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Executive Board, 18th November 2020

Late Item of Business: Agenda Item 18

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

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Report of the Chief Executive

Report to Executive Board

Date: 18 November 2020

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

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

- This report updates Executive Board on the latest coronavirus (Covid-19) position in Leeds as England enters a second national lockdown from 5 November to 2 December 2020. It outlines the impacts of national restrictions on the provision of council services, describes the current pressures on the health system, describes our ongoing approach to outbreak management and communication as a central part of our Covid-19 response, and details the support being provided to people and businesses. In light of the fast-moving pace of national developments, with significant local impacts, every effort has been made to provide the most accurate and up to date information at the time of publishing this report. A further verbal update on developments since the publication of this report will be provided at the Board meeting.

- The Response & Recovery Plan at Annex A provides an update on current key actions, issues and risks and planned activity from each strand of the multiagency command and control arrangements. It also sets out the November response and recovery priorities and incorporates a refreshed one-page version of the Leeds Outbreak Control Plan to highlight current key focus areas. Described in greater detail within the main body of this report are the following key issues from across the Response & Recovery Plan, which reflect this month's main priorities:
 - Changes to council service delivery due to national restrictions
 - Planning for local contact tracing
 - Preparing for a potential vaccine rollout, and mass testing where appropriate

- Ensuring a continued focus on harm minimisation for vulnerable and elderly people
- Preparing to administer new grant schemes to support businesses
- Increasing compliance with the requirement to self-isolate, by providing support when required
- Working with higher education institutions to prepare for the end of term
- Continued extensive and targeted communications to drive behaviour change.

1. Main issues

- Since the last report to Executive Board in October, England has entered a second national lockdown in response to increasing transmission of the virus and pressure on health and care systems. In the days prior to the announcement of a national lockdown, an agreement had been reached between West Yorkshire leaders and central government for West Yorkshire to enter the Very High (Tier 3) Covid-19 Alert Level. In light of the national lockdown, West Yorkshire did not enter Tier 3, however the government has suggested that the tier system will be reintroduced when national restrictions are lifted. We have requested more information about the de-escalation criteria for restrictions. In the time between the national restrictions being announced and the new regulations coming into force, the council established the implications for services and took the necessary steps to close premises and change the delivery of services as required. These changes have been communicated to members and to the public and are available on the [leeds.gov.uk](https://www.leeds.gov.uk) website.
- The experience of rapidly adapting services at the start of the spring lockdown, and subsequently finding new and innovative ways to deliver services in Covid-secure ways, makes the council better prepared for this second lockdown. For example, many services continue to be delivered remotely with staff working from home, risk assessments have been refreshed, PPE supplies in place, premises made Covid-secure and the workforce and public are now very familiar with the behaviours required to minimise transmission risk.
- Restrictions are just one element of responding to the virus and controlling the rate of infection. This report also describes the broad range of activity being undertaken across the multiagency partnership to slow the rate of infection, using data and intelligence to inform action, including testing, tracing, support to self-isolate, managing outbreaks, preventative work, communications and engagement, and compliance and enforcement.
- The rate of infection in Leeds remains high, at 437.8 cases per 100,000 people at 12 November, and the test positivity rate is 15.8%. A concerning issue is that the rate of infection in over 60s continues to rise, although the rate of growth appears to be reducing, and this is a key area of focus across the partnership. As at 12 November the case rate for the over 60s in Leeds is 399.4 per 100,000. Recent weeks have seen increased Covid-related hospital admissions and demand for Covid-related care at Leeds Teaching Hospitals Trust (LTHT), with Covid-19 patients in LTHT recently surpassing the number at the peak of the pandemic in mid-April. However, this has since stabilised in recent weeks. At 12 November there were 275 Covid-19 patients in LTHT. Significant activity is underway across health and social care partners to support people who are medically fit to leave hospital to be discharged.
- Along with West Yorkshire leaders and our city partners, we continue to advocate for appropriate financial support for businesses and individuals, localised testing and contact tracing. A number of new financial support packages have been announced by

the government which are described in this report. As part of extensive negotiations regarding moving the region to Tier 3, West Yorkshire leaders secured a commitment from the government for further business support funding in addition to existing national schemes, and that funding to support businesses affected by Tier 2 restrictions was backdated, which was a significant change in policy.

- 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. As well as responding to the implications of national lockdown, 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 refer to a separate report on the Executive Board agenda on this subject).
- Our recovery 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. Annexed to this report is a refreshed version of the strategic Response and Recovery Plan, which outlines the actions completed, underway and planned in each area of the multiagency command and control arrangements. These are: local outbreak management; health and social care; infrastructure and supplies; business and economy; citizens and communities; organisational impact; and media and communications. This document also comprises a risk log in relation to each strand, and overall corporate risks are set out in this report. At Annex B, the Leeds Strategic Coordination Group (SCG Gold) Covid-19 reporting dashboard sets out key data and analysis covering the most recent fortnight.
- 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:
 - Nearly 18,000 tests took place at Temple Green regional testing site in October, the highest number of tests in a month to date and up from 10,000 in September. Just under 3500 tests took place at Bridge Street Community Centre, over 7500 at Gryphon Sports Centre on the University of Leeds campus, and over 11,000 tests across four mobile testing sites in October.
 - 182 social media posts reached 1,342,819 people between 10 September and 10 November
 - 11,500 messages and comments were received on social media between 10 September and 10 November, with a 7.87 minute average response time to queries.
 - The “[Coronavirus information in different languages](#)” videos on YouTube gathered over 7500 views up to 10 November.
 - There have been 1,437,150 visits to the coronavirus pages of leeds.gov.uk up to 11 November, including 50,732 visits in the week in which national lockdown restrictions were introduced between 2 and 8 November.
 - 1,295 applications have been received to the Self-Isolation Support scheme up to 11 November, higher than predicted by government. Of these, 790 (61%) had been assessed, and 372 had been successful (47% of those assessed). Of the successful applications, 337 (91%) had been paid.
 - 42 free trials of electric bikes have been undertaken by commuters between mid-September and the end of October in a council scheme to support active travel and reduce emissions during the pandemic. An estimated 146 journeys, or 833 miles,

- have been undertaken on e-bikes which otherwise would have been in cars. Most participants (73.3%) are now considering an e-bike purchase.
- At least 31 Leeds businesses and organisations stepped up to offer free meals to children and families in need during the October half term. This is in addition to the Healthy Holidays programme run by Leeds Community Foundation in partnership with the council, which has provided 130,000 healthy meals to children during school holidays since April.
 - Between April and October, the council supported 2,131 people into work including 147 apprenticeships 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.
 - As at 11 November, 34,169 clinically extremely vulnerable people are receiving texts with advice and support, and 42,050 are receiving letters. There are currently over 1000 clinically extremely vulnerable people receiving direct support to stay safe, and this figure is increasing daily.
 - 234 businesses and workplaces were provided with Covid advice and guidance in October, and 270 local shops and retailers were visited and checked for Covid compliance. Advice, visits and support were provided to around 50 workplaces to assist them to control and contain workplace outbreaks.
 - 11 x £1000 Fixed Penalty Notices have been issued due to breaches of Covid regulations, and 4 x Direction Orders have been issued to prohibit or restrict events taking place.
 - 2,477,213 items of PPE were distributed in October, including gloves, goggles, aprons and gowns, face masks and shields, soaps, sanitisers and wipes.
 - 114,189 people are subscribed to the weekly GovDelivery email update, which has issued 33 bulletins with an open rate of 40%.
 - #TogetherLeeds has been used 15,000 times on Twitter by 3745 authors.
 - 1, 344 tweets have been issued from @LeedsCC_News. Tweet impressions have tripled from 612k in March to 2.31m in October
 - The Leeds City Council Facebook page currently has 40k followers, a reach of 362,500, and 744 posts between 1 March and 11 November.

Covid-19: Summary of council and city response

November 2020



18,000

tests at Temple Green in October, the highest number so far



130,000

healthy meals provided to children in school holidays since April



2131

people supported into employment between April and October



£36.8m

of business support funding allocated to Leeds and schemes being rapidly established



£168,500

of Government funding paid to support people to self-isolate (12 Oct- 11 Nov)



42,050

clinically extremely vulnerable people receiving letters with advice and support



1.3m

people reached on social media between Sept and Nov



270

local shops and retailers visited and checked for Covid compliance in October



1.4m

visits to leeds.gov.uk/coronavirus up to 11 Nov



146

journeys (833 miles) taken by electric bike instead of car, as part of free Council trial (mid-Sept to end Oct)



2.5m

items of PPE distributed in October



20%

reduction in traffic flow in late October compared to pre-Covid

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

2.1. 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 and present long-term challenges for the city. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, is key to guiding our response and recovery, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

3. Resource Implications

3.1 The financial implications of responding to Covid-19, additional costs and lost income, remain a significant concern and a summary is provided within this report at section 8. A separate report about the council's finances on the Executive Board agenda outlines the latest position in much greater detail.

4. Recommendations

Executive Board is requested to:

- a) Note the national changes effective from 5 November 2020 when the country entered a second lockdown, and the impacts on council services.
- b) Note the extensive work being undertaken across the partnerships to control the spread of the virus and to support vulnerable people and businesses.
- c) Agree that the key issues of service delivery change; local contact tracing; vaccine rollout; mass testing where appropriate; harm minimisation for the elderly and vulnerable; business support schemes; self-isolation compliance and support; preparing for the end of the university term; and targeted communications, continue to be progressed.
- d) Note the concurrent pressures on the system, which include winter pressures on the health and care system, flood risk and extreme weather, local government finance and capacity concerns and uncertainty around EU Exit.
- e) Use this report as context for the more detailed report on the financial implications of coronavirus that is also on the Executive Board agenda.

1. Purpose of this report

1.1 This eighth report updates Executive Board on the coronavirus (Covid-19) response across the city including the recovery approach, outbreak management, and current issues and risks. It focuses particularly on the impact of national lockdown from 5 November on council services, and the support in place or being progressed for people and businesses. 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. At Annex A the Response and Recovery Plan incorporates a one-page summary of the current key issues across the strands, and a refreshed one-page summary of the Outbreak Control Plan. This document also incorporates risk management.

2. Background information

- 2.1 At the time of the last report to Executive Board in October, Leeds and the rest of West Yorkshire were in Tier 2 (High) of the newly-introduced national Covid-19 Alert Level system. In response to high rates of infection in the city and an increasing number of patients in hospital with Covid-19, the government entered into discussions with West Yorkshire leaders towards the end of October about moving the region into Tier 3 (Very High) Covid-19 Alert Level. On 29 October it was announced that West Yorkshire was to enter Tier 3 from 2 November 2020. As a result of extensive negotiations between central government and West Yorkshire leaders, a financial support package of £59.3 million was agreed for the region, with an important distinction that the business support funding was in addition to existing national schemes, and that funding to support businesses affected by Tier 2 restrictions were backdated, a significant change in policy.
- 2.2 However, on 31 October the government announced a national lockdown with effect from 5 November. People are required to stay at home and only leave the home for specific, limited purposes which include education, work (if you cannot work from home), exercise or outdoor recreation with your household/support bubble or one other person from another household, for medical reasons, to shop for food and essentials, or to provide care or volunteer. Non-essential shops, leisure and entertainment venues have closed and pubs, bars and restaurants have also closed with the exception of takeaway services. Schools, colleges and universities remain open. The full guidance on the restrictions is available on the gov.uk website, with significant changes to much of the existing guidance. The purpose of this national action is to reduce the growth rate of the virus, in order to prevent the NHS from being overwhelmed; ensure schools, colleges and universities can stay open; and ensure that as many people as possible can continue to work.
- 2.3 In light of this national development, the government confirmed to West Yorkshire leaders that the region would no longer enter Tier 3 from 2 November, and would remain in Tier 2 until the national lockdown began on 5 November. The government suggested that when the national lockdown ends on 2 December, the Tier system will be re-introduced, although the exit routes and parameters for de-escalation have not yet been published. The announcement of a national lockdown two days after the announcement that West Yorkshire was to enter Tier 3 has caused confusion for residents and businesses, with all organisations and businesses working hard to adjust to the new situation.
- 2.4 During the 31 October press conference the government confirmed an extension to the Coronavirus Job Retention Scheme (CJRS), also known as the furlough scheme, for a further month, and on 5 November the Chancellor confirmed that the scheme will be extended until the end of March 2021. The extended CJRS will operate as the previous scheme did, with businesses paid upfront to cover wage costs. Employees will receive 80% of their usual salary for hours not worked, up to a maximum of £2,500. Under the extended scheme, the cost for employers of retaining workers will be reduced. Businesses will have flexibility to bring furloughed employees back to work on a part time basis or furlough them full-time, and will only be asked to cover National Insurance and employer

pension contributions which, for the average claim, accounts for just 5% of total employment costs.

