

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

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

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

- Responding to the virus and its effects, safely lifting lockdown, preventing and managing local outbreaks to minimise the spread of the virus
- Living with the virus in the population, where social distancing has to be maintained, engaging the public in following advice from the NHS Test and Trace service
- A new normal, most likely once a vaccination is available

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

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

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

### Objectives:

- Continue to minimise the effect of the outbreak on the health and wellbeing of the city, especially the most vulnerable, and integrating services to achieve this;
- Ensure the provision of essential services, focusing on individuals, families, communities and businesses most affected, whilst encouraging communities to provide support themselves and be actively engaged in the part they can play;
- Work to resume economic and social activity safely and effectively with social distancing measures in place, in line with national guidance and advice;
- Begin to focus on recovery and renewal underpinned by our City Ambition’s three pillars - Inclusive Growth, Health and Wellbeing and Climate Change.

Whilst social distancing remains key for public health reasons, the overall framework that we are using to lift lockdown is to test, trace and manage outbreaks to enable:

- **Safe travel** ensuring the safe use of highways and public transport and encouraging active travel where possible.
- **Safe public spaces** with physical distancing in communities, district centres and the city centre.
- **Safe delivery of services** including health and social care, and other public services.
- **Safe education** as more children and young people return to schools, colleges and nurseries.
- **Safe working** with physical distancing in workplaces and coordination between large employers to avoid peaks of movement.

## COVID 19 - Leeds Multi-Agency Arrangements

### Existing governance

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

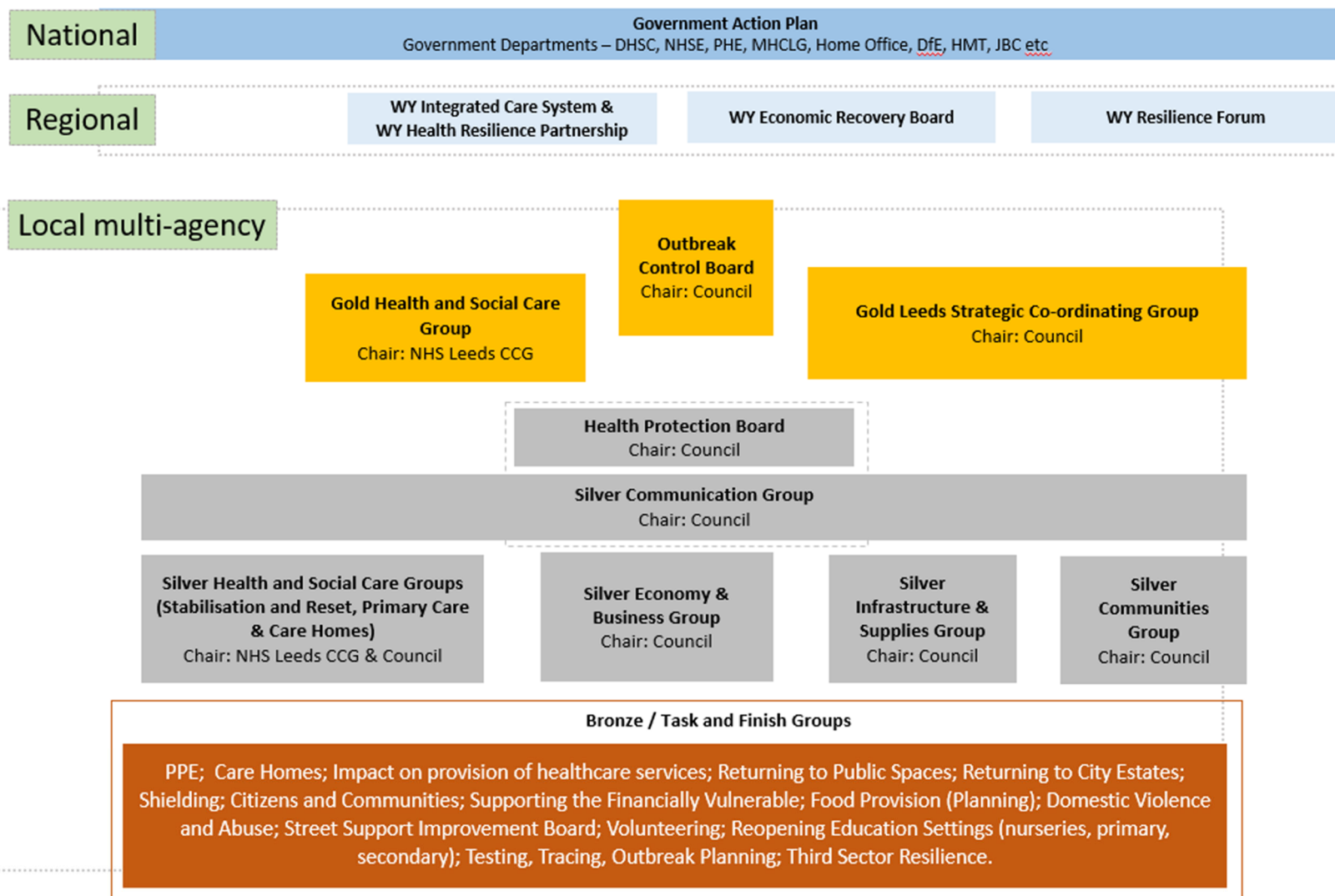
### Individual agencies

Gold Organisational Leadership Teams

Silver Organisational Groups

Bronze / Task and Finish Organisational Groups

Date: 16/06/20



Item no.	Action	Officer lead(s)	Status / Comments
<b>1. Local Outbreak Management</b>			
	<p>Ensure effective prevention and management of transmission COVID-19 through the development of a Leeds COVID-19 outbreak plan. This plan will build on existing robust outbreak management arrangements and will include local plans to support the national Test and Trace programme.</p>	<p><b>Victoria Eaton</b></p>	<ul style="list-style-type: none"> <li>• The Leeds' COVID-19 Outbreak Management Board has been established, led by Cllr Blake with public health leadership from Victoria Eaton and will work to ensure effective public engagement and communication about outbreak management across the city and provide political and public oversight for COVID-19 Outbreak Management. There is a comprehensive description in the report.</li> <li>• A bronze group of representatives from local partners has been established to oversee and coordinate the development of the outbreak plan which will cover 7 themes:             <ol style="list-style-type: none"> <li>1. Planning for local outbreaks in care homes and schools</li> <li>2. Identifying and planning how to manage other high-risk places, locations and communities of interest including sheltered housing, dormitories for migrant workers, transport access points, detained settings, and rough sleepers</li> <li>3. Identifying methods for local testing to ensure a swift response that is accessible to the entire population.</li> <li>4. Assessing local and regional contact tracing and infection control capability in complex settings and the need for mutual aid</li> <li>5. Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook</li> <li>6. Supporting vulnerable local people to get help to self-isolate and ensuring services meet the needs of diverse communities.</li> <li>7. Establishing governance structures led by existing Covid-19 Health Protection Boards and supported by existing Gold command forums and a new member-led Board to communicate with the general public.</li> </ol> </li> <li>• Workstreams have been established, under the bronze group, to lead on these themes.</li> <li>• The Leeds Health Protection Board continues to provide ongoing system oversight and professional expertise to the management of COVID-19.</li> </ul>

2. Health & social care			
2.1	Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal with the anticipated pressures in the system effectively.	<b>Health &amp; Social Care Gold</b> (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley)	<ul style="list-style-type: none"> <li>• Health and Social Care Gold continues to receive weekly updates from the task and finish groups listed below. This allows for continuing in-depth discussions – focused on those areas with greatest associated risk, or those areas that require specific high level support. The task and finish groups are: <ul style="list-style-type: none"> <li>○ Care Homes</li> <li>○ Testing, Track and Trace</li> <li>○ Stabilisation and Reset</li> <li>○ Personal Protective Equipment (PPE)</li> <li>○ Shielding</li> <li>○ Impact on healthcare</li> <li>○ Modelling and Planning</li> </ul> </li>   <li>• <b>Public Health</b> – the Public Health intelligence team continues to actively work with partners to gain greater access to the emerging data sets about the location of COVID 19 cases, contacts and hotspots. The team is also reviewing what local intelligence is available to support COVID-19 work at an operational, tactical and strategic level. The Public Health localities team are working with the Local Care Partnership Development team in two areas in order to progress bids to the West Yorkshire and Harrogate Integrated Care System Health Inequalities Fund. The funds will be allocated to help groups who are disproportionately affected by COVID-19, and to help encourage links between the community and health sectors. The bids from Leeds will focus on support for low income families. Public Health commissioned services (sexual health, drugs &amp; alcohol and healthy living) have mainly been re-oriented to online/telephone provision. However, exit strategies are in development, with the aim being of re introducing delivering face to face services where possible/safe. Public Health advice continues to inform the advice circulated to local schools via the Director of Children Services.</li>   <li>• Public Health have been working with West Yorkshire Fire and Rescue Service (WYFRS) and Yorkshire Ambulance Service (YAS) to develop a</li> </ul>

