LEEDS STRATEGIC RESPONSE & RECOVERY PLAN – Coronavirus (COVID-19) – October 2020

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

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

- Responding to the virus and its effects, safely lifting lockdown, preventing and managing local outbreaks to minimise the spread of the virus and implementing the latest national and local guidance.
- Living with the virus in the population, where social distancing has to be maintained, engaging the public in following advice from the NHS Test and Trace service, including maintaining social distancing, wearing face coverings where required, practising good hand washing and accessing testing and self-isolating when required.
- A new normal, most likely once a vaccination is available, using the considerable learning that has taken place during the pandemic to build resilience to any future disease outbreak.

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

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

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

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

Objectives:

- Continue to minimise the effect of the pandemic on the health and wellbeing of the city, especially the most vulnerable, and integrating services to achieve this. Proactively responding to the latest available intelligence to target support where it is most needed and prevent further spread of the virus, within the constraints of the available resources and powers;
- Ensure the provision of essential services, focusing on individuals, families, communities and businesses most affected, whilst encouraging communities to provide support themselves and be actively engaged in the part they can play;
• Work to minimise the effect of the pandemic on the local economy, resuming economic and social activity safely and effective with social distancing measures in place, in line with national guidance and advice and enabled by effective social distancing, hand washing, wearing of face coverings and contact tracing through the NHS Covid-19 app and QR code system.
• Ensure our recovery and renewal is underpinned by our City Ambition’s three pillars - Inclusive Growth, Health and Wellbeing and Climate Change.

Whilst social distancing remains key for public health reasons, the overall framework that we are using to lift lockdown is to test, trace and manage outbreaks and community transmission to enable:
• **Safe travel** ensuring the safe use of highways and public transport and encouraging active travel where possible.
• **Safe public spaces** with physical distancing in communities, district centres and the city centre.
• **Safe delivery of services** including health and social care, as planned surgery increases, and other public services.
• **Safe education** as more children and young people attend schools, colleges, universities and nurseries.
• **Safe working** with physical distancing in workplaces and coordination between large employers to avoid peaks of movement.
COVID 19 - Leeds Multi-Agency Arrangements

Existing governance

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

Individual agencies

- Gold Organisational Leadership Teams
- Silver Organisational Groups
- Bronze / Task and Finish Organisational Groups

Date: 13/10/20

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

National

Outbreak Control Board
Chair: Council

Gold Health and Social Care Group
Chair: NHS Leeds CCG

Gold Leeds Strategic Co-ordinating Group
Chair: Council

Local

Health Protection Board
Chair: Council

Silver Communication Group
Chair: Council

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

Silver Economy & Business Group
Chair: Council

Silver Infrastructure & Supplies Group
Chair: Council

Silver Communities Group
Chair: Council

Bronze / Task and Finish Groups
Care Homes; Impact on provision of healthcare services; Returning to Public Spaces; Returning to City Estates; Shielding; Citizens and Communities; Supporting the Financially Vulnerable; Food Provision (Planning); Domestic Violence and Abuse; Street Support Improvement Board; Volunteering; Reopening Education Settings (nurseries, primary, secondary); Universities & Colleges; Testing, Tracing, Outbreak Planning; Third Sector Resilience; Events.
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<th>Action</th>
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| **1. Local Outbreak Management** | Ensure effective prevention and management of transmission of COVID-19 through the Leeds COVID-19 Outbreak Control Plan, building on existing robust outbreak management arrangements, and providing support to the national Test and Trace programme. | Victoria Eaton | • The Outbreak Management Board and Health Protection Board continue to provide oversight of the implementation of the Leeds COVID-19 Outbreak Control Plan.  
• Weekly incident management team meetings taking place to review the latest data and intelligence and coordinate response to any incidents or outbreaks in educational, workplace or care settings or in the community.  
• Extensive work with universities has taken place ahead of and during the new university term to share data and intelligence and ensure support is provided to university students and to monitor any impacts on local communities.  
• Temporary test site established at Mandela Centre in Chapeltown and later relocated to Cinder Moor on Woodhouse Lane to provide back-up testing capacity to key workers who are unable to access testing through the national testing portal. The Mandela Centre is being used to provide targeted testing in the local community.  
• Incident Management Coordinators are now in place and have provided support to Environmental Health in undertaking visits to licensed premises, and supporting community engagement around the Mandela Centre test site.  
• Regular submissions to government to update on enhanced actions taken to address increasing rates of transmission and to push for key asks, including more support for local testing and tracing, and a more compassionate approach to restrictions to allow some outdoor social contact. |
| 2. Health & social care | | | |
| 2.1 | Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal | Health & Social Care Gold (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley) | • The city has been working together to prepare for winter. This is overseen by the Stabilisation and Task Force who report into Health and Social Care Gold who have assumed the responsibility of the System Resilience Assurance Board in planning for winter.  
• In response to the Outbreak Management Plan, the group considered the need to enhance communications, particularly to young people who may not recognise the potential implications of community |
with the anticipated pressures in the system effectively.

