

Public Document Pack

Executive Board, 20th July 2020

Late Item of Business: Agenda Item 7:

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

This page is intentionally left blank



Report authors: Wasim Feroze/ Alexandra
McEwan-Hannant/ Mariana Pexton
Tel: 0113 37 88805

Report of the Chief Executive

Report to Executive Board

Date: 20 July 2020

Agenda Item 7

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

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
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? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary

1. Main issues

- The unprecedented national and local developments of the coronavirus pandemic remain 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 as effective as possible with the resources and information available, with the council now building on this learning to progress the implementation of the recovery and resumption phase.
- As we enter the next stage of further lifting of restrictions nationally, the local multi-agency arrangements have been modified to reflect this, including outbreak management. Our recovery and service resumption approach continues 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.
- The recently launched Leeds COVID-19 Outbreak Control Plan ([link to plan here](#)) will be key to reducing local transmission of COVID-19, working with partners to prevent and manage outbreaks. Led by the Director of Public Health, the city wide plan has been developed building on our strong foundations and partnerships, working with stakeholders to scale up and enhance existing arrangements and services and increase

capacity, recognising the key role of effective communication and engagement to develop an integrated national and local system to meet the needs of local communities.

- Councils have a key role to supporting the new test and trace service across England, aiming to control the spread of infection. Contact tracing is one component of the Leeds COVID-19 Outbreak Control Plan and will link in with the full range of public health tools and techniques.

Our outbreak control plan means:



Prevention



Promoting social distancing, handwashing and face covering



Supporting workplaces, schools and other settings to operate safely



Working with communities, employers and third sector partners

Test & Trace



Raising awareness of the symptoms of coronavirus



Encouraging anyone with symptoms to book a free NHS test and self-isolate



Opening mobile, drive-in and walk-in testing sites

Managing Outbreaks



Having local test and trace that works with the NHS service



Community based support for those who are self-isolating



Monitoring the spread of coronavirus using national and local data



Helping workplaces, schools and other settings to manage outbreaks

- This report describes the local approach to planning and delivery and the current main issues under each theme of the Response and Recovery Plan.
- Other sections include the continued approach to risk management 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:
 - Leeds COVID-19 Outbreak Control Plan published on the 30th June.
 - Over £148 million business grants have been paid (as at 14 July), with £1,612,817 paid to local businesses via the Local Authority Discretionary Grant Fund. (as of 9 July).
 - 350 businesses applied for new Digital Resilience Voucher, in the first five days when the scheme was launched.
 - 88,200 employees have been furloughed in Leeds and the number of people starting a claim for Universal Credit in Leeds almost doubled to 62,884 by May.
 - Micro Business Support Service has hosted chat events, including engaging with 79 businesses and 121 telephone support sessions.
 - Employment and Skills Team have supported 1,140 people into work including 62 into apprenticeships (April – June 2020).
 - Leeds Train Station saw a 51% increase in footfall on the 4th July.
 - Major transport schemes have continued to be delivered throughout lockdown e.g. Regents Street flyover replacement
 - 70% of high schools are using the Start in Leeds online careers guidance platform
 - 13 child care hubs remain open.
 - 34,390 school meals are being provided to children each week, including 1,890 grab bags and 2,500 hampers.
 - There are currently 44,180 people shielding in Leeds. 19,214 are registered with the national shielding support programme. 85,628 texts, 28,326 emails, 10,054 letters, 7,271 calls have been made to people who are shielding.
 - 199 people supported in emergency accommodation.
 - Supporting 3637 people through home care and 2852 people in care homes
 - Museums and galleries are starting to open this month, along with some Community Hubs.
 - Over 100,000 recorded visits to Household Waste and Recycling Centres since they reopened in May.
 - Refuse collections have been maintained despite record total tonnage across all waste streams with black bins around 20% above the normal amount and green bins around 10% higher.
 - All meetings of the council's Council, Executive Board, Plans Panels, Scrutiny Board and Corporate Governance and Audit Committee have re-started remotely.

Coronavirus – summary of council impact



July 2020



Leeds Local Outbreak Plan

published on the
30th June



£1,612,817 paid to local businesses

via the Local Authority
Discretionary Grant Fund
(as of 9th July)



70% of high schools

are using the Start in
Leeds online careers
guidance platform



51% increase in footfall

at Leeds Train Station
on the 4th July



13 child care hubs remain open



100,000 visits

to Household Waste
and Recycling
Centres
(since they re-opened)



All meetings of the council's Executive Board

Planning, Scrutiny Board,
Corporate Governance
and Audit Committee have
re-started remotely



49,200 food bags

distributed by the
Emergency Food
Service over 15
weeks to 5th July



85,628
texts
28,326
emails
10,054
letters
7,271
calls

calls have been made to
people who are shielding



Major transport schemes

have continued to be
delivered throughout
lockdown e.g.
Regents Street
flyover replacement



1,890 grab bags 2,500 hampers

are being delivered
weekly to school
children



1,140 people

supported
into work
including 62 into
apprenticeships
(April – June 2020)

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

- As described in previous reports, the version 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 continues 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**

- There is a separate and more detailed Financial Health monitoring 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, progress and issues as we move through phases of dealing with the COVID-19 pandemic.
- Note the launch of the Leeds COVID-19 Local Outbreak Control Plan to ensure effective local arrangements regarding outbreak management and linked to national testing and tracing approach.
- Note the emerging issues for consideration during the next phase of recovery.
- Recognise the need for vigilance across the city as we move into the next phase with an emphasis on stay safe messaging.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus for the council.

1. **Purpose of this report**

- 1.1 This fifth report updates Executive Board on the coronavirus (COVID-19) work across the city including the emerging recovery approach, outbreak management, and current issues and risks. The city's multi-agency command and control arrangements continue to be used with the Response and Recovery plan aiming 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.

2. **Background information**

- 2.1 Since the outbreak of the coronavirus in December 2019, a large 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. The most recent announcements since the June Executive Board paper are in Annex A. 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 number of COVID-19 cases are being updated daily on the .gov.uk website COVID-19 cases by local authority. Nationally, as at 14 July there have been 291,373 confirmed cases of COVID-19 in the UK and 44,968 deaths. Leeds has 3,673 confirmed cases and 635 deaths as of 14 July. The methodology for reporting positive cases changed on 2 July which accounts for the significant increase in reported cases since the last update to Executive Board. Of the 635 COVID-19 related deaths registered so far, this data includes place of death, 257 (40.5%) occurred in a care home, 22 (3.5%) at home, 12 (1.9%) in a hospice and 344 (54.2%) in hospital. To date, 25% of all deaths registered have been COVID-19 related. The numbers of excess deaths in Leeds continues to fall. For the week ending 12 July, there was a 23.2% reduction in the number of deaths registered in the Leeds district compared to the same period in 2019.
- 2.3 We receive a range of data on a daily basis to inform our local position and response, including information on new positive cases and any outbreaks affecting Leeds residents. The Weekly Coronavirus Disease 2019 (COVID -19) Surveillance Report, produced by Public Health England, summarises information from a variety of surveillance systems covering national data on cases, age, gender, rates, ethnicity, NHS111, google searches, general practice consultations, emergency attendances, hospitalisation rates deaths (age, ethnicity, excess mortality) antibody testing, global data. There is also regional data and weekly rates of cases by local authority including a PHE top 10 of UTLAs with the highest weekly rate of cases (link [here](#)). As of 14 July, Leeds has a 7 day infection rate of 6.6 per 100,000. This is lower than the Yorkshire and Humber rate (13.1 per 100,000) and the rates in neighbouring West Yorkshire authorities. The overall trend shows that case numbers are declining in Leeds. We will continue to focus on preventative measures to keep infections low, and closely monitor this and other data to inform our local response as part of the Leeds COVID-19 Outbreak Plan.

3. **Main issues**

- 3.1 The Leeds multi-agency command and control arrangements for the outbreak, as described in previous Executive Board reports, are set alongside the wider governance and delivery framework at a sub-regional level including the West Yorkshire Local Resilience Forum and the West Yorkshire Combined Authority.
- 3.2 The Leeds COVID-19 Outbreak Control Plan sets out how local partners will work together to reduce transmission of COVID-19, prevent and manage outbreaks. This is a city wide plan and developed with our key partners, under the leadership of the Director of Public Health (DPH). The plan covers the context and background to the development of local outbreak control plans, the principles which will guide our approach and how we will deliver this for the people of Leeds by scaling up our capacity. We will take a proactive, preventative and positive approach, with an emphasis on what people can do to keep themselves safe and support others. We will work to engage communities, businesses and the third sector and do extensive communications, overseen by the newly established Outbreak Control Board chaired by the Leader.

- 3.3 The multi-agency arrangements have been further developed to reflect the risks that local outbreaks present as restrictions are lifted, including with the Leeds COVID-19 Outbreak Control Plan. As the nature of the pandemic changes, the phases of the response and recovery plan have shifted to recovery and resumption, 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.
- 3.4 The attached Response and Recovery Plan (Annex B) details the scale of activity and updates from across the multi-agency arrangements. The Leeds Strategic Coordinating Group (SCG Gold) Dashboard for w/c 13th July to highlight the most recent position at Annex C.
- 3.5 The section below provides Executive Board with a specific update on the key emerging issues under each strand of the Response and Recovery Plan, which highlight a range of key considerations for the council as we progress and move forward in the next phase of recovery.
- 3.6 **Local Outbreak Control Management**
- 3.7 Good progress is being made within all of the key work streams of the outbreak control plan. These work streams mean partnership working at a local, regional and national level to develop joint working arrangements and increase resources to support incident and outbreak management. Additional work streams focusing on workplaces and NHS settings have been established under bronze arrangements.
- 3.8 Whilst well established local systems for outbreak management are already in place, one of the key current challenges is capacity to strengthen proactive and preventative work whilst managing emerging local situations. Additional capacity is being developed for the health protection team, environmental health team and infection prevention control team but is not yet in place. A weekly incident management team meeting is being held to review any incidents or outbreaks occurring across Leeds, look at the local data and intelligence and use this to support a timely operational response to any emerging issues. Extensive plans in place for proactive and reactive communications to support outbreak planning.
- 3.9 Planning for different potential situations and outbreaks including clarification around roles and responsibilities across the system is one of the next key areas to strengthen.
- 3.10 **Health and Social care**
- 3.11 Health services are restarting services that were suspended to allow the prioritisation of COVID. Throughout this period, the NHS in Leeds has ensured that that people in Leeds (and beyond) could access treatment for urgent and life or limb-threatening conditions or emergencies.
- 3.12 Due to the suspension of routine work for so many weeks, a significant waiting list has built up and capacity remains reduced as COVID patients remain in the hospital and social distancing measures are in place in all clinical settings. As capacity is greatly reduced, the first priority is to treat clinically urgent patients, using the full range of both NHS and private sector providers.

- 3.13 The hospital is now able to respond to routine referrals from primary care, enabling new patients to access advice and support as far as possible, although if face to face appointments are needed, these may need to be delayed for further clinical space to be made available to enable social distancing.
- 3.14 Referrals to social care are back to nearly normal levels and, after a dip in referrals, we have seen an increase in the number of safeguarding concerns raised to above 2019 levels. We are seeing a very marked difference in service utilisation with up to a fourfold increase in the number of new home care packages and a very significant drop in the number of care home admissions as people express a clear preference for their relative to remain living at home. We currently support 3637 people through home care and 2852 people in care homes.
- 3.15 Services are now taking steps to resume day services with advice recently issued on how to do this safely. Some Day services have never ceased and others have changed how they were delivered. We envisage more day services opening in August and September.
- 3.16 Active planning for winter has already started with predictions around the rate of infection covering a wide range so the key issue will be flexibility and the ability to mobilise additional services quickly and effectively.
- 3.17 **Infrastructure and Supplies**
- 3.18 Considerable planning is taking place across all agencies to ensure sufficient capacity across the transport network with associated communications in place ready for the September / October return to schools, students to campus and more people resuming work generally. This includes monitoring of traffic flows should they increase to or even exceed pre-lockdown levels especially in the late summer / early Autumn period as this could have major implications for the progress of existing and planned transport infrastructure schemes on the network. The safe access to all educational establishments in September / October will be very challenging and may require further financial support from government.
- 3.19 An important recent step has been a move to a “travel safe” pledge (travel at quieter times, wash your hands, wear a face covering) from the recent “essential journeys only” on public transport, however it is not known at this stage how this will influence transport usage and impact capacity. Passenger messaging (via social media) is being enhanced to highlight potential service overcrowding.
- 3.20 Active travel measures continue at pace with West Yorkshire Combined Authority awarded £2.513m of funding from the DfT’s Emergency Active Travel Fund. The conditions of the funding require a start on site in 4 weeks and completion in 12 weeks. Given the tight timescales, all schemes will be undertaken on a trial basis with feedback sought from the public to then adjust, abandon or make permanent the emergency measures. Guidance on bids for a further larger round of funding to be delivered this financial year is expected in July.
- 3.21 The current position of supply of Personal Protective Equipment (PPE) to the care sector has significantly improved and prices have started to fall although a backup system is still in place to provide emergency supplies. However, the demand and supplies for PPE still remains a significant challenge during this period as the city

prepares to open more services. To build capacity at a local level, the Director of City Development is chairing a new group, looking to develop a West Yorkshire Health and Social Care procurement and supply chain for PPE.

