

Leeds Covid-19 Response & Recovery Plan 2021-2022

Purpose: This plan sets out how Leeds will live with Covid whilst aiming to achieve its ambitions, by driving down infection rates, rolling out the vaccination, reopening services, the economy and society when it is safe to do so and in line with the national roadmap. It sets out three broad phases anticipated for the year ahead, based on reasonable assumptions and the national roadmap for lifting restrictions. It balances the needs for optimism with the inevitable need to consider the worst case scenario.

The plan builds on the incredible effort from everyone in the city during the last year of dealing with the pandemic and learns lessons from our own experience and national good practice. More detailed plans are in place for many of these issues and actions, for example, vaccine inequalities.

Aims: Response and recovery driven by our ambitions of being a **compassionate city with a strong economy**, focused on reducing **poverty and inequalities**.

Objectives: Continuing to work across the full range of partners to ensure safe travel, safe public spaces in communities, district centres and the city centre, safe delivery of services, safe education and safe working. Maintaining morale and motivation amongst all our workforces and communities will be key to deliver our ambitions.

Principles: Taking the principles from our original local outbreak management plan and adding to those with learning from the year:

- Being **proactive, preventative and positive**, emphasising what people can do to keep themselves and others safe, and recognising that public trust and confidence is key
- Being guided by the **data, intelligence, surveillance, evidence, epidemiology and good practice** to preventing transmission and control outbreaks
- **Engaging communities from a strength and asset basis and targeting work that prioritises** the most vulnerable and socially disadvantaged
- **Communicating openly** with everybody so that more people do more of the right thing, more of the time, because they choose to
- **Coproducing solutions** with people, communities and partners to build the confidence and trust of the public
- **Leading collaboratively** to engage everyone, using all resources and tools available, including testing, tracing, supporting to isolate, managing outbreaks and transmission, dealing with new variants, using compliance and enforcement tools, and crucially vaccination
- Using agile and flexible approaches to partnership working to **manage risk and meet the changing circumstances** as the pandemic progresses
- Sharing good practice, **embedding evaluation and learning** to drive continual improvement

Themes: The themes of our response and recovery approach are: *Outbreak Management, Health & Social Care (including Vaccination), Business & Economy, Citizens and Communities (including Education), Infrastructure & Supplies, Organisational Impacts, Communications & Media* – with regular updates provided to councillors, MPs, partners and staff and regular monitoring reports to Executive Board. Multi-agency command and control arrangements continue to be used to support the activity.

Key messages: although these vary slightly periodically, here are the core messages:

- We know that it has been challenging for everyone, but we appreciate the sacrifices people have made
- We need everyone to follow public health advice, hands, face, space, ventilation, reduce contact
- Be kind and neighbourly, ask for help if you need it

