

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

# COVID 19 - Leeds Multi-Agency Arrangements

## Existing governance

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

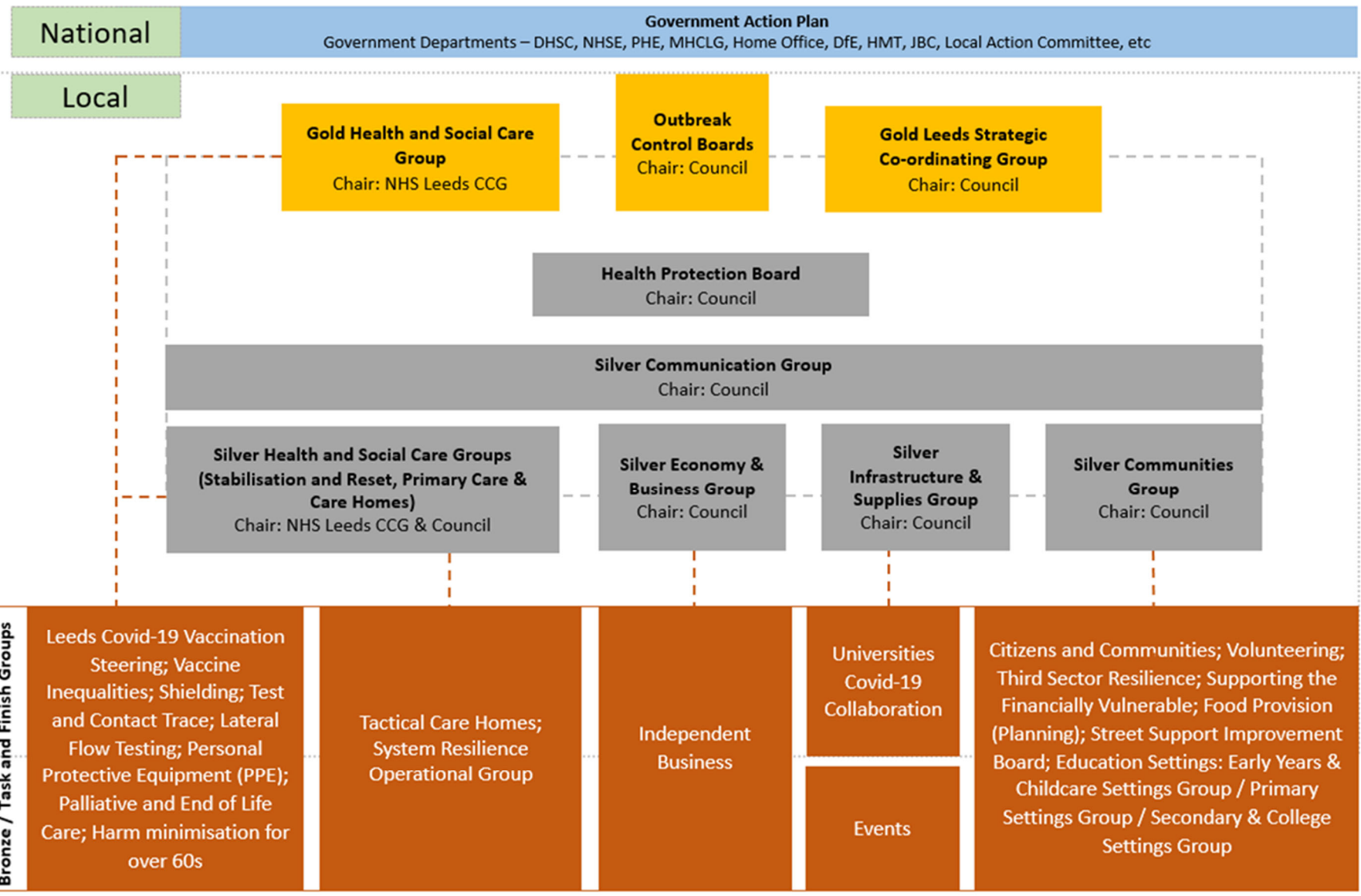
## Individual agencies

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

	<b>Assumptions &amp; Risks</b>	<b>Actions (planned/underway)</b>
Phase 1	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Infection rates continue to decline as lockdown restrictions remain in place and the vaccination programme progresses.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Local outbreaks in the city and bordering authority areas not being managed proactively.</li> <li>Community transmission of Variants of Concern within the city.</li> <li>Further surge testing being required.</li> <li>Outbreaks in education settings following full return of pupils.</li> <li>Crowds gathering to pay their respects of the passing of HRH Prince Philip.</li> </ul>	<ul style="list-style-type: none"> <li>Regular IMT meetings to respond to local outbreaks, attended by a range of partners.</li> <li>Continued focus on broad communications and engagement, including paid advertising, refined with learning to target causes of transmission.</li> <li>Asymptomatic key worker testing began on 1 March.</li> <li>Additional testing for everyone using LFD's twice a week, helping to bring infection rates down.</li> <li>Care homes, commissioners and IPC team working together to respond to outbreaks in homes and provide support- currently low number and well managed.</li> <li>Working to deliver the refreshed Local Outbreak Management Plan.</li> <li>Leeds Contact Tracing Service (previously Connect &amp; Support) continuing to make contact (and signposting to support) people not contacted by the national Test &amp; Trace system.</li> <li>Regular submissions to government to update on actions taken and to push for key asks.</li> <li>Continued engagement with members, partners, WY and Y&amp;H councils, and core cities, sharing good practice.