250 applications have been received; 150 of these were received on the first day that the scheme went live.

3.71 Environmental Health, West Yorkshire Police and Entertainment Licensing are working collaboratively to identify businesses and areas in need of priority attention. Presently teams are focussing on the LS1, LS3 and LS6 postcode areas, visiting **licensed and retail premises** to educate and ensure that Covid-19 secure measures are in place and practiced. This approach is now being rolled out to other areas of the City using the most up to date public health data to target our resources. In addition, intelligence is being gathered from daily data logs to target individual businesses who are reportedly not adhering to regulations and restrictions. Fines and fixed penalty notices may now be issued for a range of offences, from organised mass gatherings to failing to observe the groups of 6 ruling. Depending on the severity of an offence, the 4E's (Engage, Educate, Encourage, Enforce) will be applied. Guidance on compliance with the regulations (prior to the three-tier system being introduced) was sent to 2,100 licensed and food businesses across Leeds.

3.72 The Environmental Health Team are working closely with our universities and further education colleges to assess and advise on their Covid-19 Management Plans. In addition the team are working in partnership with Leeds Community Healthcare NHS Trust Infection Prevention Control Team to visit businesses to prevent and control workplace outbreaks and transmission.

- 3.73 In late September West Yorkshire Police issued a £10,000 fine to a landowner for breaching Covid-19 regulations by allowing a wedding to take place in New Farnley, with reports of 100-300 people present. The breach and fine was publicised to act as a deterrent to others.
- 3.74 Reported **domestic violence and abuse** incidents have significantly increased during the summer months and there continues to be concern that further lockdown restrictions may have an additional impact on these numbers. The Safer Leeds Executive has agreed the shadow arrangements for the new statutory Domestic Violence and Abuse Local Partnership Board, as outlined in the Domestic Abuse Bill 2020. The inaugural meeting will take place in early October to support the development of a local response to the new duties in the Bill.
- 3.75 As of 7th October, 80 individuals were in **emergency accommodation** (of which 55 in commercial hotels), a considerable reduction from around 240 at the peak of the pandemic. An outbreak plan has been prepared for the population currently in emergency accommodation and for those who are still presenting on street.
- 3.76 Three hotels have been commissioned in Leeds to provide accommodation for **Asylum Seekers** and community tensions are being monitored and any issues responded to by WYP and the Council.
- 3.77 In the **third sector**, recent activity has focussed on working with Voluntary Community and Faith Sector organisations that support young people to tailor engagement and communications to under 30's in response to evidence that rates of transmission are highest amongst young adults.
- 3.78 The **coronavirus helpline** that was established at the start of lockdown is now "ported" automatically to the Local Welfare Support Service (LWSS) and this will continue until the end of November, to then be replaced by a message asking callers to redial the LWSS phone number. Additional Customer Services Officers are being trained in order to support LWSS if needed should demand increase in the event of further restrictions. Preparations are underway to ramp up support to vulnerable people as infection rates rise through the helpline and volunteer hubs, learning from the excellent work done in the first wave.
- 3.79 Through September, targeted communications have been sent to people in the **shielding group** to ensure that they are aware of increasing transmission rates and to advise them to follow the guidelines closely. Work is underway to review how shielding support was delivered both nationally and locally in the first wave and to ensure that we have a more tailored, person-centred offer in place if advice to shield at home is re-issued.
- 3.80 Since the week beginning 5th October all **playgrounds and outdoor gyms** have now reopened following a sanitisation programme that is now in place.
- 3.81 In the first few weeks of term, many **schools and colleges** have received notification of positive Covid-19 cases from staff and pupils and this has, in some settings but not all, necessitated the closure of certain year groups or the disbanding of bubbles. This is impacting on the continuity of delivery of the **curriculum**. Some headteachers are reporting that their focus is having to be on

Covid-19 management rather than school improvement. Children and Families officers have produced a comprehensive training package to support school improvement and the delivery of the curriculum.

- 3.82 As at 11.50am on 16th October, 124 bubbles or year groups have been closed and 6,174 pupils and 664 education staff are self-isolating. No schools are fully closed. 30 secondary schools have live cases, of which 15 have more than 10 cases; of these 5 schools have 20 cases or more, and of these 2 have more than 30 cases. 76 primary schools have live cases, of which 54 have more than one case; of these 15 schools have more than 5 cases, and of these 4 have more than 10 cases. Health Protection Teams continue to monitor the positive cases across educational settings and advice and support is provided to schools where needed.
- 3.83 **Attendance** for all pupils in Leeds based on school data submission to the Department for Education was 87% and early indications suggest that this is broadly in line with England state-funded schools.
- 3.84 As is being reported by other local authorities in Yorkshire and Humber, Leeds has witnessed an increase in the number of new notifications from parents choosing to **electively home educate (EHE)** their child. Up to Thursday 18th September the EHE team had received 78 notifications from parents choosing to home educate in comparison to 32 in the same period last year. Further notifications are being received and it is anticipated that numbers of EHE will continue to rise.
- 3.85 Initially, over 1400 children were required to **shield** due to being 'extremely clinically vulnerable'. This has since reduced by 368. The local authority is supporting schools and colleges in making the decision about the safest and most appropriate option for each student in line with medical advice and guidance. This could, for example, be a return to school or college in a safe 'bubble' following an individual risk assessment or remaining at home (with arrangements for home education).
- 3.86 Children and Families have requested that schools ensure **risk assessments** are easily accessible on school and college websites and have reminded school leaders that individual risk assessments are to be completed before vulnerable staff return to work. The Leeds Schools Health and Safety team produced template risk assessment documents for schools and colleges to utilise and have supported them through the publication of regular Health and safety updates, telephone support and on-site visits.
- 3.87 In terms of **remote learning** readiness, the Government guidance states that schools need to provide high-quality online and offline resources that are linked to the school's curriculum expectations and that there should be a strong contingency plan in place for remote education provision by the end of September. Children and Families colleagues have established a Remote Learning Task Group with members from the Learning Improvement Team and representatives from schools. The remit of the group is to ensure all schools are aware of the high expectations in the Government guidance; to clarify advice about the live streaming of lessons; to ensure all schools have an on-line learning

platform and to support them in this; and to quality assure the remote learning provision available, with a view to disseminating good practice.

- 3.88 The Education Secretary has confirmed that most A-level and GCSE **exams** in England will be delayed by three weeks next year due to the pandemic.
- 3.89 Support for **vulnerable learners** continues as teams are developing the 'Implementing Wellbeing for Education Return' package of resources from the Department for Education which seeks to better equip schools and colleges to promote children and young people's wellbeing, resilience, and recovery in response to Covid-19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support.
- 3.90 **Major issues** include headteachers and staff already feeling exhausted and under a great deal of pressure. This is principally as a result of the extra duties they undertake to implement and maintain Covid-secure learning environments and the need to provide work for pupils who are self-isolating. The issues affecting the national test and trace programme are impacting significantly on schools. National issues in testing capacity has caused problems for schools in delaying the return of staff and pupils who test negative but have to self-isolate while awaiting test results. A work-around arrangement has been implemented to provide testing for key workers in education and their immediate families who are unable to access testing through the national portal.
- 3.91 **Secondary school improvement advisers** are currently contacting 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. This offer has also been widened to include academy principals. **Primary school advisers** are in contact with Primary School Learning Alliances to gain an understanding of priorities for curriculum and school development. 'Families of Schools' meetings are currently taking place.
- 3.92 **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.
- 3.93 **Bronze group** meetings (with SILC, Primary and Secondary colleagues) continue to take place regularly, as well as Zoom meetings between school leaders, elected members and LA Officers. A twice weekly Covid-19 related **bulletin** is sent to all settings from the DCS and the Schools Health and Safety team continue to provide advice/guidance to settings through 1-1 contact, meetings and a weekly H&S bulletin.
- 3.94 The Children and Families **social work** service has continued at full capacity throughout the Covid-19 period. Whilst practitioners have largely been home based, they have continued to respond to the needs of their communities, including undertaking home visits. Allocations panel (to allocated targeted services) is taking place twice a week to ensure a responsive approach to meeting the needs of vulnerable children and families. The Signpost, MST, Futures, RES and Family Action services continue to support families using a

combination of face to face and virtual strategies. More information can be found at section 5.7 of the Response & Recovery Plan (Annex B).

3.95 **Organisational impact**

- 3.96 The Silver Organisational Impact group has increased the frequency of meetings to ensure a dynamic response to the key issues emerging the progression of the pandemic and national policy developments. On 22nd September Government advice changed, with people who are able to **work from home** advised to do so. Communications to managers following this announcement asked that staff who can undertake their roles from home be supported to work from home, unless they are unable to do so effectively. A broad definition of 'working effectively' has been adopted in order to support those staff who may be struggling with their mental health, wellbeing or feelings of isolation as a result of remote working.
- 3.97 Following the national pause to the advice to shield from 1st August, reviews of **personal risk assessments** are being undertaken with staff who are clinically vulnerable to Covid-19 or were previously shielding. Staff absences due to Covid-19 or Covid-related symptoms, or due to shielding or self-isolating have seen a modest increase; but the significant increase in transmission across the city has not been reflected in the workforce to date. The impact on the workforce continues to be closely monitored on a daily basis.
- 3.98 Following the return to the advice to work from home there has been a marked decrease in demand for **office space bookings**, particularly in the city centre. As a result of extensive work over the summer to make offices Covid-secure and implement a booking system, there is plenty of capacity for colleagues who need to use office spaces. In response to feedback from the staff working from home survey that colleagues would value spaces to work safely with colleagues, all city centre-based services have now been allocated a Covid-secure 'home space' within Merrion House or the Civic Hall. Collaboration spaces have been created to allow Covid-secure face-to-face working and meetings. These have been used, although plans to make available further collaboration spaces are currently on hold. The work space and collaboration space **booking app** continues to be developed and now covers ten sites.
- 3.99 Over 11,000 items of **equipment** have been provided to support staff working from home, with a new spike in demand seen following the return to advice to work from home where possible. The Microsoft Teams pilot continues 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.
- 3.100 A hybrid IT solution is in the process of being developed for **Councillors**, to allow participants to either join meetings remotely or via Committee Room 6/7 in Merrion House. Testing of Hybrid Committee meetings has been scaled back due to Government advice to work from home, however the development of protocols are being progressed.
- 3.101 **Community Committees** will commence formal remote meetings in the next cycle of meetings from late October or early November, and all other committees

are operating a routine meeting timetable. Member surgeries remain remote, with guidance available to Members.

3.102 In consultation with trade unions, much of the planned **service resumption** has now been completed, with services operating in Covid-secure ways. Risk assessments for services that have resumed activity are currently in the process of being reviewed and updated.

3.103 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. There continues to be considerable pressure on teams in the council to progress Covid-19 work, alongside the major savings programme and delivering business as usual work.

3.104 **Media and communications**

3.105 Communications work continues to use all available methods, including the weekly GovDelivery bulletin to 114,500 residents, along with digital, social and marketing campaigns, to provide information on changes to council services, how to access support, and health messaging, including the **Hands Face Space** message to promote hand hygiene, the wearing of face coverings and social distancing. We continue to support local health partners to share the message that **Your NHS is Here For You** to encourage patients to access health services for critical care and life-threatening illness. We are supporting members with continued member updates, frequently asked questions, and by updating the website in line with government guidance and with our approach to "user centred" design. We are also keeping partners, staff, and trade unions updated with key developments as we look to engage everyone in the communications challenge to enable **more people to do more of the right thing, more of the time, because they choose to.**

3.106 In addition to these broad messages, the latest **data and intelligence** from public health sources, The Health Protection Board, Outbreak Control Board and others is being used to target communications towards the demographic groups and geographical areas where data suggests the largest increase in cases. This includes door-knocking and door drop letters in local areas, social media advertising, media releases, partner and stakeholder engagement and engagement with community leaders. Particularly since the return of university students, **targeted** materials and messages have been directed to young people across the city, including relevant social media advertising, partner and stakeholder engagement and use of influencers. The Communications teams in the Council and the city's **universities** are working together to coordinate key messages. A live digital campaign appealing to younger people to help keep infections down received 7,814 engagements, reaching 144,174 people and gaining 401,812 impressions, and was accompanied by a billboard poster in Hyde Park.