- The impact of staff availability and concern around workforce was discussed. It was acknowledged that there had been an impact on both care homes and primary care; however the situation was being managed.
- Health & Social Care Gold fully supported the proposal to set up a resilience hub for staff working in health and care organisations across the ICS. The hub would support staff with high end needs such as PTSD and would not duplicate other psychological support already in place.
- The role and remit of Gold Command was considered, and whether the required assurances were being received. Further assurance was required in relation to flu arrangements and the key milestones and progress against them for key groups. This was agreed and would be presented on 5 October 2020.
- It was agreed that scenario planning of potential winter / flu/ COVID interactions and how they escalate (or not) would be useful to support the agreement of actions in the winter plan and could be based on a person centred approach and better use of intelligence.
- There had been a step up in activity at LTHT, with ED attendances higher in August 2020 than 2019. Clarity was needed on admission avoidance activities across the city and how these were continuing to be communicated and actioned. There was national pressure to increase elective work however it wasn’t possible to return to previous levels and remain Covid secure.
- Recognition that routine testing of care homes was taking up capacity and that it was important to be assured by care home infection control. It was noted that it was clear from the winter plan that the demand for data would increase and there was a struggle with the administration requirements from care homes in relation to the capacity tracker.
- The Stabilisation and Reset Group continued to provide assurance to Health & Social Care Gold through the overall monitoring of information and escalating any issues or concerns and what is being done to address these.
| 2.2 | Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services | Leeds continues to take a system-wide approach to Health and Social Care. The aim being to manage the constraints around the stabilisation and reset of services collectively. This has included discussions on the following areas by the Stabilisation and Reset Group. In September:  
• StAR focus on organisational preparedness for local outbreaks and refreshment of workforce plans.  
• Digital involvement for the future and the work around digital integration and workstreams looking at the priorities for digital at city level inc a response to the Healthwatch report on Digital Inclusion  
• Discussion on the ongoing wider regeneration of estates in Leeds.  
• Impact of increased A&E attendance for LTHT  
• Progress update on flu arrangements following national guidance published 5th August and an outline of expectations.  
• Development of a focus and milestone tracker to enable the tracking of key StAR deliverables and aid in providing assurance to Health and Social Care Gold from late October onwards.  
• Weekly focus on the current Leeds outbreak control updates.  
• A focus on children’s services to ensure that consistent messaging to schools and parents/guardians is embedded through a range of comms messaging.  
• Provided assurance to the West Yorkshire and Harrogate ICS on two occasions in response to the Phase 3 planning requirements.  
• Focus on providing assurance to Health and Social Care Gold in terms of flu and winter planning.  
• Input from Healthwatch Leeds and the work around People’s Voices that looks at bringing together the voices of people to inform how we communicate with them, ensuring the accessibility of information and linking the work around digital inclusion and digital barriers people may face.  
• Work on winter preparations and the development of a new command and control structure and decision management tool.  
Stabilisation and Reset communications:  
• Communications Strategy agreed, which includes areas such as: |
3. Infrastructure and supplies impact

| 3.1 | With internal partners, relevant authorities and agencies to ensure a coordinated and well communicated approach to returning the city to business as usual in a safe and managed way. | Gary Bartlett | • The return to school in early September went well with all agencies working together to remedy any issues. Advice being given is to highlight school transport issues to the Combined Authority.  
• A new weekly ‘City University Collaboration Taskforce’ has been established with attendance from all six Leeds Universities, public health, LCC communications and the West Yorkshire Police, to support the safe return of students to the city. Chaired by Leeds Beckett.  
• Issued a joint statement with the Universities and Cllr Blake welcoming students to Leeds and outlining their responsibilities.  
• Continue to work to ensure that the student voice is heard and to bring out the positive contributions that students make to the city. |
- Work with the Universities and Voluntary Action Leeds to explore the possibility of a 34th community hub for the student community.
- 14 trial School Streets have been introduced to support and encourage more sustainable approaches to travel to school and reflecting the increases in physical activity that took place during the lockdown period.
- The second phase of the School Streets trial initiated, which will engage a further two schools.
- To accommodate the upsurge in cycling (witnessed during the COVID 19 pandemic) a package of both long stay and short stay cycle parking is being progressed.
- Buses returned to two way operation on the Headrow from 4th October, allowing some cross city services to return.
- Second round bids for £225 million balance of the Emergency Active Travel Fund were submitted to the DfT during August and a decision is still awaited.
- The Elland Road park and ride site, including the car park extension which increases the provision of the site to 1,350 spaces, opened on 24 August running on the regular pre-Covid timetable
- Temple Green continues to be used as a regional testing site with no current plans to change this.
- Work on Stourton Park and Ride continues to progress well.
- The Lofthouse interchange works have been completed thanks to some good work with partners.
- The availability of rail and bus services including ERPR will be dependent on the retention of Government funding for public transport services in the forthcoming months as and when any further local restrictions are imposed.