			<p>new initiative - providing an alternative falls response service. The service is for people who have fallen and are unable to get up from the floor, but are otherwise uninjured</p> <ul style="list-style-type: none"> <li>• <b>Primary Care</b> – General practice remains 100% digitally compliant with them seeing increasing demands across practices in terms of some of those patients returning who had stayed away. Primary Care are focused on the interpretation of the risk assessment, guidelines and the Test and Trace as well as the definition of “contact” and what that means for primary and community care environments given the advice to acute colleagues. Work is ongoing with the GP Confederation to explore reconvening the nationally mandated NHS Health Checks delivery within Primary Care and to explore alternative delivery options (e.g. remote/digital) in the interim. Public Health are supporting practices to restart referrals to the national diabetes prevention programme and analysing the wider impact of COVID-19 for people with long term conditions</li> <li>• <b>Adults Social Care</b> – has continued with services but has built up a backlog of occupational therapy assessments as this was one of the areas where patient contact was stopped. Consideration being given to using more video and photography type technology as well as equipping OT’s with an element of PPE in order for them to enter people’s homes. This should help maintain people’s independence, reducing falls and hopefully preventing admission to hospital and residential care. Demand in these types of services is slowly increasing with demand on safeguarding and regular care needs. The number of care homes in Leeds with COVID-19 outbreaks has reduced significantly recently. From a peak of 47 care homes with active cases or outbreaks, there are now only three, and this area remains closely monitored.</li> <li>• <b>Leeds Community Healthcare NHS Trust (LCH)</b> – There were few services stopped with the majority carrying out the majority of the work as “normal” similar to Primary Care in an adaptive form and/or with some temporary holds on some contact. LCH are now mapping what they can deliver and how and with what estates they have and the digital infrastructure. There is a balance between getting as much</li> </ul>
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			<p>contact restarted as possible in addition to not losing the potential to transform whilst linking in with LTHT.</p> <p>A rapid review of data by Public Health is underway to model the number of people in Leeds that have missed out on cancer screening opportunities during the COVID pandemic. Work is being taken forward through key local partners to ensure that services are in place to support people back into screening, targeting those most in need.</p> <ul style="list-style-type: none"> <li>• <b>Leeds Teaching Hospitals NHS Trust (LTHT)</b> – A&amp;E admissions are beginning to increase to between 80-90% of normal admission levels (week commencing 8th June). Attendance numbers are around 70% of what they were historically indicating an element of risk of patients such as those who would usually attend with minor injuries who are yet to return. These increases are beginning to add pressure to LTHT. Work is ongoing with Track and Trace in terms of the impact on health care workers using the guidance on social distancing measures and the need for clinical and non-clinical staff to wear face masks. LTHT are also focusing on increasing the number of anti-body testing by sending some blood samples to Mid Yorkshire Hospitals NHS Trust for patients who come through A&amp;E at LTHT but will soon look to do this for staff as well.</li> </ul> <p>There was an increasing number of patients in all settings and LTHT has re-affirmed its commitment to deliver 65% of services by the end of the June 2020, in line with their NHSE planning submission.</p> <ul style="list-style-type: none"> <li>• <b>Leeds and York Partnership Foundation Trust (LYPFT)</b> – services have been ongoing as usual such as those inpatients and crisis services. Some services have had to adapt such as CMHT has become more remote in terms of digital contact. Some services have shut down with those staff being redeployed to other areas such as the Leeds Autism Diagnostic Service. LYPFT are in the process of looking at how to step up those services again.</li> <li>• <b>Yorkshire Ambulance Service NHS Trust (YAS)</b> – from an ambulance perspective most if not all activity has continued as normal. Conversations are proceeding to take place around “Talk before you walk” (which may also be known as “Think 111 first” or “Help us help you”). In terms of what could stop YAS going further faster, there could</li> </ul>
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			<p>be issues with patient flow elements around PTS services and how they support discharge. To help with this, YAS are looking to gain as much information as possible from individual place as well as from an ICS perspective to help inform their decisions as they are still continuing with single vehicle occupancy.</p> <ul style="list-style-type: none"> <li>• <b>Third Sector</b> – Third sector organisations continue to deliver significant proportion of previously provided services, in addition to significant additional emergency COVID-19 response. For example, providing food and basic necessities; mobilising additional volunteering; communicating messages on behalf of the rest of the system and specific support for people who are shielding. While many Third sector bodies are seeing an increased demand; these represent great examples of creative and adaptive provision. Issues raised through the Communities of Interest network include significant concerns around mental health and the impact on unpaid carers. Further concerns identified include communications and clear consistent messaging; and safeguarding. Organisations are also linking to the test and trace work; promoting the walk to test centre and providing information for the sector around PPE and risk assessments.</li> </ul> <p><b>Testing</b></p> <ul style="list-style-type: none"> <li>• The national COVID-19 testing programme is now well established in Leeds and eligibility criteria has been expanded.</li> <li>• A national online booking system is now fully operational. This enables people to book a test (at Temple Green or at mobile unit) or to order home testing kits.</li> <li>• People should now be able to book tests without requiring an email address or mobile phone number</li> <li>• The Temple Green site is currently carrying out 150– 200 tests a day and is not at capacity. This is also a mobile testing unit (MTU) which is deployed at certain regional locations in rotation, including, in the South of the city, in Morley. Responsibility for the local of future MTUs has been passed from the LRF to Leeds City Council and Public Health and asset management will determine where the mobile unit could be placed in future weeks – likely to be in areas of deprivation.</li> </ul>
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			<ul style="list-style-type: none"> <li>• A walk-to site is being piloted at Bridge Street Church (this is currently booked through the LCC website but is part of the national testing system). This is aimed at local people with symptoms who don't have access to a car.</li> <li>• Public Health are also working with LTHT labs and a small number of Third Sector local organisations to provide testing and tracing options for people who may not be able to, or wish to, access the government website.</li> <li>• A Test and Trace Schools and Early Years group has been established. This is a sub group of the bronze outbreak management test and trace group.</li> </ul> <p><b>Personal Protective Equipment (PPE)</b></p> <ul style="list-style-type: none"> <li>• Systems for sourcing and distributing Personal Protective Equipment (PPE) are in place in the city, drawing on West Yorkshire's Local Resilience Forum (LRF) stock and locally procured supplies. Mutual aid between partners across the health and care system is enabling coverage across the city.</li> <li>• Standard Operating Procedures (SOPs) on the use of PPE have been issued to primary care. Y&amp;H Health Protections team working up SOPs for different settings and LTHT ambition for the delivery of services are very dependent on national PPE supplies.</li> </ul> <p><b>Shielding</b></p> <ul style="list-style-type: none"> <li>• Acknowledged that the current national guidance on shielding covers the period until the end of July 2020. Acknowledged that regardless of national guidance understanding, Theme 6 of the Outbreak Control Plan covered shielding and would need detailed consideration.</li> </ul>
2.2	Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services as soon as possible over the following six weeks (from 29 April 2020).		<ul style="list-style-type: none"> <li>• Leeds continues to take a system-wide approach to Health and Social Care. The aim being to manage the constraints around the stabilisation and reset of services collectively.</li> <li>• A Stabilisation and Reset group including all partner organisations has been established.</li> <li>• The purpose of the task group is to ensure there are co-ordinated plans for the robust reset of services which drives an integrated city-wide approach, ensuring co-ordination of: <ul style="list-style-type: none"> <li>○ Workforce</li> </ul> </li> </ul>



			<ul style="list-style-type: none"> <li>○ Estates</li> <li>○ Information Governance and digital approaches</li> <li>○ Finance and contracting</li> <li>○ Planning</li> <li>○ Shared learning</li> <li>○ Associated Integrated Care System programmes</li> </ul> <ul style="list-style-type: none"> <li>● The work of the Stabilisation and Reset group will be based on the principles embedded in the Health and Wellbeing Strategy; alongside the partnerships approach of valuing ‘working with’ the citizens of Leeds and tackling the health of the poorest fastest.</li> <li>● As part of this, there will be an active focus on the health inequalities exacerbated directly by COVID-19 and/ or any resultant service changes; in addition to any subsequent learning from the feedback from patients, service users and the citizens of Leeds more generally.</li> <li>● Leeds Health and Care system will ensure that the views, voices and aspirations of the people of Leeds are taken into account in the work of this group.</li> <li>● Partner organisations will consider these reset principles and priorities as they work through their own service areas, while recognising that each set of specialist service areas will have slightly different constraints and contexts that require consideration. Despite these differences, partners remain committed to ensuring consistency as far as possible for the citizens of Leeds.</li> </ul> <p>It is also recognised that some of the changes made during this exceptional period have been beneficial and should be built upon.</p>
<b>3. Infrastructure and supplies impact</b>			
3.1	With internal partners, relevant authorities and agencies to ensure a coordinated and well communicated approach to returning the city to business as usual in a safe and managed way.	<b>Gary Bartlett</b>	<ul style="list-style-type: none"> <li>● To gain regular updates and insight into the economic impact and level of public transport patronage, traffic flows on national and local networks and pedestrian flows.</li> <li>● Continue to work with West Yorkshire Combined Authority, Network Rail, train operators, bus operators, Highways England and utility companies to understand level of transport demand and prevailing issues.</li> </ul>