- 2.5 Support for self-employed people has also been extended, with grants to cover November to January 2021. Grants will cover 80% of average trading profits up to £7,500. In light of the CRJS being extended, the Job Retention Bonus Scheme and Job Support Scheme will be postponed.
- 2.6 One of the many pieces of important guidance that has changed is for people who are clinically extremely vulnerable (CEV) to Covid-19. People are considered to be CEV if they have one or more conditions as named in government guidance, or if their GP or specialist has added them to the NHS shielded patients list because they are deemed to be at higher risk of serious illness if they were to catch Covid-19. Clinically extremely vulnerable people are advised to stay at home as much as possible, except to go outdoors for exercise (including with one other person from outside their household or support bubble) or to attend essential health appointments. People who are CEV are strongly advised to work from home, and if they cannot work from home, should not go to work for the period of restrictions. People in this circumstance may be eligible for Statutory Sick Pay (SSP), Employment Support Allowance (ESA) or Universal Credit. People who are CEV are advised not to visit shops or pharmacies, and to use friends, family, volunteers (including NHS Volunteer Responders) or local authority support to access food and medicine. This report sets out the measures in place to support vulnerable residents.
- 2.7 Guidance has been published to encourage and support safe visiting from friends and relatives to people living in care homes, which is a permitted exemption for people to leave their home during the national lockdown. The guidance states that Covid-secure visits can take place using systems such as floor to ceiling screens, visiting pods, window visits, virtual visits and outdoor visits with one other person. Arrangements should be tailored to the circumstances of each care home. New guidance for Leeds care homes is being developed in line with our compassionate city approach.
- 2.8 On 3 November the government announced that Liverpool was to be the first UK city to undergo a trial of mass testing, with all residents and workers in the city offered repeat Covid-19 testing, even if asymptomatic. Armed forces personnel are supporting Liverpool City Council, NHS Test and Trace and the Ministry of Defence to deliver mass testing in the city. Further to this pilot, which began on the 6 November, the government have begun to distribute more lateral flow tests, which deliver results in an hour, to local areas where there are high infection rates.
- 2.9 On 9 November Pfizer and BioNTech published efficacy results of Phase 3 of their vaccine candidate, which was found to be more than 90% effective in preventing Covid-19 infection. The UK government has ordered 40 million doses of this vaccine candidate, enough for one third of the population (as two doses are required). It has also ordered 300 million doses of five other vaccine candidates. In a government press briefing in response to the announcement, the public was reminded of the need to continue to follow national restrictions. Should the vaccine candidate pass all safety checks, it will be rolled out to the population via an NHS-led national vaccination programme. Local authorities and regions

have begun operational planning for a potential vaccine rollout, and this is described in this report.

- 2.10 On 11 November the government published guidance for universities to allow students to return home at the end of the national lockdown for the Christmas holidays. Between 3 and 9 December a 'student travel window' will allow students to return home, if they wish to, on staggered departure dates set by universities, which should be agreed in partnership with other institutions in the region. Tests are to be offered to as many students as possible before they travel home for Christmas, with universities in areas of high prevalence prioritised. Higher education institutions in Leeds, in partnership with the council, have been planning for the end of term for some time, and will now respond to this latest guidance. Further information is provided in the Outbreak Management section of this report and will be communicated to members as this latest development unfolds.
- 2.11 National developments continue to progress apace and will be communicated to members via regular briefings. Full details of guidance and communications issued by the government can be found on the [gov.uk website](https://www.gov.uk).

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 updated chart of the multiagency arrangements is provided in the Response & Recovery Plan at Annex A, together with the November priorities across the response and recovery themes, and a refreshed Outbreak Control Plan. The sections that follow describe the changes to council services as a result of national lockdown restrictions; outbreak management; health and social care impacts; support for residents and businesses; infrastructure and supplies impact; and communications and media.
- 3.2 **Service Change (Organisational Impact)**
- 3.3 In line with government guidance and regulations, a number of council premises are required to temporarily close for the duration of the national lockdown from 5 November until 2 December. The council has endeavoured to keep as many services operating as possible, in Covid-secure ways, to minimise the impact of the lockdown on residents, particularly the most vulnerable, and in consultation with trade unions. A large number of services have been operating remotely since the first national lockdown in spring and will continue to operate in this manner. Information on service changes has been added to the [leeds.gov.uk](https://www.leeds.gov.uk) website, and members will continue to be updated via regular briefings.
- 3.4 Services planned to remain open:
- Parks, green spaces, playgrounds, car parks and public toilets in parks will remain open.
 - Waste services will remain operational but likely to be under pressure.

- Household waste recycling centres will stay open.
- Bulky waste collection will continue but may be reduced dependent upon resourcing levels.
- Litter bins will be emptied as staffing allows.
- Forestry services will continue.
- Cafes are able to offer takeaway service and will do so where this is manageable.
- Funeral services will continue with the reduced capacities that were already in place.
- The contact centre will continue to operate.
- A small number of Community Hubs/Libraries will remain open to provide essential support services, public PC access for urgent issues and for click and collect library services.
- Face to face registration services will remain open in the Merrion Community Hub.
- Street support services will continue for rough sleepers and street users.
- Social care continues.
- Schools and children and young people settings (including childcare such as Little Owls) will continue.
- Parks operations, responsive highway and winter maintenance, catering and cleaning will continue to support those council venues remaining open; as will responsive and planned maintenance of council buildings.

3.5 Services planned to close or see significant change:

- Visitor attractions, including museums and galleries, and venues, will close for the duration of the lockdown period.
- Leisure centres, golf courses, skate parks, tennis courts, bowls courts and multi-use games areas (MUGAs) and will close in line with government guidance.
- Weddings and civil partnerships will be postponed during the lockdown period.
- General access to libraries will cease but click-and-collect services may be allowed.
- Face-to-face Macmillan Welfare Rights service will cease. Doorstep visits can continue and Welfare Rights telephone services continue.
- Market stalls selling non-essential items will close.

3.6 Some services, while permitted to remain open, may be impacted by reduced staffing levels as we support staff who are clinically extremely vulnerable or need to self-isolate. Many services are facing additional pressure from the impact of the departure of a large number of staff through the Early Leaver's Scheme in early November, which has happened much earlier than anticipated as a result of legislative pension changes. Services are adjusting to new management arrangements as a result of this change at the same time as service changes due to national lockdown.

3.7 In this period of continual change and ongoing uncertainty, supporting the mental health and wellbeing of the workforce is a very important priority. The third staff wellbeing pulse survey was completed in October by 3280 staff, with the highest number of frontline staff responding to date. The full results of the survey are in the process of being analysed, however it is evident that there has been a decrease in staff feeling very happy or fairly happy at the time of undertaking the survey (51%, down from 64% in June), and an increase in staff who felt fairly or very unhappy (20%, up from 11% in June). Whilst it is encouraging that the

majority of respondents (74%) felt fairly or very happy about support offered, this is nonetheless a drop from the previous two surveys, and is a key area to unpick when the full analysis is available. All staff (76) who requested a call back have been contacted, with key issues identified including isolation, frustration with their home situation, need for more manager or peer contact and concerns relating to changes in their team or service.

3.8 While it is perhaps unsurprising that the workforce reported feeling happier in June, when restrictions were eased and people could enjoy the outdoors during the summer, compared to October, with tightening restrictions and winter approaching, it is concerning that staff reported feeling less positive about the support available. The next steps, including full analysis of the survey results and reporting the results back to staff, will be to continue to prioritise getting support to those who need it, for managers to regularly check in with all staff, and to continue to promote and develop the council's wellbeing offer.

3.9 **Outbreak Management**

3.10 Alongside the current national focus on restrictions, we know that effectively controlling the virus relies on a broad range of public health and infection control activity, and we continue to focus strongly on managing outbreaks, improving access to testing, supporting people to self-isolate, providing clear communications, including targeting messages based on the latest intelligence, and on ensuring effective compliance and enforcement. A shortened and up to date version of the Outbreak Control Plan, focusing on priorities for November, is included as part of the Response & Recovery Plan at Annex A.

3.11 The number of **Covid-19 cases** are being updated daily on the .gov.uk website [Covid-19 cases by local authority](#). As at 5pm on 12 November the total number of lab confirmed Covid-19 cases within Leeds were 28,498. There have been 856 Covid-related deaths registered so far; of these, 839 (98%) were Leeds residents, 506 (59.11%) were in hospitals, 293 (34.23%) were in care homes, 20 (2.34%) in a hospice, and 37 (4.32%) in the home. To date, 18% of all deaths registered have been Covid-related. In the week ending 30 October, 144 deaths occurred in Leeds; of these, 39 deaths mentioned Covid-19 on the death certificate. Of these 39 Covid-related deaths in the week ending 30 October, 8 were excess deaths. Excess deaths refers to the number of deaths which are above the number expected based on mortality rates in earlier years.

3.12 There continue to be a high number of Covid-19 situations across different settings, particularly care homes, schools and colleges and workplaces that reflects the pattern of widespread transmission in the community. A **vigilant approach** to managing outbreaks continues, in partnership with PHE and including frequent Incident Management Team meetings attended by a range of services and partners, to review the latest data and epidemiology and to coordinate the response to any incidents in settings across the city and in communities more broadly.

3.13 As at 13 November there are 43 care homes that are reporting cases of Covid-19, and there have been 293 Covid-19 related deaths in care homes. Appropriate control measures are in place and all homes are receiving support from Public Health and Adult Social Care. Environmental Health continue to contact and

support a number of workplaces across a range of services that are reporting cases. As of 12 November, 8 premises have reported cases, and most have fewer than 12 cases. Schools and colleges are taking the appropriate steps to isolate cases and trace contacts, with support from the Department for Education, Public Health and Children's Services. The number of cases amongst university students is decreasing. On 11 November the universities reported 134 cases amongst students (7 day cumulative). All universities are working closely with Public Health England and Leeds City Council and have robust prevention measures and outbreak control measures in place. Students are being supported to self-isolate and there is no evidence of transmission on campus.

- 3.14 Transmission of the virus remains widespread across all wards of the city and changing dynamically, ranging from just under 300 cases per 100,000 people to more than 600, with more than half of wards over 400. In those wards with the highest transmission rates, targeted and focused joint services arrangements are in place, linked to local engagement plans developed with elected members, using their knowledge of the ward and the community networks and forums. **Local action** is heavily linked into city-wide action, strategies, and approaches, working in partnership with a range of agencies and neighbourhood organisations.
- 3.15 Recently the rate of infection in people under 30 has decreased, while the rate has increased in older age bands including the **over 60s**, which is a significant concern. This pattern is comparable to the rest of Yorkshire and Humber. A harm minimisation plan has been developed for the over 60s and a Bronze steering group established to coordinate the delivery of the plan. The plan aims to reduce transmission amongst the over 60s through a number of actions, including intelligent mapping of the over 60s to target resources through communities and organisations, with a proportionate focus on those at high clinical and social need; proactive engagement with those most at risk and their carers and families, including through health and care staff through a 'make every contact count' approach; and increasing capacity within communities and partners. Wider health protection action to keep people safe over winter will complement this work.
- 3.16 Increasing the number of people **self-isolating** is a key step in breaking the chain of transmission of the virus and is a particular focus area at this time. National statistics suggest a low proportion of people self-isolating when required, despite this becoming a legal requirement from 28 September. Financial support is available for people who meet certain eligibility criteria to allow them to self-isolate. A local contact tracing system is a highly important factor in the effort to increase the number of people self-isolating when required, due to the ability to provide follow-up support through Council services. A communications campaign is in development to remind the public of the requirement to self-isolate, encourage the correct behaviour and signpost to support and advice.
- 3.17 **Local contact tracing** and quicker access to missed cases from the national system has been an important outstanding issues for several months and raised with government. In partnership with Public Health England, the Council is preparing to launch a Leeds Contact Tracing Advisory Service (LCAS) for the city. This will complement the national system through providing a local, targeted service that ensures that people who need to isolate are referred to local support services if necessary. If the national system cannot make contact with a local

resident after one day, their details will be passed onto the local service to help find additional contacts, using local knowledge. The service will aim to improve contact tracing rates of individuals who have tested positive to a minimum of 80% as an aspirational target. Residents will be given advice and guidance to help them isolate for the required length of time, and will be asked if they need any support or help delivered through a community hub.

3.18 Improving the reliability and turnaround times of the general testing offer remains a key area of concern for the period ahead. Further to the pilot of **mass testing** in Liverpool, the government are distributing more lateral flow tests, which deliver results in an hour, to local areas where there are high infection rates, although the practical implementation of this is not yet clear. It is not yet clear whether 'mass testing' will be rolled out in the manner of the Liverpool pilot or whether lateral flow tests will provide an opportunity for targeted asymptomatic testing in particular groups of people. The most immediate focus for Leeds relating to lateral flow tests is to work collectively with all of the Leeds universities on the significant challenge of managing mass student movement over the Christmas break. Further to new guidance issued to universities on 11 November, there are major logistical arrangements to work through with our university colleagues around managing this as safely as possible. We continue to work extremely closely with all Leeds universities on this agenda, building on our existing joint work since the summer. Local testing and tracing is already in place for the Leeds student population and it will be important to ensure that any new testing is linked to the wider system, with the welfare of students and local residents paramount.