</li> <li>Harm minimisation plan for the over 60s continues to be implemented across the full range of partners.</li> <li>Transparent data sharing on social media and in other communications, including member seminars.</li> <li>Joint services approach continues in localities, using full range of community assets including third sector, community leaders and networks, elected members.</li> <li>Paying our respects to HRH Prince Philip, we ensure that our message and response were in-line with Government guidance; all flags were flown at half-mast; intel from district and city centres reporting in relation to any flowers and tributes; links on our website to the national online Book of Condolence.</li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Infection rates decline further as vaccination programme progresses, allowing some reopening of the economy.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Managing public behaviour during summer and as more people receive vaccination.</li> <li>Vaccine hesitancy and misinformation, particularly as programme expands to younger cohorts.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Responding to any outbreaks or clusters within established processes.</li> <li>Continued focus on asymptomatic testing.</li> <li>Readiness for any surge testing requirements – able to rapidly stand up these arrangements based on previous experience.</li> <li>Building enhanced contact tracing capacity.</li> </ul>
Phase 3	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Virus remains present but at much safer levels.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Covid-19 variants emerging.</li> <li>Impact on infection rates as people spend more time indoors over autumn/winter.</li> </ul>	<ul style="list-style-type: none"> <li>Vigilance about outbreaks and emergent variants as winter approaches.</li> <li>Continued focus on promoting hands-face-space messages, tackling any complacency as a result of vaccination.</li> </ul>