			<ul style="list-style-type: none"><li>• To ensure a joined up local approach with regards to phased changes in the city and to travel timetables in response to Government announcements around lock down easing measures and any changes to national guidelines.</li><li>• In particular to ensure coordinated communications approach across all agencies regarding travel information, the frequency and limited capacity, promoting safe travel and promote flexible travel plans are considered i.e. shoppers not to travel at peak times, leave extra time for journeys, encourage continued working from home and/or consider alternatives e.g. cycling and walking where practical.</li><li>• Working with our partners on coordinated solutions with regards to known and unknown high density activities/changes eg, students returning to university, sporting fixtures, unforeseen protest marches, spontaneous festivals</li><li>• Continue to progress further phases of social distancing measures across the city and in local district centres and to respond to issues as businesses re-open, liaising with City Centre and Community Committee colleagues.</li><li>• Continue to progress the development of Active Travel measures across the city and the district to promote sustainable modes of travel especially in local areas and close into the city centre. An example being the A65 orcas and wand scheme to improve cycling facilities and encourage safe travel which should start on site later this month once the equipment has been delivered.</li><li>• To pursue external funding for the social distance and active travel measures via WYCA and DfT.</li><li>• Many of the above to reflect the constraints on public transport capacity in order to support and protect public transport for key workers who may not have access to alternative means of transport</li><li>• To review, analyse and put forward Active Travel/ social distancing proposals in response to the recent Commonplace public consultation exercise which has attracted over 20,000 contributions from 4,100 individuals with a month.</li></ul>
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			<ul style="list-style-type: none"> <li>• Continue working with partner organisations on additional testing facilities, Nightingale provision and other estate as part of the COVID emergency as necessary</li> <li>• Providing support for the delivery of PPE across the city when requested</li> <li>• Continue to procure and distribution of barriers and other equipment for further social distancing and active travel interventions including schools streets trials</li> <li>• To provide the conduit for an exchange of information and best practice relating to property management and social distancing issues across the city supporting the Council's programme of continuing 'Working from Home First but Better'</li> </ul>
3.2	Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services	<b>Sarah Martin</b>	<ul style="list-style-type: none"> <li>• Plans in place and continued liaison with services. No major issues identified at this stage but continually being reviewed.</li> <li>• Supply and demand of fuel being monitored closely, provisions in place should there become shortage of supply</li> <li>• Working closely with our food suppliers- no major issues</li> <li>• The Council is also working with schools, its catering division and other partners to ensure that vulnerable children and their families continue to receive the necessary support, which includes access to food/free school meals. Latest data reveals 1890 grab bags and 2,500 hampers are being delivered weekly (which is the equivalent of 12,500 meals), plus a further 4,000 daily hot meals. Overall, 34,390 meals are being provided to children each week.</li> <li>• Nationally, the DfE has introduced a supermarket voucher scheme for schools to provide to families entitled to free school meals.</li> </ul>
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	<b>Cath Roff</b>	<ul style="list-style-type: none"> <li>• NHS system moved to "push" system to provide PPE when stocks low, and this is being supplemented by their own procurement.</li> <li>• Cath Roff appointed as city-wide lead for PPE: <ul style="list-style-type: none"> <li>○ with additional capacity attached to her to help with stock control, logistics etc</li> <li>○ with the DPH role to provide guidance based on the national approach</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>○ deployment of LRF emergency supplies against agreed prioritisation framework</li> <li>○ extensive brokering of mutual aid across the city</li> <li>○ awareness raising with the sector on most recent PPE national guidance and its implications</li> <li>● Extensive work to procure and source PPE for non NHS, including at a city wide level and through emergency provision via the LRFs.</li> <li>● LEP business support package established for businesses who wish to adapt to manufacturing PPE: website <a href="https://www.the-lep.com/ppe/">https://www.the-lep.com/ppe/</a></li> <li>● Due to the concerns over PPE shortages in NHS hospitals, social care and emergency services, the Leeds City Region Enterprise Partnership (LEP) and West Yorkshire Combined Authority (WYCA) are working with partners including the council and LRF to support businesses get the crucial supplies to health and social care workers.</li> <li>● Supporting the development of a West Yorkshire out-of-hospital supply chain to tap into and develop local capacity as well a national and international procurement options.</li> <li>● Continues to be raised as a key concern locally and nationally with shortages in a range of settings being reported.</li> <li>● Web based access promoted for local services.</li> <li>● Feeding data returns to ensure LRF drops meet demands required.</li> </ul>
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	<b>Polly Cook/Lee Hemsworth</b>	<ul style="list-style-type: none"> <li>● Local Welfare Support Scheme and frontline customer service workforce adapted to provide two telephone helplines to arrange emergency food provision and non-food support.</li> <li>● New warehouse facility launched to provide a central location for food storage and distribution, linking fleet vehicles and drivers for food deliveries and collections. This larger premises allows food to be packaged within social distancing guidelines. Calls for food provision from the Covid-19 and LWSS helplines are directed to this warehouse for food distribution across the city.</li> <li>● Four Council Community Hubs and 27 third sector organisations remained open to co-ordinate food provision across the city with the Warehouse, working together with existing foodbanks and partners and using VAL volunteers.</li> </ul>

			<ul style="list-style-type: none"> <li>• As of the 12 June, approx. 30,000 calls for support have been answered from both helplines and it is estimated that over 36,000 food parcels have been packed and distributed since the service began.</li> <li>• Three supermarket voucher schemes are in operation to allow volunteers to carry out shopping for residents that are unable to shop for themselves. A similar scheme with three supermarkets is also in place for those who can pay.</li> <li>• A process for voluntary organisations has been developed to monitor how vouchers are being spent and a recovery process is in place for the paid process.</li> <li>• An eligibility process has also been introduced to tackle potential abuse of the system and to ensure the service is supporting those most in need.</li> <li>• A city-wide Cultural Food offer is also in place to ensure that the emergency food provision process meets the needs of all communities and families in the city.</li> <li>• Work is now ongoing to ensure that the emergency food provision process moves onto a more sustainable footing within the city as lockdown is lifted. This work is happening in conjunction with the review of the volunteering process in the city.</li> </ul>
<b>4. Business and economic impact</b>			
4.1	Ensure effective liaison with business, specifically representative bodies to understand impact on local economy (including business confidence) and provide relevant advice or support where possible, including access to government grants.	<b>Eve Roodhouse</b>	<ul style="list-style-type: none"> <li>• Emergency structures continue in place with workstreams covering: Intelligence; business support; communications; administration; and recovery.</li> <li>• Intelligence hub provides a weekly intelligence report based on information collated from across the council (e.g. city centre footfall) and through proactive contact with businesses and business representative groups (e.g. Chamber of Commerce). Weekly meetings are held with business representative groups.</li> <li>• Communications workstream is ensuring that the Leeds City Council business pages on COVID 19 are regularly updated to include</li> </ul>