	Key Dates & Assumptions	Activities
Phase 1: Spring 2021	<ul style="list-style-type: none"> Regain control of the virus, ready for re-opening 8/3 (Step 1a) Education 29/3 (Step 1b) Some outdoor mixing in public spaces & outdoor sport Easter holidays 12/4 (Step 2) Outdoor mixing in gardens, personal care, retail, gyms, pilot events Over 50s vaccination target 6/5 Local & WY elections 17/5 (Step 3) Indoor mixing rule of 6 and indoor sport, travel, events 	<ul style="list-style-type: none"> Refreshing the Local Outbreak Management Plan Driving vaccine rollout & focus on inequalities and building confidence Fighting the virus, variants & outbreaks Ensuring coherence on testing and tracing, planning for more localised tracing Delivering a safe election Supporting businesses with grants and advice Supporting communities, the clinically extremely vulnerable and other vulnerable groups including mental health and self-isolation, including payments Ensuring the safe return to face to face education Planning for safe re-opening of economy e.g. working with hospitality, office return and hybrid meetings Ensuring effective compliance and enforcement activity. Monitoring and mitigating community safety issues on key dates. Discussing interim lessons learned & maintaining morale and motivation Opening services e.g. gyms, community hubs, libraries, museums etc Undertaking the joint strategic analysis, including taking account of Marmot Building Back Fairer Ensuring safe provision and use of public open spaces (city centre, district centres, parks and public open spaces). Determine future use of Covid marshals. Gradual delivery of more elective surgery & dealing with all service backlogs Planning for events that are easy to adapt if needed. Developing fast track application for street café licenses/artwork/pop ups. Planning for service integration opportunities & surge capacity where needed Financial planning including bidding for recovery
Phase 2: Summer 2021	<ul style="list-style-type: none"> Re-opening whilst spread is limited 21/6 (Step 4) More restrictions relaxed School summer holidays 26-29 August: Leeds Festival 6 September: Education return Ongoing monitoring of infection levels 	<ul style="list-style-type: none"> Driving vaccine rollout & tackling inequalities Managing variants, outbreaks and more localised test & trace Supporting the safe phased reopening of businesses, services and the economy. Engaging and enforcing to ensure safety as restrictions eased. Education catch-up, rethink financial model for income-generating services Winter planning for flu and Covid and recovery Working through remaining service backlogs (NHS, benefits, courts etc.) Review of Health and Wellbeing Strategy Providing sector-specific support (retail, hospitality and independents) Supporting and encouraging safe use of public transport Financial planning and developing savings options. Bidding for national funding pots where eligible.
Phase 3: Autumn/Winter 2021	<ul style="list-style-type: none"> Socio-economic recovery, lower infection rates and dealing with sporadic outbreaks Ongoing monitoring of infection levels Contain Framework University return Half term Festive season 	<ul style="list-style-type: none"> Managing outbreaks, variants and vaccinations Putting public health at the heart of poverty and inequalities work Delivering service integration Sustaining recovery, focus on jobs and skills, particularly green economy, young people and potential growth areas Developing longer term social care plan Reviewing inequalities and refreshing plans Ensuring mental health and wellbeing being supported Learning lessons from 2020 and pandemic response Ensuring third sector resilience and capacity Engaging on the future of the city centre Planning public transport funding recovery

