

Executive Board, 24th June 2020

Late Item of Business: Agenda Item 15:

**‘Update on Coronavirus (COVID-19) Pandemic:
Response & Recovery Plan’**

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Report of the Chief Executive

Report to Executive Board

Date: 24 June 2020

Agenda Item 15

Subject: Update on Coronavirus (COVID19) pandemic – Response and Recovery Plan

Are specific electoral wards affected?	☐ Yes ☒ No
If yes, name(s) of ward(s):	
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☒ Yes ☐ No
Will the decision be open for call-in?	☒ Yes ☐ No
Does the report contain confidential or exempt information?	☐ Yes ☒ No
If relevant, access to information procedure rule number:	
Appendix number:	

Summary

1. Main issues

- The unprecedented national and local developments have continued since the last report to Executive Board, with the coronavirus pandemic remaining a huge global challenge. Our relentless focus has been to mobilise the city to help minimise the effects, especially on the most vulnerable, and to keep the people of the city safe. This approach has been effective with the resources and information available, with the council now building on this learning to progress the implementation of the recovery and resumption phase.
- The multi-agency arrangements have been further developed to reflect the risks that local outbreaks present as restrictions are lifted. As the nature of the pandemic changes, the phases of the response and recovery plan have developed to reflect recovery and resumption continuing to be driven by our shared ambition and values, with the overriding priority of tackling poverty and inequalities consistent with our vision of a strong economy and a compassionate and caring city. Extensive communications has continued with the full range of stakeholders during this period.
- Lifting lockdown safely and avoiding spread of the virus will be a huge challenge and one where we will need the public and businesses to play their part and will require continued effective partnerships so that we can run the city safely and with social distancing measures in place, with an expectation that this transitional period may run for a prolonged period and have different impacts on different people. The overall

framework will be to lift lockdown safely and resume services and functions within the city with careful planning and good communications, as shown with the re-opening of public spaces, the extension of provision in schools and nurseries, and the re-opening of Household Waste Recycling Sites.

- Running effective local arrangements for managing outbreaks, linked to the national testing and tracing approach, will remain key in this next phase with clear plans, communications and governance crucial. Councils will play a key role to supporting the new test and trace service across England, aiming to control the COVID-19 rate of reproduction (R), reducing the spread of infection. While the national programme is not fully operational, there continues to be a wide range of work taking place to connect the different elements, and in Leeds, a significant effort is underway to scale up our existing, well-established outbreak control mechanisms to a level not seen before.
- The Leeds Local Outbreak Plan, will build upon our existing, well-established outbreak response, by scaling up and enhancing existing arrangements. Leeds has a record of effective outbreak planning and response across the health and care system, which puts the city in a strong position to take this work forward.
- Over recent weeks, more data and analysis has been published, both on the direct health impacts of COVID-19, but also on the emerging social and economic consequences. On 2 June, Public Health England (PHE), published the findings on how different factors such as age, sex and ethnicity affect COVID-19 risks and outcomes. The report confirmed that the virus' impact mirrors existing health inequalities and, in some cases, has increased them further, identifying people from deprived areas, those from BAME groups, and employees in low paid or low skilled occupations at most risk in addition to the elderly, and those with underlying health conditions. More broadly, the potential longer-term economic impacts are becoming clearer. Even as lockdown eases, many businesses are still facing severe pressure, with grave concerns regarding business closures and redundancies, particularly as Government support for furlough tapers. In terms of the labour market, young people and low earners are most likely to have been affected to date as they are prevalent in the hardest hit sectors, with almost 90,000 employees currently furloughed in the city. Analysis of this data to inform actions will be a continuous process.
- This report describes:
 - the range of national developments and announcements since the last report, covering aspect of easing lockdown, reopening society and kick-starting the economy.
 - the local approach to planning, governance and delivery for this unprecedented scenario particularly during this recovery phase, including the response and recovery plan, local outbreak management, support NHS Test and Trace service at a local level and the Lifting Lockdown Plan.
- There is a section on each of the themes within the refreshed Response and Recovery Plan, describing progress and issues.
- Other sections include the approach to risk management during the crisis and governance. Given the significance of the financial implications, both additional costs and lost income, there is a separate report on the agenda outlining the latest position and the issues.
- Some examples, since the last report, of activity and impact across the city are as follows and are depicted in an infographic at the end of this section:

- 231,286 visits to the dedicated webpage at www.leeds.gov.uk/coronavirus plus 118,438 views of the Covid-19 webpage for businesses and 49,644 views of the 'advice for staff' webpage.
- Over 30,000 calls for support answered by two helplines.
- 9791 adults with care plans supported.
- 19,300 shielded individuals registered with the Council for support.
- More than £142.2m in grants paid to over 11,500 businesses.
- 36,000+ food parcels delivered and more supported locally through volunteer-assisted shopping.
- 34,390 free school meals provided to children across Leeds every week.
- 4.2 million black and green bins collected since lockdown began, totalling 54,000 tonnes. In the first week in June 7,500 tonnes of household waste was collected, compared to 4,500 tonnes in the same week last year. This is the largest quantity of household waste ever collected in Leeds in one week by a considerable margin.
- Over 65,000 visits to Household Waste Recycling Centres since they re-opened in mid-May.
- 383,000 brown bins emptied in the first three weeks since the service resumed, totalling 6,200 tonnes of garden waste.
- 60% more glass collected and recycled than last year.
- Over 20,000 contributions to a consultation on emergency measures to support safe active travel were received from 4,100 individuals.
- 100km of pop-up segregated cycle lanes planned along key arterial routes to support safe active travel, beginning with the A65 Kirkstall Road.
- 500 additional cycle parking places planned across the city.
- Six primary schools have begun trials of 'school streets' in which traffic is restricted in front of school gates to support active travel and improve air quality outside schools.
- 210 information boards and banners installed across the city with social distancing messages, including 60 lamp post banners, 132 corex boards and 18 large information panels.
- 1000 queue marker floor stickers issued free of charge to city centre businesses to support queue management and social distancing.
- 3 hand sanitisation stands are being trialled in the city centre.
- 450m of barriers installed to widen pavements along key routes in Armley, Chapel Allerton, Morley and Otley district centres.
- 515 people supported into work and apprenticeships during April and May 2020.
- 13 childcare hub sites open with increasing numbers of children attending.
- 116,000 residents receiving weekly coronavirus news bulletins from the Council.
- 20,000 downloads of the Active Leeds app, an increase of 43% during June alone. Over 1000 people participated in the first two days of live streaming of fitness classes through the app.
- 7,000 Active Leeds customers have responded to surveys providing valuable insight to inform the service's re-opening plans.
- Nearly 41m items of PPE distributed to health and care settings in May 2020, including 40.5m aprons, 200,750 pairs of gloves, 129,555 face masks, 5274 face shields and 1336 googles.

Coronavirus – summary of council impact (June 2020)



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2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- In terms of the Best Council Plan, the version that was agreed at February Full Council has been amended to ensure that the current COVID context is captured, in so far as is possible given the continued uncertainty, and it will be published soon. A further, more fundamental review of the suite of city strategies will be undertaken later in the year when we have a deeper understanding of the wider health, social and economic impacts of the virus. However, work is already underway to ensure the three pillars that underpin our city ambition: **inclusive growth; health and wellbeing; and climate change**, are centred on the overriding priority of **tackling poverty and inequalities**; and, are joined up as we focus on the complex and potentially long-lasting recovery period, which will require all potential capacity in the city, including the public and businesses, fully engaged and playing their role.

3. Resource Implications

- Given the significance of the financial implications of coronavirus, there is a separate and more detailed report included on the agenda for this meeting, so the details are not repeated here.

4. Recommendations

Executive Board is requested to:

- Note the updated context and progress and issues as we move through phases of dealing with the COVID-19 pandemic
- Use this paper as context for the more detailed paper on the financial implications of coronavirus for the council
- Note the establishment of the Leeds Outbreak Board and Outbreak Plan to ensure effective local arrangements linked to national testing and tracing approach.
- Note the continued focus of our collective response on Health and Wellbeing recognising the direct health impacts of COVID-19, whilst also on the emerging social and economic consequences.

1. Purpose of this report

- 1.1 This fourth report updates Executive Board on the coronavirus (COVID-19) work across the city. The Response and Recovery plan aims to mitigate the effects of the outbreak on those in the city, especially the most vulnerable, and prepare for the longer term planning of stages of recovery including local outbreak planning. The city's multi-agency command and control arrangements continue to be used. These have been updated to reflect local outbreak management arrangements for the city. This paper covers the council's organisational issues arising from the pandemic as well as a citywide update.

2. Background information

- 2.1 Since the outbreak of the coronavirus in December 2019, a number of cases continue to be recorded across the world, including the United Kingdom. The government has taken a significant number of further measures during this period which have eased the lockdown restrictions. This report does not detail every national development, but

covers some of the most significant. Full details of guidance and communications issued by the government can be found on the [gov.uk website](https://www.gov.uk).

2.2 The government has made several key recent announcements related to plans for adjusting and easing lockdown measures complemented with new or updated guidance covering a range of areas:

- On 25 May the Prime Minister set out a timeline for non-essential retail to open in June once they are COVID-19 secure and can demonstrate customers will be kept safe: outdoor markets and car showrooms will be able to reopen from 1 June, as soon as they are able to meet the COVID-19 secure guidelines to protect shoppers and workers. Moreover, all other non-essential retail including shops selling clothes, shoes, toys, all furniture stores, books, and electronics, tailors, auction houses, photography studios, and indoor markets, will be expected to be able to reopen from 15 June if the government's 5 tests are met and they follow the COVID-19 secure guidelines.
- On 28 May, the Prime Minister announced government's five tests are being met and plans can now move forward to the next phase of adjusting the lockdown. It was also announced that groups of up to six people will be able to meet outdoors in England from Monday 1 June, provided strict social distancing guidelines are followed. Gatherings of more than six people from different households are still not permitted.
- On 30 May, the Department for Digital, Culture, Media and Sport (DCMS), published 'stage three' of its elite and professional sport guidance with strict conditions for elite athletes and sport professionals to resume competitive sport safely behind closed doors in England from 1 June 2020.
- On 31 May, the government announced that from 1 June, the 2.2 million clinically extremely vulnerable people will be able to go outside with members of their household, while continuing to follow social distancing guidelines. The package of support available for those shielding from coronavirus will continue, including the delivery of food or medicines, phone calls and support from volunteers.
- On 4 June, the government announced that from 15 June, face coverings will be required while using public transport in England. Bus, coach, train, tram, ferry and aircraft passengers must wear a face covering on their journey to help reduce the risk of transmission when social distancing is not always possible. Guidance remains to work from home if people can and avoid public transport where possible.
- On 5 June it was confirmed that all staff in hospitals in England will be provided with surgical masks which they will be expected to wear from 15 June. Furthermore, visitors and outpatients will be required to wear face coverings at all times. Further guidance for hospitals will be published by 15 June and will be kept under review.
- On 7 June, the government confirmed that from 15 June places of worship will be permitted to open for individual prayer in line with social distancing guidelines.
- On 9 June, the government confirmed all non-essential retail shops will reopen in England from 15 June.
- On 10 June, the Prime Minister announced further relaxation of lockdown measures including that from 13 June in England, adults living alone or single parents with children under 18 can join a 'support bubble' with one other household only. The Prime Minister also confirmed that from 15 June, zoos will reopen in England provided they are COVID-19 secure and outdoor attractions where people can stay in their cars will also reopen such as safari parks and drive-in cinemas.

2.3 The government's £500m Future Fund opened on 20 May for applications, with innovative and high-growth businesses able to secure investment to help them

through the coronavirus outbreak. UK-based companies can apply for a convertible loan of between £125k and £5m to support continued growth and innovation in sectors such as technology, life sciences and the creative industries. The government has made an initial £250m available for investment through the scheme and will consider increasing this if required. Private investors (potentially including venture capital funds, angel investors and those backed by regional funds) will at least match the government investment in companies. The Fund will be open until September and is being delivered in partnership with the British Business Bank.

- 2.4 On 21 May, the government announced that antibody tests will be available to NHS and care staff, eligible patients and care residents in England to see if they have had coronavirus as part of a new national antibody testing programme. Clinicians will also be able to request tests for patients in both hospital and social care settings if they deem it appropriate.
- 2.5 On 22 May, the government announced new public health measures for all UK arrivals. These include a requirement for passengers arriving in the UK to self-isolate for 14 days.
- 2.6 On 22 May, the government also announced that councils will play a key role to supporting the new test and trace service across England, with a new funding package of £300 million provided to local authorities to develop and action their plans to reduce the spread of the virus in their area. Each council will also be given funding to develop outbreak control plans, working with local NHS and relevant stakeholders. It was also announced that a National Local Government Advisory Board will be established to work with the test and trace service. This will include sharing best practice between communities across the country led by group of 11 local authorities including Leeds City Council (on behalf of Leeds City Region).
- 2.7 On 24 May a new £50 million Reopening High Streets Safely Fund for councils across England was announced to help prepare for the safe reopening of high streets and other retail spaces. It will also support a range of practical safety measures including new signs, street markings and temporary barriers. Leeds has been allocated £701,810 for expenditure from the 1 June onwards.
- 2.8 On 27 May, the government announced the new NHS Test and Trace service will launch on 28 May across England. Anyone who tests positive for coronavirus will now be contacted by NHS Test and Trace and will be asked to share information about their recent interactions. Individuals who have been identified as having been in close contact with a person who has a positive test must stay at home for 14 days, even if they do not have symptoms.
- 2.9 On 28 May, it was announced that £5 million of additional funding will be made available for community projects supporting people with their mental health during the coronavirus pandemic. Funding is to be delivered by mental health charity Mind.
- 2.10 On 29 May, the Chancellor announced, the government's Self-Employment Income Support Scheme will be extended, with those eligible able to claim a second and final grant capped at £6,570. The Chancellor also outlined further details on the extension of the Coronavirus Job Retention Scheme, including flexibility to bring furloughed employees back part time in July, and a new taper requiring employers to contribute modestly to furloughed salaries from August.

- 2.11 On 2 June, Public Health England (PHE), published the findings of its review in to how different factors such as age, sex and ethnicity affect COVID-19 risks and outcomes. The report confirmed that the impact of coronavirus has reflected existing health inequalities and, in some cases, has increased these further. Following the release of the PHE review the Government's Equality Hub led by the Equalities Minister work will now take forward this work.
- 2.12 On 8 June, the government announced an extension of care home testing to all adult care homes for under-65s, including those with learning disabilities or mental health problems, regardless of whether residents have symptoms. A new social care sector COVID-19 support taskforce will also be established, headed by David Pearson CBE, to continue supporting the care sector and prevent further transmission.
- 2.13 On 8 June, the government announced the creation of 5 new business focused working groups which will consider how business can work with government to deliver economic growth and jobs. The 5 themes include:
- Green recovery: How to capture economic growth opportunities from the shift to net zero carbon emissions
 - Backing new businesses: How to make the UK the best place in the world to start and scale a business
 - Increasing opportunity: How to level up economic performance across the UK, including through skills and apprenticeships
 - The UK open for business: How to win and retain more high value investment for the UK
- 2.14 On 9 June, the Secretary of State for Education confirmed the government's approach to extending the opening of schools to more pupils:
- As part of part of the phased wider reopening of schools, pupils in nursery, reception, year 1 and year 6 have been returning in smaller class sizes, alongside the children of critical workers and vulnerable children of all ages, who continue to be able to attend.
 - The next step of phased approach will enable secondary schools and colleges to provide some face-to-face support from 15 June for years 10 and 12 and 16-to-19 students in the first year of a two-year study programme, who are due to take key exams next year.
 - Children of critical workers and vulnerable children in all secondary year groups will continue to be able to attend full-time.
 - Exams will take place in 2021 in England with the government working with Ofqual and the exam boards on an agreed approach to this.
 - Government working to bring all children back to school in September.
- 2.15 On 9 June a new voluntary COVID-19 PHE study was also announced which will assess and monitor the prevalence of COVID-19 among pre-school, primary and secondary school pupils and teachers. The initial phase will collect data from up to 100 schools from across England and used to better understand the rates of transmission within schools.
- 2.16 HM Treasury also announced that parents on statutory maternity and paternity leave who return to work in the coming months after a long period of absence will be permitted to be furloughed. This will only apply where they work for an employer who

has previously furloughed employees. It was further confirmed that Coronavirus Job Retention Scheme will close to new entrants at the end of June as new flexibilities are introduced to support economy.

- 2.17 On 11 June, the government confirmed £63 million of additional funding for local authorities in England, to support those who are struggling to afford food and other essentials due to coronavirus.
- 2.18 To support the review on disparities in the risk and outcomes of COVID-19, PHE also engaged with more than 4,000 people who represent the view of BAME communities to gather insights into the factors that may be influencing the impact of COVID-19 on BAME people and strategies for addressing them. A report was published on 16 June which provides a descriptive summary of the stakeholder insights and summarises the request for actions, which have been used to inform a number of recommendations. It also includes a rapid literature review.
- 2.19 On 16 June, the government confirmed the extension of the voucher scheme for children on free school meals in England, during the summer holidays.
- 2.20 The government also announced on 16 June, the immediate authorisation for the NHS to use coronavirus treatment proven to reduce the risk of death. Dexamethasone, an anti-inflammatory drug, has been immediately approved to treat all UK hospitalised COVID-19 patients requiring oxygen, including those on ventilators. A UK trial showed the drug saved lives by significantly reducing risk of death in hospitalised patients who require oxygen.
- 2.21 On 18 June, the Bank of England's Monetary Policy Committee (MPC) agreed to implement a package of monetary policy stimulus measures of up to £100 billion. Additionally, the MPC voted unanimously to maintain the Bank Rate at 0.1%
- 3. The number of COVID-19 cases are being updated daily on the .gov.uk website [COVID-19 cases by local authority](#). Across the UK as of 19 June there are 301,815 confirmed cases with 42,461 deaths. Leeds has 1,888 confirmed cases and 624 deaths as of 19 June.
- 3.1 As reported to Executive Board in May, in addition to the nationally reported data which covers deaths in settings where there has been a positive COVID-19 test result, the Office for National Statistics (ONS) also report on death registrations where COVID-19 has been identified as the cause of death or a contributing factor to the cause of death. ONS also publish excess deaths data comparing deaths in 2020 with previous year deaths and rolling averages over five years. The COVID-19 death data published by ONS is based upon the cause of death indicated on the death certificate rather than all of those deaths being confirmed with the benefit of a COVID-19 test.
- 3.2 In relation to Leeds specific data, all deaths registered in the period 27 March to 15 June 2020, there were 624 deaths which were identified as relating to COVID-19. In regard to where those people died, 341 (55%) died in a hospital setting, 250 (40%) died in care homes and 33 (5%) died in a hospice or at home. Of all deaths registered since the 27 March 2020 when we received the first suspected COVID-19 related death registration, 29% of all deaths registered have been identified as COVID-19 related.

- 3.3 The number of death registrations can vary from day to day, we have also analysed figures on a rolling 7-day basis. As at 9 June the 7-day rolling average was 1.57 COVID-19 death registrations per day. We know that many families have suffered a loss during this pandemic and our sympathies are with those who have lost loved ones.

4. Main issues

4.1 Governance, planning and delivery

- 4.2 Details of the multi-agency command and control arrangements for the outbreak in Leeds were described in previous Executive Board reports set alongside the wider governance and delivery framework at a sub-regional level including the West Yorkshire Local Resilience Forum strategy. The partnership focus in the response phase has been in mitigating and reducing the immediate impact of the outbreak, particularly for the most vulnerable; maintaining business continuity of key services; and, providing what support we can to individuals, families and communities; and those businesses affected. This approach has been effective with the resources and information available, with the council now building on this learning to progress planning and implementation of the recovery and resumption phase. It remains vital that this approach continues to be driven by data as well as being informed by a clear engagement plan with the public as they will ultimately determine the successful delivery of this next phase. The importance of local engagement with national systems also remains vital.

- 4.3 Leeds multi-agency arrangements have been further developed to reflect the circumstances that local outbreak management presents and these arrangements are included in the Response and Recovery Plan. Outbreak management will also be embedded into the pre-existing silver and bronze groups as it will require support from multiple groups.

- 4.4 The refreshed West Yorkshire Resilience Forum (WYLRF) Reset, Rebuild Strategy continues to be reviewed on a regular basis. A wider range of partners in addition to the LRF role such as the West Yorkshire and Harrogate Health and Care Partnership, WYCA and localities have engaged in the strategy. The Strategic Coordinating Group (SCG) twice weekly calls continue Sitreps reports have been submitted to WYLRF raising issues, with the Leeds sitrep staying at an Amber rating throughout this period and an example of issues raised in one of this week's daily sit reps is as follows to give an illustrative flavour of the reporting to the LRF:

- **Local outbreak planning** – Ensuring compliance with NHS Test and Trace.
- **Easing restrictions** – ongoing concerns about compliance, concerns about shielded.
- **Resuming services** remains a big issue within each organisation and across the city and beyond will be a significant challenge, continuing to work through the guidance as it comes through.
- **Care Homes** – Action plan being delivered, and fewer cases but still some concerns. Ongoing concerns about sector resilience and financial implications.
- **Financial impact** – ongoing concerns about massive impact on council finances and other bodies and concern about 3rd sector resilience as well.

- **PPE** - ongoing concerns about supply despite local and national efforts, still feels hand to mouth across all areas.
- **Testing** – some issues continue about delayed test results
- **Inequalities** remain a significant concern – short and medium and long term – health aspects, economic, social aspects, disproportionate effect e.g. rough sleepers, vulnerable children, DV etc.
- **Shielding** – concerns about restrictions being eased.
- **Schools** – considerable concern about ongoing practicalities of extending provision for schools, lots of engagement with head teachers and relevant partners to work through the issues.
- **Community tensions** – increasing number of protests etc. given global and national context, requiring lots of partnership working between agencies and crucially with the public.

- 4.5 Significant liaison across the West Yorkshire councils (through Leader and Chief Executive groups) continues to ensure consistency on key issues, such as discretionary grants, funerals, Household Waste Recycling Sites and aspects related to the recovery approach. At a Yorkshire and Humber level, liaison between the 22 councils and 4 LRFs (Humberside, North Yorkshire, South Yorkshire and West Yorkshire) continues to support and ensure coordination where required, consistency of approach where relevant, resource issues share best practice and influence national developments.
- 4.6 The Yorkshire and Humber regional chief executive link to MHCLG and the Local Government Association (LGA) continues to remain an effective communication channel, engaging in regular calls with Whitehall colleagues and the eight other regional chief executives across England. The main focus of recent discussions in this group have been about: recovery and reopening, local government finance, testing, tracking, tracing, shielded, and PPE. Strong links with councils have been maintained across Yorkshire and Humber, regularly communicating to share information and gain feedback about relevant local issues related to coronavirus, whilst also continuing to share best practice and understand the picture across the region in the current context.
- 4.7 At the political level, the group of council leaders continue to have regular calls with the Secretary of State for Housing, Communities and Local Government and with the LGA, providing feedback about local impact in the current context.
- 4.8 Leeds City Council's Chief Executive continues to lead an important part of the national NHS Test and Trace programme and also continues to focus on the important issues for the council and the city, attending key local meetings. Directors continue to work with Executive Members, chief officers and their teams and with partners, to maintain the effective work of the council. The Leader of the Council is also on the National Advisory Board which is chaired by the LGA Chair.
- 4.9 An updated version of the **response and recovery plan** is attached at annex A, providing comprehensive updates about activity and impact from the council and multi-agency partnership work. Regular updates to all councillors and MPs have continued, to provide information about the activity and impact in order that they can fulfil their role as ward members and elected representatives. The response and recovery plan has been continually reviewed and updated as the circumstances have

developed, new national guidance issued and to reflect the new phase of recovery and resumption. Moreover, drawing on a range of data and analysis, a dashboard has continued to be produced weekly which provides a picture of activity across the city reflecting the themes of the response and recovery plan for the multi-agency Gold group. This week's dashboard is attached annex B to illustrate the nature of data being considered. Many of the Silver and Bronze groups have specific data and intelligence reports produced to inform delivery activity.