3.107 Media work activity has intensified considerably and September saw the largest volume of **media enquiries** since the pandemic began, more than double those received in August and with just over 60% attributable to Covid-19. With new government restrictions in Leeds and the return to schools and universities this is

expected to remain high. Proactive **press releases** also 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. Considerable additional attention has been paid to 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. A particular focus has been to support the bar and restaurant trade with information about with their new responsibilities around the Rule of Six and the 10pm curfew. Direct communications with young people continued throughout the return to schools and universities and with statistics indicating continued high rates of transmission amongst young adults. This work is being joined up across partner organisations in education, health, police, the third sector and other city sectors.

4. Corporate considerations

4.1 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. 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, press releases and press conferences, 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 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, lifestyle changes and reduced traffic flows as a result of the pandemic have 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. More detail is provided in the Infrastructure & Supplies section of this report. A separate item on the Executive Board agenda provides an update on the city's air quality and the review with central Government on the Leeds Clean Air Zone.

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. 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 Public Health, Environmental Health, Infection Prevention Control, the voluntary sector, communications, etc. Since the last report to Executive Board, the Council has received additional Government funding for Infection Control and is due to receive £485,826 to support enforcement activity in relation to new Covid-19 regulations. On 12th October an additional £1 billion was announced for local authorities; further information and allocations are awaited. 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 challenges presented by Covid-19 as we enter a new period of the pandemic, with a national return to restrictions on people and businesses, and the need to develop ways to live with the virus in the medium term to allow elements of normal life to continue. There is considerable concern about the impact of ongoing restrictions on people's health and wellbeing, financial security, and the local economy, which has been highlighted to Government alongside other local authorities. Local authorities face significant pressure over the coming months as increased rates of transmission of Covid-19 combine with financial pressure, the need to deliver services safely and in line with the latest guidance, and other concurrent pressures as we enter winter and approach the end of the EU exit transition period. Council officers and services along with all our partners continue to work hard to rapidly respond to changing circumstances, including interpreting and implementing new guidance and regulations. In line with our city ambitions, key priorities in responding to the next stage of the pandemic will be to keep residents safe, particularly the most vulnerable, while working to safeguard the broader health and wellbeing of the city and continue to support the local economy as far as possible.

12. Recommendations

Executive Board is requested to:

- Note the updated context, progress and issues as we move into a period of increased national government restrictions to respond to the Covid-19 pandemic, which is anticipated to last for at least six months, combined with the outcome of discussions about the new Covid-19 Alert system which could bring further government restrictions.
- Note the emerging issues for consideration during the next phase of response and recovery including winter pressures on the health and care system, flood risk and extreme weather, local government finance and capacity concerns and EU Exit.
- Recognise the need for a city-wide approach to controlling transmission, given high rates of prevalence across all the city's wards, plus enhanced actions and engagement in those areas with the highest rates.
- Note the new responsibilities of local authorities to implement self-isolation support payments and new powers of the police to enforce Covid-19 regulations.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus, and for the economic recovery framework paper that is also on the Executive Board agenda.

13. Background documents¹

¹ 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.

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) Dashboard- 5 October 2020

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

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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](https://www.gov.uk).

Date	Policy announcement
21 September	<ul style="list-style-type: none"> • New £500 Isolation Support Payment announced for people on low incomes, meeting certain criteria, who can't work because they've tested positive or are asked to self-isolate by NHS Test and Trace. • The UK Chief Medical Officers and Joint Biosecurity Centre recommended that the UK Covid-19 alert level moves from level 3 (COVID-19 epidemic is in general circulation) to level 4 (COVID-19 epidemic is in general circulation, transmission is high or rising exponentially).
22 September	<ul style="list-style-type: none"> • An exemption to restrictions on household mixing introduced for areas of intervention, to allow for informal care of vulnerable adults and children under 14 as part of a consistent 'care bubble'. • Prime Minister announced new national measures in response to increasing rates of Covid-19. People encouraged to work from home if possible. Indoor adult sport no longer exempt from Rule of Six. The planned reopening of conferences, exhibition halls and large sporting events from 1 October is suspended.
23 September	<ul style="list-style-type: none"> • The wearing of face coverings becomes mandatory for taxi and private hire customers; within hospitality venues except when seated; and for retail staff, with fixed penalties for breaches.
24 September	<ul style="list-style-type: none"> • NHS Covid-19 app launched across England and Wales. • Hospitality venues legally required to display the NHS QR code, ensure that no individual group larger than 6 enters the premises, and close at 10pm, and licensed premises can only offer table service, plus takeaway, which can continue beyond 10pm. Fines of £1000 for businesses that fail in these duties. • The Chancellor unveils the Winter Economy Plan, including a Job Support Scheme to replace the furlough scheme from 1 November, and an extension to the Self Employed Income Support Scheme. The new Jobs Support Scheme will start on the 1st November, replacing the Furlough Scheme, to cover nearly a quarter of workers' pay in 'viable' jobs for the next six months. A new 'Pay as you Grow' loan scheme will allow lenders to extend the length of Bounce Back Loans and Coronavirus Business Interruption Scheme Loans from 6 years to 10. These two schemes, and the Future Fund, have been extended until the end of November. The Self-Employment Grant Support Scheme will also be extended with an initial taxable grant provided to those currently eligible for the Self-Employment Income Support Scheme and who are continuing to actively trade but face reduced demand. • Denmark, Slovakia, Iceland and Curaçao removed from travel corridor exempt list-people arriving in the UK from these destinations from 4am Saturday 26 September 2020 required to self-isolate for 2 weeks.
25 September	<ul style="list-style-type: none"> • Restrictions on mixing with other households in private homes and gardens introduced in Leeds, excluding support bubbles.
28 September	<ul style="list-style-type: none"> • A new legal duty to self-isolate came into force for people who test positive for Covid-19 or come into contact with someone who has tested positive. Those who break the rules could be fined £1000, increasing to £10,000 for repeat offences. • Maximum number of people who can attend a wedding ceremony or reception reduced from 30 to 15.

30 September	<ul style="list-style-type: none"> In parts of the North East it becomes illegal to mix with other households (excluding support bubbles) in any indoor setting. This is in addition to previously announced restrictions on household mixing in private homes and gardens.
1 October	<ul style="list-style-type: none"> In parts of the North West, it becomes illegal to mix with other households (excluding support bubbles) in any indoor setting. This is in addition to previously announced restrictions on household mixing in private homes and gardens. It is also recommend that people in these areas do not meet with anyone outside their household or bubble in outdoor public spaces, such as parks and outdoor hospitality. Turkey, Poland, Bonaire, St Eustatius and Saba removed from the travel corridor exempt list -people arriving in England from these destinations from 4am Saturday 3 October will need to self-isolate for 2 weeks.
4 October	<ul style="list-style-type: none"> A technical issue in the national reporting mechanism, which has since been resolved, resulted in cases between 25 September and 2 October not being included in the reported daily Covid-19 figures, with an impact of around 2000 cases in Leeds.
9 October	<ul style="list-style-type: none"> The Government's Job Support Scheme (JSS) will be expanded to protect jobs and support businesses required to close their doors as a result of coronavirus restrictions, the Chancellor announced. The Government will pay two thirds of employees' salaries to protect jobs over the coming month.
12 October	<ul style="list-style-type: none"> Three-tiered system for England announced. Simplified rules of Medium, High and Very High for all places across England. Liverpool City Region entered third tier while parts of the North East and Yorkshire entered tier 2. The Medical Director of NHS England announced that Nightingale hospitals in Harrogate, Sunderland and Manchester are to increase their state of readiness. If made active, decisions can be made locally as to whether the sites are used for Covid-19 treatment or maintaining elective and diagnostic work.
13 October	<ul style="list-style-type: none"> Government announced £10 million Cold Weather Payment for councils to help to keep rough sleepers safe this winter. Additional £2 million will go to faith and community groups to help them support rough sleepers into accommodation.

LEEDS STRATEGIC RESPONSE & RECOVERY PLAN – Coronavirus (COVID-19) – October 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 and implementing the latest national and local guidance.
- 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, including maintaining social distancing, wearing face coverings where required, practising good hand washing and accessing testing and self-isolating when required.
- A new normal, most likely once a vaccination is available, using the considerable learning that has taken place during the pandemic to build resilience to any future disease outbreak.

These phases may not proceed in a linear manner, and as the pandemic unfolds our response may cross between or across the different phases.

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 pandemic on the health and wellbeing of the city, especially the most vulnerable, and integrating services to achieve this. Proactively responding to the latest available intelligence to target support where it is most needed and prevent further spread of the virus, within the constraints of the available resources and powers;
- 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 minimise the effect of the pandemic on the local economy, resuming economic and social activity safely and effectively with social distancing measures in place, in line with national guidance and advice and enabled by effective social distancing, hand washing, wearing of face coverings and contact tracing through the NHS Covid-19 app and QR code system.
- Ensure our recovery and renewal is 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.

COVID 19 - Leeds Multi-Agency Arrangements

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

Page 37

Date: 13/10/20

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; Events.

Item no.	Action	Officer lead(s)	Status / Comments
1. Local Outbreak Management			
	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.	Victoria Eaton	<ul style="list-style-type: none"> • The Outbreak Management Board and Health Protection Board continue to provide oversight of the implementation of the Leeds COVID-19 Outbreak Control Plan. • Weekly incident management team meetings taking place to review the latest data and intelligence and coordinate response to any incidents or outbreaks in educational, workplace or care settings or in the community. • Extensive work with universities has taken place ahead of and during the new university term to share data and intelligence and ensure support is provided to university students and to monitor any impacts on local communities. • Temporary test site established at Mandela Centre in Chapeltown and later relocated to Cinder Moor on Woodhouse Lane to provide back-up testing capacity to key workers who are unable to access testing through the national testing portal. The Mandela Centre is being used to provide targeted testing in the local community. • Incident Management Coordinators are now in place and have provided support to Environmental Health in undertaking visits to licensed premises, and supporting community engagement around the Mandela Centre test site. • Regular submissions to government to update on enhanced actions taken to address increasing rates of transmission and to push for key asks, including more support for local testing and tracing, and a more compassionate approach to restrictions to allow some outdoor social contact.
2. Health & social care			
2.1	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	Health & Social Care Gold (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley)	<ul style="list-style-type: none"> • 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. • In response to the Outbreak Management Plan, the group considered the need to enhance communications, particularly to young people who may not recognise the potential implications of community