3.2 Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services

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<td>• Adjustments have been made to accommodate changing requirements from schools, including adjusting our menus and how the service looks and operates at lunchtime to accommodate bubbles and different school day structures. Daily hot grab bag meals are in place for 95% of the schools we service, and arrangements are in place to ensure that</td>
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|   | children required to self-isolate at home still have access to school meals.  
- Plans in place for delivering full service to all schools that we clean. The service has run throughout the pandemic and has adjusted its methods to ensure that the required level of cleaning is in place for all schools’ individual requirements to help prevent spread of the virus, including carrying out additional deep cleaning where required.  
- No current impact to any supply chains running into CEL although meetings are being carried out with all main suppliers to ensure continuity of supply and product availability.  
- PPE Stock levels remain excellent.  
- Significant increase in the number of orders being received from services across the council and many primary schools.  
- The first deliveries of DHSC stock have started to arrive in to the central storage facility, with distribution commencing from week beginning 12 October.  
- Communications are being coordinated by Adults and Health which will go out to a wider group of services including the third sector, who will be able to access PPE free of charge.  
- Due to the need to hold and distribute significantly more stock than ever before, the central storage facility relocated to Waterside.  
- The uptake and feedback from domiciliary care staff on the new approach to training has been well received. Further changes to National Guidance have been circulated to all staff and the PPE grid has also been updated. |
| 3.4 | Work with partners to ensure arrangements are in place for providing food to the vulnerable, and ensure these arrangements can be scaled up if required. | Lee Hemsworth |
|   | The warehouse has now been stepped down and closed as part of the planned transition to new food provision arrangements since demand reduced and the advice to shield was paused.  
- The Community Care hubs in partnership with their food providers, including FareShare, have transitioned to the following arrangement to maintain food provision:  
- The provision of bigger premises (until the end of October) for FareShare to ensure they can meet demand. This time allows FareShare to secure larger premises on a more permanent basis. |
• The provision of additional volunteers to work at FareShare to pack food bags and parcels. They will work 5 days per week to ensure enough supply is packed for delivery to the Community care Hubs.
• All Community Care Hubs now have arrangements in place for food supply from their own suppliers, or have signed up to receive bulk or pre packed food from FareShare.
• These arrangements will be kept under review to ensure that they continue to meet demand and are able to stand up to any increases as a result of a local lockdown.

4. Business and economic impact

| 4.1 | Ensure effective liaison with business and provide relevant advice or support where possible, including access to government grants, and continue to focus on our longer-term economic recovery approach centred around the need to Respond, Reset and Renew and Build Resilience. | Eve Roodhouse | Economic Recovery:
• The proposed Leeds Economic Recovery Framework will be considered at Executive Board on the 21st October.
• The West Yorkshire Economic Recovery Plan was published in August, setting out actions for a locally-led recovery that builds on the region’s strengths and puts in place measures to support jobs. A submission was made to the Comprehensive Spending Review to seek funding to deliver the plan.
Administration of Government Grants:
• £154.1m paid in Business Support grants under the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund via 12,584 grants as at 30th September 2020. The scheme is now closed.
• £6,624,440 paid to 715 businesses through the Local Authority Discretionary Grant Fund as at 30 September 2020. This scheme is now closed.
City Centre/Tourism:
• The introduction of new national and local restrictions has resulted in a decrease in footfall for the city centre. Hospitality businesses have reported a significant drop in trade since the introduction of the 10pm curfew. Discussions are ongoing with the sector and with central government to seek amendments to the curfew and / or additional support.
• Work has continued to support the reopening and recovery of the city centre, including maintaining and updating the Covid signage in the city centre, processing temporary street café applications, and the ongoing |
pedestrianisation of Call Lane. Detailed discussions have taken place with government regarding the drawing down of Reopening High Street Safely (RHSS) funding. The Briggate Pop-up Park – funded by RHSS - has been a successful intervention. Weekly calls with the retail and hospitality sector continue to provide essential intelligence on the performance of key sectors in the city centre.

- Visit Leeds has completed the first phase of its #RediscoverLeeds campaign, which was targeted upon a local day visitor market, encouraging local people to rediscover and reconnect with the city. Campaign results for the first activity show a 200% increase in visits to the Visit Leeds website and 200% increase in page views. A second phase of activity is planned for later this autumn focusing on the ‘Winter Season’ supporting our food and drink industry and cultural organisations.

Culture:
- An application to the Arts Council’s Kickstart Cultural Capital Scheme for £1.8m to support Leeds Playhouse has been submitted, and the outcome will be known in November.
- A second cultural and creative sector survey is being considered, to evaluate how far Leeds’ creative sector has benefited from the government’s sector support funds and to assess ongoing sector support needs.
- Development of a cultural sector recovery plan is underway with defined asks to central government to help support the return to sector resilience and growth.
- The council has continued to support Leeds creative sector and creative engagement, and through lockdown, a 100% of funding of the arts@leeds funding programme to 42 organisations totalling £1.8m has been maintained.
- Leeds Inspired grants have been awarded to 33 organisations amounting to £38,400 to date; including support to deliver a broad range of online creative activities to engage people in their homes.