3.22 **Business and Economy**

- 3.23 The ONS's June Labour Market Update showed that the number of workers on UK payrolls dropped by more than 600,000 between March and May this year, although it is thought that the full effect on employment of the lockdown measures will not be felt until wage support schemes end in October. From the start of the year, the number of people starting a claim for Universal Credit in Leeds almost doubled to 62,884 by May. 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% during the same period, with the number of Leeds residents in work claiming Universal Credit increasing by 7,270 or 69%. Recent data from WYCA's/Chamber of Commerce latest quarterly business survey confirms these trends, with a significant fall in activity on all key indicators in the second quarter of 2020 in Leeds City Region. Domestic sales and exports fell at a faster rate than seen in the 2008 crash, and companies' cash-flow position also deteriorated markedly. However, the majority of businesses reported employment levels unchanged, further suggesting the furlough scheme is helping to mitigate unemployment for the time being at least.
- 3.24 The rate of recovery from the COVID-19 emergency will be constrained by the need to protect the health of the public. It could be many months before all restrictions are lifted and response and recovery will therefore sometimes overlap. The COVID-19 pandemic has served to speed up trends that were already evident in the economy, which means that we will need to be ready to accelerate, stop or change our work to recover. Initial discussions have taken place with elected members and key officers to provide a framework to support recovery, as well as with the Inclusive Growth Ambassadors, and consideration is being given to key areas of focus which align to the areas outlined in the West Yorkshire Recovery Plan.
- 3.25 The demand for business support has surged as a consequence of the virus and its impact on businesses across all sectors. The Small Business Grant Fund and Retail, Hospitality and Leisure Grant Fund support grants have continued to be processed with 12,058 grants paid to a value of £148,200,000 (as at 14 July 2020). The Local Authority Discretionary Grant Fund Scheme closed on 28 June with 960 applications received and payments totalling £1,612,817 as at 9 July. The Leeds City Region (LCR) Scheme Digital Enterprise, delivered by the council has been awarded a further £5.5m of funding for the next 3 years, taking the total funding opportunity to £10.5m for the 3 years. With the first five days of the release, 350 businesses applied for funding via a new Digital Resilience Voucher scheme. Further examples of business support schemes are detailed in Annex B. Resources to provide the levels and types of support required are limited. Businesses continue to be focused on the safety of customers and employees; the long term sustainability of their business models and restructures and redundancies particularly in those sectors hardest hit. Given the continuing risk of local lockdowns, there is a need for the development of a flexible and agile response to the potential impacts on affected businesses.
- 3.26 The Employment and Skills service continues to support a number of companies that are restructuring/reducing staff numbers through redundancies. It is anticipated that as support from government and for furloughed employees tapers, the need for support to staff notified of redundancy will increase. The service will provide an

account manager to support managers and staff to connect with employers recruiting to the same or similar skills sets where possible and access to training and employment support services. A successful bid with Bradford Council to secure a £2.91m ESIF funded programme, will see from July the delivery of employment support for young people 15-24 years identified as NEET to improve their skills and significantly increase their prospects of moving into sustained employment. In Leeds, the support will be targeted to over 1,100 young people with poor mental health, including those with emotional, behavioural and social difficulties, to secure training and work over the next three years. The new Employment and Skills Leeds website was launched on 13 July to provide a single access 'portal' or central place on-line where the revised and changing offer to local residents and employers can be accessed.

3.27 The creative sector has been particularly affected by the pandemic. Research commissioned by the Creative Industries Fund, (CIF) into the economic impact of COVID-19 on industries including music, theatre, film, TV, fashion, publishing, architecture, museums and galleries, suggests a drop in revenues equating to £1.4bn a week over a year and the loss of circa one in five creative jobs. The cultural vibrancy of Leeds contributes to downstream economic benefits including tourism, place making and physical regeneration. The significance of the creative sector in Leeds is further highlighted with over 22,000 FTE jobs in 2017 and a GVA contribution approaching £2bn. The council led on a region-wide survey of the creative sector in May. It found that 87% of creative businesses based in or operating in Leeds had suffered financially due to coronavirus, with 33% of businesses putting staff on furlough; and 23% reducing staff hours, expecting to make staff redundant or will be terminating employment/contracts. Based on financial reserves and current income levels, 12% of creative businesses had either closed or would close within one month and 52% could only continue for 1-6 months due to current restrictions. Arts Council England recently announced the award of emergency grants to four organisations in the city they fund to cover core costs until September; Leeds Playhouse, Northern Ballet, Slung Low and The Tetley.

3.28 On 5 July, the government announced a £1.57bn package of support including emergency grants and loans, to help protect the future of the UK's world-renowned galleries, museums, heritage sites, music venues, independent cinemas and other cultural venues as well as local venues. Further guidance on how this will support the creative sector in Leeds is expected but the institutions applying for the new grants and loans will have to evidence how they contribute to wider economic growth. Guidance for a phased return of the performing arts, starting with performances behind closed doors and rehearsals, is also expected to be published by the government shortly.

3.29 **Citizens and Communities**

3.30 On 2 July, the government announced plans for schools and colleges to reopen in full in September. Current restrictions on group sizes will be lifted to allow schools, colleges and nurseries to fully reopen to all children and young people. COVID-19 secure measures will remain in place to reduce the risk of transmission, with schools being asked to keep children in class or year group sized 'bubbles'. School attendance will be mandatory again from the beginning of the autumn term.

3.31 The council is working through the expectations set in the guidance of the education sector with some of the following issues highlighting the local considerations and potential responses described below:

- Schools will complete revised risk assessments to enable a return to full capacity. In Leeds, the Schools' Health and Safety Team are producing a template document to support head teachers in this process.
- School leaders must ensure that public health advice is followed in their setting, for example people who are ill stay at home, there is robust hand and respiratory hygiene, enhanced cleaning takes place and there is active engagement with NHS Test and Trace.
- Leaders are required to keep the number of contacts between children and staff as low as possible. It is envisaged that this can be achieved through keeping groups separate and through maintaining distance between individuals. It is likely that for younger children the emphasis will be on separating groups, and for older children it will be on distancing. In primary school, this might mean creating a class bubble of thirty pupils. This bubble would be staffed by the same people every day, arriving at different times from other groups, being kept separate in the playground and eating lunch 'in the bubble'.
- In secondary school, because pupils in key stage 4 and 5 study a range of subjects, a bubble might be the size of a year group. Pupils will inevitably see more than one or two teachers in order to receive subject specific teaching, but staff and pupils are more likely to adhere to social distancing rules than younger children.
- Maintaining the integrity of class bubbles will likely be problematic in the new system. Wrap around care at breakfast and after school clubs may contain a mix of pupils from different groups. Similarly, pupils taking school transport will not necessarily be carried in the same bubbles in which they are taught due to the fact that where they live does not correspond with the subjects they study. In Leeds, the local authority is supporting school leaders to find creative solutions to these problems through the work of 3 bronze groups (primary, secondary and special) as well as an additional task and finish group.
- From September, schools will be required to teach a broad and balanced curriculum and only suspend subjects for pupils in exceptional circumstances. In addition, schools should consider the provision of pastoral and extra-curricular activities designed to support pupils with the rebuilding of friendships and social engagement, address and equip pupils to respond to issues linked to coronavirus and support pupils with approaches to improving their physical and mental wellbeing. The Learning Inclusion Team and the Health and Well-being team have produced a number of useful resources to support teachers with this.
- Schools are expected to have a strong contingency plan in place to ensure the continuation of education remotely should a further local lockdown be enforced.

3.32 The resilience of the Third Sector remains a concern and the a recently established Bronze group work continues to understand the potential impact of COVID-19 on third sector organisations and communities and develop actions aimed to maintain the scope, diversity, capacity and sustainability of the Third Sector in Leeds.

3.33 Throughout June, a series of discussions co-chaired with Voluntary Action Leeds (VAL) were held with the Voluntary Hub organisations to review progress, consider the learning and make recommendations for immediate next steps and longer-term potential of building on the city's response to the crisis. Immediate issues are being

addressed through the Communities Silver Group with VAL exploring a longer term development of a new model within localities. A further £165k of funding has been agreed and the distribution of this funding is currently being discussed with Voluntary Hubs with a view to a rapid distribution.

- 3.34 There is a clear trend of domestic violence incidents increasing over the last 14 weeks. The Front Door Safeguarding Hub has seen a sustained increase in domestic violence and abuse (DVA) cases, with the number of repeat cases also increasing. There are concerns around the increased volume of high risk DVA cases which require a Multi-Agency Risk Assessment Conference (MARAC). Around a third of all reported incidents have children present and Children's Social Care and the Early Help Hubs continue to provide support to these families. In response to the challenges of the increased volume of domestic violence and abuse incidents and the progress of the Domestic Abuse Bill through Parliament, the Safer Leeds Executive has agreed to establish a new Domestic Violence and Abuse (DVA) Partnership Board. This group will lead the development of the strategic response to DVA and complete a full needs assessment to support the commissioning of accommodation and support services. The new arrangements will run from September 2020 in preparation for the new legal duties from April 2021.
- 3.35 National advice to shield at home is also changing on 1 August, but the "clinically extremely vulnerable" group remain a high risk group. The Shielding Bronze Group is undertaking a rapid review on the possibility of increased vulnerability for some in this cohort because of impact of months of shielding- particularly in relation to frailty, low vitamin D, mental health and financial impact on people who have been unable to work from home or who still may be unable to return to work in August. Planning is underway to ensure support for this group can be transitioned to mainstream where possible – including welfare, advice, support for ageing well and accessing food and to ensure that local support to this group can be stepped up in the event of full shielding advice at a local or national level is reinstated.
- 3.36 The levels of calls to the COVID helpline have reduced over the last month and are now around 25% of the call levels at the height of the demand. The helpline is still operating through the working week, with reduced hours on Saturday but is no longer operating on Sundays. However, there is still a need to provide advice and support around food, fuel, medicines, loneliness and poverty. Planning is underway to ensure citizens continue to get the help and support they need through the Local Welfare Support Scheme.
- 3.37 **Organisational impact**
- 3.38 A key consideration is the continuing work with trade unions to amend guidance around employees safely returning to work. Effective Silver command and control arrangements remain in place within the organisation, with ongoing engagement with chief officers to deliver an effective and consistent approach to recovery and resumption of services. We continue to use national guidance and have developed a Lifting Lockdown in Leeds Plan to coordinate the resumption of services across the organisation as we move through the current phase. In recent weeks there has been significant changes to national guidance and work has continued to manage and respond to the implications on key organisational processes and arrangements.

3.39 In light of the recent announcements from national government relating to the easing of restrictions for those who are shielding, the current guidance relating vulnerable staff has been reviewed and updated in consultation with trade unions. Revised guidance has moved emphasis away from categorisation to a risk based approach to assess individual circumstances. A Step-by-Step framework has been developed to enable managers to support employees with key risk factors back to work where it is safe to do so. Risk factors include:

- employees who have to adhere stringently to social distancing and other guidelines (originally defined as Category 2),
- employees who have been instructed to shield (originally defined as Category 1)
- employees that do not fall into these categories, but that have other key risk factors such as BAME staff and males over 60 or
- employees who are living with or caring for someone who has to adhere stringently to social distancing and other guidelines or who have been instructed to shield

Guidance will continue to be reviewed regularly and in accordance with the wider national context.

3.40 National government guidance highlights that social distancing must remain in place in the community and workplace to control the spread of COVID-19. In order to achieve a 2m distance within the office, building capacity the last time it was reported was limited to 20%. On the 23 June, it was announced by national government that social distancing rules for England will be relaxed from 4 July. However, the new guidance stipulates that one metre plus should be adhered to only where it is not possible to maintain a two metre distance. A review into the implications of this guidance on building capacity has been completed and the expectation is that the new guidance would only increase capacity to around 35% due to social distancing restrictions in communal areas and lifts. As the current capacity of 20% is able to meet the current demand of those staff for whom it is necessary to return to the office, and the preference remains at a national level to maintain a 2 metre distance where possible, the current arrangements will be maintained and will be reviewed as the situation develops.

3.41 In order to enable a high proportion of staff to work effectively from home, numerous interventions have been implemented by the Digital and Information Service (DIS) in response to challenges initiated by the unprecedented demand on digital systems. Work has been completed over the last few months to upgrade the digital infrastructure with the network capacity being substantially increased on 6 July. Parallel to this development, is the accelerated roll out of Microsoft Teams on 6 July, providing an alternative platform for video conferencing and subsequently relieving the pressure on existing software.