4.10 As the nature of the pandemic changes, the phases of the response and recovery plan have developed to reflect recovery and resumption. The plan has been further refreshed for this next phase whilst continuing to be driven by our shared ambition and values, with the overriding priority of tackling poverty and inequalities consistent with our vision of a strong economy and a compassionate and caring city. As aspects of the council's governance restart with new remote meeting arrangements, we anticipate that scrutiny and corporate governance and audit will continue to be involved. Community committees remain heavily engaged with the local arrangements to organise volunteering through the ward based arrangements.

4.11 **Lifting Lockdown in Leeds Plan**

4.12 As mentioned in the May Executive Board report, the coronavirus outbreak has demanded a different approach to response and recovery given the unprecedented complexity and scale of the crisis. The various phases are likely to persist for long periods, are less well defined and are multifaceted with varying impacts on different parts of the population.

4.13 Lifting lockdown safely and avoiding spread of the virus will be a huge challenge and one where we will need the public to play their part. We have continued to work with partners to ensure that we can effectively run the city safely and with social distancing measures in place, with an expectation that this transitional period may run for a prolonged period and different impacts on different people. Depending on the effectiveness of the measures on infection rates, it may also mean that more stringent lockdown measures have to be restarted, with services restarting and having to stop again. Running effective local arrangements for managing outbreaks, linked to the national tracing approach, will remain key with clear plans and governance crucial.

4.14 The overall framework we are using to lift lockdown and resume services and functions within the city, as referenced in May Executive Board report is based around ensuring:

- **Safe travel**, ensuring the safe use of highways and public transport and encouraging active travel where possible.
- **Safe public spaces** 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 in the city to avoid peaks of movement.

4.15 Within the council, a service recovery and resumption plan co-ordinated through the silver organisational group, will play a key role on managing implications on our workforce and resources as we move through this phase. The plan is set within the

context of the government and city framework to tackle coronavirus, and council finances needed to retain sustainable critical services. A key purpose of this plan is to achieve strategic assurance that the resumption of one council service is not detrimental to the delivery another.

4.16 NHS Test and Trace service

4.17 The NHS Test and Trace service is a central part of the government's COVID-19 recovery strategy. The service aims to control the COVID-19 rate of reproduction (R), by reducing the spread of infection to save lives by:

- Testing anybody who develops symptoms of COVID-19, plus targeted testing of asymptomatic NHS and social care staff and care home residents.
- Tracing close recent contacts of anyone who tests positive for coronavirus and, if necessary, notifying them that they must self-isolate at home to help stop the spread of the virus.

4.18 The system is dependent on self-reporting and people self-isolating with the service tracing close recent contacts of anyone who has tested positive for COVID-19 and if necessary notify them they must self-isolate.

4.19 The first line of defence against the virus continues to be public behaviour, highlighting the importance of communicating public health messages around hand washing, social distancing and adhering to guidance. The second line of defence will be the NHS Test and Trace programme, which relies on individuals cooperating with contact tracers and the instructions about self-isolating. The third element will be the contact tracing application (NHS COVID-19 App) which is currently being trialled and not yet fully operational. This will serve to complement and reinforce the contact tracing element by identifying close physical contacts between individuals, such as passengers on a bus. The final line of defence will have a local focus, to deal with complex cases and localised outbreaks.

4.20 Reducing infection rates will not only rely on testing and tracing. It will be complemented by a full range of public health measures including communication, data management and supporting vulnerable individuals. The coronavirus helpline established at the start of lockdown to support clinically shielding and other vulnerable people will be used to support those who have been asked to self-isolate and don't have a local support network. The council's coronavirus helpline connects residents with local volunteers who can support with shopping, collecting medicines or a check in phone call.

4.21 The significance of the Test & Trace service is that it will allow people to return to some level of normality while the virus remains present and in the absence of a vaccine or treatment. While the national programme is not fully operational, there continues to be a wide range of work taking place to connect the different elements, and in Leeds, a significant amount of work is underway to scale up our existing, well-established outbreak control mechanisms to a scale not seen before.

4.22 The government has confirmed the allocation for local authorities as part of the share of £300 million to support the new Test and Trace service. Funding has been allocated to councils based on the Public Health Grant. Leeds has been allocated

£4.1 million as part of this funding, so that capacity to deal with infections can be enhanced.

4.23 Contact tracing will operate across three tiers:

- Tier 3 will be delivered through the national call centre service. This will trace contacts of confirmed cases and provide advice to them following standard protocols and scripts. Any difficult issues will be escalated to Tier 2.
- Tier 2 is delivered by health care professionals employed by the NHS. They will conduct more in-depth interviews with cases and identification of contacts. Any complex issues will be escalated to Tier 1.
- Tier 1 will manage complex cases, situations including local outbreaks or clusters of cases or where an individual may have a personal vulnerability. These will be managed in a similar way to outbreaks occurring due to other infectious diseases, with Public Health England (PHE) working with health protection and environmental health colleagues in local authorities.

4.24 Contract tracers making outreach calls will have access to global language translation support and PHE have put in place a 'vulnerable person referral process' as part of the NHS Test & Trace Service. When a call handler identifies that a vulnerable person is being asked to self-isolate they will be given advice and signposted to volunteer organisations via the hotlines that individual local authorities have put in place. These can provide support from local volunteer networks including with food, medicine and care supplies. The call centres use Language Line. This service allows the agent to identify the relevant language and to arrange an interpreter through the Language Line Service. The customer, agent and interpreter then undertake a three-way conference call, the interpreter asking the customer the relevant questions and providing relevant answers. All interpreters are accredited in their specified language to ensure correct translation. There is also support to customers who are hard of hearing, deaf or have impaired speech. Users do not pay or have to cover the cost of using this service.

4.25 On 18 June, the government announced the next phase of development in building an app that supports the end-to-end NHS Test and Trace service. This next phase will bring together the work done so far on the NHS COVID-19 app and the new Google/Apple framework.

4.26 Leeds has well-established methods already in place for responding to infections in complex settings in partnership with regional PHE teams, particularly schools and care homes. There are a large number of professionals in the city experienced at dealing with outbreak control in a range of different settings, and we will need to deploy all of these human resources to ensure we can double the capacity of our frontline workforce and infection prevention and control system. The next steps will include establishing which relevant communities, settings and workplaces we need to engage with.

4.27 This challenge is significant and we need to rapidly establish a system that would normally take more time to develop, while ensuring it works effectively in the long term, recognising that the virus will be present for some time. Recent work has focused on how we manage high risk settings, with care homes, schools, special schools, children's residential settings, prisons and hostels identified as the places most likely to see outbreaks. From national data, around a half of all outbreaks are linked to NHS care settings, and so we are working with health protection

colleagues to establish how any potential outbreaks in these settings would be effectively managed.

- 4.28 As part of the national Test and Trace framework, all upper tier local authorities need to develop local outbreak control plans by the end of June. Leeds (on behalf of Leeds City Region) is one of 11 authorities in a Good Practice Network of local authorities to develop these plans. The Director of Public Health is leading the development of the Leeds COVID-19 Outbreak Plan, which will build upon our existing, well-established outbreak plans, but scaling up and enhancing existing arrangements.
- 4.29 The Plan will build on the existing robust health protection arrangements and services already in place to manage outbreaks and consider the wider impacts of COVID-19 on our local communities. Leeds has a strong record of effective outbreak planning and response across the health and care system, which puts the city in a strong position to take this work forward.
- 4.30 Further information on the outbreak planning and management approach is detailed in a later section of this report.
- 4.31 **Response and Recovery Plan**
- 4.32 The refreshed Response and Recovery plan and the city's multi-agency arrangements seek to ensure that the overall framework is robust and effective to support the council and city 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
- 4.33 The framework for the response and recovery plan maintains the framework as approved by Executive Board in March 2020, however as mentioned, with an additional strand to reflect local outbreak planning and management and updated actions:
- Local Outbreak Control Management
 - Health and social care
 - Infrastructure and supplies
 - Business and economic impact
 - Citizens and communities
 - Organisational impact; and
 - Media and communications
- 4.34 The next section provides an update for each of the themes.

4.35 **Local Outbreak Control Plan**

4.36 A bronze group of representatives from local partners has been established to oversee and coordinate the development of the outbreak plan, which is centred on 7 prescribed themes that are wider than test and contact tracing. The themes are:

- Planning for local outbreaks in care homes and schools
- 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
- Identifying methods for local testing to ensure a swift response that is accessible to the entire population.
- Assessing local and regional contact tracing and infection control capability in complex settings and the need for mutual aid
- Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook
- Supporting vulnerable local people to get help to self-isolate and ensuring services meet the needs of diverse communities.
- 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.

4.37 To deliver the outbreak plan, governance arrangements linked into the Leeds Multi-agency arrangements are now in place which include:

- A C-19 Health Protection Board, led by the Director of Public Health and working directly with regional Public Health England team. This is a technical board where data will be reviewed and recommendations on actions will be developed. The Board will continue to provide ongoing system oversight and professional expertise to the management of COVID-19.
- Gold Leeds Strategic Coordinating Group (SCG) chaired by the Chief Executive, to provide strategic leadership to minimise the effects and risks of the coronavirus outbreak on the city with a focus on reset, recovery and renewal. To also coordinate and manage interrelationships between agencies ensuring a whole system approach and support the delivery of our city's ambitions of inclusive growth, health and wellbeing and tackling the climate emergency. The SCG will also ensure effective two way communication with Health and Social Care Gold, Leeds Outbreak Control Board, Leeds Health Protection Board and thematic silver and bronze groups.
- A Leeds Outbreak Control Board, chaired by the Leader of the Council to provide outward-facing, political oversight of local delivery the test and trace programme, engaging residents and leading any local actions that might be required. This Board will be cross party, with representatives from multiple sectors across the city, including schools, higher education, retail, and manufacturing. The first meeting of the Board was on the 19 June.

4.38 The LCC Public Health, Health Protection Team will work with Public Health England and health and care partners to ensure the local system responds in a timely and effective way to minimise the spread of COVID-19 and manage outbreaks. The Leeds Health Protection Team will also work with PHE to build on existing systems to

provide health protection responses for complex cases and high risk settings. Leeds has a well-established outbreak management response which will be mobilised dependent on the situation, this will involve a number of partners working together to provide a one system response.

4.39 The local response will include infection prevention and control advice, testing, contact tracing and support to self-isolate. The operational detail of how the local Health Protection Teams at Public Health England will interface with Leeds city council health protection teams around complex contact tracing and outbreak management are being clarified and refined.

4.40 The following key considerations have been made as part of the Leeds Outbreak Plan development to ensure that it aligns with the national service and framework:

- Leeds will need flexible surge capacity that can be called upon to supplement the national model and ensure clusters of outbreaks and cases are dealt with as quickly as possible. Within the council and the wider health and care sector there are a number of experienced contact tracers who may be able to take on more complex cases. Arrangements are already in place to support outbreaks in care homes, schools and other settings, but these will need to be scaled up.
- Working with partners, additional local testing capacity and arrangements are in place to supplement the national pillar 1 and pillar 2 testing systems for care homes. This has improved turnaround times for testing kits to be received and results returned. A local solution has been agreed with Leeds Teaching Hospital Trust laboratories to ensure test results for care home residents and other vulnerable groups are linked to primary care records and so will be available to GPs.
- This will be the first time our local outbreak management and contact tracing will alongside a new national tracing service. Work is underway locally to identify local health protection, infection prevention and contact tracing capability and map what is required. There is an immediate requirement to enhance the existing council health protection function to be able to respond to increased demand in minimising the spread of COVID-19 and managing outbreaks. Discussions are ongoing with Leeds Community Health infection prevention service, commissioned by public health, to scale up capacity to manage demand going forward. The council's Environmental Health Team, who have extensive experience of managing infectious disease outbreaks, have identified some immediate capacity to support any outbreaks if needed.
- Data will be crucial to successfully manage any outbreaks. At a national level a group is working together across the Joint Biosecurity Centre, Public Health England and Local Authorities to define what data is required and how best to provide this, with an open data approach being preferred. The key requirement from local authorities to ensure robust decisions making is to receive data at a much more disaggregated level than previously – ideally LSOA level, complete with associated equality data.
- There are established systems that ensure those who need it can access help and support through the COVID-19 helpline and the volunteer network. These systems will remain in place to underpin any additional support that is required by residents who are asked to self-isolate as a result of contact tracing. The system is being reviewed to ensure that there is capacity to cope with any surges but confidence is high as the processes have been well established over the last two months.

- Effective and rapid communication is recognised as a primary intervention for controlling the spread of the virus, as well as being able to help prevent outbreaks, and is a key element of the local outbreak control plan. The aim is that, were an outbreak to occur, detailed plans for communication will be in place to enable swift action. A communications strategy will be developed as a priority through the Leeds Outbreak Control Board. The proposed strategy will complement and utilise other local and national coronavirus-linked communications campaigns, supporting the national material with different languages, and utilising outreach work as public engagement will be critical to ensure that test and trace and infection prevention messages are adopted by individuals and within communities across Leeds. This is a prevention as well as reactive approach.

4.41 **Health and social care:**

4.42 Health and Social Care Gold arrangements remain in place and continues to receive reports from all the established task and finish groups to allow for continuing in-depth discussions – specifically focusing on those areas with the greatest associated risk or those that require specific support. The established task and finish groups are as follows:

- Care Homes
- Testing, Track and Trace
- Stabilisation and Reset
- PPE
- Shielding
- Impact on healthcare
- Modelling and Planning

4.43 **Care Homes**

4.44 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. This significant reduction has been achieved through close partnership working and a co-ordinated multiagency response led by LCC Public Health and Adult Social Care, working with Public Health England and Leeds Community Healthcare infection prevention service.

4.45 The comprehensive support package provided to care homes has included: bespoke infection control training; the provision of daily briefings, and daily telephone support from infection control nurse specialists. Care homes with residents over 65 years old have also undertaken whole home care testing for COVID-19. This enables identification and isolation of those people who have no symptoms.

4.46 Effective partnership working has enabled local solutions to be found quickly. This includes: utilising local resources in order to improve the time taken for swabs to be delivered and received from care homes; better communication of the results to

primary care colleagues, and the implementation of testing for residents in community care beds.

4.47 The wellbeing of residents and relatives remains a priority. A safe process to enable care homes to allow visitors is in development.

4.48 In addition, mental health support (including bereavement support) for staff is being prioritised across the care home sector.

4.49 Public Health

4.50 Public Health continues to lead work on surveillance, prevention and control of COVID-19 in Leeds. As described earlier, in line with the national Test and Trace policy, the Director of Public Health is leading the development of a Leeds COVID-19 local outbreak plan, building on existing well established systems in Leeds as part of an overall approach in managing COVID-19 outbreaks. The outbreak plan will link in with the full range of public health tools and techniques, such as epidemiology and surveillance, infection control and evaluation. A whole system, multi-agency approach will be needed to deliver health protection and wider support at scale.

4.51 The Public Health intelligence team continues to work with partners across the health and social care system to provide specialist analytical support. This enables strategic partners in the city to have access to detailed understanding of the current and future impact of COVID-19. Recent analysis has been carried out by the team which supports the city's understanding of the impact that COVID-19 has on health inequalities.

4.52 The Public Health intelligence team continue to actively work with partners to gain greater access to the emerging data sets about the location of COVID-19 cases, contacts and hotspots. This is important information to be able to access in order to ensure the effective functioning of the outbreak management plan.

4.53 Testing

4.54 The national testing programme is now well established in Leeds and eligibility criteria has been expanded. Testing is available for everyone with symptoms in the city (it is not linked to occupation) and people of all ages (including children) are able to access a test. However there is limited local operational capacity for swabbing younger children through the national testing sites at the moment. There is some limited local capacity to test children available through LTHT.

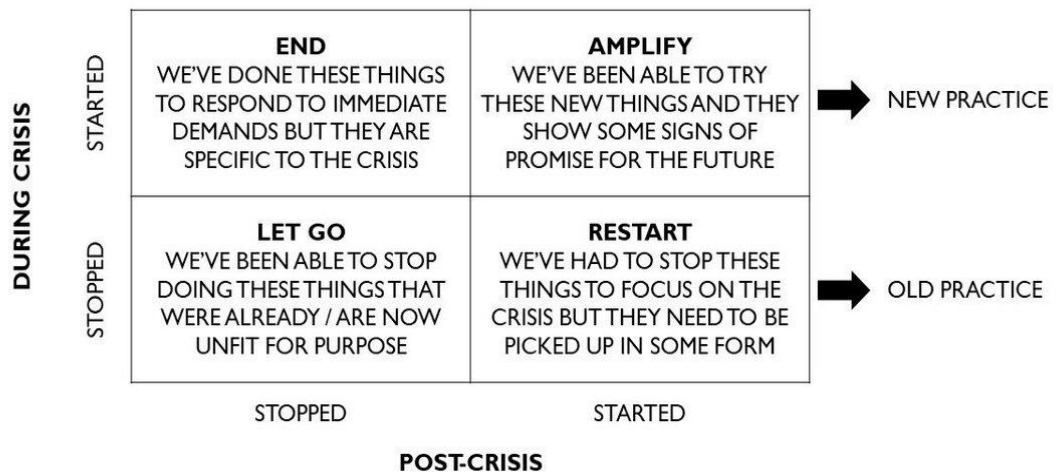
4.55 The Temple Green site is currently carrying out 150– 200 tests a day and is not at capacity. This is also a mobile testing unit (MTU) which is deployed at certain regional locations in rotation, including, in the South of the city, in Morley. Responsibility for the local of future MTUs has been passed from the LRF to Leeds City Council and Public Health is working closely with asset management to determine where the mobile unit could be placed in future weeks and months. It is likely to be situated in areas of higher deprivation.

4.56 A national online booking system is now fully operational. This enables people to book a test (at Temple Green or at the mobile unit), or to order home testing kits.

- 4.57 A walk-to site is being piloted at Bridge Street Church (this is currently booked through the Leeds City Council 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. Third sector colleagues have been working with the council to promote the site and easy read leaflets and posters are being distributed. A video of the process is being produced and will be translated into community languages. Adverts for the site have also be developed for Radio Asian Fever. Public Health are also working with Leeds Teaching Hospital labs and a small number of local Third Sector organisations to provide testing for people who may not be able to, or wish to, access the government website.
- 4.58 Personal Protective Equipment
- 4.59 Systems for sourcing and distributing Personal Protective Equipment (PPE) are in place in the city. These draw 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.
- 4.60 Extensive work has been undertaken to interpret national guidance about PPE and to support the development of the Leeds PPE position statement. This has now been approved by the citywide PPE group and has been disseminated to relevant services. The Leeds' position statement informed specific PPE guidance for LCC/Voluntary Action Leeds volunteers. Forum Central have further adapted this document to make it relevant to wider Third Sector organisations.
- 4.61 Stabilisation and Reset
- 4.62 As the focus for the Leeds Health and Care system shifts away from the initial preparedness and response to dealing with the COVID-19 pandemic (Phase 1), the system is increasingly focused on the stabilisation and reset of services (Phase 2).
- 4.63 As part of the focus on stabilisation and reset, Leeds will continue to take a system-wide approach to Health and Social Care and manage its constraints collectively. It will actively focus on the health inequalities exacerbated both by COVID-19 and any service changes made as a result of COVID-19 or subsequent learning arising from the feedback received by patients and the public. It is recognised that some of the changes made during the recent exceptional period have been beneficial and should be built upon, as illustrated by the following model.

Understanding crisis-response measures

Collective Sense-making



- 4.64 As part of this model, the Leeds Health and Care system will centre its stabilisation and reset work on the principles embedded in the Health and Wellbeing Strategy and Partnerships approach, including the value of 'working with' the citizens of Leeds and tackling the health of the poorest fastest.
- 4.65 Part of the Leeds Health and Care System approach a 'Stabilisation and Reset Task Group' has been established to ensure there are co-ordinated plans for the robust reset of services, which continues to drive an integrated city-wide approach. The group will manage the constraints collectively wherever possible and actively address the health inequality impacts of the changes and any reductions in and/or loss of services.
- 4.66 Through the Task Group, 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; adopting the following principles:
- We will **co-produce service models** through engagement with staff, patients/service users and carers, commissioners and the public, ensuring consistency with our ambition to achieve the best outcomes for people and patients
 - We will ensure that reset services are designed to meet and **respond to the needs of local populations**, improve physical and mental health outcomes, promote wellbeing and reduce and mitigate health inequalities with particular focus on new emerging needs such as those who are continuing to shield, and the needs of smaller vulnerable groups such as those who are homeless
 - We will ensure we take account of individual **staff and patients'** circumstances in all care settings. There will be specific focus on those from BAME communities and those with other risk factors. This will include support for our workforce with their mental and physical wellbeing
 - We will embed an approach of **continuous quality improvement** and make the best use of data

- We will continue to focus **on clinical need and minimising harm**; ensuring an ongoing focus on quality assurance within our planning
- We will ensure the learning from services, which continued during the crisis, is fully implemented and **optimise use of digital technology** reducing the need for direct patient contact
- When considering service restarts, we will consider **interdependences** with other services and partners e.g. access to diagnostics, knock on effects for primary/community care
- We will apply the **Home First** approach to our service delivery models; supporting discharge from acute and community beds when safe and effective to do so to the least restrictive alternative; and ensuring urgent care can be accessed when clinically indicated
- We will continue to **promote the left shift** by applying the principles of person-centred case management, encouraging self-care/self-management and ensuring continued emphasis on prevention and early presentation wherever possible using a strengths and asset based approach
- We will ensure our responses are **delivered in partnership** by taking every opportunity to consider integration, interdisciplinary / inter-provider working and mutual aid across all citywide services including 3rd sector partners
- We will create **effective and sustainable services** within existing resources that make best use of the Leeds £ and consider whether there are areas of service which were not sufficiently value adding to restart in their old forms
- We will support the **Leeds Clean Air ambition** by reducing our carbon and waste output as a result of the new ways of working
- **Safe working environments** for staff and patients across the City will be key. Services will only be delivered face to face where patients and staff can be safe, where it is most appropriate to the patient, where there is joint agreement on the need for face to face contacts and risks can be minimised or where other risks require it.
- We will ensure **consistent and accessible** messages are available for people / patients
- The system will ensure it remains focused on the ability **to respond to any future spikes** in COVID-19 in coming months, and to further pressures over winter
- We will ensure a **mutual aid approach** where equipment, staff or estate are in short supply, with a Leeds wide consideration of priorities

4.67 Each partner will consider these general reset principles as they work through their own service areas, while recognising that each set of specialist services will have slightly different constraints and contexts that require consideration. Nonetheless, to help ensure a high degree of consistency across organisational boundaries, the following framework will also be applied:

Framework area	Specific considerations
Patients / People	• The voice of our patients and carers • The NHS constitution • Inequalities
Guidance	• National guidance on prioritisation (from NHSE or from Royal College guidance) • latest clinical and national guidance on IPC and clinical risks
Priorities	• Risk of irreversible harm to patients caused by delays • West Yorkshire and Harrogate Health and Care Partnership (the Integrated Care System) wide agreements on priority areas • Services for conditions which have a particular impact on disadvantaged communities • Services with the longest waits which are likely to impact most on patient health and wellbeing
Constraints on capacity	• Workforce • PPE • Estates

4.68 Despite any differences across each set of specialist services, the Leeds Health and Care system is keen to ensure consistency as far as possible for the benefit of Leeds citizens.