## 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><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>System remains under pressure.</li> <li>Vaccination progresses on track.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Anti-vaccination messages and hesitancy – especially with the updated guidance of the AZ jab.</li> <li>Inequalities in the vaccine rollout.</li> <li>Communications not reaching people.</li> <li>Insufficient vaccination supplies.</li> <li>Vaccinated people not complying with restrictions.</li> <li>Confusion for the public given local and national pathways for vaccination.</li> <li>Health and wellbeing impact of people not attending urgent/ routine appointments.</li> <li>Physical and mental health of H&amp;SC workforce worsens.</li> <li>Not making best use of the Leeds £ due to having to work at pace.</li> <li>Care home sector destabilisation.</li> </ul>	<ul style="list-style-type: none"> <li>Continued implementation of a comprehensive vaccine inequalities plan and developed as data emerges.</li> <li>As per national guidance we can't book anyone in for their first vaccine who falls outside of the JCVI 1 -9 cohorts.</li> <li>Updating messaging that people in cohorts 1-9 are now encouraged to book their vaccine <a href="#">online</a>, by calling 119 or contacting their GP. Eligible people no longer need to wait to be invited.</li> <li>Managing activity and pressures on the health and care system well.</li> <li>Maximising patient flow from LTHT through community beds.</li> <li>Increased GP and hospice in-reach to patients in LTHT.</li> <li>Responding to national operational, planning and discharge guidance.</li> <li>Daily multi-agency meeting to support safe discharges.</li> <li>Social workers and occupational therapists working flexibly and developing innovative approaches to ensure support is delivered quickly and safely.</li> <li>Day Services maintained during current lockdown, with Covid-secure measures.</li> <li>Community engagement work and use of champions to reach where needed.</li> <li>Increasing uptake of vaccination in care home staff.</li> <li></li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Easing of pressure with fewer Covid patients, shift to dealing with backlogs.</li> <li>Large portions of H&amp;SC workforce and care home residents vaccinated. All population offered first vaccine by 31 July.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Workforce exhaustion.</li> <li>Anti-vaccine sentiments still in circulation.</li> <li>Possible increase of binge drinking and recreational drug taking.</li> <li>Covid variants.</li> </ul>	<ul style="list-style-type: none"> <li>Throughout April, focus on going back over JCVI cohorts 1 - 9 to ensure everyone who is eligible is offered a vaccine and has access to the necessary information to make an informed decision.</li> <li>Responding to backlogs and managing capacity.</li> <li>Developing integration strengths.</li> <li>Review of Health and Wellbeing Strategy.</li> <li>Continual review of pressures on the system and how to address these.</li> <li>Addressing the possible increase of mental health provisions.</li> <li>Supporting safe visits to care home residents (two designated visitors per resident) from 14 April.</li> </ul>
Phase 3	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>More stability across the system.</li> <li>Second vaccine dose offered to all.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Winter outbreaks, Covid variants.</li> <li>Concurrent pressure of flu and Covid-19.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on population and workforce mental health and wellbeing.</li> <li>Maximising increased interest in H&amp;SC roles.</li> <li>Focus on longer term health and social care sector resilience and reform.</li> </ul>

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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Reopening of non-essential Retail, Hospitality and Leisure sectors from mid-April, with restrictions. Continued closure of some of Tourism sector.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Increased jobs losses and business closures through redundancy and restructuring of economy.</li> <li>Inequalities widened through job losses hitting low earners, BAME people, women and young people the hardest.</li> <li>Gaps in Govt. support for businesses.</li> <li>Businesses struggle to adopt new requirements.</li> <li>Remaining uncertainty re UK leaving EU.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Understanding Government support schemes and associated complexities.</li> <li>Administering over £263.3m in business support grants (up to 7<sup>th</sup> April 2021), including: <ul style="list-style-type: none"> <li>£154.3m in Small Business and Retail, Leisure &amp; Hospitality grants</li> <li>£24.8 in Restart grants since end of March to support reopening of businesses</li> <li>£6.6m in Discretionary Relief grants during the Summer of 2020</li> <li>£72.8m in National Restrictions grants since November</li> <li>£4.84m in Additional Restrictions grants since December consisting of £1.59m from the LRSG open budget and £3.25m from the ARG budget</li> </ul> </li> <li>Work continuing 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.</li> <li>LCC online survey/conversation completed about the future of our centres, with over 1,300 responses received. Analysis of findings currently ongoing.</li> <li>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.</li> <li>Ongoing engagement with and lobbying of central government.</li> <li>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.</li> <li>Reopen relevant outdoor sports facilities and outdoor attractions in line with guidance</li> <li>Entertainment Licensing, WYP &amp; Environmental Health Services partners supporting the hospitality sector's re-opening plans</li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Further reopening of Retail and Hospitality from May and potential reopening of Tourism and Travel sectors too.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Businesses struggle to adopt new requirements.</li> <li>Continued job losses and business closures.</li> <li>Continued increased inequalities.</li> </ul>	<ul style="list-style-type: none"> <li>Continued business engagement and administration of business support grants.</li> <li>Sector-specific support (e.g. for Retail, Hospitality and independent businesses).</li> <li>Completion of city and district centres work with partner.</li> <li>Continued employment and skills support – supporting people into work, Adult Learning Programme, etc.</li> <li>Commence review of Leeds Talent and Skills Plan 2017-2023.</li> <li>Commence work looking at the green economy and the opportunities it could bring for the city.</li> <li>Inclusive Growth Extended Delivery Partnership planned for 8<sup>th</sup> July 2021.</li> </ul>
Phase 3	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>All sectors able to open, no restrictions.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Continued job losses, business closures.</li> <li>Continued increased inequalities.</li> <li>Risk of winter outbreaks and consequent restrictions again.</li> </ul>	<ul style="list-style-type: none"> <li>Continued business engagement and administration of business support grants.</li> <li>Sector-specific support (e.g. for Retail in the run-up to Christmas).</li> <li>Continued employment and skills support – focus on skills agenda for continued economic recovery.</li> <li>Potential interventions based on city and district centres work.</li> <li>Continue work to understand how the economy is recovering and link to future refresh of Leeds Inclusive Growth Strategy 2018-2023.</li> <li>Inclusive Growth Extended Delivery Partnership planned for 23<sup>rd</sup> September 2021.</li> </ul>



