

SCRUTINY BOARD (ADULTS,HEALTH & ACTIVE LIFESTYLES)

Meeting to be held remotely on
Tuesday, 14th July, 2020 at 2.00 pm

(A pre-meeting will take place for ALL Members of the Board at 1.30 p.m.)

MEMBERSHIP

Councillors

C Anderson	-	Adel and Wharfedale;
J Elliott	-	Morley South;
N Harrington	-	Wetherby;
H Hayden (Chair)	-	Temple Newsam;
M Iqbal	-	Hunslet and Riverside;
C Knight	-	Weetwood;
G Latty	-	Guiselley and Rawdon;
S Lay	-	Otley and Yeadon;
D Ragan	-	Burmantofts and Richmond Hill;
A Smart	-	Armley;
P Truswell	-	Middleton Park;
A Wenham	-	Roundhay;

Co-opted Member (Non-voting)

Dr J Beal - Healthwatch Leeds

Note to observers of the meeting: To remotely observe this meeting, please click on the 'View the Webcast' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

<http://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=1090&MId=9998&Ver=4>

Principal Scrutiny Adviser:
Angela Brogden
Tel: (0113) 37 88661

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded). (* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).	
2			EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows: No exempt items have been identified.	

3		LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration. (The special circumstances shall be specified in the minutes.)	
4		DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5		APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES To receive any apologies for absence and notification of substitutes.	
6		MINUTES - 23RD JUNE 2020 To approve as a correct record the minutes of the meeting held on Tuesday 23rd June 2020.	5 - 8
7		UPDATE ON CORONAVIRUS (COVID19) PANDEMIC - RESPONSE AND RECOVERY PLAN To receive a report from the Head of Democratic Services in relation to the ongoing progress made by the council working with partners and communities in response to the unprecedented COVID-19 pandemic.	9 - 118
8		LESSONS LEARNED ARISING FOR NEW WAYS OF WORKING FROM COVID-19 To receive a report from the Director of Adults and Health presenting learning points, practices and positive impacts of new ways of working arising from health and care organisations' responses to Covid-19 to date.	119 - 140

WORK SCHEDULE

To consider the Scrutiny Board's work schedule for the 2020/21 municipal year.

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DATE AND TIME OF NEXT MEETING

Tuesday, 15th September 2020 at 1.30 pm (pre-meeting for all Board Members at 1.00 pm)

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

Webcasting

Please note – the publically accessible parts of this meeting will be filmed for live or subsequent broadcast via the City Council's website. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed.

SCRUTINY BOARD (ADULTS,HEALTH & ACTIVE LIFESTYLES)

TUESDAY, 23RD JUNE, 2020

PRESENT: Councillor H Hayden in the Chair

Councillors C Anderson, J Elliott,
N Harrington, M Iqbal, C Knight, G Latty,
S Lay, D Ragan, A Smart, P Truswell and
A Wenham

Co-optee present - Dr. J Beal

1 Appeals Against Refusal of Inspection of Documents

There were no appeals.

2 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

3 Late Items

4 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

5 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

6 Minutes - 11 February 2020

RESOLVED – That the minutes of the meeting held on 11 February 2020 be approved as a correct record.

7 UPDATE ON CORONAVIRUS (COVID19) PANDEMIC – RESPONSE AND RECOVERY PLAN

The Head of Democratic Services submitted a report in relation to the ongoing progress made by the council working with partners and communities in response to the unprecedented COVID-19 pandemic.

The Executive Board (19 May 2020) report titled ‘Update on Coronavirus (COVID19) pandemic – Response and Recovery Plan’ was appended for the Board’s attention and consideration.

The following were in attendance:

Draft minutes to be approved at the meeting
to be held on Tuesday, 14th July, 2020

- Councillor Rebecca Charwood, Executive Member for Health, Wellbeing and Adults
- Cath Roff, Director of Adults and Health, Leeds City Council
- Victoria Eaton, Director of Public Health, Leeds City Council
- Helen Lewis, Interim Director of Operational Delivery, Leeds Clinical Commission Group
- Julian Hartley, Chief Executive, Leeds Teaching Hospitals NHS Trust
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust
- Sara Munro, Chief Executive, Leeds and York Partnership Foundation NHS Trust

The Executive Member for Health, Wellbeing and Adults introduced the report, and in doing so expressed her thanks to all health partners and their ongoing work throughout the pandemic, and also to residents of Leeds, recognising the difficulties and pressures placed upon families during this time. The Executive Member also noted that the position had evolved since the report submitted to the 19th May 2020 Executive Board meeting, and specifically, that there are now no cases of Coronavirus in care homes in Leeds.