3.42 The current challenges presented by COVID-19 on the council finances remain a key area of focus. There is a separate and more detailed Financial Health monitoring report included on the agenda for this meeting which describes these financial pressures on the organisation.

3.43 Media and communications:

- 3.44 Communications systems and work streams were adapted in the early stages to support the council's active management of the pandemic. As it has progressed these have been further adapted and enhanced to incorporate recovery work. The main challenge in coming months will be in managing capacity as activity is scaled up further alongside both the continued recovery and increased commitment to supporting the developing test and trace and outbreak control work. Extensive communications planning is supporting the outbreak control plan, to keep people informed and ensure "no surprises" whilst also respecting confidentiality.
- 3.45 We have sent a weekly GovDelivery bulletin since the start of lockdown to 116k residents which averages open rates of 47-51% (industry standard excellent response 10-20%). This, along with digital, social and marketing campaigns, has been used to provide information on changes to council services, support as well as wider information including health messaging such as hand hygiene, social distancing, and Your NHS is Here For You to help address lack of patients accessing health services for critical care and life-threatening illness. We have worked with partners including WYCA to issue communications around public transport and safe usage, and redirect where possible to active travel such as walking and cycling, including a push on new cycling routes and safer infrastructure through the Connecting Leeds brand and consultation. We have also supported businesses through regular communication of business grants and support measures, safe reopening guidance, and a campaign #ReDiscoverLeeds to safely welcome people back into the city to address some of the economic impacts with measures including social distancing, signage, what to expect and what to do.
- 3.46 There has been a significant increase in media work activity, with a 44% rise in enquiries from journalists compared to the same period last year. There has also been an overall rise of 25% in the number of proactive press releases, 40% of which were COVID-19 related, for the same period. Nine press conferences have been hosted for local and regional media, along with many individual story discussions and interviews. A considerable amount of extra effort has been invested in monitoring, engaging and messaging on the council's social media channels. COVID-19-related work continues to be much of the team's focus as plans are being put in place to drive forward the communications work supporting the Leeds Outbreak Control Board and ongoing management of the pandemic through community engagement, media, social media and campaign activity. While there was a 25% drop in proactive "business as usual" press releases, this was during a period when many council services were scaled down and events cancelled and the overall increase in proactive work suggests that while the COVID-19 work continues now that services are getting back on-stream this may lead to a further increase in demand on the service.

Corporate considerations

4. Consultation and engagement

- 4.1 Extensive engagement continues between services within the council, with partners, with elected members and with the public. As in previous reports during COVID, 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, volunteering to help the vulnerable, and now on outbreak planning. 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

5. Equality and diversity / cohesion and integration

- 5.1 These considerations are 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 in previous reports and in the councillor/MP updates. Future reports will also cover this.

6. Council policies and the Best Council Plan

- 6.1 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 health, social and economic impacts of the virus. However, work continues 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. Climate Emergency

- 7.1 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.

8. Resources, procurement and value for money

- 8.1 There is a separate and more detailed Financial Health monitoring report included on the agenda for this meeting, so the details are not repeated here.

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

- 9.1 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.

10. Risk management

- 10.1 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 D. The rating of this risk is difficult given the uncertainty, in light of that, a cautious approach is taken for the target rating.

11. Conclusions

- 11.1 This report provides an update on 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 and supporting the reopening of aspects of the economy safely, working with members, staff, partners and the public. The Leeds COVID-19 Outbreak Control Plan has also been launched and will be central to the local approach in reducing transmission of COVID-19 as well as preventing and managing outbreaks. As the city moves in to the next phase of recovery, there will be a range of considerations in responding to the challenges and opportunities as we continue to support the reopening of society and kick-start the economy.

12. Recommendations

- 12.1 Executive Board is requested to:

- Note the updated context, progress and issues as we move through phases of dealing with the COVID-19 pandemic.
- Note the launch of the Leeds COVID-19 Local Outbreak Control Plan to ensure effective local arrangements regarding outbreak management and linked to national testing and tracing approach.
- Note the emerging issues for consideration during the next phase of recovery.
- Recognise the need for vigilance across the city as we move into the next phase with an emphasis on stay safe messaging.
- Use this paper as context for the more detailed financial health monitoring paper on the financial implications of coronavirus for the council.

13. Background documents¹

- 13.1 None.

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.

14. Appendices:

Annex A: National policy developments timeline

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

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

Annex D: Corporate risk LCC 5: Coronavirus pandemic (COVID-19) – July 2020

This page is intentionally left blank

Annex A: National policy developments timeline

The government has taken a significant number of further measures which have eased the lockdown restrictions. This timeline 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).

Date	Policy announcement
22 June	On 22 June, the government announced plans to ease guidance for the over 2 million people shielding. From 6 July, those shielding from coronavirus can gather in groups of up to 6 people outdoors and form a 'support bubble' with another household. Government shielding support package will remain in place until the end of July when people will no longer be advised to shield.
23 June	On 23 June the Prime Minister set out further changes to lockdown measures in England: • From 4 July, pubs, restaurants and hairdressers will be able to reopen, providing they adhere to COVID secure guidelines. • Two households will be also able to meet up in any setting with social distancing measures, and that staycations in England would be permitted with the reopening of accommodation sites. • Some leisure facilities and tourist attractions may also reopen, if they can do so safely – this includes outdoor gyms and playgrounds, cinemas, museums, galleries, theme parks and arcades, as well as libraries, social clubs, places of worship and community centres. • The Prime Minister also announced that where it is not possible to stay two metres apart, guidance will allow individuals to keep a social distance of 'one metre plus'. (i.e. staying one metre apart, plus mitigations which reduce the risk of transmission).
24 June	£105 million to keep rough sleepers and those at risk of homelessness safe and off the streets during coronavirus pandemic. The funding will be used to support people into tenancies of their own including through help with deposits for accommodation, and securing thousands of alternative rooms already available and ready for use, such as student accommodation.
25 June	The Office for Veterans' Affairs (OVA) and the MOD announced that 100 Armed Forces charities will benefit from nearly £6million of extra funding to support serving personnel, veterans and their families during the coronavirus pandemic.
26 June	The government announced that £22 million of emergency coronavirus funding was being made available for more than 540 sexual violence and domestic abuse charities.
27 June	The government unveiled a £200 million fund Sustainable Innovation Fund open to companies across all parts of the UK who need urgent financial support to keep their cutting-edge projects and ideas alive. The support could go towards developing new technologies focused on making homes and offices more energy efficient to cut bills, creating ground-breaking medical technologies to treat infections and diseases, or reducing the carbon footprint of public transport in our towns and cities.

1 July	The government announced employers will have the flexibility to bring furloughed employees back to work on a part time basis.
2 July	The government announced plans for schools and colleges to reopen in full in September. Current restrictions on group sizes will be lifted to allow schools, colleges and nurseries to fully reopen to all children and young people, as COVID-19 infection rates continue to fall. COVID-19 secure measures will remain in place to reduce the risk of transmission, with schools being asked to keep children in class or year group sized 'bubbles'. The government also announced a new £500m funding package (unringfenced) for councils to help address coronavirus pressures and cover lost income during the pandemic. Where losses are more than 5% of a council's planned income from sales, fees and charges, the government will cover them for 75p in every pound lost. Local authorities will also be able to spread their tax deficits over 3 years rather than the usual one year.
3 July	Temporary scrapping of VAT on personal protective equipment (PPE) for infection extended until the end of October. This comes after VAT on PPE was temporarily zero-rated at the beginning of May and import duty on PPE was removed.
5 July	The government announced a £1.57bn package of support including emergency grants and loans, to help protect the future of the UK's world-renowned galleries, museums, heritage sites, music venues, independent cinemas and other cultural venues as well as local venues.
6 July	The government announced the majority of children currently considered extremely clinical vulnerable to COVID-19 will be able to be removed from the shielded patient list. Only a small group of children with certain medical conditions are likely to be advised to shield if shielding needs to be reintroduced in the future.
8 July	The Chancellor delivered his Summer Economic Update announcing a package of measures to support the economy including: • A Job Retention Bonus will be introduced to help firms keep furloughed workers. UK Employers will receive a one-off bonus of £1,000 for each furloughed employee who is still employed as of 31 January 2021. • A new £2 billion Kickstart Scheme will also be launched to create new, fully subsidised jobs for young people across the country. Those aged 16-24, claiming Universal Credit and at risk of long-term unemployment, will be eligible. Funding available for each six-month job placement will cover 100% of the National Minimum Wage for 25 hours a week – and employers will be able to top this wage up. • A total of £1.6 billion will be invested in scaling up employment support schemes, training and apprenticeships to help people looking for a job • Bringing forward work on £8.8 billion of new infrastructure, decarbonisation and maintenance projects. This includes a £3 billion green investment package that could help support around 140,000 green jobs and upgrade buildings and reduce emissions; a £2 billion Green Homes Grant scheme which will be available to homeowners and landlords in England to apply

	for vouchers to pay for green improvements; a £1 billion programme will make public buildings, including schools and hospitals, greener. • In addition, £5.8 billion will be spent on shovel-ready construction projects to get Britain building. • To encourage people to safely return to eating out at restaurants the Government's new Eat Out to Help Out discount scheme will be launched to provide a 50% reduction for sit-down meals in cafes, restaurants and pubs across the UK from Monday to Wednesday every week throughout August 2020. • Introduction of a temporary increase to the Nil Rate Band of Stamp Duty from £125,000 to £500,000 until 31 March 2021.
9 July	• Government announced The Recovery Advice for Business scheme, which will give small firms access to free, one-to-one advice with an expert adviser to help them through the coronavirus pandemic and to prepare for long-term recovery. The platform is now live. • Government outlines the measures that will allow outdoor pools to reopen from 11 July and indoor gyms, swimming pools and sports facilities to reopen from 25 July. • Government announces that performing arts can now take place outdoors from 11 July with a socially distanced audience present. • Under new government plans announced, beauty salons, nail bars, tattoo and massage studios, physical therapy businesses and spas across England will be able to reopen safely from Monday 13 July. Businesses must be able to meet the COVID-19 secure guidelines developed in consultation with the beauty industry to reopen.
14 July	The Secretary of State for Health and Social Care confirmed that face coverings would be made mandatory in shops and supermarkets. Children under 11 and those with certain disabilities will be exempt. A fine up to £100 would be implemented for those who do not comply. Face coverings will become mandatory in these setting from 24 July 2020.

This page is intentionally left blank

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: 15/07/20

National

Government Action Plan

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

Local

**Outbreak
Control Board**
Chair: Council

**Gold Health and Social Care
Group**
Chair: NHS Leeds CCG

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

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 held two meetings and will be continuing to meet every three weeks. • The Health Protection Board has restarted and will meet monthly to support timely system oversight and professional expertise to the management of COVID-19. • The Leeds COVID-19 Outbreak Plan has been published. This will remain a live document and further comments and amendments from partners are welcomed. • The Bronze test and trace continues to oversee the further development and implementation of the Leeds COVID-19 Outbreak Plan. • Additional workstreams to focus on workplaces and NHS settings have been established under bronze. • These workstreams have been involved in partnership working at a regional and national level in the development of joint working arrangements and resources to support incident and outbreak management. • In particular work is ongoing with third sector partners to ensure reach into communities for testing, contact tracing, comms and preventative work. • Incidents and outbreaks are now being responded to alongside the delivery of proactive, preventative work • Existing local infection prevention control capacity and local health protection team capacity is being increased in order to both respond to incidents and outbreaks but also support further proactive, preventive work • Weekly incident management team meetings have been set up to support timely operational cross system oversight of the current COVID-19 situation in Leeds.