	<p>with the anticipated pressures in the system effectively.</p>		<p>transmission. It was also agreed that health and care staff should be encouraged to be ambassadors for sharing the messages.</p> <ul style="list-style-type: none"> • The impact of staff availability and concern around workforce was discussed. It was acknowledged that there had been an impact on both care homes and primary care; however the situation was being managed. • Health & Social Care Gold fully supported the proposal to set up a resilience hub for staff working in health and care organisations across the ICS. The hub would support staff with high end needs such as PTSD and would not duplicate other psychological support already in place. • The role and remit of Gold Command was considered, and whether the required assurances were being received. Further assurance was required in relation to flu arrangements and the key milestones and progress against them for key groups. This was agreed and would be presented on 5 October 2020. • It was agreed that scenario planning of potential winter / flu/ COVID interactions and how they escalate (or not) would be useful to support the agreement of actions in the winter plan and could be based on a person centred approach and better use of intelligence. • There had been a step up in activity at LTHT, with ED attendances higher in August 2020 than 2019. Clarity was needed on admission avoidance activities across the city and how these were continuing to be communicated and actioned. There was national pressure to increase elective work however it wasn't possible to return to previous levels and remain Covid secure. • Recognition that routine testing of care homes was taking up capacity and that it was important to be assured by care home infection control. It was noted that it was clear from the winter plan that the demand for data would increase and there was a struggle with the administration requirements from care homes in relation to the capacity tracker. • The Stabilisation and Reset Group continued to provide assurance to Health & Social Care Gold through the overall monitoring of information and escalating any issues or concerns and what is being done to address these.
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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 discussions on the following areas by the Stabilisation and Reset Group. In September:</p> <ul style="list-style-type: none"> • StAR focus on organisational preparedness for local outbreaks and refreshment of workforce plans. • Digital involvement for the future and the work around digital integration and workstreams looking at the priorities for digital at city level inc a response to the Healthwatch report on Digital Inclusion • Discussion on the ongoing wider regeneration of estates in Leeds. • Impact of increased A&E attendance for LTHT • Progress update on flu arrangements following national guidance published 5th August and an outline of expectations. • Development of a focus and milestone tracker to enable the tracking of key StAR deliverables and aid in providing assurance to Health and Social Care Gold from late October onwards. • Weekly focus on the current Leeds outbreak control updates. • A focus on children’s services to ensure that consistent messaging to schools and parents/guardians is embedded through a range of comms messaging. • Provided assurance to the West Yorkshire and Harrogate ICS on two occasions in response to the Phase 3 planning requirements. • Focus on providing assurance to Health and Social Care Gold in terms of flu and winter planning. • Input from Healthwatch Leeds and the work around People’s Voices that looks at bringing together the voices of people to inform how we communicate with them, ensuring the accessibility of information and linking the work around digital inclusion and digital barriers people may face. • Work on winter preparations and the development of a new command and control structure and decision management tool. <p>Stabilisation and Reset communications:</p> <ul style="list-style-type: none"> • Communications Strategy agreed, which includes areas such as:
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			<ul style="list-style-type: none"> • Resources developed for parents and carers of children to help them make an informed decision about child attending school • Feel Better campaign targeting FE/HE students repurposed to align with citywide COVID messages • Newspaper wrap with the Yorkshire Evening Post and Asian Express (Leeds edition) • Insight report completed that will help positive framing of messages including links to Leeds Left Shift blueprint • Promotion of how to attend services during winter with some filming from faith leaders and staff from LTHT on how to attend urgent care. • Mind Well produced a number of resources which have been circulated to community partners and outbreak areas. • Work Yorkshire Evening Post on Age Proud Leeds. • Working with Capital FM to run a competition with children and young people to find out how they are feeling linked to MindMate • Work is underway liaising with Primary Care Networks on flu campaigns and the different locations these can be carried out in. • Reinforcing of communications around handwashing alongside flu campaigns • A Facebook live panel with Public Health and clinicians on the myths and misinformation around Covid in September.
3. Infrastructure and supplies impact			
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.	Gary Bartlett	<ul style="list-style-type: none"> • The return to school in early September went well with all agencies working together to remedy any issues. Advice being given is to highlight school transport issues to the Combined Authority. • A new weekly 'City University Collaboration Taskforce' has been established with attendance from all six Leeds Universities, public health, LCC communications and the West Yorkshire Police, to support the safe return of students to the city. Chaired by Leeds Beckett. • Issued a joint statement with the Universities and Cllr Blake welcoming students to Leeds and outlining their responsibilities. • Continue to work to ensure that the student voice is heard and to bring out the positive contributions that students make to the city.

			<ul style="list-style-type: none"> • Work with the Universities and Voluntary Action Leeds to explore the possibility of a 34th community hub for the student community. • 14 trial School Streets have been introduced to support and encourage more sustainable approaches to travel to school and reflecting the increases in physical activity that took place during the lockdown period. • The second phase of the School Streets trial initiated, which will engage a further two schools. • To accommodate the upsurge in cycling (witnessed during the COVID 19 pandemic) a package of both long stay and short stay cycle parking is being progressed. • Buses returned to two way operation on the Headrow from 4th October, allowing some cross city services to return. • Second round bids for £225 million balance of the Emergency Active Travel Fund were submitted to the DfT during August and a decision is still awaited. • The Elland Road park and ride site, including the car park extension which increases the provision of the site to 1,350 spaces, opened on 24 August running on the regular pre-Covid timetable • Temple Green continues to be used as a regional testing site with no current plans to change this. • Work on Stourton Park and Ride continues to progress well. • The Lofthouse interchange works have been completed thanks to some good work with partners. • The availability of rail and bus services including ERPR will be dependent on the retention of Government funding for public transport services in the forthcoming months as and when any further local restrictions are imposed.
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"> • Adjustments have been made to accommodate changing requirements from schools, including adjusting our menus and how the service looks and operates at lunchtime to accommodate bubbles and different school day structures. Daily hot grab bag meals are in place for 95% of the schools we service, and arrangements are in place to ensure that

			<p>children required to self-isolate at home still have access to school meals.</p> <ul style="list-style-type: none"> • Plans in place for delivering full service to all schools that we clean. The service has run throughout the pandemic and has adjusted its methods to ensure that the required level of cleaning is in place for all schools' individual requirements to help prevent spread of the virus, including carrying out additional deep cleaning where required. • No current impact to any supply chains running into CEL although meetings are being carried out with all main suppliers to ensure continuity of supply and product availability
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"> • PPE Stock levels remain excellent. • Significant increase in the number of orders being received from services across the council and many primary schools. • The first deliveries of DHSC stock have started to arrive in to the central storage facility, with distribution commencing from week beginning 12 October. • Communications are being coordinated by Adults and Health which will go out to a wider group of services including the third sector, who will be able to access PPE free of charge. • Due to the need to hold and distribute significantly more stock than ever before, the central storage facility relocated to Waterside. • The uptake and feedback from domiciliary care staff on the new approach to training has been well received. Further changes to National Guidance have been circulated to all staff and the PPE grid has also been updated.
3.4	Work with partners to ensure arrangements are in place for providing food to the vulnerable, and ensure these arrangements can be scaled up if required.	Lee Hemsworth	<ul style="list-style-type: none"> • The warehouse has now been stepped down and closed as part of the planned transition to new food provision arrangements since demand reduced and the advice to shield was paused. • The Community Care hubs in partnership with their food providers, including FareShare, have transitioned to the following arrangement to maintain food provision: • 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.

			<ul style="list-style-type: none"> • 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. • 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. • 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.
4. Business and economic impact			
4.1	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.	Eve Roodhouse	<p>Economic Recovery:</p> <ul style="list-style-type: none"> • The proposed Leeds Economic Recovery Framework will be considered at Executive Board on the 21st October. • The West Yorkshire Economic Recovery Plan was 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. A submission was made to the Comprehensive Spending Review to seek funding to deliver the plan. <p>Administration of Government Grants:</p> <ul style="list-style-type: none"> • £154.1m paid in Business Support grants under the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund via 12,584 grants as at 30th September 2020. The scheme is now closed. • £6,624,440 paid to 715 businesses through the Local Authority Discretionary Grant Fund as at 30 September 2020. This scheme is now closed. <p>City Centre/Tourism:</p> <ul style="list-style-type: none"> • The introduction of new national and local restrictions has resulted in a decrease in footfall for the city centre. Hospitality businesses have reported a significant drop in trade since the introduction of the 10pm curfew. Discussions are ongoing with the sector and with central government to seek amendments to the curfew and / or additional support. • Work has continued to support the reopening and recovery of the city centre, including maintaining and updating the Covid signage in the city centre, processing temporary street café applications, and the ongoing

			<p>pedestrianisation of Call Lane. Detailed discussions have taken place with government regarding the drawing down of Reopening High Street Safely (RHSS) funding. The Briggate Pop-up Park – funded by RHSS - has been a successful intervention. Weekly calls with the retail and hospitality sector continue to provide essential intelligence on the performance of key sectors in the city centre.</p> <ul style="list-style-type: none"> • Visit Leeds has completed the first phase of its #RediscoverLeeds campaign, which was targeted upon a local day visitor market, encouraging local people to rediscover and reconnect with the city. Campaign results for the first activity show a 200% increase in visits to the Visit Leeds website and 200% increase in page views. A second phase of activity is planned for later this autumn focusing on the 'Winter Season' supporting our food and drink industry and cultural organisations. <p>Culture:</p> <ul style="list-style-type: none"> • An application to the Arts Council's Kickstart Cultural Capital Scheme for £1.8m to support Leeds Playhouse has been submitted, and the outcome will be known in November. • A second cultural and creative sector survey is being considered, to evaluate how far Leeds' creative sector has benefited from the government's sector support funds and to assess ongoing sector support needs. • Development of a cultural sector recovery plan is underway with defined asks to central government to help support the return to sector resilience and growth • The council has continued to support Leeds creative sector and creative engagement, and through lockdown, a 100% of funding of the arts@leeds funding programme to 42 organisations totalling £1.8m has been maintained. • Leeds Inspired grants have been awarded to 33 organisations amounting to £38,400 to date; including support to deliver a broad range of online creative activities to engage people in their homes. <p>General Business Engagement and Support:</p> <ul style="list-style-type: none"> • Digital Enterprise were invited to a showcase event organised by the Ministry of Housing, Communities and Local Government to demonstrate
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			<p>best practice in the delivery of business support. The programme team received glowing feedback from the Ministry and has been invited to apply for further funding to meet the ever increasing demand for support by small to medium sized enterprises (SMEs) based in the region.</p> <ul style="list-style-type: none"> • Regular calls have been put in place with 'Key Account businesses' which includes 100+ key businesses across the city. Hosted by the Leader and CEO key areas of discussion include ongoing impact of COVID-19 and impact of EU Exit. • Recognising the urgency for start-up support, the MIT REAP team have developed an online platform 'ide@' which hosts the 'LEAP' the e-learning course, event programmes and information from across the innovation ecosystem. The community now has over 200 members, 70% of members are budding entrepreneurs or current business owners/founders. Resources have been crowdsourced from over 20 different partners in an effort to make information and support accessible for a growing number of people who need it. BUILD our new accelerator concept has been procured and will provide hands-on support to turn BIG ideas that can solve a global challenge into scalable global business propositions. A proposal was submitted as part of the Comprehensive Spending Review, outlining the full MIT REAP programme with an ask for further funding to scale up activity and reach across the region.
4.2	Connecting communities to jobs and skills.	Sue Wynne	<ul style="list-style-type: none"> • The <u>Employment and Skills Leeds</u> website signposted individuals to support with over 6,704 visitors and 33,000 views of the Employment, Learning and Apprenticeships Hub pages and live vacancies from July to the end of September. • From April to September, 1,788 people were supported into work including 127 Apprenticeships. 56% of those securing work live in neighbourhoods experiencing the highest levels of poverty, 36% self-identified as BAME and 9% declared a physical disability or long term health condition, including poor mental health. • From April to September, 902 people were supported to complete courses to improve their skills. 57% of learners lived in neighbourhoods with the highest levels of poverty, 51% identified as BAME and 28% declared a physical disability or long term health conditions, including poor mental health.