COVID 19 - Leeds Multi-Agency Arrangements

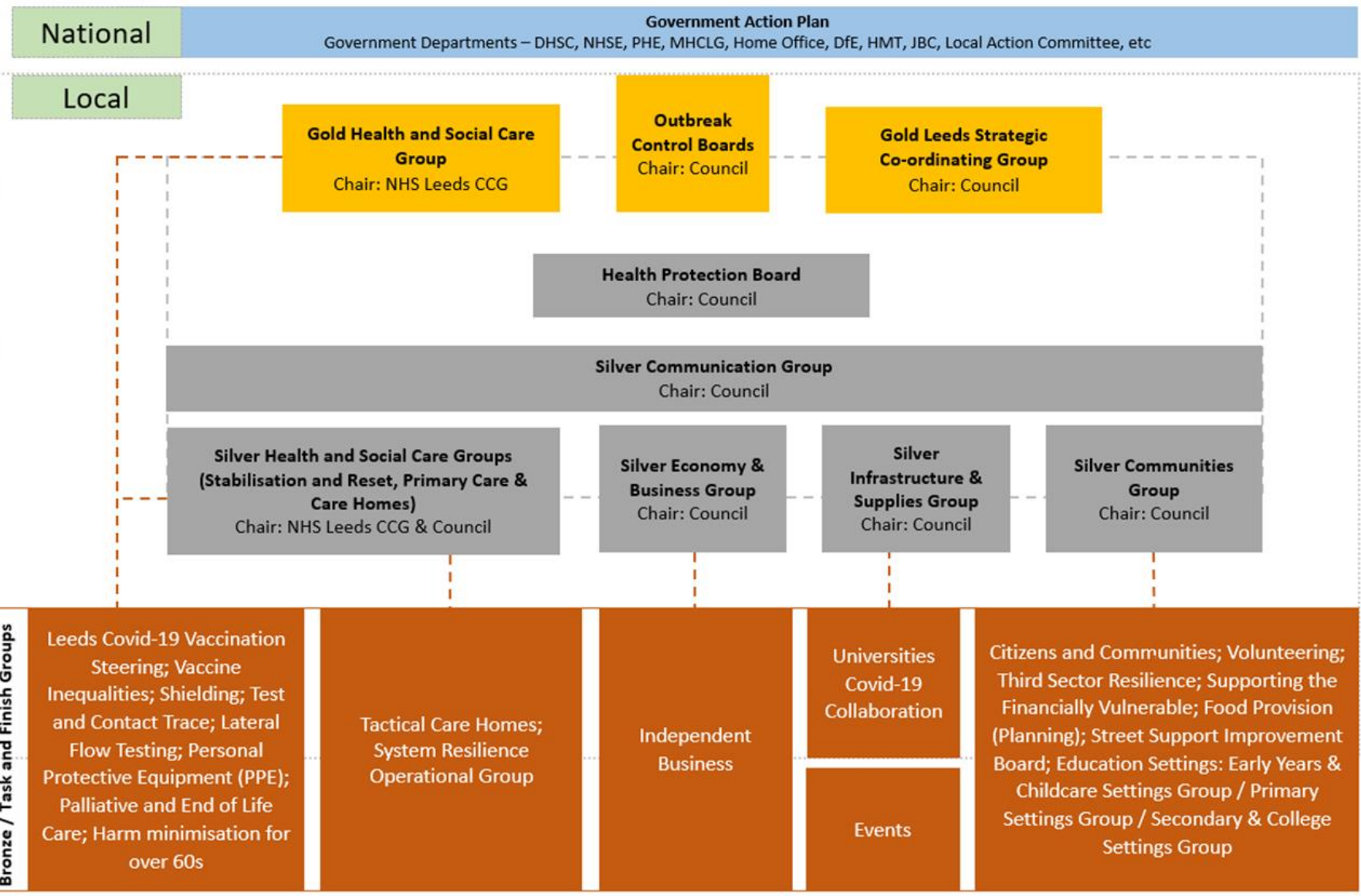
Existing governance

- 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: 29/01/2021



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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> Infection rates continue to decline as lockdown restrictions remain in place and the vaccination programme progresses. <p>Risks</p> <ul style="list-style-type: none"> Local outbreaks in the city and bordering authority areas not being managed proactively, particularly with increased transmissibility of new UK variant. Community transmission of Variants of Concern within the city Further surge testing being required Outbreaks in education settings following full return of pupils 	<ul style="list-style-type: none"> Regular IMT meetings to respond to local outbreaks, attended by a range of partners. Rapidly stood up surge testing arrangements in response to cases of the South African variant being identified in LS8. Including door-to-door knocking to encourage testing take-up. Continued focus on broad communications and engagement, including paid advertising, refined with learning to target causes of transmission. Asymptomatic key worker testing began on 1 March. Refresh of Local Outbreak Management Plan by end of March. Leeds Contact Tracing Service (previously Connect & Support) contacting people not contacted by the national Test & Trace system, following up contacts and signposting to support. Regular submissions to government to update on actions taken and to push for key asks. Continued engagement with members, partners, WY and Y&H councils, and core cities, sharing good practice. Harm minimisation plan for the over 60s continues to be implemented across the full range of partners. Transparent data sharing on social media and in other communications, including member seminars. Joint services approach continues in localities, using full range of community assets including third sector, community leaders and networks, elected members.
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> Infection rates decline further as vaccination programme progresses, allowing some reopening of the economy. <p>Risks</p> <ul style="list-style-type: none"> Managing public behaviour during summer and as more people receive vaccination Vaccine hesitancy and misinformation, particularly as programme expands to younger cohorts 	<ul style="list-style-type: none"> Continued strong focus on keeping infection rates low, encouraging hands-face-space, and transparent data sharing as the economy starts to reopen and restrictions on social contact are relaxed. Responding to any outbreaks or clusters within established processes. Continued focus on asymptomatic testing Readiness for any surge testing requirements Building enhanced contact tracing capacity.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> Virus remains present but at much safer levels. <p>Risks</p> <ul style="list-style-type: none"> Covid-19 variants emerging Impact on infection rates as people spend more time indoors over autumn/winter. 	<ul style="list-style-type: none"> Vigilance about outbreaks and emergent variants as winter approaches. Continued focus on promoting hands-face-space messages, tackling any complacency as a result of vaccination.