			<p>relevant information to encourage businesses to claim business grants: <a href="https://www.leeds.gov.uk/coronavirus/business">https://www.leeds.gov.uk/coronavirus/business</a></p> <ul style="list-style-type: none"> <li>• Business support has continued working with colleagues across the council to deliver national Government schemes on business rates relief and small business grants schemes and to support commercial tenants and suppliers where required.</li> <li>• 11,537 business grants paid in Leeds totalling £142.2m as at 15<sup>th</sup> June. Leeds is one of the top three performing local authorities by amount paid.</li> <li>• The Local Authority Discretionary Grant Fund was launched on the 1<sup>st</sup> June, and to the 15<sup>th</sup> June, 674 applications have been received. The first payments have been made, and case studies are being developed to provide a better understanding of the scheme.</li> <li>• The Employment and Skills Service supported 515 people into work including 21 people into Apprenticeships during April and May 2020. These include job roles across all sectors with the largest numbers in health and care, food retail, logistics, distribution and transport.</li> <li>• <b>Strategic Context: West Yorkshire Economic Recovery Board</b> The Leader and Chief Executive joined organisations across West Yorkshire at the Economic Recovery Board meeting .</li> <li>• <b>Strategic Context: Leeds Inclusive Growth Strategy Refresh</b> The three key strategies underpinning the council’s work: Leeds Inclusive Growth Strategy (IGS); Health and Wellbeing Strategy; and Addressing the Climate Emergency, are being refreshed to reflect the impacts of COVID-19. The refresh of the IGS will involve consultation with partners, and through using the Inclusive Growth Delivery Partnership to help shape recovery and move forwards. We are also assessing how we can consult and hold a conversation with other partners, groups and citizens. An initial review of the IGS has begun to identify potential areas that will need attention, to be followed by a rapid review of the ‘Big Ideas’ to identify areas where we need to Start/Stop/Accelerate work. Senior Officers have been engaged on reviewing the big ideas as well as Members and consideration is being given as to key areas of focus which are</li> </ul>
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			<p>expected to include: access to finance; innovation; skills, recruitment and retention; and the role of Leeds Inclusive Anchors and the Leeds £. As part of this review we will also bring forward our work on the Social Progress Index, which we are proposing to use in order to measure inclusive growth.</p> <ul style="list-style-type: none"> <li>• <b>Operational: Safe Re-opening of City and District Centres City Centre</b> Implementation of the City Centre Recovery Action Plans, based on three themes and working with Safer Leeds, Leeds Watch and Parking Services colleagues, are now well underway with reopening due on the 15<sup>th</sup> June:       <ul style="list-style-type: none"> <li>○ <u>Curation</u> i.e. recovery of the physical space/realm with a targeted and enhanced cleaning regime and sanitisation plan; management of vacated shop units including visual presentation; addressing community safety and alternative uses; practical management of social distancing rules in the public arena; and other related public interventions including parking and transport.</li> <li>○ <u>Place making activities</u> i.e. recovery events, creating momentum to drive footfall including: a 3 month key activity program to include events aimed at supporting a return to the city centre; an appropriate signature event to mark the easing of restrictions to generate footfall and inspire confidence to return whilst respecting social distancing; and collaboration and leveraging of planned partner and organisational events and activities for a concentration of post COVID activity.</li> <li>○ <u>Communication</u> i.e. getting clear messages out: a directed and focussed Communications Plan to key audiences on planned activities for recovery; including social media, websites, communication networks, lamp posts banners, advertising screens, digital units, leaflets; and management of external media, press and delivery of proactive media engagement.</li> </ul> </li> <li>• <b>District Centres:</b> Collaborative work is underway to update signage together with widening of pavements where possible, queue management measures, and provision of advice on communications</li> </ul>
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			<p>to address public concerns. District centre resurgence from the private sector will be spearheaded by the Town Teams, made up of local business leaders, with advice and guidance on actions provided by the council. Lessons from the phased reopening of the city centre will be shared with Town Teams to inform their approaches. In the longer term, the aspiration is to reflect on the welfare of districts centres in terms of reducing carbon emissions; improving greenspace; maximising active travel; and reducing waste whilst sustaining their revitalisation as places to live, work and visit.</p> <ul style="list-style-type: none"> <li>• <b>Operational: Employment and Skills:</b> With Bradford Council, a £2.91m funded programme has been secured to deliver employment support to young people identified as NEET. Support will be targeted to over 1,100 young people with poor mental health including emotional, behavioural and social difficulties to secure training and work over the next 3 years commencing in July 2020. Work continues to support young people with home learning activities on career choices on Start-in-Leeds and connecting businesses with schools such as CEG. With social distancing measure still in place for adult learning courses, a smaller number of courses than usual are being delivered on-line. Work will continue throughout Term 3 to enhance online delivery of adult learning courses through the Google Classroom facility with tutors undertaking additional training. The Adult Learning Programme for 2020/21 invitation to tender has been issued with a focus on digital skills.</li> <li>• <b>Operational LCC Tenants Support:</b> Continued support to LCC business tenants with a suspension of rent enforcement, signposting to rate relief schemes and also to government and local grants and provision of advice and guidance. A letter is being drafted for the majority of tenants to better understand their particular situation in order that responses can be developed with individual businesses to reflect their circumstances.</li> <li>• <b>Operational: Planning Service:</b> Applications which can be determined under the council's Delegation Scheme are being determined with</li> </ul>
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			<p>only those applications which need to be determined by the Plans Panels going to a new Virtual Plans Panels. There have been two meetings so far with more to follow as appropriate. Site notices are now being erected and neighbour notification letters are being sent out, which means that applications can move forward. Recently, it has been decided that site visits can be made as long as they can safely be conducted and follow the service's safe working practices note.</p> <ul style="list-style-type: none"> <li>• <b>Operational: Business Support - Digital Enterprise</b> <ul style="list-style-type: none"> <li>○ The Digital Enterprise business support programme helps small to medium sized businesses in the Leeds City Region (LCR) to scale up and achieve digital transformation and change, including: <ul style="list-style-type: none"> <li>○ Digital Growth Voucher (up to £12,500) to help eligible businesses invest in digital technology such as enabling staff to work from home</li> <li>○ Connectivity+ Voucher (up to £3,000) to help eligible businesses to upgrade their digital connection</li> <li>○ Free to attend workshops, masterclasses, webinars digital conferences and mentoring support via the Digital Knowledge Exchange Service (DKES).</li> <li>○ The DKES is now being provided online to ensure businesses are able to access the Exchange, to learn and develop their digital offer and increase their resilience. Since lockdown, the programme has been seeking to speed up voucher payments to businesses and where applicable offer enhanced voucher terms to aid business cashflow and help remove any barriers to businesses implementing their digital technology projects.</li> <li>○ A new Digital Resilience voucher is being developed to help businesses (owners and their staff/employees) invest in vital digital technologies to help them adapt: this could include essential IT equipment (laptops, monitors), upgrading broadband, networking equipment to help facilitate home working.</li> </ul> </li> </ul> </li> <li>• <b>AD.VENTURE:</b> The AD.VENTURE Programme supports growth focused start-ups and young businesses in the LCR, offering a mix of advice, coaching, and events, as well start-up and growth grants.</li> </ul>
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			<p>The programme is being delivered online, including online events and webinars designed to support businesses and provide opportunities for virtual networking. Grant criteria has been reviewed to ensure those already registered with the programme find it easier to access grant support. Since lockdown the programme has been working with c200 businesses across the LCR to facilitate investment in enhancing an online presence, adapting business models to deliver services and online products, enabling staff to work from home/ multiple sites, etc. As part of the third phase of funding for the AD.VENTURE programme, additional funding has been secured to allow Leeds Library Service to deliver enhanced support to start up and young business, and to build on an already successful free service delivered by the Business and Intellectual Property Service. The funding will enable the delivery of more events and support to more businesses. This enhanced service will also be open to businesses with more modest growth aspirations, and is expected to launch in early 2021.</p> <ul style="list-style-type: none"> <li>• <b>Microbusiness Support Service:</b> The Leeds MicroBusiness Support Service supporting small businesses, particularly independents and the retail sector, has remained popular. 64 businesses directly engaged with the service via 121s, online events and workshops. The website has had 965 visitors with over 4,000 page views. The team are also: hosting a series of Retail Chat events to support stores with a safe reopening; discussions with stakeholders such as Leeds Indie Food with regards to a campaign to support independent businesses; and an informal 'Monday Motivation' online catch up every Monday at 2pm and bookable via the website.</li> <li>• <b>MIT REAP LEAP™ :</b> LEAP™ is an initiative aimed at budding entrepreneurs and is planned to launch later this summer. A response to the COVID-19 crisis, the Leeds MIT REAP (Regional Entrepreneurship Acceleration Program) Team are launching a new support programme to help individuals facing a change in circumstance, inspiring them to make the leap to entrepreneurship. Our ambition is to create a vibrant, engaged and diverse community of potential entrepreneurs across the</li> </ul>
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			<p>LCR. LEAP™ will be delivered with a community first, content second ethos via a dedicated online platform in website and app formats. The platform will initially host applicants to the programme, delivery partners and associated mentoring organisations and will create a peer-to-peer network for applicants to learn and develop new skills, as well as facilitate mentoring relationships. Over time, the platform will provide a space to enable the ecosystem of support organisations, co-working spaces, events, business advisors, entrepreneurs, mentors, etc. across the Leeds City Region to organically coalesce, creating a one stop network for entrepreneurs and business owners to access support from advisors and peers.</p> <p><b>Sector specific work:</b></p> <ul style="list-style-type: none"><li>• <b>Visitor Economy:</b> Recovery planning has started through engagement with Welcome to Yorkshire, Visit Britain, and in collaboration with the Core Cities Visitor Economy Group and other Destination Management organisations across the North of England. Planning includes a re-evaluation of strategies and priorities across business, leisure and tourism sectors to ensure that recovery activity is relevant and timely to the local situation. Work is commencing on developing events which will be a valuable asset that to help encourage people to visit the city. Work will continue in providing business support to all of our tourism stakeholders including signposting to financial support, business advice and assistance as well as supporting partners as they develop and adapt their business and products for a ‘new look’ tourism sector that is anticipated when restrictions start to ease. Visit Leeds and Conference Leeds has delivered two campaigns designed to maintain audience engagement with the city. The ‘Leeds at Home’ campaign promotes ways people can enjoy online activities and events to locally themed quizzes and recipes from their homes. The Virtual Leeds’ campaign encouraged conference and event organisers to discover the city’s venues by taking tours using the digital assets many venues have available on their websites.</li></ul>
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			<ul style="list-style-type: none"> <li>• <b>Creative Sector:</b> With other West Yorkshire authorities, the council has undertaken an online survey of the creative sector with results informing priorities for further support, with results being used to respond to the DCMS Inquiry and as part of an evidence base for reporting the importance of culture and creative industries for WYCA/the LEP. The survey will also help to highlight sector challenges, including the limited sources of support for individuals; digital inequalities/capacity i.e. creative businesses which lack resources to move activities online; and Leeds citizens who have limited access to online creativity at home. A Culture Reference Group representing a cross section of the sector has been established for 18 months, contributing to shaping 2 more sector surveys and reviewing the Culture Strategy and Delivery Plan. The refreshed Culture Strategy will reframe Leeds2023 as a key measure for how well Leeds has emerged from the Covid-19 crisis. Although there is no sector specific funding, existing grants have either been repurposed or extended. <ul style="list-style-type: none"> <li>○ Arts Council England Emergency Funds (and extension of 4yr NPO grants to 5yrs)</li> <li>○ WYCA/LEP Opportunity Programme Funds repurposed as a ‘new Indie TV and Film Development Fund’ to help independent TV and film production companies to develop new content</li> <li>○ arts@Leeds funding – scoping an extension to funds, aligned with Arts Council NPO funding programme</li> <li>○ Leeds Inspired – operating a monthly small grants programme to enable those who have capacity to move to creative activities online</li> </ul> </li> </ul>
<b>5. Citizens and communities impact</b>			