Members discussed a number of matters, including:

- *Personal Protective Equipment (PPE)*. Members asked for an update on the accessibility to PPE stock in Leeds, particularly in care homes across the city, and were assured that a number of clear pathways to obtain PPE have been established to ensure that organisations are able to maintain sufficient stock levels, which is overseen by a city-wide group lead by the Director of Adults and Health.
- *Mental health services*. In response to a query around the impact of Covid-19 on mental health services in the city, Members were advised that there was an initial decline in mental health referrals at the beginning of the UK lockdown, however the demand is now returning to 'pre-Covid' levels. Members were advised that there had been cases of Covid-19 across all LYPFT settings, including psychiatric intensive care, which had created some challenges around behaviour. Members were informed that staff have undergone extensive additional training, and the estate had been reconfigured to protect those at high risk.
- *Wellbeing support services for shielded groups*. Members sought clarity around the steps taken to support the mental wellbeing of shielded groups living in isolation. Members were advised that targeted support is provided to shielded groups in partnership with the third sector, and there is an ongoing initiative to recruit shielded groups to the volunteer 'buddying' programme, to support others and their local community whilst improving their social and emotional wellbeing. It was also noted that people who are shielding are advised to do so on an individual basis, whilst being mindful of the importance of quality of life for those with terminal conditions.

- *Future outbreaks and contact tracing.* Members sought clarity on the capacity to manage local outbreaks, and the effectiveness of contact tracing locally. Members were advised that future outbreaks were likely, particularly through the autumn and winter months, and that the approach to localised 'lockdowns' is to manage complex cases through contact tracing by identifying specific workplaces, schools and other settings, rather than the whole / parts of the city.
- *Risk assessments for BAME staff.* Members sought assurance that risk assessments for BAME staff had been completed across the health sector in Leeds, due to the disproportionate impact of Covid-19 on BAME communities. Members were advised that risk assessments had been completed across all organisations for BAME staff and examples could be provided to Members on request.

RESOLVED – That the contents of the report, along with Members comments, be noted.

8 **Coronavirus (COVID19) pandemic - Health Inequalities**

The Head of Democratic Services submitted a report introducing specific information and analysis of health inequalities associated with the COVID-19 pandemic.

The following documents were appended to the report:

- Analysis of Leeds and national data for COVID-19 cases and mortality, using comparisons of available information
- 'Disparities in the risk and outcomes of COVID-19' report, Public Health England, June 2020

The following were in attendance:

- Councillor Rebecca Charwood, Executive Member for Health, Wellbeing and Adults
- Cath Roff, Director of Adults and Health, Leeds City Council
- Victoria Eaton, Director of Public Health, Leeds City Council
- Helen Lewis, Interim Director of Operational Delivery, Leeds Clinical Commission Group
- Julian Hartley, Chief Executive, Leeds Teaching Hospitals NHS Trust
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust
- Sara Munro, Chief Executive, Leeds and York Partnership Foundation NHS Trust

The Executive Member for Health, Wellbeing and Adults introduced the report, highlighting that levels of deprivation are shown to have multiplying effects on poor health outcomes as a result of Covid-19. Additionally, the Executive Member noted that education as child is a key predictor of health, and therefore it is important to recognise that children who have multiple deprivations and have missed out on education during the pandemic, may be

more likely to experience worse health in future, further widening the gap of health inequality.

The Director of Public Health informed Members that a number of national reports focused on inequality had been recently published, and that teams in Leeds are working closely with author Professor Kevin Fenton to ensure that findings are reflected in the Leeds Local Outbreak Plan.

- *Structural racism and discrimination.* In response to a query, Members were assured that specific focus on structural racism and discrimination within the health and care sector would be included in future plans for managing Covid-19 locally.
- *Digital inequality.* Members noted concern around inequalities in access to digital in the current climate, which due to social distancing and shielding, has a greater impact on peoples' access to information and services. Members were assured that work is ongoing to support third sector organisations to provide equipment and improve digital skills of communities.

RESOLVED – That the contents of the report, along with Members comments, be noted.

9 Work Schedule

The Head of Democratic Services submitted a report which invited Members to consider the Board's initial work schedule for June – August 2020.

The Principal Scrutiny Adviser introduced the report and outlined proposed revisions to the work schedule.

The Chair noted that it was Steven Courtney's (Principal Scrutiny Adviser) final meeting before leaving the Council to complete a secondment at the Hull Clinical Commissioning Group. The Chair thanked Steven for his support to the Board, and was joined by Members in wishing Steven all the best in his new role.

RESOLVED – That the report and outline work schedule presented be agreed.

10 Date and Time of Next Meeting

Tuesday, 14 July 2020 at 2:00pm (pre-meeting for all Scrutiny Board members at 1:45pm)

Report of Head of Democratic Services

Report to Scrutiny Board (Adults, Health and Active Lifestyles)

Date: 14th July 2020

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

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

1. Purpose of this report

- 1.1 This report provides the Scrutiny Board with an update on the ongoing progress made by the council working with partners and communities in response to the unprecedented COVID-19 pandemic.
- 1.2 The Council's Chief Executive provided a comprehensive update report to the Executive Board during its meeting on 24th June 2020 on developments surrounding the Council's Response and Recovery Plan – which includes activity across partner organisations. This report has therefore been appended for the Scrutiny Board's attention and consideration.
- 1.3 However, due to the fast paced nature of developments of this issue, the relevant Lead Executive Board Members, the Director of Adults and Health, the Director of Public Health and representatives from across local NHS bodies have been invited to attend the meeting to provide a further verbal update on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board (Adults, Health and Active Lifestyles).