4.69 Summary position of services across Leeds Health and Care System

4.70 The following details provide a summary of the current position across Leeds Health and Care System.

4.71 Primary Care

4.72 General practice remains 100% digitally compliant with increasing demand across practices, including some patients who had previously stayed away. Primary Care is focused on the interpretation of the risk assessment guidelines and Test and Trace arrangements. This includes the definition of “contact” and what that means for primary and community care environments given the advice to acute colleagues.

4.73 Leeds Teaching Hospitals NHS Trust (LTHT)

4.74 LTHT A&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 around patients yet to return – for example, those who would usually attend with minor injuries.

Nonetheless, there has been 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; despite the increases in patient numbers 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 is also focusing on increasing the number of anti-body testing by sending some blood samples to Mid Yorkshire Hospitals NHS Trust for patients but will soon look to do this for staff as well.

4.75 Adult Social Care

4.76 Adult Social Care has continued services but has built up a backlog of occupational therapy assessments as this was one of the areas where patient contact was stopped. Consideration is being given to using more video and photography type technology as well as equipping Occupational Therapists 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, along with demand on safeguarding and regular care needs.

4.77 Leeds Community Healthcare NHS Trust (LCH)

4.78 There were few services stopped with the majority carrying out work as "normal" – similar to Primary Care in an adaptive form and/or with some temporary holds on some contact. LCH is now mapping what / how services can be delivered within the current estate and the digital infrastructure. There is a balance between getting as much contact restarted as possible in addition to not losing the potential to transform, whilst also linking in with LTHT.

4.79 Leeds and York Partnership NHS Foundation Trust (LYPFT)

4.80 Services have been ongoing as usual, including inpatient and crisis services. Some services have had to adapt – for example Community Mental Health Teams have become more remote in terms of digital contact. Some services have temporarily stopped, with staff being redeployed to other areas such as the Leeds Autism Diagnostic Service. LYPFT is also in the process of looking at how to step up those services again.

4.81 Yorkshire Ambulance Service NHS Trust (YAS)

4.82 From an ambulance perspective most if not all activity has continued as normal. Conversations are continuing to take place around "Talk before you walk" (which may also be known as "Think 111 first" or "Help us help you"). Issues associated with patient flow elements around Patient Transport Services (PTS) and how YAS supports discharge remain challenges and under consideration as part of the reset for services. To help with this, YAS is looking to gain as much information as possible from individual places, as well as from an Integrated Care System (ICS) perspective. This will help inform decisions around the continuing practice around single vehicle occupancy.

Leeds Third Sector

- 4.83 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.
- 4.84 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.
- 4.85 **Infrastructure and supplies:**
- 4.86 The Infrastructure Silver Group continues to lead key work of this strand including receiving reports on traffic flows, public transport patronage levels and issues arising and updates on social distancing and proposed active travel measures.
- 4.87 In terms of transport, 24 hour weekday traffic levels in the week (1-7 June) on the network in Leeds increased again to their highest level since mid-March continuing the trend of increasing traffic in recent weeks. They were down 34% (53%) compared to the beginning of March and 28% (49%) on the same week in 2019. On average, flows were up 14% on the previous week. (Percentages in brackets are those previously reported).
- 4.88 Morning peak flows were down 48% compared to the beginning of March and 28% on 2019, evening peak flows were down 35% and 25% respectively. Compared with the previous week, am and pm peak flows were up 31% and 15% respectively. For the weekend of 6 and 7 June, traffic flows were down an average of 42% compared to the beginning of March and 42% on the same week in 2019. These again represent the highest levels of weekend traffic since mid-March with flows again up 3% on last weekend. These rising trends in traffic flows will continue to be monitored each week particularly in coming weeks when many shops will open across the city centre.
- 4.89 It is worth noting that school summer holiday traffic flows normally involves a circa 15% reduction in traffic flows; reductions above this level therefore reflect a very significant change although the recent increases suggest a quicker return towards normal traffic levels than envisaged several weeks ago. Analysis of other automatic traffic count sites located away from Leeds City Centre shows similar levels of change.
- 4.90 Highways England are reporting a similar picture across its network with traffic volumes continuing to increase in Yorkshire and the North East (YNE). 2nd June flows were at 66% of the equivalent day last year – this is the highest since lockdown began. YNE is generally around 2 percentage points above the national average figure of flow compared to previous year.

- 4.91 Road traffic casualties: Comparing road traffic casualties in the first 23 weeks of 2020 with last year shows that casualties are down by 40% compared to the same period in 2019 (from 785 to 473). From week 12, the total number of all casualties fell by 54% from 379 in 2019 to 176 in 2020, while those Killed and Seriously Injured (KSI) went down by 48% (64 in 2019 vs 33 in 2020). The number of weekly road casualties however is now starting to increase as lockdown eases. In week 23, more casualties were recorded in 2020 (23) compared to 2019 (18). In response, links are being made with the Road Safety Great Britain “Take Extra Care” campaign and we are discussing with the Police the resumption of the close pass initiative related to cycling and increased speed enforcement.
- 4.92 Public transport: In anticipation of increased demand on public transport arising from lockdown easing announcements and especially around the restart of non-essential retail on 15 June, the West Yorkshire Combined Authority continue to coordinate and ramp up bus services through the West Yorkshire Bus Alliance. This has returned regular frequencies on core routes between 0700–1900, Monday to Friday and hourly at other times. This represents 75%-85% of usual services. The ramp up is funded by government continuation of the COVID-19 bus service support grant which lasts until 4th August 2020. Bus operators report increase in wider ridership to 20% of normal levels from 17% previously reported.
- 4.93 The park and ride sites in Leeds continue to be closed having ceased operation on 30th March with Temple Green continuing to be used as an NHS testing facility. There are no plans to reopen any of the park and rides at this stage but it is constantly under review. Leeds bus station remains open with social distancing in place for staff and customers. Travel centres in bus stations remain closed and customers are signposted to online options at payzone. Education transport has been adapted to meet key worker pupil support in schools throughout West Yorkshire and provide advice to customers via a contact centre.
- 4.94 As mentioned, on 4 June the government announced that wearing a face covering will be mandatory for passengers on public transport from 15 June, with exemptions for young children, disabled people, and those with breathing difficulties. Physical works at bus station/interchanges to reinforce social distancing is in progress in anticipation of increased demand, works have included the partial removal of seats and installation of floor markings and signage.
- 4.95 Transport operators and authorities are concerned about the potential demand created by the reopening of non-essential retail which may lead to crowding and the compromising of social distancing. In response, communications are being coordinated across authorities and operators. The broad messages are that public transport is available but capacity is limited; passengers need to allow for more time for their journeys as services may be full; the public should consider active travel options such as walking or cycling; protect yourself and others and wear a face covering and carry hand sanitiser. Stay apart. Stay safe. Save lives.
- 4.96 First Bus have launched an update to their [mobile app](#) that will enable customers to live track the location of the next bus and its available capacity allowing customers to make informed decisions about their journeys. It is believed First is the first major bus operator to roll out live capacity tracking.
- 4.97 In relation to rail, as previously indicated National Rail moved to a key worker plus timetable on the 18th of May which extended services across all time ranges and

increased some services to half hourly. During the week commencing 25 May, Northern reported average 14% of normal service pattern with a noticeable increase in leisure travel on days of sunny weather. Passenger flows through Leeds rail station remain low at approximately 8500 per week day but increasing. No significant driver train crew availability issues at present.

- 4.98 Whilst public transport timetables are being restored, public transport capacity will continue to be significantly constrained to circa 20% because of the social distancing measures. Consequently, the council continues to promote and progress its social distancing and active travel proposals. The pace of implementation of such measures is key as lockdown continues to be eased, traffic flows increase and social distancing issues become more apparent.
- 4.99 Following the major piece of work to review the city centre and local centres for social distancing “hotspots”, additional temporary barriers have been installed in locations in the city centre and in Otley, Roundhay, Garforth, Chapel Allerton and Morley. Farsley and Hyde Park will see measures introduced shortly and further additions and/or amendments are planned for Otley, Garforth and Horsforth. We continue to liaise with local ward members on further interventions in other areas. Feedback continues to be positive about this proactive work being undertaken by the council to aid social distancing.
- 4.100 Leeds Bradford Airport continue to develop a set of air travel standards required for international travel and develop PPE requirements and social distancing measures. Flights are expected to resume later in the month and at the beginning of July.
- 4.101 Active travel: we launched the Commonplace public consultation which has been a great success in terms of attracting public feedback; over 20,000 contributions from 4000 individuals have been made in a matter of a few weeks. This feedback is helping to shape our active travel response by highlighting locations of concern and has aided the bid into the first tranche of Government funding submitted on the 5th June via WYCA.
- 4.102 Initial active travel proposals include accelerating the delivery of some of our proposed Cycling Network which we have communicated using the Commonplace website. We have also launched six Schools Streets trial projects, again with positive feedback received. The intention is to learn lessons as these innovative projects are delivered in order to trial more in future. Other authorities are in contact and we are sharing lessons learned. Equipment for the “orca and wand” scheme to improve cycling facilities along the A65 is expected which should allow work to start on site later this month.
- 4.103 Work continues on major projects across the city notably the Leeds Public Transport Investment Programme, many of which include significant pedestrian, cycle and public realm improvements such as the city centre 20mph scheme, the Outer Ring Road cycle scheme and City Connect 3 project.
- 4.104 **Business and economic impact:**
- 4.105 Leeds is progressing its response within the context of the Inclusive Growth Strategy and working with businesses, stakeholders, community groups, and through representative bodies such as the Chamber of Commerce to understand the impact on our economy and provide support where possible. Information is collated regularly

relating to specific areas of business and the economy to support with monitoring impact measurement. Weekly meetings with business representatives and independent businesses are taking place, alongside existing business support arrangements to share information and details on our collective response (working closely with WYCA/LEP).

- 4.106 In terms of communications, the Coronavirus - help for business webpage on the council website is being updated continually with information and guidance on support available from both local and national government. A weekly economic briefing is also shared with councillors and MPs.
- 4.107 The council has continued to make good progress in the payment of grants to qualifying businesses under the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund, with 11,537 business grants paid in Leeds totalling £142.2m as at 15 June. According to BEIS figures as at 14 June, Leeds is in the top three best performing local authorities by amount paid with over 87% of the initial government allocation paid to businesses in Leeds. The council is continuing to work through the more complex cases ensuring monies are paid as quickly as possible.
- 4.108 The new Local Authority Discretionary Grant Fund Scheme for small businesses and charities was launched in Leeds on 1 June 2020, awarding grants to businesses and charities across the city which have not already benefited from existing funding. 10% of the funds have been ring-fenced for applications from local charities who occupy one property with a rateable value up to £15,000. Grants are capped at £10,000 to enable the council to support a larger number of businesses across the city. The total funding available is £7.795m, which equates to 5% of the original amount the council was given for the initial business grant schemes and this new scheme will run until the 28th June. As at 15 June, the council had received 674 applications. The first payments have been made to successful applicants, and case studies are being developed to provide a better understanding of the scheme to applicants. Given the small amount of funding available and the high number of applications already received, it is possible that the scheme may close early if the funding is exhausted.
- 4.109 The Digital Enterprise Team has engaged with businesses to understand further about how business priorities have changed and how the team can ensure that the support required, is provided. 350 responses to a recent Digital Enterprise Team online survey showed; overall, all sectors and sizes of businesses have been impacted, particularly smaller firms; the main impacts are falling customer numbers; profitability; turnover; and cash flow; easing of the lockdown will help many businesses recover, but diversifying sales channels via digital technologies and embracing digital transformation has increased in priority for many businesses with outdated web portals or inadequate web presence; there is a need for businesses to revise business models and modes of operation in order to operate flexibly and to build business resilience; business support interventions will need to consider greater funding support and higher intervention offers for firms struggling with cash flow constraints; and investment in cloud-based technologies and hardware for staff will grow for many firms, particularly if further lockdowns are required.
- 4.110 In the light of this survey, the Digital Enterprise Programme of webinars are being reviewed and new funding support is being introduced, in particular the Digital Resilience Voucher which can be used by businesses to ensure they are able to continue to operate, both now and in the future, including in the event of another

crisis. This new initiative is still being finalised with our funding partners MHCLG and WYCA but should be ready for launch shortly. The intention is to use the new voucher to reach out to more businesses across the LCR who are increasingly recognising the need to improve the use of digital technology to improve business resilience.

- 4.111 Conversations with partners around how to create safe work and education places, public spaces and public transport as restrictions are eased have started. The Leader of the Council and Chief Executive joined leaders from organisations across West Yorkshire at the first West Yorkshire Economic Recovery Board meeting on the 30th April, to start work on supporting people and businesses to recover from COVID-19. The West Yorkshire Economic Recovery Board is chaired by Cllr Susan Hinchcliffe, the Leader of Bradford Council and each council Leader has an area of focus with the Leader of Leeds City Council leading on transport. An officer group has also been established to support the work of the Board.
- 4.112 The Board has agreed three priorities that will drive a targeted recovery plan for the region: developing **resilient and thriving businesses** boosted by innovation, high skills and entrepreneurialism; developing an inclusive economy that **provides people with a decent standard of living**; and promoting **environmental sustainability** in all parts of the region. The work of the Board will build on existing partnership working between local agencies taking a longer term look at future recovery, and using evidence about the regional impact of the pandemic to develop an economic recovery plan, making the most of the opportunities offered by the West Yorkshire Devolution deal agreed in March to put in place tailored support and rebuild a stronger, fairer, more sustainable economy. It will also provide a strong, collective voice for the region to Government.
- 4.113 Work in Leeds city centre and district centres has been carried out as non-essential shops reopen from 15 June 2020. Businesses have been provided with guidance, including relating to safe queuing outside stores, and the council's Cleaning Services team, working with LeedsBID, will be carrying out enhanced cleaning. Where pedestrian access has been widened, barriers have been placed with supporting signage.
- 4.114 The current reopening strategy and approach is around: place-making activities; communications; and curation. To support reopening and to support management of the physical environment to enable safer opening on the 15 June, a number of interventions have been made including:
- Provision of 63 new banners installed in the city centre advising on social distancing
 - Provision of information towers to be placed in the district and city centres including at City Sq, Briggate, bus and train stations with social distancing messages but also to welcome people back
 - Trial external sanitation units to provide public reassurance that people can wash or sanitise their hands in addition to measures being provided by shops
 - Floor graphics to assist queue management, and also made available to businesses free of charge
- 4.115 Outdoor markets and car showrooms were able to reopen from 1 June 2020, as soon as they were able to meet the COVID-19 secure guidelines to protect shoppers and workers. As with garden centres, the risk of transmission of the virus is lower in these outdoor and more open spaces, where it is generally easier to apply social distancing.

- 4.116 On 1 June, the Kirkgate outdoor market and the three district markets (Otley, Pudsey and Yeadon) fully opened to all traders. The Markets Service ensured posters were in place on each stall and around the market areas with heavy promotion on social media to shop safely. Staff on site ensured that traders kept walkways clear and where space allowed traders spread out onto different stalls allowing for greater space and movement around the market. This was not possible at Otley as traders were relocated from the street into the main square to allow for the footpath to be widened. Before they opened, Otley traders were all contacted and provided with advice related to safely reopening including maintain social distancing, as a result, trader queue flows arrangements were been put in place.
- 4.117 The majority of the public have adhered to social distancing measures. Traders had been asked to control their own queues and some had installed plastic screens and provided hand sanitiser for people to use. Officers maintained a presence at the markets on the first day back ensuring traders were adhering to the rules. Feedback has been sought from traders and responded to accordingly. Maintenance of the 2m social distance has been a real challenge even in larger open spaces, and the service continues to develop its approach in response to issues identified such as responding to the peak times between 11am -2pm, and especially as more businesses return.
- 4.118 Market footfall increased on week commencing 1 June, by 75% on the previous week, seeing another 20k people visit the market. Traders were very happy to be back trading and the customer feedback was really positive in seeing their local markets back open again. Footfall has continued to grow, which is a positive sign, as the rest of the high street plans its return on the 15 June.
- 4.119 In response to the COVID-19 crisis, the Leeds MIT REAP (Regional Entrepreneurship Acceleration Programme) aimed at budding entrepreneurs is launching a new support programme to help individuals facing a change in circumstances and inspiring them to make the leap to entrepreneurship. The ambition is to create a vibrant, engaged and diverse community of potential entrepreneurs across the Leeds City Region. The LEAP™ Programme is currently under development by the MIT REAP Delivery Group and plans to launch later this summer.
- 4.120 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 an 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.
- 4.121 The council's MicroBusiness Support Service continues to provide support to small businesses across the city via online resources and information, webinars and dedicated 1-2-1 telephone support sessions with local business advisors. 64 businesses have directly engaged with the service via 1-2-1s, online events and workshops, and 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 safe reopening; discussions with stakeholders such as Leeds Indie Food in relation to a

campaign to support independent businesses; and an informal 'Monday Motivation' online catch up every Monday at 2pm, bookable via the website.

- 4.122 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 sectors with the largest numbers in health and care, food retail, logistics, distribution and transport.
- 4.123 The service also led a successful bid with Bradford Council to secure a £2.91m ESIF funded programme to deliver employment support across Leeds and Bradford. It will focus on young people aged 15-24 years identified as NEET to improve their skills and significantly increase their prospects of moving into sustained employment. Support will be targeted to young people with poor mental health including those with emotional, behavioural and social difficulties to secure training and work. Delivery will commence in July 2020 and run until September 2023.
- 4.124 Support has been maintained to young people with home learning activities focused on career choices on Start-in Leeds and connecting businesses with school. Moreover, CEG is now working on careers activity with the Alternative Provision Team at Leeds City College.
- 4.125 With social distancing measures still in place for adult learning courses, a smaller number of courses than usual are being delivered online. Work will continue throughout term 3 to enhance the capacity of providers to deliver online through the established Google Classroom facility with over 200 adult learning tutors undertaking additional training. This will enable a blended delivery of provision when lockdown measure are lifted.
- 4.126 An invitation to tender for the Adult Learning Programme in the academic year 2020/21 was issued to providers at the beginning of June with an increased focused on digital skills, and preparatory work is underway to respond to the proposed new arrangement for devolved funding for adult learning in 2021/22 should the Mayoral Combined Authority Scheme be approved.
- 4.127 The council is continuing to work with various sectors to offer advice and support, such as the creative and arts sector and linking organisations with local and national funding and support opportunities such as grants available via The Arts Council. Working with West Yorkshire authorities, the council undertook an online regional survey of the creative sector to help inform priorities for further support going forwards and which closed on 11 June 2020. The results will also be used to respond to the Department of Culture, Media and Sport Inquiry: a call for evidence on the Impacts of COVID on DCMS sectors; and as part of an evidence base for reporting the importance of culture and creative industries for WYCA and the LEP.
- 4.128 The survey will also highlight sector challenges, including the limited sources of support for individuals; digital inequalities/capacity i.e. where creative businesses lack the resources to move activities online; and where Leeds citizens have limited access to online creativity at home.
- 4.129 Leeds Culture Development Team has established a Reference Group representing a cross section of the creative sector, and which will remain in place for 18 months, contributing to shaping two further sector surveys over the period and reviewing the Culture Strategy and Delivery Plan.

- 4.130 Coordinated by the council, a scheme has been developed to provide thousands of free tickets, discounts and special events, when it is safe to open, for NHS and frontline workers as a special thanks for their efforts during the COVID-19 pandemic. 68 cultural and sporting organisations have joined the scheme, including Leeds United, Leeds Rhinos, Yorkshire County Cricket Club, First Direct Arena, Henry Moore Institute and Phoenix Dance Theatre. Several other local businesses and organisations have also pledged to thank frontline workers, including theatres, museums, cinemas and galleries.
- 4.131 Recovery planning is underway through engagement with Welcome to Yorkshire, Visit Britain, as well as collaboration with the Core Cities Visitor Economy Group and other destination management organisations across the North of England. Welcome to Yorkshire is leading a series of tourism sector recovery meetings bringing together partners across the region, Visit Leeds are joining these meetings, and is due to publish its Recovery Plan shortly. For the city, recovery planning will include a re-evaluation of strategies and priorities across business and leisure and tourism sectors to ensure that recovery activity is relevant and timely to the local situation. Collaboration with stakeholders across the whole of the Visitor Economy portfolio will be critical to informing recovery planning and delivery.
- 4.132 Work is commencing on developing a range of initiatives and events which will be valuable assets in helping to 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 to ease further.
- 4.133 During the lockdown period to date, Visit Leeds and Conference Leeds has delivered two campaigns that have been designed to maintain audience engagement with the city. The 'Leeds at Home' campaign helped to promote ways people could enjoy online activities and events to locally themed quizzes and recipes from the comfort of their own homes. The Virtual Leeds' campaign encouraged conference and event organisers to discover the city's venues by taking personal tours using the digital assets many venues have available on their websites.
- 4.134 Despite the current situation, the Visitor Economy Team welcomed some positive news about the city's tourism sector following receipt of its latest STEAM Economic Impact report. In 2019, the city welcomed 30.42m visitors (an increase of 4.3% on 2018) and the sector is estimated to be worth £1.89bn (an increase of 7.8% on 2018) to the local economy supporting over 21,520 FTE jobs.
- 4.135 Creative agency McCann Leeds, in collaboration with the Ahead Partnership and with support from the council, Channel 4 and the University of Leeds, launched a new competition inviting Yorkshire's young people to come up with an advert to welcome people back to Leeds. The Welcome Back Project was open to those aged 11 to 19 years with entrants coming up with an idea for an advert (e.g. poster, poem or video). The winning work will be displayed around the city centre, including in Millennium Square, for visitors to see over the summer months. The competition closed on 12th June 2020 and submissions will be judged by a panel including the Leader of the Council and the Head of Partnerships at Channel 4.

- 4.136 Support to business tenants in council owned premises has continued with a suspension of rent enforcement, signposting to rate relief schemes and also to government and local grants together with the provision of advice and guidance. A letter is being drafted to be sent to the majority of tenants to better understand their particular situation in order that responses can be developed with individual businesses to reflect their circumstances.
- 4.137 For Planning Services, work was undertaken early on to ensure that applications which were scheduled to be considered by the Plans Panel for determination are moved forward where possible by holding remote Plans Panel meetings. Those applications which could be determined under the council's Delegation Scheme are being determined by officers with only those applications which can 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. Application numbers remain lower than the same period last year; since the start of lockdown planning applications have decreased by an average of 30% in comparison with the same period last year (March- May). Site notices are now being erected and neighbour notification letters are being sent out, which means that the notification period on applications can move forward; without this stage applications are unable to be determined. More recently, it has been decided that site visits can be made, as long as they can safely be conducted and following the service's safe working practices note.
- 4.138 **Citizens and communities:**
- 4.139 Leeds strength is in its rich diversity which benefits from people from different ages, backgrounds, cultures and beliefs living and working alongside each other harmoniously. This diversity is supported by our compassionate city ambition which influences the way we work and the strong focus that is placed on protecting and supporting the most vulnerable in our society.
- 4.140 Regular communications are 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. Signposting to national guidance and advice remains ongoing. 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. £10k of wellbeing funding per ward has also been specifically ring-fenced for COVID-19 pressures.
- 4.141 Over 5,200 volunteers have now been inducted with Voluntary Action Leeds. ID badges have been provided so that the identity of volunteers can be confirmed. There have been over 200,000 enquiries on the website and new volunteering online infrastructure is being implemented and is expected to go live in September.
- 4.142 Guidance has been shared with third sector representatives and weekly Third Sector meetings are being held. A third sector resilience survey has been completed and reports produced – more detail around third sector resilience is provided later in this report.
- 4.143 A review has been initiated to examine the sustainability of the current volunteering arrangements for the medium term and to consider where improvements could be made. Discussions are also underway to look at maximising the longer-term impact

of the volunteering and community response. This is linking in with other relevant provision (e.g. food and broader welfare provision). Four discussion sessions have been held with various volunteering hubs with in the main positive comments around the quality of activity and depth of commitment being received. The feedback is being reflected upon and consideration is being given to moving towards a more locally driven response on volunteer provision.

