

Updated July 2021

Annex B - 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 assumes the ‘most likely’ scenario, balancing 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.

Phase: we are currently in **Phase 2**.

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 with **key public health safety messages**
- **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, fresh air, test, trace, isolate, vaccinate**
- Be kind and neighbourly, ask for help if you need it

	Key Dates & Assumptions	Activities
Phase 1: Spring	<ul style="list-style-type: none"> Regain control of the virus, ready for re-opening 8/3 (Step 1a) 29/3 (Step 1b) Easter holidays 12/4 (Step 2) Over 50s vax target 	<ul style="list-style-type: none"> Refreshed the Local Outbreak Management Plan Safe reopening of hospitality, retail and services in line with Step 2. Safe provision and use of public open spaces Ongoing activity to support vaccine rollout (including tackling inequalities and building confidence), tackling variants and managing outbreaks; compliance and enforcement activity; testing and contact tracing; supporting businesses and communities Gradual delivery of more elective surgery Planning for service integration opportunities & surge capacity where needed Financial planning inc. bidding for recovery
Phase 2: Summer 2021	<ul style="list-style-type: none"> 6/5 Local & WY elections 17/5 (Step 3) Indoor mixing, indoor sport, hospitality and events; int. travel Infection rates expected to rise but impact on most vulnerable minimised Likely to see variants and need to respond HE students return 19/7 (Step 4) most restrictions relaxed – living safely with coronavirus Target: all adults 1st vaccine end July. School summer holidays 6 Sept: Education return 	<ul style="list-style-type: none"> Managing the significant pressure on the health system with an intensive focus on addressing restoration of services and dealing with significant backlogs and the implications from lockdowns (NHS, benefits, courts etc.) Driving vaccine rollout & tackling inequalities. Mitigating the impacts of community transmission on the most vulnerable Managing variants, outbreaks and more localised test & trace Ready for surge testing and enhanced outbreak management activity, including citywide workforce pool for variants and vaccination Final business support scheme in September with remaining funds, prioritising most impacted businesses Adapting to new governance arrangements with new WY Mayor in post Support communities with self-isolation and mental health support, and managing any tensions that may arise from restrictions being eased Education and other services adapt to roadmap steps, including return of HE students, changes to face masks etc. Produce learning lessons report and all organisations maintaining morale and motivation to recover backlogs Prepared for emergence of other types of infections as people mix more. Winter planning for flu and Covid and recovery Phased safe return to face-to-face formal council meetings and safe gradual return to office-based working across the city Production of Joint Strategic Assessment and Review of Health and Wellbeing Strategy Continue to engage on and plan for future use of city centre and local centres Supporting and encouraging safe use of public transport in line with national policy on social distancing as demand increases Financial planning, developing savings options, and understanding changing external funding landscape post-Brexit and proactive bidding Testing arrangements in schools & education settings to be announced and implemented Ensuring Park & Ride sites available with appropriate capacity Planning for events at full capacity from the summer
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 University return Half term Festive season 	<ul style="list-style-type: none"> Managing outbreaks, VoC's, and vaccinations, including vaccine inequalities plan & booster vaccinations in line with national guidance Putting public health at the heart of poverty and inequalities work. Reviewing inequalities and refreshing plans Delivering service integration Employment & Skills programme around future work trends and skills, particularly green economy, young people and potential growth areas Developing longer term social care plan Ensuring mental health and wellbeing being supported Implementing learning lessons review Ensuring third sector resilience and capacity, likewise care sector and dealing with potential additional safeguarding issues Continue to plan for future use of city centre and local centres Planning public transport funding recovery Challenging carbon usage post pandemic Develop City Plan with partners