2. Background information

- 2.1 The initial governance and delivery structure to drive the response to the coronavirus outbreak, including an initial Response and Recovery Plan, was considered by the Executive Board in March 2020. A further update report by the Chief Executive, which included an updated version of the Response and Recovery Plan, was then reported to the Executive Board during its first public remote meeting held on 22nd April 2020 ([Link to Executive Board meeting agenda 22-04-20](#)).

- 2.2 During April, arrangements were also put in place for each of the Council's Scrutiny Board Chairs to receive regular briefings from their respective Lead Directors and Executive Members to review the COVID-19 response. During May, these arrangements were extended so that, on a fortnightly basis, all Scrutiny Board Members were also being engaged (as part of a remote working group) in those briefings.
- 2.3 The Scrutiny Board held its first public remote meeting on 23rd June 2020 to consider the update report of the Chief Executive on the Council's Response and Recovery Plan which was reported to the Executive Board on 19th May 2020 ([Link to Executive Board meeting agenda 19-05-20](#)). During this meeting, the Board was briefed on how the Council and its partners are working collaboratively to support the broad range of patients, service users and stakeholders across the health and care system during such an unprecedented and difficult period. The key issues raised at that stage are set out within the minutes of the Scrutiny Board's meeting.
- 2.4 As part of today's meeting, the Scrutiny Board is continuing to focus its attention on how the Council and its partners are working collaboratively to support the broad range of patients, service users and stakeholders across the health and care system during such an unprecedented and difficult period.

3. Main issues

- 3.1 Due to the fast paced nature of developments of this issue, the Board will be briefed on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board (Adults, Health and Active Lifestyles), including the areas identified above.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 An invitation to this meeting has been extended to the Executive Board Member for Adults, Health and Active Travel; the Director of Adults and Health; the Director of Public Health; and representatives from across local NHS bodies have been invited to attend the meeting to provide a further verbal update on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board (Adults, Health and Active Lifestyles).

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The appended report to the Executive Board references the work ongoing to specifically review inequalities in targeted communities, with equality and diversity being built into the consideration of all citizens and communities work.

4.3 Council policies and the Best Council Plan

- 4.3.1 Within the appended report to the Executive Board, reference is made to the work being undertaken to adapt the version of the Best Council Plan that was agreed at February Full Council to ensure that the COVID context is accurately captured.

Climate Emergency

- 4.3.2 The appended report to Executive Board also acknowledges that as the Council develops its 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.

4.4 Resources, procurement and value for money

- 4.4.1 Given the significance of the financial implications of coronavirus, arrangements are in place for the Council's Executive Board to receive separate and more detailed reports on this matter. The Council's Strategy and Resources Scrutiny Board will also be maintaining oversight of the Council's financial management strategy in accordance with its remit.

4.5 Legal implications, access to information, and call-in

- 4.5.1 This report has no specific legal implications.

4.6 Risk management

- 4.6.1 The risks related to coronavirus will continue to be monitored through the Council's existing risk management processes.

5. Conclusions

- 5.1 As part of today's meeting, the Scrutiny Board (Adults, Health and Active Lifestyles) is continuing to focus its attention on how the Council and its partners are working collaboratively to support the broad range of patients, service users and stakeholders across the health and care system during such an unprecedented and difficult period. This report therefore introduces an update on the ongoing progress made by the council working with partners and communities in response to the unprecedented COVID-19 pandemic. However, due to the fast paced nature of developments of this issue, the relevant Lead Executive Board Member, Directors and NHS representatives have also been invited to provide a further verbal update on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board (Adults, Health and Active Lifestyles).

6. Recommendations

- 6.1 The Scrutiny Board is asked to consider the information presented during today's meeting and determine whether there are any particular issues or areas it would like to focus on in more detail as part of its work schedule this year.

7. Background documents¹

- 7.1 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.

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Report of the Chief Executive

Report to Executive Board

Date: 24 June 2020

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

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

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

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

Coronavirus – summary of council impact (June 2020)



34,390
free

school meals provided
to children across
Leeds every week



515
people

supported into work and
apprenticeships during
April and May 2020



13
childcare hub

sites open with
increasing numbers
of children attending



19,300
shielded

individuals
registered with the
Council for support



£142m+
in grants

have been paid to
11,500 businesses



36,000+
food parcels

delivered and more
supported locally through
volunteer-assisted shopping



9,791
adults

with care plans
supported



20,000+
contributions

to our emergency active
travel consultation
received from 4,100 people



6,200
tonnes

of garden waste
collected in the first
three weeks since
the service resumed



60%
more glass

collected and
recycled than
last year



100km
of pop-up

segregated cycle
lanes planned
to support safe
active travel



210
banners

and information boards
installed across the city
with social distancing
messages

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

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

3. Resource Implications

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

4. Recommendations

Executive Board is requested to:

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

1. Purpose of this report

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

2. Background information

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

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

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

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

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

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

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

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

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

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

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

4. Main issues

4.1 Governance, planning and delivery

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

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

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

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

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

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

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

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

4.11 **Lifting Lockdown in Leeds Plan**

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

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

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

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

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

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

4.16 NHS Test and Trace service

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

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

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

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

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

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

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

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

4.23 Contact tracing will operate across three tiers:

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

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

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

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

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

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

4.28 As part of the national Test and Trace framework, all upper tier local authorities need to develop local outbreak control plans by the end of June. Leeds (on behalf of Leeds City Region) is one of 11 authorities in a Good Practice Network of local authorities to develop these plans. The Director of Public Health is leading the development of the Leeds COVID-19 Outbreak Plan, which will build upon our existing, well-established outbreak plans, but scaling up and enhancing existing arrangements.