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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Existing Covid support services maintained.</li> <li>Schools remain open.</li> <li>Mixing of households allowed outdoors.</li> <li>Non-essential businesses remain closed.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Return of redeployed LCC staff to services.</li> <li>Increased virus transmission / outbreaks.</li> <li>Increase in non-compliance.</li> <li>Increased community tensions.</li> <li>Increased request for DVA support.</li> <li>Increase of YP demand of MH provisions.</li> </ul>	<ul style="list-style-type: none"> <li>Schools to undertake risk assessments to support the return of CEV children and young people to schools.</li> <li>Maintain the existing arrangements for supporting vulnerable and CEV individuals.</li> <li>Continue to support those required to self-isolate.</li> <li>Provide Free Schools Meals over the 2 week Easter Holidays.</li> <li>Preparation for potential of increased referrals to children's social care.</li> <li>Prioritise resources based on risk to public health and work with partners to manage outbreaks.</li> <li>Ongoing engagement and compliance checks and take enforcement action when necessary.</li> <li>Continuation of individual move-on plans from temporary emergency accommodation sites.</li> <li>Work towards making the Community Care Hubs model sustainable post June.</li> <li>Youth teams targeted sessions on vaccines, support via telephone, well-being packs, and street based work.</li> <li>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.</li> <li>98% of calls to the Covid Support telephone line answered.</li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>All sectors able to open will do so.</li> <li>Return to programmed inspection activity.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Increase in outbreaks in workplace settings.</li> <li>Confusion regarding new measures.</li> <li>Increase in noise nuisance complaints.</li> <li>Pressure of spring / summer events.</li> <li>Funding for Covid Marshals ends May 2021.</li> <li>Increased community tensions.</li> <li>Increased demand for advice and support – e.g. Housing / DVA / Compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Support to schools (Covid-safe procedures / Curriculum recovery / Well-being strategies / teacher assessed grades / transitions).</li> <li>Support to young people transitioning at year 11 or year 13 into a positive destination.</li> <li>Re-open Community Hubs in line with national Guidance and network with other partners across the city.</li> <li>Evolve the approach to local welfare assistance in the city.</li> <li>Consideration for May half term Free School Meals.</li> <li>Planning for a partial return of staff at the front door and some early help services.</li> <li>Focus on mental health and wellbeing in the workforce and for children and young people.</li> <li>Reopen Tropical World and cafés at visitor attractions.</li> <li>From 21<sup>st</sup> June remove restrictions on numbers who can attend funerals.</li> <li>A number of small to large scale outdoor events are being planned for Spring / Summer.</li> <li>Prioritise resources based on risk to public health.</li> <li>Continue with communications strategy for businesses as well as developing one for the public.</li> <li>Ongoing engagement and compliance checks and enforcement action where necessary.</li> <li>Transition from use of commercial sites as temporary safe emergency accommodation.</li> <li>Continue to actively manage presenting sex working.</li> <li>City Conversation is to be held 25/05, with a focus on Accommodation Requirements and Health Wellbeing Centre.</li> </ul>
Phase 3	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Risk of winter outbreaks.</li> <li>Risk of increased homelessness.</li> <li>Increased pressure on DVA services.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support for schools (cohort assessment in 2022), universities and FE Colleges.</li> <li>Ongoing focus on mental health and wellbeing in children and young people.</li> <li>Respond to potential increase in need (DVA, child exploitation, mental health, unemployment).</li> <li>Community Care Hubs to be a focal point &amp; central to support infrastructure, providing an anchor to any local and national crisis.</li> <li>Since schools have returned there has been an increase in referrals to clusters so demand for support has increased.</li> </ul>