COVID 19 - Leeds Multi-Agency Arrangements

Existing governance

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

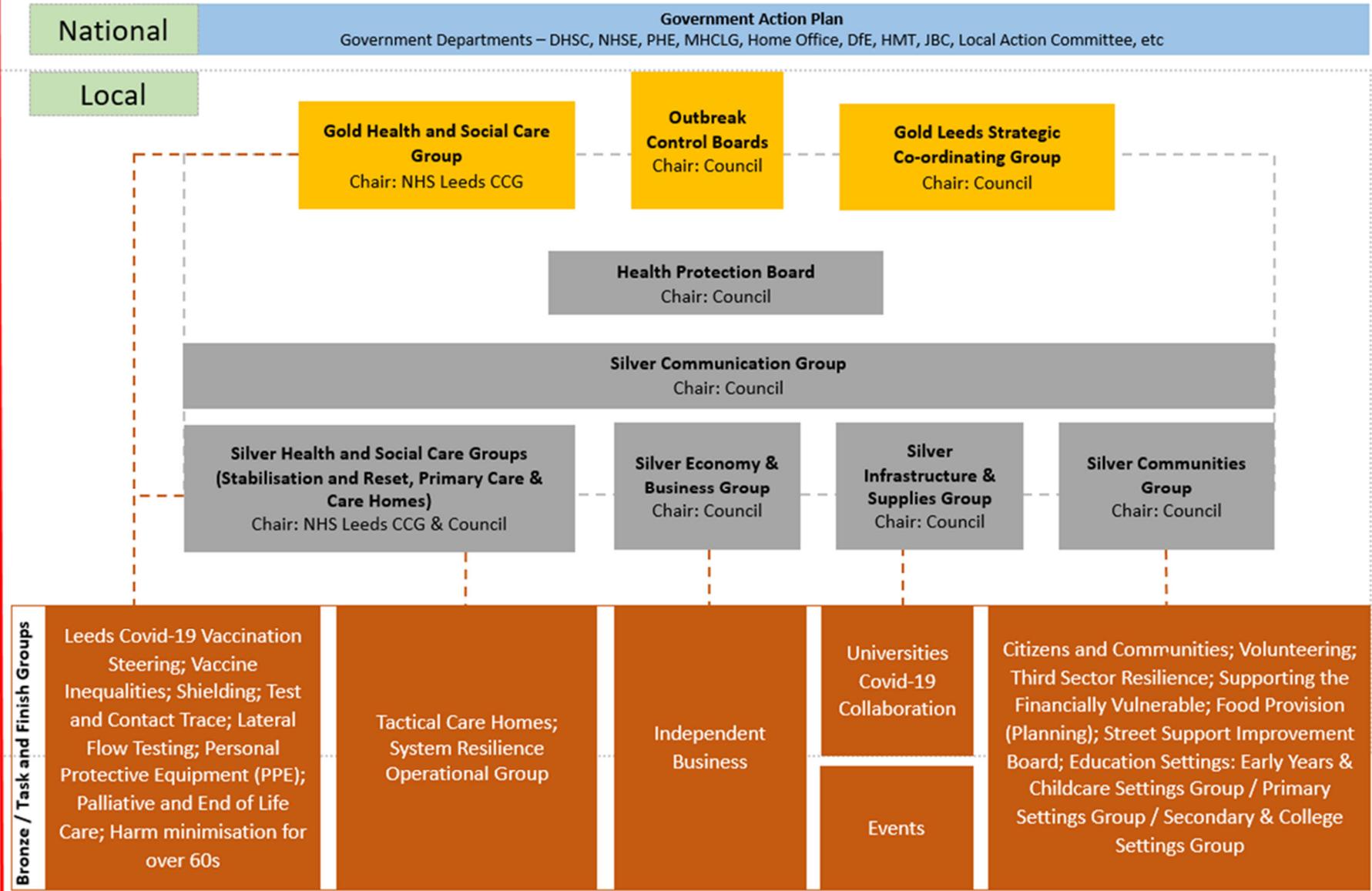
Individual agencies

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 2	<p>Assumptions</p> <ul style="list-style-type: none"> Deaths and hospitalisations remain steady as vaccination programme progresses and with regular testing. Responding to 19/7 (Step 4). Increase of rates as further restrictions are eased. Vaccines continue to break the link between infection rates and hospitalisations/deaths. <p>Risks</p> <ul style="list-style-type: none"> Continued vaccine hesitancy. Step 4 on 19/7 –more people gathering and infection rates increase due to relaxed restrictions. Managing public behaviour as more vaccinations delivered and restrictions are eased, people become relaxed around risks from Covid. Variants of concern (VoC), including the Delta variant. 	<ul style="list-style-type: none"> Strong focus on reducing infection rates, encouraging messages around hands-face-space-fresh air-test-trace-vaccinate. Continued focus on asymptomatic testing and vaccine uptake. Continue to meet objectives set out in the vaccine inequalities plan so ‘no one is left behind’. Continual monitoring of cases in vulnerable age groups – inc. CEV, and over 60’s, which will feed into further proactive work in outbreak management, health and social care and communications and media. Delta variant has taken over the main variant in general population – comms messaging continues to reflect changing situation. Managing public behaviour as much as possible; ensuring there are ‘be kind messages and defusing community tensions. Learning from previous enhanced activity in Harehills, Headingley, Hyde Park, Little London and Woodhouse Wards; readiness for any further enhanced ‘surge’ testing requirements, drawing on our excellent partnerships with remit to redeploy staff if needed. Continued work towards vaccinating as many as possible in CEV and ‘at risk’ groups, and individuals from communities where there is lower uptake; numbers continue to increase weekly. Around 40,000 unvaccinated