

LEEDS STRATEGIC RESPONSE & RECOVERY PLAN & RISK LOG: Coronavirus (COVID-19) – February 2021

The framework for this Response & Recovery plan has remained broadly the same since March 2020, 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.

This plan sets out the current activity completed, underway and planned for each strand of the response and recovery, together with current issues and risks. The strands are as follows:

1. Local Outbreak Management
2. Health and Social Care (including Vaccination)
3. Infrastructure and Supplies Impact
4. Business & Economy
5. Citizens & Communities Impact
6. Organisational Impact
7. Communications & Media

The multi-agency governance arrangements are set out on the following page.

COVID 19 - Leeds Multi-Agency Arrangements

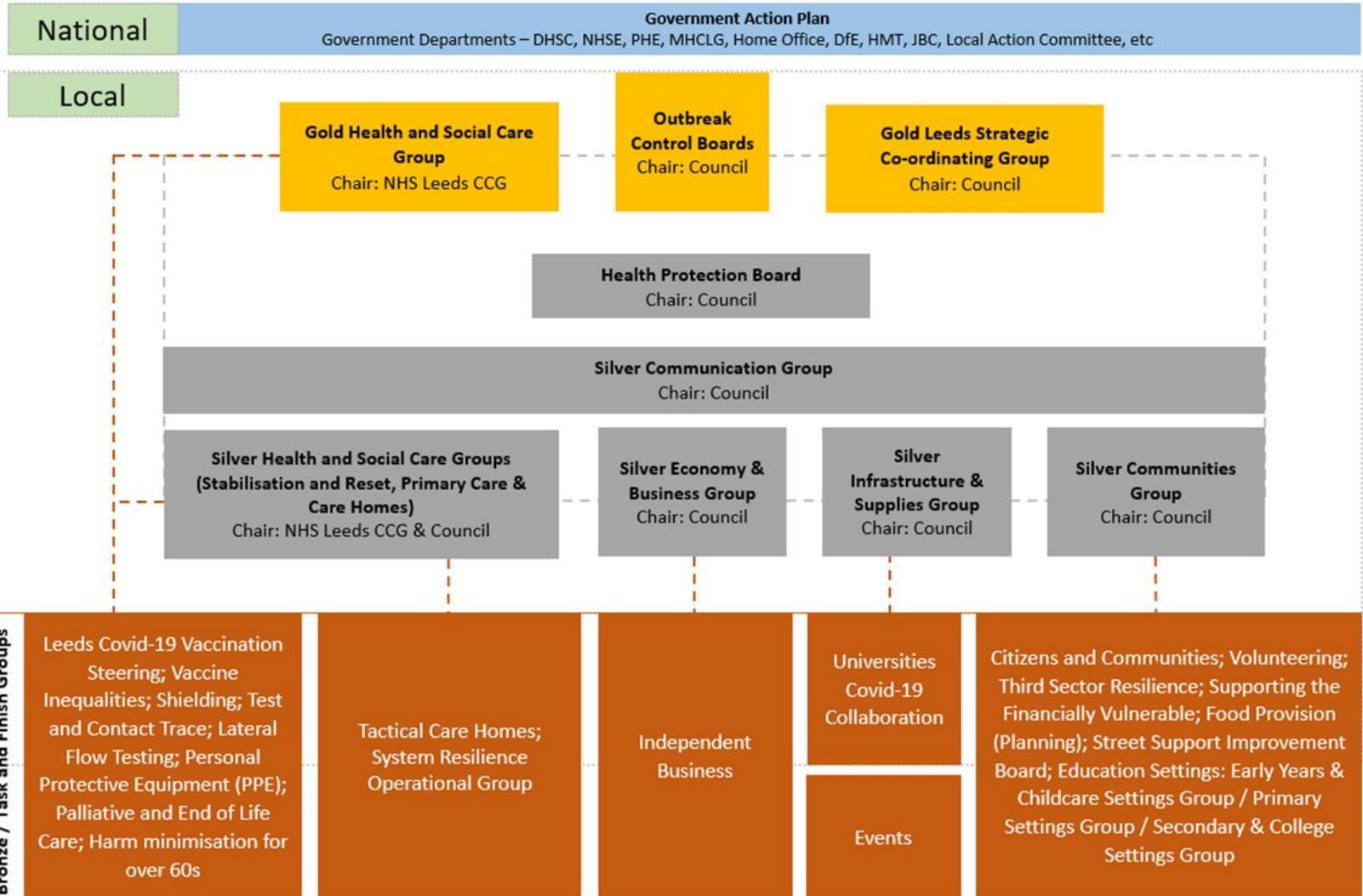
Existing governance

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

Individual agencies



Date: 29/01/2021



1. Local Outbreak Management- Victoria Eaton- Director of Public Health, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • 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 (outbreaks and community transmission) and acceleration/intensifying of actions where required. Close monitoring of new UK variant and alert to other potential variants. • 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 and testing strategy completed • Strong, proactive partnership working with schools and universities. • Ongoing operation of local contact tracing service, Connect & Support • Harm minimisation plan for the over 60s being implemented across full range of partners • Joint services approach established in localities with highest infection rates, using full range of community assets including third sector, community leaders and networks, elected members. • Sharing of data on social media and in other communications, including member seminars. 	<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. • The Outbreak Management Boards and Health Protection Board continue to provide oversight of the implementation of the Leeds Covid-19 Outbreak Control Plan. • Community Champions supporting community engagement with key public health messages and promoting vaccination. • Regular submissions to government to update on enhanced actions taken to address increasing rates of transmission and to push