4.29 The Plan will build on the existing robust health protection arrangements and services already in place to manage outbreaks and consider the wider impacts of COVID-19 on our local communities. Leeds has a strong record of effective outbreak planning and response across the health and care system, which puts the city in a strong position to take this work forward.

4.30 Further information on the outbreak planning and management approach is detailed in a later section of this report.

4.31 **Response and Recovery Plan**

4.32 The refreshed Response and Recovery plan and the city's multi-agency arrangements seek to ensure that the overall framework is robust and effective to support the council and city through the phases:

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

4.33 The framework for the response and recovery plan maintains the framework as approved by Executive Board in March 2020, however as mentioned, with an additional strand to reflect local outbreak planning and management and updated actions:

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

4.34 The next section provides an update for each of the themes.

4.35 **Local Outbreak Control Plan**

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

- Planning for local outbreaks in care homes and schools
- Identifying and planning how to manage other high-risk places, locations and communities of interest including sheltered housing, dormitories for migrant workers, transport access points, detained settings, and rough sleepers
- Identifying methods for local testing to ensure a swift response that is accessible to the entire population.
- Assessing local and regional contact tracing and infection control capability in complex settings and the need for mutual aid
- Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook
- Supporting vulnerable local people to get help to self-isolate and ensuring services meet the needs of diverse communities.
- Establishing governance structures led by existing COVID-19 Health Protection Boards and supported by existing Gold command forums and a new member-led Board to communicate with the general public.

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

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

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

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

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

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

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

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

4.41 **Health and social care:**

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

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

4.43 **Care Homes**

4.44 The number of care homes in Leeds with COVID-19 outbreaks has reduced significantly recently. From a peak of 47 care homes with active cases or outbreaks, there are now only three, and this area remains closely monitored. This significant reduction has been achieved through close partnership working and a co-ordinated multiagency response led by LCC Public Health and Adult Social Care, working with Public Health England and Leeds Community Healthcare infection prevention service.

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

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

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

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

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

4.49 Public Health

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

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

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

4.53 Testing

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

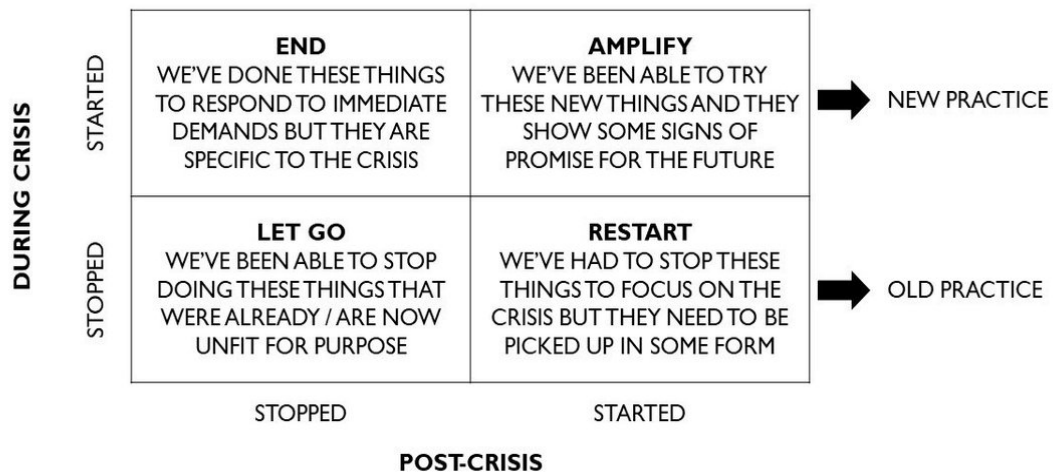
4.55 The Temple Green site is currently carrying out 150– 200 tests a day and is not at capacity. This is also a mobile testing unit (MTU) which is deployed at certain regional locations in rotation, including, in the South of the city, in Morley. Responsibility for the local of future MTUs has been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

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

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

Understanding crisis-response measures

Collective Sense-making



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

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

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

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

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

4.69 Summary position of services across Leeds Health and Care System

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

4.71 Primary Care

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

4.73 Leeds Teaching Hospitals NHS Trust (LTHT)

4.74 LTHT A&E admissions are beginning to increase to between 80-90% of normal admission levels (week commencing 8th June). Attendance numbers are around 70% of what they were historically indicating an element of risk around patients yet to return – for example, those who would usually attend with minor injuries.