			<ul style="list-style-type: none"> • The service has engaged with over 130 businesses new to the service and has has over 1,500 individuals on tailored employment support programmes and a further 2,831 adults enrolled on 169 skills courses delivered on line. • In response to the Department for Work and Pensions Kickstart Scheme which launched September, the service registered as a Kickstart Gateway to support businesses to offer a 6 month paid placements for young people currently on Universal Credit and at risk of long-term unemployment. 56 businesses have registered with an anticipated November start date. • The Levy Match Leeds service has launched to boost apprenticeship numbers. The web platform enables large levy payers to transfer funds to SMEs to support an apprenticeship. • The Employment and Skills Task Group is developing the local offer and partnership delivery arrangements, which will be widely promoted.
5. Citizens and communities impact			
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"> • Following the latest local lockdown measures, Officers in the Community Team have worked on two approaches to clarifying regulations and guidance from government around funerals specifically and then more generally around attendance at places of worship and 'lifecycle' events such as baptisms, headstone settings and scattering of ashes due to a large number community enquiries. We are working with the press team and officers across Communities Team on a communications approach for these. • 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. • As a result of the Asylum Seeker system being under severe pressure during COVID-19, three hotels have now been commissioned to provide accommodation in Leeds. Good partnership arrangements are in place between the Migration team, Mears contractors, West Yorkshire Police and hotel management. Proactive daily visits are being made to the hotel by Police community safety officers. Ongoing monitoring of

			community tensions due to far right influencers targeting hotels nationally. WYP and LCC are responding to any hate incidents as appropriate. Training has also been offered to security staff in relation to Far Right Extremism and Prevent.
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.	Shaid Mahmood	<ul style="list-style-type: none"> • A wide range of VCFS organisations are engaged in support of the work on the Outbreak plan. Recent activity has been focussed on working with organisations supporting young people in order to tailor engagement and communications with the under 30's demographic, coordinated by Forum Central and supported by Young Lives Leeds. • Implemented review of the volunteer hubs. • Hubs funded until the end of the calendar year using funds allocated to the Council from DEFRA. • VAL have recently secured funding from the National Lottery and Leeds Community Foundation for two new projects – the first focussing on providing training, support and capacity building to volunteers and volunteer managers; and the second looking to further develop approaches taken during the pandemic to working with communities in two areas (working in partnership with New Wortley Community Centre and Slung Low) to share learning more widely. Both will run from Oct – Mar 2021. • The ongoing impact of the pandemic on the resilience of the third sector continues to be a priority, with VAL working with local and regional partners to launch a second round of the resilience survey to gather a more up to date picture as to how organisations are managing. The survey closes on 9 October and detailed analysis is being supported by colleagues from the University of Leeds. • The Volunteer Centre Leeds continues to be fully operational with VAL operating on a virtual basis, and good outcomes in matching volunteers to opportunities. • A new volunteering platform for the city, (using the Be Collective volunteering system), will be launched in early October as part of the re-launch of the Doing Good Leeds website.
5.3	Recognising the community understanding role of Councillors, ensure appropriate information is	Shaid Mahmood	<ul style="list-style-type: none"> • Frequent updates and calls to councillors continued on national and city-wide key messages, and on local concerns. • Local liaison with councillors on the restarting of services.

	provided to elected members to enable them to support the community in their wards.		<ul style="list-style-type: none"> 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.
5.4	Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate.	Lee Hemsworth	<ul style="list-style-type: none"> 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 week 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. 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 place for up to 12 months. 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.
5.5	Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	Tony Cooke/ Lee Hemsworth	<ul style="list-style-type: none"> Government advice to shield at home remains paused, despite increasing transmission rates, though the expectation is that if infection rates increase or if there is evidence that transmission is reaching people who are clinically vulnerable, a return to shielding advice will be needed in the short term. Through September, targeted communications have been sent to people in the shielding group to ensure that they are aware of increasing rates and to follow the guidelines closely.

			<ul style="list-style-type: none"> • Work is underway to review how shielding support was delivered both nationally and locally in the first wave – to ensure that we have a more tailored, person-centred offer in place if advice to shield at home is reissued. This includes an emphasis on access to food, rather than food deliveries, a focus on what can be done safely and how, a focus on physical, mental, emotional and social wellbeing and a two way contact strategy so that people in the shielding group can ask questions and get nuanced answers, tailored to their individual situation. • We are still awaiting the Framework and funding arrangement from MHCLG to finalise the infrastructure and support that we will have in place should it be required.
5.6	Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus e.g. domestic violence, rough sleepers, release of prisoners, managed approach, NRPF.	Paul Money	<ul style="list-style-type: none"> • Through a partnership approach we continued to support people out of emergency accommodation into more settled accommodation, this has resulted in a reduction from 240 people in emergency accommodation at the peak of the pandemic to 80 individuals up to 7th October, of whom 55 are in commercial hotels. 279 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 and for those who are still presenting on street. • 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 continue to refrain from street sex working although there has been an increase in such activity since lock down restrictions imposed in March were eased. Those whom continue to undertake such activity are being engaged and supported dynamically by police and council officers as appropriate. Safer Leeds continue to work closely with police, public health and commissioned services in relation to any future developments to the strategy arising as a consequence of public health guidance and regulations.

			<ul style="list-style-type: none"> • Reported domestic violence and abuse incidents have significantly increased during the summer months. Whilst recent weeks have seen a slight reduction the volume of incidents reported, the level continues to be above the average weekly 2019 levels and the number of high risk cases coming to the Front Door Safeguarding Hub weekly case load is now approximately 75 cases. There continue to be concerns that further lockdown restrictions may impact on the number of domestic violence and abuse incidents. This is being monitored on a weekly basis and partners are working collaboratively to maximise capacity at the Front Door Safeguarding Hub. • The Safer Leeds Executive has agreed the shadow arrangements for the new statutory Domestic Violence and Abuse Local Partnership Board, as outlined in the Domestic Abuse Bill 2020. The inaugural meeting will take place in early October to support the development of a local response to the new duties in the Bill. Early government guidance indicates the new duties will become law from 1st April 2020. The ambition is to ensure Leeds is well placed to strategically respond to the new duties for DVA including developing a needs analysis, strategy and commissioning local services in accordance with new government guidelines.
5.7	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.	Sal Tariq	<ul style="list-style-type: none"> • The number of children required to shield due to being 'extremely clinically vulnerable' to Covid-19 has reduced by 368, from 1400 children initially identified. • Schools and colleges are being supported to make the safest and most appropriate decision for each pupil in line with medical advice and guidance. This could be a return to school or college in a safe 'bubble' following an individual risk assessment, or remaining at home (with arrangements for home education). • The social work service has continued at full capacity throughout the Covid-19 period. Visits to vulnerable children have primarily been face to face with a mix of virtual/online contacts and phone calls. Contingency plan in place to ensure staff can be flexibly deployed to cover any gaps that have arisen as a result of illness, shielding or self-isolation.

			<ul style="list-style-type: none"> • Whilst practitioners have largely been home based, they have continued to respond to the needs of their communities and have continued to undertake home visits. This has included some clusters and all Early Help Hub staff including Early Help Practitioners, the police and the DV, Substance Misuse and Mental Health Practitioners. • Allocations panel (to allocated targeted services) taking place twice a week to ensure a responsive approach to meeting the needs of vulnerable children and families. Positive feedback received from referrers who appreciate the quick turn around and decision making. • Signpost, MST, Futures, RES and Family Action continue to support families using a combination of face to face and virtual strategies. • Food networks established in each area of the city (West, East and South). In terms of sustainability the respective Hubs have partnered with 3rd sector organisations to ensure the needs of communities are met – see section 3.4. • Virtual therapy sessions have taken place within clusters to ensure a continued offer to children. • Cluster Practice and Progress meetings have continued weekly, virtually to support clusters in thinking through more complex family needs.
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"> • Schools and pupils have adapted very well to the new circumstances and school leadership teams are working hard to keep pupils in school. The majority of pupils remain in school, with around 5% self-isolating at home and learning remotely. • Attendance figures for Leeds pupils reflect the national average. • Schools and colleges are responding to high numbers of mainly individual cases of Covid-19 and receiving advice and support from the Schools Health, Safety & Wellbeing Team, Health Protection Team, Department for Education national helpline and Public Health England to take the appropriate steps to minimise the disruption on other pupils and staff, including contact tracing. • There has been an increase in applications from parents to electively home educate children. Up to 18th September the EHE team had received 78 notifications from parents, compared to 32 last year.

			<ul style="list-style-type: none"> • A Remote Learning Task Group has been established with members from the Learning Improvement Team and representatives from schools to ensure all schools are aware of Government guidance and expectations around remote learning; to clarify advice about the live streaming of lessons; to ensure all schools have an on-line learning platform and to support them in this; and to quality assure the remote learning provision available, with a view to disseminating good practice. • A package of resources is being developed to support vulnerable learners using Department for Education resources to promote children and young people's wellbeing, resilience, and recovery in response to Covid-19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support. • Secondary school improvement advisers are currently contacting 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. • Primary school advisers are in contact with Primary School Learning Alliances to gain an understanding of priorities for curriculum and school development. 'Families of Schools' meetings are currently taking place. • 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.
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"> • As at 12th October a system is live to process applications for self-isolation payments. This is a £500 one-off payment to people on low-income who are asked to self-isolate through the national Test and Trace system but who cannot work from home. A discretionary scheme will also be introduced for those who are experiencing financial hardship as a result of being asked to self-isolate but who do not meet all the required criteria to apply for the main award.
6. Organisational impact			

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"> 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. Chief Officers are being engaged with frequently so that everyone is clear about roles and expectations and to ensure a consistent approach is taken.
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	Nicole Walker/Andy Dodman /all chief officers	<ul style="list-style-type: none"> Much of the planned service resumption has now been completed, in consultation with trade unions. Risk assessments for services that have resumed activity are in the process of being reviewed and updated. Merrion House and Civic Hall have been made Covid secure, with capacity for 750 spaces including a booking system, building inductions and video tours created. Following Government advice that people should work from home if possible, staff and teams are being supported to work from home unless they are unable to do so effectively, in which case they are being supported to work safely from a Covid-secure office space. Current demand for workspaces in offices is very low. 'Home spaces' in Merrion House and Civic Hall have been allocated for all city-centre-based teams. Collaborative working spaces established for safe team working; plans to create new spaces are currently on hold. The workspace and collaboration space booking app continues to be developed and now covers ten sites. The third Wellbeing Pulse Survey is due to be launched at the end of October.
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.	Victoria Bradshaw	<ul style="list-style-type: none"> 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.
6.4	Ensure regular engagement with council contractors and suppliers to identify any	Victoria Bradshaw/Commissioners	<ul style="list-style-type: none"> Liaison across services taking place with contractors and providers so that issues can be captured and responded to.

	potential impact or risks to contractor performance.		<ul style="list-style-type: none"> National advice and support is communicated to suppliers to ensure that a consistent message is circulated.
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.	Andy Dodman	<ul style="list-style-type: none"> The number of staff absent from work due to Covid-related ill health, self-isolation or shielded/vulnerable worker categorisation is now around 150, compared to over 1,600 staff at the start of April. There has been a slight increase in absences since the last update to Executive Board, but the situation does not currently reflect the significant increase in transmission in the city. Workforce absences continue to be closely monitored. 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. Reviews of personal risk assessments are being undertaken with staff who are clinically vulnerable to Covid-19 or were previously shielding. 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-19 cases. Weekly bulletins continue to be shared with 2,500 managers to update on the above, and to promote the resumption and recovery process.
6.6	<p>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"> Prioritise use of available resources to maintaining availability of critical communication and IT systems with more permanent working from home. Rapidly developing new solutions to enable new ways of working for services Prioritise intelligence resources to combined data as appropriate and provide new 	Bev Fisher	<ul style="list-style-type: none"> Equipment to support staff working from home continues to be provided from our Apex site with over 11,000 items provided. Recent advice to work from home where possible has resulted in a new spike in demand. The Microsoft Teams pilot continues 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. The workspace and collaboration space booking app continues to be developed and now covers ten sites. IG policy changes made at start of Covid are being reviewed to assess what is applicable to now retain.