people in Leeds that fall in priority cohorts 1-9; 18,000 of which are designated high risk. Strong emphasis on following up all cases that are VoC. Support the changing situation and delivery of PCN inequalities plan. Establishing satellite hospital vaccination sites & continual data sharing. Supporting the site move at the Elland Road at the end of July. Responding to any outbreaks in settings or clusters in communities within established processes. Leeds Local Contact Tracing is identifying around 44% additional contacts that the national service could not reach; over 1,500 case from 21.06 – 04.07 and 400 referrals to door knocking support. Working with our partners Better Together via a door knocking service in tandem with Leeds Contact Tracing; in recent weeks, 12 contact was made at addresses, or leaflets left on the property. Continue to respond to, and mitigate impacts of other infectious diseases in the city, e.g. gastroenteritis, TB etc. Continue to monitor the position in schools, prisons and Care Homes and support where required. Leadership and PH expertise to Incident management meetings with a focus on areas/places experiencing enduring transmission. Workforce continues across critical services, strengthening Leeds response to outbreaks and managing outbreaks. Continue joint working arrangements between frontline services, PHE, PH, LCH Infection Prevention Services, all six Leeds Uni’s, and EH to ensure a rapid response.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> Virus remains present but manageable Close monitoring of efficacy of vaccinations. Greater strain on health partners over the winter months. <p>Risks</p> <ul style="list-style-type: none"> Covid-19 variants continue to emerge. 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. Preparing proactive comms, reflecting public health messages. Re-adopting any future safety measures or restrictions such as social distancing or face coverings. Continue to support schools, education settings and universities with outbreak management plans. Continue the Leeds Contact Tracing Service and its Third Sector-led approach to door knocking/outreach.