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

	Assumptions & Risks	Actions (planned/underway for phase 1&2)
Phase 1	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Footfall into the city remains the same.</li> <li>WFH message remains in-place.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>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".</li> <li>Continuing Government funding required for public transport until social distancing capacity constraint removed.</li> <li>Continuing public anxiety over a return to public transport leading to heightened car use and local parking problems and congestion.</li> <li>Some disruption with ongoing works.</li> <li>Proactive work around inevitable crowds gathering during good weather.</li> </ul>	<ul style="list-style-type: none"> <li>Capital works in the city centre continue whilst traffic volumes are reduced.</li> <li>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.</li> <li>Good weather cross service meetings will continue to be held, including proactive communications/reminder of restrictions.</li> <li>Cross service meetings taking place to prepare for return to city in step 2 using the insight gained from previous lifting of restrictions.</li> <li>Bus Passenger levels have increased to around 45-50% of normal levels but are stable. Approximately 2% of trips are currently leaving people behind, we have added duplicate trips where possible.</li> <li>Passenger Transport are in discussions with DfT regarding the need to review social distancing capacity before June or people will face significant issues using public transport as this is the month when some services will be "full".</li> <li>WYCA Real Time Passenger Information units will indicate to waiting passengers the capacity status of approaching services.</li> <li>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.</li> <li>Government guidance on public transport messaging and social distancing awaited.</li> <li>PPE stocks from DHSC continue to be effectively distributed.</li> <li>It is likely to be necessary to broadcast travel advice which encourages people to plan their journeys around busy times. Care is however needed to avoid giving the impression that buses constitute a high risk of transmission.</li> <li>Delays to buses due to traffic congestion will exacerbate the situation. Liaison already underway to consider to increasing "green time" on bus routes. Guidance on this is expected from DfT.</li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Weekend activity expected to increase due to retail re-opening and travel within the UK</li> <li>WFH numbers to remain broadly the same with some variation.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Increased pressure on public transport as retail opens / PT not able to manage volumes of passengers now open to travel</li> <li>Pressure on road networks.</li> </ul>	<ul style="list-style-type: none"> <li>Communications to support and encourage safe use of public transport in run up to Step 3 (17 May).</li> <li>Monitoring road usage.</li> <li>Ensure routes to vaccine centre at Elland Road are monitored for ease of access.</li> <li>Working with Universities and transport partners on the return to full education.</li> <li>Working with Transport partners as volumes increase for Step 4 (21 June).</li> <li>Continue to discuss and relay issues to Department for Transport.</li> <li>Work with communities partners on end May BH planned and spontaneous activities.</li> <li>If Universities are open working with Communities and Safer Leeds on permitted gatherings.</li> <li>Working with Communications and Safer Travel team on the safe return to the city – very significant changes in the road, pedestrian, cycle layouts.</li> <li>Working with Communications on which roads will be closed due to the capital works programme.</li> <li>Level of stocks on PPE will continue to be maintained and monitored.</li> </ul>
Phase 3	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Public transport demand increases but remains below pre-Covid levels.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Sustainable public transport funding.</li> </ul>	<ul style="list-style-type: none"> <li>Public transport funding recovery.</li> <li>Level of stocks on PPE will continue to be maintained and monitored.</li> </ul>