3.19 More generally in relation to **lateral flow testing**, there is a pressing need to understand the learning from the pilots around effectiveness and outcomes of this testing programme. There are some operational issues to be resolved including the quality and sensitivity of the tests, managing false positives and the need for second tests for positives, ensuring the right links to contact tracing and support for people asked to isolate, and impact on behaviours of people tested. We are keen to look at this alongside our existing testing priorities of increasing access to community testing and improving the timeliness of results, as well as improving the effectiveness of local contact tracing and support for people to isolate. We will continue to scale up local contact tracing, working alongside the national Test and Trace service. At the centre of our local approach is high levels of community engagement and support.

3.20 **Health and Social Care**

3.21 There is an increase in numbers of Covid-related **admissions** and increase in demand for Covid-related care Leeds Teaching Hospitals Trust (LTHT); recently, the number of Covid-19 patients in LTHT hospitals surpassed the figure at the peak of the pandemic in mid-April, however this has since stabilised. The overall bed occupancy is far greater than in the first wave in April, which means that the hospital is fuller and there is very significant pressure on inpatient capacity. There has also been an increase in people attending A&E with mental health issues. Some planned operations are being stopped due to pressures which means that some patients will have their treatment postponed; only essential operations are going ahead in most cases. Significant work is underway across health and social care partners to support people who are medically fit to leave hospital to be discharged.

- 3.22 Services are also working through the expected impact of the latest guidance for clinically extremely vulnerable staff as well as existing workforce pressures due to colleagues self-isolating. The significant increase in demand and seasonal activity such as delivering the **flu vaccination** programme is also having an impact on primary care. Primary care services continue to remain open however all initial appointments are over the phone or online, usually by video call. People who need to be seen face-to-face will be invited in. Across healthcare services there is a need to manage expectations as people are increasingly likely to experience a delay, or find appointments or treatments cancelled.
- 3.23 The NHS will continue to provide care in a safe, low risk environment for people needing urgent or emergency treatment. Through various communications means, people are being reminded of the appropriate routes to access health services, including mental health and wellbeing support.
- 3.24 **Social care** services are continuing to be delivered as before the announcement of the national lockdown. Staff risk assessments are being reviewed in light of new guidance for clinically extremely vulnerable people. Care homes that are affected by Covid-19 incidents are being supported by Public Health and Adult Social Care with the appropriate control measures in place.
- 3.25 The Department of Health and Social Care (DHSC) has asked regions to have an operational plan in place to prepare for a **Covid-19 vaccine** by 1 December as part of a national programme. It has been agreed for Leeds Teaching Hospitals NHS Trust to be the lead provider for West Yorkshire. The DHSC has set out that the first phase of vaccine rollout should be prioritised for care home residents and staff, NHS and social care staff and the over 80s.
- 3.26 Learning from and building on the Leeds Seasonal Flu Vaccination Plan, work has begun to develop the Leeds Covid-19 Vaccination Plan, ensuring strong alignment between the two. Leeds has established a senior level strategic group to coordinate this work chaired by the Executive Director of Operations, Leeds Community Healthcare NHS Trust with representation from across the health and care system and significant cross-council input.
- 3.27 This will be a major logistical exercise requiring a coordinated whole city approach working together in partnership as Team Leeds by Leeds City Council, health and care organisations, education settings, third sector, businesses and others. Leeds is well placed to respond with an excellent track record of delivery during the Covid-19 pandemic mobilising quickly, flexibly and planning for the long term. Significant work has already taken place to understand planning implications for logistics, communications, use of data/local intelligence and funding challenges as a city and for Leeds City Council.
- 3.28 The funding position is not currently fully established, but it is clear that given the considerable budget gaps faced by local authorities as a result of the pandemic, there will be a need for full cost recovery for all spend, and an understanding that all aspects of council budgets will be impacted, not just social care and public health. The local government sector can improve the take up of the vaccine and accelerate its roll out if it has the resources and mandate to influence the national programme and regional/local process from an early stage. We continue to push

this message to government, as well as specific asks to support operational planning for a vaccine rollout, which include resourcing and flexibilities around workforce, training for vaccinators, clarity on the role of the third sector and the ability to vaccinate priority groups not on the national priority list (such as the education workforce and the third sector). Further updates on the emerging Leeds Covid-19 Vaccination Plan will be brought to future Executive Board meetings.

3.29 **Support for Residents (Citizens & Communities)**

- 3.30 As we enter a period in which everybody must stay at home more, particularly those who are clinically extremely vulnerable to Covid-19, we will continue to promote information to residents about accessing support. The [leeds.gov.uk](https://www.leeds.gov.uk) website provides support information for residents, including help with accessing food, help with paying council tax, self-isolation support, mental health support and information for families with children and young people. Anybody in need of support is encouraged to contact the Local Welfare Support Scheme (LWSS) on 0113 3760330. A system is being implemented through the Department for Environment, Food and Rural Affairs (DEFRA) to allow LWSS staff to book priority supermarket slots for vulnerable customers.
- 3.31 Fareshare's emergency food supply, provided by DEFRA and national suppliers, came to an end in September, and since then has worked to source food from surplus sources, supported by the council. In response to the announcement of a national lockdown, Fareshare has had support to increase production if required, however to date there has not been a significant increase in demand. If there is evidence that more emergency food is required the council, Voluntary Action Leeds and Fareshare will ensure that this is raised with government and national suppliers, and in addition the council has earmarked £50,000 to purchase food if necessary.
- 3.32 The Community Care Volunteer Hubs remain in place with funding until the end of 2020. Voluntary Action Leeds have implemented a platform to allow for flexible recruitment of volunteers to meet the requirements of the hubs. To support the increased food supply arrangements, additional volunteers will be required, which is being progressed with Voluntary Action Leeds and publicised through various channels.
- 3.33 A [Self-Isolation Support](#) scheme was established on 12 October and is now open to applications from eligible individuals for a £500 lump sum to allow them to self-isolate. Up to 11 November, 1,295 applications had been received to the scheme, of which 790 (61%) had been assessed, and 372 had been successful (47% of those assessed). Of the successful applications, 337 (91%) had been paid. Applications for support in Leeds has been higher than was predicted by government. An additional four officers have been trained to assess Self-Isolation Payment claims and there are plans to train four more. When the scheme first launched there had been a delay in processing applications due to officers not having access to the CTAS system, however this has now been resolved and all officers now have access to the system. This will help to significantly reduce the number of outstanding claims, which stands at 505 at 11 November. Of the assessed applications that have been unsuccessful, initial analysis suggests that this was because applicants were not in receipt of the qualifying benefits as set

out in the scheme's eligibility criteria decided by central government. There is a known issue with the scheme whereby people advised to self-isolate by the NHS Covid-19 App may not be eligible for financial support, which continues to cause disappointment for affected applicants. This issue has been raised with government, along with the broader issue of further improving support for low-paid people who need to self-isolate.

3.34 On 22 September the government announced £60 million for police and local authorities to support for Covid-19 compliance and enforcement activities. Of this, £485,826 has been allocated to Leeds, with the guidance that this is used to deploy Covid-19 secure marshals, or their equivalents, to support compliance. People in these roles will not have enforcement powers, but should engage, explain and encourage best practice and national Covid-19 secure guidance to businesses and the public in high streets and urban centres. A proposed 12 marshals and two supervisors will provide coverage seven days a week, with extra resource at peak periods, and will carry out duties in all wards, such as compliance checks of businesses and doorstep visits to households, as well as additional duties in the city centre and student population areas.

3.35 **Support for Businesses (Business & Economy)**

3.36 The government has announced a number of financial support schemes to assist businesses through the period of the national lockdown, as well as backdated support for businesses affected by Tier 2 restrictions. In total, £36,795,313 of business support funding has been allocated to Leeds. The details of these schemes are being worked through and the Leeds City Council [Help for Businesses](#) webpage will be updated as and when schemes are open for applications. Businesses can register their interest in grant schemes via the webpage and will receive an alert when new information becomes available.

3.37 Business premises forced to close in England are to receive grants worth up to £3,000 for the period 5 November to 2 December through the Local Restrictions Support Grant (Closed) scheme. Properties with a rateable value of £15k or under can receive grants of £1,334 per month; properties with a rateable value of between £15k and £51k can receive grants of £2,000 per month; and properties with a rateable value of £51k or over can receive grants of £3,000 per month. Businesses will be able to apply for these grants via Leeds City Council. The scheme went live on Monday 9th November and an application form is available on the [Help for Businesses](#) page of the council website. The amount allocated to Leeds City Council for these mandatory grant awards has been confirmed as just under £13 million.

3.38 In addition, the Additional Restrictions Grant (ARG) is a single allocation based on £20 per head of population for each local authority to use to run a discretionary grant scheme, for example to closed businesses that do not have a rateable value or have costs that are significantly higher. Discretionary grants can also be paid to businesses that are severely impacted rather than closed. The allocation can also be used for other direct business support at the discretion of the local authority, for example support for businesses from Growth Hubs. The ARG is a one-off payment for Local Authorities in financial year 20/21 and is to be used in 20/21 and 21/22 and will not be renewed. The Leeds City Council allocation of just under £16 million has been received. Proposals for this Discretionary Fund

are currently being developed with the expectation that we will align the approach across West Yorkshire as far as possible but administer our scheme locally.

- 3.39 The council will receive an allocation to pay Local Restrictions Support Grant (Open) grants for the period spent under 'Tier 2' restrictions. Each local authority will receive a formula-based allocation for each full or part four-week in Tier 2. This funding allows each local authority to run a discretionary grant scheme to support those businesses impacted by the restrictions. The allocation for Leeds has been confirmed at almost £8 million. Proposals for this Discretionary Fund are being developed with the expectation that we will align the approach across West Yorkshire as far as possible.
- 3.40 Under the Local Restriction Support Grant (Sector) scheme, businesses that were required to close in March and which have never been able to re-open (for example nightclubs) will be paid grants of up to £3,000 for every four-week period that they have to remain closed. The scheme began on 1 November with no back-dating.
- 3.41 Businesses in the retail, hospitality and leisure sectors in England will not have to pay business rates for the 2020 to 2021 tax year.
- 3.42 **Infrastructure and Supplies Impact**
- 3.43 Prior to the announcement of national lockdown restrictions, traffic flows were following a similar pattern with morning peak hour flows significantly down on pre-Covid-19 levels (36%), and all day traffic flow figures down by circa 20%. Feedback from bus operators on the first day of national lockdown restrictions was that pre 9am patronage was largely unaffected by the new restrictions but patronage fell away steeply after 9am. Because schools and colleges remain open during these national restrictions, bus and rail timetables remain unchanged in line with Government advice. The intention is to keep Elland Road Park and Ride operating throughout the period of national lockdown to maintain a continuity of service.
- 3.44 Given the heightened activity that was witnessed in the days leading up to the national restrictions being imposed, a concern to be managed in December will be the increased activity and levels of congestion in the city centre and key district centres associated with any lifting of the national restrictions. These concerns will be heightened if the restrictions are extended for a short period of time and then lifted just before the Christmas holiday period. An effective communications campaign will need to be developed to make people aware of likely delays, to ask them to plan their journeys, allow extra time and if possible seek alternative means of travel and/or stagger their journeys.
- 3.45 Work on major schemes continues at pace particularly with the major LPTIP schemes in the city centre on Infirmary Street, Park Row, Headrow and the Corn Exchange. All works across the city are subject to scrutiny in terms of their likely impact, timing and mitigation measures. Appropriate communication strategies are also being deployed as required and identified. Given the scale of the works, some disruption and inconvenience is inevitable but good progress has been made with relatively few concerns being received. Advantage was taken of

reduced traffic flows earlier in the year and future opportunities will be taken as and when identified.

- 3.46 PPE stock within the council continues to be rated as excellent, and deliveries from the Department for Health and Social Care are received weekly, with a recent delivery taken of sanitising wipes, one million masks and 200,000 gloves. There has been no excessive increase in orders. There are no immediate pressures on supply and resource levels have been put in place to bring some stability to the service over the coming months.