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 is now meeting fortnightly in line with its Command and Control role and that of the Partnership Executive Group's strategic role. Reports from the following task and finish groups ensures continuing in-depth focused on those areas with greatest associated risk: • Care Homes • Testing, Track and Trace • Stabilisation and Reset • Shielding • Impact on healthcare Individual organisation updates: Adult Social Care • Work has continued to operate throughout this period but in slightly different ways, with service provision and social work support continuing working well with partners across the city. • Social care referrals including safeguarding are now increasing reversing the March and April trend. Public Health • Refocused third sector contracts to allow more provision for response activity including volunteers and food provision. • Working across the system and reset of those contracts working with primary care and LCH, ensuring a focus on health inequalities. Yorkshire Ambulance Service NHS Trust • Early involvement in pandemic through the changes in the 111 service is now beginning to level off. • Undertaken series of innovations with IUC and 999 which includes video consultations. • In terms of stabilisation and reset, YAS are focused on working to make sure there is strong clinical representation in the work and impact with those patients. Leeds Teaching Hospitals NHS Trust – Children • Converted 82% of outpatient appointments from face to face to either telephone or video consultation and received positive feedback from patients as well as clinicians.
-----	---	--	---

			- Completed recovery meetings with all 27 specialities within the Children's hospital and have plans in place for changing patient pathways to ensure that a virtual consultation will be the default moving forward. - Theatre and operating capacity has increased to approx. 75% of acute provision to begin to reduce waiting list size with currently no cancellations of elective patients. Leeds Teaching Hospitals NHS Trust – Adults - A&E is open as usual. - When working through tactical and operational solutions, LTHT have been thinking about health inequalities in the context of what they need to put in place for patients. - The reduction in need to handle covid-19 patients; previously two hospitals in Leeds with dedicated wards now just one hospital is needed for patients with covid19. - Increased theatre access and starting to reduce backlog of cancers and urgent patients now based on clinical need and not on postcodes. Third Sector - Third sector continues to work connected and in partnership with each other. - Third Sector partnership activity has allowed work to be undertaken for example, People's Voices and working closely with HealthWatch. GP Confederation - Primary Care has maintained through extended offer of essential and urgent care services. The introduction of digital innovation has been well received by patients. - Working with care homes and ensuring residents are kept safe and their clinical needs addressed. This has allowed an opportunity to understand and identify those patients who are more high risk. Leeds Community Healthcare NHS Trust - Although a lot of LCH patient contact has to be done through face to face visits, most services have developed processes to care for patients using telephone and tele health. Cardiac rehab programmes are now carried out through group and personalised tele health programmes.
--	--	--	--

			The LCH reset programme will continue to embrace these opportunities, whilst recognising that not everybody is able/ or wants a digital contact. • Home working - A large number of LCH staff now work from home, either permanently, or for part of the week. Most meetings are now done through MS teams, and staff have been supported with mobile/ laptop/ furniture to work from home when they can. Most staff report a better work/ life balance and a more effective use of their time. The organisation's carbon footprint (commuting/ travelling between meetings) has reduced significantly. The LCH reset programme will build on this good start, and put in place measures to reduce the problems reported by some staff that hampers home working such as printing (become paper lite) and telephony/ call centres (softphones/ specialist software). Leeds and York Partnership NHS Foundation Trust • Mental health and Learning Disability services have continued to operate throughout the COVID-19 outbreak with some community provisions operating in a different way. • Specialist services are now beginning to take referrals again. LYPFT are working closely with PCN's in order to understand where they are seeing changes in needs and demand and adapting staff in to areas to respond as fully as possible. Testing • The national COVID-19 testing programme is now well established in Leeds and eligibility criteria has been expanded. • Additional sites for the mobile testing unit have been identified at Armley, Middleton Park and Elland Road and will be included in the rolling regional-programme. Mobile testing units are also available for deployment in response to an outbreak situation via request from the DPH • The Walk to Site at Bridge Street Community Church remains open and the numbers of people accessing testing via this site has increased. It is now bookable through the national portal. Translated resources,
--	--	--	---

			including a video, have been developed. A partnership group is regularly reviewing the use of this site. - Public Health are 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. Work is ongoing to look at further enhancing the local testing offer so that it is accessible to all, especially those who are at higher risk. Personal Protective Equipment (PPE) - 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.
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		- 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. The Stabilisation and Reset Task Group role is to: - Take strategic direction from Health and Social Care Gold - 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 - Ensure the co-ordination of: - Communications - Workforce - Estates - Information Governance and digital approaches - Finance and contracting - Planning - Shared learning

			○ Associated ICS programmes • The work of the Stabilisation and Reset group is 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. • The citywide principles for Stabilisation and Reset are: ○ Respond to the needs of local populations ○ Co-produce service models ○ Take account of individual staff and patients’ circumstances ○ Continuous quality improvement ○ Focus on clinical need and minimising harm ○ Optimise use of digital technology ○ Consider interdependences ○ Home First approach ○ Promote the left shift ○ Delivered in partnership ○ Create effective and sustainable services within existing resources ○ Will support the Leeds Clean Air ambition ○ Safe working environments for staff and patients ○ Consistent and accessible messages ○ Ability to respond to any future spikes ○ Mutual aid approach • Partner organisations will consider these reset principles and priorities as they work through their own service areas.
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	• Transport metrics relating to train and bus timetables, patronage levels, passenger numbers going through Leeds Rail station, traffic flows on Highways England’s network and local roads in Leeds continue to increase e.g. Leeds Rail Station footfall saw a 51% increase on Saturday 4th July linked to the reopening of hospitality businesses.

			• The possible reopening of Park and Rides are being kept under regular review; the reintroduction of parking charges and the social distancing change from 2 to 1m plus, means it is more likely Elland Road Park and Ride will reopen in the near future. • Flights have recommenced at LBIA. • Communications across all organisations remains a key challenge especially around any key moves in the government's approach. Considerable liaison is taking place to ensure coordination of consistent messaging. • Schemes addressing social distance issues involving the placement of temporary barriers continue to be reviewed as issues are raised and businesses reopen. Active travel measures to safeguard cycling are also being rolled out with the potential of 100km of cycle facilities in place subject to funding and equipment being made available. • The first tranche of the Emergency Active Travel Fund has seen WYCA and the 5 district councils successfully bid for £2.5m, 100% of its indicative allocation. Tranche 2 could see a further £10m being made available. The first active travel scheme including 'wand and orca' segregated cycle lane on A65 Kirkstall Road have already been implemented. Schools Street trials have been undertaken at 6 locations and consultations have begun on identifying more for the future. Over 25,000 comments have been received from the public to shape the programme. • Major schemes work has continued to be delivered throughout lockdown with some schemes being brought forward e.g. Regents Street flyover replacement and Lofthouse Interchange on Highways England's network and longer hours of working permitted on the highway to take advantage of low traffic volumes.
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/food suppliers. No major issues identified at this stage but continually being reviewed. • 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. Hot meal provision maintained within Specialist Inclusive Learning Centres (SILCs), ASC Residential Homes and Recovery Hubs and those Early Years Centres which remain open.
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	Cath Roff	- Cath Roff appointed as city-wide lead for PPE leading on a range of activity with DPH in relevant areas and partners such as LRF and the LEP. - NHS system moved to “push” system to provide PPE when stocks low, and this is being supplemented by our own procurement. - Extensive work continues to procure and source PPE for non NHS, including at a city wide level and through emergency provision via the LRFs. - A new group, chaired by the Director of City Development, looking at a West Yorkshire Health and Social Care procurement and supply of PPE. This group has developed a usage tool which is being sent to Leeds Providers to estimate supply and demand. Once this work is completed it will factor into the longer term planning of PPE supplies and distribution. - Lessons learnt work has begun to develop a chronological ‘journey’ about PPE during the outbreak, noting milestones that had the greatest impact in this area. - Clinicians agree the need for clarity on correct usage of PPE to respond to confusion e.g. in domiciliary care sector, potentially in the form of a webinar. There are already Q&A sessions available for care homes, which can be extended to domiciliary care. The system wide approach for care homes has been very successful so it is suggested that the same approach is adopted for domiciliary care. This is also to include the Personal Assistants within the city.
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	Polly Cook/Lee Hemsworth	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. • 42,900 food parcels were packed and distributed over the 15 weeks since the service began. • A city-wide Cultural Food offer is in place to ensure that the emergency food provision process meets the needs of all communities and families in the city. • Work is 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 and via businesses and business representative groups. 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, small business grants schemes and to support commercial tenants and suppliers where required. • 12,058 business grants have been paid in Leeds totalling £148,200,000 (as at 14 July 2020) with Leeds continuing in the top three performing local authorities by amount paid. • The Local Authority Discretionary Grant Fund, launched on 1 June, ended on the 28th June. In total 960 applications were received and £1,612,817 has been paid as at 9 July. The total funding available was £7.795m, which

			equates to 5% of the original amount the council was given for the initial business grant schemes. Consideration will be given to the development of a second phase of the scheme should there be some residual funds. • The Council's Employment and Skills Service supported 1,140 people into work, including 62 people into apprenticeships in the first quarter (April-June 2020) in a challenging period when vacancies have fallen by over 60%. 59% of those securing work live in our most disadvantaged neighbourhood, 38% identified as BAME, 7% declared a physical disability and 9% experienced poor mental health. Job roles were secured across all sectors with the largest numbers in health and care, food retail, logistics, distribution and transport, digital and technology. The service is also supporting a number of companies that are restructuring/reducing staff numbers through redundancies. It is anticipated that as support for furloughed employees tapers, the need for support to staff notified of redundancy will increase. The service will provide an account manager to support managers and staff to connect with employers recruiting to the same or similar skills sets where possible and access to training and employment support services. • The new Employment and Skills Leeds website was launched on 13 July to provide a single access 'portal' or central place on-line where the revised and changing offer to local residents and employers can be accessed. It provides an easier to navigate information resource bringing together the former separate offers through the Leeds Employment Hub, the Learning Hub and the Apprenticeship Hub to maximise engagement with key stakeholder groups. • The 100% Digital Leeds movement has been successful in bringing together a wide range of organisations with the shared goal of reaching the most digitally excluded people in the city and helping them to understand and benefit from digital. In response to the COVID-19 emergency, 100% Digital Leeds administered a fund on behalf of the City Digital team, to support third sector organisations in their response to the pandemic through digital means. This has been either through providing
--	--	--	---

			equipment to organisations or funding them to buy their own equipment. • The West Yorkshire Economic Recovery Board, including the Leader and Chief Executive, are meeting with region-wide partners and organisations in July 2020 when an initial Recovery Plan for West Yorkshire will be considered. • Safe Re-opening of City and District Centres City Centre: Although there has been a slow, continuous increase in footfall overall in the city centre, a trend which has occurred for about the last six weeks, figures show that footfall since the reopening of the retail sector has been around 40% of that in 2019 for the same period. Given the government's announcement on the reopening of the hospitality sector on 4 July, the area of focus was to support the sector to reopen safely along with other measures including reducing the processing time for street café applications, and meeting with businesses to see what else they may need. • District centres reported better than expected numbers of visitors in their first week's trading, however subsequently the figures have slightly dipped and in part this may be due to bad weather. Queueing is being well observed and Ward Members, traders group chairs or businesses have quickly resolved any problems arising outside any shops. Slight rises in street drinking and low level anti-social behaviour have been noticed by businesses and Police are responding quickly to reduce this nationally observed trend as areas come out of lockdown. In line with government rules, a process for allowing pavement cafes wherever possible is underway. National chains continue to withdraw from district centres but it is hoped future uses can quickly be developed. Ongoing marketing from community groups is being encouraged to safely attract local residents and shoppers back. • The next update for the ONS Alternative claimant count and the DWP Claimant count (UC) is 16th July. The latest figures for Leeds indicate a significant increase in Universal Credit (UC) claimants since the coronavirus pandemic took effect. Since Jan 2020, the number of people starting a claim for UC in Leeds has increased by 31,209 to 62,884 in May 2020, a 98.5% increase overall and a 25% per cent increase compared to
--	--	--	---

			April. The data for May is provisional and does not indicate the employment status of claimants. However, the confirmed data for April shows the changes in the number of Leeds residents claiming UC by employment status for Jan-Apr 2020. The number of residents out-of-work claiming UC increased by 11,412 to 32,538, an increase of 54%. The number of residents in work claiming UC also increased over the same period by 7,270, a 69% increase. • In Leeds, the wards with the highest Universal Credit claimant count for May 2020 were Gipton and Harehills; Burmantofts and Richmond Hill; Armley; Middleton Park; and Killingbeck and Seacroft. This was for both total claimant count (those in-work with low income and out-of-work claimants) and for claimant count for those not in employment. This is a continuation of previous trends, with the most disadvantaged being hardest hit. • 70% of high schools are using the Start in Leeds online careers guidance platform and engagement continues with Career Leads in schools to promote local opportunities and to inform and support students to access apprenticeships through online presentations and video including This includes a virtual Careers Education Information Advice and Guidance network event and 2 optional surgeries for careers leaders and coordinators. Support to young people continues with home learning activities focused on career choices and connecting businesses with schools. Dedicated support will provided to young people who need further guidance and support to decide on their next steps when they receive their exam results. • From April to June 2020 the Adult Learning Programme supported 3,815 people to improve their skills. 58% of learners live in our most disadvantaged neighbourhoods, 52% of learners identified as BAME, 37% declared a physical disability and 57% experienced poor mental health. These figures represent a 25% reduction in learners in comparison with the same period in the previous year reflecting the cessation of classroom based learning across 150 plus community settings as a result of lockdown and the requirement for social distancing measures. Community-based social enterprises and Third Sector providers have continued to receive funding to undertake work to move provision online. Work continues to
--	--	--	--