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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>All staff to work from home where possible.</li> <li>Libraries, community hubs, leisure centres reopen from 12 April;</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Workforce burnout/exhaustion.</li> <li>Financial impact of lost revenue from closed services and attractions.</li> </ul>	<ul style="list-style-type: none"> <li>Rollout of Microsoft Teams to all staff over March.</li> <li>Transition Plan established to facilitate staff allocation back to their service.</li> <li>Six pilots underway to test collaborative work spaces.</li> <li>Establishing capacity and demand for office spaces in order to develop principles for future office working- staff survey issued.</li> <li>Establishing core principles for new ways of working and communicating these plans to the workforce.</li> <li>Supporting schools with testing requirements, and continual monitoring of cases within schools.</li> <li>Continued focus on staff wellbeing and promoting support and resources.</li> <li>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.</li> <li>Preparations in place for reopening of some services from 12 April.</li> <li>Continued support to CEV staff following cessation of shielding advice.</li> <li>Reopening of libraries, community centres/hubs, leisure centres and retail in line with Government advice.</li> <li>Future Events Group re-established to consider applications for events and determine whether these are legally permitted and acceptable in terms of risk.</li> </ul>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Return to office-based working from June, dependent on social distancing advice.</li> <li>Indoor attractions from 17 May (Step 3)</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Covid-19 Spring Roadmap not fully implemented as a result of 4 tests not being met by target dates.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitating safe return to office spaces in line with Government advice.</li> <li>A possible return to member surgeries dependent on the national review of social distancing.</li> <li>From 7 May, in-person committee meetings held in Covid compliant environment, required particularly for key decision making.</li> <li>Reopening on Leeds indoor visitor attractions (Step 3).</li> <li>Delivery of Covid-secure local elections on 6 May.</li> <li>New event applications for Millennium Square or Victoria Gardens to be 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.</li> </ul>
Phase 3	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>WFH requirement no longer in place, dependent on rates and position.</li> <li>Covid-19 Spring Roadmap fully implemented.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Spring Roadmap not fully implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Transition to new ways of working in the office and remotely fully rolled out.</li> <li>City Recovery Plan implemented where required.</li> <li>Service plans to include learning from the pandemic and organisational planning for resilience and emergencies.</li> <li>Continued wellbeing support for all staff.</li> </ul>

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

	Assumptions & Risks	Actions (planned/underway)
Phase 1	<p><b>Assumptions for all 3 phases:</b></p> <ul style="list-style-type: none"> <li>• Reflect updated restrictions, infection rates, and vaccinations.</li> <li>• Reflect all major potential issues highlighted by other service areas and restrictions in place.</li> <li>• Respond to any emerging risks as needed.</li> </ul> <p><b>Risks for all 3 phases:</b></p> <ul style="list-style-type: none"> <li>• Messaging not noticed/ lockdown fatigue.</li> <li>• Roadmap publication leading to confusion.</li> <li>• People jumping ahead in the roadmap and adopted behaviours prematurely.</li> <li>• Restriction breaching may lead to dates being revised, fuelling further resistance and possible public unrest.</li> <li>• New variants slow reduction in cases.</li> <li>• Vaccine hesitancy resulting in poor uptake amongst certain groups, increasing inequalities and further division/tensions.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver communications in response to the national roadmap around re-opening of council facilities and services.</li> <li>• Contribute to response and recovery plans with more people doing more of the right thing more of the time;</li> <li>• Ensure coherent, consistent and complementary communications across the whole partnership; and</li> <li>• Insight-led, evaluated and impactful communications alongside targeted interventions to maximise impact.</li> </ul> <p><u>Underpinning activity:</u></p> <ul style="list-style-type: none"> <li>• Clear and consistent messaging of safe behaviours – preventative and proactive.</li> <li>• Together Leeds brand and messaging, bringing the city together.</li> <li>• 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.</li> <li>• Communities outreach work taking interventions and targeted communications to them, working with stakeholders that they trust and listen to.</li> </ul> <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> 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) ); Do it Outdoors and Catch up with your friends not Covid.</p>
Phase 2	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Comms to reflect the vaccination programme aimed younger cohorts.</li> <li>• Hands, face, space, ventilate messaging to continue as the city re-opens for business.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Pressure on comms team: pandemic management plus demand to promote city reopening and business as usual.</li> </ul>	<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><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Life resets to a different normality under long-term managed pandemic conditions.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Longer-term behaviour compliance.</li> </ul>	<p><u>Campaigns</u> As above; and</p> <ul style="list-style-type: none"> <li>• Develop winter campaign – based on the insight we are gathering, possible return of restrictions, vaccinations</li> <li>• Contingency plan around return to restrictions re-activate lockdown messaging.</li> </ul>