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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> System remains under pressure Vaccination progresses on track <p>Risks</p> <ul style="list-style-type: none"> Anti-vaccination messages and hesitancy Inequalities in the vaccine rollout. Communications not reaching people. Insufficient vaccination supplies. Vaccinated people not complying with restrictions. Confusion for the public given local and national pathways for vaccination Health and wellbeing impact of people not attending urgent/ routine appointments. Physical and mental health of H&SC workforce worsens. Not making best use of the Leeds £ due to having to work at pace Care home sector destabilisation. 	<ul style="list-style-type: none"> Continued implementation of a comprehensive vaccine inequalities plan and developed as data emerges. Vaccination offered to the top 4 JCVI cohorts on target by 15 February; now offering vaccination to cohorts 5-7 (over 60s and adults with health conditions). 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, planning and discharge guidance. Care homes, commissioners and IPC team working together to respond to outbreaks in homes and provide support- currently low number and well managed. 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. Community engagement work and use of champions to reach where needed. Increasing uptake of vaccination in care home staff. Supporting safe visits to care home residents (one designated visitor) from 8 March.
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> Easing of pressure with fewer Covid patients, shift to dealing with backlogs. Large portions of H&SC workforce and care home residents vaccinated. All population offered first vaccine by 31 July. <p>Risks</p> <ul style="list-style-type: none"> Workforce exhaustion 	<ul style="list-style-type: none"> Responding to backlogs and managing capacity Developing integration strengths Review of Health and Wellbeing Strategy
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> More stability across the system. Second vaccine dose offered to all. <p>Risks</p> <ul style="list-style-type: none"> Winter outbreaks, Covid variants. Concurrent pressure of flu and Covid-19 	<ul style="list-style-type: none"> Focus on population and workforce mental health and wellbeing Maximising increased interest in H&SC roles Focus on longer term health and social care sector resilience and reform.

3. Business & Economy- Eve Roodhouse, Chief Officer, Culture & Economy, LCC

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> Continued closure of non-essential Retail and Hospitality, Leisure, Tourism sectors. <p>Risks</p> <ul style="list-style-type: none"> Continued damage to local economy; disproportionate impact on city centre; increase in inequalities across Leeds. Increased jobs losses and business closures through redundancy and restructuring of economy. Inequalities widened through job losses hitting low earners, BAME people, women and young people the hardest. Gaps in Govt. support for businesses. Businesses struggle to adopt new requirements. Remaining uncertainty re UK leaving EU. 	<ul style="list-style-type: none"> Business engagement through multiple channels (directly and representative bodies), including around business support, reopening of the city, safe return to workplaces and the UK leaving the EU. Understanding Government support schemes and associated complexities. Administering over £233m in business support grants (up to 8 March), including: <ul style="list-style-type: none"> £154.3m in Small Business and Retail, Leisure & Hospitality Grants £6.2m in Discretionary Relief grants £68.8m in national restrictions grants since November £3.9m in Additional Restrictions Grants since December Work underway with our partner on the future of our city and district centres, looking at how they can adapt to the long-term transformational changes and challenges over the next 10 years. LCC online survey/conversation ongoing about the future of our centres – closes 26th March 2021. Supporting people into work, including apprenticeships, across all sectors – matching people to jobs in recruiting sectors and support to retrain via the Employment and Skills Service, Jobcentre Plus and learning providers. Ongoing engagement with and lobbying of central government. Inclusive Growth Extended Delivery Partnership, 15th March 2021. Focus on employment and skills and how we support our people and the economy as we begin to rebuild and recover.
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> Phased reopening of Retail and Hospitality over April and May. <p>Risks</p> <ul style="list-style-type: none"> Businesses struggle to adopt new requirements. Continued job losses and business closures. Continued increased inequalities. 	<ul style="list-style-type: none"> Continued business engagement and administration of business support grants. Ensuring safe spaces; more outdoor provision and space for pedestrians; on-street presence via City Centre Ambassadors and Covid Marshalls; and planning for events easy to arrange and cancel. Sector-specific support (e.g. for Retail, Hospitality and independent businesses). Completion of city and district centres work with partner. Continued employment and skills support – supporting people into work, Adult Learning Programme, etc. Commence review of Leeds Talent and Skills Plan 2017-2023. Commence work looking at the green economy and the opportunities it could bring for the city. Inclusive Growth Extended Delivery Partnership planned for 8th July 2021.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> All sectors able to open, no restrictions. <p>Risks</p> <ul style="list-style-type: none"> Continued job losses, business closures. Continued increased inequalities. Risk of winter outbreaks and consequent restrictions again. 	<ul style="list-style-type: none"> Continued business engagement and administration of business support grants. Sector-specific support (e.g. for Retail in the run-up to Christmas). Continued employment and skills support – focus on skills agenda for continued economic recovery. Potential interventions based on city and district centres work. Continue work to understand how the economy is recovering and link to future refresh of Leeds Inclusive Growth Strategy 2018-2023. Inclusive Growth Extended Delivery Partnership planned for 23rd September 2021.