4.144 The new “Are U Ok?” Service has been introduced to help support individuals that have requested check in and chat and/or welfare calls and is working well as a complementary service with additional capacity to that being provided by local third sector organisations. The majority of the requests received continue to be for help with food and essential shopping.

4.145 A resilience of the third sector Bronze group has now been set up, reporting to Silver Citizens and Communities Multi-Agency Group, and working alongside the Third Sector Partnership, with the aim of minimising the impact of COVID-19 on the Third Sector and to ensure that learning from COVID-19 is understood, shared and used to inform future actions and activity across the Third Sector and the wider system.

4.146 This group aims to capture the scale of the Voluntary, Community and Social Enterprise (VCSE) involvement in Leeds, the repurposing of VCSE organisations core offer/service and the degree of change by organisations in order to meet the needs of their client group/communities during the Covid-19 crisis. And to understand the resulting financial and operational impact on the VCSE.

4.147 The group had its first meeting on 29 May. Suggested areas of focus for the group that are being considered:

- Obsession on Sector Resilience supported a resilience plan;
- Joint lobbying for sector contribution to economy and city recognised;
- Exploration of hub and spoke model (linked to city systems);
- Maximising the contribution of ABCD across the Leeds system;
- Recognition of system critical organisations;
- Explore potential of health contribution to sector resilience;
- Highlight and share examples of best practice - re collaboration and sharing best practice; and
- Maximise increase in volunteering interest.

4.148 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.

4.149 The council has explored a top-up from central government of 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 fund has now been launched.

- 4.150 Two COVID-19 related inequalities reports from the Communities of Interest working group and Public Health have been discussed at the gold multi-agency group and a joint report has been requested to be prepared.
- 4.151 COVID-19 Bronze multi agency meetings that are now held fortnightly have brought together the strategic and operational working groups for tensions monitoring across the city.
- 4.152 The Safer Leeds Intelligence team are producing a daily threat report to direct and coordinate resources to mitigate risks. Safer Leeds are effectively managing an increase in demand for service around anti-social behavior which essentially relates to noise nuisance and neighbour disputes.
- 4.153 There is ongoing dialogue with faith Leaders and the Council of Mosques regarding the government announcement on places of worship opening for individual prayer from 15th June 2020. A local statement has been released clarifying that congregational prayers are still not permissible.
- 4.154 The institute of Strategic Dialogue are currently providing updates regarding Far Right Mobilisation and disinformation around COVID-19 which has been used to raise awareness across partner agencies and third sector organisations.
- 4.155 Two COVID-19 related inequalities reports from the Communities of Interest working group and Public Health have been taken to the gold multi-agency group and a joint report has been requested to be prepared.
- 4.156 The council has expanded its Faith Leaders network which has in the past met for one-off events on specific topics such as women in faith. It is now meeting monthly online during the COVID-19 pandemic to update key faith leaders on work the Council is undertaking, consult on faith perspectives to decisions that are being considered, to consider the implication of decisions that have been made and service provision that is being amended or introduced and to listen to faith leaders issues and concerns and address these when they are raised. The Faith Leaders approach arose in response to one of the recommendations from the University of Leeds Report 'Leeds City Council – Taking Religion or Belief Seriously' which the council commissioned eight years ago. The Leaders meetings will continue for the foreseeable future. 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 regarding disproportionate impact on communities of Covid-19 and the measures taken to combat it.
- 4.157 The council's Religion or Belief Hub is our official consultation and engagement forum with Religion or Belief Communities across the city and is part of the council's wider Equality Assembly which brings together our Hubs working with each of the protected characteristics. Meetings were suspended during lockdown but steps are now being taken to restart these online. Meanwhile, the Hubs extensive mailing list and social media has been used to share COVID-19 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.

- 4.158 Leeds participated in a recent roundtable discussion “The APPG Faith Covenant and Responses to Covid-19”; the first initiative of this kind working across regional boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown. In addition, five years ago the council signed a covenant with the city’s main faiths setting out our relationship and how we would work together in a collaborative way. This work was undertaken with our partners Leeds Faith Forum who are undertaking the lead role on the inequalities work being led by Forum Central and other third sector partners. We have agreed to review the covenant in light and include lessons learnt from the role of faith communities during the city’s response to COVID-19.
- 4.159 There is ongoing dialogue with faith leaders and specifically with the Leeds Council of Mosques regarding the government announcement on places of worship opening for individual prayer from 15 June 2020. A local statement has been released by the Leeds Council of Mosques clarifying that congregational prayers are still not permissible and that mosques will remain closed providing time to ensure that health and safety measures are in place when congregational prayers become permissible.
- 4.160 At the beginning of the lockdown, the Council adapted its Local Welfare Support Scheme (LWSS) and its frontline customer service workforce to provide two COVID-19 helplines to arrange emergency food provision and non-food support. As of 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.
- 4.161 A new warehouse facility was launched, designed to provide a central location in Leeds for food storage and distribution, linking fleet vehicles and drivers for food deliveries and collections. Three supermarket voucher schemes are also 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. Further to this an eligibility process has been introduced to tackle potential abuse of the system and to ensure the service is supporting those most in need; and a city-wide cultural food offer has been established to ensure that the emergency food provision process meets the needs of all communities and families in the city.
- 4.162 At this point in time it is unclear on the timescales for the scaling back of the emergency food provision process as demand is still high. However, 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 and is likely to see food provision provided more locally.
- 4.163 The advice to shield has been in place since the end of March, for people with health conditions that mean they would be likely to have serious complications if they contracted COVID-19. These can be specific conditions or a combination of conditions. This advice is given to people of all ages – and is not specific to any age group.
- 4.164 On 31 May, the government updated the shielding advice. Previously, people had been advised to stay inside at all times. This was amended with people now able to safely spend time outdoors once a day with members of their own household, or if they live alone, with one other person so long as a 2 metre physical distance is maintained at all times. This advice remains in place until at least 30 June, and a

further update about continuation or modification of the shielding advisory is expected in week commencing 15 June to allow for a period of transition and planning.

- 4.165 As at 16 June, 45,385 Leeds residents are advised to shield and 19,311 (42.5%) have confirmed they have received this advice by registering with the national shielding programme. This overall registration rate differs significantly for people across Leeds, with the lowest rates of registration being seen in people of Pakistani (26%), Bangladeshi (27%), African (33%) or Caribbean (35%) heritage, and in our neighbourhoods ranked as most deprived nationally (37%).
- 4.166 5,221 people who are shielding have asked for support with accessing food and supplies and 1,278 have asked for support to meet their basic care needs.
- 4.167 Healthwatch Leeds have been running a check in with people who are advised to shield and this has had over 500 responses so far. Key messages from this feedback which will help inform the next phase of shielding includes:
- Communication – better, clearer information tailored to individuals about why they are being advised to shield and on what shielding means in practice – with the opportunity for people to ask questions about their own situation
 - National and local communications to be synchronised
 - Priority access to food and supplies deliveries – many have fed back on how this has been less than perfect in practice
 - Emotional and social support to be a key part of the local offer
- 4.168 Nationally, ONS have also run a survey on shielding behaviours which gives us some key insights, particularly around employment. Leeds has 21,143 working age adults advised to shield. Of those who normally worked before the shielding advisory came into effect:
- 36% are now working from home
 - 31% have been furloughed and cannot work from home
 - 5% have been furloughed but can work from home
 - 17% have stopped working
 - 6% received self-employment income support scheme as cannot work from home
 - 5% are continuing to work outside the home
- 4.169 Of those continuing to work outside of the home, two third said that they needed to do so to meet their financial obligations. If this percentage was applied to Leeds shielding population, this would be 704 people choosing not to follow medical advice for economic reasons.
- 4.170 The 1,028 children and young people who have been advised to shield in Leeds are not expected to return to school in person at this time. With the support from Leeds children's services, schools, parents, carers and children are being encouraged to discuss and agree suitable ways to ensure that these children remain in education, with strong social and emotional connections to school. In order to support schools, we have developed a memorandum of understanding in place with all Leeds schools and early years settings to share details with them of children who have been advised to shield. This is to enable schools, parents, carers and children to have a quality

conversation about how to managing their ongoing education, and to limit the risk to children who may have missed their letters advising them to shield who might be returning to school. For children who live in a home where someone else is shielding, schools, families and children are being advised to discuss how to make it possible for those children who can maintain a strict 2 metre physical distance at all times to return to school. Where this is not possible, schools, families and children should together be agreeing the right course of action.

- 4.171 We are anticipating that there will be a substantial change in the shielding advice in coming weeks and we are actively preparing. We remain committed to working through our existing strengths: our joined up health and care system, our network works of local partners who already have established trusted relationships with many people advised to shield. And also that we remain true to our Leeds values of “working with” people. However the national advice changes, we remain committed to provide a local model that puts people at the centre of their own lives, and agencies and organisations work as active partners to help keep people health and happy.

- 4.172 In schools, Civic Enterprise Leeds (CEL) continue to provide catering support to those pupils who are eligible for Free School Meals, children of key workers and families identified as vulnerable by schools. The current weekly figures are approximately 1890 Grab Bags per week, 2,500 Hampers, (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.

- 4.173 From 1 June, 161 of the 186 primary schools which CEL cater for have reopened and over 5,000 meals per day are being served to these sites to Reception, Years 1 and 6.

- 4.174 Hot meal provision within Specialist Inclusive Learning Centres (SILC’s) , adult social care residential homes and recovery hubs has been consistent since the beginning of close down as well as early years catering provision in the Early Years Centres which remain open for children or new children of key workers.

- 4.175 The Meals at Home function has maintained its 7 days a week service and has seen a 25% growth of daily meal numbers to 800 a day during this period. The same service has been supporting the community with providing food for individuals who are homeless and currently in temporary accommodation. We have also been working closely with our suppliers and partners to support a number of community initiatives. Over this period this has included support for a soup kitchen with a range of donated fruit and vegetables, the distribution of surplus sandwiches as well as donating food products to various community groups.

- 4.176 The latest figures for Leeds indicate a significant increase in Universal Credit claimants since the coronavirus pandemic took effect in the UK. Since January 2020, the number of people starting a claim for Universal Credit in Leeds has increased by 31,209 to 62,884 in May 2020 – an increase of 98.5% overall and a 25% per cent increase on the previous month. The provisional data for April has been revised and the changes in the number of Leeds residents claiming Universal Credit by employment status can be reported for the period January to April 202. The number of Leeds residents out-of-work claiming Universal Credit increased by 11,412 to a total of 32,538 – an increase of 54%.The number of Leeds residents in work claiming Universal Credit has also increased over the same period by 7,270 – a 69% increase.

- 4.177 Access to free, independent, impartial and confidential advice is vital to contributing to the council's ambition of a strong economy and compassionate city. Effective and good quality advice supports people to lead sustainable lives through maximising incomes, dealing with debt, resolving housing issues and gaining training and employment opportunities. Recent engagement with advice service partners has revealed calls regarding welfare benefits and Universal Credit queries are the top issue since the start of the lockdown period. The relaxation of benefit rules and offers of payment holidays amongst mortgage and energy providers has eased the pressure in terms of demand for debt advice. However, the advice services are anticipating a surge in demand for debt advice once repayments become due, forbearance measures come to an end and the true economic impact of the pandemic takes hold.
- 4.178 To support residents affected by the pandemic with Council Tax payments, the council introduced an option for residents to defer payment by up to 3 months and reschedule payments over the remaining 9 months of the year, July 2020 to March 2021. Latest data has shown that around 4,000 Leeds residents applied for the 3 month deferment to repay later in the year. The Council's web pages have been enhanced to better signpost affected households to the support they can receive during the present crisis. Leeds also provides the Council Tax Support Scheme to eligible residents on a low income. There have been around 2,500 new claims for Council Tax Support since the outbreak and in late June/early July the council is looking to administrate a significant proportion of the £8.9m Government grant to provide additional Council Tax Support to the most financially affected households. This will result in approximately 19,000 households having nothing further to pay on their Council Tax. The Council's Housing service is further working to support tenants facing financial difficulty by suspending normal recovery action for 3 months, providing advice in relation to support of benefits to assist tenants with rent payments. Again, the true impact on Council Tax and Housing rents may not be known until lockdown is eased and forbearance measures come to an end.
- 4.179 Since 23 March, Leeds Housing Options has been providing emergency accommodation for around 200 people in a variety of settings including hotels. All of the accommodation being provided is in line with the current guidance around COVID protect and social distancing and all residents have now been moved out of shared/communal accommodation. Leeds Housing Options is working hard to secure longer-term accommodation as quickly as possible and has already moved 114 people out of hotels into more stable social, private or supported accommodation.
- 4.180 The service is working with partners in health and commissioned services to provide medical advice to all residents who need it and for the most vulnerable, onsite support. All residents received food three times a day and we have support workers and security staff on site at all locations. Work is also being done to look at getting individuals tested.
- 4.181 Contact to the national domestic violence helplines continues to be at high levels. This is mirrored by the Leeds Domestic Violence Service helpline which at one stage experienced a peak increase of nearly 80% and an average increase of 25% over the lockdown period to date. The council's early campaigns to promote the support available for people experiencing domestic violence and abuse and linked to the "You Are Not Alone" national campaign contributed to raising the profile of available support. Further work has been done to promote DVA support with key food and chemist retailers. Additional promotional working with partners such as the

Leeds Rhino's and Yorkshire cricket will be done as part of the Safeguarding Week Social Media campaign starting on the 22 June.

- 4.182 The Leeds Domestic Violence Service (LDVS) continues to operate with social distancing measures in place. The commissioned refuge service is open and LDVS is working closely with Housing Leeds through the Emergency Lettings Panel to re-house individuals and families to release the refuge units when occupants are able to move on. Other temporary accommodation is available through the hotel places commissioned during this time. Housing Leeds continue to work with individuals to ensure whilst in temporary accommodation they develop a personal housing plan.
- 4.183 The Safer Leeds daily Domestic Violence and Abuse MARAC continues to operate virtually as part of the COVID-19 business continuity planning arrangements. There has been a 25% increase in MARAC cases since the introduction of lockdown and during this period over 700 Safety Plans for high risk victims of DVA have been reviewed or put in place with partners.
- 4.184 The DVA Bronze meeting has been monitoring DVA indicators across the Council, Police and commissioned services. They are also working with Children's Services and the Leeds Safeguarding Children's Partnership to develop a greater shared understanding of the impact of DVA on children and young people during COVID. Key areas of work for the bronze group is understanding the implications of potential surge DVA support demand, working to explore housing support needs both for refuge and follow on accommodation, supporting third sector to access additional government funding for refuge accommodation.
- 4.185 COVID-19 DVA Bronze Group meets on a bi-weekly basis to ensure there is a good understanding of how DVA is presenting in the city through key partners and how the system is responding to the challenges. From this discussion key themes have emerged where partners are now working together to understand the issue and prepare for potential surges in DVA referrals as lockdown is relaxed. The key themes include: developing a dashboard for key DVA information across agencies to track demand, supporting DVA campaign activity, understanding the safe accommodations options in the city, exploring preventative strategies with DVA perpetrators and understanding the prevalence and support available children and families experiencing DVA. The group will also support third sector partners as they work to access the government third sector grants for DVA. The first success in this has been an allocation of £98k to Leeds Women's Aid in partnership with Shantona to provide 9 additional refuge units in the city. The funding will run until October 2020.
- 4.186 All crematoria chapels, including all burial chapels for funeral services at Leeds City Council managed sites, were reopened from Monday 8 June. Services continue to be a maximum of 40 minutes (as they were before the coronavirus pandemic), however the number of chapel funeral services taking place throughout the day has been reduced from 11 to 9 to ensure that appropriate cleaning can take place between each funeral service and enable direct cremations to be offered. In order to support social distancing the number of mourners is being restricted to 10 allowed inside the chapel areas. Toilets and hand washing facilities are available at each of the crematoria, along with hand sanitiser for mourners to use upon entering and exiting the chapel areas.
- 4.187 Multi-agency partners have continued to work effectively at a cluster level to maintain a line of sight and robust plans of support for vulnerable children and their families.

The three COVID-19 bronze groups have continued to meet with a high level of representation from various organisations, the groups are overseeing a review of the current plans for each identified vulnerable child. The Early Help Hubs have continued to deliver food and essential items to families in need, this has enabled Early Help practitioners to identify, engage and further support vulnerable children and their families who might otherwise have been unseen. Police colleagues have now returned to their posts within the Early Help Hubs and an Education Psychologist is now spending one day a week in each hub, this is supporting the links between the hubs and schools and the provision of support to children with additional needs. Youth Workers continue to liaise closely with neighbourhood police and Early Help practitioners to provide an integrated response to young people who are not adhering to the national guidance in respect of social distancing. Colleagues from the Rethink service have produced tools that can be used by a range of family support workers to help parents, carers and young people focus and work on their 'top concern' this is proving to be very effective. Family Support workers continue to provide additional weekend capacity to the Children and Families Emergency Duty service, the Allocations meeting that was held once every two weeks pre lockdown to agree packages of support for families is now meeting twice a week to ensure the most timely of responses once a need for additional support has been identified. The clusters continue to reach out to children who fall into the 'shielded' category to ensure that they are receiving the support that they need. Partner agencies are working together to plan for recovery, identifying how best to support children who are returning to school and those who may remain at home for some time; they recognise their vital role in communicating national, regional and local key messages to children, families and communities.

- 4.188 Communication between schools and the Children and Families Directorate over the last three months has been extensive. Bulletin to head teachers from the Director, have been sent three times a week; there is a single point of email contact where leaders can raise concerns and get a prompt response and there are regular Zoom meetings between head teachers and councillors. In addition, a primary and a secondary bronze group of council officers and head teachers have been established which meet on a weekly basis. There are approximately 15 head teachers in both groups. This has provided an opportunity to ask questions, share good practice and most recently, plan for September. Officers have also made personal contact with head teachers at least three times since the partial closure of schools, the most recent of these took place last week and was primarily a welfare check on heads. There has been no distinction made between schools which are local authority maintained and those which are academies; this has engendered a sense of community whereby all schools, despite their governance, feel part of Leeds.
- 4.189 The Directorate has also established weekly Bronze meetings with Leeds Childcare settings and Childminders, fortnightly Zoom meetings are held with the range providers, the Lead Member for Children, The Director, Deputy Director and other local authority officers. These meetings have been well attended and have provided a forum for providers to ask questions, seek support in relation to specific issues and plan for the future. The Children and Families directorate has an Early Years Strategic meeting which is convened on a weekly basis at present to respond to current and emerging issues and to support a proactive approach to planning for recover. To date, significant progress has been made with regards to the reopening of schools to more year groups. The latest data shows that:

- 62% of schools extended opening to at least one year group in the week commencing June 1st.
- 90% of schools extended opening to at least one year group in the week commencing June 8th.
- By the 19th June 98% of schools will have extended opening to at least one year group, with 65% providing for reception, year 1 and year 6. This figure rises to 76% the following week.

- 4.190 All 8 Household Waste & Recycling Centres (HWRCs) are now open, with the last one (Otley Ellar Ghyll) opening on 1 June. All sites are operating 7 days a week and with their usual summer opening hours (mainly 8am to 6pm). Over 60,000 visits have been made in the month since the first sites reopened on 11 May. Demand remains very high and consistent. All sites are accepting their full range of materials (except Otley which is garden waste only until mid/late June). Admission is still by booking only and has been a huge success in safely managing queues into sites and customer satisfaction/feeling of safety. There are no plans to change that whilst social distancing and safe management of queues remains a risk.
- 4.191 The amount of glass collected at the HWRCs and 700 banks/sites across the city has risen by 60% (500 tonnes) during May compared to the same time last year. This highlights the capacity is there for residents to recycle more glass through these facilities.
- 4.192 In consultation with trade unions, staffing levels have been reduced in early June as confidence in the safe management of sites is secured, and as staff brought in from other services are required back (mainly Leeds Building Services). Sites will still need “gatekeeping” and some additional onsite staff, and a temporary Chargehand role is to be put in place to reduce the need for a Team Leader per site.
- 4.193 A survey of 2,700 HWRC customers included feedback that 99% were able to get into and use the site promptly, 99% felt their safety was treated as a priority, 99.4% said staff were courteous and polite, 99% were able to dispose of everything they brought, 98.5% would recommend making a booking to another resident and 90% said whilst there is a requirement for social distancing, the sites should remain booking only.
- 4.194 The two Revive shops, at Kirkstall HWRC and Seacroft HWRC are planning to open on Monday 22 June in accordance with government and industry advice. Revive Leeds is a partnership between the charities St Vincent De Paul, which works to alleviate poverty, and SLATE, which supports people with learning disabilities. The shops also provide training, volunteering and apprenticeship opportunities for the local community. Reusable items are diverted from both HWRCs into the shops. We are providing additional containers on the sites to help with expected demand.
- 4.195 Collections of black and green bins remain as scheduled as they have since lockdown, with missed streets recovered within 48 hours as per the normal service commitment. Black bin waste levels peaked at about 25% more than normal in around Mid-May, but have reduced gradually to around 13% extra by mid-June. Green bins levels have remained around 7-9% more than usual. To ensure black/green bin collections are maintained and any misses recovered extra crews are being sent out each day.