5.1	Assess the impact on key services and plans for events (e.g. related to areas below) to understand implications for service delivery and plan/communicate accordingly e.g. Schools, Care homes, Commissioned services, Community Hubs, Leisure centres, Waste services.	<b>All Chief Officers</b>	<ul style="list-style-type: none"> <li>• Business Continuity Plans are being continuously reviewed with the pandemic response continuing for a protracted period. Key issues are gathered and clarified with relevant government department.</li> <li>• With the gradual easing of lockdown, focus is shifting to work out how to continue to follow national guidance with the aim of maintaining essential services whilst ensuring staff and public safety.</li> <li>• Maintained provision for key workers across schools and nurseries</li> <li>• Maintained access to food for FSM children. As schools began to extend opening to more pupils as of 1<sup>st</sup> June, we started at 1,000 rising to 2,000 hot meals across 113 schools. We provide 2,600 hampers per week and in the week commencing 1<sup>st</sup> June, provided around 27,500 meals which was a mix of means tested, children going to school and vulnerable and key worker families.</li> <li>• Hot meal provision maintained within Specialist Inclusive Learning Centres (SILCs), ASC Residential Homes and Recovery Hubs and those Early Years Centres which remain open.</li> <li>• Assessed services against clear framework and maintained communications with key stakeholders and the public about the implications and the alternatives for access (cross reference to 5.2 for approach)</li> <li>• The Council's Housing service is working to support tenants that get into financial difficulty by suspending normal recovery action for 3 months, and give advice and support to claim appropriate benefits to assist tenants with paying rent.</li> <li>• Approaches to range of services has changed, all communicated through the daily update and on the website, and this continues through the recovery phase, for example: <ul style="list-style-type: none"> <li>○ Housing repairs and home visits</li> <li>○ Planning</li> <li>○ Street cleansing</li> <li>○ Refuse collection – no longer collecting garden waste</li> <li>○ All museums, leisure centres, attractions closed, with some offering online engagement</li> <li>○ Libraries closed</li> <li>○ Retained 4 community hub sites for urgent appointments</li> </ul> </li> </ul>
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			<ul style="list-style-type: none"> <li>○ Reduced number of schools and children’s centres open to provide access for key worker children although this is now increasing for returning year groups.</li> <li>○ Children’s Homes staying open</li> <li>○ Care homes open, but 24 outbreaks that are being managed</li> <li>● The Bronze returning to public spaces group is now established and meeting on a weekly basis providing coordination to the cross partnership district wide plans.</li> <li>● Comprehensive cross sector plans are in place for the city centre to address the anticipated challenges as restrictions are relaxed. The approach is underpinned by local engagement, signage and a comprehensive communications plan.</li> <li>● In terms of the larger towns across the district and areas of higher footfall, local engagement has taken place and good practice identified from the city centre has been implemented. This includes information towers and signage.</li> <li>● As a consequence of the size and complexity of the district, Leeds watch has taken the lead on developing a flexible response capability to address unanticipated challenges. Leeds watch have identified ‘duty’ contacts across the Council and partners and will provide live time information to colleagues enabling them to address developing issues.</li> <li>● Future risks have been identified, these include the opening licenced premises, the impact of the Leeds Carnival and the loss of many other community events across the district. These are being assessed and contingency plans are being developed.</li> </ul>
5.2	Monitor community tensions and providing community reassurance through regular channels e.g. faith and community leaders, responding appropriately when required.	<b>Shaïd Mahmood</b>	<ul style="list-style-type: none"> <li>● Partnership arrangements in place and being used to promote messages of reassurance and to be aware and respond to any issues which may arise.</li> <li>● Particularly focused with faith sector on death management issues</li> <li>● Ongoing dialogue is taking place with faith Leaders and Council of Mosques regarding the government announcement about places of worship opening for individual prayer on 15th June 2020.</li> <li>● Leeds took part in a recent roundtable discussion: “The APPG Faith Covenant and Responses to Covid-19”, the first initiative of this kind</li> </ul>

			<p>working across regional boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown.</p> <ul style="list-style-type: none"> <li>• The institute of Strategic Dialogue are currently providing updates on Far Right Mobilisation and disinformation around COVID-19 which has been used to raise awareness across partner agencies and third sector organisations.</li> <li>• The community tensions report continues to be used effectively to deploy resources to counter community/neighbourhood issues and challenges and alongside wider input from services and the community serves to drive Bronze and Silver group work.</li> <li>• Work to understand COVID-19 related inequalities in the city has been initiated and two reports have been developed by the Communities of Interest working group and Public Health respectively. A joint report has been requested to go to Cabinet.</li> <li>• Support continues to be provided to migrants, asylum seekers and refugees and those with no recourse to public funds by the council and many migrant third sector organisations.</li> <li>• Faith Leaders Network – The council has expanded its Faith Leaders network and it is now meeting monthly online during the Covid pandemic. Topics addressed through this group so far include the provision of burials and cremations, culturally appropriate food distribution, domestic violence within faith communities during lockdown and the inequality work being undertaken between the council and third sector partners re disproportionate impact on communities of Covid and the measures taken to combat it.</li> <li>• Religion or Belief Hub –Steps are being taken to restart meetings online and then eventually in a socially distanced way. Meanwhile the Hubs extensive mailing list and social media has been used to share Covid related information into Religion or Belief communities and to continue to celebrate the contributions of Religion or Belief communities in the city both in combating the pandemic but also through continuing to mark major faith festivals.</li> <li>• Faith Covenant – A review of the covenant has been initiated following five years of work and in light of COVID-19.</li> </ul>
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5.3	Ensure effective liaison with the third sector (VCFS organisations) to understand impact and provide advice and support to ensure a coordinated and safe approach to the use of community capacity.	<b>Shaïd Mahmood</b>	<ul style="list-style-type: none"> <li>• Guidance shared with third sector representatives.</li> <li>• Volunteering scheme with Voluntary Action Leeds has been launched allowing people to provide community care and support in a co-ordinated way that keeps everyone safe. Over 5200 have been inducted with VAL. LCC has provided badges so that the identity of volunteers can be confirmed</li> <li>• Structured approach – tier 1 are DBS checked, led by Adult Social Care; tier 2, led by local voluntary sector ward hubs are for other activities where DBS not required; with tier 3 focussed on community and citizen led activity, using an Asset Based Community Development Framework and approach, promoting and nurturing a range of activity across the city, including friendliness, neighbourliness, role of civil society, and making connections</li> <li>• LCC helpline has been advertised by delivery of a flyer to every household in Leeds. It enable members of the public to make contact and be matched with the assistance they need.</li> <li>• Weekly Third Sector meetings are being held and a Third Sector Resilience survey is completed and reports produced.</li> <li>• A review of has been initiated to examine the sustainability of the current volunteering arrangements for the medium term and to consider improvements.</li> <li>• Discussions underway to look a maximising longer term impact of volunteering and community response – linking with other relevant provision (e.g. Food)</li> <li>• “Are U Ok?” Service introduced to help support individuals that have requested a check in and chat/welfare calls. Welcome additional capacity to that provided by local trusted organisations and well received. Essential as organisations are seeing people in need that were not presenting previously.</li> <li>• Ward-level Facebook pages continue to provide information and remain monitored for adverse comments and signposting to appropriate services.</li> <li>• Volunteer Coordinator Hubs have been established for each ward across the city. The majority of the requests received are for help</li> </ul>
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			<p>with food and essential shopping, prescription collection, dog walking and befriending and reassurance calls.</p> <ul style="list-style-type: none"> <li>• The current volunteering arrangements have been reviewed recently, initially with all the hubs involved in the city wide effort and the findings are being written up by Voluntary Action Leeds to inform the next stage of development to a more sustainable and more locally responsive approach.</li> <li>• The Executive Member for Communities has written to the third sector to encourage them to make contact with their council contract manager to see how the council might offer help and support in light of anticipated funding and cash flow issues for the sector in the medium-term.</li> <li>• The council has explored the detail of a recent government announcement to top up the local business grant funds scheme aimed at small business with ongoing fixed property-related costs which includes small charity properties that would meet the criteria for small business rates relief. This discretionary grant fund has been launched and is being actively promoted to Third Sector organisations that may the criteria.</li> <li>• A Bronze Group has been established to focus on Third Sector Resilience; ambition and action plan have been agreed with Third Sector Partnership Group. Detailed work stream effort is now beginning.</li> </ul>
5.4	Recognising the community understanding role of Councillors, ensure appropriate information is provided to elected members to enable them to support the community in their wards.	<b>Shaid Mahmood</b>	<ul style="list-style-type: none"> <li>• Regular communication issued to all councillors with relevant guidance and information related to local impact including cases in Leeds, LCC service disruption, food provisions, shielding and volunteering updates, economic impact report. Signposting to national guidance and advice remains ongoing.</li> <li>• 33 ward-level Facebook pages have been maintained supporting local communication and share important messages.</li> <li>• Ward level organisations remain in place and continue to be supported by Voluntary Action Leeds and LCC capacity to ensure effective response during this crisis. This support continues to be valued by the organisations allowing them to be more locally responsive.</li> </ul>