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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 2	<p>Assumptions</p> <ul style="list-style-type: none"> • Significant pressure on the health system, with increase demand on primary care. • Fewer Covid patients. • Large portions of H&SC workforce and care home residents vaccinated. All adult population offered first vaccine with high levels of take up. • Vaccine supplies remain healthy. <p>Risks</p> <ul style="list-style-type: none"> • Workforce exhaustion. • Increase demand for mental health services. • Anti-vaccine sentiments still in circulation. • Possible increase of binge drinking and recreational drug taking. • Increase in demands on primary care and urgent and emergency care as a result of release of lockdown • Covid variants – Delta variant thought to be around 40% more transmissible. • Issues around vaccine supplies. 	<ul style="list-style-type: none"> • Prioritising elective care backlogs and addressing significant pressures. Responding to significant elective care and other health and wellbeing backlogs and managing capacity, likely to take a long time • Cases in hospitals remaining steady, as vaccine and regular testing breaks link with serious illness and mortality. • Continual focus on going back over JCVI cohorts 1 - 9 – offered a vaccine and access to information to make an informed decision. • Using data to ensure there is adequate vaccine offers across Leeds. • Trialling a walk-in vaccine offer at the Trinity Shopping Centre over a weekend in late July • Developing a workplace pop-up vaccine offer which will include advice, information and vaccinations aimed initially at those sites which are experiencing workplace outbreaks. • Developing the winter flu and Covid vaccines programme – subject to NHSE guidance to be confirmed • Revised vaccination health inequalities plan in place with a focus on communities living in deprived neighbourhoods; culturally diverse communities and social inclusion groups. • Proactive plan to encourage over 60s to have the vaccination working through the Bronze harm minimisation group. • Continual review of pressures on the system and how to address these. Developing integration strengths. • Addressing the increase of demand on mental health services. • Carry on testing and vaccine arrangements in care homes. • Continue delivering all inequality plans across all PCN's to increase uptakes of vaccines. • Over 2,473 vaccinations administered via the roving clinic, continuing its 10-week programme around the city. The bus continues to engage at the heart of communities, building relationships and trust and supported by Community Champions. • Women-only vaccine drop-in clinic based at Asha Neighbourhood Project held; over 38 women vaccinated who otherwise wouldn't have been since the last meeting. • Pop up at Bilal Centre is operating 3 times a week. • Continue to support migrants and refugees to access the vaccine. Support to prison leavers also continues. • Around 70% of elective activity was carried out in April compared to the level of 2019 activity. • A&E attendances have increased 10.9% from April to June compared to the same period in 2019. • Primary Care have seen total appointments rise by 10.4% from February to April compared to the same period in 2020. • Further community sites are due to come on board in East Leeds, Kippax and at Woodsley Road Community Centre, with capacity to support flexible approach. Confidence is there that we will have enough coverage across the city and staffing resource in place.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> • More stability across the system. • Booster vaccine offered with high levels of take up. <p>Risks</p> <ul style="list-style-type: none"> • Increase in demands on primary care and urgent and emergency care as a result of release of lockdown • Winter outbreaks, Covid variants. • Concurrent pressure of flu and Covid-19. 	<ul style="list-style-type: none"> • Delivery of flu and covid-19 vaccines – subject to NHSE guidance to be confirmed • Focus on population and workforce mental health and wellbeing. • Continue to ensure all PCN areas are covered in offering a vaccination service. • Maximising increased interest in H&SC roles. • Focus on longer term health and social care sector resilience and reform. • Seasonal preparedness planning across the health and care system • Monitoring Covid variants and case rates and state of readiness for future surges • Continued restoration and recovery of services • Embedding new ways of working and access to health and social care.

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3. Business & Economy- Eve Roodhouse, Chief Officer, Culture & Economy, LCC		
	Assumptions & Risks	Actions (planned/underway)
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> • Further reopening of Retail and Hospitality from the summer, and potential reopening of Tourism and Travel sectors too. • Major events taking place in stadiums/event planning. <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"> • 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. • Ongoing engagement with and lobbying of central government. • Targeted support this summer for businesses that are still struggling, utilising remaining funds from the Local Support Grant – scheme ending in Sept. • Administering business support grants, including: <ul style="list-style-type: none"> ○ Local Restrictions Support Grant (Closed) – 5643 grants - Value: £42,980,288.69 ○ Local Restrictions Support Grant (Open) – 1509 – value £3,714,997.03 ○ Additional grant for Retail, Hospitality and Leisure – 5711 grants, Value £28,559,000 ○ Restart Grants - 5245 grants, Value £40,660,360 • Sector-specific support (e.g. for Retail, Hospitality and independent businesses). • Ensuring safe spaces; enhanced cleaning regime; hand sanitiser stations; new and improved public spaces (eg. the Headrow, Park Row, Cookridge Street); more outdoor provision and space for pedestrians; on-street presence via City Centre Ambassadors, Covid Marshals and Night Marshals); and planning for events easy to arrange and cancel. • Completion of work on the future of our city and local centres with our partner, looking at how our centres can adapt to the long-term transformational changes and challenges over the next 10 years. Completion of further work on the future of our centres, including our public survey/city conversation and work with Metro Dynamics and the Ahead Partnership. The bringing together of all work in relation to the future of our centres. • Continued employment and skills support – supporting people into work, including apprenticeships, across all sectors; matching people to jobs in recruiting sectors; and supporting people to retrain via the Employment and Skills service, Adult Learning Programme, Jobcentre Plus and learning providers. • Future Talent project underway- review of Leeds Talent and Skills Plan, identifying gaps in the Leeds labour market, supporting residents to play a more productive role in the economy, helping businesses to thrive.
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 actions and interventions based on our city and local centres work. • Potential completion of Future Talent project. • Commence work looking at the Green economy and the opportunities for Leeds/why it is essential to our economic recovery. • Inclusive Growth Extended Delivery Partnership planned for 16th November 2021. • Continue work to understand how the economy is recovering and link to future refresh of Leeds Inclusive Growth Strategy 2018-2023.