- 4.196 The garden waste service (brown bins) resumed again on 25 May. In the first two weeks (i.e. the first collection cycle), in tonnage terms, more than twice the amount of garden waste was presented than the same weeks last year. Additional crews were sent out to help and 90% of bins were emptied. The 10% of streets missed will get their bins emptied as a priority on their next scheduled collection. Garden waste tonnages are reducing significantly in the second collection cycle, and it is anticipated that normal service commitments will return once the second collections are completed.
- 4.197 In the first two weeks of garden waste collections resuming, the total waste collected (from black/green/brown bins) was 7,500 tonnes a week. That compares to 4,500 tonnes the comparable week last year. This is the most waste ever collected in Leeds in a week – by some way. It is worth pointing out this is whilst operational staff absence due to self-isolation or shielding requirements is still around 10%.
- 4.198 Bookings for bulky item collections resumed on 18th May as planned. The demand is high and slots are booked up quickly. As absences due to COVID-19 related issues remains at 20% in this service, it is not possible to return yet to full zonal working/capacity. However, all litter bins are now available for use and are being emptied as required, with crews focusing on known hotspot locations, particularly where dog waste bags are an issue. The message to the public is still to help by taking litter home if possible. Similarly flytips are being responded to and cleared as soon as capacity allows and known hotspots being proactively monitored. Reports of flytips were down by 25% during May as compared to the month last year.
- 4.199 Enforcement services have been limited during lockdown due to the nature of this work, priority has been given to investigating fly tips where evidence seems strong. Enforcement services are now being expanded given businesses have re-opened and there is more movement of people.
- 4.200 Mechanical sweeping has now resumed and litter picking is now being undertaken, initially focussing on areas of highest footfall – shopping areas/main streets and around parks and popular open spaces. Graffiti removal is being undertaken, with priority being the prompt removal of racist and offensive graffiti.
- 4.201 The city centre cleansing team has been working with key city centre partners and leading aspects of the curation plan for the re-opening of the city centre. This has included washing down and disinfecting (using hot water mixed with disinfectant and detergent) of street furniture including all litter bins, benches and handrails. All major gateways into the city centre have been cleansed and collection from the city-centres 'recycling-on-the-go' bins has also now resumed.
- 4.202 In response to the latest government guidance concerning garden centres, the Arium reopened from 13 May with social distancing measures in place. Council park car parks also reopened at the same time along with multi-use games areas, tennis courts and bowling greens. Fishing is now permitted, however playgrounds in parks remain closed along with outdoor gym equipment and skate parks in line with government guidance. Roundhay Park and Temple Newsam golf courses reopened from 22 May. From 8 June a takeaway café is being offered at Golden Acre, Lotherton, Temple Newsam and Roundhay Park. Following a change in government guidance for zoo attractions, Lotherton Wildlife World is planned to re-open on 29 June, subject to the implementation of all suitable measures, including risk assessments and operating procedures. Social distancing measures will need to be

in place for some time hence the publication of government guidance relating to safer public spaces on 13 May 2020. This will involve an assessment made of parks and green spaces to determine any issues associated with meeting social distancing requirements with a need to put in place temporary signage to remind and guide those who visit.

- 4.203 Returning safely to public spaces is a key consideration as the city continues to move in to the recovery phase. The established bronze group has coordinated the development of multi-agency responses to ensure the public can safely access services, amenities and support. A focus has been ensuring the public can safely access retail and other businesses that are permitted to trade and which have a customer interface. This group has reviewed the approaches within the city and across the district to ensure that all relevant community safety issues have been considered and plans put in place to manage and mitigate risk.
- 4.204 The bronze group is now focusing its attention upon the relaxation of restrictions for the night time economy, the impact of cancellation of both community events and targeted youth programmes. These are being assessed in terms of community safety and contingency plans are being developed.
- 4.205 Electoral Services have commenced work on preparations for the canvass and will begin to work full time on this from 1 July.
- 4.206 Entertainment Licensing continue to provide all services remotely, focusing on remote Licensing Sub Committee hearings and the re-opening of the hospitality & leisure industry on 4 July, for which we anticipate further government announcements and guidance. A remote meeting with key representatives of the evening and night time economy and agencies is scheduled for 24 June.
- 4.207 Environmental Health continue to provide all services remotely and are part of the national Test, Track and Trace service for tracing complex outbreaks. Advice to retailers and other businesses regarding social distancing measures continues. An increase in enquiries relating to social distancing in the workplace is anticipated due to reopening of the retail sector from 15 June. Business as usual work including nuisance investigations, planning responses and general environmental protection work is beginning to rise to pre COVID levels as restrictions are eased. Food inspection programme, which was suspended by the Food Standards Agency, may be reinstated in some form from July.
- 4.208 Land & Property Search Services have seen a slight increase in the property market and are planning a return to full services from 1 July. The Local Land Charges Register cannot yet be inspected by the public, a temporary work around is in place until August at the very earliest.
- 4.209 Parking Services have been conducting enforcement activities since mid-May and parking charges will resume with effect from 4 July. Car Parking will remain free for front line NHS and social care staff. All evening and Sunday parking will also remain free of charge. A promotional discount is available to users of the ParkMobile app which will be reviewed on 1 September or earlier should circumstances change.
- 4.210 Having provided death registration services throughout the pandemic, Registrars have now re-introduced copy certificate and corrections services and are now looking to resume birth registrations and taking ceremony notices from early July when

Merrion House is reopened. If the government lift restrictions for ceremonies these will be provided when the Town Hall reopens.

- 4.211 Taxi and Private Hire Licensing are providing an appointment only renewal and application service for personal licence and vehicle licence holders from 6 July. The majority of staff will continue to work remotely from home.
- 4.212 As described earlier, a new COVID-19 “walk-to” testing facility has opened for people living or working within walking distance of the Bridge Street Community Centre, Rider Street, in the LS9 7BQ postcode area of Leeds. The walk-to testing centre is a pilot being led by the Department for Health and Social Care and is open to everyone in the area who is COVID-19 symptomatic, lives, or works within walking distance of the site, and does not have access to a car. Tests are only available by pre-booking and people have to walk to the site; no car parking is available.
- 4.213 To book a test residents are asked to call the Leeds City Council helpline number: 0113 376 0472. Lines are open 9am-5pm, seven days a week except on Wednesday when it's 10am-5pm. This helpline is reserved specifically for this walk-to facility.
- 4.214 **Organisational impact:**
- 4.215 Effective Silver command and control arrangements remain in place and within the organisation, with ongoing engagement with chief officers to deliver an effective and consistent approach to recovery and resumption of services. Much of this is described in the previous sections.
- 4.216 We continue to use national guidance to inform our local response and recovery plan and as mentioned to underpin this, have developed a Lifting Lockdown in Leeds Plan to coordinate the resumption of services across the organisation as we move through the current phase. Plans for service resumption are being managed, led by the silver organisational group with staffing resource implications being carefully considered to ensure that essential services are not compromised. Relevant statutory services also feature in the Plan including those delivered by external agencies.
- 4.217 The silver organisational group has led the development of the Lifting Lockdown Plan which sets out proposed dates for resumption of council services, whilst assessing a range of considerations including workforce compliance and the interdependencies on staffing resource across the organisation. This highlights areas where there is conflicting demand for resource to support ongoing service delivery and service resumption. The silver group will determine the need to support the delivery of essential services, the resumption of a service which will require extra capacity and prioritisation of services, in order to support challenges where pinch points for resources are identified.
- 4.218 Given the dynamic context we are in the Lifting Lockdown Plan will continue to be subject to regular reviews with the silver organisational group maintaining oversight of the Plan.
- 4.219 The council has maintained its implementation of the flexible resourcing plan to ensure that critical services can be maintained. 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.

- 4.220 Vulnerable staff – In light of the recent announcements from national government, the current guidance relating vulnerable staff is being reviewed in consultation with trade unions. Initial local guidance made the distinction between category 2 staff who were delivering non-essential and essential services with the latter continuing to work so that the service was not compromised. Those category 2 staff delivering a non-essential service were advised to remain at home. However, since then it has been agreed that there should be no distinction and instead a risk based approach to assess individual circumstances for returning to work has been agreed. Guidance will continue to be reviewed regularly and in accordance with the wider national context.
- 4.221 The council has also recognised the risk of increased anxiety that specific staff groups will be experiencing during this period. In order to further understand these concerns the council has further engaged with the workforce via the staff network groups to respond to issues identified. A recent example of this engagement has been with the Black Asian Minority Ethnic (BAME) Staff Network which has worked closely with HR and Health, Wellbeing and Safety services to develop a risk assessment approach which reflects the concerns of BAME staff in the current context. Liaison with the Disability and Wellbeing Network has also been carried out with supportive feedback.
- 4.222 The availability of PPE (and associated Government advice) is a key factor in the breadth and speed of service resumption. The council is working with other major employers across the city to consider, in particular, the implications for public transport.
- 4.223 In terms of the council's management of PPE supplies this continues to be efficiently distributed to those services where it is required. There remain some challenges as there is continued demand for additional PPE beyond that which PHE has outlined is needed in specific clinical settings. Extensive engagement with trade unions on the complex workforce issues created by the current pandemic including regular meetings regarding PPE challenges continue to ensure maintaining the high standards of health and safety for the council's workforce.
- 4.224 The health, safety and wellbeing of staff has remained a key priority throughout. In addition to the measures described above, further Occupational Health, counselling, webinars and mental health services have been made available.
- 4.225 Council decision making and scrutiny functions - key meetings such as Executive Board, Plans Panels, Scrutiny Board and Corporate Governance and Audit Committee meetings have re-started on a remote basis. Community Committee meetings are also being held as working groups on a consultative basis. There has also been early consideration of how remote surgeries could be introduced so that elected members can effectively perform their role in supporting local communities.
- 4.226 The financial impact of coronavirus is also detailed in a separate report on the agenda of this Board meeting.
- 4.227 **Council Building capacity and managing demand**

- 4.228 There has also been significant development of the “Mobilise and Energise Programme” which comprises two strands - ‘Working from Home First but Better’ and ‘In Place’.
- 4.229 Working from Home First but Better - As national government highlights that social distancing must remain in place in the community and workplace, our building capacity will be limited to 20% which provides for the 2m instruction. This requires we maintain the approach for staff to continue to work from home where that is possible. This is in line with many organisations. Working from Home First but Better Messages have been communicated to staff covering the short, and the anticipated direction for both the medium and long term working expectations in line with the commencement of the ‘working from home but better’ strand. Arrangements to enable a high proportion of staff to work from home continues to be supported by the Digital and Information Service (DIS) with IT systems running at increased capacity and supporting teams to increase productivity through further digital transformation. In addition we have seen greater roll out of the requests for equipment to aid comfort in the home. This ranges from keyboards and mice to monitors and chairs. The Health and Safety team are continuing to work to ensure staff have what is required. This service will expand to offer a click and collect service and arrangements have been made for deliveries where that is required. This team is also reviewing the likely needs from equipment to support the ergonomics of a home setting. To ensure we can continue to support effectively a Working from Home survey has been circulated to staff to supplement the wellbeing pulse questionnaire which is being updated but with a particular focus on people’s current experience of working from home, supporting the organisation to ascertain where further intervention is required in relation to any concerns or issues raised currently and how we can support a the medium term approach to greater flexibility than the council’s pre COVID levels and what ‘In Place’ activity is needed to supplement longer periods of working from home. Over 4,200 staff recently completed the short pulse wellbeing survey which highlighted very positive practice (over 82% of staff were positive about the support received) and areas for further intervention. The wellbeing survey will also be repeated at regular intervals over the coming months.
- 4.230 All services have completed a recovery response survey to inform the ‘In Place’ strand and enable prioritisation of return to office working. 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. A list of priority buildings has been developed and health and safety arrangements/adaptions have been considered. This includes: removing office walk ways, enhanced cleaning regimes, installation of protective equipment such as screens for customer facing roles, reconfiguration and allocation of fixed desks, reviewing building opening and closing times, introduction of building liaison officers, reviewing the accessibility arrangements of office space and removal of furniture in communal spaces. Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance e.g. maintaining social distancing.
- 4.231 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.’ Currently, the vast majority of staff who regularly used offices before the lockdown are working at home (up to 8,000 colleagues). They will continue to work from home in the immediate future, except for a small number (about 10%) whose services have

agreed there is a need to be in an office environment in order to work safely or effectively.

- 4.232 Building capacity currently allows for around 900 spaces within the open core office buildings (20% of available capacity) with demand 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. In addition to fixed desking a ‘touch-down’ desk facility will be introduced to provide for printing and other touch down activities. These will be bookable in advance to maintain the integrity of building capacities. This will be a gradual process, taking into account when office spaces are COVID secure, where people can best work, and how people are going to travel to work.
- 4.233 Key guidance will be issued to all colleagues who have either remained in the core office building or are now identified as returning to the office which will include a requirement to undertake an online induction prior to returning to an office space. In order to manage demand with available capacity, individuals will be notified of the details of their allocated desk. In addition, instructions of how to utilise the allocated ‘touch-down’ areas will be issued.
- 4.234 Alongside the above, monitoring systems will be in place to review Health and Safety arrangements, with notices outlining the general principles in operation in buildings being clearly visible throughout the workspace. These principles include: the use of lifts, one way systems, communal spaces (e.g. kitchens) and building user charters. The introduction of building liaison officers will also provide this assistance and adherence to the COVID- secure measures.
- 4.235 **Media and communications:**
- 4.236 Communications during this pandemic has been key given the fast changing nature of the situation and the reliance on everyone to play their part. Councillors, staff, MPs and partners continue to receive regular updates of the national and local activity in relation to the Coronavirus response and recovery. To support their community role during this incident, councillors have received regular updates to ensure that they have the latest local and national information to fulfil their role.
- 4.237 The multi-agency communications group continues to inform messaging supported by the broader council and partners. Business, partners, head teachers and workforce communications continue to be updated with extensive frequently asked questions issued. As mentioned, engagement with trade union colleagues have continued throughout this period.
- 4.238 Focus for the past few weeks has moved from reactive response to proactive planning for return for some services and campaigns to support communication of rules and guidance around these to help ensure safe, appropriate return and that social distancing is adhered to
- 4.239 Weekly Govdelivery emails to 116k residents have been incredibly well received with average open rates between 43-50% and little change in figures or loss of subscribers, suggesting the information is still current, of interest and of use.

- 4.240 The council's dedicated webpage related to coronavirus is regularly updated reflecting any developments at national and local level, with over 231k visits. The website includes key information for the public and businesses in relation to the council and city response to the coronavirus outbreak and the various support available (the website can be found [here](#)).
- 4.241 Social media advertising has been used for key messages so that it is available in the language of the user and there continues to be translated material of key documents into languages where we have the most users. Infographics are being used to help communicate clearer.
- 4.242 Signage for city and town centres and attractions reinforcing social distancing guidelines and issuing advice on staying safe and appropriate behaviour has been produced and distributed in relevant areas.
- 4.243 In order to further increase media engagement and to answer specific questions about the councils approach to the outbreak, regular themed press briefings are held on a weekly basis.

Corporate considerations

5. Consultation and engagement

- 5.1 Extensive engagement continues between services within the council, with partners, with elected members and with the public. It has not always been possible to engage in the normal way about service changes as there has been no choice about many of the changes to ensure compliance with national guidance. Ward members have played a key role in engaging the public, particularly in encouraging neighbourliness and volunteering to help the vulnerable. We have endeavoured to keep people up to date with developments as best we can. Engagement with stakeholders has continued and in many cases been strengthened with the context of what we have had to manage during this incident. Regular written updates to partners, weekly messages to the public, regular thank you notes to staff and calls with MPs, head teachers, and businesses. Engagement with staff has continued including via staff surveys and Staff Network groups.

6. Equality and diversity / cohesion and integration

- 6.1 These considerations are already an implicit part of the planning, particularly given the nature of the incident and this will continue, for example with prioritisation of services for vulnerable people and monitoring of potential community tensions and the impact on inequalities. Snapshot data on this has been provided regularly in the councillor/MP updates.
- 6.2 Over recent weeks, more data and analysis has been published, both on the direct health impacts of COVID-19, but also on the emerging social and economic consequences. On 2 June, Public Health England (PHE), published the findings of its review in to how different factors such as age, sex and ethnicity affect COVID-19 risks and outcomes. The report confirmed that the virus' impact mirrors existing health inequalities and, in some cases, has increased them further, identifying those groups seemingly at most risk, specially:

- **The elderly** - the largest disparity found was by age, of people diagnosed with COVID-19, those who were 80+ were seventy times more likely to die than those under 40;
- **Men** – deaths of those diagnosed with COVID-19 are higher in males than females;
- **People from deprived areas** - mortality rates from COVID-19 in the most deprived areas were more than double the least deprived areas, for both males and females;
- **Those from black and ethnic minority communities** - death rates from COVID-19 were highest among people of Black and Asian ethnic groups;
- **People in low-paid or low-skilled occupations** - security guards, taxi drivers, chefs, care workers and bus drivers are the occupations with the highest death rates involving coronavirus;
- **People with underlying health conditions** - among deaths with COVID-19 mentioned on the death certificate, a higher percentage mentioned diabetes, hypertensive diseases, chronic kidney disease, chronic obstructive pulmonary disease and dementia.

6.3 Initial analysis undertaken by our Public Health team draws some similar conclusions. Following the release of the PHE review it was announced that the Government's Equality Hub led by the Equalities Minister work will take forward this work.

6.4 More broadly, the potential longer-term economic impacts are becoming clearer. Even as lockdown eases, many businesses are still facing severe pressure, with grave concerns regarding business closures and redundancies, particularly as Government support for furlough tapers. In terms of the labour market, young people and low earners are most likely to have been affected to date as they are prevalent in the hardest hit sectors. The HMRC has released data on take up of the Coronavirus Job Retention Scheme, in Leeds, up to 31 May 2020, 88,200 workers had been furloughed, representing approximately 20% of the city's workforce, which suggests the level of furlough is a little below the national average.. The total number of workers furloughed for West Yorkshire stands at 256,300.

7. Council policies and the Best Council Plan

7.1 In terms of the Best Council Plan, the version that was agreed at February Full Council has been amended to ensure that the current COVID context is accurately captured, it will be published soon. A further, more fundamental review of the suite of city strategies will be undertaken later in the year when we have a deeper understanding of the wider social and economic impacts of the virus. However, work is already underway to ensure the three pillars that underpin our city ambition: **inclusive growth; health and wellbeing; and climate change**, are centred on the overriding priority of **tackling poverty and inequalities**; and, are joined up as we focus on the complex and potentially long-lasting recovery period, which will require all potential capacity in the city, including the public and businesses, fully engaged and playing their role.

7.2 In terms of **Inclusive Growth**, the practical impacts of the lockdown are becoming more apparent, even as businesses are looking to re-open, many firms are facing severe pressure, with grave concerns regarding business closures and redundancies. COVID-19 has compounded inequalities, not only in health risks and

outcomes, but also in its economic impact, in the first instance on young people and low earners and the knock-on consequences for family debt. A quick review of the Inclusive Growth Strategy is underway to shape and inform recovery priorities. This is likely to include: skills, recruitment and retention (especially of young people); businesses access to finance; boosting innovation; and the potential key of our Anchor Institutions in pursuing an effective recovery, including their role in the labour market and how we can maximise the leverage of the Leeds £.

7.3 **Health and Wellbeing** continues to be the primary focus of our collective response, with this focus widening to incorporate local outbreak planning. However, as stated above, the virus compounds already deep-rooted inequalities. Integration of health, care and the third sector has enabled an effective response to COVID-19 and necessitates even further faster integration and the development of a people-powered culture. The current Health and Wellbeing Strategy recognises that the biggest drivers of health are wider determinants such as the homes we live in, the jobs we do, our access to learning and education, our communities and the networks and friendship groups we are part of. COVID-19 reinforces how important and interconnected these wider determinants are. Just prior to the virus hitting, a review of the Health and Wellbeing Strategy was underway, the review has been extended to cover COVID-19, which brings the wider determinants of health and wellbeing into even more critical importance. The review will draw heavily on engagement with communities and partners including listening activity such as the Big Leeds Chat. The key elements remain: a seamless and integrated health and care system; delivering high quality and people-centred care, and the relentless focus on tackling health inequalities. The review will also strengthen the linkages with the other underpinning pillars – Inclusive Growth and Climate Emergency.

7.4 The COVID-19 effect on our response to **Climate Emergency** is more complex, it will be vitally important to ensure all recovery interventions take climate impacts into account, and seek to exploit and promote positive changes of perception and behaviour due to the virus. Transport and connectivity will be core components in restoring a trajectory towards net zero carbon. As lockdown eases, but constraints to public transport remain, we are likely to see some unwelcome increase in car use and traffic volumes, which hopefully will be short-lived. Whilst in the immediate period we will focus on safe socially distanced transport and active travel measures that support economic and community recovery, our future strategy will continue to strengthen public transport, with a continuing emphasis on active travel, improving resilience and increasing low carbon vehicles. More broadly, our recovery and growth strategy will need fully reflect our carbon reduction ambition for the city, seizing the opportunities of more sustainable and healthy movement of people; new ways of working at home and at work; adopting digital technology; emphasising the value of green spaces; and continuing to promote energy efficiency.

8. Climate Emergency

8.1 As we continue to develop our recovery plans these will incorporate the promotion of more sustainable and healthy movement of people; exploring new ways of working, adopting digital technology and home working; emphasising the value of green spaces and local community as well as looking to focus on green investments.

9. **Resources, procurement and value for money**

- 9.1 Given the significance of the financial implications of coronavirus, there is a separate and more detailed report is included on the agenda for this meeting.

10. Legal implications, access to information, and call-in

- 10.1 With the agreement of the Chair, given the significance and scale of this issue, it is appropriate for the Board to receive an update at this meeting. However, this report is coming to Executive Board as a late paper due to the fast paced nature of developments of this issue and in order to ensure Board Members receive the most up to date information as possible. A further verbal update on developments since the publication of this report will be provided at the Board meeting.

11. Risk management

- 11.1 The risks related to coronavirus referenced throughout this report will continue to be monitored through the council's existing risk management processes. For example under two of the main standing risks of "Major incident in the city" and "Major Business continuity issue for the council". Other corporate risks, such as those relating to the council's budget and the Leeds economy have also been updated to reflect the impact of the outbreak. More specific risks relating to coronavirus are being managed through the Silver Groups, with the more significant ones being escalated onto the corporate coronavirus risk document seen in annex C. The rating of this risk is difficult given the uncertainty, in light of that, a cautious approach is taken for the target rating. Further details on the council's coronavirus risk can be seen in the Annual Corporate Risk report also on the agenda for this Executive Board meeting.

12. Conclusions

- 12.1 This report provides a comprehensive summary of the work completed and continuing to respond to the unprecedented global pandemic, which is still having a significant effect on all aspects of life and council business. This month has seen increased efforts on resuming services safely, working with members, staff, partners and the public. It is anticipated that this work will continue, with controlling local outbreaks being a key feature of the next month.

13. Recommendations

- 12.1 Executive Board is requested to:

- Note the updated context and progress and issues as we move through phases of dealing with the COVID-19 pandemic
- Use this paper as context for the more detailed paper on the financial implications of coronavirus for the council
- Note the establishment of the Leeds Outbreak Board and Outbreak Plan to ensure effective local arrangements linked to national testing and tracing approach.
- Note the continued focus of our collective response on Health and Wellbeing recognising the direct health impacts of COVID-19, whilst also on the emerging social and economic consequences.

14. **Background documents¹**

13.1 None.

15. **Appendices:**

Annex A: Leeds Strategic Response and Recovery Plan – coronavirus (COVID-19)

Annex B: Leeds Strategic Coordinating Group (SCG Gold) Weekly Dashboard

Annex C: Corporate risk LCC 5: Coronavirus pandemic (COVID-19) – June 2020

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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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

National

Government Action Plan
Government Departments – DHSC, NHSE, PHE, MHCLG, Home Office, DfE, HMT, JBC etc

Regional

WY Integrated Care System &
WY Health Resilience Partnership

WY Economic Recovery Board

WY Resilience Forum

Local multi-agency

Gold Health and Social Care
Group
Chair: NHS Leeds CCG

Outbreak
Control Board
Chair: Council

Gold Leeds Strategic Co-ordinating Group
Chair: Council

Health Protection Board
Chair: Council

Silver Communication Group
Chair: Council

Silver Health and Social Care Groups
(Stabilisation and Reset, Primary Care
& Care Homes)
Chair: NHS Leeds CCG & Council

Silver Economy &
Business Group
Chair: Council

Silver
Infrastructure &
Supplies Group
Chair: Council

Silver
Communities
Group
Chair: Council

Bronze / Task and Finish Groups

PPE; Care Homes; Impact on provision of healthcare services; Returning to Public Spaces; Returning to City Estates; Shielding; Citizens and Communities; Supporting the Financially Vulnerable; Food Provision (Planning); Domestic Violence and Abuse; Street Support Improvement Board; Volunteering; Reopening Education Settings (nurseries, primary, secondary); Testing, Tracing, Outbreak Planning; Third Sector Resilience.