			enhance the capacity of providers to use the Google Classroom facility, with over 200 adult learning tutors undertaking training. 13 providers now have 163 courses on offer with over 300 learner enrolments on courses ranging from arts and crafts to digital skills training for work, CV support and preparing for online job interviews, with more courses anticipated. This will enable a blended delivery of online and classroom-based provision as lockdown measures are eased. Provider proposals for the new academic year 2020/21 have been evaluated with an increased focus on digital skills. • Planning applications are now progressing normally due to ability to erect site notices, send notification letters and site visits can be made as long as they can safely be conducted and follow the service's Safe Working Practices note. • The Digital Enterprise Scheme received official confirmation from MHCLG week commencing 29th June, that the Programme has been successful in securing a further £5.5 million of funding for the next 3 years, till the end of July 2023, taking the total ERDF funding opportunity to £10.5 million for the 3 years. Also in week commencing 29th June, the Digital Enterprise Scheme launched (and closed) a new Digital Resilience Voucher scheme. It was so popular that 350 businesses applied for funding within the first five days. The team is well underway with assessing the applications. • 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. Since lockdown AD: Venture continued to provide 121 support virtually, with webinars, replacing face to face workshops and events. A large number of requests for support have focused on funding and access to finance. Digital marketing and business resilience webinars have been popular. There has been an increase in registrations since lockdown, and a 20% increase in requests to register with the Programme compared to March–June 2019. There have also been some signs of a change in the age profile of businesses engaging in the Programme. Since Jan there has been an increase of 9% in the number of early start ups (0-12 months). Recently, there has been an increase in requests for support from ineligible businesses. In June, the Programme dealt with its highest number of requests from ineligible
--	--	--	--

			businesses, around 30 % higher than any month in 2019. The majority of support offered by AD: Venture is restricted to businesses with high growth aspirations, and feedback from staff indicates that the growth criteria was a significant factor in the increase in ineligible registrations. • Additional funding to allow Leeds Library Service to deliver enhanced support to start up and young businesses, is due to start in early 2021 and will increase capacity to support businesses with more modest growth aspirations. Discussions have also begun with LEP and others partners to consider options for supporting non-growth start-ups going forward. • The MicroBusiness Support Service continues to provide support to Leeds' small businesses via online resources, information, webinars and dedicated 121 telephone support sessions with local business advisors. 79 businesses have directly engaged with the service via 121s and online events and workshops. A series of Hospitality, Retail and Health & Beauty Chat events to support businesses with a safe reopening have been hosted; and informal 'Monday Motivation' online catch ups take place every week. The MicroBusiness Support Service is due to come to an end on the 7 July. • The Leeds MIT REAP (Regional Entrepreneurship Acceleration Program) LEAP™ Programme is continuing to develop its new support programme to be launched at the end of July across the LCR. The programme will help individuals facing a change in circumstances by inspiring them to make the leap to entrepreneurship, and will be delivered via the Team Leeds ide@™ dedicated online platform (in website and app formats). • Visit Leeds are currently preparing a three phased recovery marketing campaign to support the city's visitor economy sector. The first phase was a reactive campaign 'Leeds at home' promoting the ways people could still enjoy Leeds during the lock down period from online activities and events, from locally themed quizzes to recipes, from their homes. The second phase has focused on reactivating the local market and welcoming people back to the city. Work with stakeholders and others has assisted in the production of an A-Z Digital Guide to Leeds as restrictions are lifted: https://www.visitleeds.co.uk/a-z-of-visiting-leeds/. Over the course of the next few months we will slowly start to increase the catchment area of the campaign. Despite the current
--	--	--	--

			challenges facing the Visitor Economy, weekly intelligence from Visit Britain is showing some positive signs. Consumer intent for planning, booking and taking a domestic trip before the end of 2020 is showing signs of growth, although this is starting from a very low base and growing at a slow rate. • A region-wide survey of the creative sector in May found that 87% of creative businesses based in or operating in Leeds had suffered financially due to coronavirus, with 33% of businesses putting staff on furlough; and 23% reducing staff hours, expecting to make staff redundant or will be terminating employment/contracts. Based on financial reserves and current income levels, 12% of creative businesses had either closed or would close within one month and 52% could only continue for 1-6 months due to current restrictions. Businesses in the survey asked for support clustered under four key themes: digital capacity; financial support; logistics and planning; and business planning/re-modelling. Of the 57 respondents who managed the building in which they were based, 27% said it would take 3-5 months to reopen and 26% said 6-12 months. Whilst 56% of businesses were able to deliver alternative programmes online or increase their online presence, 16% did not due to limited staffing capacity or lack of digital capability including lack of: relevant skills, financial grants, and support to address online barriers such as for older and disabled people and economically disadvantaged people/communities. • A Culture Reference Group representing a cross section of the sector has been established for 18 months, contributing to shaping 2 further 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. • 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. - Household Waste and Recycling centres have remained operational since reopening in May, there have been over a 100,000 visits recorded since this date. - Refuse collections have continued despite record total tonnage across all waste streams in early June; black bins still around 20% above normal and green bins 10% up. Garden waste collections have now fully resumed and cleansing activities are being completed in the city centre to support the reopening of retail and leisure. - 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 regular updates and on the website, and this continues through the recovery phase. - 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–
5.2	Monitor community tensions and providing community reassurance through regular	Shaid Mahmood	Partnership arrangements are in place and being used to promote messages of reassurance and respond to any issues which may arise.

channels e.g. faith and community leaders, responding appropriately when required.

- 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.
- 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.

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	• 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. • 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. The group will be focussing on the following work streams: ○ Secure commitment from all concerned with the resilience of the Third Sector to maintain the resources, especially funding, which are available to the sector. The group will consider the current scope, diversity and sustainability of the sector and map out what future relationships between partners may look like with a view to identifying and maintaining system critical services as well as establishing and strengthening the new structures that have emerged within communities of interest. ○ Develop services and support in neighbourhoods and communities. This is to include reviewing the potential for geographical approaches; developing a leadership model; and maximising the contribution of and support to ABCD /mutual aid across Leeds. ○ Maximising the contribution of volunteers across the Leeds system by developing a citywide volunteering support system including digital tools that will help to maximise the volunteering experience. ○ Maintain and continue to build on the Environmental improvement in air quality, and reduction in all forms of transport. This will include the development of community-led approaches to climate action and ensuring that these approaches influence strategic priorities.
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	• 33 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.

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 7th July 2020, the COVID Helpline has taken approx. 20,400 calls. The weekly numbers are now reducing (being approx. 25% 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. - 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, even as a result of a local lockdown, once the COVID helpline stops.
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 total number of people advised to shield in Leeds is currently 44,180. The exact figure fluctuates daily with people added to and removed from the list based on their individual level of risk. - To date 19, 214 of these have registered using the national shielding support programme, and 4,109 of these have indicated the need for support to access food. - Additionally, letters, emails, texts are used to communicate directly when there is a change in advice or the support offer. To date, this has meant 85,628 texts, 28,326 emails, 10,054 letters, 7,271 outgoing landline calls and over 6,000 incoming calls from people who are shielding. - National advice to shield at home is changing on 1st August, but the “clinically extremely vulnerable” group remain a high risk group and Shielding Bronze is undertaking a rapid review on the possibility of increased vulnerability for some in this cohort because of impact of months of shielding- particularly in relation to frailty, low vitamin d, mental health and financial impact on people who have been unable to work from home or who still may be unable to return to work in August. - Planning is underway to ensure support for this group can be transitioned to mainstream where possible – including welfare, advice, support for ageing well and accessing food and local support can be stepped up in the event of full shielding advice is reinstated – at local or national level

			• Planning underway to ensure Theme 6 of the Outbreak Control Plan has detailed procedures for notifying people who are shielding and raising awareness, and alignment with Test and Tract on this • The single source document “Shielding - Routes to Support” document for all agencies and organisations in the city, encourages anyone working with the public – across the third sector or public sector – to ask people if they had been advised to shield – and gave info on how to register in that widely circulated document, has been regularly updated • A bespoke data sharing agreement is in place with all Leeds Schools to provide support for children who are shielding to manage their ongoing education and social connection to school • Significant support from third sector organisations to ensure correct information on shielding reaches people who may miss transitional communications routes - specifically people who are deaf, blind, have a learning disability or who do not read English as well as targeted support for carers. • Continued need to raise awareness across a variety of plans to ensure people who are “Clinically Extremely Vulnerable” are included as a specific high risk cohort for the duration of the “covid normal” phase.
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 i 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 expand provision 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 deferrals 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. - The Hardship Scheme is now live and will 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. • Command and control arrangements operating across the organisation.
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	• Staff who are affected by Covid-19 are receiving wellbeing check-ins and OH support. • Mobilise and energise programme, with two strands - 'Working from Home First but Better' and "In Place". • 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 partners. 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. • 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.' • In order to achieve a 2m distance within the office, building capacity is limited to around 900 spaces within the open core office buildings (20% of available capacity) with demand estimated to be around 700. • The recent announcement of the one metre plus rule would mean that office capacity could increase to around 35%. As the preference remains to maintain 2m where possible, there are currently no plans to

			implement this guidance. This will remain under review and will be considered if there is an increase in demand. Updating and monitoring of Service Recovery & Resumption (Lifting Lockdown in Leeds) Plan to provide organisational coordination of resumption of services during Phase 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	- Government announcement on the 3rd July provided additional funding for Local Authorities. The funding announced is not enough for the Council to have a balanced budget in 2020/21 therefore further discussions are taking place with Central Government. - Extensive work on Medium Term Financial Plan taking account of the additional pressures caused by COVID, reported separately and more detailed to Executive Board.
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 pursuant to the Covid-secure regulations. - The central reallocation pool is continuing to be utilised to support resource deployment enabling effective business continuity both internally and city-wide. 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. - Second Staff wellbeing survey completed with a new action plans and support packages Specific actions have been identified to support those staff that may be disproportionately affected by Covid-19 (eg BAME) including the positive launch of a new Core Risk Assessment Framework.

6.6	Work across the City as a whole to lead and coordinate the delivery of the necessary Digital and Information solutions to underpin a ONE City approach to Digital and Information. • Prioritise use of available resources to maintaining 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 • 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	Dylan Roberts/Bev Fisher	• Critical infrastructure upgrades completed to provide additional capacity on the network to support the exponential increase in use of technology solutions e.g. video conferencing. Skype for Business at its peaks is handling 12800 concurrent calls. • Microsoft Teams voice and video functionality has been rolled out for around 300 people to alleviate pressure on Skype services ahead of the longer term deployment of Office365 solutions (including Teams). Zoom also being used as a short term solution for some external meetings and conference type situations which will eventually be replaced. • Public-I solution implemented to support remote Committee meetings. • IT equipment provision to support Council staff home working continues with a 'click and collect' and postal service established. • The provision of infrastructure and support arrangements continue 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. • Provided the collaboration technology and tools to enable the diverse third sector of Leeds to coordinate efforts and enable thousands of new "checked" volunteers • Rapidly developed new web, service and social media based solutions to enable new services • Supported 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 have continued 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.
-----	---	--	--

			• Re-prioritised the portfolio of IT work with COVID recovery and efficiency savings as the prime priorities over and above other things.
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	• Co-ordinate intelligence to support and link to existing arrangements in H&SC system. • Ensure forward-looking analysis to assess emerging economic, labour market and social impacts. • Data Mill North and Leeds Observatory used 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 continues 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	• 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. • Strategic Safety Advisory Group and Major Events Project Board will be used as the forum for this, within the context of national guidance. • Our venues will start to reopen from July, initially with Museums and Galleries. At the time of writing we anticipate reopening schedules for gyms/Leisure centres shortly. Performing Arts venues will take longer to reopen but multi-purpose sites such as Leeds Town Hall may start to reopen for some activity during the summer or early autumn. All major events in the city have been cancelled or postponed up to and including September 2020.
6.9	Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the current context in responding during the recovery.	Mariana Pexton	• Unexpected deaths plan has been refreshed and capacity is now tracked weekly. • Rest centre plan has been revisited for the specific circumstances. • Flexible resourcing plan has been invoked • Very aware of the challenge of "concurrent" events and being as prepared as possible by exploring additional incident management capacity.
6.10	Ensure that governance issues are considered and adapted for a range of scenarios for continuing member and officer business during	Andy Hodson	• Remote meeting technology platform now confirmed as Public I. Extensive Member Training programme undertaken and all meeting from 18/6/20 using this format. Good direct engagement with Group

	the recovery phase whilst also ensuring good governance.		Whips with DIS and Product provider with emerging road map informed by feedback from Members. This to involve the development of a Lobby function, voting, and steps to integrate technology to enable hybrid/blended meetings – DIS leading on this. • Alternative ZOOM platform also temporarily deployed in Democratic Services to support meetings of Outbreak Board and other external Member engagement activities. • Meetings of Council, Executive Board, Planning, Scrutiny Board, Corporate Governance and Audit Committee all re-started on Remote basis. Plans being put in place to commence Remote Licensing Sub Committees to deal with backlog of premises Licenses from August onwards. Community Committee meetings being held as working groups with further plans to establish as Remote meetings from September being considered.
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	• 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	• Social media monitoring on coronavirus and related topics continuing to inform reporting and proactive planning. • Volume of media requests still high (44% rise in enquiries from journalists compared to the same period last year): prioritising to maximise efficiency of coronavirus response including supporting test and trace and recovery phase. • Proactive media work continuing, informed by strategic direction and monitoring and adjusting to further support recovery efforts. • Communications one of seven strands of Leeds Outbreak Control Plan and communications and engagement planning in place to support this. • Briefings incorporating enquiries, proactive releases and social media planning/monitoring produced, helping to feed updates for BCLT, members and MPs and regular partner updates.