Nonetheless, there has been an increasing number of patients in all settings and LTHT has re-affirmed its commitment to deliver 65% of services by the end of the June 2020, in line with their NHSE planning submission; despite the increases in patient numbers beginning to add pressure to LTHT. Work is ongoing with Track and Trace in terms of the impact on health care workers using the guidance on social distancing measures and the need for clinical and non-clinical staff to wear face masks. LTHT is also focusing on increasing the number of anti-body testing by sending some blood samples to Mid Yorkshire Hospitals NHS Trust for patients but will soon look to do this for staff as well.

4.75 Adult Social Care

4.76 Adult Social Care has continued services but has built up a backlog of occupational therapy assessments as this was one of the areas where patient contact was stopped. Consideration is being given to using more video and photography type technology as well as equipping Occupational Therapists with an element of PPE in order for them to enter people's homes. This should help maintain people's independence, reducing falls and hopefully preventing admission to hospital and residential care. Demand in these types of services is slowly increasing, along with demand on safeguarding and regular care needs.

4.77 Leeds Community Healthcare NHS Trust (LCH)

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

4.79 Leeds and York Partnership NHS Foundation Trust (LYPFT)

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

4.81 Yorkshire Ambulance Service NHS Trust (YAS)

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

Leeds Third Sector

- 4.83 Third sector organisations continue to deliver significant proportion of previously provided services, in addition to significant additional emergency COVID-19 response. For example, providing food and basic necessities; mobilising additional volunteering; communicating messages on behalf of the rest of the system and specific support for people who are shielding. While many Third sector bodies are seeing an increased demand; these represent great examples of creative and adaptive provision.
- 4.84 Issues raised through the Communities of Interest network include significant concerns around mental health and the impact on unpaid carers. Further concerns identified include communications and clear consistent messaging; and safeguarding. Organisations are also linking to the test and trace work; promoting the walk to test centre and providing information for the sector around PPE and risk assessments.
- 4.85 **Infrastructure and supplies:**
- 4.86 The Infrastructure Silver Group continues to lead key work of this strand including receiving reports on traffic flows, public transport patronage levels and issues arising and updates on social distancing and proposed active travel measures.
- 4.87 In terms of transport, 24 hour weekday traffic levels in the week (1-7 June) on the network in Leeds increased again to their highest level since mid-March continuing the trend of increasing traffic in recent weeks. They were down 34% (53%) compared to the beginning of March and 28% (49%) on the same week in 2019. On average, flows were up 14% on the previous week. (Percentages in brackets are those previously reported).
- 4.88 Morning peak flows were down 48% compared to the beginning of March and 28% on 2019, evening peak flows were down 35% and 25% respectively. Compared with the previous week, am and pm peak flows were up 31% and 15% respectively. For the weekend of 6 and 7 June, traffic flows were down an average of 42% compared to the beginning of March and 42% on the same week in 2019. These again represent the highest levels of weekend traffic since mid-March with flows again up 3% on last weekend. These rising trends in traffic flows will continue to be monitored each week particularly in coming weeks when many shops will open across the city centre.
- 4.89 It is worth noting that school summer holiday traffic flows normally involves a circa 15% reduction in traffic flows; reductions above this level therefore reflect a very significant change although the recent increases suggest a quicker return towards normal traffic levels than envisaged several weeks ago. Analysis of other automatic traffic count sites located away from Leeds City Centre shows similar levels of change.
- 4.90 Highways England are reporting a similar picture across its network with traffic volumes continuing to increase in Yorkshire and the North East (YNE). 2nd June flows were at 66% of the equivalent day last year – this is the highest since lockdown began. YNE is generally around 2 percentage points above the national average figure of flow compared to previous year.

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

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

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

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

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

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

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

- 4.116 On 1 June, the Kirkgate outdoor market and the three district markets (Otley, Pudsey and Yeadon) fully opened to all traders. The Markets Service ensured posters were in place on each stall and around the market areas with heavy promotion on social media to shop safely. Staff on site ensured that traders kept walkways clear and where space allowed traders spread out onto different stalls allowing for greater space and movement around the market. This was not possible at Otley as traders were relocated from the street into the main square to allow for the footpath to be widened. Before they opened, Otley traders were all contacted and provided with advice related to safely reopening including maintain social distancing, as a result, trader queue flows arrangements were been put in place.
- 4.117 The majority of the public have adhered to social distancing measures. Traders had been asked to control their own queues and some had installed plastic screens and provided hand sanitiser for people to use. Officers maintained a presence at the markets on the first day back ensuring traders were adhering to the rules. Feedback has been sought from traders and responded to accordingly. Maintenance of the 2m social distance has been a real challenge even in larger open spaces, and the service continues to develop its approach in response to issues identified such as responding to the peak times between 11am -2pm, and especially as more businesses return.
- 4.118 Market footfall increased on week commencing 1 June, by 75% on the previous week, seeing another 20k people visit the market. Traders were very happy to be back trading and the customer feedback was really positive in seeing their local markets back open again. Footfall has continued to grow, which is a positive sign, as the rest of the high street plans its return on the 15 June.
- 4.119 In response to the COVID-19 crisis, the Leeds MIT REAP (Regional Entrepreneurship Acceleration Programme) aimed at budding entrepreneurs is launching a new support programme to help individuals facing a change in circumstances and inspiring them to make the leap to entrepreneurship. The ambition is to create a vibrant, engaged and diverse community of potential entrepreneurs across the Leeds City Region. The LEAP™ Programme is currently under development by the MIT REAP Delivery Group and plans to launch later this summer.
- 4.120 LEAP™ will be delivered with a community first, content second ethos via a dedicated online platform in website and app formats. The platform will initially host applicants to the programme, delivery partners and associated mentoring organisations and will create a peer-to-peer network for applicants to learn and develop new skills, as well as facilitate mentoring relationships. Over time, the platform will provide a space to enable an ecosystem of support organisations, co-working spaces, events, business advisors, entrepreneurs, mentors, etc. across the Leeds City Region to organically coalesce, creating a one stop network for entrepreneurs and business owners to access support from advisors and peers.
- 4.121 The council's MicroBusiness Support Service continues to provide support to small businesses across the city via online resources and information, webinars and dedicated 1-2-1 telephone support sessions with local business advisors. 64 businesses have directly engaged with the service via 1-2-1s, online events and workshops, and the website has had 965 visitors with over 4,000 page views. The team are also hosting a series of Retail Chat events to support stores with safe reopening; discussions with stakeholders such as Leeds Indie Food in relation to a