3.47 **Communications and Media**

- 3.48 Communication and engagement with residents has been central to our Covid-19 response throughout the pandemic, but is particularly important now to help residents to understand the new national restrictions and encourage compliance, as well as to continue to promote the crucial public health actions of making space, washing hands, wearing a face covering, accessing testing when symptomatic and self-isolating when required. A diverse range of communication approaches have been employed, including paid advertisement, and using the latest data to target communications based on evidence of transmission in particular settings and amongst particular demographics. Elected members and MPs also play a key leadership role in engaging the public, encouraging compliance and encouraging neighbourliness. As we move into a new period of Covid-19 response, with national restrictions re-introduced and increasing pressure on our health services, an updated communications plan is being developed with a focus on targeted messaging, learning from previous campaigns that targeted young adults and university students, as well as messaging about how to support our NHS.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Given the fast-moving pace of change throughout the pandemic and particularly in recent weeks, it has not always been possible to consult about service change in the usual way, and indeed there has often been no choice about changes due to the need to comply with regulations, often with little time to prepare. Every effort continues to be made to keep the public informed of changes, using our full scope of communication methods. 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 has been strengthened. This includes regular written updates to elected members and MPs and partners, an FAQ document for members, 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

5.1 Minimising the impacts of the pandemic on the most vulnerable is central to our response and recovery planning. There is significant concern about the impacts of the pandemic on exacerbating poverty and inequalities, which is a key focus for our recovery from the pandemic as set out in our Response and Recovery Plan. As we have entered a second national lockdown over winter, poor mental health and social isolation present a risk to residents. Current infection rates also indicate an increasing rate of transmission of Covid-19 in the over 60s, and a harm minimisation plan is being developed and delivered to reduce the risk of exposure amongst this age group, balanced with a recognition of the adverse impacts of reduced social contact on mental health and wellbeing.

5.2 In addition, we continue work to better understand the economic impacts, both on individuals and communities. The second national lockdown means many businesses are still facing renewed pressure, with concerns regarding business closures and redundancies. The economic impacts of the pandemic are reported to members through fortnightly briefing notes. To date, young people and low earners have been most affected, as they are most prevalent in the hardest hit sectors. The precise impacts on our communities will be continue to be analysed as more data becomes available and will be reported to members through briefing notes and future Executive Board reports.

6. Council policies and the Best Council Plan

6.1 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 and present long-term challenges for the city. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, will be key to guiding our response and recovery, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

7. Climate Emergency

7.1 In line with our city ambitions, responding to the Climate Emergency is a key priority as we move through our response and recovery, with a focus on continuing to improve air quality and work towards a carbon neutral city by 2030. With the announcement of a national lockdown and people instructed to work from home where possible and stay at home as much as possible, traffic flows are likely to significantly decrease which will reduce air pollution and carbon emissions. During the pandemic a number of active travel schemes have been progressed, including segregated cycle lanes and School Streets to encourage active travel to school, to support people to walk and cycle. In addition, a number of infrastructure schemes to support carbon reduction, such as the Leeds PIPES district heating network, and Connecting Leeds city centre improvements for public transport and pedestrians, have progressed well and sometimes ahead of schedule, during the pandemic.

8. Resources, procurement and value for money

- 8.1 The financial impact of the pandemic, in terms of both additional costs and lost income, remains a significant concern. Whilst the council continues to make every effort possible to protect the front line delivery of services, it is clear that the position remains challenging. Since March the council has seen reduced income across sports, arts and heritage, visitor attractions and car parking, and this impact will undoubtedly worsen due to closures required as part of the national lockdown.
- 8.2 The financial impact of the pandemic has been, and will continue to be, regularly reported to Executive Board. Government funding to date is not sufficient to meet the financial pressures already reported to this Board and a budget gap remains even with the application of government financial support.
- 8.3 The council has received £51.6m of government funding towards the additional costs and reduced income associated with Covid-19, of which £2.6m has been applied in 2019/20, leaving £49.0m available. The government announced an additional £1bn of funding for local authorities on 12th October, with allocations confirmed on 22nd October. Leeds will receive £20.6m of this new funding. An estimated £18.9m government contribution to lost income is also reflected in the latest financial projections, pending confirmation of the final amount. In total we estimate the available grant in 2020/21 to be £88.5m. Application of this £88.5m of grant in 2020/21 would still leave a Covid-19 financial pressure of £71.6m. The position assumes that the estimated Collection Fund income shortfall of £41.1m would impact on the revenue position in 2021/22 and future years, leaving a Covid-19 funding gap of £30.5m for 2020/21. This position does not reflect the potential effects of the national lockdown.
- 8.4 In addition, the council has received £4.1m from the 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. To cover the period of the national lockdown between 5 November and 2 December the government has confirmed that local authorities will receive a lump sum payment equivalent to £20 per head to support businesses- this will form a discretionary grant fund and will be net neutral to the Authority. Local authorities are also expected to receive £8 per head to support local public health activity, calculated as circa £6.4m for Leeds, to spend on enhanced community Testing and contact tracing, communications, direct and indirect support for the third sector, schools, hardship funding and self-isolation support, support for rough sleepers, and compliance and enforcement. A financial monitoring report on the Executive Board agenda details the financial position in much greater detail.

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

- 9.1 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

- 10.1 The risks related to coronavirus continue to be monitored through Executive Board reports and 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, for example the risk to people over 60 as a result of increased rates of transmission in this age group, are being managed through the multiagency arrangements established at the start of the pandemic. The annexed Response & Recovery Plan sets out current risks and actions across each of the themes.
- 10.2 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.
- 10.3 The risks are administered on the council's corporate risk register through a specific risk on the coronavirus pandemic, which are described as: 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; greater impact on more vulnerable and disadvantaged. The risk is currently rated as very high. Full details of risks and actions are set out in relevant sections of the Response and Recovery plan at Annex A.

11. Conclusions

- 11.1 Covid-19 continues to have a hugely significant impact on Leeds residents, the local economy and the council. Our priority continues to be to minimise the impact of the pandemic on the most vulnerable and protect the local economy as far as possible within the limits of considerable resource constraints. The national lockdown effective from 5 November will impact many council services, people and businesses. Our key areas of focus for this period are service delivery change; local contact tracing; vaccine rollout; mass testing where appropriate; harm minimisation for the elderly and vulnerable; business support schemes; self-isolation compliance and support; preparing for the end of the university term; and targeted communications. Key issues that we continue to push include: the need to find ways to encourage more people to self-isolate; accessible and quick local testing, effective contact tracing, effective ways to deliver a vaccine; finding ways to simplify the restrictions to improve compliance; the need for business support that reaches a broader set of sectors; and a concern about widening inequalities and poor mental health. National developments continue to be fast moving with significant local impacts, and we are responding dynamically to the changing context across our partnerships.
- 11.2 The people and businesses of Leeds have demonstrated great resilience, adaptability and care for others throughout the changing landscape of local and national restrictions, and we thank them for their contributions to protect themselves and others. It is now

critical that everybody follows the guidance to minimise their contact with others, protect themselves and their loved ones and to protect the health service.

12. Recommendations

Executive Board is requested to:

- a) Note the national changes effective from 5 November 2020 when the country entered a second lockdown, and the impacts on council services.
- b) Note the extensive work being undertaken across the partnerships to control the spread of the virus and to support vulnerable people and businesses.
- c) Agree that the key issues of service delivery change; local contact tracing; vaccine rollout; mass testing where appropriate; harm minimisation for the elderly and vulnerable; business support schemes; self-isolation compliance and support; preparing for the end of the university term; and targeted communications, continue to be progressed.
- d) Note the concurrent pressures on the system, which include winter pressures on the health and care system, flood risk and extreme weather, local government finance and capacity concerns and uncertainty around EU Exit.
- e) Use this report as context for the more detailed report on the financial implications of coronavirus that is also on the Executive Board agenda.

f) Background documents¹

None.

g) Appendices:

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

Annex B: Leeds Strategic Coordinating Group (SCG Gold) Dashboard- 2 November 2020

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.

LEEDS STRATEGIC RESPONSE & RECOVERY PLAN & RISK LOG– Coronavirus (COVID-19) – November 2020

The framework for this Response & Recovery plan has remained broadly the same since March, although the priorities have changed with each phase. The ambition is for 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 regularly 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 Covid-19. The plan is 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. Supporting objectives are:

- Minimise the effect of the pandemic on the health and wellbeing of the city, especially the most vulnerable
- Proactively respond to intelligence to target support within available context, resources and powers
- Ensure provision of essential services, focusing on individuals, families, communities and businesses most affected, whilst encouraging communities to engage and provide support themselves
- Minimise the effect of the pandemic on local economy, resuming economic activity safely and appropriately
- Ensure our recovery and renewal is underpinned by Inclusive Growth, Health and Wellbeing and Climate Change.

Our priorities remain to allow safe travel, safe public spaces in communities, district centres and the city centre, safe delivery of essential services, safe education and safe working – whilst also being aware of EU Exit implications. This month, priority areas for each strand of the Response & Recovery plan are:

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1. Media and communications

- Refreshed strategy for this phase
- Relevant priority city wide and local or targeted cohort campaigns to influence behaviour
- Ongoing stakeholder engagement
- Clear communications on implications of service change e.g. council/NHS/transport etc.

2. Local Outbreak Management

- Localised contact tracing established, linked to national system and support for isolation
- Develop and deliver over 60s harm minimisation plan

- Continued focus on sufficient accessible testing and turn-around times
- Continued vigilant approach to outbreak management

3. Health and social care

- Balancing Covid with broader health provision and in context of minimising health inequalities
- Focus on care homes and care more broadly so services delivered safely
- Focus on mental health, ensuring services promoted and accessible and that neighbourliness helps
- Proactive approach to vaccination plan

4. Infrastructure and supplies

- Monitoring implications of EU exit on supplies for any combined impact
- Keep major schemes going
- Continue to provide transport of key workers and school

5. Business and economic impact

- Develop, launch and administer schemes
- Engagement on Covid/Brexit
- Use of street marshals to best effect to achieve overall aims of being a safe city

6. Citizens and communities

- Focus on support for people to self-isolate, including payment scheme, but much more broad

- Supporting the vulnerable, e.g. through helpline, hubs, community infrastructure
- Supporting the clinically extremely vulnerable cohort with relevant services and provision
- Minimise impact on street users, domestic violence, NRPF etc.
- Maintain safe education provision
- 7. **Organisational impact**
 - Protecting vulnerable colleagues whilst maintaining business continuity through flexible deployment
 - Make the most of the available finance
 - Managing service change

Leeds Outbreak Plan on a Page – November 2020

This plan has been developed in the context of the detailed plan published in the summer, combined with all the enhanced planning done as infection rates have risen, and in the context of the broader response and recovery plan. The Leeds approach to prevent transmission of COVID-19 is through intensifying a combination of interventions and measures to **minimise harm, keep people safe and protect vulnerable people**. Whilst there is a national focus on restrictions, the local approach is more comprehensive and informed by the full range of public health measures from infection prevention control, communications, managing outbreaks, prevention, compliance and enforcement. Our focus is to ensure that **more people, to do more of the right thing, more of the time, because they choose to**. The principles are:

- *Proactive, preventative & positive approach, emphasising what people can do to keep themselves and others safe*
- *Building on existing evidence base and public health expertise, including infection prevention control and outbreak management*
- *A community-centred and targeted approach, prioritising the most vulnerable and socially disadvantaged communities*
- *Open and transparent communication across sectors and stakeholders*
- *Co-production, working with people, communities and partners building confidence and trust of the public*
- *Collaborative leadership to engage everyone*
- *Agility, flexible approaches to meet the changing circumstances as the pandemic progresses*
- *Sharing good practice and embedding evaluation and learning to drive ongoing improvement*
- *Guided by intelligence and data, evidence and best practice*

1. Care homes and schools, high risk workplaces places, universities and other settings:

- a) Continued vigilance and proactive, preventative approach to prevent cases becoming outbreaks through IMT approach
- b) Monitoring, reporting and learning lessons, sharing guidance
- c) Extensive communications and engagement with all stakeholders
- d) Focussed group and extensive activity with universities – on campus and off campus issues – and planning ahead

2. Community transmission

- a) Driven by the data, sharing local intel to drive activity across local partnership, including extensive engagement with 3rd sector
- b) Extensive communications and engagement with all stakeholders, especially ward members, linking to all existing partnerships
- c) Increase explicit use of community champions – all ages, all areas, all sectors - with clear messages and good support

3. Local testing capacity

- a) Implement the Leeds testing strategy and be proactive and evidence based about future options
- b) Ensure that the testing offer in Leeds meets the needs of local communities
- c) Push for additional test sites in line with plan, and faster turnaround and reliability of tests

4. Local contact tracing

- a) Local contact tracing system established to complement national offer, with local knowledge of cultures and languages.
- b) Agree operating model to follow up cases which the national system has been unable to contact and provide a range of support to enable people to isolate including welfare support, befriending, shopping and delivery of medicines
- a) To deliver in collaboration with a range of LCC support services and services provided by all partners

- b) Implement with the fullest range of support partners as part of national/local system e.g. all settings, many services
- c) Ensure learning from others, including core cities/WY/Y&H councils and push for release of national resources

5. Compliance and enforcement

- a) Proactive and responsive intelligence led multi-disciplinary approach with strong follow up
- b) Linked to West Yorkshire LRF enforcement arrangements and WYP 4 E's (engage, explain, encourage, enforce)
- c) Using publicity when appropriate as a deterrence