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4. Citizens & Communities (including Education)- James Rogers- Director of Communities, Housing & Environment, LCC		
	Assumptions & Risks	Actions (planned/underway)
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> All sectors able to open will do so. Return to programmed inspection activity. School testing arrangements from Sept. <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 has been extended to October 2021. Increased demand for advice and support – e.g. Housing / DVA / Compliance. Community tensions as restrictions are eased. 	<ul style="list-style-type: none"> Marshals have conducted a further 216 compliance business visits since the last meeting of Executive Board (over 1,300 in total). To date, Environmental Health (EH) have: received 3,200 requests for services; over 2,200 general Covid-related complaints and issued advice for businesses; supported 230 businesses with outbreaks; 180 complex referrals from the Local Contact Tracing Service; undertaken 1,400 proactive visits to businesses; steady increase of +100 noise complaints since 12.04.2021. Since the start of the pandemic, the EH team served 26 x £1000 Fixed Penalty Notices (FPNs), 3 x £2000 FPNs, 2 x £4000 FPN, 34 x CV19 Prohibition Notices, 1 x Coronavirus Immediate restriction Notice, 1 x H&S Prohibition Notice and 5 x Direction Orders. Five prosecutions have been instigated. Students returning to Universities from Sep; continue to support accessing the vaccine (either in their hometown or in Leeds). Support requests through Community Care Hubs remain at the same levels in January - small but significant number of the population struggling. Mitigating community tensions as restrictions are eased and become guidance (e.g. Argument for/against face coverings). Support to schools (Covid-safe procedures / Curriculum recovery / Well-being strategies / teacher assessed grades / transitions). Support to young people transitioning at year 11 or year 13 into a positive destination. 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. Continued focus on mental health & well-being of workforce – implementation of Children’s Centre Service Well-Being action plan. Early Help Continued restoration & recovery of services: Planning recovery of face to face services and blending with virtual. Managing the transition to new working arrangements for office-based staff to operate a hybrid model of working. Several small to large scale outdoor events are being planned for Summer. These will be carried out in accordance with the Roadmap – Step 4, national and local guidance, Covid secure risk assessments and subject to the Safety Advisory Group process. 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. Partnership working across the Leeds district including Nightsafe Leeds (supporting a safe return to the evening and night-time economy in Leeds city centre). Transition from use of commercial sites as temporary safe emergency accommodation. Continue to actively manage presenting sex working and encourage vaccinations through this engagement. Community Champions recruitment has exceeded the target and represents the diversity of citizens in Leeds. They are supporting door knocking and engagement for the women only clinic at Asha, the roving vaccination bus and enhanced testing. Worked with partners to produce a short video drama promoting vaccine confidence, shared by NHSE. Students returning to Universities from Sep; continue to support accessing the vaccine (either in their hometown or in Leeds). Support requests via Community Care Hubs remain at the same levels in Jan - small but significant number of the population.
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). Community Care Hubs to be a focal point & central to support infrastructure, providing an anchor to any local and national crisis. Since schools have returned there has been an increase in referrals to clusters so demand for support has increased. Contingency planning for remote learning if needed.