			• Silver communications leads group for key partners on Gold Strategic Command links communications between partners and channels Silver Health Group information (via its health communications leads). • Regular 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.	Donna Cox/Danni Clayton	• 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. • 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 • 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 has been sent since the start of lockdown to 116k residents which averages open rates of 47-51% (industry standard excellent response 10-20%). • 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 - 13 July 2020



Headlines

Health and Social Care

Covid-19 cases and hospital occupancy remain at significantly reduced levels. Cases in care homes appear to have levelled off. PPE supply continues to be managed closely to address shortages, reflecting the national picture.

Citizens & Community

Generally widespread compliance of lockdown continues, with numbers of reported digressions remaining low. Calls to the Covid-19 helpline continue to decline down by over 100 to 591 during the w/c 6 June. Average daily school attendance showed a modest increase, now at 17,200, up 3% on the previous weekly reported data.

Economy and Business

A number of core cities, including Leeds featured in the bottom 10 of the Centre for Cities 'high street recovery tracker' published last week. The analysis suggests that the fall of in-commuting of office workers in the biggest cities continues to hit footfall, underlining concerns for the future of local services if higher-paid office workers remain absent. A familiar theme from the latest survey from the West and North Yorkshire Chamber of Commerce, with concerns that as the furlough scheme starts to taper off and, without new sales to rebuild cash reserves, that we may start to see high levels of redundancies across the region. Having said this, the data appears a little less negative for Yorkshire than the rest of the UK.

Infrastructure and Supplies

Weekend and weekday footfall in Leeds city centre has increased despite the recent inclement weather. Traffic flows have increased slightly on weekdays over the last week, although weekend volumes went down. There is also further evidence of an upturn in activity on the transport network, with a 12% increase in footfall through Leeds Station and a 7% increase in MCard and concessionary pass usage in the week commencing 29 June. However, the latest air quality data, based on Nitrogen Oxide levels, shows continuing low levels of pollution in all parts of the city for April, May and June, with no evidence as yet of increasing pollution as lockdown eases. The next couple of month data will be important.



29

New Cases

Diagnosed in Hospital
in last 7 days



52

Covid19 Beds

Reported as occupied
in LTHT Hospitals



33

Covid19 Cases

Reported active in
Leeds Care Homes



+9%

Recycled Waste

Tonnage collected in
comparison to 2019



184

People

In emergency
Accommodation



70

Covid19 related

Incidents reported to
West Yorkshire Police



467

Domestic Incidents

reported to WY
Police in last week



6000

Website Visits

to Covid19 guidance
pages on LCC website



62

Grants paid

to local businesses
this week



£695k

In grants paid

paid to local businesses
this week



47%

Footfall in Leeds

Based on figures for the
same week last year



74%

Traffic Flow

Compared to usual
expected traffic flow

Coronavirus - Health and Social Care Impact & Recovery

Weekly Report - 13 July 2020



29 New Cases
Diagnosed at LTHT
over last 7 days



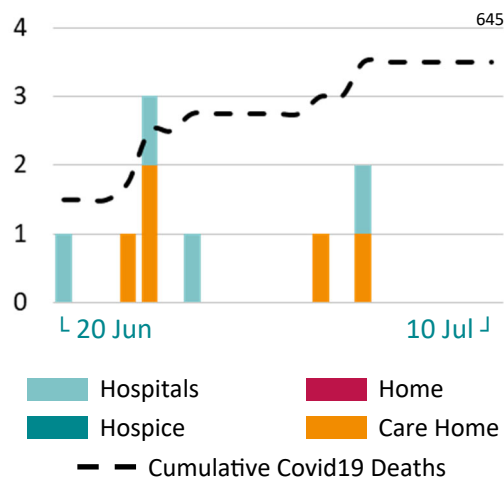
33 Cases
Reported active in
Care Homes



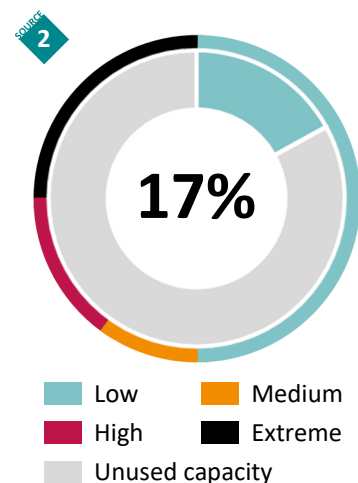
52 Covid19
Occupied beds at
LTHT

Page 58

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.

Registered Deaths in Leeds

As of 10 July 2020, a total of 645 COVID-19 related deaths had been registered by Leeds Register Office. The number of deaths registered where COVID-19 was mentioned on the death certificate has reduced somewhat in recent weeks. <3>

Care Homes

As of Monday 13 July 2020, 151 of 151 care homes declared information on Care Tracker (100%).

Of those care homes that are reporting: 2 are reporting a significant risk to admissions, and 149 are reporting they are operating with minimal risks.

In total there are 33 active Covid19 case declared in Care Homes in Leeds.

Covid19 Admissions and Inpatients

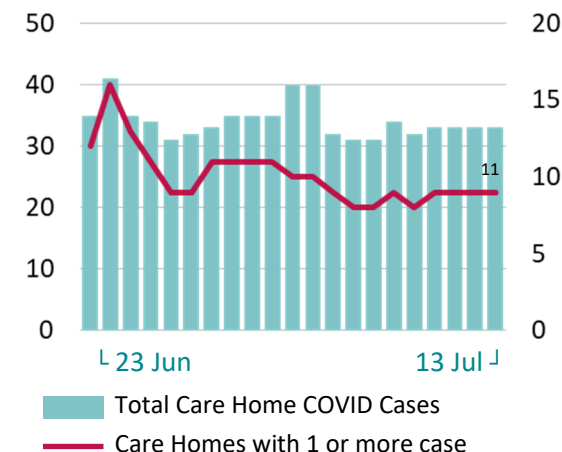
In the 7 days preceding Tuesday 14 July 2020, LTHT recorded 27 Covid19 admissions and 2 diagnosed inpatients. LYPFT recorded no Covid19 admissions or inpatients during the same time period.

Bed Occupancy

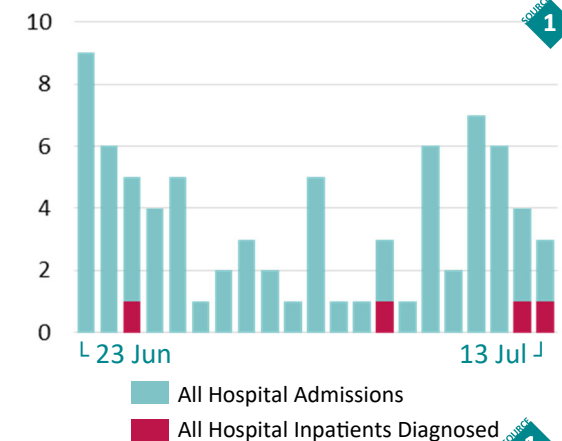
At 08:00 on Monday 13 July 2020, 52 beds were occupied at Leeds Teaching Hospitals NHS Trust (LTHT) by confirmed COVID-19 patients.

Leeds & York Partnership NHS Trust (LYPFT) have no Covid19 occupied beds.

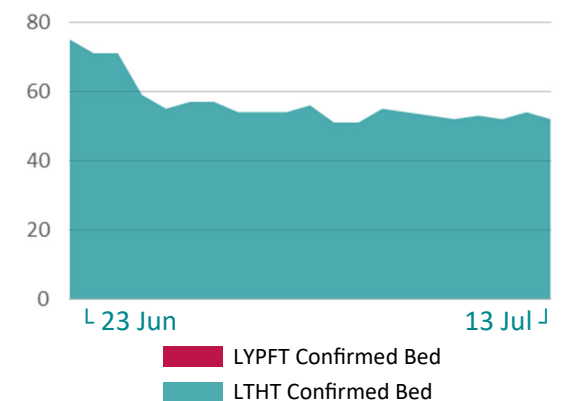
Covid19 Cases in Care Homes



New Covid19 Admissions and Inpatients



Confirmed Covid19 Bed Occupancy



Sources:

- 1) Leeds Teaching Hospital Trust - 13/07/20
- 2) Leeds Resilience & Emergencies - 10/07/20
- 3) Leeds Registrars Office - 10/07/20

Coronavirus - Citizens and Community

Weekly Report - 13 July 2020



70 Covid19 related Incidents last week

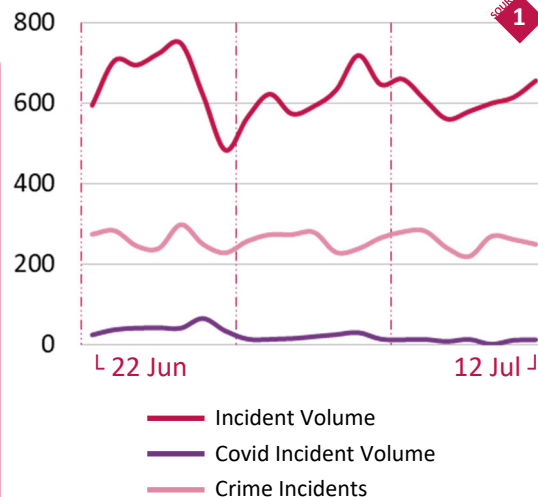


467 Domestic incidents reported last week

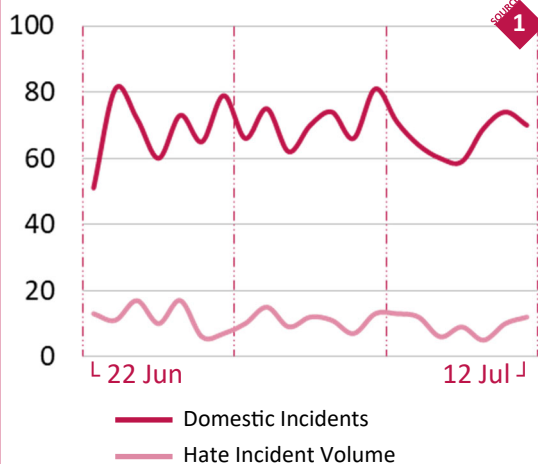


184 People in emergency accommodation

Incidents, Crimes & Covid Incidents



Domestic & Hate Incidents



Incidents and Crimes Overview

The number of incidents for all reported indicators have reduced in the last week.

Over the last month, as several Lockdown restrictions were lifted, there was a significant reduction in 'Covid Warnings' being issued, with only 1 occurrence being recorded in the last two weeks.

Therefore, the indicator 'Covid Warnings' is no longer reported on and is not included in further reports.

Weekly totals	Volume	Change
Crime	1800	-14 ▼
Incident	4274	-73 ▼
Covid Incident	70	-61 ▼
Domestic Incidents	467	-27 ▼
Hate Incident	67	-10 ▼

Children & Education

Average School Attendance w/c 29 June 2020:

Pupils	Number
Average total pupils attending daily	17206

This week 76.9% of schools reported information about their school to the DfE.

On average 209 schools reported daily to the DfE that they were open with an average of 17206 children and young people attending daily. 10902 of these were in the core year groups and there were numeric increases across all core year groups.

There were increases in the numbers of all vulnerable pupils attending daily.

Shielded Persons

As of Sunday 12th July at 4pm, the Shielded Cohort stands at 44,191 and the number of people who have confirmed/registered is 20,349 Which is 46%

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 July there were 184 individuals in emergency accommodation. The number has decreased slightly since last week, but not by enough to cause concern in relation to Covid-19

Sources:

- 1) Safer Leeds - 13/07/20
- 2) Leeds Children's Services - 13/07/20
- 3) Leeds Adults Services 13/0720

Coronavirus - Citizens and Community

Weekly Report - 13 July 2020



590+ Calls
To LCC Covid19
support helpline



+16%
Domestic waste
compared to 2019



+9%
Recycled waste
compared to 2019



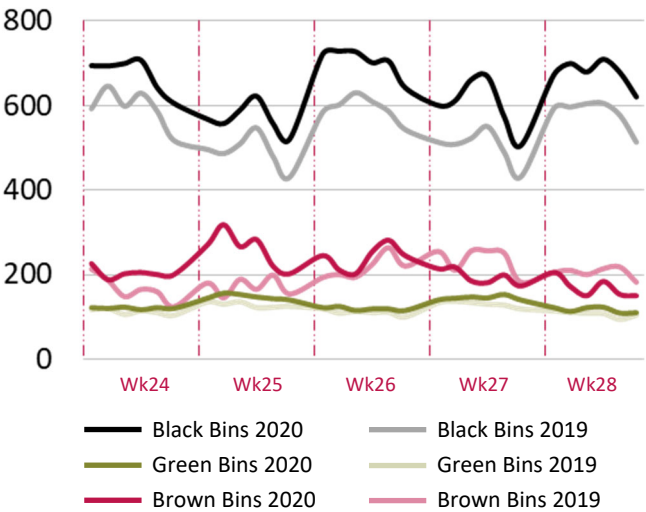
-17%
Garden waste
compared to 2019

Domestic Waste and Recycling

The Covid-19 lockdown has affected domestic waste and recycling collections. As different elements of the national lockdown are lifted or relaxed, the weekly tonnage as started to reduce slightly, With brown bin tonnage recording a lower level of tonnage this week in comparison to the same period last year.