4. Citizens & Communities (including Education)- James Rogers- Director of Communities & Environment, LCC

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> Existing Covid support services maintained Schools return Mixing of households allowed outdoors Non-essential businesses remain closed <p>Risks</p> <ul style="list-style-type: none"> Return of redeployed LCC staff to services Increased virus transmission / outbreaks Increase in non-compliance Increased community tensions Increased request for DVA support Increase of YP demand of MH provisions 	<ul style="list-style-type: none"> Support safe re-opening of schools to all children under new guidance Maintain the existing arrangements for supporting vulnerable and CEV individuals Continue to support those required to self-isolate Provide Free Schools Meals over the 2 week Easter Holidays Preparation for potential of increased referrals to children's social care Reopen relevant outdoor sports facilities and outdoor attractions in line with guidance Prioritise resources based on risk to public health and work with partners to manage outbreaks Develop effective communications strategy to provide business sector with up to date guidance Ongoing engagement and compliance checks and take enforcement action when necessary High level of stocks on PPE will continue to be maintained and monitored Continuation of individual move-on plans from temporary emergency accommodation sites Social media campaign will be increased to support awareness of how to seek support Work towards sustainability and secure funding of the Community Hubs Youth teams targeted sessions on vaccines, support via telephone, well-being packs, and street based work Leeds University Social Science Institute to fund two postgraduate researchers (plus a Masters student) for 6 months to undertake and in-depth evaluation of the impact of the Community Care Hub, capturing best practice, lessons learned and recommendations
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> All sectors able to open will do so Return to programmed inspection activity <p>Risks</p> <ul style="list-style-type: none"> Increase in outbreaks in workplace settings Confusion regarding new measures Increase in noise nuisance complaints Pressure of spring / summer events Funding for Covid Marshals ends May 2021 Increased community tensions Increased demand for advice and support – e.g. Housing / DVA / Compliance 	<ul style="list-style-type: none"> Support to schools (Covid-safe procedures / Curriculum recovery / Well-being strategies) Re-open Community Hubs in line with national Guidance and network with other partners across the city Evolve the approach to local welfare assistance in the city Planning for a partial return of staff at the front door and some early help services Focus on mental health and wellbeing in the workforce and for children and young people Reopen Tropical World and cafés at visitor attractions From 21st June remove restrictions on numbers who can attend funerals Consider potential for larger events (with approval of PH partners and government guidance) Prioritise resources based on risk to public health Continue with communications strategy for businesses as well as developing one for the public Ongoing engagement and compliance checks and enforcement action where necessary Transition from use of commercial sites as temporary safe emergency accommodation Continue to actively manage presenting sex working
Phase 3	<p>Risks</p> <ul style="list-style-type: none"> Risk of winter outbreaks Risk of increased homelessness Increased pressure on DVA services 	<ul style="list-style-type: none"> Continued support for schools (cohort assessment in 2022), universities and FE Colleges Ongoing focus on mental health and wellbeing in children and young people Respond to potential increase in need (DVA, child exploitation, mental health, unemployment) Hubs to be a focal point & central to support infrastructure, providing an anchor to any local and national crisis