6. Data integration

- a) Publish dashboard and continually review how we make data more available
- b) Continued development and increasing awareness of epidemiology to inform actions

7. Vulnerable people

- a) Task and finish group within the context of “age friendly” for over 60s plan to minimise harm to those more susceptible
- b) Effective administration of the support scheme for self-isolation
- c) Helpline support available linked to provision of services through hubs
- d) Continued support for “clinically extremely vulnerable” cohort with clear advice and engagement connected to H&SC system

8. Governance and communications

- a) Continued development of multi-arrangements and Outbreak Board(s) and effective use of funding and resources
- b) Continued stakeholder communications, use of the website and social media to encourage compliance.
- c) Targeted campaigns where needed
- d) Connection to WY councils, ICS, LRF, NHS, Y&H context and core cities to influence direction
- e) Clear plan ahead for major events and issues e.g. Christmas.
- f) Analysis of effectiveness of various measures and intervention

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

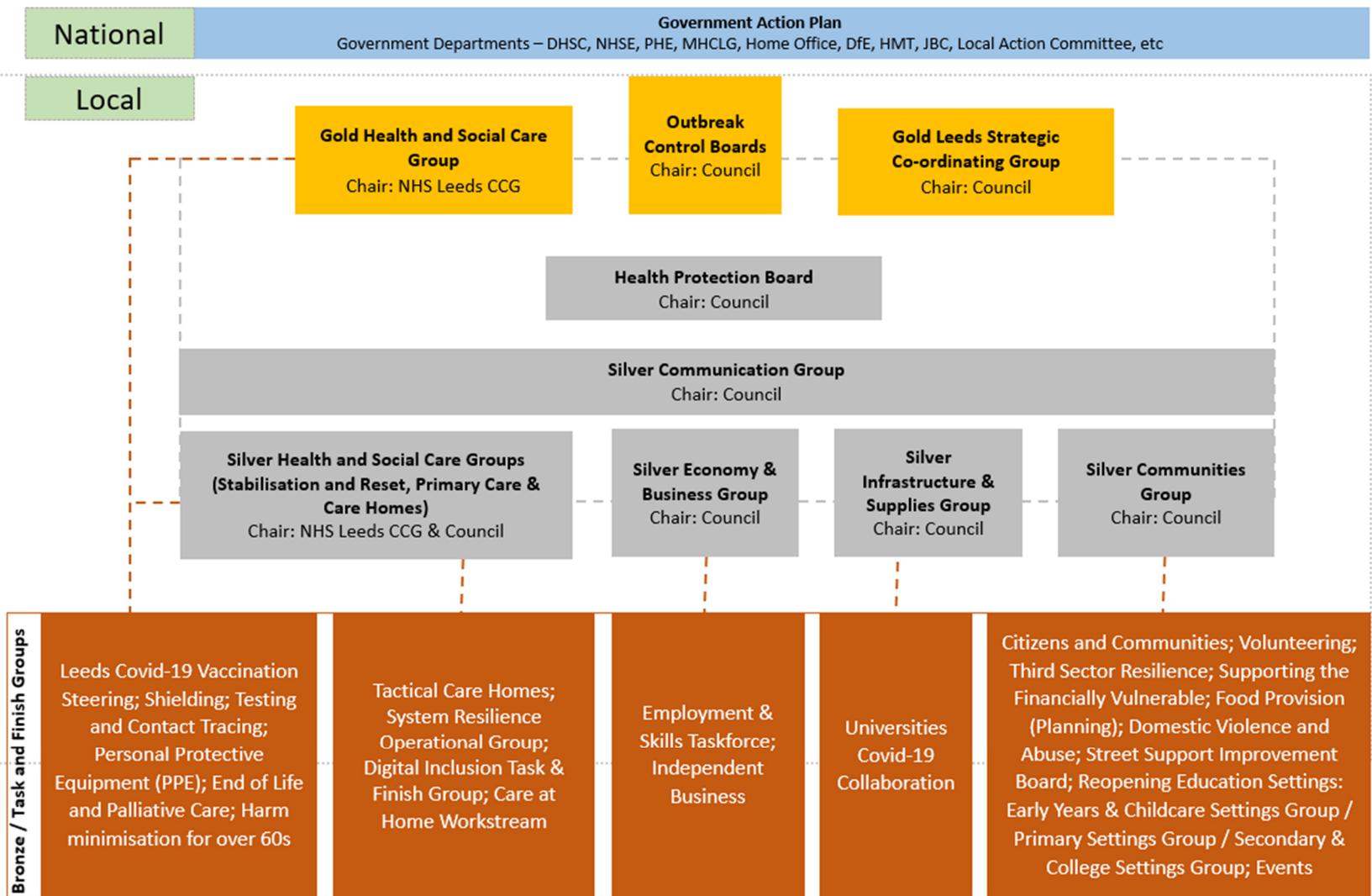
Gold Organisational Leadership Teams

Silver Organisational Groups

Bronze / Task and Finish Organisational Groups

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Date: 11/11/20



1. Communications and Media – Donna Cox/ Danni Clayton

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Young people’s campaign targeted 18-34 year olds in Hyde Park, Headingley and Woodhouse area – partnered with Universities to target students • Promotion of holiday hunger schemes and thank you to those who offered to support children, young people and their families • Communications around entering Tier 2 restrictions and implications for residents, businesses and workers – new guidance • Proactive campaigns for safe celebration and commemoration of key events – Halloween; Bonfire Night and Remembrance Sunday • Joint press conference with NHS partner colleagues to raise awareness of pressures on NHS in Leeds due to Covid impact • Preparations and communications in advance of entering Tier 3 restrictions and implications for residents, businesses and workers – new guidance • Communications following implications of not entering into Tier 3 restrictions for residents, businesses and workers • Preparations and communications in advance of national restrictions and implications for residents, businesses and workers • Direct communications with shielded and vulnerable cohort 	<ul style="list-style-type: none"> • #TogetherLeeds partner engagement and website and asset development • Stay safe, support the NHS, save lives campaign • Promoting the Leeds Local Contact Model to target communities • Promoting the city’s testing sites • Promoting mental health and wellbeing support and services • Campaign to say thank you to those who are working on the frontline and in our communities • Promoting localised public health, community and third sector engagement work via the various Covid outreach and response networks and partnerships • Business communications for promotion of support schemes • Extensive activity from Communities team to make the most of local community communication opportunities.
Issues and Risks	Activity Planned
<ul style="list-style-type: none"> • Confusion caused by rapid changes to guidance within a three week period of entering Tier 2; plans to enter Tier 3 and national restrictions • Disengagement with and apathy towards guidance and messages. • Confusion around ‘mass testing’ • Anti-vaccination messages • Lack of trust in messaging. 	<ul style="list-style-type: none"> • Targeted campaign aimed at over 60s – protect yourself • Campaign to increase testing compliance • Campaign to increase adherence to self-isolation • Planning for communications around exiting national restrictions and entering Tiered status • Planning for key religious holidays – Diwali, Hanukah, Christmas • Planning for reopening of the city and business economy – welcome back safely

2. Local Outbreak Management- Victoria Eaton

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Local outbreak plan agreed and refreshed plan on a page completed in October. • 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 • Continued close monitoring of the situation and acceleration of actions where required • 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 • Strong, proactive partnership working with schools and universities. 	<ul style="list-style-type: none"> • Proactive, well attended incident management team meetings 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 • Wide communications and engagement, including paid advertising, refined with learning to target causes of transmission, e.g. car sharing, canteens, smoking areas, locker rooms, socialising outside work areas. • Pushing for more testing and local tracing and use of the App. • The Outbreak Management Board and Health Protection Board continue to provide oversight of the implementation of the Leeds Covid-19 Outbreak Control Plan. • Incident Management Coordinators providing support with community engagement activity, business liaison and some support for IMT activity. • Community champions supporting engagement. • 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. • Continued work engaging with members and partners to play their full role. Work continued with WY councils, and with Y&H councils, as well as core cities, sharing good practice and experience. • Developing and delivering a harm minimisation plan for the over 60s in response to increasing rates of infection in this age group. • Developing local contact tracing service to complement the national system
Issues & Risks	Activity Planned
<ul style="list-style-type: none"> • Risk of local outbreaks in the city and bordering authority areas not being managed proactively • Settings outbreaks- e.g. care, education, workplaces; community clusters; widespread community transmission. Data shows increasing levels/numbers of outbreaks in the city • Adverse impact on those more vulnerable and the over 60s as we head into winter • Not fully understanding and complying with changing national lockdown restrictions • Failing to effectively engage with stakeholders around the city, particularly changes in national messaging (from Tier system to national lockdown) - confusion, disengagement, loss of trust etc. • Capacity issues e.g. Public Health, Environmental Health Office, testing facilities • The infection rate of those over 59 is rising rapidly in that demographic • Last-minute national policy changes that divert resource from evidence base of what works. 	<ul style="list-style-type: none"> • Continued engagement with the universities and planning ahead for the end/start of terms. • Developing local contact tracing offer. • Delivery of over 60s harm minimisation plan. • Continued focus on sufficient accessible testing and turn-around times. • Adapt mass testing to meet local needs. • Joint services approach in localities with highest infection rates.

3. Health & Social Care- Julian Hartley/ Cath Roff/ Tim Ryley

Activity Completed/ Decisions Made	Activity Underway
<p><u>Gold Health and Social Care Group</u></p> <ul style="list-style-type: none"> • Re-established weekly Gold with additional meetings as required • Review of Leeds System Resilience Plan and LTHT bed modelling for winter 2020/21 • Review of flu immunisation plan • Agreed NHS Operational Lead for vaccination programme <p><u>Stabilisation and Reset (StAR)</u></p> <ul style="list-style-type: none"> • Reviewed of Health & Social Care Command structure to Ensure strong reporting between groups (incl. System Resilience Operational Group, StAR and Gold) and agreed additional Silver meetings as required reporting to StAR • Analysis of increasing Emergency Department attendance for patients with mental health issues with the following actions/decisions: <ul style="list-style-type: none"> ○ Commitment to ensure availability of mental health first aiders and Ensure Primary Care and Leeds Mental Wellbeing Service is represented at the Mental Health Reset Group 	<p><u>Stabilisation and Reset (StAR)</u></p> <ul style="list-style-type: none"> • Delivering the Leeds System Resilience Plan for winter 2020/21 • Managing increases in activity and pressure on the health and care system • Maximising elective activity in hospital where safe and appropriate <p><u>Care Homes</u></p> <ul style="list-style-type: none"> • Ongoing staff risk assessments and reviewing the approach to day services in light of national lockdown <p><u>Communications</u></p> <ul style="list-style-type: none"> • Encouraging people to continue to access health and care organisations: <ul style="list-style-type: none"> ○ Local media coverage focused on accessing mental health services, Launch of social media campaign to promote how people can access health clinics, GP practices and care within their own home • Highlighting increasing pressures on health and care organisations: <ul style="list-style-type: none"> ○ Launch of a social media campaign to say NHS services are experiencing increasing demand and people could experience a delay or cancellation
<p>Issues & Risks</p> <p><u>Finance</u></p> <ul style="list-style-type: none"> • Risk of reduced funding to respond due to funding available for the NHS funding stopped or reduced • Risk of not making best use of the Leeds £ due to having to work at pace • Risk of the care home sector being destabilised due to reduction in income and increased costs • Risk of Third Sector organisations being destabilised due to the impact of the pandemic on the economy, charitable donations and the changes needed to working practices <p><u>People</u></p> <ul style="list-style-type: none"> • Risk of physical and mental health of the wider health and care workforce worsening due to the ongoing pressures of responding to Covid-19 • Risk that the workforce does not respond quickly and flexibly enough to meet the needs of hotspot areas • Risk of unsafe working environment and workforce due to insufficient supplies of PPE and Testing <p><u>Population</u></p> <ul style="list-style-type: none"> • Risk that the health and wellbeing of people will be impacted by: Not attending urgent and routine appointments, Close down of services etc. 	<p>Activity Planned</p> <p><u>Gold focus</u></p> <ul style="list-style-type: none"> • Surge control • Care Homes • Harm minimisation for the over 60s • Mental Health and Wellbeing • Staffing <p><u>Stabilisation and Reset (StAR) focus</u></p> <ul style="list-style-type: none"> • Communications • City vaccination update • Delivery of the Leeds System Resilience Plan for winter 2020/21 • Flu immunisation update • Rotational weekly focus on the following areas: Same Day Response, Mental Health, Out of hospital flow, Scheduled and Proactive Care, Children and Young People