			<ul style="list-style-type: none"> <li>The Community Committee Chairs Forum has re-established Skype-based meetings and all community committees have met on a consultative basis since lock down. Wellbeing and Youth Activity Fund positions for each committee have been reviewed and spend patterns on a ring fenced £10k of wellbeing fund have been shared.</li> </ul>
5.5	Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate.	<b>Lee Hemsworth</b>	<ul style="list-style-type: none"> <li>To 12<sup>th</sup> June 2020, the COVID Helpline has taken approx. 15,000 calls. The weekly numbers are now reducing (being approx. 50% of the early weeks), but demand continues from citizens requiring a range of support, mainly around food and fuel but also medicines, loneliness and poverty. Support continues to be provided to call-handlers from range of multi-agency colleagues within Health and Social Care.</li> <li>Leaflet drop to 330,000 households to highlight support and help available. Now translated into 12 community languages online.</li> <li>Staff on the Helpline triage the support customers needed and task out to Adult Social Care, Local Welfare Support, the food distribution warehouse or the 33 volunteer hubs.</li> <li>Staffing implications have meant other, non-priority lines within the Contact Centre have closed, but that has been communicated.</li> <li>Calls for food provision from the Covid-19 and Local Welfare Support Scheme (LWSS) helplines are directed to either the emergency food warehouse or the lead Voluntary Organisations in each ward for food distribution across the city. To 12<sup>th</sup> June 2020, approx. 36,000 food parcels have been packed and provided from the emergency food delivery process, of which approx. 65% are delivered via direct delivery, 30% go to the 27 lead Voluntary Organisations and 5% to the Council's Emergency Community Hubs.</li> <li>A process to allow citizens to pay for their food shopping was introduced on the 30<sup>th</sup> April 2020 and a recovery process is in place.</li> <li>A team of Helpline Liaison Support staff from across the Communities &amp; Environment directorate is being established to ensure the referrals are accurately and effectively allocated to the Volunteer Coordinator Hubs.</li> </ul>

			<ul style="list-style-type: none"> <li>• Work is ongoing to ensure an appropriate plan is in place to ensure that citizens continue to get the help and support they need through the Local Welfare Support Scheme, once the COVID helpline stops, although there is currently no timeline on this happening.</li> </ul>
5.6	Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	<b>Tony Cooke/Polly Cook/Lee Hemsworth</b>	<ul style="list-style-type: none"> <li>• The NHS has identified a number of medical conditions that would most likely result in severe illness requiring admission to hospital as a result of Coronavirus. Because of this high risk of complications, it was proposed that individuals with these conditions take significant measures to shield themselves from contracting the virus through strict social isolation for a period of 12 weeks. This guidance was updated on the 31<sup>st</sup> May to advise that people in this group can spend time outdoors once a day with their household or at a two metre distance with one person from a different household.</li> <li>• Based on original estimates of numbers, Leeds was estimated to have had a shielding cohort of 22,532 people. In subsequent weeks, secondary care and primary care have done an extensive search of patient records, to identify patients whose combination of conditions would also raise their risk from “moderately vulnerable” to “extremely vulnerable”. The new estimated figure as of 16<sup>th</sup> June for people in Leeds advised to shield, is now 45,385, over twice the original estimate. Other areas of the country have also seen significant increases in numbers advised to shield. Work is underway currently to better understand the scale of the increase.</li> <li>• To date 19,311 people (42.5% of the expanded cohort) have confirmed they have received the letter to shield by registering with the national shielding service. 5,221 people have said that they would need help with accessing food and basic supplies. 1,278 have asked for support to meet their basic care needs.</li> <li>• All families with children who are advised to shield are being sent a letter containing relevant information and signposting to local support specifically for children and families. Leeds Children’s services are working closely with the parents and carers of the 1,028 children and young people who have been advised to shield to</li> </ul>

			<p>manage their ongoing education and agree the right course of action with regards to returning to school.</p> <ul style="list-style-type: none"><li>• Targeting efforts to ensure that information about shielding is shared in minority ethnic communities across the city, working with third sector organisations, faith communities and sharing this data with primary care, particularly in areas that have higher numbers of BAME residents.</li><li>• Following extensive liaison with the council, a number of supermarkets are now offering priority services to this cohort as well as promoting the local support offer.</li><li>• Processes have been established to ensure emergency food provisions, phone support and signposting is provided to those in need (lead by Chief Officer Health Partnerships). We continue to be directed by national guidance around shielding.</li><li>• Each person on the list who has expressed a need for help and support is contacted directly either via text, email or phone call and the helpline number is provided for them to call should they need help.</li><li>• A multi-agency approach has been taken to ensure that people will have access to the support they need through this period.</li><li>• A dedicated helpline number has been established in Leeds to help coordinate matching people with the support they need.</li><li>• The local Shielding Team periodically sends out updates to all people who have confirmed they are shielding, with practical information about where to get help with accessing food, welfare support or social support.</li><li>• Coordination of work on financial inclusion.</li><li>• Categorisation of type of support and clarification of pathway being worked through in advance of more formal approach to launching and promoting this additional mobilisation of community capacity both formal and informal.</li></ul>
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			<ul style="list-style-type: none"> <li>The local “check in and chat” service, called ‘Are U OK?’ has been introduced and information on this will be sent directly to people who are shielding.</li> </ul>
5.7	Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus eg domestic violence, rough sleepers, release of prisoners, managed approach, NRPf	<b>Paul Money</b>	<ul style="list-style-type: none"> <li>Daily Threat report evolved to provide more focussed intelligence picture to aid the deployment of resources in an intelligence led way. e.g. tracking COVID-19 OCG activity including frauds and scams being targeted on vulnerable people.</li> <li>To address issues associated with DV&amp;A we have now set up COVID-19 Officer Group to review our capacity and capability and stress test arrangements to ensure we are able to support victims and families at a time of heightened demand - with indications that demand will increase further over coming weeks and months as social distancing guidance is relaxed.</li> <li>Safer Leeds is maintaining close liaison/ coordination with all partners including third sector support charities/organisations to ensure we have resilience in our partnership capacity and no interruption of services. This includes monitoring the availability of specialist accommodation support for those at risk of DV&amp;A</li> <li>Rough sleeper accommodation has been further enhanced to include COVID-19 Care, COVID-19 Protect and general population offers. Rough sleepers are also being offered PPE as are colleagues working with this high risk group. 199 people are currently being supported in emergency accommodation – approximately 25% of whom have been physically seen rough sleeping in the city at least once in the last 12 months by street support services.</li> <li>New arrangement for the support of street based sex workers are now being further embedded. Support to sex workers is being delivered in a different way and most women on the cohort are now not believed to be street sex working. Those that continue with such activity are being engaged dynamically and supported to refrain by resources forming part of the Managed Approach partnership.</li> </ul>

			<ul style="list-style-type: none"> <li>• Services including accommodation providers are supporting individuals who are assessed as being without recourse to public funds on the basis of the indiscriminate nature of COVID-19.</li> <li>• Working group set up to address issues arising from the national Prisoner Early Release Scheme. No significant threat in Leeds due to the low volume of prisoners being considered for early release. The original issue around the need to alleviate pressure in the secure estate (5000 prisoners) has now significantly dissipated (at least for the time being) mainly due to the major reduction in the number of people being sentenced by the courts. Local arrangements may come under pressure due to the volume of people who are now being made subject of bail and curfews and remaining in the community as opposed to being required to attend Trials but we have partnership arrangements in place to keep this under review.</li> <li>• All relevant community safety services are currently engaged in 'return to normality' planning in anticipation of further Government/Health announcements linked to the pandemic with a focus on the impact on people and services.</li> </ul>
5.8	Ensure that vulnerable children and young people are safeguarded as far as is possible during this pandemic given that services cannot be provided in the normal way.	<b>Sal Tariq</b>	<ul style="list-style-type: none"> <li>• Social work service maintained but requiring social distancing</li> <li>• Social Work, schools, early help, targeted/specialist services and key partners working together at a cluster level to identify vulnerable children/young people to ensure a line of sight on them and robust support plans.</li> <li>• Multi agency Bronze groups taking place each week in the East, South, West of the city to provide a strategic response to emerging issues at a cluster level.</li> <li>• Support is being offered to the families of shielded children by the Children and Families staff.</li> <li>• On line and practical resources developed and shared with vulnerable children and their families.</li> <li>• Early Help hubs ensuring that vulnerable children and their families are provided with food and other essential provisions as well as on-</li> </ul>