5. Infrastructure & Supplies- Gary Bartlett- Chief Officer, Highways & Transportation, LCC

	Assumptions & Risks	Actions (planned/underway for phase 1&2)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> • Footfall into the city remains the same • School transport resumes 8 March • WFH message remains in-place <p>Risks</p> <ul style="list-style-type: none"> • Increased travel numbers whilst bus and train capacity reduced because of social distancing rules resulting in non-compliance of social distancing rules and/or passengers being left at stops because buses are “full”. • Continuing Government funding required for public transport until social distancing capacity constraint removed. • Continuing public anxiety over a return to public transport leading to heightened car use and local parking problems and congestion. 	<ul style="list-style-type: none"> • Transport operators to prepare for the return of pupils to full time education and safe practises on public transport using insight gained from September 2020. • From 8 March, reinstate the full network with duplicate buses to ensure social distancing. Initial feedback is that this has gone well. • Capital works in the city centre continue whilst traffic volumes are reduced. • Some works being targeted /accelerated in March to limit business disruption in step 2 although the number of schemes on the ground and the nature of some of the works means there will be work ongoing in many areas and some disruption for some months to come. Every effort will be made to minimise impact and there will be continuing engagement and communication with affected businesses/ properties • Ensure routes to vaccine centre at Elland Road are monitored for ease of access during the expected significant ramp up in people accessing the centre in the near future. • Good weather at the weekends may lead to crowds gathering at certain locations; cross service meeting held following recent weekend and additional communications to be undertaken to remind all national restrictions remain in place and should be followed. • Cross service meetings taking place to prepare for return to city in step 2 using the insight gained from previous lifting of restrictions and to build on the actions previously taken that were positively received. • Government Public transport funding and social distancing capacity constraint raised at recent DfT meeting. June may be the month when some services will be “full”. WYCA Real Time Passenger Information units will indicate to waiting passengers the capacity status of approaching services – possibly the first in the country. • Communications remains the key to getting appropriate messages out to the public around staying at home, working from home, using public transport and/or active travel modes if journeys necessary. • Government guidance on public transport messaging and social distancing awaited.
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> • Weekend activity expected to increase due to retail re-opening and travel within the UK • WFH numbers to remain broadly the same with some variation <p>Risks</p> <ul style="list-style-type: none"> • Increased pressure on public transport as retail opens / PT not able to manage volumes of passengers now open to travel • Pressure on road networks 	<ul style="list-style-type: none"> • Communications to support and encourage safe use of public transport in run up to Step 3 (17 May) • Monitoring road usage • Ensure routes to vaccine centre at Elland Road are monitored for ease of access • Working with Universities and transport partners on the return to full education. • Working with Transport partners as volumes increase for Step 4 (21 June) • Continue to discuss and relay issues to Department for Transport. • Work with communities partners on end May BH planned and spontaneous activities • If Universities are open working with Communities and Safer Leeds on permitted gatherings • Working with Communications and Safer Travel team on the safe return to the city – very significant changes in the road, pedestrian, cycle layouts • Working with Communications on which roads will be closed due to the capital works programme.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> • Public transport demand increases but remains below pre-Covid levels <p>Risks</p> <ul style="list-style-type: none"> • Sustainable public transport funding 	<ul style="list-style-type: none"> • Public transport funding recovery.

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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions</p> <ul style="list-style-type: none"> All staff to work from home where possible CEV advice to shield remains in place until end of March. <p>Risks</p> <ul style="list-style-type: none"> Impact of extended CEV definition on capacity of frontline staff capacity Workforce burnout/exhaustion Financial impact of lost revenue from closed services and attractions. 	<ul style="list-style-type: none"> Rollout of Microsoft Teams to all staff over March Transition Plan established to facilitate staff allocation back to their service Six pilots underway to test collaborative work spaces Establishing capacity and demand for office work spaces in order to develop principles for future office working. Establishing core principles for new ways of working and communicating these plans to the workforce. Supporting schools with testing requirements, and continual monitoring of cases within schools Continued focus on staff wellbeing and promoting support and resources City Response Resources Plan being established to identify additional resources needed for City recovery, such as the need to facilitate surge testing at short notice Preparations in place for reopening of some services under Step 2 Small number of additional CEV staff identified and supported with alternative working arrangements Future Events Group to be re-established to consider applications for events and determine whether these are legal and acceptable. New event applications for Millennium Square or Victoria Gardens considered by Events group from May at the earliest. Any existing events advertised from 21 June onwards will be subject to further review as and when further guidance is published.
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> Libraries, community hubs, leisure centres reopen from 12 April; indoor attractions from 17 May. Return to office-based working from June, dependent on social distancing advice. <p>Risks</p> <ul style="list-style-type: none"> Remote meeting Regulations expire on 6 May without alternative provision in place, bringing an end to remote decision-making. Covid-19 Spring Roadmap not fully implemented as a result of 4 tests not being met by target dates. 	<ul style="list-style-type: none"> Reopening of libraries, community centres/hubs, leisure centres and retail in line with Government advice, then later (Step 3), indoor visitor attractions. Delivery of Covid-secure local elections on 6 May. Facilitating safe return to office spaces in line with Government advice. Ongoing discussions between stakeholders and MHCLG to enable continued flexibilities around decision-making meetings, albeit with a focus on transition to in-person committee meetings held in Covid compliant environment, particularly for key decision making meetings. A possible return to member surgeries dependent on the national review of social distancing. A return to council meetings, including regulatory committees.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> WFH requirement no longer in place Covid-19 Spring Roadmap fully implemented <p>Risks</p> <ul style="list-style-type: none"> Spring Roadmap not fully implemented 	<ul style="list-style-type: none"> Transition to new ways of working in the office and remotely fully rolled out City Recovery Plan implemented where required Service plans to include learning from the pandemic and organisational planning for resilience and emergencies Continued wellbeing support for all staff