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

- 4.122 The Employment and Skills service supported 515 people into work including 21 people into apprenticeships during April and May 2020. These include job roles across sectors with the largest numbers in health and care, food retail, logistics, distribution and transport.
- 4.123 The service also led a successful bid with Bradford Council to secure a £2.91m ESIF funded programme to deliver employment support across Leeds and Bradford. It will focus on young people aged 15-24 years identified as NEET to improve their skills and significantly increase their prospects of moving into sustained employment. Support will be targeted to young people with poor mental health including those with emotional, behavioural and social difficulties to secure training and work. Delivery will commence in July 2020 and run until September 2023.
- 4.124 Support has been maintained to young people with home learning activities focused on career choices on Start-in Leeds and connecting businesses with school. Moreover, CEG is now working on careers activity with the Alternative Provision Team at Leeds City College.
- 4.125 With social distancing measures still in place for adult learning courses, a smaller number of courses than usual are being delivered online. Work will continue throughout term 3 to enhance the capacity of providers to deliver online through the established Google Classroom facility with over 200 adult learning tutors undertaking additional training. This will enable a blended delivery of provision when lockdown measure are lifted.
- 4.126 An invitation to tender for the Adult Learning Programme in the academic year 2020/21 was issued to providers at the beginning of June with an increased focused on digital skills, and preparatory work is underway to respond to the proposed new arrangement for devolved funding for adult learning in 2021/22 should the Mayoral Combined Authority Scheme be approved.
- 4.127 The council is continuing to work with various sectors to offer advice and support, such as the creative and arts sector and linking organisations with local and national funding and support opportunities such as grants available via The Arts Council. Working with West Yorkshire authorities, the council undertook an online regional survey of the creative sector to help inform priorities for further support going forwards and which closed on 11 June 2020. The results will also be used to respond to the Department of Culture, Media and Sport Inquiry: a call for evidence on the Impacts of COVID on DCMS sectors; and as part of an evidence base for reporting the importance of culture and creative industries for WYCA and the LEP.
- 4.128 The survey will also highlight sector challenges, including the limited sources of support for individuals; digital inequalities/capacity i.e. where creative businesses lack the resources to move activities online; and where Leeds citizens have limited access to online creativity at home.
- 4.129 Leeds Culture Development Team has established a Reference Group representing a cross section of the creative sector, and which will remain in place for 18 months, contributing to shaping two further sector surveys over the period and reviewing the Culture Strategy and Delivery Plan.

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

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

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

- 4.144 The new “Are U Ok?” Service has been introduced to help support individuals that have requested check in and chat and/or welfare calls and is working well as a complementary service with additional capacity to that being provided by local third sector organisations. The majority of the requests received continue to be for help with food and essential shopping.
- 4.145 A resilience of the third sector Bronze group has now been set up, reporting to Silver Citizens and Communities Multi-Agency Group, and working alongside the Third Sector Partnership, with the aim of minimising the impact of COVID-19 on the Third Sector and to ensure that learning from COVID-19 is understood, shared and used to inform future actions and activity across the Third Sector and the wider system.
- 4.146 This group aims to capture the scale of the Voluntary, Community and Social Enterprise (VCSE) involvement in Leeds, the repurposing of VCSE organisations core offer/service and the degree of change by organisations in order to meet the needs of their client group/communities during the Covid-19 crisis. And to understand the resulting financial and operational impact on the VCSE.
- 4.147 The group had its first meeting on 29 May. Suggested areas of focus for the group that are being considered:
- Obsession on Sector Resilience supported a resilience plan;
 - Joint lobbying for sector contribution to economy and city recognised;
 - Exploration of hub and spoke model (linked to city systems);
 - Maximising the contribution of ABCD across the Leeds system;
 - Recognition of system critical organisations;
 - Explore potential of health contribution to sector resilience;
 - Highlight and share examples of best practice - re collaboration and sharing best practice; and
 - Maximise increase in volunteering interest.
- 4.148 The Executive Member for Communities has written to the third sector to encourage them to make contact with their council contract manager to see how the council might offer help and support in light of anticipated funding and cash flow issues for the sector in the medium-term.
- 4.149 The council has explored a top-up from central government of the local business grant funds scheme aimed at small business with ongoing fixed property-related costs which includes small charity properties that would meet the criteria for small business rates relief. This fund has now been launched.