General Business Engagement and Support:
- Digital Enterprise were invited to a showcase event organised by the Ministry of Housing, Communities and Local Government to demonstrate
best practice in the delivery of business support. The programme team received glowing feedback from the Ministry and has been invited to apply for further funding to meet the ever increasing demand for support by small to medium sized enterprises (SMEs) based in the region.

- Regular calls have been put in place with ‘Key Account businesses’ which includes 100+ key businesses across the city. Hosted by the Leader and CEO key areas of discussion include ongoing impact of COVID-19 and impact of EU Exit.

- Recognising the urgency for start-up support, the MIT REAP team have developed an online platform ‘ide@’ which hosts the ‘LEAP’ the e-learning course, event programmes and information from across the innovation ecosystem. The community now has over 200 members, 70% of members are budding entrepreneurs or current business owners/founders. Resources have been crowdsourced from over 20 different partners in an effort to make information and support accessible for a growing number of people who need it. BUILD our new accelerator concept has been procured and will provide hands-on support to turn BIG ideas that can solve a global challenge into scalable global business propositions. A proposal was submitted as part of the Comprehensive Spending Review, outlining the full MIT REAP programme with an ask for further funding to scale up activity and reach across the region.

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<th>Connecting communities to jobs and skills</th>
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<td>• The <a href="#">Employment and Skills Leeds</a> website signposted individuals to support with over 6,704 visitors and 33,000 views of the Employment, Learning and Apprenticeships Hub pages and live vacancies from July to the end of September.</td>
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<td>• From April to September, 1,788 people were supported into work including 127 Apprenticeships. 56% of those securing work live in neighbourhoods experiencing the highest levels of poverty, 36% self-identified as BAME and 9% declared a physical disability or long term health condition, including poor mental health.</td>
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<td>• From April to September, 902 people were supported to complete courses to improve their skills. 57% of learners lived in neighbourhoods with the highest levels of poverty, 51% identified as BAME and 28% declared a physical disability or long term health conditions, including poor mental health.</td>
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The service has engaged with over 130 businesses new to the service and has over 1,500 individuals on tailored employment support programmes and a further 2,831 adults enrolled on 169 skills courses delivered online.

In response to the Department for Work and Pensions Kickstart Scheme which launched September, the service registered as a Kickstart Gateway to support businesses to offer a 6 month paid placements for young people currently on Universal Credit and at risk of long-term unemployment. 56 businesses have registered with an anticipated November start date.

The Levy Match Leeds service has launched to boost apprenticeship numbers. The web platform enables large levy payers to transfer funds to SMEs to support an apprenticeship.

The Employment and Skills Task Group is developing the local offer and partnership delivery arrangements, which will be widely promoted.

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<th>5. Citizens and communities impact</th>
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| 5.1 Monitor community tensions and providing community reassurance through regular channels e.g. faith and community leaders, responding appropriately when required. | Shaid Mahmood | Following the latest local lockdown measures, Officers in the Community Team have worked on two approaches to clarifying regulations and guidance from government around funerals specifically and then more generally around attendance at places of worship and ‘lifecycle’ events such as baptisms, headstone settings and scattering of ashes due to a large number community enquiries. We are working with the press team and officers across Communities Team on a communications approach for these.

Community tensions monitoring continues with close attention to the issues in the city, involving partners across statutory and voluntary sector. Reassurance messages and clear guidance has been offered throughout. Community voices have been supported to amplify messages to key groups.