for key asks. • Continued work engaging with members and partners to play their role. Work continues with WY councils, and with Y&H councils, as well as core cities, sharing good practice and experience. • Asymptomatic testing using lateral flow devices underway in universities, schools, NHS. Preparing for asymptomatic testing of key workers at three sites across the city, but being clear on messages that this is “test to find” not “test to release” • Local contact tracing service, Connect & Support, contacting people not contacted by the national Test & Trace system, following up contacts and signposting to support.
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, particularly with increased transmissibility of new UK variant. • Settings outbreaks could spread faster with new variant- e.g. care, education, workplaces; community clusters; widespread community transmission. • Adverse impact on those more vulnerable and the over 60s • Failing to effectively engage with stakeholders around the city, particularly changes in national messaging- confusion, disengagement, loss of trust etc. • Concerns that support for self-isolation still not sufficient for low paid workers and that could lead to spread • Capacity issues e.g. Public Health, Environmental Health Office, testing facilities • Last-minute national policy changes that divert resource from evidence base of what works. • Vaccination developments leading to complacency about public health behaviour required to limit transmission. 	<ul style="list-style-type: none"> • Continued collaboration arrangements with local neighbours • Continued extreme vigilance on outbreaks, preventing them small number of cases becoming larger outbreaks. • Continued engagement with all sectors on LFD testing, including new arrangements for key workers • Continued focus on sufficient accessible PCR testing and turn-around times, as well as advice on testing generally given extent of changes e.g. LFD and confirmatory PCR tests (or not depending on the situation) • Readiness for surge testing in the event that there is evidence of community transmission of the South African Covid-19 variant (i.e. without relevant travel history).

2. Health & Social Care (inc. Vaccination) Julian Hartley, LTHT/ Cath Roff, Director of Adults & Health/ Tim Ryley, Leeds CCG /Victoria Eaton- DPH