4. Infrastructure and supplies impact- Gary Bartlett

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • 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 • Letters to schools containing advice to parents on active travel options – including the health benefits. Safe walking to and from school • Reopened Elland Road park and ride service in Sept 2020. • Continued major schemes. 	<ul style="list-style-type: none"> • Management of patient capacity - Patients are being moved around wards to create “hot and cold” wards but this is having a strain on resources. • LTHT and LBU working together to resolve patient parking issue. LTHT liaising with local land owners for additional resource due to abandoned cars on paths/access roads. LCC Planning team assisting • Exploring the use of a shuttle bus service from Elland Road Park & Ride for patients attending the hospitals for appointments. WYCA and First working on this solution • West Yorkshire Police awaiting information on how funding for enforcement is to be distributed. • Patronage levels at Elland Road Park and Ride will continue to be kept under review • The council’s contribution to testing at the new sites at Cinder Moor and Mandala Centres have received positive feedback. • Buses: Some temporary timetable frequency reductions (First/Arriva) are planned for early November. • Regionally, work is ongoing to maintain the bus network in order to ensure that trips for work, education and access to health services can still be made. • WYMetro website updated to keep commuters up to date with the latest changes
Issues & Risks	Activity Planned
<ul style="list-style-type: none"> • Safe transport not provided when needed (e.g. key workers)- ongoing management • Increased car journeys into the city due to reduced public transport • Schemes not progressed • Insufficient personal protective equipment (PPE) including face coverings- ongoing management and stock levels rated excellent • Supply chain failure / key supplier ceases trading • Insufficient food supplies and distribution, especially in emergency for the most vulnerable • Impact of Christmas shopping on city centre and car parks- impact on key workers. • Significant outbreaks experienced at the cities Universities and not contained • Lack of parking at both LGI and St James’ with people missing appointments as a consequence. • Impact of infections and self-isolation on key staff, currently impacting bus services and rail signallers around York Railway Operating Centre that service the majority of main routes. • Compliance with face coverings and social distancing. • As major schemes continue, a concern for December will be the increased activity and levels of congestion in the city centre and key district centres associated with any lifting of the national restrictions. 	<ul style="list-style-type: none"> • Continue to work with all partners to understand level of transport demand and prevailing issues • Active management of PPE supplies and compliance with the guidance. Stock levels rated excellent. • Encourage working from home and Active Travel measures • Utilise Commonplace to consult with the public about options and changes. • Work with partners and internal providers 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 • Social media campaigns are taking place with supporting press releases • Train operators looking to introduce ‘flexible season tickets’ • Working on active travel measures including pop up cycle lanes and widening pathways in city centre • Good monitoring (track and trace) processes are in place across the university communities. • Work continues on major schemes in the city centre. All works across the city are subject to scrutiny in terms of their likely impact, timing and mitigation measures.

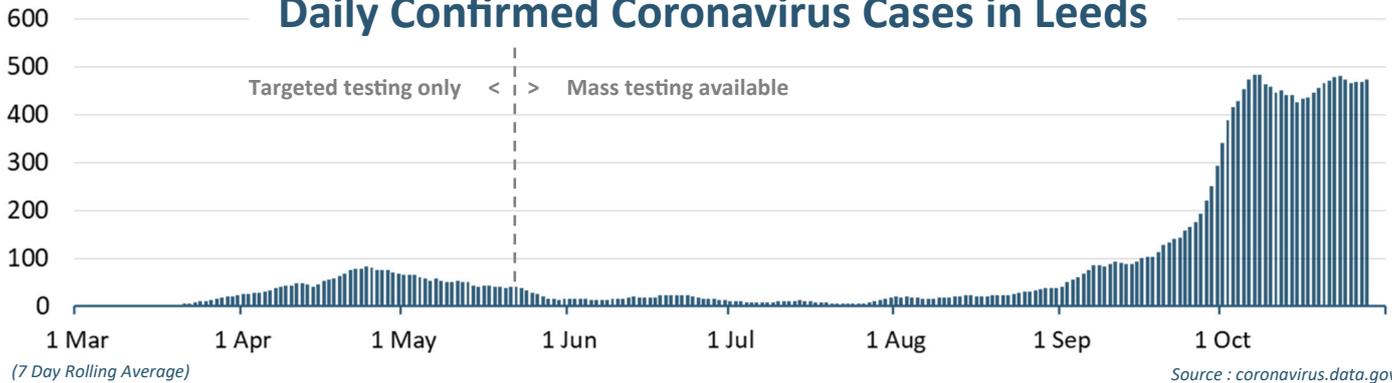
5. Business and Economy- Eve Roodhouse	
Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Leeds Economic Recovery Framework outlining our approach to economic recovery centred on Respond, Reset and Renew and Building Resilience- published and approved by Executive Board on 21st October 2020. • Business engagement • Understanding new government schemes 	<ul style="list-style-type: none"> • Establishing following grant schemes announced by government in light of national lockdown restrictions: <ul style="list-style-type: none"> ○ Local Restrictions Support Grant (Closed): Business premises required to close in England are to receive grants worth up to £3,000 for the period 5th November 2020 to 2nd December 2020. ○ Local Restrictions Support Grant (Open): The Council will receive an allocation to pay grants under this for the period spent under Tier 2 restrictions. ○ Local Restrictions Support Grant (Sector): Businesses that were required to close in March 2020 and which have never been able to reopen (e.g. nightclubs) will be paid grants up to £3,000 for every four-week period that they have to remain closed. ○ Additional Restrictions Grant (ARG): This is a single allocation based on £20 per head of population (ONS 2019 Mid-Year Population Estimates) for each Local Authority to use to run a discretionary grant scheme. An allocation of £15,862,780 has been received by LCC. • In relation to the Local Restrictions Support Grant (Open) and the ARG, we are currently finalising our approach to payments under these grant award schemes.
Issues and Risks	Activity Planned
<ul style="list-style-type: none"> • Damage to local economy as a result of restrictions, with disproportionate impact on the city centre, a deeper recession and an increase in poverty across Leeds. • Impact of Tier 2 restrictions on the Hospitality sector in Leeds, and impact of national lockdown on Tourism, Retail, Hospitality and Leisure sectors. • Increased job losses through redundancy and restructuring of the economy. • Inequalities widened through job losses hitting low earners, BAME people, women, young people the hardest. • Gaps in central government interventions to support businesses in more affected sectors leading to increased business failure, higher unemployment, deeper recession. • Employees and consumers lack confidence in the safety measures in place in public spaces, including public transport, (prior to national lockdown restrictions) 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"> • Inclusive Growth Extended Delivery Partnership event on 24th November 2020 to discuss our approach to economic recovery. • 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. • 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.

6. Citizens and Communities Impact – James Rogers

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Original Covid response line stood down – service transitioned to LWSS and grant for self-isolating delivered within this service. • Food networks established in each area of the city. • LCC warehouse for food storage, delivery and packing has been wound up – activity delivered by Fareshare now. • Governance arrangements in place to be triggered as required on early release of prisoners due to Covid-19. • Safer Leeds Executive agreed shadow arrangements for new statutory Domestic Violence and Abuse Local Partnership Board. • An additional session of the Education Scrutiny committee was held to further explore the issues surrounding examinations in 2021. • Direct contact and outreach with the Clinically Extremely Vulnerable (CEV) cohort and development of support and guidance. • Development of risk scenarios and mitigations for those within CEV group with additional vulnerabilities. • Work with National Shielding Team to develop and secure funding offer. • Successful funding bid to MHCLG (Next Steps Accommodation Programme) - arrangements to house those in need. • A remote learning task group established to ensure schools are aware of government guidance. • Daily hot grab bag meals in place for 95% of the schools we service. Access to school meals for children required to self-isolate. 	<ul style="list-style-type: none"> • Food partnership with Fareshare and the wider food network and internal LCC group to be stepped back up and develop access for those advised not to go to supermarkets. Agreement to purchase food if needed. • Food, shopping, prescription and welfare support activity delivered on the ground by the Community Care Volunteer Hubs. • Corporate HR looking at the redeployment pool to support critical areas. • Continue to support people out of emergency accommodation • Continued engagement with and support for, street based sex workers. • Reported domestic violence and abuse incidents continue to be monitored and have now started to reduce in recent weeks. • Development of a local response to the new duties in the Domestic Abuse Bill (due to become law from 1st April 2021). • Infection Plan – Reaching out to key communities of interest including older residents, BME communities, disability groups, faith groups. • Equality colleagues continuing to work with Leeds Faith Forum on the review of the ‘faith covenant’. • Support for schools to understand position for CEV children. • Developing the ‘Implementing Wellbeing for Education Return’ package of resources from the DFE. • Community pharmacy resilience to deliver prescriptions to CEV cohort. • Consideration is being given to enhance the support to community care hubs in light of a second lockdown.
Issues and Risks	Activity Planned
<ul style="list-style-type: none"> • Long term impact of school closures and requirement for pupils and staff to self-isolate during 2020 on educational attainment and progression in the future, • Safeguarding children from risk of significant harm. • Increase in levels of Domestic Violence. • 3rd sector resilience and sustainability problems. • 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. • Increase in demand as a result of lockdown & shortage of food supply. • Inequalities relating to Covid-19 and Communities missed, or not (appropriately) engaged. • Covid related sickness impacting on capacity to deliver interventions and support for communities. 	<ul style="list-style-type: none"> • Activities tested as part of plans for Tier 3 and increased requirements. • Calls to LWSS to be monitored to assess demand so that agreed step-up activity can take place when needed. • Initiative being explored to recruit social workers. • Significant activity in responding to rapidly changing national guidance to support school leaders and young people within all areas of the educational sector. • Increased capacity on the emergency duty team and out of hours to prevent escalation and provide additional support to families. • Covid Hubs to remain open but all other Community Hubs and Libraries to close. • Home Library Service to continue and Schools Library Service will continue as a doorstep only service. • Continuation of work highlighted above regarding shielding and CEV group including comms materials (BSL and community languages). • Tracking supported by database to receive data on numbers support with finance, care, food, volunteer support, wellbeing support, other.

7. Organisational impact- Neil Evans	
Activity Completed	Activity Underway
<ul style="list-style-type: none"> • All services resumed subject to Covid-secure guidance and now amended in response to new restrictions. • Mobilise and Energise Programme progressed to ensure adequate Covid secure office capacity available across the City • Supported vulnerable colleagues whilst maintaining business continuity through flexible redeployment • Regular manager updates provided to ensure consistency of message • Frequent and regular engagement with trade unions • Managing finances including Early Leavers Initiative • Third staff wellbeing pulse survey completed by 3820 staff. 	<p>In light of government restrictions from 5 November the below activity is once again underway:</p> <ul style="list-style-type: none"> • Protecting clinically extremely vulnerable colleagues and other vulnerable colleagues whilst maintaining business continuity through flexible deployment • Reviewing and amending all relevant risk assessments • Make the most of the available finance • Managing service change
Issues and Risks	Activity Planned
<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 and as staff may be required to self-isolate due to test & trace or testing positive • 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 • Potential risk to front line services as a result of national lockdown measures 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 where permitted 	<ul style="list-style-type: none"> • Monitor impact of likely Tier restrictions on exit from national lockdown on 2 December. • Full analysis of staff wellbeing survey results.

Daily Confirmed Coronavirus Cases in Leeds



Headlines for Leeds

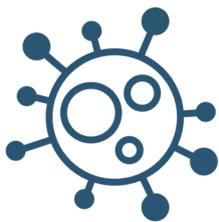
Clearly, the announcement of a four-week national lockdown will have significant social and economic impacts. Drawing on experience from the first lockdown, consumer services are likely to be most deeply affected, with retail and hospitality likely to be hardest hit, with obvious impacts on the high street, during a period which is usually the busiest time of year. Early feedback from businesses confirms these concerns, with the uncertainty regarding how long these restriction may continue.

The furlough scheme will be extended until the end of November, with workers able to receive 80% of their salary for hours not worked, up to a maximum of £2500. In addition, mortgage holidays will no longer end from 31 October, with further information to be announced.

The latest 7 day average Covid-19 infection rate per 100,000 reported for Leeds is 413.4. only a slight change from the week before (415.3). The latest regional average is 389.6 (367.2 a week before) whilst the latest national average is 227.8 (203.2 a week before).

The most recent data continues to highlight the impact of Tier 2 restrictions on the hospitality sector, with weekend footfall after 10pm only 10% of normal levels. Hospitality businesses are reporting takings as low as 18% of normal levels, although businesses in local centres/suburbs appear to be faring a little better. The level of bus and rail use has remained fairly constant over the last month but remains at 49% and 30% of baseline (early March) levels respectively.

Leeds is currently recorded the following figures



433.1 New Cases
recorded daily in Leeds
(7 day rolling average)



195 Current Cases
Reported across 35 Care
Homes in Leeds



758 Registered Deaths
That mention Covid-19, an
increase of 68 over last 14 days



58% Footfall
In Leeds City centre in
comparison to 2019



407 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

413.4

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

195

Current Cases
Reported active in
35 Leeds care homes

274

Covid-19 Beds
Currently occupied at
LTHT hospitals

68

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

Health Summary

Infection Rates (27th October)

The latest 7 day average rate per 100,000 reported for Leeds is 413.4. only a slight change from the week before (415.3). The latest regional average is 389.6 (367.2 a week before) whilst the latest national average is 227.8 (203.2 a week before).