Waste Type	Tonnage	Change
Black Bins - 2019	3488	
Black Bins - 2020	4057	+16%
Green Bins - 2019	639	
Green Bins - 2020	699	+9%
Brown Bins - 2019	1229	
Brown Bins - 2020	1014	-17%

Daily Tonnage



Sources:
1) Leeds City Council 13/07/20

Source 1

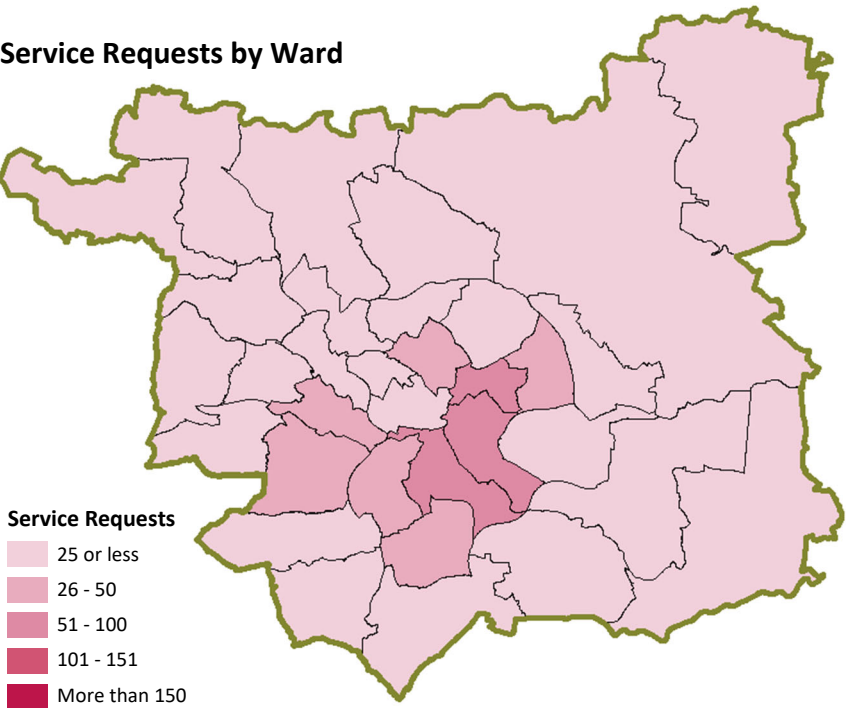
Call Centre Data

In the week commencing 6th July there were over 590 calls to the LCC Covid-19 helpline and Local Welfare Support Service's (LWSS) Helpline 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	55
Food parcel	368
Prescription	58
Fuel	84
Personal Products	17
Dog walking	2
Befriending and reassurance	7
TOTALS	591

Source 1

Service Requests by Ward



Coronavirus - Economy and Business

Weekly Report - 13 July 2020

Economy and Business

Source 1

A familiar theme from the latest survey from the West and North Yorkshire Chamber of Commerce, with economic activity grounding to a “shuddering halt” in Quarter 2. The survey reported that the Service sector witnessed a significant decline in domestic sales, with Leisure, Hospitality and Accommodation the most likely to report falling sales. Manufacturing continues across the region, but at a much reduced level. Cash-flow and lack of reserves featured strongly in the survey results. Again, there are concerns that as the furlough scheme starts to taper off and, without new sales to rebuild cash reserves, that we may start to see high levels of redundancies across the region. Having said this, the data appears a little less negative for Yorkshire than the rest of the UK.

Weekend and weekday footfall in Leeds city centre has increased despite the recent inclement weather. Traffic flows have increased on weekdays over the last week, although weekend volumes went down. There is also further evidence of an upturn in activity on the transport network, with a 17% increase in footfall through Leeds Station and a 12% increase in MCard and concessionary pass usage in the week commencing 29 June 2020.

A number of core cities, including Leeds featured in the bottom 10 of the Centre for Cities ‘high street recovery tracker’ published last week. The analysis suggests that the fall of in-commuting of office workers in the biggest cities continues to hit footfall, underlining concerns for the future of local services if higher-paid office workers remain absent.

The Council continues to pay out grants to those who qualify either through the Small Business Grant Fund or the Retail, Hospitality and Leisure Grant Fund immediately. Figures from 9 July indicate a total of 12008 grants valued at £147.440,000 had been paid. The Council is continuing to work through the more complex cases ensuring monies are paid as quickly as possible. The Discretionary Grant Fund closed to applications on Sunday 28 June 2020. To date, there have been 960 applications to the Discretionary Grant Fund, 247 have been approved amounting to £1,612,817 in total. The approved grants have been across a range of sectors including suppliers to the Retail, Hospitality and Leisure sector, manufacturing, business services, medical services, creative and digital, and charities.

Sources:

- 1) Leeds Financial Services - 13/07/20
- 2) Department of Work & Pensions 16/06/20

Finance

LCC's financial position

Following recent Government announcements of additional Covid-19-related financial support for local government, the council's latest projected gap for 2020/21 has reduced to an estimated £65m. However, the projected overspend for 2021/22 has increased to £134m due to the Government's proposal to smooth the Collection Fund pressure over 3 years. Conversations therefore continue with Government to explore options to address this year's gap, whilst work is underway across the authority to identify a range of savings options for next year that will be considered by elected members at September's Executive Board.

Supporting the city

On 11th June, Government announced a £63m DeFRA Local Authority Emergency Assistance Grant. Leeds' share of this has now been confirmed as £1,051,565.15, allocated by population weighted by a proxy measure of need, the Index of Multiple Deprivation (IMD). The grant is intended to help local authorities to continue to support those struggling to afford food and other essentials over the coming months due to COVID-19.

Economy

On 8th July, the Chancellor announced a Summer Economic Update, setting out plans to support the UK's economic recovery:

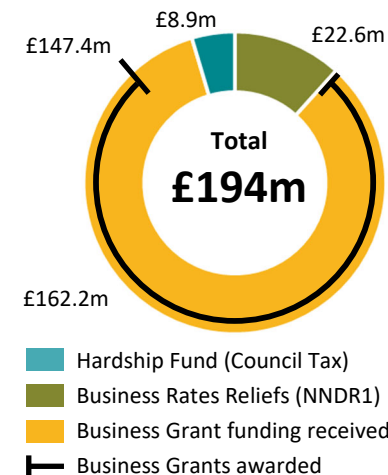
The first phase has already been implemented through £159bn support package to businesses, households, public services and through employment support.

The second phase was announced at last week's Update: the 'Plan for Jobs' based around 4 themes at a cost of up to £30bn: to support the return of furloughed workers to their employment through the Job Retention Bonus; Supporting jobs with skills and experience; Protecting jobs particularly in sectors hardest hit by the economic lockdown; and Creating jobs through infrastructure, green investment and by stimulating the housing market.

The third stage of recovery will focus on rebuilding and levelling-up, with a Budget and Spending Review in the autumn. These will detail further plans to invest in public services, support innovation and growth-enhancing infrastructure, look at global opportunities and to level up opportunity across the UK.

Business Grants	Number	Value
Grants issued this week	62	£695k
Total grants issued	12008	£147.4m

Support to businesses and council tax payers



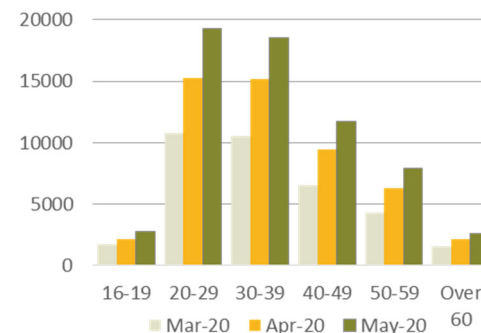
Universal Credit Claimants

Source 2

Since March, there were 27,426 new claimants of Universal Credit in Leeds, rising from 35,436 to 62,862 an overall increase of 77.4% claimants. For additional context, the average population of an Electoral Ward in Leeds is 23,915 people.

This has increased the rate of claimants in Leeds from 6.9% in March to 12.2% in May (as a proportion of the Working Age Population).

New UC claimants by age



62 Grants
for businesses
issued this week



£194 Million
To support C.Tax
payers & businesses



More businesses to
open including nail
bars and tattooists

UC

77% Increase
of Universal Credit
claimants since March

Page 61

Coronavirus - Infrastructure & Supplies

Weekly Report - 13 July 2020



47% Foot fall
In Leeds Centre in
relation to 2019



20% Foot fall
In Leeds Station in
relation to 2019

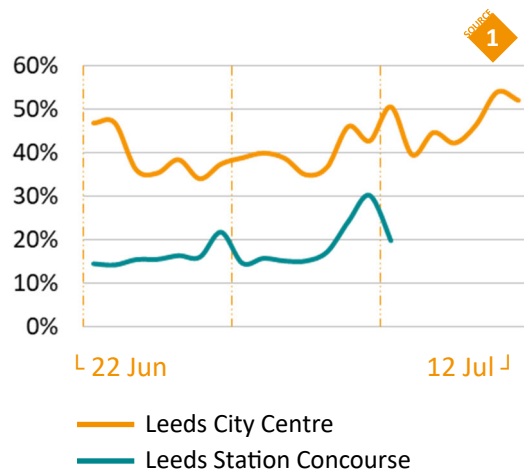


74% Traffic
Compared to usual
expected traffic flow

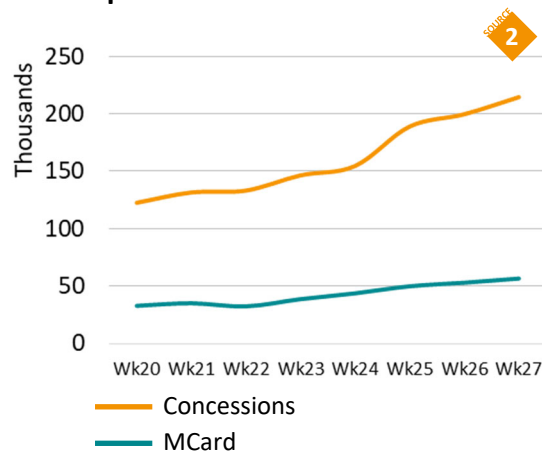
Travel

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

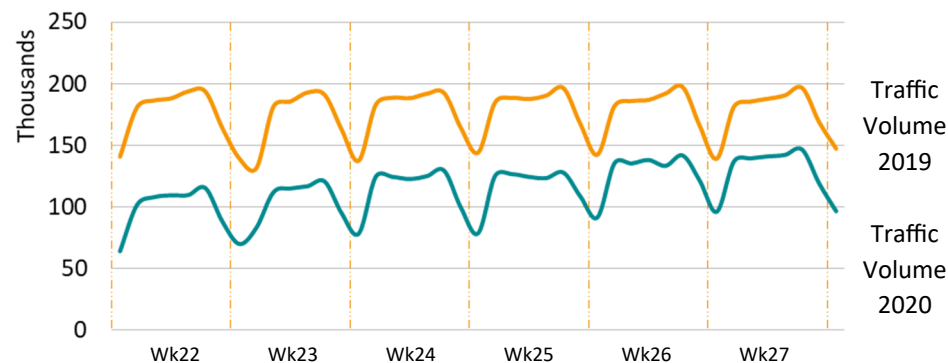


Sources:

1) Leeds City Council - 13/07/20

2) West Yorks. Combined Authority - 12/07/20

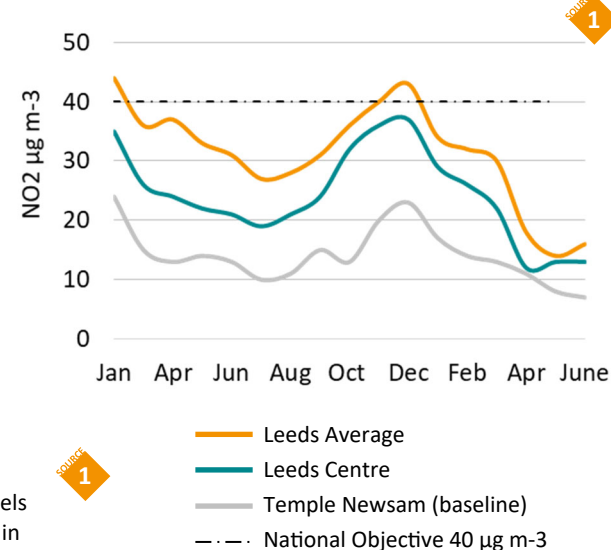
Two-way 24hr Traffic (5 Radials)



Leeds Air Quality (June 2020)

The plot to the right shows the monthly mean Nitrogen Dioxide (NO₂) for all the Leeds air quality monitoring sites.