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Bi-weekly Gold Health & Social Care Group continues (second meeting by exception); Monthly learning Gold session; Silver reporting directly in person to Gold; Future focus on: Stabilisation and reset; Learning; Health inequalities including BAME groups; Integrated Care Partnership development. • Silver (Stabilisation and Reset) group continues to operate within NHS England Level 4 as Silver command rather than stabilisation and reset; Bronze SROG reporting directly in person to Silver • Hospital, PCN, pharmacy and community (Elland Road) all open and administering vaccinations. More than 80,000 given so far to top 4 JCVI categories • Extensive communications and engagement, including to explain prioritisation, address hesitancy e.g. community champions, and give advice about scams • Health inequalities plan developed and being delivered as data becomes available or using local data • Significant work on ensuring H&SC workforce vaccinated • Website in use to provide single version of truth for public and being pushed through all routes, including FAQ and all communications to help with scams and hesitancy • Strengthening of approach to support system flow and discharge from LTHT • Hospital social work team restructured to enable a focus on Discharge to Assess methodology that prevents delay in hospital. 	<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 patient flow from LTHT through community beds • Increased GP and hospice in-reach to patients in LTHT • Responding to National operational and planning guidance issued 23 December 2020 • Responding to social care national discharge guidance issued 23 December 2020 • Care homes, commissioners and IPC team working together to respond to outbreaks in homes and provide support- currently low number and well managed. • Advice and guidance on visiting, testing and quality of care updated regularly in line with changes • Daily multi-agency meeting to support safe discharges • Social workers and occupational therapists working flexibly and developing innovative approaches to ensure support is delivered quickly and safely. • Day Services maintained during current lockdown, with Covid-secure measures. • Continued vaccination delivery against first 4 JCVI groups across all live sites to ensure capacity used. • Health inequalities plan for vaccination delivered and continually developed as data becomes available • Community engagement work and use of champions to reach where needed.
Issues & Risks	Activity Planned
<ul style="list-style-type: none"> • Anti-vaccination messages and vaccine hesitancy • Risk of inequalities in the vaccine rollout, especially until data flows are effective and provide relevant demographic information to help target • Communications not reaching where it needs to, despite extensive effort • Insufficient vaccination supplies to meet need and use the capacity that has been operationalised • Risk that vaccinated people no longer comply with restrictions. • Confusion for the public given local and national pathways for vaccination • Risk that the health and wellbeing of people will be impacted by not attending urgent and routine appointments, close down of services etc. • Risk of physical and mental health of the wider health and care workforce worsening • Risk of reduced funding to respond due to funding for the NHS 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, third sector, being destabilised due to reduction in income and increased costs, changes needed to working practices. 	<ul style="list-style-type: none"> • Continued focus on: Covid incidence; Vaccination; Surge; Flow; Staff Health and Wellbeing; Health inequalities inc BAME groups; Communications. • Co-ordination of National guidance on Hospital Discharge and Recovery • Responding to emergency demand and managing winter pressures: <ul style="list-style-type: none"> ○ Prompt & safe discharge of those who do not meet 'reasons to reside'. ○ Complete flu vaccination programme including staff vaccines. ○ Minimise effect of Emergency Department overcrowding. ○ Maximising community pathways of care for ambulance service referrals • Responding to National operational guidance (14 January 2021) • Continued vaccination rollout through all sites and being ready for next JCVI groups when announced • Better reporting of vaccination take up as data improves and then further targeting of activity where needed.

3. Infrastructure and Supplies Impact- Gary Bartlett- Chief Officer, Highways & Transportation, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Continued major schemes and increased hours of operation where appropriate during periods of reduced traffic flows. • Consideration being given to bringing forward potential disruptive highways works to avoid issues when lockdown restrictions lifted. • Partners and transport operators implementing plans developed over previous periods of restrictions and lockdown. No major issues identified at the time of writing this update. • Partners and transport operators impacted by staff illness but at the time of writing this update, mitigation measures in place and no major issues highlighted. • Appropriate communication plans in place. • Dealt with combination of bad weather during the pandemic with gritting including additional routes to ensure vaccination and testing sites covered and accessible 	<ul style="list-style-type: none"> • West Yorkshire Metro website updated to keep commuters up to date with the latest changes including time table changes • Active management of PPE supplies and compliance with the guidance. Stock levels rated excellent. • Working with NHS partners on the Elland Rd vaccination site. Soft landing for the first two weeks for key workers • Transport partners working together to support transport/access challenges to the Elland Road site. Feedback from site operations is that there has been a successful launch to date albeit with some teething problems, and numbers using the site increasing steadily. • Transport partners reporting that the 3rd lock down has been more manageable than the first because of previous experience and lessons learned • Major capital schemes progressing whilst the 35% reduction on the road network continues • LBA managing reduced demand due to the suspension of JET2 flights in Feb and March. Plans also underway as to the requirement of a negative test result in order to fly WYP reporting a more robust stance on enforcement Park and Ride at Elland Road continues to operate to support key workers and to provide access to the vaccination centre.
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 • Some schemes not progressed. • Insufficient 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. • Outbreaks experienced at the Universities. • 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. • When the latest lockdown is lifted, hours of operation will have to be reviewed to balance the need of businesses, the need to progress schemes, avoid congestion and to maintain health and safety for all. 	<ul style="list-style-type: none"> • Continue to work with all partners to understand level of transport demand and prevailing issues • Encourage working from home • 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 • Social media campaigns are taking place with supporting press releases • 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. • Practical training continues at LBU and the UoL (medicine and health) • Bring forward potentially disruptive highway schemes. • Looking ahead to prepare for easing of lockdown with safe spaces in the city.