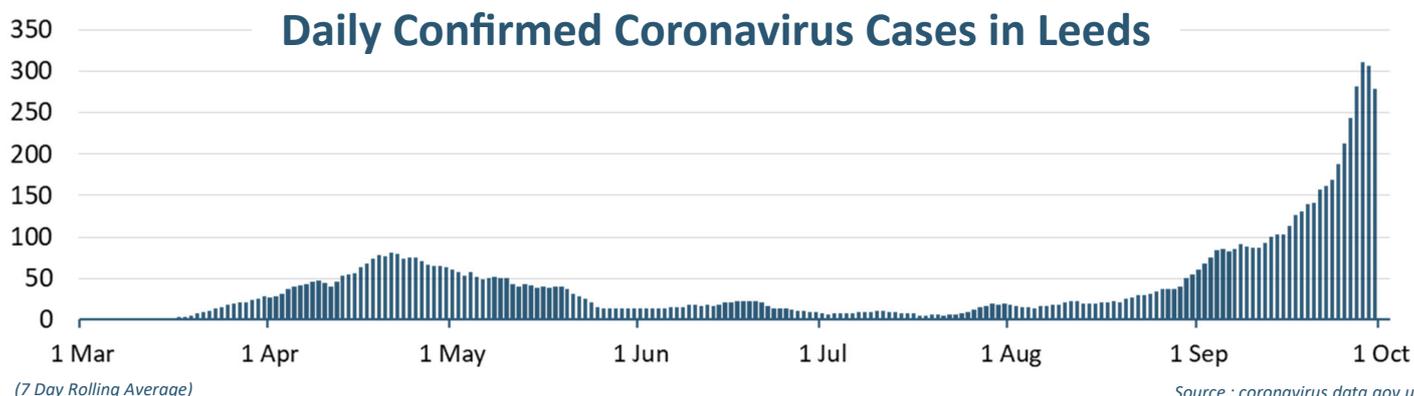
	<p>dashboards to inform better decisions in the new world</p> <ul style="list-style-type: none"> • Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working. • Protect the Council and partners from opportunistic cyber attack 		
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"> • Share key analysis and headlines; • Identify gaps in data and analysis; • Share capacity and resources; • Provide common/consistent feedback on intelligence issues. 	Simon Foy	<ul style="list-style-type: none"> • Co-ordinate intelligence to support and link to existing arrangements in H&SC system. • Ensure forward-looking analysis to assess emerging economic, labour market and social impacts. • Range of individual thematic and policy updates shared across the group and a weekly headline summary report established. • Reporting to SCG Gold is has now returned to fortnightly reflecting the changing situation.
6.8	<p>Assess the impact on events planning and management to understand implications.</p>	Nigel Street	<ul style="list-style-type: none"> • 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 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 'Future Events Group' to meet weekly (each Wednesday) to assess events that might present a threat to public health. • The 'Future Events Group' commenced weekly meetings 27 September and has the required representation including Environmental Health, Public Health and West Yorkshire Police along with other service/agency representation as required. Several events have been assessed (i.e. compliance with current Government regulations/restrictions) with most deemed COVID Secure, others requesting that their plans and arrangements are amended and re-submitted to the Group for re-

			assessment and others informed that the event should not go ahead. Future meetings are to be chaired at Director level.
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"> The Resilience & Emergencies Team (RET) continue to monitor and maintain the Annual Review process for each of the 82 Business Continuity Plans (BCPs) currently implemented for LCC's critical services. The Directorate Resilience Groups (DRGs) manage any escalation where BCPs are overdue Annual Review. DRGs play a lead role in ensuring their directorates response and recovery roles and responsibilities reflect operational practice and required capabilities in a range of emergency plans including the Emergency Management Plan (EMP). This also includes maintaining up to date contact lists particularly for contact out of hours. DRGs are reviewing learning from the initial COVID response to inform revision of business continuity and emergency plans and arrangements. Assurance regarding internal control is provided via the 'Annual Business Continuity Report' to the Corporate Governance & Audit Committee due in December. Quarterly updates for the Corporate 'Standing' Risks' LCC 1 City Resilience and LCC 2 Council Resilience provide an overview of current threats and hazards facing the council and city and the mitigating actions being taken.
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"> Having met as working groups, Community Committees will commence formal remote meetings in the next cycle of meetings late October/early November. All other committees operating a routine meeting timetable. Testing of Hybrid Committee meetings have been scaled back due to work at home advice from HM Government. However development of protocols are still being progressed. Member Surgeries remain remote with guidance available to Members.
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"> The Waterside site is currently in a mothballed state but could be operationally ready within 48 hours if activated. This has changed from 3 hours to 48 hours as the site is now being used as a storage facility for PPE. We are confident that our capacity planning arrangements are robust enough that 48 hours is sufficient. Links remain with partners for capacity planning, reported weekly each Monday. Should capacity start to reach levels of concern more regular reporting will be introduced. Daily monitoring continues for any upward trends in cases,

			<p>hospital admissions and deaths. We are starting to see an increase in hospital admissions and there is a very small increase in the 7-day average for Covid19 death registrations.</p> <ul style="list-style-type: none"> • Up to 15th October there were 688 deaths where 'Covid-19' or 'coronavirus' was mentioned on the death certificate. Of these, 380 (55%) were in hospitals, 270 (39%) were in care homes, 13 (2%) in a hospice, and 25 (4%) in their own home. To date, 17% of all deaths registered have been Covid-19 related. • 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.
7. Media and communications			
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"> • Media enquiries have increased significantly following the introduction of new restrictions in Leeds and the return of schools and universities. • September's media enquiry figures were more than double those received in August and triple those for September last year. • This is the highest number we have received since the pandemic began • Coronavirus accounts for 60% of all media enquiries received in September. • Press conferences and interviews are taking place on request and around major announcements.
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"> • Regular programme of proactive communications continues • Targeted communications provided to residents of cluster areas to inform of local test sites and push preventative messages. • Targeted communications to key audiences including young people – resonating key messages, relevant channels and influencers/partners. • Translated resources shared on LCC coronavirus webpage and with key partners. • The GovDelivery bulletin continues to provide residents with the most recent advice and information in relation to Covid-19, local restrictions and accessing services. The 2 October newsletter was delivered to 114,334 residents and had an open rate of 35% and a click rate of 7%.

			The most popular features were an information page on local rules and restrictions (4,112 clicks), flu vaccine information (1,380 unique clicks) and support for those self-isolating (849 unique clicks).
7.3	Regularly update key stakeholders across the council and city, in particular, elected members and MPs, CLT, BCLT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc.	Mariana Pexton	<ul style="list-style-type: none"> • Regular communications to key stakeholders remain in place, including frequent updates and calls to elected members and MPs. • Communication streams being used to support outbreak management including pushing key messages to the general public as well as target communities. • Weekly updates provided to Government on our enhanced outbreak management work.

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Headlines for Leeds

Health and Social Care

An issue was identified on 2 October in the automated process that transfers positive cases data to PHE. It has now been resolved, however the adjustment in the weekend figures results in a substantial rise in numbers of cases reported and the rate of infection. The latest figures for Leeds 7-day Covid infection rate is now 216.3 per 100,000. There is widespread community transmission across the city, with the majority of wards having a rate over 100 per 100,000, with the highest rate of growth areas with more students/young adults.

Economy

The holding pattern of subdued economic activity continues, with the end of the furlough scheme providing a risk of increased unemployment.

Although available business data suggests economic conditions are showing signs of improvement – with more businesses operating normally, and fewer using the furlough scheme, the official data predates the most recent announcements on both extended restrictions, and HMT's revised support for businesses, which are likely to affect business activity and outlook in the coming weeks. There has been strong feedback from the businesses regarding the 10pm curfew, with a call for it to be reviewed in light of the restrictions threatening the sustainability the hospitality sector.

Transport

There is evidence that rail recovery has stalled in recent weeks following changes in government guidelines and local restrictions. However, last month saw a surge in bus patronage as a consequence of the start of the academic year, which has since plateaued.

Footfall

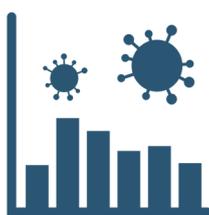
Weekend footfall in Leeds city centre is higher than weekday footfall, likely reflecting more leisure/shopping journeys compared to commuting, although the last couple of weeks has seen a noticeable decrease.

In the 4 weeks since 7th September, Leeds has recorded the following figures



216.3 per 100,000

Current Covid-19 infection rate in Leeds



500+ per 100,000

Infection rate reported in 16-29 year olds



274 Registered Deaths

That mention COVID-19, an increase of 7 over last 14 days



58% Footfall

In Leeds City centre in comparison to 2019



493 Covid-19 related

Incidents reported to West Yorkshire Police in last 7 days



28 µg m⁻³

Nitrogen Dioxide levels, almost half UK target of 40µg m⁻³

Health and Social Care Impact & Recovery

216.3

Cases per
100,000 people in Leeds
(7 day rolling average)

21

Current Cases
Reported active in
10 Leeds care homes

54

Covid-19 Beds
Currently occupied at
LTHT hospitals

7

Registered Deaths
That mention Covid-19
over the last 14 days

Health Summary

NOTE: An issue was identified overnight on Friday 2 October in the automated process that transfers positive cases data to PHE. It has now been resolved. The cases by publish date for 3 and 4 October include additional cases with specimen dates between 25 September and 2 October - they are therefore artificially high and may affect some figures on this page..

Covid-19 Cases

The latest figures for Leeds 7 day Covid infection rate is now 216.3 per 100,000, a substantial increase on the rate we reported as at Friday of 134.8. There is an upward trend in all the big cities and across Y&H with a reported rate of 102.7 per 100,000. The Leeds 7 day positivity rate is now 14.2% which is also a significant increase. Our testing rate is 217.5 per 100,000.

The number of patients in COVID occupied beds at LTHT last week has increased to 54 COVID positive patients, up from 44 at this time last week. LYPFT still has 0 COVID positive patients in a bed this week.

Between 27 Sept. and 3 Oct. 56 positive COVID tests were carried out within LTHT (up from 49 the previous week); 47 attributed to inpatients and 9 attributed to new admissions. LYPFT has had no positive COVID tests for over two weeks.

There are currently 7 positive COVID patients in a HDU/ITU bed in LTHT, the same number reported this time last week.

Care Homes

In total there are 21 active Covid19 case declared in 10 Care Homes in Leeds. These figures have seen a gradual decline over the last few weeks.

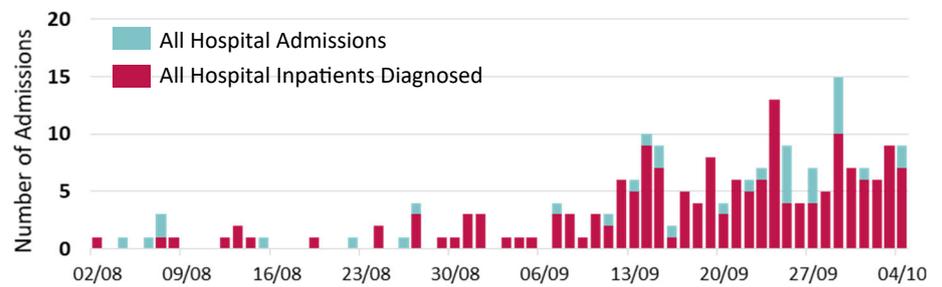
Registered Deaths in Leeds

As of 2 October 2020, a total of 674 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 increased in recent weeks, with seven Covid-19 deaths recorded in the last 14 days (at time of publication).