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

- 4.158 Leeds participated in a recent roundtable discussion “The APPG Faith Covenant and Responses to Covid-19”; the first initiative of this kind working across regional boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown. In addition, five years ago the council signed a covenant with the city’s main faiths setting out our relationship and how we would work together in a collaborative way. This work was undertaken with our partners Leeds Faith Forum who are undertaking the lead role on the inequalities work being led by Forum Central and other third sector partners. We have agreed to review the covenant in light and include lessons learnt from the role of faith communities during the city’s response to COVID-19.
- 4.159 There is ongoing dialogue with faith leaders and specifically with the Leeds Council of Mosques regarding the government announcement on places of worship opening for individual prayer from 15 June 2020. A local statement has been released by the Leeds Council of Mosques clarifying that congregational prayers are still not permissible and that mosques will remain closed providing time to ensure that health and safety measures are in place when congregational prayers become permissible.
- 4.160 At the beginning of the lockdown, the Council adapted its Local Welfare Support Scheme (LWSS) and its frontline customer service workforce to provide two COVID-19 helplines to arrange emergency food provision and non-food support. As of 12 June approx. 30,000 calls for support have been answered from both helplines and it is estimated that over 36,000 food parcels have been packed and distributed since the service began.
- 4.161 A new warehouse facility was launched, designed to provide a central location in Leeds for food storage and distribution, linking fleet vehicles and drivers for food deliveries and collections. Three supermarket voucher schemes are also in operation to allow volunteers to carry out shopping for residents that are unable to shop for themselves. A similar scheme with three supermarkets is also in place for those who can pay. Further to this an eligibility process has been introduced to tackle potential abuse of the system and to ensure the service is supporting those most in need; and a city-wide cultural food offer has been established to ensure that the emergency food provision process meets the needs of all communities and families in the city.
- 4.162 At this point in time it is unclear on the timescales for the scaling back of the emergency food provision process as demand is still high. However, work is now ongoing to ensure that the emergency food provision process moves onto a more sustainable footing within the city as lockdown is lifted. This work is happening in conjunction with the review of the volunteering process in the city and is likely to see food provision provided more locally.
- 4.163 The advice to shield has been in place since the end of March, for people with health conditions that mean they would be likely to have serious complications if they contracted COVID-19. These can be specific conditions or a combination of conditions. This advice is given to people of all ages – and is not specific to any age group.
- 4.164 On 31 May, the government updated the shielding advice. Previously, people had been advised to stay inside at all times. This was amended with people now able to safely spend time outdoors once a day with members of their own household, or if they live alone, with one other person so long as a 2 metre physical distance is maintained at all times. This advice remains in place until at least 30 June, and a

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

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

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

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

- 4.172 In schools, Civic Enterprise Leeds (CEL) continue to provide catering support to those pupils who are eligible for Free School Meals, children of key workers and families identified as vulnerable by schools. The current weekly figures are approximately 1890 Grab Bags per week, 2,500 Hampers, (which is the equivalent of 12,500 meals) plus a further 4,000 daily hot meals. Overall, 34,390 meals are being provided to children each week.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

HR have worked closely and continuously to support this flexibility framework, with additional service-specific meetings taking place to resolve any local workforce issues.

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

- 4.228 There has also been significant development of the “Mobilise and Energise Programme” which comprises two strands - ‘Working from Home First but Better’ and ‘In Place’.
- 4.229 Working from Home First but Better - As national government highlights that social distancing must remain in place in the community and workplace, our building capacity will be limited to 20% which provides for the 2m instruction. This requires we maintain the approach for staff to continue to work from home where that is possible. This is in line with many organisations. Working from Home First but Better Messages have been communicated to staff covering the short, and the anticipated direction for both the medium and long term working expectations in line with the commencement of the ‘working from home but better’ strand. Arrangements to enable a high proportion of staff to work from home continues to be supported by the Digital and Information Service (DIS) with IT systems running at increased capacity and supporting teams to increase productivity through further digital transformation. In addition we have seen greater roll out of the requests for equipment to aid comfort in the home. This ranges from keyboards and mice to monitors and chairs. The Health and Safety team are continuing to work to ensure staff have what is required. This service will expand to offer a click and collect service and arrangements have been made for deliveries where that is required. This team is also reviewing the likely needs from equipment to support the ergonomics of a home setting. To ensure we can continue to support effectively a Working from Home survey has been circulated to staff to supplement the wellbeing pulse questionnaire which is being updated but with a particular focus on people’s current experience of working from home, supporting the organisation to ascertain where further intervention is required in relation to any concerns or issues raised currently and how we can support a the medium term approach to greater flexibility than the council’s pre COVID levels and what ‘In Place’ activity is needed to supplement longer periods of working from home. Over 4,200 staff recently completed the short pulse wellbeing survey which highlighted very positive practice (over 82% of staff were positive about the support received) and areas for further intervention. The wellbeing survey will also be repeated at regular intervals over the coming months.
- 4.230 All services have completed a recovery response survey to inform the ‘In Place’ strand and enable prioritisation of return to office working. The key principle is to ensure that the core office buildings that are currently open are COVID-19 secure and that arrangements are in place to effectively monitor this across locations including those which are not managed by Facilities Management. A list of priority buildings has been developed and health and safety arrangements/adaptions have been considered. This includes: removing office walk ways, enhanced cleaning regimes, installation of protective equipment such as screens for customer facing roles, reconfiguration and allocation of fixed desks, reviewing building opening and closing times, introduction of building liaison officers, reviewing the accessibility arrangements of office space and removal of furniture in communal spaces. Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance e.g. maintaining social distancing.
- 4.231 Whilst we work to ensure our operational buildings are COVID secure, another key message remains - ‘if you can work from home, do work from home.’ Currently, the vast majority of staff who regularly used offices before the lockdown are working at home (up to 8,000 colleagues). They will continue to work from home in the immediate future, except for a small number (about 10%) whose services have