Item no.	Action	Officer lead(s)	Status / Comments
1. Local Outbreak Management			
	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.	Victoria Eaton	- 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. - 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: - Planning for local outbreaks in care homes and schools - 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 - Identifying methods for local testing to ensure a swift response that is accessible to the entire population. - Assessing local and regional contact tracing and infection control capability in complex settings and the need for mutual aid - Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook - Supporting vulnerable local people to get help to self-isolate and ensuring services meet the needs of diverse communities. - 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. - Workstreams have been established, under the bronze group, to lead on these themes. - The Leeds Health Protection Board continues to provide ongoing system oversight and professional expertise to the management of COVID-19.

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.	Health & Social Care Gold (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley)	• 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: ○ Care Homes ○ Testing, Track and Trace ○ Stabilisation and Reset ○ Personal Protective Equipment (PPE) ○ Shielding ○ Impact on healthcare ○ Modelling and Planning • Public Health – 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 & 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. • Public Health have been working with West Yorkshire Fire and Rescue Service (WYFRS) and Yorkshire Ambulance Service (YAS) to develop a
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			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 • Primary Care – 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 • Adults Social Care – 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. • Leeds Community Healthcare NHS Trust (LCH) – 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
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			contact restarted as possible in addition to not losing the potential to transform whilst linking in with LTHT. 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. • Leeds Teaching Hospitals NHS Trust (LTHT) – A&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&E at LTHT but will soon look to do this for staff as well. 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. • Leeds and York Partnership Foundation Trust (LYPFT) – 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. • Yorkshire Ambulance Service NHS Trust (YAS) – 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
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			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. • Third Sector – 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. Testing • The national COVID-19 testing programme is now well established in Leeds and eligibility criteria has been expanded. • 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. • People should now be able to book tests without requiring an email address or mobile phone number • 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.
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			• 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. • 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. • 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. Personal Protective Equipment (PPE) • 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. • Standard Operating Procedures (SOPs) on the use of PPE have been issued to primary care. Y&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. Shielding • 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.
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).		• 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. • A Stabilisation and Reset group including all partner organisations has been established. • 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: ○ Workforce

			○ Estates ○ Information Governance and digital approaches ○ Finance and contracting ○ Planning ○ Shared learning ○ Associated Integrated Care System programmes • 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. • 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. • 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. • 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. It is also recognised that some of the changes made during this exceptional period have been beneficial and should be built upon.
3. Infrastructure and supplies impact			
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.	Gary Bartlett	• 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. • 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.

			• 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. • 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. • 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 • 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. • 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. • To pursue external funding for the social distance and active travel measures via WYCA and DfT. • 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 • 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.
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			• Continue working with partner organisations on additional testing facilities, Nightingale provision and other estate as part of the COVID emergency as necessary • Providing support for the delivery of PPE across the city when requested • Continue to procure and distribution of barriers and other equipment for further social distancing and active travel interventions including schools streets trials • 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'
3.2	Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services	Sarah Martin	• Plans in place and continued liaison with services. No major issues identified at this stage but continually being reviewed. • Supply and demand of fuel being monitored closely, provisions in place should there become shortage of supply • Working closely with our food suppliers- no major issues • 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. • Nationally, the DfE has introduced a supermarket voucher scheme for schools to provide to families entitled to free school meals.
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	Cath Roff	• NHS system moved to "push" system to provide PPE when stocks low, and this is being supplemented by their own procurement. • Cath Roff appointed as city-wide lead for PPE: ○ with additional capacity attached to her to help with stock control, logistics etc ○ with the DPH role to provide guidance based on the national approach

			○ deployment of LRF emergency supplies against agreed prioritisation framework ○ extensive brokering of mutual aid across the city ○ awareness raising with the sector on most recent PPE national guidance and its implications • Extensive work to procure and source PPE for non NHS, including at a city wide level and through emergency provision via the LRFs. • LEP business support package established for businesses who wish to adapt to manufacturing PPE: website https://www.the-lep.com/ppe/ • 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. • 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. • Continues to be raised as a key concern locally and nationally with shortages in a range of settings being reported. • Web based access promoted for local services. • Feeding data returns to ensure LRF drops meet demands required.
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	Polly Cook/Lee Hemsworth	• Local Welfare Support Scheme and frontline customer service workforce adapted to provide two telephone helplines to arrange emergency food provision and non-food support. • 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. • 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.

			• 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. • 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. • 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. • 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. • 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. • 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.
4. Business and economic impact			
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.	Eve Roodhouse	• Emergency structures continue in place with workstreams covering: Intelligence; business support; communications; administration; and recovery. • 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. • Communications workstream is ensuring that the Leeds City Council business pages on COVID 19 are regularly updated to include

			relevant information to encourage businesses to claim business grants: https://www.leeds.gov.uk/coronavirus/business • 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. • 11,537 business grants paid in Leeds totalling £142.2m as at 15th June. Leeds is one of the top three performing local authorities by amount paid. • The Local Authority Discretionary Grant Fund was launched on the 1st June, and to the 15th 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. • 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. • Strategic Context: West Yorkshire Economic Recovery Board The Leader and Chief Executive joined organisations across West Yorkshire at the Economic Recovery Board meeting . • Strategic Context: Leeds Inclusive Growth Strategy Refresh 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
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			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. • Operational: Safe Re-opening of City and District Centres City Centre 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 15th June: ○ <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. ○ <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. ○ <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. • District Centres: Collaborative work is underway to update signage together with widening of pavements where possible, queue management measures, and provision of advice on communications
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			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. • Operational: Employment and Skills: 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. • Operational LCC Tenants Support: 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. • Operational: Planning Service: Applications which can be determined under the council's Delegation Scheme are being determined with
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			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. • Operational: Business Support - Digital Enterprise ○ 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: ○ Digital Growth Voucher (up to £12,500) to help eligible businesses invest in digital technology such as enabling staff to work from home ○ Connectivity+ Voucher (up to £3,000) to help eligible businesses to upgrade their digital connection ○ Free to attend workshops, masterclasses, webinars digital conferences and mentoring support via the Digital Knowledge Exchange Service (DKES). ○ 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. ○ 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. • AD.VENTURE: 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.
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			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. • Microbusiness Support Service: 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. • MIT REAP LEAP™ : 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
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			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. Sector specific work: • Visitor Economy: 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.
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			• Creative Sector: 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. ○ Arts Council England Emergency Funds (and extension of 4yr NPO grants to 5yrs) ○ 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 ○ arts@Leeds funding – scoping an extension to funds, aligned with Arts Council NPO funding programme ○ Leeds Inspired – operating a monthly small grants programme to enable those who have capacity to move to creative activities online
5. Citizens and communities impact			

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.	All Chief Officers	• 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. • 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. • Maintained provision for key workers across schools and nurseries • Maintained access to food for FSM children. As schools began to extend opening to more pupils as of 1st 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 1st June, provided around 27,500 meals which was a mix of means tested, children going to school and vulnerable and key worker families. • Hot meal provision maintained within Specialist Inclusive Learning Centres (SILCs), ASC Residential Homes and Recovery Hubs and those Early Years Centres which remain open. • 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) • 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. • 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: ○ Housing repairs and home visits ○ Planning ○ Street cleansing ○ Refuse collection – no longer collecting garden waste ○ All museums, leisure centres, attractions closed, with some offering online engagement ○ Libraries closed ○ Retained 4 community hub sites for urgent appointments
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			○ 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. ○ Children's Homes staying open ○ Care homes open, but 24 outbreaks that are being managed • 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. • 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. • 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. • 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. • 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.
5.2	Monitor community tensions and providing community reassurance through regular channels e.g. faith and community leaders, responding appropriately when required.	Shaïd Mahmood	• Partnership arrangements in place and being used to promote messages of reassurance and to be aware and respond to any issues which may arise. • Particularly focused with faith sector on death management issues • 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. • Leeds took part in a recent roundtable discussion: "The APPG Faith Covenant and Responses to Covid-19", the first initiative of this kind

			working across regional boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown. • 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. • 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. • 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. • 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. • 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. • 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. • Faith Covenant – A review of the covenant has been initiated following five years of work and in light of COVID-19.
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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.	Shaïd Mahmood	• Guidance shared with third sector representatives. • 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 • 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 • 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. • Weekly Third Sector meetings are being held and a Third Sector Resilience survey is completed and reports produced. • A review of has been initiated to examine the sustainability of the current volunteering arrangements for the medium term and to consider improvements. • Discussions underway to look a maximising longer term impact of volunteering and community response – linking with other relevant provision (e.g. Food) • “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. • Ward-level Facebook pages continue to provide information and remain monitored for adverse comments and signposting to appropriate services. • Volunteer Coordinator Hubs have been established for each ward across the city. The majority of the requests received are for help
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			with food and essential shopping, prescription collection, dog walking and befriending and reassurance calls. • 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. • 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. • 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. • 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.
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.	Shaïd Mahmood	• 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. • 33 ward-level Facebook pages have been maintained supporting local communication and share important messages. • 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.

			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.
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.	Lee Hemsworth	- To 12th 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. - Leaflet drop to 330,000 households to highlight support and help available. Now translated into 12 community languages online. - 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. - Staffing implications have meant other, non-priority lines within the Contact Centre have closed, but that has been communicated. - 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 12th 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. - A process to allow citizens to pay for their food shopping was introduced on the 30th April 2020 and a recovery process is in place. - A team of Helpline Liaison Support staff from across the Communities & Environment directorate is being established to ensure the referrals are accurately and effectively allocated to the Volunteer Coordinator Hubs.

			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.
5.6	Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	Tony Cooke/Polly Cook/Lee Hemsworth	- 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 31st May to advice 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. - 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 16th 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. - 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. - 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

			manage their ongoing education and agree the right course of action with regards to returning to school. • 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. • 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. • 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. • 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. • A multi-agency approach has been taken to ensure that people will have access to the support they need through this period. • A dedicated helpline number has been established in Leeds to help coordinate matching people with the support they need. • 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. • Coordination of work on financial inclusion. • 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.
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			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.
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	Paul Money	- 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. - To address issues associated with DV&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. - 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&A - 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. - 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.

			• 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. • 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. • 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.
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.	Sal Tariq	• Social work service maintained but requiring social distancing • 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. • 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. • Support is being offered to the families of shielded children by the Children and Families staff. • On line and practical resources developed and shared with vulnerable children and their families. • Early Help hubs ensuring that vulnerable children and their families are provided with food and other essential provisions as well as on-

			going Early Help. An Education Psychologist attends the Early Help Hubs once a week. • Domestic Violence, Substance Misuse and Mental Health specialists based in the Early Help Hubs providing advice and support to professionals and families. • Support being provided to families where Parental Conflict is an issue to prevent escalation • Allocations meetings increased to 2 meetings a week to ensure timely provision of targeted/specialist support to vulnerable children and their families. • 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. • 13 childcare hub sites remain open with increasing numbers of children attending. • Children and Families staff working with key with partners to investigate whether appropriate numbers of vulnerable children are attending school • Identified children/young people who are eligible for a free laptop through the government scheme and supporting the rollout of this. • Free school meal provision is continuing.
5.9	Supporting schools to provide education for key workers and “re-open” in line with national guidance.	Sal Tariq	• Very regular bulletins with schools and staff supporting schools with a range of practical issues as well as safeguarding (as above) • Engaging with head teachers/principals now weekly with the Leader and Executive members • Various bronze arrangements now in place, including primary and secondary bronze groups, with connections to other groups where needed eg shielding, transport etc. 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.

5.10	Establish a hardship fund in line with government guidance and to meet local need	Victoria Bradshaw/Lee Hemsworth	- 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 deferments for those financially affected by the pandemic and reschedule payments over the remaining 9 months of the financial year. - 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. - 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.
6. Organisational impact			
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	Neil Evans	- 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. - 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

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	Nicole Walker/Andy Dodman /all chief officers	• 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). • Recruitment is continuing into care roles and children's homes with fast track training in place. • 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. • "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. • The two areas of focus are: ○ '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 ○ 'In Place' which focuses on adapting and accelerating the use of our buildings to enhance wellbeing and productivity for our colleagues, customers and partner. • 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. • Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance. • 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.' • Building capacity currently allows for around 900 spaces within the open core office buildings (20% of available capacity) with demand
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			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. • Preparation of Service Recovery & Resumption Plan (Lifting Lockdown in Leeds) to provide organisational picture of resumption of services during Phase 1 and 2 and beyond.
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.	Victoria Bradshaw	• 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) • A full account of additional costs will be maintained and reported regularly so additional budget pressures can be identified early. • Extensive liaison with colleagues in other authorities and sector bodies to influence government to support councils • Submissions being made to MHCLG when required • Report to Exec Board in May highlighted issues and recommendation to write to Government • 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.
6.4	Ensure regular engagement with council contractors and suppliers to identify any potential impact or risks to contractor performance.	Victoria Bradshaw/ Commissioners	• Liaison across services taking place with contractors and providers so that issues can be captured and responded to. • National advice and support is communicated to suppliers to ensure that a consistent message is circulated.
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.	Andy Dodman	• Liaison with trade union representatives and extensive advice to workforce from a health and safety and general employment perspective. • 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. • Framework and guidance has been set out to support service reopening and resumption

			• 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. • 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. • Supporting staff in vulnerable groups who are working in frontline critical services by matching surplus resource with these roles remains a key priority. • In light of the recent announcements from national government, the current guidance relating vulnerable staff is being reviewed in consultation with trade unions. • 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. • New categories for reporting established and a flexible resourcing plan developed to help respond to business continuity issues. • Strong links developed with anchor organisations and other city employers to support wider resource deployment as and when necessary. • Council PPE stock is being efficiently distributed to those services where it is required. • Staff wellbeing survey has been issued with over 4,200 respondents. Level of wellbeing and support are positive, with action plans emerging • Specific actions have been identified to support those staff that may be disproportionately affected by Covid-19 (eg BAME)
6.6	Work across the City as a whole to lead and coordinate the delivery of the necessary Digital	Dylan Roberts	• Carrying out critical infrastructure upgrades across six weekends up to mid-July to provide additional capacity on the network to support

	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. • Prioritise use of available resources to maintaining the availability of critical communication and IT systems with more permanent working from home. • Rapidly developing new solutions to enable new ways of working for services (e.g. Household waste site booking system, Track and Trace) • Prioritise intelligence resources to combined data as appropriate and provide new dashboards to inform better decisions in the new world • Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working. • Protect the Council and partners from opportunistic cyber attack		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. • Accelerating the roll out of Office 365 and Microsoft Teams to mitigate some of the issues above. • 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 • Combining the intelligence from multiple sources to identify hot spots and those most at risk in order to inform a targeted response • 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. • Providing the collaboration technology and tools to enable the diverse third sector of Leeds to coordinate efforts and enable thousands of new “checked” volunteers • Rapidly developing new web, service and social media based solutions to enable new services • 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. • 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 >> please vote here https://digileaders100.com/digital-skills-or-inclusion-initiative • Re-prioritising the portfolio of IT work with COVID recovery and efficiency savings as the prime priorities over and above other things.
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			- An example of the City Digital approach enabling staff and the public, in this case the GP and the patient see tweet https://twitter.com/rachalate/status/1247582714297016330 - Nominated as one of Matt Hancock's COVID19 HeathTech Heroes
6.7	Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to: - Share key analysis and headlines; - Identify gaps in data and analysis; - Share capacity and resources; - Provide common/consistent feedback on intelligence issues.	Simon Foy	- Broader intelligence to support and link to existing arrangements in H&SC system. - Intelligence group established backed up by weekly call to identify issues, fill gaps by joint working and highlight key areas of concern. - Data Mill North and Leeds Observatory promoted as platforms to share data and analysis and to facilitate collaboration. - Range of individual thematic and policy updates shared across the group and a weekly headline summary report established. - Joint working underway on key areas such as COVID19 impact, tracking vulnerable and shielded cohorts, socio-economic insights/impacts.
6.8	Assess the impact on events planning and management to understand implications	Mariana Pexton/Cluny McPherson	- Strategic Safety Advisory Group and Major Events Project Board will be used as the forum for this, within the context of national guidance. - 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. - All major events in the city have been cancelled or postponed up to and including August 2020. - Calendar of events in the city from Autumn onwards is being continually reviewed and complex issues worked through. - Consideration is being given to an event to thank the city's key workers and pay tribute to those who lose their life - 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.
6.9	Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the	Mariana Pexton	- Unexpected deaths plan has been refreshed - Flexible resourcing plan has been invoked

	current context in responding during the recovery.		• Work in hand and issues will be raised and resolved as the situation develops.
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.	Andy Hodson	• 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). • Executive Board, Plans Panels, Scrutiny Board and Corporate Governance and Audit Committee meetings re-started on Remote basis. • Community Committee meetings being held as working groups; • All decision making arrangements conducted as per the Constitution. • Sub delegation schemes have been adapted with an emergency clause to enable alternative officers to make decisions if required. • IT for members has been adapted to ensure they can conduct council business remotely and appropriate kit and training has been offered. • Early exploration being given to how Remote Surgeries might be introduced. • Shortened report and decision record template introduced for Significant operational decisions. • Specific COVID-19 case work email in box created to deal with all Member queries relating to the pandemic.
6.11	Ensure that our arrangements for death management are handled appropriately and sensitively in line with guidance and excess deaths plan and policy.	James Rogers	• Excess deaths plan refreshed and associated policy prepared and agreed • Changes made to burial and cremation arrangements in line with excess deaths plan and policy to keep people safe and protect lives • Proactive liaison with faith sector/leaders, funeral directors and other key stakeholders • Councillor updates include death figures and • Agreed development of emergency mortuary provision in line with excess deaths plan. Site delivered and operationally ready. • Link with other authorities on excess death plans to ensure that there is capacity and arrangements to deal with anticipated deaths

			in line with the Reasonable Worst Case Scenarios (RWCS) or other advice given by key national departments (eg Worst Winter Deaths)
7. Media and communications			
7.1	Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate.	Donna Cox/Danni Clayton	• Brandwatch social media monitoring queries on coronavirus and related topics in place. Informs reporting and proactive planning. • Volume of media requests high: prioritising around those that are coronavirus-related or major reputational threats for the city • Proactive media work continuing, informed by strategic direction and monitoring and prioritised around coronavirus handling • 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. • 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). • Weekly press briefings taking place remotely since April.
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.	Sara Hyman	• 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. • Communications work streams established for all key Silver groups – Health, Communities, Business and Infrastructure and Organisational Impact • 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 • Digital forecast in place three times weekly for social media and digital channel owners to ensure coordination of messages across council channels. • 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)

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.	Mariana Pexton	• Regular councillor and MP emails being sent, including guidance and signposting to further information, • Regular all staff emails, and FAQs issued (refreshed when new national guidance is produced). • A staff Facebook page has been established to ensure a greater reach out to Leeds City Council staff. • Two dedicated webpages created on leeds.gov to host information for residents and communities; and businesses • GovDelivery Coronavirus weekly newsletter sent to circa 116k • Messages to schools being issued, in line with DfE guidance, from the DCS • Leader and Chief Executive monthly communications used to reach broader stakeholders regularly. • Regular calls with MPs. Regular calls with headteachers, businesses, third sector partners and other partners. • Communications have been increased to amplify national messages and changes to services via the website, virtual newsroom and Leeds Alert.

Coronavirus - Gold Covid Strategic Coordination Group

Weekly Report - 16 June 2020

Headlines

Health and Social Care

Cases and Hospital Occupancy remain at a reduced levels. Cases in care homes have also seen a significant decline. Concerns remain regarding PPE supplies.

Citizens & Community

Sunday's Black Lives Matter protest in Millennium Square was peaceful, however as it broke up a small number of protestors/counter protestors were involved in a disturbance on the Headrow. More broadly compliance with restrictions continues, however, there continue to be a small number of reports relating to larger groups or areas with repeated issues of non-compliance. Concerns remain around domestic violence during the lockdown, though reported hate crime remains relatively low.

Economy and Business

GDP fell by 20.4% in April 2020, the biggest the fall the UK has ever seen, with virtually all parts of the economy hit. HMRC has released data on the Coronavirus Job Retention Scheme, 88,200 employees in Leeds have been furloughed, this figure represents just over 20% of the city's workforce, which suggests the level of furlough is below the national average. The total number of workers furloughed for West Yorkshire stands at 256,300, again below the national average. Concerns continue regarding business closures perhaps peaking in the last two quarters of the year, and intelligence suggests that many firms are coming to the realisation that recovery may well be prolonged.

Infrastructure and Supplies

Traffic flows are continuing to increase across all monitored sites. Overall, traffic flows were up 14% last week, with morning and afternoon rush hours up 31% and 15% respectively. Network Rail reported an increase of 8% in daily footfall levels on Leeds Station Central Concourse. Public transport operators are reporting difficulties in enforcing social distancing despite signage on buses.