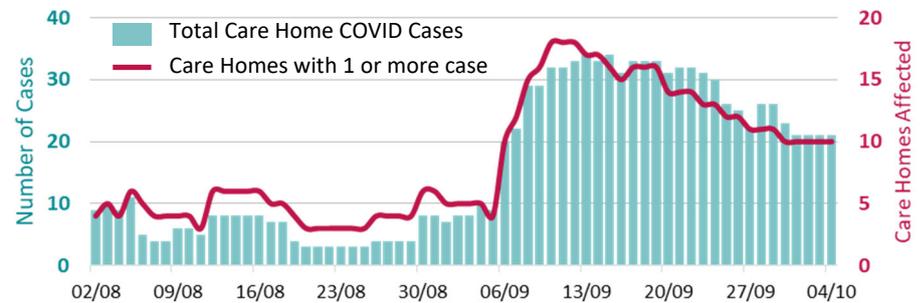
Sources:

- Coronavirus.gov.uk - 05/10/20
- Leeds Teaching Hospital Trust - 05/10/20
- Leeds Registrars Office - 02/10/20

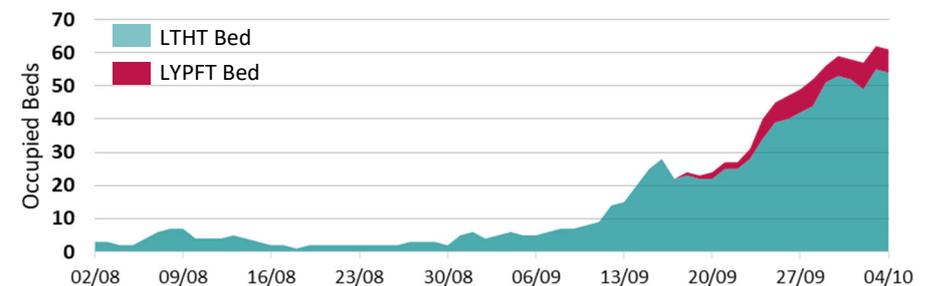
New Covid19 Admissions and Inpatients



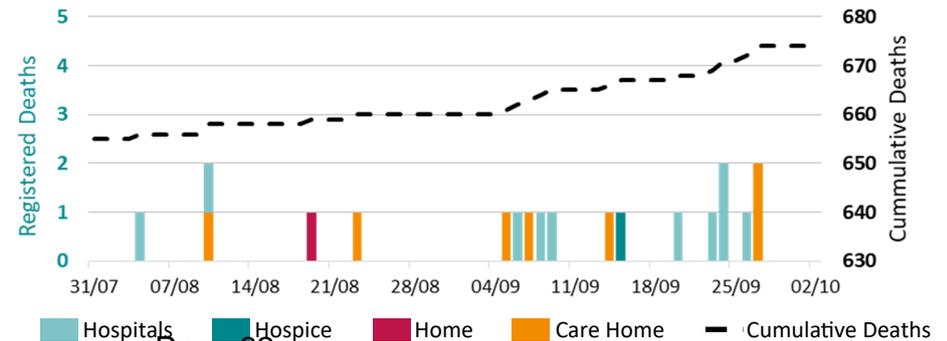
Covid19 Cases in Care Homes



Confirmed Covid19 Bed Occupancy



Deaths registered with LCC that mention Covid19



Citizens & Community



493

Covid-19
Related incidents recorded over last 7 days



438

Domestic
Incidents recorded over last 14 days

114,814

Pupils
Able to attend schools in Leeds during September



48%

Increase
of kerbside garden waste collection since 2019

Citizens & Community Summary

Incidents and Crimes Overview

Over the last month Crime and Incidents have shown a slight increase although remained broadly the same, however, Covid19 related incidents have increased 5 fold going from 82 incidents in the week 7-13 September, up to 493 incidents in the previous week (28 Sept - 4 Oct). However this number will have been affected by new local restrictions being introduced during this time.

Children & Education

During the week commencing 28th September 184 of 275 schools submitted attendance information to the Department for Education and average attendance was 85%.

Throughout September, 191 schools have remained fully open and 84 schools continued to operate with bubble closures. Schools were open to 114,814 pupils in Leeds.

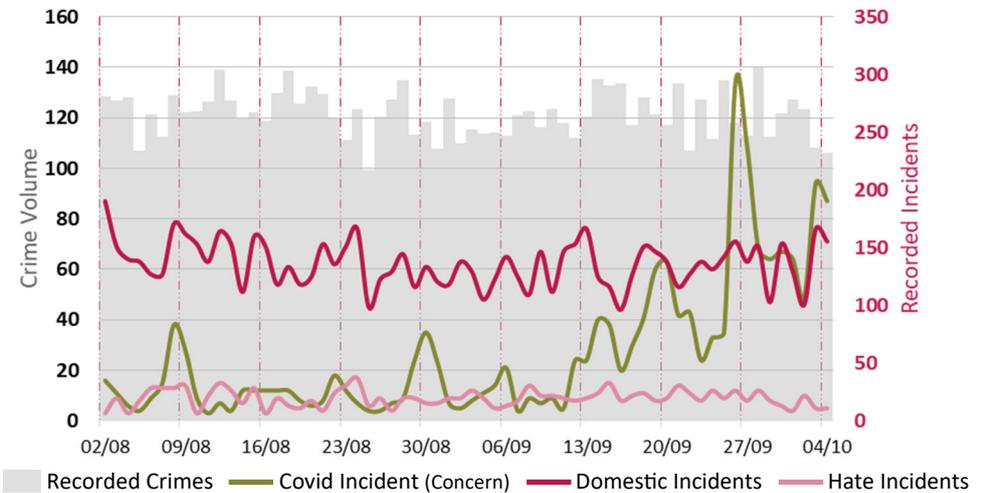
Waste Management & Recycling

Tonnage of waste collected at the kerbside continues to be significantly higher than normal; with black bins 11% up, green 6% and brown bins 48%. Extra crews are being deployed where possible, but crew bubbles are being stood down where a staff member becomes symptomatic.

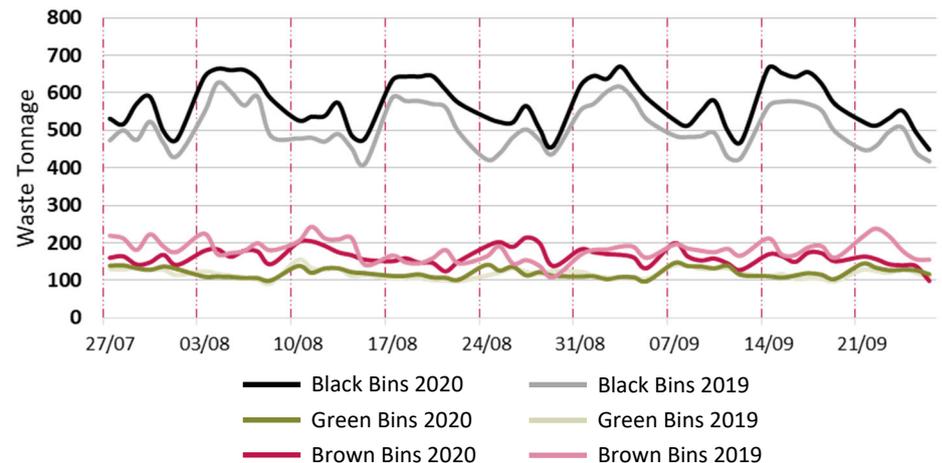
Call Centre Data

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 September recording less than 15% of the numbers recorded in June.

Crimes and Incidents



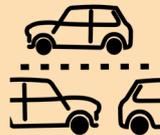
Waste and Recycling Tonnage



Sources:

- Safer Leeds - 05/10/20
- Children's Services Leeds - 05/10/20
- Leeds City Council Environment Team - 5/10/20

Infrastructure & Supplies



85%

Traffic Flow
Compared to recorded traffic flow in 2019



58%

Footfall
In Leeds City centre in comparison to 2019



28
 $\mu\text{g m}^{-3}$

Nitrogen Dioxide
Levels, almost half UK target of $40\mu\text{g m}^{-3}$



632

Thousand
Units of PPE issued in the last 7 days

Infrastructure & Supplies Summary

Traffic & Pedestrian Flow

Traffic flow around Leeds has shown no significant change over the last few months and is averaging around 81-85% in comparison to 2019.

Weekend footfall in Leeds city centre is higher than weekday footfall, likely reflecting more leisure/shopping journeys compared to commuting, although the last couple of weeks has seen a noticeable decrease.

Pedestrian traffic in Leeds Station is remaining steady with an similar increase in footfall during weekends.

MCard purchases and concessions on public transport show a recent increase in early September, this coincided with the start of the new academic year and may be related.

More details can be found within the economy & business section on the next page.

Leeds Air Quality (August 2020)

The plot to the lower right shows the monthly mean Nitrogen Dioxide (NO₂) 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 NO₂ have begun to rise slightly but still remain well under the national objective of 40 micrograms per cubic meter air ($40\mu\text{g m}^{-3}$).

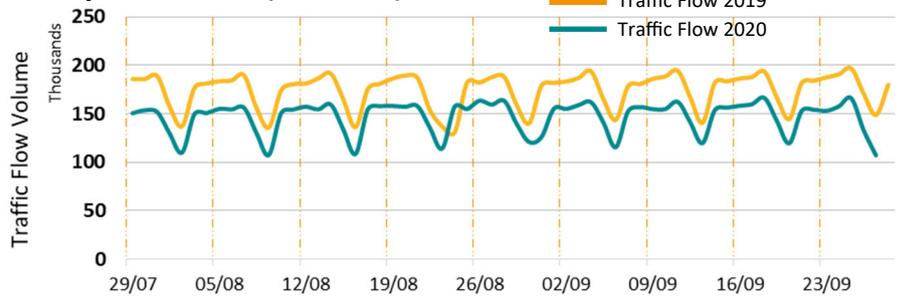
PPE Supplies

The demand for PPE shows continues to increase almost on a daily basis, despite this we still continue to get orders delivered within 48hrs of the order being received, with over 632,000 items of PPE being delivered in the last 7 days.

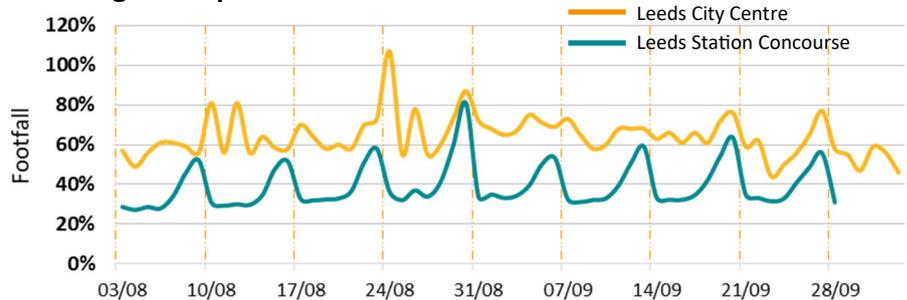
In response to changes by the government on the wearing of face masks we have completed a mini tender exercise for another supply of 1 million surgical masks and 25,000 face shields

The 74 deliveries to GP surgeries were all completed by Wednesday, this time with support of staff from Children's Services, Waste Management, Civic Flavour.