Business and Economy- Eve Roodhouse- Chief Officer, Culture & Economy, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Business engagement through multiple channels. • Understanding new government support schemes and ongoing complexities surrounding the schemes. • Partner appointed to work with us on the future of our city and local centres. • Discretionary Grant Fund 3 (Scheme 1) helped businesses severely impacted by the pandemic to pay fixed property costs incurred over the period October 2020 to March 2021. The scheme was open to businesses incurring £4,000 or more of fixed property costs per annum who demonstrated a loss of income due to Covid-19 of at least 30% during the 2020/21 tax year. Businesses could apply initially over a two-week period. Scheme ran 25th November to 8th December. • Discretionary Grant Fund 3 (Scheme 2) supported young businesses trading less than three years severely impacted by Covid-19, based from domestic properties or from non-domestic premises with annual property costs below £4k per annum. The scheme provided grants of up to £1,000. Scheme ran 4th to 18th December. • Christmas Support Payment launched 5th January to support pubs or bars which pay rates and get less than 50% of sales from food in Tier 2 and 3 restrictions. Grants of up to £1,000 were available. • Local Restrictions Support Grant (Open), for Hospitality and Accommodation businesses impacted by Tier 2 restrictions. 	<ul style="list-style-type: none"> • Continue to pay grants from Local Restrictions Support Grant (Closed), for businesses required to close 5th November to 2nd December - £20.8m paid up to 28th January. • Continue to pay grants from Local Restrictions Support Grant (Open), for Hospitality and Accommodation businesses impacted by Tier 2 restrictions - £1.8m paid up to 28th January. • Continue to pay grants from Discretionary Grant Fund 3 (Schemes 1 and 2) - £1.6m paid out up to 28th January. • Continue to pay grants under Christmas Support Payment - £350,000 paid out via 350 grants up to 28th January. • Additional grant for Retail, Hospitality and Leisure launched w/c 18th January. For closed firms in these sectors, who can receive one-off grants worth up to £9,000 - £21.5m paid out up to 28th January. • Further discretionary support was launched 4th February for home-based businesses or businesses with low fixed property costs of less than £4,000 a year. Businesses incorporated or registered before 1st January 2018 and in Retail, Hospitality, Leisure and Childcare and associated supply chains will be considered for support if they have not been in receipt of Government Covid-19 grant support. • By the end of February we will also reopen the discretionary grant for businesses with fixed property costs of £4,000 or more per year. • Work underway with our partner on the future of our city and district centres.
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 national lockdown on Tourism, Retail, Hospitality and Leisure sectors in particular. • 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. • Businesses struggle to adopt new requirements for the workplace, e.g. social distancing for customers, staff workspaces and PPE. • Disruption and remaining uncertainty in relation to the UK's exit from the EU. 	<ul style="list-style-type: none"> • Matching people to jobs in recruiting sectors and support to retrain via the Employment and Skills Service, Jobcentre Plus and learning providers. • Ongoing engagement, support and advice and lobbying of central government. • Maintaining effective liaison with business, specifically representative bodies to understand impacts on business and the local economy. • 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 and the UK's exit from the EU. • Conversation with the city on the future of our city and local centres to be launched around February. • Inclusive Growth Extended Delivery Partnership event planned for 15th March, to focus on employment and skills primarily • Working with business to prepare for exiting of lockdown.