The latest 7 day positivity for Leeds is 14.3% (up from 14.1% this time last week.)

Covid-19 Cases

AS of the 1st November, the number of patients in COVID occupied beds at LTHT last week has increased to 274 COVID positive patients, up from 214 at this time last week. LYPFT still has 0 COVID positive patients in a bed this week.

Last week has seen 251 positive COVID tests carried out within LTHT (up from 214 last week); 211 attributed to inpatients and 40 attributed to new admissions. LYPFT had 3 positive COVID tests in the last week.

There are currently 10 positive COVID patients in a HDU/ITU bed in LTHT, down from 14 that were reported this time last week.

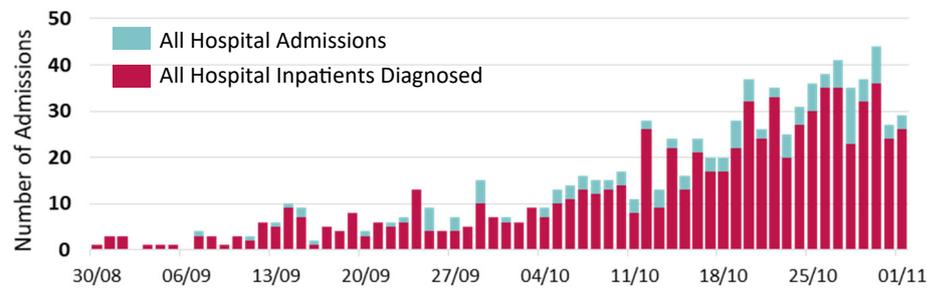
Care Homes

In total there are 195 active Covid19 case declared in 35 Care Homes in Leeds. These figures have seen a large increase over the last week.

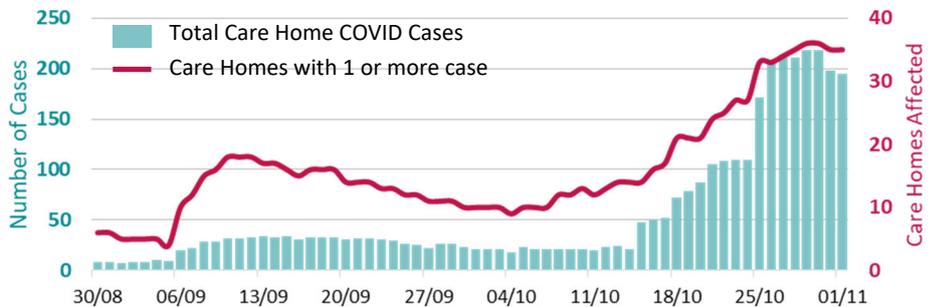
Registered Deaths in Leeds

As of 30 October 2020, a total of 758 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 slightly in recent weeks, with 68 Covid-19 deaths recorded in the last 14 days (at time of publication). This is still considerably lower than late May when over 200 Deaths were recorded over a two week period

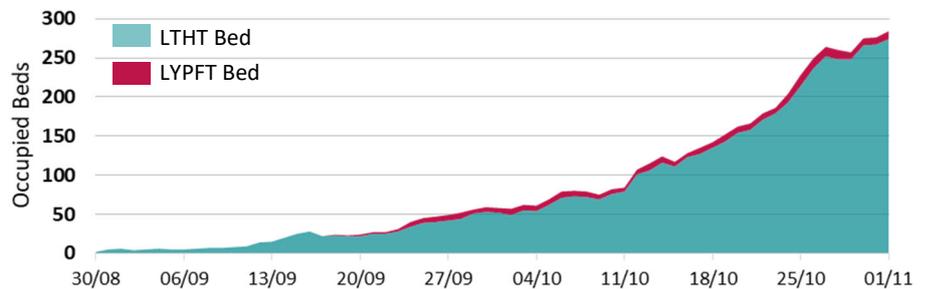
New Covid19 Admissions and Inpatients



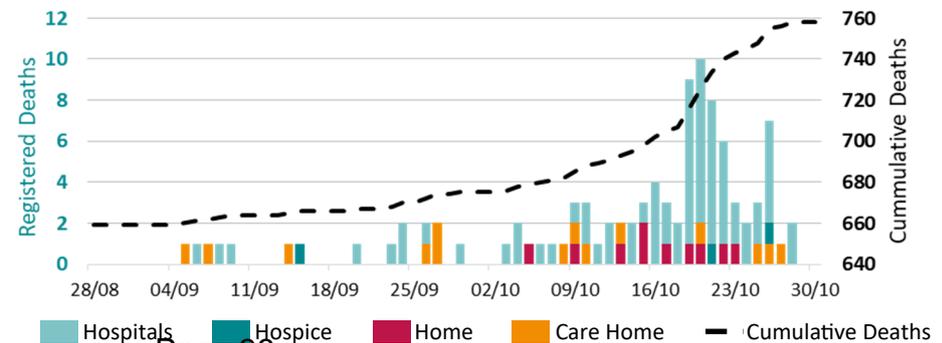
Covid19 Cases in Care Homes



Confirmed Covid19 Bed Occupancy



Deaths registered with LCC that mention Covid19



Sources:

- [Coronavirus.gov.uk](https://www.coronavirus.gov.uk) - 1/11/20
- [Leeds Teaching Hospital Trust](https://www.leedsteachinghospitaltrust.nhs.uk) - 2/11/20
- [Leeds Registrars Office](https://www.leedsregistrarsoffice.co.uk) - 30/10/20

Citizens & Community



407

Covid-19
Related incidents recorded over last 7 days



385

Domestic
Incidents recorded over last 7 days



81%

Attendance
of pupils in Leeds Schools



212

Self-Isolation
Support payment applications approved

Citizens & Community Summary

Incidents and Crimes Overview

Crime volumes, especially thefts, would be expected to increase towards the Christmas period; however, the impact of national lockdown means this cannot be predicted with any certainty

On street nuisance and fireworks incidents would be expected to see higher levels during late October into early November, so incident calls are likely to increase in the next few days. However, levels are expected to reduce overall during the national lockdown based on previous trends earlier this year

Children & Education

230 schools (84%) submitted attendance information at least once during the week. Average daily attendance for all pupils was 81.2%, for those with an EHCP it was 76.8% and for those with a social worker 76.7%.

Over the week, an average of 9.5% of pupils and 6.0% of teachers were reported absent due to Covid-19.

Self Isolation Payments

Starting on 28th September, persons that are required to self-isolate who are on lower incomes, cannot work from home and have lost income as a result, can apply for a support payment of up to £500. To date Leeds has received 948 total applications, of which 484 have been assessed, with 212 being successful. (44%)

LYPFT Mental Health Referrals

Health and care services in Leeds are aware of the wider impact of Covid-19 on peoples mental health and wellbeing, referrals for urgent mental health services are tracked to monitor the ongoing pressure on this part of the system.

Note : During w/c 31/8 the figures for a single day was not received , therefore there is a decrease in that weeks figure.

Waste Management & Recycling

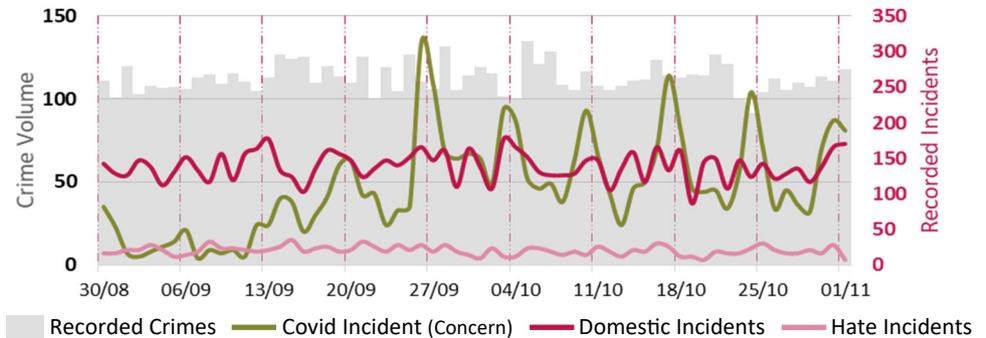
Tonnage of waste collected at the kerbside continues to be higher than normal for this period; with both black and green bins 7% up. Brown bins are 11% up.

Extra crews are being deployed where possible, but crew bubbles continue to be stood down where a staff member becomes symptomatic.

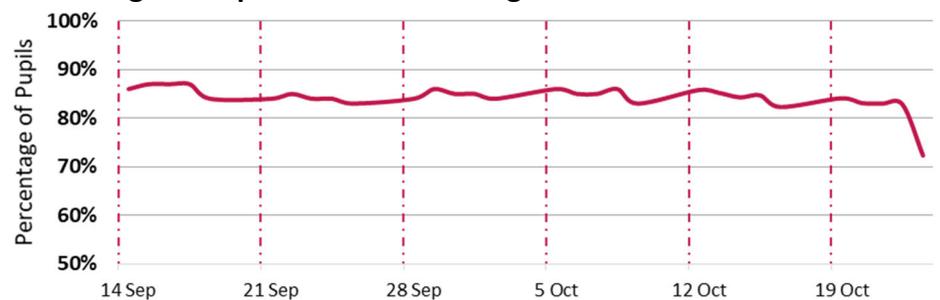
Sources:

- Safer Leeds - 2/11/20
- Children's Services Leeds - 2/11/20
- Leeds & York Partnership NHS Foundation Trust - 2/11/20
- Leeds City Council Environment Team - 2/11/20

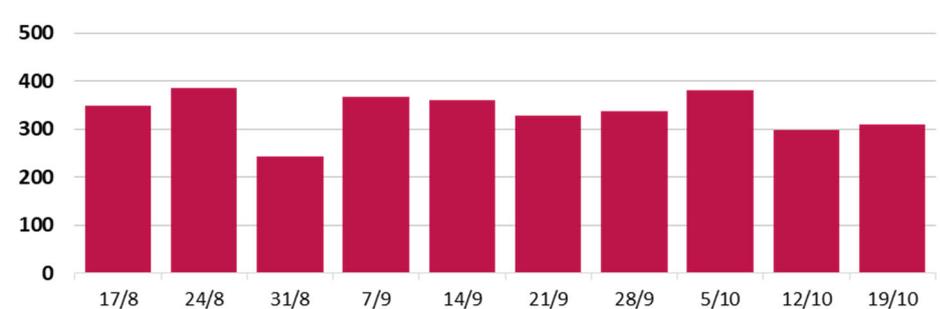
Crimes and Incidents



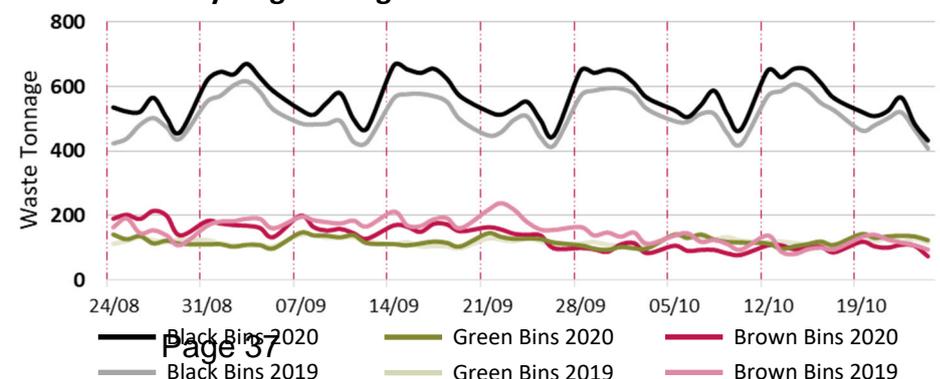
Percentage of Pupils on Roll Attending School



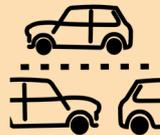
Mental Health Referrals



Waste and Recycling Tonnage



Infrastructure & Supplies



81%

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 $40\mu\text{g m}^{-3}$



280

Thousand
Units of PPE issued over 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% 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 an increase with an average weekly figure around 56 - 58%. This is expected to decrease when the new lockdown starts on 5th November

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

MCard purchases and concessions on public transport showed an increase in early September, this coincided with the start of the new academic year and may be related. This has levelled off in the last few weeks with concessional fares recording figures more than double those recorded in August.

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 ($40\mu\text{g m}^{-3}$).