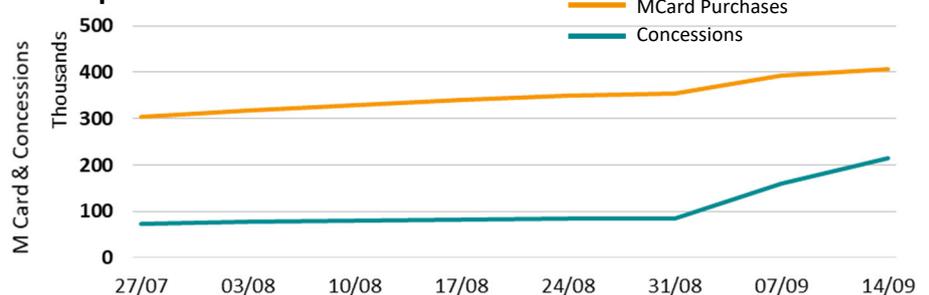
Two-way 24hr Traffic (5 Radials)



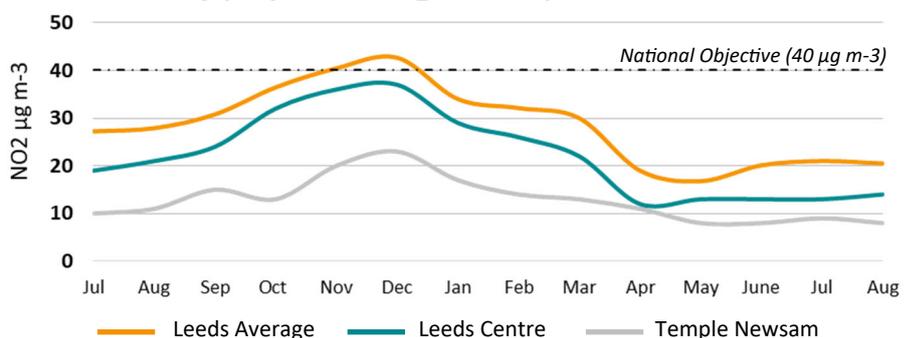
Percentage of Expected Footfall



MCard purchases and Concessions



Leeds Air Quality (July 2019 - August 2020)



Sources:

- West Yorkshire Combined Authority - 05/10/20
- Leeds City Council - 5/10/20

Economy and Business



13%
Claimants
of Universal Credit as a
proportion of the
working age population



£154
Million
Paid out in grants to
support local businesses

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 a potential risk of increased unemployment. Although available business data suggests economic conditions are showing signs of improvement – with more businesses operating normally, and fewer using the furlough scheme, the official data predates the most recent announcements on both extended local and national restrictions, and from the Chancellor on further/replacement support for businesses, which are likely to affect business activity and outlook in the coming weeks. There has been strong feedback from the business community regarding the 10pm curfew particularly, with a call for it to be reviewed in light of the new restrictions threatening the sustainability of the hospitality sector.

The Quarterly Economic Survey with the Chambers of Commerce in Leeds City Region also shows a more positive outlook in Q3 than in Q2, although most indicators remain in negative territory emphasising that the recovery remains in its early stages. Businesses, and manufacturers in particular were much more positive about the outlook for the year ahead this quarter.

There is evidence that rail recovery has stalled/reversed in recent weeks following changes in government guidelines and local restrictions. However, last month saw a surge in bus patronage, driven by the increase in use of under 19 and under 26 MCard users as a consequence of the start of the academic year. Since then overall bus patronage has not recovered further, with MCard and concessionary fare use remaining around 50% lower than early March 2020. Recent analysis confirms that the 10pm curfew on licenced premises has displaced bus demand in the evening.

Weekend footfall in Leeds city centre is higher than weekday footfall, likely reflecting more leisure/shopping journeys compared to commuting, although the last couple of weeks has seen a noticeable decrease. Indeed, the latest data from the Centre for Cities High Street Recovery Tracker, confirms Leeds as one of the 10 locations most adversely affected reduced footfall along with most of the other Core Cities. Interestingly, according to the Index, Wakefield is in the top 10 performers in terms of consumer spending.

The gradual increase in traffic on the West Yorkshire's strategic road network has plateaued below 2019 levels and is currently around 17% lower than the same period in 2019. NO2 concentrations continue to rise on approaches to urban centres and hourly trends increasingly align with traditional AM and PM traffic peaks as cars return to city centres.

Employment

Vacancy levels have continued to recover, with the number of jobs in Leeds posted online w/e 26 September was 3% higher than in the previous week, similar to the national average increase of 4%. However vacancies remain around 20% below March levels.

Claimants of Universal credit continue to rise in the city with a rate of 13.3% of the Working Age population of Leeds claiming in September. This is substantial increase since March when the proportion of claimants was 6.9%

LCC's financial position

The latest financial projection, showing the impact Covid-19, shows an estimated gap for 2020/21 of £51.1m, a £1.4m improvement on the position previously reported. This movement is largely explained by updates of the projected impact of COVID-19 on the projected level of income losses. This position estimates that the Council will receive £18.9m of Government compensation in 2020/21 to mitigate the Covid impact, but the actual figure will not be known until the financial year end. Clearly this position does not reflect the potential effects of any further local or national lockdown arrangements not yet introduced which could impact on the Council's financial projections.

The projected overspend for 2021/22 as reported to September's Executive Board in the Medium Term Financial Strategy is £118.8m. Executive Board agreed that consultation should commence, where appropriate, on an initial set of Budget Savings Proposals exceeding £32m to address the 2021/22 gap.

Conversations are ongoing with Government to explore options to address this year's gap, whilst work continues across the Authority to identify further savings options for 2021/22 which will be considered by the Executive Board in October and November 2020.

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, £154.2m was paid to businesses through 12,590 grants. The scheme has now closed with the deadline to make the payments 30th September.

New grant funding was announced on the 9th September for businesses affected by local lockdowns. Businesses required to close due to local lockdowns/restrictions will be able to receive grants worth up to £1,500 every three weeks depending on Rateable Values. Local authorities are responsible for distributing these grants and further eligibility criteria may be determined by them.

On 17th September MHCLG announced allocations of £91.5m of funding to 274 local councils to ensure interim accommodation and support for the most vulnerable people, including by helping people into the private rented sector, securing interim accommodation such as supported housing, and assessing the wider support these people need in order to rebuild their lives. £4.96m has been allocated to local authorities in Y&H. A further £13.5 million fund will be used to enable councils to tackle new or emerging challenges, and bids are now being considered for a further £161m fund to help secure 3,300 longer term homes. The bidding has now closed and details on successful bids will be announced in due course.

Government published the Adult Social Care Winter Plan on 18th September, covering 4 themes: preventing and controlling the spread of infection in care settings; collaboration across health and care settings; supporting those who receive social care, the workforce and carers; and supporting the system. A second tranche of Infection Control Fund grant, totalling £546m, was announced to help the care sector to restrict the movement of staff between care homes to stop spread of the virus, help care providers pay staff full wages when they are self-isolating and to provide free PPE to ASC care providers until March 2021.

A new package to support and enforce self-isolation was announced on 20th September. Alongside the new duty on individuals to self-isolate if someone tests positive or is identified as a contact by NHS Test and Trace, Government has announced new Test and Trace Support Payments for those on low incomes if they cannot work during self-isolation period. Discretionary funding will also be made available for local authorities to help those who require corresponding financial support to the Test and Trace Support Payment to self-isolate, but do not meet all of the eligibility criteria.

The Winter Economy Plan was published on 24th September 2020, and included a range of measures such as providing further support for employment through a new Job Support Scheme to support employers who face lower demand, extension of the Self-employed Income Support Scheme to April 2021, extension of temporary VAT reduced rate for hospitality and tourism and extension of the four temporary loan scheme to businesses to 30th November for new applications.

Sources:

- Leeds City Council - 5/10/20
- Department for work and Pensions - 15/9/20

Communications Update

Website Visits

Around 86K visited the COVID information web pages last week, of which 60K were new users. This has increased greatly over previous two weeks, from consistently fewer than 10K weekly visitors.

The GovDelivery Covid email bulletin, which is sent out to 114K residents, had an open rate of 35%, consistent with recent weeks.

Council/others

Live digital campaign to target and influence younger people in 18-34 age groups using messaging tapping into what they've lost – "Let's not go back" and appealing to them to help keep infections down. 7,814 engagements and lots of comments, reach of 144,174, impressions 401,812. Accompanied by Hyde Park billboard poster.

Campaign is agile and adaptable and will shift messaging and methods as infection trends and perception issues around restrictions etc. evolve.

Nationals and splash YEP coverage of letter to Matt Hancock challenging humanity of new restrictions and suggesting safe changes to lessen impact on hospitality trade from Leaders/Chief Execs of Leeds, Liverpool and Manchester; also covered by other local media.

Follow-up YEP joint interview with Cllr Blake, Tom R and Victoria for feature spread defining the direction for the next few months and outlining what and why we want people to do to help bring infection rates down.

Working closely with universities to join up planning for further targeting/preparing for sympathetic management of any outbreaks, understanding significance of their own data reporting.

Also working with third sector on young people/supporting community champions work.

Continuing to work directly with licensed trade on compliance and messaging to customers under 10pm curfews and Leeds-specific restrictions.

Working directly with Public Health to track and target specific concerns or communities where issues arise; looking at joining up broader public-facing city messaging more.

Social media: lots of interest in news of the 16,000 unreported coronavirus cases; questions about self-isolation grant funding in Leeds (active messages replying to this); some Leeds residents reporting businesses not following/enforcing guidelines, namely public transport and hospitality. Continuing to push messages around staying safe, 'hands, face, space', continuing to promote NHS app and campaigns.

Health

CCG wrap adverts in the Asian Express (Leeds edition) and Yorkshire Evening Post highlighting why some people may have treatment delays, plus advice on accessing care/mental health support

Full page advert in Saturday's YEP for parents and carers of children to support citywide messages; resources being developed to help choose the best option when child is ill with possible COVID-19.

BBC Look North piece on flu on the need for everyone to get vaccinated with dual threat of COVID-19 and flu.

Facebook Live session on coronavirus misinformation gave people a chance to listen to clinical experts sharing knowledge and included a question and answer session

New handwashing campaign resources developed to target a younger audience, to be shared with citywide comms colleagues with a revised social media plan

Revised social media plan and webpage for the Feel Better Leeds campaign (www.feelbetterleeds.org.uk) aimed at students to support citywide messaging

LTHT – Getting messages to all LTHT patients about their appointments and reassurance about coming into hospital and the recovery work through a mix of personal letters, text, media advertising and social media – linking with Healthwatch and CCG to maximise this

Arranging a series of thank you and recognition virtual events during September to thank staff and support wellbeing

Reduced staff operational communications bulletin to one per week (Thursdays)

Supporting messaging around the Nightingale hospital and extension to the lease/use for diagnostics

Continue to scale up social distancing signage for clinics and other appointments and reinforcing messaging with staff about wearing masks, correct PPE arrangements for staff re Test and Trace

Developed website hub on website - also includes information for people with learning difficulties - for patient information for clinics and procedures (social distancing, self-isolation before procedures, what to expect etc.).

Policy Announcements

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 \(webpage\)](http://www.gov.uk)

9 September 2020

New local authority grant scheme announced to support businesses that have to close due to Covid-19. Eligible businesses will be able to apply for up to £1,500 every three weeks.

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

14 September 2020

Rule of Six introduced- people can only meet socially in any setting in groups of a maximum of 6 from different households. Single households/support bubbles larger than six do not count as part of this rule, and education and workplace settings are not affected.

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

17 September 2020

Second round of the Adult Social Care Infection Control Fund announced, with £546m for the care sector.

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

18 September 2020

Restrictions on household mixing in private homes and gardens extended to all wards in Kirklees, Calderdale and Bradford.

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

18 September 2020

Premises and venues across England required by law to have a system in place to record contact details of their customers, visitors and staff.

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

21 September 2020

New £500 Isolation Support Payment announced for people on low incomes who can't work because they've tested positive or are asked to self-isolate by NHS Test and Trace.

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

21 September 2020

The UK Chief Medical Officers and Joint Biosecurity Centre recommended that the UK Covid-19 alert level moves from level 3 (Covid-19 epidemic is in general circulation) to level 4 (Covid-19 epidemic is in general circulation, transmission is high or rising exponentially).