4. Citizens and Communities Impact – James Rogers- Director of Communities & Environment, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Daily hot grab bag meals for 95% of schools we service. Access to school meals for children required to self-isolate. FSM provided for all eligible children over Christmas. • Self-isolation payment process including revised discretionary scheme operating as Business As Usual. • New wedge-based approach agreed with local Community Care Hubs in place to support local people and funding now allocated to deliver this approach. • Regular fortnightly meetings with LWSS, VAL and Volunteer Hubs now operating as BAU. • Enhanced patrols in partnership with the Universities introduced and Covid Marshals introduced from 2nd December. • Since the ‘Everyone in Directive’ in March we have accommodated c795 people through temporary accommodation (195 known to rough sleep). • Support to school leaders over interpretation of government guidance of Critical Key Worker status. • Survey of schools to identify the number of CYP without access to a digital device other than a mobile phone. • Regular advice to CEV as restrictions and advice has changed, including by text. Guidance updated for practitioners for “routes to support” to use for CEV. • Compliance and enforcement in line with restrictions and intelligence led multi-agency approach. 	<ul style="list-style-type: none"> • Work alongside 16 Days of Action against domestic violence. Review of MARAC arrangements in city. • Contributing to research on involving faith communities in Covid response work. • Funding bid to MHCLG successful to develop a Community Champions Network. • Working to reduce incidents of excess numbers attending funerals. • Progressing Next Steps Accommodation Programme for rough sleepers. • Establishing a Drug and Alcohol Street Based Lifestyle Team. • Multi-agency team to work in hospitals to meet health, wellbeing and housing needs. • Continued monitoring of any presenting on-street sex working. • Joint partnership work on administering the Winter Hardship Fund. • Focus of Winter Support Grant funding now on plans for FSM at February half-term and provision of cash payments to all Council Tax Support households. • Additional Council Tax support through Council Tax Hardship grant. • Review of guidance re. face to face visiting by social workers and contact-family time. • LCC response to the government consultation on the assessment process for 2021. • Covid testing in schools is now underway at both primary and secondary. • Continued focus on support to CEV, including for vaccination • Continued focus on targeted compliance and enforcement, including Covid marshals
Issues and Risks	Activity Planned
<ul style="list-style-type: none"> • Long term impact of school closures, self-isolation and stress on educational attainment and progression. Lack of access to digital devices for online learning. • Safeguarding children - Increased risk of online abuse and exploitation. • Increased risk of incidents of domestic violence and abuse. • 3rd sector resilience and sustainability problems. Additional demand on CCV Hubs. • Provision of emergency food struggles to meet demand. • Inequalities re. Covid-19 and Communities missed, or not (appropriately) engaged. • Risk of public health issues that a build-up of domestic waste could cause. • Greater call volumes and referrals (LWSS and other routes). • Threat of Community tensions (protests and extremist narratives). • Developing apathy to self-isolation, ignoring lockdown and social distancing guidance. • Potential increased tensions as more supermarkets challenge non-mask wearers. • Sustained pressure on the daily MARAC arrangements at the Front Door Safeguarding Hub combined with increased partner service delivery demand. • Refusal to engage with offers of help and accommodation. • Return of on-street soup kitchens - increased risks of transmission and infection. 	<ul style="list-style-type: none"> • Calls to LWSS monitored to assess demand and ready to step-up when needed. • Continued focus on compliance and enforcement, working with partners for most effective approach and using Covid marshals. • Initiative being explored to recruit social workers. • Responding to changing national guidance to support school leaders & young people. • Continued support to shielding & CEV group including potential financial support. • Tracking supported by database to receive data on numbers support with finance, care, food, volunteer support, wellbeing support, other. • Planning celebrations of 2021/22 faith festivals & other international dates. • Discussions taking place re future use of places of worship as vaccination centres. • Ongoing operational work with priority target group, Rough Sleeper Count and implementation of PH funding to reduce risk of rough sleeping and infection. • Children’s Services continue to be involved in the plans for the Healthy Holidays fund. • West Yorkshire expression of interest to be submitted to MHCLG Changing Futures Funding, to improve outcomes for adults experiencing multiple disadvantage. • Co-produced bid for Rough Sleepers Initiative Funding 21/22.