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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p>Assumptions for all 3 phases:</p> <ul style="list-style-type: none"> • Reflect updated restrictions, infection rates, and vaccinations. • Reflect all major potential issues highlighted by other service areas and restrictions in place • Respond to any emerging risks as needed. <p>Risks for all 3 phases:</p> <ul style="list-style-type: none"> • Messaging not noticed/ lockdown fatigue. • Roadmap publication leading to confusion. • People jumping ahead in the roadmap and adopted behaviours prematurely. • Restriction breaching may lead to dates being revised, fuelling further resistance and possible public unrest • New variants slow reduction in cases • Vaccine hesitancy resulting in poor uptake amongst certain groups, increasing inequalities and further division/tensions 	<ul style="list-style-type: none"> • Deliver communications in response to the national roadmap around re-opening of council facilities and services. • Contribute to response and recovery plans with more people doing more of the right thing more of the time; • Ensure coherent, consistent and complementary communications across the whole partnership; and • Insight-led, evaluated and impactful communications alongside targeted interventions to maximise impact. <p><u>Underpinning activity:</u></p> <ul style="list-style-type: none"> • Clear and consistent messaging of safe behaviours – preventative and proactive • Together Leeds brand and messaging, bringing the city together • Combination of physical/psychological barriers to ‘negative’ behaviour; and removing barriers to ‘positive’ behaviours using the power of the NHS brand and health professionals to deliver messages. • Communities outreach work taking interventions and targeted communications to them, working with stakeholders that they trust and listen to. <p><u>Roadmap step one 8 March:</u> Main message: Still remain under ‘Stay Home’. Communicate: Schools re-opening, social contact x1 person outdoors and x1 named visitor for care home residents</p> <p><u>Roadmap step one b 29 March:</u> Main Message: Minimised Travel, stay at home message lifted. Communicate: Outdoor sport and leisure facilities re-open, rule of six applies outdoors</p> <p><u>Campaigns underway</u></p> <ul style="list-style-type: none"> • Safe behaviours (Hands, Face, Space and ventilate; symptoms isolate and get a test); Compliance messaging targeted to priority wards; Together Leeds ‘The Big Thank You’ (for doing the right thing)
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> • Comms to reflect the vaccination programme aimed younger cohorts • Hands, face, space, ventilate messaging to continue as the city re-opens for business <p>Risks</p> <ul style="list-style-type: none"> • Pressure on comms team: pandemic management plus demand to promote city reopening and business as usual. 	<p><u>Roadmap step two:</u> Main Message: Non-essential retail re-opens, outdoor hospitality and outdoor leisure. Communicate: re-opening of city and district centres, re-opening of council services and facilities</p> <p><u>Roadmap step three 17 May:</u> Main Message: Indoor hospitality opens, mixing households, larger events, indoor attractions. Communicate: re-opening of council indoor hospitality, support comms activity around any programmed council events</p> <p><u>Roadmap step four 21 June:</u> Main message: Restrictions lifted. Communicate: Safe behaviours. Summer campaigns about continue to do the right thing to help prevent a return to restrictions</p> <p><u>Campaigns underway:</u> As above; and safe reopening of the city and easing of restrictions; parks anti-litter campaign; and Summer campaign around not returning to restrictions by continuing safe behaviours</p>
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> • Life resets to a different normality under long-term managed pandemic conditions. <p>Risks</p> <ul style="list-style-type: none"> • Longer-term behaviour compliance. 	<p><u>Campaigns</u></p> <p>As above; and</p> <ul style="list-style-type: none"> • Develop winter campaign – based on the insight we are gathering, possible return of restrictions, vaccinations • Contingency plan around return to restrictions re-activate lockdown messaging