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

22 September 2020

An exemption to restrictions on household mixing introduced for areas of intervention, to allow for informal care of vulnerable adults and children under 14 as part of a consistent 'care bubble'.

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

22 September 2020

Prime Minister announced new national measures in response to increasing rates of Covid-19. People encouraged to work from home if possible. Indoor adult sport no longer exempt from Rule of Six. The planned reopening of conferences, exhibition halls and large sporting events from 1 October is suspended.

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

23 September 2020

The wearing of face coverings becomes mandatory for taxi and private hire customers; within hospitality venues except when seated; and for retail staff, with fixed penalties enforceable by the police.

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

24 September 2020

Hospitality venues legally required to display the NHS QR code, ensure that no individual group larger than 6 enters the premises, and close at 10pm. Licensed premises can only offer table service, plus takeaway, which can continue beyond 10pm. Fines of £1000 for breaches.

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

24 September 2020

The Chancellor unveils the Winter Economy Plan, including a Job Support Scheme to replace the furlough scheme from 1 November, and an extension to the Self Employed Income Support Scheme.

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

24 September 2020

NHS Covid-19 app launched across England and Wales.

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

25 September 2020

Restrictions on mixing with other households in private homes and gardens introduced in Leeds.

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

28 September 2020

A new legal duty to self-isolate came into force for people who test positive or come into contact with someone who has tested positive. Those who break the rules could be fined £1000, increasing to £10,000 for repeat offences.

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

28 September 2020

Maximum number of people who can attend a wedding ceremony or reception reduced from 30 to 15.

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

30 September 2020

In parts of the North East it becomes illegal to mix with other households (excluding support bubbles) in any indoor setting. This is in addition to previously announced restrictions on household mixing in private homes and gardens.

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

1 October 2020

In parts of the North West, it becomes illegal to mix with other households (excluding support bubbles) in any indoor setting. This is in addition to previously announced restrictions on household mixing in private homes and gardens. It is also recommended that people in these areas do not meet with anyone outside their household or bubble in outdoor public spaces, such as parks and outdoor hospitality.

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

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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			
		21/10/20	18/11/20				
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"> Ensuring effective planning and monitoring, for now and for any future phase Ensuring clear governance – Leeds and West Yorkshire, Regional and National Maintaining effective public engagement and support Stricter local and national restrictions and implications for people and the economy Challenges around operating the city centre and town and district centres in line with updated social distancing requirements Concurrent emergencies and incidents occur, placing additional pressure on the council e.g. financial and resources Changes to national alert level and introduction of different restrictions causing confusion for the public 	<ul style="list-style-type: none"> Overall plan in place and regular review, including planning for winter Multi-agency governance in place and regular review Clear approach to engagement – public, political, partners, staff, trade unions Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen. Focus and promotion of the city 'safety messages': Safe travel, safe public spaces, safe delivery of services, safe education and safe working Continuous liaison with national and regional colleagues to ensure good understanding of changes and feeding into communications plans

Outbreak control	
Risks and issues	Key actions
<ul style="list-style-type: none"> Local outbreaks in the city and bordering authority areas aren't managed proactively or communicated well Settings outbreaks Community clusters Widespread community transmission Adverse impact on those more vulnerable as we head into winter Impact of return to school and return to universities on infection rates Understanding of and compliance with additional local restrictions introduced by national government Capacity issues e.g. Public Health, Environmental Health Office, testing facilities Data shows increasing levels/numbers of outbreaks in the city Risk around engagement e.g. ineffective, confusing etc 	<ul style="list-style-type: none"> 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 Proactive incident management for local outbreaks 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 Continued close monitoring of the situation and acceleration of actions where required Wider communications and engagement Strong partnership approach in the city including with the voluntary sector Extensive activity on licencing and environmental health Strong links to Public Health England Testing facilities in place Pushing for more testing and local tracing and use of the App. Strong, proactive partnership working with schools and universities

Health and Social Care	
Risks and issues	Key actions
<ul style="list-style-type: none"> 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 & recovery and from a reduction in revenue income). As a consequences, key areas such as Social Care, Testing and Shielding may be unable to meet the demand required to support the pandemic response. Additional NHS funding stopped or clawed back through recurrent budgets. Shortfall in resources required to adequately support the continued adoption of new practice and the ability to embed changes/reset of services. Care home and Third Sector Organisations destabilised due to reduced income and increased costs. This may result in a loss of essential care provision. 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. 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. 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. 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. 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. 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. Increased pressures and demands on staff and services in maintaining compliance with pandemic regulations and further changes to them. 	<ul style="list-style-type: none"> 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. 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. Local outbreak plan and governance arrangements in place Representation through Local Government networks with support through West Yorkshire and Harrogate ICS. CCG and Leeds City Council finance colleagues maximising NHS Covid-19 resources Care Home national representation. Additional 10% uplift to Care Homes with further practical support package. CCG and Leeds City Council making regular submissions for Covid-19 expenditure Monitoring of Third Sector Organisation resilience Internal health, safety and wellbeing support for NHS and Social Care staff National 24/7 hotline Monitoring staff sickness data PPE Groups co-ordinating responses at city and West Yorkshire level Staff testing programme in place Communications Teams work across the city HealthWatch work to gain insight into people's experience with particular focus on those in the most disadvantaged groups Digital Literacy work led by the council Daily data monitoring reports at organisational and city level Wider enforcement through West Yorkshire Police and the council Clear communications from the NHS and the council

Citizens and communities	
Risks and issues	Key actions
<ul style="list-style-type: none"> The long term impact of school closures during 2020 on educational attainment and progression in the future. Risks arising from the phased reopening of schools and universities e.g. difficulty maintaining social distancing, infection spread and the wellbeing of staff, pupils and students. Risk arising from the return of students to the city e.g. difficulty maintaining social distancing, community issues and infection spread Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse). Increase in levels of domestic violence 3rd sector resilience / sustainability problems Community cohesion/tension issues related to the pandemic (e.g. anti-social behaviour) Extremist narratives People ignoring national lock-down and social distancing guidance 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 Inequalities relating to COVID-19 Problems maintaining social distancing once public spaces reopen 	<ul style="list-style-type: none"> Supporting Leeds school and learning community to minimise disruption Risk Assessment and Health and Safety advice and guidance for schools and Universities Remote Learning Task Group established with members from the Learning Improvement Team and representatives from schools. The remit of the group is to ensure all schools are aware of the high expectations in the Government guidance in relation to online and offline resources Joint planning with the city's Universities and additional enforcement action where required Communications issued to students and rules enforced on campus Students supported to self-isolate, where necessary Tracking of children and partnership working Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings Major West Yorkshire public relations and communications initiative on domestic violence The Safer Leeds Executive has agreed the shadow arrangements for the new statutory Domestic Violence and Abuse Local Partnership Board, as outlined in the Domestic Abuse Bill 2020. The inaugural meeting will take place in early October to support the development of a local response to the new duties in the Bill Active support for 3rd sector and lobbying for national support, plus review of volunteering to learn lessons Funding secured to deliver a package of training to volunteer managers and support volunteer training and a more localised community led delivery. We are funding 9 pilots: 7 on volunteering and developing activities and 2 developing local approaches. Funding is for the next 6 months Daily intelligence report introduced and informing prioritisation of resourcing

Citizens and communities	
Risks and issues	Key actions
	<ul style="list-style-type: none"> • Inequality issues being monitored and extensive engagement with partners • Continued active engagement with LRF partners • Resource and demand levels for LWSS are being monitored and new colleagues trained to provide support should demand increase as a result of the new restrictions in Leeds

Business and economy	
Risks and issues	Key actions
<ul style="list-style-type: none"> • Increased job losses through redundancy and restructuring of the economy • Significant increase in business failure due to the impact of lockdown restrictions • Gaps in central government interventions to support businesses in more affected sectors (e.g. hospitality and aviation) leading to increased business failure, higher unemployment and a deeper recession • Local restrictions may result in increased damage to the local economy, with a disproportionate impact on the city centre, a deeper recession and an increase in poverty across Leeds • Acceleration of economic trends including automation and digital transformation • 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 • Businesses struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE • Uncertainty relating to the ending of the Brexit transition period and the likelihood and scope of any deal 	<ul style="list-style-type: none"> • Matching people to jobs in recruiting sectors and support to retrain via the Employment and Skills Service, Jobcentre Plus and learning providers • Ongoing engagement, support and advice and lobbying of central government • Maintain effective liaison with business, specifically representative bodies to understand impacts on business and the local economy • Development of the Economic Recovery Framework to Respond; Reset and Renew; and Build Resilience • A clear plan for implementing further grant schemes or additional business support in the event of further funding being made available regionally or nationally is in development • Building capability and capacity to understand how the economy will begin to recover and reshape • Planning and engagement with businesses on the implications of the Brexit withdrawal deal

Infrastructure and supplies	
Risks and issues	Key actions
<ul style="list-style-type: none"> • Safe transport not provided when needed (e.g. key workers) • The transport network experiences issues as lockdown restrictions change and public transport struggles to cope with meeting demand with social distancing requirements • Increased car journeys into the city due to reduced public transport • Road casualties increase as a result of more cyclists and car journeys • Schemes not progressed • Insufficient personal protective equipment (PPE) including face coverings • Supply chain failure / key supplier ceases trading • Insufficient food supplies and distribution, especially in emergency for the most vulnerable • City centre car parks return to normal use by shoppers and workers impacting on key workers • 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' • Significant outbreaks experienced at the cities Universities and not contained 	<ul style="list-style-type: none"> • West Yorkshire Combined Authority (WYCA) engaged and providing support • 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 • Maintaining contact with major schemes and with key suppliers • PPE Groups co-ordinating responses at city and West Yorkshire level, including supply chain work • Active management of PPE supplies and compliance with the guidance • Use of FareShare and promoting campaign • Encourage working from home and Active Travel measures • Utilise commonplace to consult with the public about options and changes • 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 • Spare vehicles and drivers will be made available to address any immediate capacity issues and on contracted dedicated school bus services, capacity has been increased to ensure that no applicants were refused a place • Schools that are most reliant on the public transport network were contacted on an individual basis and the CA liaised directly with FE colleges to better understand their restart plans • Social media campaigns are taking place with supporting press releases • Letters to schools containing advice to parents on active travel options – including the health benefits. Safe walking to and from school • Train operators looking to introduce 'flexible season tickets' • Working on active travel measures including pop up cycle lanes and widening pathways in city centre • Reopened Elland Road park and ride service in Sept 2020 • Good monitoring (track and trace) processes are in place across the university communities

Organisational impact	
Risks and issues	Key actions
<ul style="list-style-type: none"> • Significant financial pressures (high levels of unexpected expenditure, reduced income) • Problems in maintaining the delivery of critical services as recovery from the pandemic progresses • Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff. • Lack of social distancing and other mitigation measures in the workplace leading to the issue of a 'Notice of Contravention' from the HSE • Staff involved in delivering critical front line services may be required to self-isolate due to Test and Trace • Potential risk to front line services should local lockdown restrictions be imposed. • Capacity within the council and partners to deal with a concurrent event(s) and with extensive outbreaks • Inconsistency of approach in hosting and delivering events 	<ul style="list-style-type: none"> • Financial management arrangements • Ongoing assessment of business continuity plans for the council's critical services, with clear focus on H&S. • Extensive activity on workforce and trade union engagement • Proactive approach with meeting needs of remote working further to national advice to work from home if possible. • Staff supported to utilise available office space if needed in order to work effectively. • Workplace risk assessments undertaken to help ensure compliance with social distancing and other mitigation measures. Management to ensure compliance with the requirements. • Additional incident management capacity secured to be as prepared as possible for other major incidents in the city • Develop ways to enhance the capacity of the organisation and taking opportunities for transformation • Events Bronze group established to review any proposed events, coordinate response and ensure consistent approach

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