5. Organisational Impact- Neil Evans- Director of Resources & Housing, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Ceased Service provision where required in response to National Lockdown restrictions commencing 6 January 2021. • Apply strict work from home policy save for exceptional circumstances. • Mobilise and Energise Programme temporarily ceased to offer desk booking in response to Work from Home requirement. • Supported Clinically Extremely Vulnerable (CEV) colleagues to work from home in response to amended guidance; whilst maintaining business continuity through flexible redeployment. • Regular manager updates provided to ensure consistency of change in message. • Frequent and regular engagement with trade unions. • Managing finances including Early Leavers Initiative. • All Risk assessments reviewed in light of new Covid-19 variant. • Reviewed list of critical (key) workers • Third staff wellbeing survey completed and analysis of results undertaken. • Rollout approach to MS Teams being reviewed to see if there is scope to improve conference for home working. 	<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 • Promoting wellbeing offer to staff through Team Leeds Be Well initiative.
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 staff may be required to stay at home (if CEV), 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. • Capacity within the council and partners to deal with a concurrent event(s) and with extensive outbreaks. 	<ul style="list-style-type: none"> • Monitor impact of potential change to Tier system when reviewed in mid-February. • Continue to ensure all new managers undertake training on individual risk assessments. • Continue to monitor staff absences due to Covid-19. • Amended rollout plan for MS Teams to improve homeworking.

6. Communications and Media – Donna Cox/ Danni Clayton- Interim Heads of Communications & Marketing, LCC

Activity Completed	Activity Underway
<ul style="list-style-type: none"> • Promoting the Connect & Support service to target communities • Promoting the city’s testing sites • Promoting vaccinations to those eligible, particularly frontline health and social care workers (including some LCC employees) • Promoting mental health and wellbeing support and services • Promoting localised public health, community and third sector engagement work via the various Covid outreach and response networks and partnerships • Production and distribution of Winter NHS support services door drop leaflet for all Leeds households • New lockdown restrictions and guidance promotion • Promotion of business grant support schemes • Campaign for safely re-opening the city including revised signage, safe visit and travel messages and #BuyLocal • Over 60’s campaign – take additional steps to protect yourself/employees • Localised ‘take extra care’ campaigns targeting areas with higher cases (changing on a daily/weekly basis) • Direct communications with shielded and vulnerable cohort • Support for NHS vaccinations comms asking people to wait to be contacted • Supporting NHS led vaccination hesitancy work and helping people avoid scams • ‘Risk’ campaign – every contact outside your house increases your risk level • Production of community insight toolkits for highest deprived ward areas in Leeds 	<ul style="list-style-type: none"> • Thank You and Be Kind campaigns produced in partnership for those who are working on the frontline and in our communities • #TogetherLeeds ongoing partner engagement and asset development • Localised ‘take extra care’ campaigns targeting areas with higher cases (changing on a daily/weekly basis). • Vaccine confidence campaign, driven by health inequalities plan. • Recruitment campaign qualified clinical workers Elland Road vaccination site. • Ongoing preventative and protective behaviours messaging (Hands, Face, Space, Fresh air, Self-isolate and Test). • Ongoing support for NHS vaccinations comms asking people to wait to be contacted • Production of community insight toolkits for further ward areas in Leeds. • Help through this #TogetherLeeds, detailing and signposting to the Covid helpline; staying active at home; self-isolation support payments; financial advice; WY & Harrogate Grief and Loss support; and WY Mental Health helpline.
Issues and Risks	Activity Planned
<ul style="list-style-type: none"> • Disengagement with and apathy towards guidance and messages. • Insight nationally that many people are ‘bending’ the rules – mixing with other households, eligibility to form childcare/support bubbles, mask wearing exemptions and exercise/recreation. • Confusion around mass vaccination and when people will receive theirs. • Vaccine scams. • Anti-vaccination messages and vaccine hesitancy. • Lack of trust in messaging and effectiveness of following the rules. • Perceptions of higher numbers of people and businesses ‘bending’ or breaking the rules and opening during lockdown. • Not reaching all parts of the system despite best efforts. 	<ul style="list-style-type: none"> • Opening of DGF grant schemes and promotion to businesses • Development of assets to tackle perceptions around the vaccine and encourage continuation of preventative and protective behaviours • Scoping of timescales for vaccine rollout to plan targeted comms at harder-to-reach / vaccine hesitant groups • Localised ‘take extra care’ campaigns targeting areas with higher cases (changing on a daily/weekly basis) • Production of community insight toolkits for further ward areas in Leeds • Production of community insight toolkits for different demographic groups across Leeds. • Supporting NHS on vaccination take up using voices from the city to help.