1879

Total Covid-19

Reported in
Hospitals



24

New Cases

Reported since
last weeks Gold report



63%

Critical Care Beds

Reported as occupied
in LTH Hospitals



9

Patients

In receipt of mechanical
ventilation



199

People

In emergency
Accommodation



320

Covid related

Incidents reported to
West Yorkshire Police



425

Domestic Incidents

reported to WY
Police in last week



5

Covid warnings

Issued by WY Police in
the last week



190

Grants paid

to local businesses
this week



£2.26m

In grants paid

paid to local businesses
this week



15%

Footfall in Leeds

Based on figures for the
same week last year



7500

Website Visits

To Covid guidance pages
on LCC website

Coronavirus - Health and Social Care Impact

Weekly Report - 16 June 2020



1879 Total
Covid19 Cases
Reported in Leeds



24 New Cases
Reported since last
week's gold report



323 Hospital
Covid19 deaths

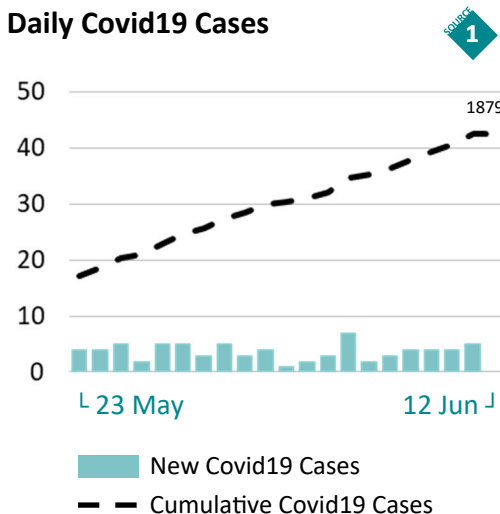


611 Registered
Covid19 Deaths

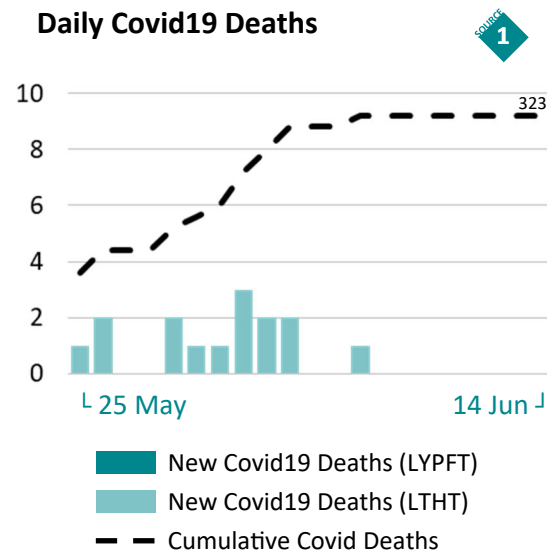


240 Registered
Covid19 Deaths in
care homes

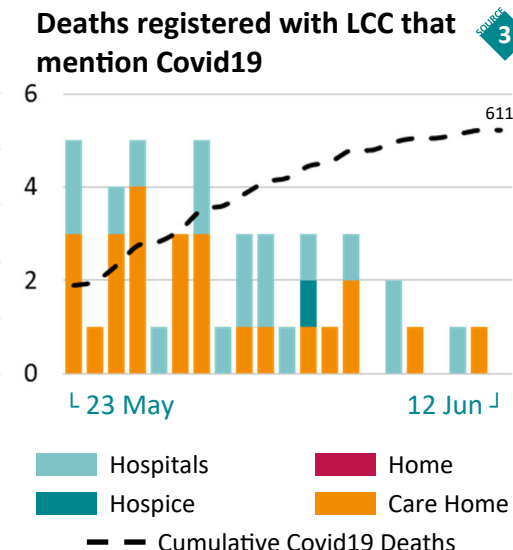
Daily Covid19 Cases



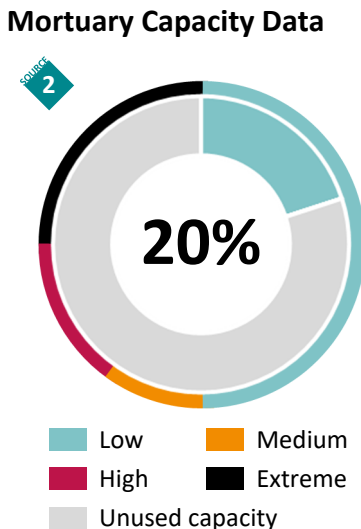
Daily Covid19 Deaths



Deaths registered with LCC that mention Covid19



Mortuary Capacity Data



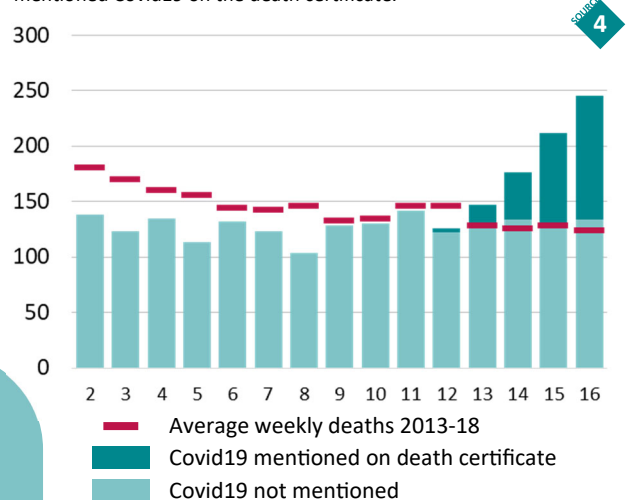
* Note : this figure is slightly elevated due to the loss of some storage at LTHT site. ♦ Combined data for LTHT and MYHT. ♦ Does not include Waterside facility.

All Deaths in 2020

The chart below shows the number of deaths by week in 2020. Deaths where Covid19 is mentioned are highlighted in dark green. This chart also gives the average deaths in the same week for the years 2014-2018 (red bar).

The chart shows between weeks 2 and 12 the number of deaths in 2020 was lower than average, and for weeks 13 to 16 the number of deaths were higher than average.

In week 16, Leeds recorded 122 excess deaths, of which, 111 mentioned Covid19 on the death certificate.



As of Sunday 14 June 2020 17:00, the number of confirmed cases within Leeds equalled 1879. A further 24 confirmed cases were added to the total since 7th June.

Deaths in Leeds

As of 14 June 2020, the total number of reported deaths of people who tested positive with COVID-19 in Leeds hospitals is 323 (319 reported at LTHT; 4 reported at LYPFT). Interpretation of these figures should take into account the fact that the number of deaths, particularly for recent prior days, are likely to be updated in future releases. Cases are only included in the data when the positive COVID-19 test result is received or death certificate confirmed with COVID-19 mentioned. This results in a lag between a given date of death and exhaustive daily death figures for that day. <1>

As of 12 June 2020, a total of 611 COVID-19 related deaths had been registered by Leeds Register Office. Of these deaths, 327 (54%) were in hospital, 251 (41%) were in care homes, 21 (3.4%) in their own home and 12 (2%) in a hospice.

The number of deaths registered where COVID-19 was mentioned on the death certificate has reduced somewhat in recent weeks. <3>

Due to the average time taken to registering a death (3-4 days), data from the Leeds Registrars Office should be interpreted carefully as they're subject to change considerably more so than LTHT figures.

Sources:

- 1) Leeds Teaching Hospital Trust - 15/06/20
- 2) Leeds Resilience & Emergencies - 12/06/20
- 3) Leeds Registrars Office - 12/06/20
- 4) PHINE - Using ONS Data - 2014 - 2019

The Health and Social Care reporting will change for next weeks dashboard to reflect the changing context from the NHS as they move to recovery focused data

Coronavirus - Health and Social Care Impact

Weekly Report - 16 June 2020



1879 Total
Covid19 Cases
Reported in Leeds



24 New Cases
Reported since last
week's gold report



Page 99

23 Cases
Reported active in
Care Homes



68% Beds
Occupied in LTHT

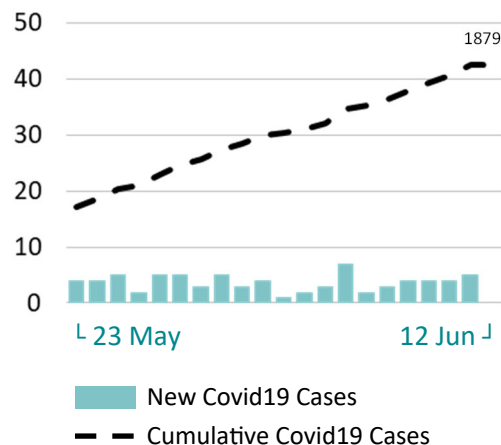


63%
Critical Care beds
occupied in LTHT

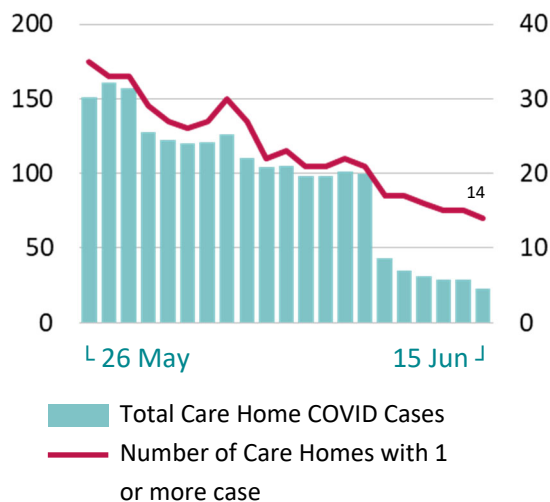


9 Patients
Receiving mechanical
ventilation

Daily Covid19 Cases



Covid19 Cases in Care Homes



As of Sunday 14 June 2020 17:00, the number of confirmed cases within Leeds equalled 1879. A further 24 confirmed cases were added to the total since 7 June.

Bed Occupancy

At 08:00 on Monday 15 June 2020, 63 beds were occupied at LTHT by confirmed COVID-19 patients. A further 144 beds were occupied by suspected COVID-19 patients.

68% of general and acute beds at Leeds Teaching Hospitals NHS Trust were reported to be occupied and 63% of critical care beds were also occupied, 8 of these beds being occupied by confirmed COVID-19 patients.

9 confirmed COVID-19 patients at LTHT were occupying mechanical ventilation beds and on an oxygen supply. 1 confirmed COVID-19 patient was occupying non-invasive ventilation beds and in receipt of oxygen, and a further 56 confirmed COVID-19 patients were in receipt of oxygen.

Covid Discharges at LTHT

In the last 7 days, there was 37 discharges from Leeds Teaching Hospitals NHS Trust, with 5 patients (14%) being discharged to their usual place of residence. The total number of patients discharged by LTHT to date equates to 692 patients (81% to their usual place of residence)

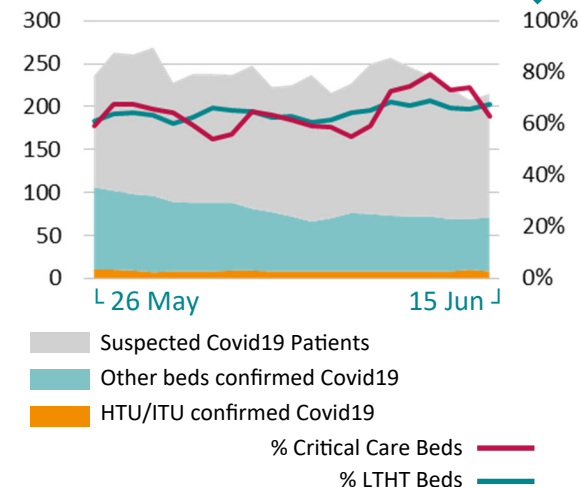
Care Homes

As of Monday 15 June 2020, 149 of 151 care homes declared information on Care Tracker (99%).

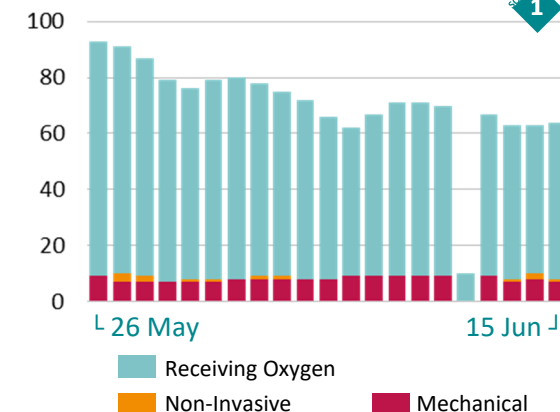
Of those care homes that are reporting: 146 are reporting they are operating with minimal risks, 3 are reporting some risk to admission status deterioration, and none are reporting significant risk to admissions in the next few days.

10 homes are closed or partially closed, of which 1 home is reported having at least one confirmed COVID-19 case.

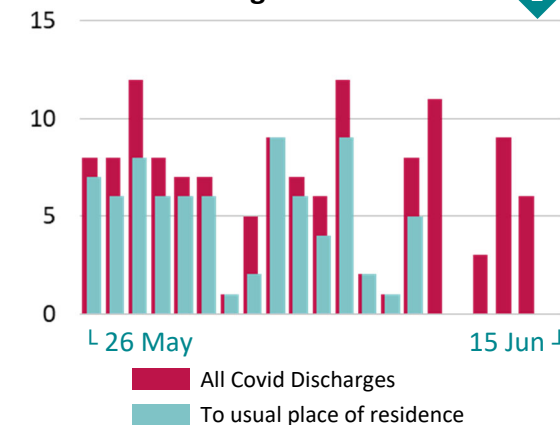
Bed Occupancy



Confirmed Cases on Ventilation



Covid19 Discharges



Sources:

1) Leeds Teaching Hospital Trust - 15/06/20

The Health and Social Care reporting will change for next weeks dashboard to reflect the changing context from the NHS as they move to recovery focused data

Coronavirus - Citizens and Community

Weekly Report - 16 June 2020



320 Covid19 related Incidents last week



425 Domestic incidents reported last week

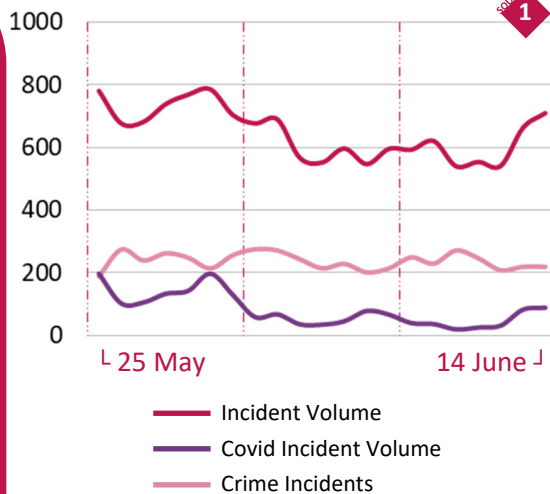


5 Covid19 related warnings issued last week

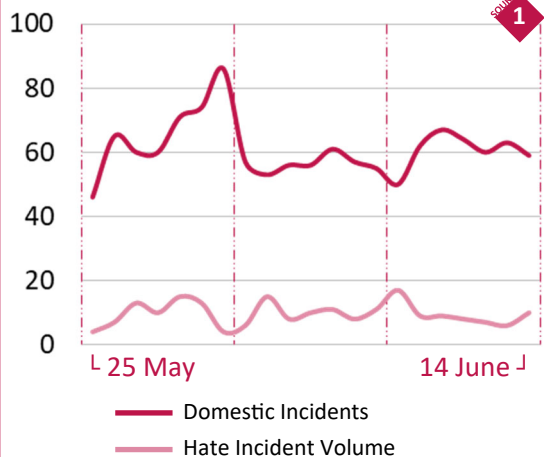


199 People in emergency accommodation

Incidents, Crimes & Covid Incidents



Domestic & Hate Incidents



Incidents and Crimes Overview

Due to the relaxation of restrictions there has been a significant drop in the numbers of reports of non-compliance and subsequent warnings issued. Some reports relate to people not understanding changes to rules, but generally comply when explained.

Weekly totals	Volume	Change
Crime	1641	-5
Incident	4222	-4
Covid Incident	320	-63
Covid Warnings	5	-13
Domestic Incidents	425	+30
Hate Incident	66	-3

Children & Education

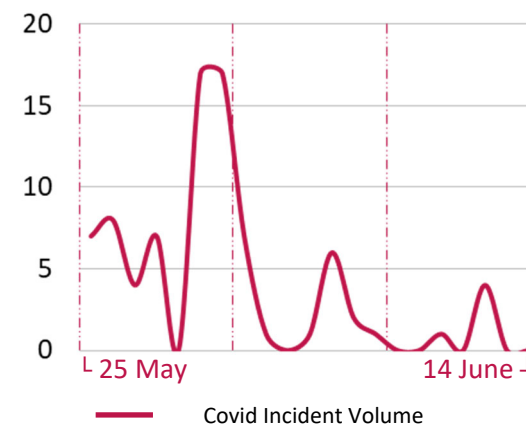
Average School Attendance w/c 1 June 2020:

Pupils	Number
Total pupils attending daily	6117
Response Rate	81%

*Please note there will be some overlap between critical workers and vulnerable children.

From 1st June, DfE guidance changed to enable schools to open to pupils in nursery, reception, year 1 and year 6 and this has led to a sharp increase in the numbers of pupils attending school. 220 state-funded schools reported to the DfE that they were open with an average of 6117 children attending daily (81% response rate).

Covid19 related warnings issued



Shielded Persons

Over 45,300 Leeds residents have been identified and are considered "clinically vulnerable" and requiring shielded support. To date, over 19,300 have registered with Leeds City Council for support. Many of those identified in the shielded cohort will not require targeted support.

Living Situation	Advised to Shield	Registered
Care Homes	1491	95
Social Care package	2605	585
Sheltered Accommodation	1204	539
Independent - alone	13426	5473

Identified Needs	Number
Accessing food	4640
With basic care needs	1176
Carrying supplies inside	1661
Dietary requirement	2374

Emergency Accommodation

As of 12th June there were 199 individuals in emergency accommodation. The number is reducing as several individuals have been moved into more stable accommodation/support

Sources:

- 1) Safer Leeds - 15/06/20
- 2) Leeds Children's Services - 15/06/20
- 3) Leeds Adults Services 15/06/20

Coronavirus - Citizens and Community

Weekly Report - 16 June 2020



1250+ Calls
To LCC Covid19
support helpline



118%
Domestic waste
compared to 2019



Page 101

109%
Recycled waste
compared to 2019



123%
Garden waste
compared to 2019

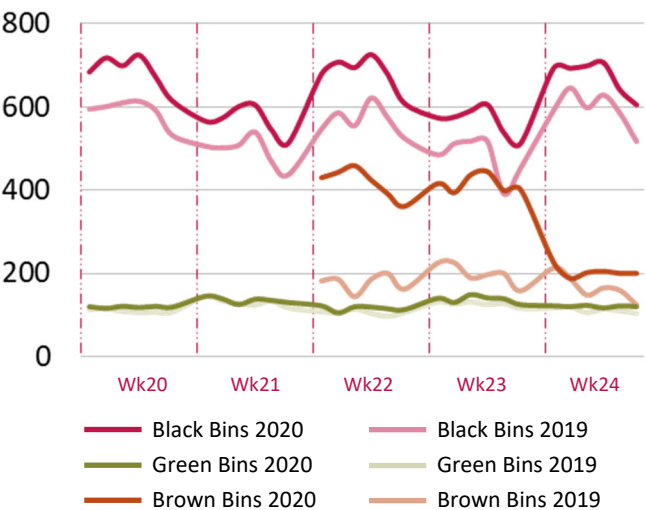
Domestic Waste and Recycling

Source 1

The Covid-19 lockdown has affected domestic waste and recycling collections. Both black and green bin weights have increased significantly when compared to the same period last year. When brown bin collection (garden waste) restarted on 25th May there was an increase of over 200% compared to 2019, this has since returned to levels comparable with the increases in Green and Black bin collections.

Waste Type	Tonnage	Change
Black Bins - 2019	2877	
Black Bins - 2020	3397	118%
Green Bins - 2019	758	
Green Bins - 2020	829	109%
Brown Bins - 2019	996	
Brown Bins - 2020	1221	123%

Daily Tonnage



Sources:
1) Leeds City Council 15/06/20

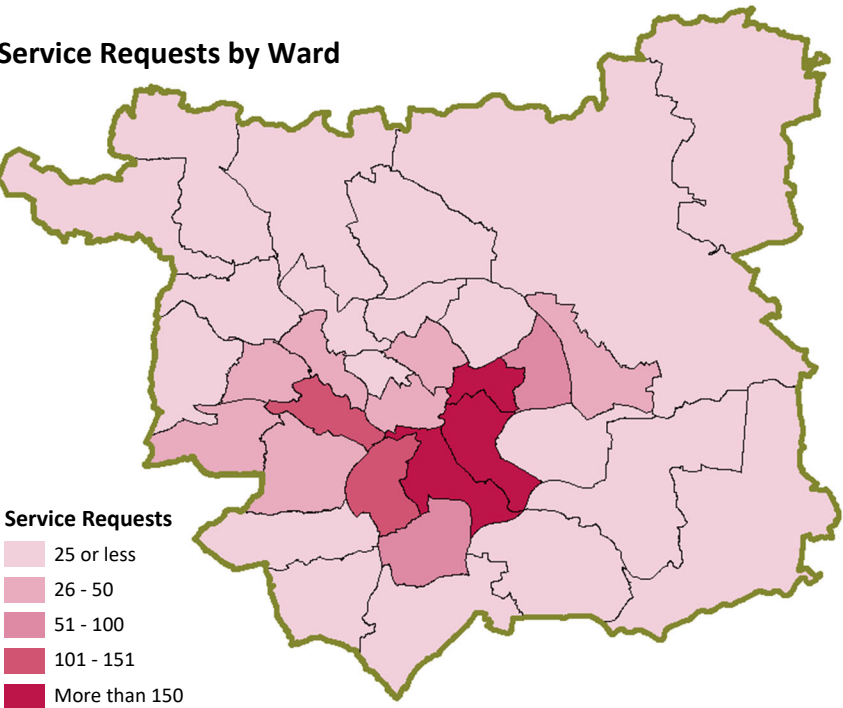
Call Centre Data

Source 1

In the week commencing 18th May there were over 1250 calls to the Leeds City Council call centre that could be attributed to the Covid19 Pandemic. Of the calls that could be categorised, the following support was provided

Type of Assistance	Number
Food & shopping	118
Food parcel	768
Prescription	77
Fuel	230
Personal Products	52
Dog walking	4
Befriending and reassurance	24
TOTALS	1273

Service Requests by Ward



Coronavirus - Economy and Business

Weekly Report - 16 June 2020



190 Grants
for businesses
issued this week



£194 Million
To support C.Tax
payers & businesses



Closed businesses
reopening in line
with Govt. guidance



42% Increase
Of people on
Universal Credit

Economy and Business

SOURCE 1

Figures from the ONS showed GDP fell by 20.4% in April 2020, following a fall of 5.8% in March 2020. April's fall is the biggest the UK has ever seen. Virtually all areas of the economy were hit, with pubs, education, health and car sales all giving the biggest contributions to the fall. Manufacturing and construction were also badly affected. Almost 9 million people are now furloughed, more than one in four of the UK workforce.

The HMRC has released data on take up of the Coronavirus Job Retention Scheme by local authority. In Leeds, up to 31 May 2020, 88,200 workers had been furloughed, this figure represents approximately 20% of the city's workforce, which suggests the level of furlough is a little below the national average.. The total number of workers furloughed for West Yorkshire stands at 256,300.

Businesses continue to prepare to reopen, with a gradual removal of staff from furlough. Intelligence suggests redundancies are expected in response to the tapering of Government support for the furloughing scheme, with business closures perhaps peaking in the last two quarters of the year in response to a lack of cash-flow. Many firms are coming to the realisation that recovery will be prolonged and for some this may mean two to three years.

Traffic flows are continuing to increase across all monitored sites. Overall, traffic flows were up 14% on last week, with morning and afternoon rush hours up 31% and 15% respectively. Network Rail reported an increase of 8% in daily footfall levels on Leeds Station Central Concourse. Public transport operators are reporting difficulties in enforcing social distancing despite signage on buses.

As of Thursday 11th June the council has received 577 applications to the Discretionary Grant Fund, from across a range of sectors including suppliers to the Retail, Hospitality and Leisure sector, manufacturing, business services, medical services, creative and digital, and charities. Applications are currently being assessed.

Sources:

- 1) Leeds Financial Services - 15/06/20
- 2) HMRC - June 2020
- 3) Department of Work & Pensions 19/5/20

Finance

A report on the impact of Covid-19 on the council's financial position this year and next will be published Tuesday 16th June (available at democracy.leeds.gov.uk) for consideration at LCC's Executive Board meeting the week after. The latest projected overspend for 2020/21 is now up to £198m (up from the £165m reported in May); the latest projected gap for 2021/22 is £118m. The report explains that further financial assistance has been requested from central government but, if this is not forthcoming or is insufficient, an Emergency Budget will be considered by Full Council in the summer. On Friday 12th June, MHCLG issued its third returns form for local authorities to submit by Friday 19th June, quantifying the impact on their income and expenditure as a direct result of Covid-19.

Furloughed Employees

Using the HMRC's Coronavirus Job Retention Scheme (CJRS) data, and then calculating against the proportion of the workforce from the ONS's annual population figures for people classed as economically active. We are able to estimate the number of furloughed employees in the Local Authority and neighbouring areas:

For context the current UK national average is 25.2%

	Economically Active	Furloughed Employees	Furloughed %
Bradford	238,500	53,900	22.6%
Calderdale	101,500	23,700	23.3%
Kirklees	207,900	50,400	24.2%
Leeds	414,800	88,200	21.3%
Wakefield	169,900	40,100	23.6%
West Yorkshire	1,132,700	256,300	22.6%

Universal Credit Claimants

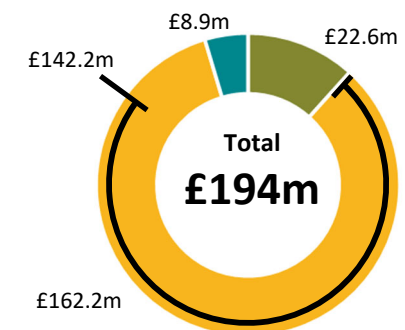
DWP have released figures for the number of people claiming Universal Credit (UC).