As a result of the Asylum Seeker system being under severe pressure during COVID-19, three hotels have now been commissioned to provide accommodation in Leeds. Good partnership arrangements are in place between the Migration team, Mears contractors, West Yorkshire Police and hotel management. Proactive daily visits are being made to the hotel by Police community safety officers. Ongoing monitoring of |
| 5.2 | Ensure effective liaison with the third sector (VCFS organisations) to understand impact and provide advice and support to ensure a coordinated and safe approach to the use of community capacity. | Shaid Mahmood | • A wide range of VCFS organisations are engaged in support of the work on the Outbreak plan. Recent activity has been focussed on working with organisations supporting young people in order to tailor engagement and communications with the under 30’s demographic, coordinated by Forum Central and supported by Young Lives Leeds.  
• Implemented review of the volunteer hubs.  
• Hubs funded until the end of the calendar year using funds allocated to the Council from DEFRA.  
• VAL have recently secured funding from the National Lottery and Leeds Community Foundation for two new projects – the first focussing on providing training, support and capacity building to volunteers and volunteer managers; and the second looking to further develop approaches taken during the pandemic to working with communities in two areas (working in partnership with New Wortley Community Centre and Slung Low) to share learning more widely. Both will run from Oct – Mar 2021.  
• The ongoing impact of the pandemic on the resilience of the third sector continues to be a priority, with VAL working with local and regional partners to launch a second round of the resilience survey to gather a more up to date picture as to how organisations are managing. The survey closes on 9 October and detailed analysis is being supported by colleagues from the University of Leeds.  
• The Volunteer Centre Leeds continues to be fully operational with VAL operating on a virtual basis, and good outcomes in matching volunteers to opportunities.  
• A new volunteering platform for the city, (using the Be Collective volunteering system), will be launched in early October as part of the re-launch of the Doing Good Leeds website. |
| 5.3 | Recognising the community understanding role of Councillors, ensure appropriate information is provided. | Shaid Mahmood | • Frequent updates and calls to councillors continued on national and city-wide key messages, and on local concerns.  
• Local liaison with councillors on the restarting of services. |
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<th>provided to elected members to enable them to support the community in their wards.</th>
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<th>• All the city’s community committees have held virtual meetings. The Community Committee Chairs Forum agreed to continue virtual meetings for the autumn cycle and invite council and partner services to provide their updates on local issues.</th>
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| 5.4 | Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate. | Lee Hemsworth | • The Coronavirus helpline was established at the beginning of lockdown to provide help and support to those who were in need and vulnerable. Whilst in operation the helpline took well over 20,000 calls and, along with the Local Welfare Support phone line, over a 23 week period, recorded over 19,400 enquiries. These resulted in almost 25,000 referrals for services such as food parcels, help with shopping, medicines and essentials, help with fuel, shielding/self-isolation support and welfare checks.  
• Calls to both helplines has decreased significantly since their introduction with weekly calls now at just over 100. Given this, the Coronavirus helpline is now ‘ported’ automatically through to LWSS who now provide the support. This allows the Community hub and Library staff to return to their normal roles. The porting of calls will remain in place until the end of November at which point a message will be placed on the Coronavirus helpline asking callers to redial to LWSS. This will be in place for up to 12 months.  
• In the event of any future lockdown that leads to a significant increase in demand, additional Customer Service Officers are being trained and provided with access to the contact centre technology so they can support LWSS if and when needed. This will remain under constant review to ensure the service is able to stand up to increased demand. |
| 5.5 | Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision | Tony Cooke/ Lee Hemsworth | • Government advice to shield at home remains paused, despite increasing transmission rates, though the expectation is that if infection rates increase or if there is evidence that transmission is reaching people who are clinically vulnerable, a return to shielding advice will be needed in the short term.  
• Through September, targeted communications have been sent to people in the shielding group to ensure that they are aware of increasing rates and to follow the guidelines closely. |
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<th>5.6</th>
<th>Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus e.g. domestic violence, rough sleepers, release of prisoners, managed approach, NRPF.</th>
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|     | • Work is underway to review how shielding support was delivered both nationally and locally in the first wave – to ensure that we have a more tailored, person-centred offer in place if advice to shield at home is reissued. This includes an emphasis on access to food, rather than food deliveries, a focus on what can be done safely and how, a focus on physical, mental, emotional and social wellbeing and a two way contact strategy so that people in the shielding group can ask questions and get nuanced answers, tailored to their individual situation.  
• We are still awaiting the Framework and funding arrangement from MHCLG to finalise the infrastructure and support that we will have in place should it be required.

|     | • Through a partnership approach we continued to support people out of emergency accommodation into more settled accommodation, this has resulted in a reduction from 240 people in emergency accommodation at the peak of the pandemic to 80 individuals up to 7th October, of whom 55 are in commercial hotels. 279 people have moved into settled accommodation as a result of the emergency Covid-19 response. An outbreak plan has been prepared for the population currently in emergency accommodation and for those who are still presenting on street.  
• Revised COVID measures for the Managed Approach to street based sex working remain in place, with work across the partnership to support street based sex workers, with a focus on support in accommodation where possible. It is believed that most women on the cohort continue to refrain from street sex working although there has been an increase in such activity since lock down restrictions imposed in March were eased. Those whom continue to undertake such activity are being engaged and supported dynamically by police and council officers as appropriate. Safer Leeds continue to work closely with police, public health and commissioned services in relation to any future developments to the strategy arising as a consequence of public health guidance and regulations. |           |
Reported domestic violence and abuse incidents have significantly increased during the summer months. Whilst recent weeks have seen a slight reduction the volume of incidents reported, the level continues to be above the average weekly 2019 levels and the number of high risk cases coming to the Front Door Safeguarding Hub weekly case load is now approximately 75 cases. There continue to be concerns that further lockdown restrictions may impact on the number of domestic violence and abuse incidents. This is being monitored on a weekly basis and partners are working collaboratively to maximise capacity at the Front Door Safeguarding Hub.

The Safer Leeds Executive has agreed the shadow arrangements for the new statutory Domestic Violence and Abuse Local Partnership Board, as outlined in the Domestic Abuse Bill 2020. The inaugural meeting will take place in early October to support the development of a local response to the new duties in the Bill. Early government guidance indicates the new duties will become law from 1st April 2020. The ambition is to ensure Leeds is well place to strategically respond to the new duties for DVA including developing a needs analysis, strategy and commissioning local services in accordance with new government guidelines.