The effect of the lockdown shows a dramatic reduction across all sites in Leeds and the City Centre area, since easing of the lockdown measures began in May, levels of NO₂ have begun to rise again.



Food Parcel Deliveries

In the previous week over 2400 food parcels have been distributed to Leeds Residents in need.



PPE Supplies

Reflecting the national picture, there a significant shortages of PPE.

Specifically there are current shortages of Gloves and M3 type 1863 FFP3 masks across the country.

As services and buildings start to reopen there's now an increase in the number of orders for wall mounted sanitizer, the availability of this product is restricted but we are doing our best to protect our care homes stock whilst still issuing part orders.

Asset Management are trying to secure a more suitable location for the PPE stores so the Leisure centre that is currently occupied can prepare to reopening.

Coronavirus - Organisational

Weekly Report - 13 July 2020

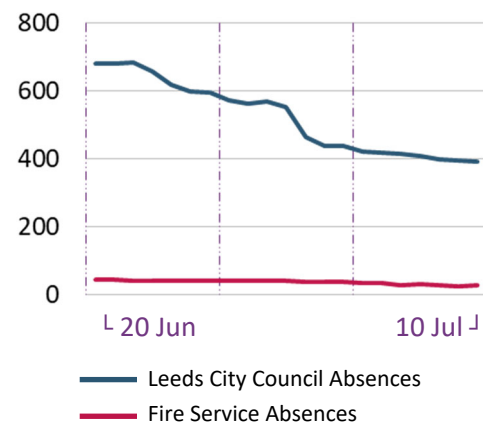


2% LCC staff
Declaring Covid19
absence from work



2% Fire staff
Declaring Covid19
absence from work

Covid related workforce absence



Leeds City Council

Since the 1st of March a total of 3,417 staff have been absent due to a Covid related issue, of which 3,052 have since returned to work. 1001 were due to sickness absence, of which 989 have since returned to work.

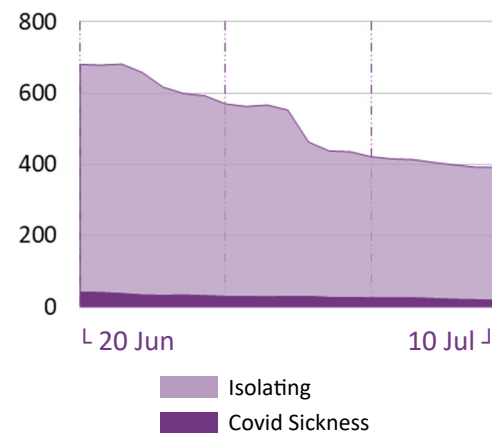
At the 13th July, 392 staff are currently absent due to Covid related issue, of which 19 are sick and 373 are isolating (without access or suitable role to work from home), representing 2% of the workforce.

Fire Services

As of the 13th July, 26 staff are currently absent due to Covid related issue, of which 2 are currently sick and 24 are isolating (without access or suitable role to work from home), representing 2% of the workforce.

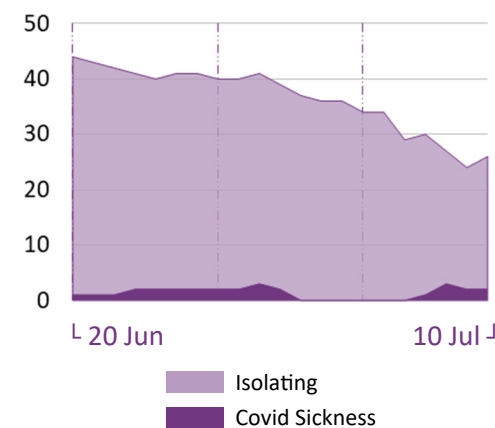
Leeds City Council absences

Source 1



Fire Service absences

Source 2



Sources:

- 1) Leeds City Council 13/07/20
- 2) West Yorks. Fire Service - 13/07/20

Coronavirus - Communications & Media / Policy Announcements

Weekly Report - 13 July 2020



6000 Visits
to Covid19 guidance
web pages



**Promoting 24hr
Mental Health
helpline**

Page 64

Website Visits

Around 6K visited the COVID information web pages, of which half were new users, consistent with previous weeks.

The GovDelivery Covid email bulletin, which is sent out to 116K residents, had an open rate of 34%, consistent with previous weeks.

Council/others

Continuing development of comms work to support test and trace/outbreak management; also promoting messaging about T&T number and self-isolation before health procedures, including eight-page supplement thanking key workers in Saturday's YEP.

Keeping alert to Leeds United's progress towards possible promotion to Premier League and implications for public celebrations.

Look North coverage of street health team's work with people in temporary accommodation; also went down well on social media.

Reopening of some community hubs and libraries with limited services; also attracted mostly positive interest on social media.

Continuing strong messaging on importance of social distancing to support further limited openings of beauty salons, nail bars, gyms etc.

Hot topics on social media includes discussion around people who leave litter in parks and on the street, with reports of improper disposal of PPE (masks becoming litter); talk of outbreaks in schools; still lots of questions on reopening of playgrounds.

Volunteer sector focusing on continuing to encourage people to register as shielding in order to receive priority support.

Also highlighting the new helpline available for Covid-19 volunteers in Leeds in need of support themselves.

Health

Stabilisation and reset comms approach shared with ICS, Health and Wellbeing Board and Gold command.

Communications sent to business in the city and elected members to raise awareness that people need to self-isolate for 14 days prior to an operation.

Focus of NHS here for you campaign is on reassuring people with learning disabilities that we're still here and they must seek help when they need it, along with mental health support.

Media work around the healthcare support being provided for homeless people.

Official launch of first ever Leeds primary care BAME network featuring medical director for NHS England.

YEP coverage on plans at LTHT for handling outpatients recovery and explaining what to expect when coming into hospital.

Look North focus on encouraging people to attend emergency department when appropriate and how patients and staff are being kept safe.

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 and patients with appropriate information with some clinics and procedures restarting and more people coming into hospital (social distancing, self-isolation before procedures, what to expect etc.)

6 July 2020

The majority of children currently considered extremely clinical vulnerable to coronavirus will be able to be removed from the shielded patient list following consultation with their GP or specialist over the summer.

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

The full list of countries where 'travel corridors' are in place, meaning passengers do not need to self-isolate on returning to the UK, has been provided to Parliament by the Secretary of State for Transport.

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

7 July 2020

Over a million bounce back loans have been approved for small businesses.

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

8 July 2020

The Chancellor announced a series of measures to stimulate the economy and support job creation, including a Job Retention Bonus of £1000; a £2bn Kickstart Scheme which will fund 6-month job placements for young people aged 16-24; a government-sponsored subsidy for dining in restaurants, a reduction of VAT from 20% to 5% for the tourism and hospitality sectors, and that no stamp duty for properties up to £500k.

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

9 July 2020

Guidance set out to allow recreational team sports to resume from 11 July.

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

Outdoor live performances can resume with social distancing in place from 11 July.

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

Beauty salons, nail bars, tattoo parlours and spas can reopen from 13 July, provided Covid-19 secure guidance is followed.

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

Outdoor pools can reopen from 11 July and indoor gyms, leisure centres and swimming pools can reopen from 25 July.

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

12 July 2020

New planning rules to protect our cultural heritage. Changes to the planning system taking effect next week will save theatres, concert halls and live music performance venues from redevelopment or demolition.

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

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			
		15/7/20	15/8/20				
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	Key actions
- Ensuring effective planning and monitoring, for now and for any future phase - 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 - Local outbreaks in the city and bordering authority areas aren't managed proactively and communicated well - 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, including planning for winter - Multi-agency governance in place and regular review - Clear approach to engagement – public, political, partners, staff, trade unions - Local outbreak plan agreed, governance in place, cross border working through Directors of Public Health and LRF, extensive proactive and reactive communications plan in place, with good use of existing multi-agency groups - Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen.

Health and Social Care	
Risks and issues	Key actions
Finance - The ability to deal with the pandemic may be affected by the financial pressures facing the council (the costs of dealing with the pandemic response & recovery and from a reduction in revenue income). As a consequence, key areas such as Social Care, Testing and Shielding may be unable to meet the demand required to support the pandemic response. - Additional NHS funding stopped or clawed back through recurrent budgets. - Shortfall in resources required to adequately support the continued adoption of new practice and the ability to embed changes/reset of services. - Care home and Third Sector Organisations destabilised due to reduced income and increased costs. This may result in a loss of essential care provision. People - Negative impact on the physical and psychological health of NHS and Social Care staff as a result of the sustained period of dealing with the pandemic. This may lead to workforce capacity issues, increased sickness levels and low morale. - Workforce may not be able to flex resources sufficiently to meet increased capacity demands in 'hotspot' areas. This may place further demands on maintaining health and safety for staff and patients. - Insufficient PPE and Testing resources resulting in an unsafe working environment for Health and Social Care staff and reduced capacity to deliver services. The return to work across other sectors (e.g. construction, transport and education) may increase demand on PPE supplies leading to further shortages. Population	General - 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. - 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. - Local outbreak plan and governance arrangements in place Finance - Representation through Local Government networks with support through West Yorkshire and Harrogate ICS. - CCG and Leeds City Council finance colleagues maximising NHS Covid-19 resources. - Care Home national representation. - Additional 10% uplift to Care Homes with further practical support package. - CCG and Leeds City Council making weekly submissions for Covid-19 expenditure. People - Internal health, safety and wellbeing support for NHS and Social Care staff - National 24/7 hotline - Monitoring staff sickness data - PPE Groups co-ordinating responses at city and West Yorkshire level

Health and Social Care	
Risks and issues	Key actions
- People failing to make and attend health appointments, both routine and emergency, due to psychological barriers associated with the pandemic. Changes in health and social care service delivery following re-opening may also contribute to these issues, particularly amongst more disadvantaged groups. Consequences: increases in emergency situations and long-term decline in health of the population. - Key health and social care messages relating to the pandemic not received and fully understood, especially by those in the most disadvantaged groups. Consequence: increased health inequalities. Regulation - Problems in fully complying with and maximising benefits from national instructions. Consequences: the creation of a 'wait to be told' culture, slow pace of change, considerable amount of re-working required to comply with national instructions. - Increased pressures and demands on staff and services in maintaining compliance with pandemic regulations and further changes to them.	- Staff testing programme in place Population - Communications Teams work across the city - HealthWatch work to gain insight into people's experience with particular focus on those in the most disadvantaged groups - Digital Literacy work led by the council Regulation - Daily data monitoring reports at organisational and city level - Wider enforcement through West Yorkshire Police and the council - Clear communications from the NHS and the council - Leeds Multi-Agency Command and Control Arrangements in place

Citizens and communities	
Risks and issues	Key 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	- Supporting Leeds school and learning community to minimise disruption - Reopening schools implementing social distancing measures. - Tracking of children and partnership working - Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings - Major West Yorkshire public relations and communications initiative on domestic violence - Active support for 3rd sector and lobbying for national support, plus review of volunteering to learn lessons - Daily intelligence report introduced and informing prioritisation of resourcing - Inequality issues being monitored and extensive engagement with partners - Continued active engagement with LRF partners

Business and economy	
Risks and issues	Key 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 - Local lockdowns may result in increased damage to the local economy, a deeper recession and an increase in poverty across Leeds - Acceleration of economic trends including automation and digital transformation - 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 slow recovery - Businesses struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE	- Matching people to jobs where growth and support via the Employment and Skills Service - Efficient processing of payment of grants, ongoing engagement, support and advice and lobbying of central government - Mobilise second phase of Local Authority Discretionary Grant Fund to support businesses unable to access existing grants schemes - Maintain effective liaison with business, specifically representative bodies to understand impact on local economy - The wider council working with businesses to ensure that there are plans in place for re-opening - A clear plan for business support in the event of any local lockdowns is needed that can be implemented quickly, minimise impacts on the local economy 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 a second phase of discretionary fund payments

Infrastructure and supplies	
Risks and issues	Key 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 - 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'	- 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 - Maintaining contact with major schemes and with key suppliers - PPE Groups co-ordinating responses at city and West Yorkshire level, including supply chain work - Active management of PPE supplies and compliance with the guidance - Use of FareShare and promoting campaign - Encourage working from home & Active Travel measures - 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

Organisational impact	
Risks and issues	Key actions
- Significant financial pressures (high levels of unexpected expenditure, reduced income) - Problems in maintaining the delivery of critical services as recovery from 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 - Staff involved in delivering critical front line services may be required to self-isolate due to track and trace - Capacity within the council and partners to deal with a concurrent event and with extensive outbreaks	- 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 - Financial management arrangements - Work to review and build incident management capacity and be as prepared as possible for other major incidents in the city

Media and communications	
Risks and issues	Key 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.

This page is intentionally left blank