Between March and April there were 14,958 new claimants of UC in Leeds, an increase of 42.2% overall.

This has increased the rate of claimants in from 6.9% in March to 9.8% in April (as a proportion of the Working Age Population)

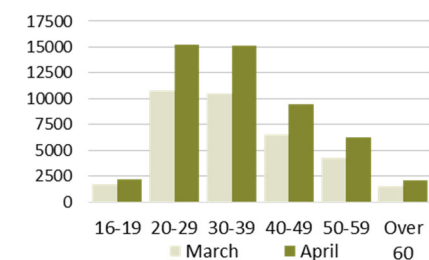
Business Grants	Number	Value
Grants issued this week	190	£2.26m
Total grants issued	11537	£142.2m

Support to businesses and council tax payers



- Hardship Fund (Council Tax)
- Business Rates Reliefs (NNDR1)
- Business Grant funding received
- Business Grants awarded

New UC claimants by age



Coronavirus - Infrastructure & Supplies

Weekly Report - 16 June 2020



15% Foot fall
In Leeds Centre in
relation to 2019



25.5% Foot fall
In Leeds Station in
relation to 2019

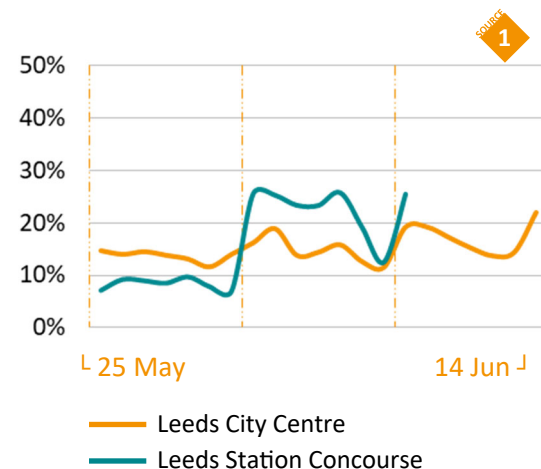


64% Traffic
Compared to usual
expected traffic flow

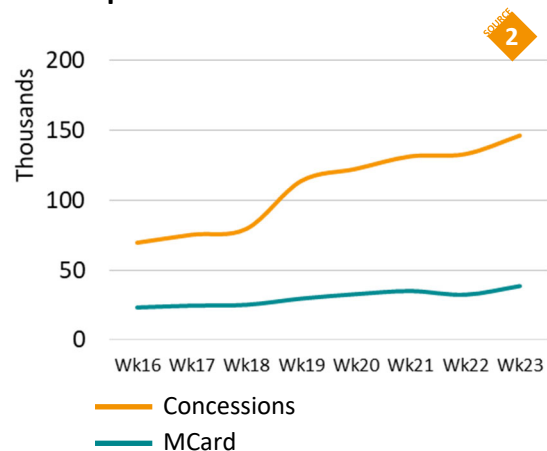
Travel

Patterns of travel have increased in Leeds Centre this week in footfall both in Leeds Centre and Leeds Railway Station.

Percentage of Expected Footfall



MCard purchases and Concessions

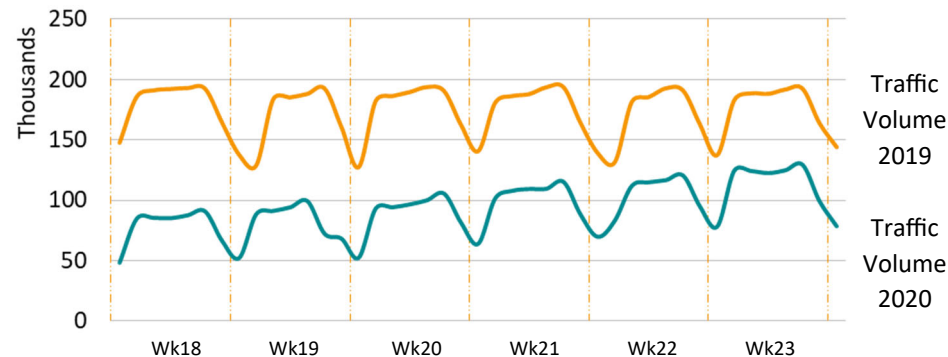


Sources:

1) Leeds City Council - 15/06/20

2) West Yorks. Combined Authority - 15/06/20

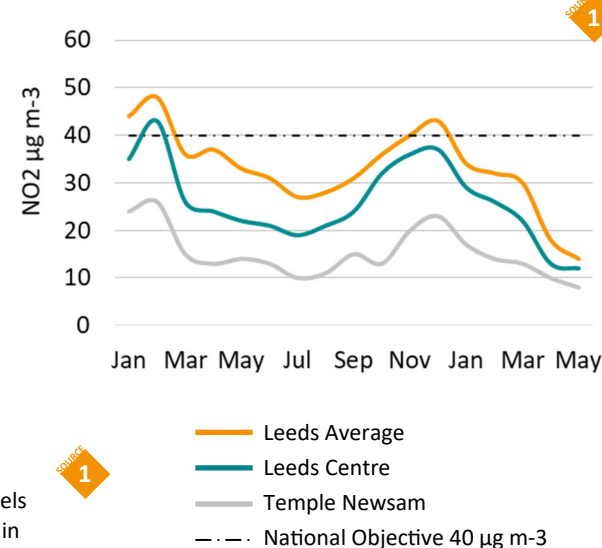
Two-way 24hr Traffic (5 Radials)



Leeds Air Quality (May 2020)

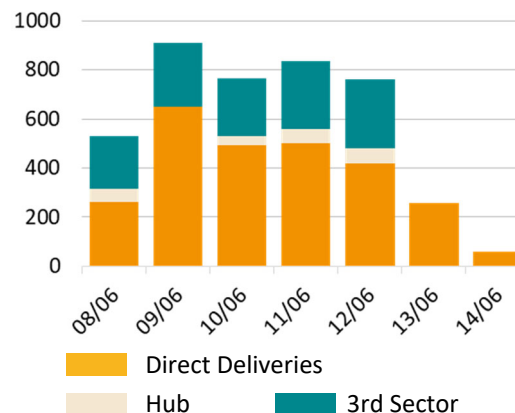
The plot to the right shows the monthly mean Nitrogen Dioxide (NO₂) for all the Leeds air quality monitoring sites. NO₂ is one of the main pollutants of concern from vehicle emissions. The effect of the lockdown shows a dramatic reduction across all sites in Leeds and the City Centre area.

Temple Newsam Park is included to illustrate the approximate background levels of NO₂ away from busy road networks



Food Parcel Deliveries

In the previous week over 4100 food parcels have been distributed to Leeds Residents in need.



PPE Supplies

Reflecting the national picture, there a significant shortages of PPE. However Leeds and LRF stock has maintained good levels of stock over the last few weeks.

Sanitizer wipes and gel have starting being delivered to Council buildings to prepare for colleagues that may need to return to LCC sites.

Coronavirus - Organisational

Weekly Report - 16 June 2020



5% LCC staff
Declaring Covid19
absence from work



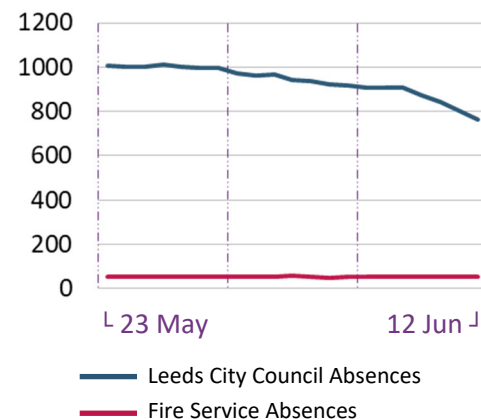
4% Fire staff
Declaring Covid19
absence from work



3-10% Health
staff declaring
Covid19 absences

Page 104

Covid related workforce absence



Leeds City Council

Since the 1st of March a total of 3,210 staff have been absent due to a Covid19 related issue, of which 2,507 have since returned to work. 961 were due to sickness absence, of which 924 have since returned to work.

At the 12th June, 764 staff are currently absent due to Covid19 related issue, of which 41 are sick and 724 are isolating (without access or suitable role to work from home), representing 5% of the organisation..

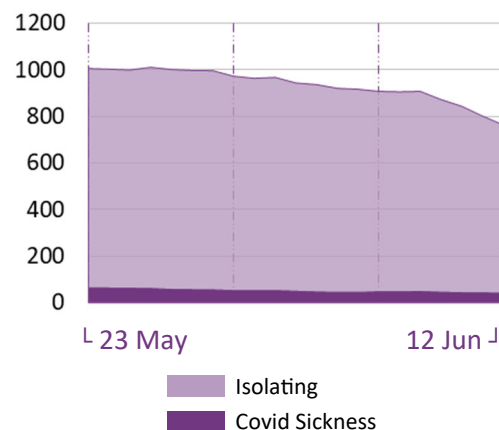
Fire Services

As of the 15th June, 52 staff are currently absent due to Covid19 related issue, of which 3 are currently sick and 49 are isolating (without access or suitable role to work from home), representing almost 4% of the organisation.

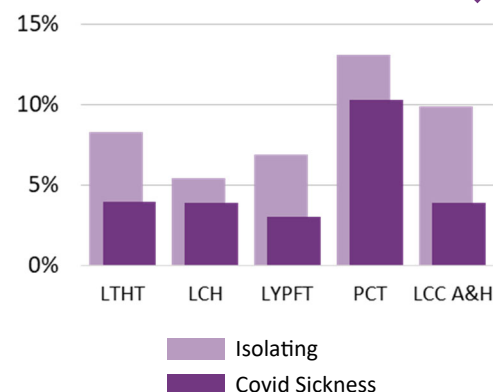
Health Care Services

As of Monday 15 June 2020, total workforce absence has seen a very small decrease, but remains approximately double the rate for the LTH and LYPFT when compared to 2019.

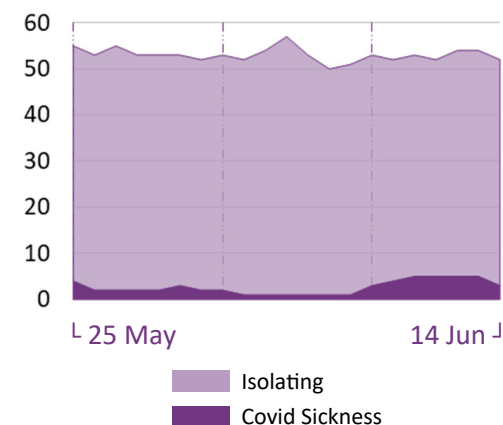
Leeds City Council absences



Health Care Services absences



Fire Service absences



Sources:

- 1) Leeds City Council 15/06/20
- 2) West Yorks. Fire Service - 15/06/20
- 3) Leeds Teaching Hospital Trust - 15/06/20

Coronavirus - Communications & Media / Policy Announcements

Weekly Report - 16 June 2020



7500 Visits
to Covid19 guidance
web pages



**“Your NHS is still
here for you”
comms message**

Page 105

Website Visits

Around 7.5K visited the COVID information web pages, of which over half were new users. This was down from 11K last week.

The GovDelivery Covid email bulletins, which are sent out to 116K residents, had a high open rate this week of 43% compared to 44% last week.

Council/others

Big focus on management of safety messaging around return to work/public transport/opening up of high street retail from June 15, including:

- advice to businesses and enhances street cleansing;
- street space management for pedestrians and cyclists;
- emphasis on hygiene with appeals re using contactless payments and donating direct to bigchangeleeds instead of giving handouts to beggars.

Public transport comms targeted with posters and signage across bus shelters, stations and transport hubs, a social media campaign and media coverage, newsletters and web updates.

Continuing development of comms plan to support test and trace/outbreak management; linking in with other pilot area councils and national programme.

Council financial situation and how it has been impacted by covid – media and internal comms.

Active management of social media – main areas attracting interest statues review and BLM protests; city centre reopening and brown bin collections.

Managing messages around parking fees reintroduction from July 4 while still supporting free permits for NHS and social care workers.

Health

Building on promotion of Mindmate and mental health support for young people as significant uplift in visits to website during lockdown of 84% and calls to teenage helpline triple.

Developing communications to support the Bridge Street walk to test centre, including radio ads on Radio Asian Fever in English and Punjabi.

Continue to deliver 3 times/week operational communications bulletin across the Trust for all staff to help support ongoing messaging and changes in guidance.

Supporting clinical teams with appropriate patient information in light of some clinics and procedures restarting and more people coming into hospital (social distancing, self-isolation before procedures, what to expect etc.).

Supporting estates and facilities teams with plans and messaging on car parking.

Promoting the ‘your NHS is here for you’ campaign to encourage people to attend for emergencies at the hospital.

Ongoing media activity including Foreword to YEP heroes and Mental Health article.

8 June 2020

Whole care home testing is now available to all adult care homes in England.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

9 June 2020

The Business Secretary confirmed that the Government’s plan to allow non-essential retail to re-open from 15 June will go ahead due to satisfactory progress in meeting the government’s 5 tests.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

Five ‘recovery roundtable’ working groups launched by the Business Secretary to lead on economic recovery and growth.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

Deadline for councils to publish their electoral registers extended from 1 December 2020 to February 2021, to allow for the challenges presented by coronavirus.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

DfE to contact 100 schools in England to invite them to join a study to monitor the prevalence of Covid-19 in schools.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

10 June 2020

From 13 June, people from single-adult households, excluding those who are shielding, allowed to spend time inside the home of one another household.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

From 15 June, drive-through outdoor attractions such as safari parks and outdoor cinemas can re-open, provided that social distancing is facilitated and indoor areas remain closed.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

11 June 2020

Allocations of funding for Test & Trace announced, with Leeds to receive just over £4.1m.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

£63m announced for local authorities to support people struggling to afford food and other essentials.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

12 June 2020

Training and online resources announced for local authorities to support the re-opening of high streets from 15 June.

[Source: www.gov.uk \(webpage\)](https://www.gov.uk/webpage)

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Corporate risk		Current risk evaluation			Target risk evaluation (by summer 2020)		
Title	Coronavirus: threat to life, health, wellbeing and the economy	Probability	Impact	Rating	Probability	Impact	Rating
Description	Risk of fatalities and serious illness, significant disruption to the city and to council services in the short- to medium-term and long-term negative economic impact as a result of the coronavirus pandemic, potentially greater impact on more vulnerable and disadvantaged.	5 (Almost certain)	5 (Highly significant)	Very High	4 (Probable)	4 (Major)	Very High
Accountability	Risk owners: Cllr Blake (Leader) and Tom Riordan (Chief Executive) Delegated owners: Directors and Executive members Key contact: Mariana Pexton (Chief Officer, Strategy & Improvement)	Monitoring		Best Council Plan implications			
		Last review date	Next review date	This risk impacts upon all ambitions and priorities for the city and the organisation set out in the council’s corporate plan			
		19/6/20	19/7/20				
Management review and action – systematic update monthly for Executive Board reporting and reviewed regularly by SCG Gold, CLT and Executive Members given dynamic context. More detailed risk approaches being used at more themed and directorate levels.							

Strategic		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Ensuring effective planning and monitoring - Ensuring clear governance – Leeds and West Yorkshire, Regional and National - Maintaining effective public engagement and support - Lockdown restrictions may need to be re-imposed following initial easing - Major challenge around operating the city centre and town and district centres in line with updated social distancing requirements	- Overall plan in place and regular review - Multi-agency governance in place and regular review - Clear approach to engagement – public, political, partners, staff, trade unions - Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen.	- Continually improve clarity of governance and reporting arrangements, including detail below overall plan - Evaluate engagement approach is effective - Increasingly explicit shift towards recovery - Best Council Plan outcomes and priorities are being reviewed and updated to reflect implications of the pandemic on the city and the council. - Taking account of the lessons learned from the pandemic (local and national) - Influencing national developments to help ensure they are effective

Health and Social Care		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Increased death caused by COVID-19 (includes deaths in care homes and home deaths as well as hospitals) - Care Home sustainability - Increased hospital admissions caused by COVID-19 - Additional pressure on health and social care services - Other health issues caused by inevitable focus on COVID-19 - Worst affected are those most vulnerable - People with non-coronavirus health issues don't report them to their GPs e.g. chest pains, mini strokes - Additional outbreaks as restrictions are lifted	- Stabilisation and Reset Task Group established to ensure there are co-ordinated plans for the robust reset of services which drives an integrated city-wide approach. The group will need to manage the constraints collectively wherever possible and actively address the health inequality impacts of the changes / and the reductions in and loss of services. - Local outbreak plan and governance arrangements in place	- Take strategic direction from Health and Social Care Gold to recovery scenario planning and support a stable and safe reset of the health and care system - Demonstrate agility and responsiveness to the challenges of continued uncertainty during phase 2 and beyond - Work together to overcome individual and shared obstacles - Ensure a mutual aid approach across all organisations - Ensure coherent citywide communication and messaging, accessible in multiple languages and formats encouraging appropriate care seeking behaviour by the public for both COVID-19 and non-COVID-19 conditions and ensuring continued access to emergency unplanned care for those who require it (and that the public knows and understands when they should seek care) - Ensure the co-ordination of: - Workforce; Estates; Information Governance and digital approaches; Finance and contracting; Planning; Shared learning; and Associated ICS programmes

Citizens and communities		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- School closures and impact on educational attainment and progression - Risks arising from the phased reopening of schools e.g. difficulty maintaining social distancing, infection spread, Trade Union concerns not addressed. - Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse) - Increase in levels of domestic violence 3rd sector resilience / sustainability problems - Community cohesion/tension issues related to the pandemic - Extremist narratives - People ignoring national lock-down and social distancing guidance - Provision of emergency food struggles to meet demand as a result of reduced food supply and/or fragility of the infrastructure which relies heavily on volunteers and 3rd sector organisations - Inequalities relating to COVID-19 - Problems maintaining social distancing once public spaces reopen	- Schools providing online tuition - Tracking of children and partnership working - Promoting contact details for domestic violence help - Active support for 3rd sector and lobbying for national support - Daily intelligence report introduced and informing prioritisation of resourcing	- Supporting Leeds school and learning community to minimise disruption - Reopening schools implementing social distancing measures. - Adapting practice and process to ensure vulnerable children continue to be identified, assessed, supported and 'seen/visited' - Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings. - Operation Encompass remains in place. This connects the police with schools to ensure better outcomes for children subject to, or witness to, domestic violence - Major West Yorkshire public relations and communications initiative on domestic violence - Guidance on dealing with extremist narratives circulated to key people - Relevant teams proactively working together to enforce adherence to lock-down guidance and requirements - Liaison with food partners to integrate and reduce duplication. Promote donations - Focus on understanding inequalities impact from range of perspectives to plan accordingly

Business and economy		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Mass job losses - Significant increase in business failure due to the impact of lockdown restrictions - Gaps in central government interventions to support businesses leading to increased business failure, higher unemployment and a deeper recession - Extended lockdown period may result in increased damage to the national and local economy, a deeper recession and an increase in poverty across Leeds - Acceleration of economic trends including automation and digital transformation - High numbers of people infected with the virus or self-isolating and unable to work - Employees and consumers lack confidence in the safety measures in place in public spaces, including public transport as restrictions are lifted in advance of a vaccine leading to an extended hit to productivity and a limited recovery - Businesses may struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE	- Matching people to jobs where growth - Lobbying for an extension of the Job Retention Scheme beyond June and a phased withdrawal of support - Efficient processing of payment of grants, ongoing engagement, support and advice - Mobilise new Local Authority Discretionary Grant Fund announced on the 2nd May to support businesses unable to access current grants schemes once government guidance is received - Maintain effective liaison with business, specifically representative bodies to understand impact on local economy - The wider council working with education providers to ensure that there are plans in place for re-opening	- A clear exit plan for the lockdown is needed that can be implemented quickly, allow the economy to get moving again whilst also managing pressures on the NHS - Building capability and capacity to understand how the economy will begin to recover and reshape - Supporting small businesses through the allocation of discretionary fund payments - With Jobshops closed, Employment and Skills has continued delivering employment support programmes with check-ins, online learning, job searches, CVs and matching to vacancies by Employment Advisors - New customers, and referrals by DWP, can visit Leeds Employment Hub website for support to re-enter the labour market - Promotion of current vacancies continues via the council's webpages and social media - Leeds MicroBusiness Support Service support to small businesses, independents and retail sector - A rapid review of the council's Inclusive Growth Strategy has been initiated. - Working Group considering phased and staged working in relation to transport and workplace attendance - A new Bronze Group has been formed with a strong focus in developing multi-agency responses to ensure the public can safely access services, amenities and support

Infrastructure and supplies		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Safe transport not provided when needed (e.g. key workers) - Public transport struggles to cope with matching demand pressures and social distancing / face covering requirements - Increased car journeys into the city due to reduced public transport - Road casualties increase as a result of more cyclists and car journeys	- West Yorkshire Combined Authority (WYCA) engaged and providing support - 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	- Scenario planning for removal of lockdown - Encourage working from home where possible to minimise travel - Continued engagement with partners - Continued efforts to raise PPE issues nationally and be resourceful locally

Infrastructure and supplies		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Schemes not progressed - Insufficient personal protective equipment (PPE) including face coverings - Supply chain failure / key supplier ceases trading - Insufficient food supplies and distribution, especially in emergency for the most vulnerable - City centre car parks return to normal use by shoppers and workers impacting on key workers - The volunteer network may reduce when people return to normality. Organisations may withdraw support and volunteers may need to return to their other 'day job'	- Maintaining contact with major schemes and with key suppliers - Active management of PPE supplies and compliance with the guidance - Use of FareShare and promoting campaign - Encourage working from home & Active Travel measures , including schemes - Utilise commonplace to consult with the public about options and changes	- Work with partners on coordinated solutions with regards to known and unknown high density activities/changes e.g., students returning to university, sporting fixtures, unforeseen protest marches, spontaneous festivals - 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'

Organisational impact		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Problems in maintaining the delivery of critical services as the pandemic progresses - Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff, Trade Union involvement - Significant financial pressures (high levels of unexpected expenditure, reduced income)	- Ongoing assessment of business continuity plans for the council's critical services, with clear focus on H&S. - Extensive activity on workforce and trade union engagement - Proactive approach with meeting needs of remote working - Focus on prioritising PPE - Resourcing pool	- Identification and refresh of changing workforce resource needs to reflect prioritisation. - Financial management arrangements and savings plans - Staff engagement approaches and Staff Network Groups used to help maintain morale and motivation

Media and communications		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
- Challenge to reach some part of the population - Campaigns don't drive behaviour required - Problems maintaining clarity with new/revised communications with the public - Reputational issues from failing to communicate properly e.g. misinformation, conflicting/confusing messages or delay in circulating key messages	- Extensive and coordinated approach in place - Dedicated Communications staff support for each key area - Communications channels established for Coronavirus - Leeds.gov website used to communicate changes to council services and important public announcement re coronavirus - Use of Infographics as an effective way of conveying messages to the public.	Comprehensive social listening and monitoring to identify and highlight emerging issues, FAQs, inform our own communications, and help counter misinformation

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