Ensure that vulnerable children and young people are safeguarded as far as is possible during this pandemic, as services adapt to new ways of operating.

The number of children required to shield due to being ‘extremely clinically vulnerable’ to Covid-19 has reduced by 368, from 1400 children initially identified.

Schools and colleges are being supported to make the safest and most appropriate decision for each pupil in line with medical advice and guidance. This could be a return to school or college in a safe ‘bubble’ following an individual risk assessment, or remaining at home (with arrangements for home education).

The social work service has continued at full capacity throughout the Covid-19 period. Visits to vulnerable children have primarily been face to face with a mix of virtual/online contacts and phone calls. Contingency plan in place to ensure staff can be flexibly deployed to cover any gaps that have arisen as a result of illness, shielding or self-isolation.
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<td>Supporting the safe return of pupils to classrooms from September including supporting schools with risk assessments to ensure Covid-secure compliance, and supporting outbreak management arrangements.</td>
<td>Schools and pupils have adapted very well to the new circumstances and school leadership teams are working hard to keep pupils in school. The majority of pupils remain in school, with around 5% self-isolating at home and learning remotely. Attendance figures for Leeds pupils reflect the national average. Schools and colleges are responding to high numbers of mainly individual cases of Covid-19 and receiving advice and support from the Schools Health, Safety &amp; Wellbeing Team, Health Protection Team, Department for Education national helpline and Public Health England to take the appropriate steps to minimise the disruption on other pupils and staff, including contact tracing. There has been an increase in applications from parents to electively home educate children. Up to 18th September the EHE team had received 78 notifications from parents, compared to 32 last year.</td>
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- Whilst practitioners have largely been home based, they have continued to respond to the needs of their communities and have continued to undertake home visits. This has included some clusters and all Early Help Hub staff including Early Help Practitioners, the police and the DV, Substance Misuse and Mental Health Practitioners.
- Allocations panel (to allocated targeted services) taking place twice a week to ensure a responsive approach to meeting the needs of vulnerable children and families. Positive feedback received from referrers who appreciate the quick turn around and decision making.
- Signpost, MST, Futures, RES and Family Action continue to support families using a combination of face to face and virtual strategies.
- Food networks established in each area of the city (West, East and South). In terms of sustainability the respective Hubs have partnered with 3rd sector organisations to ensure the needs of communities are met – see section 3.4.
- Virtual therapy sessions have taken place within clusters to ensure a continued offer to children.
- Cluster Practice and Progress meetings have continued weekly, virtually to support clusters in thinking through more complex family needs.
| 5.9 | Establish a hardship fund in line with government guidance and to meet local need | Victoria Bradshaw/Lee Hemsworth |

- A Remote Learning Task Group has been established with members from the Learning Improvement Team and representatives from schools to ensure all schools are aware of Government guidance and expectations around remote learning; to clarify advice about the live streaming of lessons; to ensure all schools have an on-line learning platform and to support them in this; and to quality assure the remote learning provision available, with a view to disseminating good practice.
- A package of resources is being developed to support vulnerable learners using Department for Education resources to promote children and young people’s wellbeing, resilience, and recovery in response to Covid-19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support.
- Secondary school improvement advisers are currently contacting all heads of LA maintained secondary schools in September to gain an overview of the trends evident in this year’s exam results and to discuss the school’s recovery curriculum.
- Primary school advisers are in contact with Primary School Learning Alliances to gain an understanding of priorities for curriculum and school development. ‘Families of Schools’ meetings are currently taking place.
- Educational Psychologist colleagues are developing the ‘Implementing Wellbeing for Education Return’ package of resources from the DFE, so this can be delivered as training into schools and colleges reflecting local needs and resources and embedding within Leeds systems and practice.

### 6. Organisational impact

- As at 12th October a system is live to process applications for self-isolation payments. This is a £500 one-off payment to people on low-income who are asked to self-isolate through the national Test and Trace system but who cannot work from home. A discretionary scheme will also be introduced for those who are experiencing financial hardship as a result of being asked to self-isolate but who do not meet all the required criteria to apply for the main award.
### 6.1 Ensure joined-up cross-departmental approach to Coronavirus (COVID-19) response within the council, within the context of the recovery phases

<table>
<thead>
<tr>
<th>Neil Evans</th>
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<td>• This Recovery and Resumption Plan is being used to ensure a coherent and consistent response which ensures corporate compliance with national guidance. The plan is reviewed regularly and updated accordingly. Chief Officers are being engaged with frequently so that everyone is clear about roles and expectations and to ensure a consistent approach is taken.</td>
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### 6.2 Leading on council-wide discussions to secure resumption of majority of services in a new operating environment, without impacting on essential service provision