5. Infrastructure & Supplies- Gary Bartlett- Chief Officer, Highways & Transportation, LCC		
	Assumptions & Risks	Actions (planned/underway for phase 1&2)
Phase 2	<p>A 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. Review of social distancing measures as city reopens and restrictions ease. <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 especially in June/ early July leading to congestion. Adverse reaction to removal/ retention of temporary social distancing measures (very opposing views) 	<ul style="list-style-type: none"> Monitoring road usage and managing the potential conflicts because of significant works across the City Work to progress on returning the P&R sites – Temple Green P+R partially reopening in June. Managing the interface with Vaccination Centre at Elland Road Park Ride and possible relocation of the former on Phase 3 of ERPR site and the testing facility at Temple Green. Working with Universities and transport partners on the return to full education. Universities advised that no requirements to stagger Fresher’s week, watching brief on changes to activity Promoting the travel safe message as Trust staff and many others concerned about travelling by public transport which will mean continuing use of private transport which is a major concern. Puts pressure on city parking and may exacerbate congestion issues. Universities advised that no requirements to stagger Fresher’s week, watching brief on changes to activity Promoting the travel safe message as Trust staff concerned about traveling by public transport and will use private transport Monitoring the KSI statistics as road usage increases. Continue to discuss and relay issues to Department for Transport. 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, including review of temporary social distancing measures. Working with partners on the increasing number of protests and the impact this will have on the road network. Communications to continue to promote safe use of public transport, cycling and walking and highlight roadworks and road closures. Update city and town centre signage reflect public health safety guidance. Influencing travel behaviour campaigns e.g. Walk it, Ride it stepped up to encourage non car use. Level of stocks on PPE will continue to be maintained and monitored. Bus patronage is now at around 60%. Footfall into the city is around 70% down on normal levels, although Saturdays are very close to pre-Covid numbers. Traffic is down to around 85% on normal levels; expected to increase over the summer holidays. Park & Ride: Stourton due to open Sept (with A61S corridor bus priority measures to supplement ERPR and TGPR); Temple Green opening later in 19th July; Elland Road now open & operating.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> Public transport demand increases but remains below pre-Covid levels. Traditionally busy period on the networks between Sept- Dec. Major developments and other works occurring across the city. <p>Risks</p> <ul style="list-style-type: none"> Sustainable public transport funding. 	<ul style="list-style-type: none"> Monitoring road usage and managing the potential conflicts as a result of significant works across the City. Working with Transport partners as volumes increase. Employment and Skills working proactively with travel companies due to concerns over recruitment, reflecting the national trend – especially HGV drivers. Public transport funding recovery discussions ongoing with DfT, WYCA and bus operators. Communications to continue to promote safe use of public transport, cycling and walking Influencing travel behaviour campaigns e.g. Walk it, Ride it stepped up to encourage non car use. Promotion of use of 3 park and ride sites. Level of stocks on PPE will continue to be maintained and monitored.

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	<ul style="list-style-type: none"> Increased congestion leading to adverse comment. 	
6. Organisational Impact- Neil Evans- Director of Resources, LCC		
	Assumptions & Risks	Actions (planned/underway)
Phase 2	<p>Assumptions</p> <ul style="list-style-type: none"> Return to office-based working from late Summer, dependent on social distancing advice. <p>Risks</p> <ul style="list-style-type: none"> As infection rates rise, staff may be identified as close contacts and need to self-isolate due to positive cases/not being double jabbed. 	<ul style="list-style-type: none"> Facilitating safe phased return to office spaces in line with Government advice subject to a transitional period now the WFH message has been lifted. Proactive and ongoing comms and engagement with staff around returning to the office. 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. HR working closely with public health and our 3rd sector partners to create a proactive resource pool (c. 80 to 100 staff) that can fulfil community roles in areas where enhanced testing is necessary. HR have worked together with services to release capacity, to fulfil these roles, at short notice should they be required. Continued monitoring or service issues/staff absences via the Organisation Impact Covid Silver Group. Work continues to balance the council's budget and long-term effects from Covid. Ongoing comms to all staff and members. 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.
Phase 3	<p>Assumptions</p> <ul style="list-style-type: none"> WFH requirement no longer in place, dependent on rates and position. Covid-19 Roadmap fully implemented. <p>Risks</p> <ul style="list-style-type: none"> Need to revisit Roadmap and reintroduce restrictions. 	<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 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 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 19 July:</u> Main message: Restrictions lifted. Communicate: Safe behaviours. Proactive positive Summer campaign about continuing to do the right thing to help prevent a return to restrictions – ‘Let’s keep moving forwards’. We will ensure that city centre and district centres messaging reflects that the city remains safe, despite possible rise in rates.</p> <p><u>Campaigns underway:</u> Hands, Face, Space, Fresh Air – symptoms, isolate and test</p> <p>Eligibility criteria, deadline for and encouraging take-up of new and low take-up business grants (wedding businesses)</p> <p>Proactive preventative communications in areas with higher rates</p> <p>Support for delivery of vaccination messages through rollout to target audiences, proactive messaging at target groups with vaccine hesitancy ‘it’s not too late’ message for groups previously eligible who may have been hesitant/faced barriers to uptake</p> <p>Safe reopening of the city and easing of restrictions</p> <p>Parks anti-litter campaign; and</p> <p>Summer ‘Let’s keep moving forwards’ campaign around not returning to restrictions by continuing safe behaviours.</p> <p>Watching brief re: 19 July roadmap announcement</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.

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