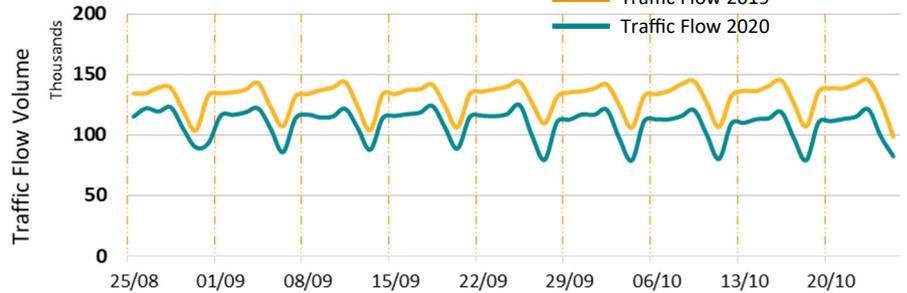
PPE Supplies

The LCC stock levels are rated as being excellent. This week we have received deliveries of extra large gloves. Forward orders have been placed for a total of 2 million gloves. We are also scheduled to receive a delivery of 1.75 million gloves on the 2nd November, and 1.15 million face masks the following week. Forward orders have also been placed for sanitizer refills and sanitizer wipes.

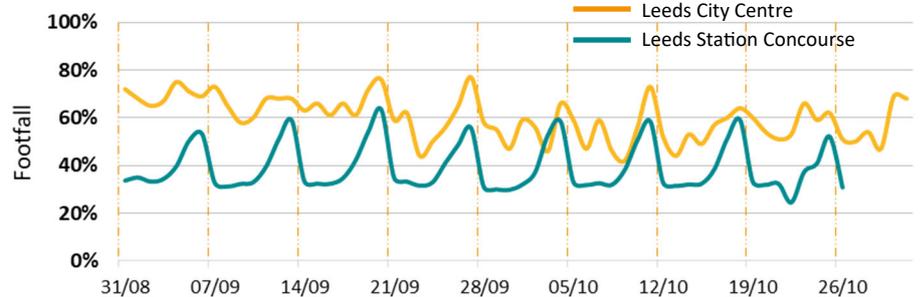
The 2nd delivery from DHSC arrived on the 28th October which was quite timely, the decision to extend access to this stock into schools, has just been confirmed. We now expect to see a significant increase in the number of orders received from both primary and secondary schools.

Sources:
 • West Yorkshire Combined Authority - 2/11/20
 • Leeds City Council - 2/11/20

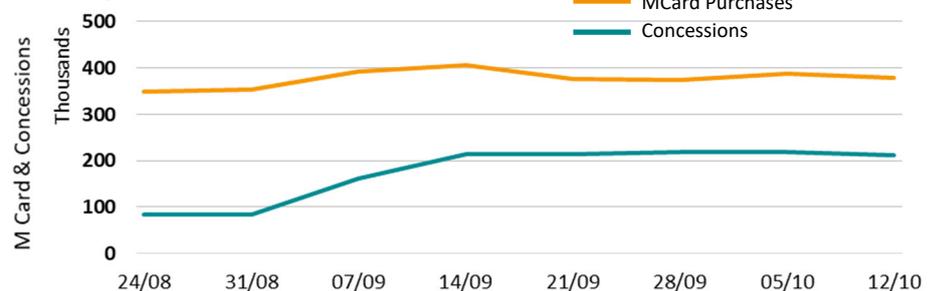
Two-way 24hr Traffic (5 Radials)



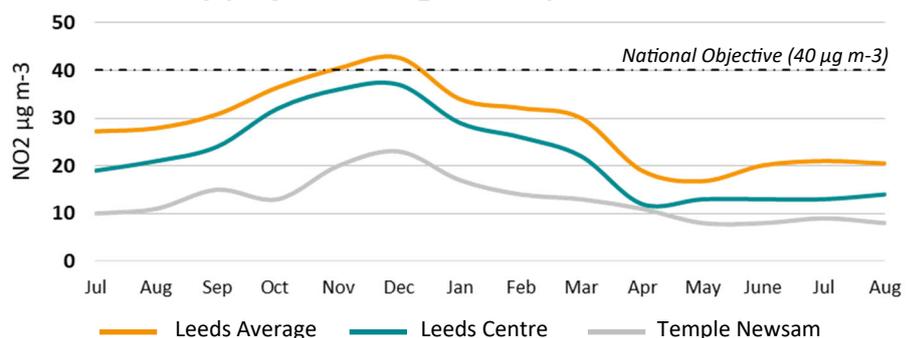
Percentage of Expected Footfall



MCard purchases and Concessions



Leeds Air Quality (July 2019 - August 2020)



Economy and Business



**Out of Work
Benefits Claimant
Count**



**Million
Paid out in grants to
support local businesses**

Economy and Business

Clearly, Saturday's announcement of a four-week national lockdown to begin Thursday 5th November will have significant social and economic impacts. People will be required to stay at home and only leave for limited purposes including education, work (if unable to work from home), for exercise or outdoor recreation, for medical reasons, to shop for food and essentials, or to provide care or volunteer. Non-essential shops, leisure and entertainment venues will close and pubs, bars and restaurants must close with the exception of takeaway services. Workplace-based activity can continue in construction, manufacturing and essential public services. The housing market will continue.

The furlough scheme will be extended until the end of November, with workers able to receive 80% of their salary for hours not worked, up to a maximum of £2500. In addition, mortgage holidays will no longer end from 31 October, with further information to be announced. It is currently understood that towards the end of the month, any de-escalation would be reliant on the data, and take place on a local/regional basis with areas moving back into the tiering system. It is expected that the backdated Tier 2 grants recently announced will be honoured, as will the £8 per head for test and trace, but we await formal confirmation.

Drawing on experience from the first lockdown, consumer services are likely to be most deeply affected, with retail and hospitality hardest hit, with obvious impacts on the high street, during a period which is usually the busiest time of year. Early feedback from businesses confirms these concerns, with the uncertainty regarding how long these restrictions may continue. The most recent data continues to highlight the impact of Tier 2 restrictions on the hospitality sector, with weekend footfall after 10pm only 10% of normal levels. Hospitality businesses are reporting takings as low as 18% of normal levels, although businesses in local centres/suburbs appear to be faring a little better.

The level of bus and rail use has remained fairly constant over the last month but remains at 49% and 30% of baseline (early March) levels respectively. The 10pm curfew on licenced premises has continued to impact evening bus demand.

Employment

The latest available out of work benefit claimant count data for September (published on 13 October), shows a third consecutive small monthly increase both locally and nationally, with the rate for Leeds now 7.1%. Advertised vacancies have seen a reduction over the last week which may reflect recruiters' concerns about moving into Tier-3 restrictions, although the weekly figures are highly volatile.

LCC's financial position

The latest financial projection of the impact Covid-19 has had on the Council's financial position, which will be reported to November's Executive Board, shows an estimated gap for 2020/21 of £30.5m, a £20.6m improvement on the position reported in the previous month. This movement is entirely explained by Leeds's share (£20.6m) of the additional £1bn support for local authorities that the Government announced on the 12th October. This position estimates that the Council will receive £18.9m of Government compensation in 2020/21 to mitigate sales, fees and charges income losses, but the actual figure will not be known until the financial year end. Clearly this financial position does not reflect the potential impact of the second lockdown that commences on Thursday 5th November and the impact of this will be reflected in future Financial Health reports to the Council's Executive Board.

The projected overspend for 2021/22 as reported to September's Executive Board in the Medium Term Financial Strategy is £118.8m. The September 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. Additional Savings Proposals totalling £7.9m were agreed at October's Executive Board and this reduces the estimated budget gap to £78.3m.

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 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.

As announced on 22nd September, £60m in funding is to be made available to local authorities and the police to help enforce coronavirus laws. Allocations were published on 8th October with £30m to be split among police forces in England and Wales, while local authorities will receive the same amount to cover the cost of coronavirus marshals and other measures – Leeds has been allocated £0.49m. The funding is ring-fenced for any activity which will support compliance and enforcement of measures to control the spread of COVID-19 across individuals, businesses and in the community.

On 13th October Government announced an additional £10m Cold Weather Payment for councils to help protect people from life-threatening cold weather and the risks posed by coronavirus.

On Saturday 31st October the Prime Minister announced that a second national lockdown, lasting a month, would commence on Thursday 5th November. The Prime Minister announced at the same time that the Coronavirus Job Retention Scheme – also known as the furlough scheme – will remain open until December, with employees receiving 80% of their current salary for hours not worked, up to a maximum of £2,500. In addition, business premises forced to close in England are to receive grants worth up to £3,000 per month under the Local Restrictions Support Grant and £1.1bn is being given to Local Authorities, distributed on the basis of £20 per head, for one-off payments to enable them to support businesses more broadly. Mortgage holidays will also no longer end on 31 October.

Communications Update & Policy Announcements

Website Visits

Around 35K visited the COVID information web pages last week, of which 22K were new users. This has dropped greatly from recent weeks (86K).

The GovDelivery Covid email bulletin, which is sent out to 114K residents, had an open rate of 37%, consistent with recent weeks. Most popular features included info on local rules and restrictions and Light Night.

Council/others

Clearly the new national lockdown from Thursday and what this means for public services and the city in general is the main focus of communications work this week.

Other work also ongoing includes:

Big emphasis on joint working to support alerting people about NHS pressures, both to encourage safe behaviour to reduce infection rates and to reassure people they can still access emergency care.

A joint press conference between LCC/LTHT and the Leeds CCG was held to coincide with the West Yorkshire Tier 3 announcement on 29/10/20, featuring in all regional and many national outlets.

The TogetherLeeds city campaign branding developed in-house at LCC has been launched and is being shared with partners and across city sectors through PR agency networks.

A campaign aimed at reducing risk to over-60s is being developed jointly with Leeds CCG supported by LCC using the TogetherLeeds branding assets, adapted specifically to suit the audience.

Communications tactics and techniques are currently being reviewed in line with the refresh of the Leeds Outbreak Control Plan and the changing tiers/new national lockdown status.

Targeting of "hot spot" areas of concern is supporting intense community work in places like Garforth/wider East Leeds and Hyde Park and Headingley, Little London and Woodhouse. This approach should be transferable to other areas, to be tailored specific to local needs.

Joint working with universities sector continues as rates slow to anticipate the possible return home for Christmas.

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

22 October 2020

The Chancellor made a number of announcements, including a new grant scheme for businesses impacted by Tier 2 restrictions, distributed at the local authority's discretion and retrospective to August; changes to the Job Support Scheme, with the Government to pay at least 62% of hours not worked and employer contributions cut from 33% to 5%, with employees to take home at least 73% of their normal pay for working at least 20% of their hours; self-employed grants to be doubled from 20% to 40%, with the new maximum grant £3,750.

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

Allocations announced for the £1 billion additional funding for local government first announced on 12 October. More than £900m will be provided to local authorities and £100m will be provided to those council leisure centres most in need. Leeds is to receive an allocation of £20,576,934.

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

23 October 2020

Greater Manchester moves into Tier 3, without the agreement of local leaders, and with a £22 million funding package.

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

24 October 2020

South Yorkshire moves into Tier 3.

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

27 October 2020

Warrington moves into Tier 3, with betting shops, adult gaming centres, casinos and soft play centres closed in addition the required Tier 3 restrictions. The area will receive a financial support package of £1.68 million and £4.2 million in business support funding.

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

29 October 2020

Announcement that West Yorkshire to move into Tier 3 from Monday 2nd November, with a financial support package of £59.3 million. In addition to the core Tier 3 restrictions, local leaders agreed to the closure of casinos, betting shops, soft play centres and areas, adult gaming centres and car boot sales. Shared smoking equipment (such as shisha) in hospitality venues to be prohibited, and indoor group exercise classes is strongly advised against, although gyms and leisure centres can otherwise remain open.

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

Updates to the NHS Covid-19 App announced to improve the accuracy of how the app measures distance, and reduce the number of low-risk contacts advised to self-isolate. The app has now been downloaded 19 million times by around 40% of eligible smartphone users.

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

30 October 2020

Nottinghamshire moves into Tier 3.

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

Leeds to receive £1,314,684 to provide long-term accommodation and support for people who sleep rough or at risk of sleeping rough as part of the Government's Everyone In plan to provide safe homes for vulnerable people during the pandemic.

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

31 October 2020

The Prime Minister announced a four-week national lockdown to begin Thursday 5th November. People will be required to stay at home and only leave the home for limited purposes including education, work (if you cannot work from home), for exercise or outdoor recreation with your household/support bubble or one other person from another household, for medical reasons, to shop for food and essentials, or to provide care or volunteer. Non-essential shops, leisure and entertainment venues will close and pubs, bars and restaurants must close with the exception of takeaway services. Shielding will not be reintroduced. West Yorkshire leaders have confirmed that the region will no longer enter Tier 3 on Monday 2nd November, and will remain in Tier 2 until the national lockdown begins.

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

The Coronavirus Job Retention Scheme (furlough scheme) will be extended until the end of November, with workers able to receive 80% of their salary for hours not worked, up to a maximum of £2500. In addition, mortgage holidays will no longer end from 31 October, with further information to be announced.

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