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<th>Nicole Walker/Andy Dodman /all chief officers</th>
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| • Much of the planned service resumption has now been completed, in consultation with trade unions. Risk assessments for services that have resumed activity are in the process of being reviewed and updated.  
• Merrion House and Civic Hall have been made Covid secure, with capacity for 750 spaces including a booking system, building inductions and video tours created.  
• Following Government advice that people should work from home if possible, staff and teams are being supported to work from home unless they are unable to do so effectively, in which case they are being supported to work safely from a Covid-secure office space.  
• Current demand for workspaces in offices is very low.  
• ‘Home spaces’ in Merrion House and Civic Hall have been allocated for all city-centre-based teams.  
• Collaborative working spaces established for safe team working; plans to create new spaces are currently on hold.  
• The workspace and collaboration space booking app continues to be developed and now covers ten sites.  
• The third Wellbeing Pulse Survey is due to be launched at the end of October. |

### 6.3 Identify council service budgets which may require additional financial investment or underwriting the loss of income as a result of reduced income or increased expenditure. Consider requesting additional support from government and the most effective use of funding received from central government.

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<tr>
<th>Victoria Bradshaw</th>
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<td>• The Financial Health Monitoring Report and the MTFS elsewhere on this agenda cover the financial position for the Council and the action taken to date to address the budget gap.</td>
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### 6.4 Ensure regular engagement with council contractors and suppliers to identify any

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<th>Victoria Bradshaw/Commissioners</th>
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<td>• Liaison across services taking place with contractors and providers so that issues can be captured and responded to.</td>
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potential impact or risks to contractor performance.

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<th>6.5</th>
<th>Track impact on council workforce affected by Coronavirus (COVID-19), including a period of staff absence, staff welfare, workplace conditions, intervening and issuing regular up to date guidance as required, so that managers can support individual members of staff.</th>
<th>Andy Dodman</th>
</tr>
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</table>
|  | • National advice and support is communicated to suppliers to ensure that a consistent message is circulated. | • The number of staff absent from work due to Covid-related ill health, self-isolation or shielded/vulnerable worker categorisation is now around 150, compared to over 1,600 staff at the start of April. There has been a slight increase in absences since the last update to Executive Board, but the situation does not currently reflect the significant increase in transmission in the city. Workforce absences continue to be closely monitored.  
• A collectively agreed framework has been agreed and implemented to safely and expeditiously support shielded/vulnerable workers back to the workplace. This adopts a risk-based approach with support from Occupational Health. Training has been delivered to managers to complement the process. Reviews of personal risk assessments are being undertaken with staff who are clinically vulnerable to Covid-19 or were previously shielding.  
• Collectively agreed frameworks have been developed and implemented to support staff who display symptoms or work with those that do. This adopted approach is able to respond quickly and positively to any suspected Covid-19 cases.  
• Weekly bulletins continue to be shared with 2,500 managers to update on the above, and to promote the resumption and recovery process. | |