			<p>going Early Help. An Education Psychologist attends the Early Help Hubs once a week.</p> <ul style="list-style-type: none"> <li>• Domestic Violence, Substance Misuse and Mental Health specialists based in the Early Help Hubs providing advice and support to professionals and families.</li> <li>• Support being provided to families where Parental Conflict is an issue to prevent escalation</li> <li>• Allocations meetings increased to 2 meetings a week to ensure timely provision of targeted/specialist support to vulnerable children and their families.</li> <li>• Children and Families DV officer group established to look at support available to families during the current pandemic and feeding into Safer Leeds Covid-19 DV officer group.</li> <li>• 13 childcare hub sites remain open with increasing numbers of children attending.</li> <li>• Children and Families staff working with key with partners to investigate whether appropriate numbers of vulnerable children are attending school</li> <li>• Identified children/young people who are eligible for a free laptop through the government scheme and supporting the rollout of this.</li> <li>• Free school meal provision is continuing.</li> </ul>
5.9	Supporting schools to provide education for key workers and “re-open” in line with national guidance.	<b>Sal Tariq</b>	<ul style="list-style-type: none"> <li>• Very regular bulletins with schools and staff supporting schools with a range of practical issues as well as safeguarding (as above)</li> <li>• Engaging with head teachers/principals now weekly with the Leader and Executive members</li> <li>• Various bronze arrangements now in place, including primary and secondary bronze groups, with connections to other groups where needed eg shielding, transport etc.</li> </ul> <p>Developing a framework to help interpret guidance and providing a steer about implementation. Partner agencies are working together to support children who are returning to school.</p>

5.10	Establish a hardship fund in line with government guidance and to meet local need	<b>Victoria Bradshaw/Lee Hemsworth</b>	<ul style="list-style-type: none"> <li>• Processes are in place, including a new on-line form, for citizens to seek a delay in paying their monthly Council Tax payments. Residents are entitled to request up to a 3 month council tax deferrals for those financially affected by the pandemic and reschedule payments over the remaining 9 months of the financial year.</li> <li>• The Council is working with residents to ensure customers understand that they should only seek deferment if they cannot afford repayments, and is encouraging customers who can afford to pay to continue as normal. Latest data has shown that 4,000 Leeds residents have applied for the 3 month deferment to repay later in the year.</li> <li>• An agreed Hardship Scheme will be live from the end of June 2020 once the system has been appropriately updated and tested. This scheme will bring support to those on Local Council Tax Support and those who may come into this cohort as a result of the current situation. The Hardship Scheme will see current CTS recipients benefit by an average of £231, with an additional 17,925 no longer having any council tax to pay in 2020/21. The scheme also ensures that approx. 3000 current CTS recipients who would receive less than they would under the government approach, receive the £150 given under the government's approach. The scheme has also been costed on the basis of meeting any additional need up to a further 10,000 new CTS claims.</li> </ul>
<b>6. Organisational impact</b>			
6.1	Ensure joined-up cross-departmental approach to Coronavirus (COVID-19) response within the council, within the context of the relaxation of lockdown and further recovery Phases	<b>Neil Evans</b>	<ul style="list-style-type: none"> <li>• This Response and Recovery Plan is being used to ensure coherence and consistency as well as compliance with national guidance. The plan is reviewed regularly and updated accordingly.</li> <li>• Multi-agency command and control arrangements in place and within the organisation. More frequent engagement with chief officers so everyone clear about role and expectations and a consistent approach is taken</li> </ul>



6.2	Leading on council-wide discussions regarding the resumption of services and working towards a plan about which services can resume and when, without impacting on essential service provision	<b>Nicole Walker/Andy Dodman /all chief officers</b>	<ul style="list-style-type: none"> <li>• Continued work to ensure redeployment to key areas, with use of a skills questionnaire and a redeployment team, is not prejudiced by resumption of non-essential services (e.g. household waste sites).</li> <li>• Recruitment is continuing into care roles and children’s homes with fast track training in place.</li> <li>• Managing expectations of the level of delivery as increasing proportion of the council’s workforce is affected (e.g. because of self-isolation or illness) is a key issue of consideration. Staff who are affected by Covid-19 are receiving wellbeing check-ins and OH support.</li> <li>• “mobilise and energise programme’ – two strands - ‘Working from Home First but Better’ and “In Place”. All services have completed a recovery response survey to inform the In Pace strand and enable prioritisation of return to office working.</li> <li>• The two areas of focus are: <ul style="list-style-type: none"> <li>○ ‘Working from Home First but Better’ – which is centred around complementing continued home working through accelerated plans to improve productivity and support staff wellbeing through three key areas of equipment, training and service transformation through digitisation</li> <li>○ ‘In Place’ which focuses on adapting and accelerating the use of our buildings to enhance wellbeing and productivity for our colleagues, customers and partner.</li> </ul> </li> <li>• The key principle is to ensure that the core office buildings that are currently open are COVID-19 secure and that arrangements are in place to effectively monitor this across locations including those which are not managed by Facilities Management.</li> <li>• Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance.</li> <li>• Whilst we work to ensure our operational buildings are COVID secure, another key message remains - ‘if you can work from home, do work from home.’</li> <li>• Building capacity currently allows for around 900 spaces within the open core office buildings (20% of available capacity) with demand</li> </ul>
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			<p>estimated to be around 700 – the aim is for those staff that need a priority return to be allocated to an office space over the coming weeks – this will not necessarily be the location they were homed previously.</p> <ul style="list-style-type: none"> <li>• Preparation of Service Recovery &amp; Resumption Plan (Lifting Lockdown in Leeds) to provide organisational picture of resumption of services during Phase 1 and 2 and beyond.</li> </ul>
6.3	Identify council service budgets which may require additional financial investment or underwriting as a result of reduced income or increased expenditure. Consider requesting additional funding from government and the most effective use of funding from central government.	<b>Victoria Bradshaw</b>	<ul style="list-style-type: none"> <li>• Systems have been established to capture the impact/potential issues so that these can be reflected in evidence for additional funding requests e.g. business grants, hardship schemes, social care funding etc. (Cross reference to 4.1 on business grants)</li> <li>• A full account of additional costs will be maintained and reported regularly so additional budget pressures can be identified early.</li> <li>• Extensive liaison with colleagues in other authorities and sector bodies to influence government to support councils</li> <li>• Submissions being made to MHCLG when required</li> <li>• Report to Exec Board in May highlighted issues and recommendation to write to Government</li> <li>• Report to Exec Board in June highlighting the impact for 2020/21 and 2021/22. The report will detail that service reviews are to be undertaken.</li> </ul>
6.4	Ensure regular engagement with council contractors and suppliers to identify any potential impact or risks to contractor performance.	<b>Victoria Bradshaw/ Commissioners</b>	<ul style="list-style-type: none"> <li>• Liaison across services taking place with contractors and providers so that issues can be captured and responded to.</li> <li>• National advice and support is communicated to suppliers to ensure that a consistent message is circulated.</li> </ul>
6.5	Track impact on council workforce affected by Coronavirus (COVID-19), including a period of staff absence, staff welfare, workplace conditions, intervening and issuing regular up to date guidance as required, so that managers can support individual members of staff.	<b>Andy Dodman</b>	<ul style="list-style-type: none"> <li>• Liaison with trade union representatives and extensive advice to workforce from a health and safety and general employment perspective.</li> <li>• Work with trade union colleagues continues, with any vulnerable staff who are at work are doing so willingly and have Occupational Health advice. Extensive guidance to managers is being issued weekly.</li> <li>• Framework and guidance has been set out to support service reopening and resumption</li> </ul>

			<ul style="list-style-type: none"> <li>• The central reallocation pool is continuing to be utilised to support resource deployment enabling effective business continuity both internally and city-wide with a particular focus on supporting staff in vulnerable groups who are working in frontline critical services. The trade unions and HR have worked closely and continuously to support this flexibility framework, with additional service-specific meetings taking place to resolve any local workforce issues.</li> <li>• Managers are invited to log where there is supply and demand in their service. Staff will be supported to complete skills surveys to inform redeployment decisions, and all this will be carried out in-line with our values and through engagement with line managers.</li> <li>• Supporting staff in vulnerable groups who are working in frontline critical services by matching surplus resource with these roles remains a key priority.</li> <li>• In light of the recent announcements from national government, the current guidance relating vulnerable staff is being reviewed in consultation with trade unions.</li> <li>• Staff volunteers will be identified through the essential services redeployment pool and for staff who are able to work but are not needed to support an essential service, they will be matched where possible to the VAL volunteering roles.</li> <li>• New categories for reporting established and a flexible resourcing plan developed to help respond to business continuity issues.</li> <li>• Strong links developed with anchor organisations and other city employers to support wider resource deployment as and when necessary.</li> <li>• Council PPE stock is being efficiently distributed to those services where it is required.</li> <li>• Staff wellbeing survey has been issued with over 4,200 respondents. Level of wellbeing and support are positive, with action plans emerging</li> <li>• Specific actions have been identified to support those staff that may be disproportionately affected by Covid-19 (eg BAME)</li> </ul>
6.6	Work across the City as a whole to lead and coordinate the delivery of the necessary Digital	<b>Dylan Roberts</b>	<ul style="list-style-type: none"> <li>• Carrying out critical infrastructure upgrades across six weekends up to mid-July to provide additional capacity on the network to support</li> </ul>