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<th>6.6</th>
<th>Work across the City as a whole to lead and coordinate the delivery of the necessary Digital and Information solutions to underpin a ONE City approach to Digital and Information.</th>
<th>Bev Fisher</th>
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|  | • Prioritise use of available resources to maintaining availability of critical communication and IT systems with more permanent working from home.  
• Rapidly developing new solutions to enable new ways of working for services  
• Prioritise intelligence resources to combined data as appropriate and provide new | • Equipment to support staff working from home continues to be provided from our Apex site with over 11,000 items provided. Recent advice to work from home where possible has resulted in a new spike in demand.  
• The Microsoft Teams pilot continues reducing pressure on Skype services and supporting better collaboration through video meetings. This is ahead of a wider Council move to Teams and other Microsoft 365 products which will take place in the coming months.  
• The workspace and collaboration space booking app continues to be developed and now covers ten sites.  
• IG policy changes made at start of Covid are being reviewed to assess what is applicable to now retain. | |
| 6.7 | Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to: | Simon Foy | Co-ordinate intelligence to support and link to existing arrangements in H&SC system.  
Ensure forward-looking analysis to assess emerging economic, labour market and social impacts.  
Range of individual thematic and policy updates shared across the group and a weekly headline summary report established.  
Reporting to SCG Gold is has now returned to fortnightly reflecting the changing situation. |
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|   | • Share key analysis and headlines;  
• Identify gaps in data and analysis;  
• Share capacity and resources;  
• Provide common/consistent feedback on intelligence issues. |   |   |
| 6.8 | Assess the impact on events planning and management to understand implications. | Nigel Street | SAG (Safety Advisory Group) documentation revised in alignment with current COVID guidance ('Event Notification Form', 'COVID 19 Supporting Information for Event Notification Forms', and 'Outdoor Events – COVID 19 Briefing Note').  
The S-SAG (Strategic Safety Advisory Group) met and considered measures required to assess events within or in close proximity of COVID 19 'clusters' or 'hot spots'. The outcome was to convene a 'Future Events Group' to meet weekly (each Wednesday) to assess events that might present a threat to public health.  
The 'Future Events Group' commenced weekly meetings 27 September and has the required representation including Environmental Health, Public Health and West Yorkshire Police along with other service/agency representation as required. Several events have been assessed (i.e. compliance with current Government regulations/restrictions) with most deemed COVID Secure, others requesting that their plans and arrangements are amended and re-submitted to the Group for re- |
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<td>6.9</td>
<td>Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the current context in responding during the recovery.</td>
<td>Mariana Pexton</td>
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<td></td>
<td><strong>The Resilience &amp; Emergencies Team (RET) continue to monitor and maintain the Annual Review process for each of the 82 Business Continuity Plans (BCPs) currently implemented for LCC’s critical services. The Directorate Resilience Groups (DRGs) manage any escalation where BCPs are overdue Annual Review. DRGs play a lead role in ensuring their directorates response and recovery roles and responsibilities reflect operational practice and required capabilities in a range of emergency plans including the Emergency Management Plan (EMP). This also includes maintaining up to date contact lists particularly for contact out of hours. DRGs are reviewing learning from the initial COVID response to inform revision of business continuity and emergency plans and arrangements. Assurance regarding internal control is provided via the ‘Annual Business Continuity Report’ to the Corporate Governance &amp; Audit Committee due in December. Quarterly updates for the Corporate ‘Standing’ Risks’ LCC 1 City Resilience and LCC 2 Council Resilience provide an overview of current threats and hazards facing the council and city and the mitigating actions being taken.</strong></td>
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<td>6.10</td>
<td>Ensure that governance issues are considered and adapted for a range of scenarios for continuing member and officer business during the recovery phase whilst also ensuring good governance.</td>
<td>Andy Hodson</td>
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<td><strong>Having met as working groups, Community Committees will commence formal remote meetings in the next cycle of meetings late October/early November.</strong>&lt;br&gt;<strong>All other committees operating a routine meeting timetable.</strong>&lt;br&gt;<strong>Testing of Hybrid Committee meetings have been scaled back due to work at home advice from HM Government. However development of protocols are still being progressed.</strong>&lt;br&gt;<strong>Member Surgeries remain remote with guidance available to Members.</strong></td>
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<td>6.11</td>
<td>Ensure that our arrangements for death management are handled appropriately and sensitively in line with guidance and excess deaths plan and policy.</td>
<td>James Rogers</td>
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<td><strong>The Waterside site is currently in a mothballed state but could be operationally ready within 48 hours if activated. This has changed from 3 hours to 48 hours as the site is now being used as a storage facility for PPE. We are confident that our capacity planning arrangements are robust enough that 48 hours is sufficient. Links remain with partners for capacity planning, reported weekly each Monday. Should capacity start to reach levels of concern more regular reporting will be introduced. Daily monitoring continues for any upward trends in cases,</strong></td>
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hospital admissions and deaths. We are starting to see an increase in hospital admissions and there is a very small increase in the 7-day average for Covid19 death registrations.

- Up to 15th October there were 688 deaths where ‘Covid-19’ or ‘coronavirus’ was mentioned on the death certificate. Of these, 380 (55%) were in hospitals, 270 (39%) were in care homes, 13 (2%) in a hospice, and 25 (4%) in their own home. To date, 17% of all deaths registered have been Covid-19 related.
- Current government guidance states that a maximum of 30 can attend at any given venue for a funeral service provided that it is of a sufficient size to sustain 2 metre social distancing. The council has chapels at its three crematoria and in two cemeteries, however the venue size restricts the attending to meet this guidance with 14 at Lawnswood/Cottingley, 18 at Rawdon, 20 at Hunslet and Armley.

7. Media and communications

| 7.1 | Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate. | Donna Cox/Danni Clayton | Media enquiries have increased significantly following the introduction of new restrictions in Leeds and the return of schools and universities.

- September’s media enquiry figures were more than double those received in August and triple those for September last year.
- This is the highest number we have received since the pandemic began
- Coronavirus accounts for 60% of all media enquiries received in September.
- Press conferences and interviews are taking place on request and around major announcements. |

| 7.2 | Effective liaison and engagement with Public Health to promote communication and information sharing with key services (such as, Schools, Waste services, Higher/further education institutions, Health sector, Social care, Third sector, Faith organisations/leaders etc), the public and workforce. | Donna Cox/Danni Clayton | Regular programme of proactive communications continues

- Targeted communications provided to residents of cluster areas to inform of local test sites and push preventative messages.
- Targeted communications to key audiences including young people – resonating key messages, relevant channels and influencers/partners.
- Translated resources shared on LCC coronavirus webpage and with key partners.
- The GovDelivery bulletin continues to provide residents with the most recent advice and information in relation to Covid-19, local restrictions and accessing services. The 2 October newsletter was delivered to 114,334 residents and had an open rate of 35% and a click rate of 7%. |
| 7.3 | Regularly update key stakeholders across the council and city, in particular, elected members and MPs, CLT, BCLT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc. | Mariana Pexton | • Regular communications to key stakeholders remain in place, including frequent updates and calls to elected members and MPs.  
• Communication streams being used to support outbreak management including pushing key messages to the general public as well as target communities.  
• Weekly updates provided to Government on our enhanced outbreak management work. |