	<p>and Information solutions to underpin the whole City operation through the ONE City approach to Digital and Information. Maintain and emphasise the ONE city approach to continue living with the virus.</p> <ul style="list-style-type: none"> <li>• Prioritise use of available resources to maintaining the availability of critical communication and IT systems with more permanent working from home.</li> <li>• Rapidly developing new solutions to enable new ways of working for services (e.g. Household waste site booking system, Track and Trace)</li> <li>• Prioritise intelligence resources to combined data as appropriate and provide new dashboards to inform better decisions in the new world</li> <li>• Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working.</li> <li>• Protect the Council and partners from opportunistic cyber attack</li> </ul>		<p>the exponential increase in use of technology solutions e.g. video conferencing. Skype for Business at its peaks is handling 12800 concurrent calls which is well over what the infrastructure was designed for.</p> <ul style="list-style-type: none"> <li>• Accelerating the roll out of Office 365 and Microsoft Teams to mitigate some of the issues above.</li> <li>• Establishing the support arrangements and infrastructure for our GPs and other primary care staff to work from home, provide online consultations and share resources across practices to support the demand</li> <li>• Combining the intelligence from multiple sources to identify hot spots and those most at risk in order to inform a targeted response</li> <li>• Joining up National and Local digital interventions to support Care Homes through one coordinated effort. E.g. Government funding a device per care home for remote doctor consultations.</li> <li>• Providing the collaboration technology and tools to enable the diverse third sector of Leeds to coordinate efforts and enable thousands of new “checked” volunteers</li> <li>• Rapidly developing new web, service and social media based solutions to enable new services</li> <li>• Supporting partners without the necessary skills to upgrade their systems due to massive increase in demand. Enabled VAL to run a payroll for 170+ 3rd sector organisations in the City with a massive increase in “employees” and getting key workers paid.</li> <li>• Our 100% Digital Literacy Leeds and Smart Leeds teams are continuing to focus on supporting and enabling the most excluded communities through third sector partners to be able them to connect to services and information online. NHS organisations, local and national are looking to further invest in this due to the benefits and the team and approach have been nominated for a national award &gt;&gt; please vote here <a href="https://digileaders100.com/digital-skills-or-inclusion-initiative">https://digileaders100.com/digital-skills-or-inclusion-initiative</a></li> <li>• Re-prioritising the portfolio of IT work with COVID recovery and efficiency savings as the prime priorities over and above other things.</li> </ul>
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6.7	<p>Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to:</p> <ul style="list-style-type: none"> <li>• Share key analysis and headlines;</li> <li>• Identify gaps in data and analysis;</li> <li>• Share capacity and resources;</li> <li>• Provide common/consistent feedback on intelligence issues.</li> </ul>	<b>Simon Foy</b>	<ul style="list-style-type: none"> <li>• Broader intelligence to support and link to existing arrangements in H&amp;SC system.</li> <li>• Intelligence group established backed up by weekly call to identify issues, fill gaps by joint working and highlight key areas of concern.</li> <li>• Data Mill North and Leeds Observatory promoted as platforms to share data and analysis and to facilitate collaboration.</li> <li>• Range of individual thematic and policy updates shared across the group and a weekly headline summary report established.</li> <li>• Joint working underway on key areas such as COVID19 impact, tracking vulnerable and shielded cohorts, socio-economic insights/impacts.</li> </ul>
6.8	<p>Assess the impact on events planning and management to understand implications</p>	<b>Mariana Pexton/Cluny McPherson</b>	<ul style="list-style-type: none"> <li>• Strategic Safety Advisory Group and Major Events Project Board will be used as the forum for this, within the context of national guidance.</li> <li>• A large number of our venues and facilities (including Leeds Town Hall, Carriageworks, and Pudsey Civic centre) have now closed to the public and will remain so until July at the earliest.</li> <li>• All major events in the city have been cancelled or postponed up to and including August 2020.</li> <li>• Calendar of events in the city from Autumn onwards is being continually reviewed and complex issues worked through.</li> <li>• Consideration is being given to an event to thank the city's key workers and pay tribute to those who lose their life</li> <li>• Both Leeds Playhouse and Opera North CEOs are represented on working groups feeding into the development of the Government's strategy for reopening the sector via a DCMS-led Taskgroup.</li> </ul>
6.9	<p>Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the</p>	<b>Mariana Pexton</b>	<ul style="list-style-type: none"> <li>• Unexpected deaths plan has been refreshed</li> <li>• Flexible resourcing plan has been invoked</li> </ul>

	current context in responding during the recovery.		<ul style="list-style-type: none"> <li>• Work in hand and issues will be raised and resolved as the situation develops.</li> </ul>
6.10	Ensure that governance issues are considered and adapted for a range of scenarios for continuing member and officer business during the recovery phase whilst also ensuring good governance.	<b>Andy Hodson</b>	<ul style="list-style-type: none"> <li>• Remote meeting technology under review to identify most appropriate platform, particularly to accommodate meetings where members are participating remotely and in a meeting room (whilst observing social distancing).</li> <li>• Executive Board, Plans Panels, Scrutiny Board and Corporate Governance and Audit Committee meetings re-started on Remote basis.</li> <li>• Community Committee meetings being held as working groups;</li> <li>• All decision making arrangements conducted as per the Constitution.</li> <li>• Sub delegation schemes have been adapted with an emergency clause to enable alternative officers to make decisions if required.</li> <li>• IT for members has been adapted to ensure they can conduct council business remotely and appropriate kit and training has been offered.</li> <li>• Early exploration being given to how Remote Surgeries might be introduced.</li> <li>• Shortened report and decision record template introduced for Significant operational decisions.</li> <li>• Specific COVID-19 case work email in box created to deal with all Member queries relating to the pandemic.</li> </ul>
6.11	Ensure that our arrangements for death management are handled appropriately and sensitively in line with guidance and excess deaths plan and policy.	<b>James Rogers</b>	<ul style="list-style-type: none"> <li>• Excess deaths plan refreshed and associated policy prepared and agreed</li> <li>• Changes made to burial and cremation arrangements in line with excess deaths plan and policy to keep people safe and protect lives</li> <li>• Proactive liaison with faith sector/leaders, funeral directors and other key stakeholders</li> <li>• Councillor updates include death figures and</li> <li>• Agreed development of emergency mortuary provision in line with excess deaths plan. Site delivered and operationally ready.</li> <li>• Link with other authorities on excess death plans to ensure that there is capacity and arrangements to deal with anticipated deaths</li> </ul>

			in line with the Reasonable Worst Case Scenarios (RWCS) or other advice given by key national departments (eg Worst Winter Deaths)
<b>7. Media and communications</b>			
7.1	Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate.	<b>Donna Cox/Danni Clayton</b>	<ul style="list-style-type: none"> <li>• Brandwatch social media monitoring queries on coronavirus and related topics in place. Informs reporting and proactive planning.</li> <li>• Volume of media requests high: prioritising around those that are coronavirus-related or major reputational threats for the city</li> <li>• Proactive media work continuing, informed by strategic direction and monitoring and prioritised around coronavirus handling</li> <li>• Three times weekly media summary incorporating enquiries, proactive releases and social media planning/monitoring produced, helping to feed updates for BCLT, members and MPs and regular partner briefings.</li> <li>• Silver communications leads group established for key partners on Gold Strategic Command that links communications between partners and channels Silver Health Group information (via its health communications leads).</li> <li>• Weekly press briefings taking place remotely since April.</li> </ul>
7.2	Effective liaison and engagement with Public Health to promote communication and information sharing with key services (such as, Schools, Waste services, Higher/further education institutions, Health sector, Social care, Third sector, Faith organisations/leaders etc), the public and workforce.	<b>Sara Hyman</b>	<ul style="list-style-type: none"> <li>• Range of communications issued and specifically advising reference to continually updated national guidance e.g. for schools etc seeking to ensure coherence and consistency on guidance from government.</li> <li>• Communications work streams established for all key Silver groups – Health, Communities, Business and Infrastructure and Organisational Impact</li> <li>• Sub-groups in place to coordinate Marketing and Campaigns, Digital and Social, Press media and PR and Internal comms coordinating and promoting communication and information sharing with key services and audiences</li> <li>• Digital forecast in place three times weekly for social media and digital channel owners to ensure coordination of messages across council channels.</li> <li>• Increase in communications activity and campaigns around returning services – travel to/from, safety and social distancing in the city and some town centres, and within reopened sites (parks, visitor attractions, etc)</li> </ul>

7.3	Regularly update key stakeholders across the council and city, in particular, elected members and MPs, CLT, BCLT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc.	<b>Mariana Pexton</b>	<ul style="list-style-type: none"> <li>• Regular councillor and MP emails being sent, including guidance and signposting to further information,</li> <li>• Regular all staff emails, and FAQs issued (refreshed when new national guidance is produced).</li> <li>• A staff Facebook page has been established to ensure a greater reach out to Leeds City Council staff.</li> <li>• Two dedicated webpages created on leeds.gov to host information for residents and communities; and businesses</li> <li>• GovDelivery Coronavirus weekly newsletter sent to circa 116k</li> <li>• Messages to schools being issued, in line with DfE guidance, from the DCS</li> <li>• Leader and Chief Executive monthly communications used to reach broader stakeholders regularly.</li> <li>• Regular calls with MPs. Regular calls with headteachers, businesses, third sector partners and other partners.</li> <li>• Communications have been increased to amplify national messages and changes to services via the website, virtual newsroom and Leeds Alert.</li> </ul>