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

- 4.232 Building capacity currently allows for around 900 spaces within the open core office buildings (20% of available capacity) with demand estimated to be around 700 – the aim is for those staff that need a priority return to be allocated to an office space over the coming weeks – this will not necessarily be the location they were homed previously. In addition to fixed desking a ‘touch-down’ desk facility will be introduced to provide for printing and other touch down activities. These will be bookable in advance to maintain the integrity of building capacities. This will be a gradual process, taking into account when office spaces are COVID secure, where people can best work, and how people are going to travel to work.
- 4.233 Key guidance will be issued to all colleagues who have either remained in the core office building or are now identified as returning to the office which will include a requirement to undertake an online induction prior to returning to an office space. In order to manage demand with available capacity, individuals will be notified of the details of their allocated desk. In addition, instructions of how to utilise the allocated ‘touch-down’ areas will be issued.
- 4.234 Alongside the above, monitoring systems will be in place to review Health and Safety arrangements, with notices outlining the general principles in operation in buildings being clearly visible throughout the workspace. These principles include: the use of lifts, one way systems, communal spaces (e.g. kitchens) and building user charters. The introduction of building liaison officers will also provide this assistance and adherence to the COVID- secure measures.
- 4.235 **Media and communications:**
- 4.236 Communications during this pandemic has been key given the fast changing nature of the situation and the reliance on everyone to play their part. Councillors, staff, MPs and partners continue to receive regular updates of the national and local activity in relation to the Coronavirus response and recovery. To support their community role during this incident, councillors have received regular updates to ensure that they have the latest local and national information to fulfil their role.
- 4.237 The multi-agency communications group continues to inform messaging supported by the broader council and partners. Business, partners, head teachers and workforce communications continue to be updated with extensive frequently asked questions issued. As mentioned, engagement with trade union colleagues have continued throughout this period.
- 4.238 Focus for the past few weeks has moved from reactive response to proactive planning for return for some services and campaigns to support communication of rules and guidance around these to help ensure safe, appropriate return and that social distancing is adhered to
- 4.239 Weekly Govdelivery emails to 116k residents have been incredibly well received with average open rates between 43-50% and little change in figures or loss of subscribers, suggesting the information is still current, of interest and of use.

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

Corporate considerations

5. Consultation and engagement

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

6. Equality and diversity / cohesion and integration

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

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

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

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

7. Council policies and the Best Council Plan

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

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

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

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

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

8. Climate Emergency

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

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

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

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

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

11. Risk management

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

12. Conclusions

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

13. Recommendations

- 12.1 Executive Board is requested to:

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

14. **Background documents¹**

13.1 None.

15. **Appendices:**

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

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

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

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

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

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

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

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

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

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

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

Objectives:

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

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

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

COVID 19 - Leeds Multi-Agency Arrangements

Existing governance

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

Individual agencies

Gold
Organisational
Leadership Teams

Silver
Organisational
Groups

Bronze / Task and
Finish
Organisational
Groups

Date: 16/06/20

National

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

Regional

WY Integrated Care System &
WY Health Resilience Partnership

WY Economic Recovery Board

WY Resilience Forum

Local multi-agency

Gold Health and Social Care
Group
Chair: NHS Leeds CCG

Outbreak
Control Board
Chair: Council

Gold Leeds Strategic Co-ordinating Group
Chair: Council

Health Protection Board
Chair: Council

Silver Communication Group
Chair: Council

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

Silver Economy &
Business Group
Chair: Council

Silver
Infrastructure &
Supplies Group
Chair: Council

Silver
Communities
Group
Chair: Council

Bronze / Task and Finish Groups

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

Item no.	Action	Officer lead(s)	Status / Comments
1. Local Outbreak Management			
	Ensure effective prevention and management of transmission COVID-19 through the development of a Leeds COVID-19 outbreak plan. This plan will build on existing robust outbreak management arrangements and will include local plans to support the national Test and Trace programme.	Victoria Eaton	- The Leeds' COVID-19 Outbreak Management Board has been established, led by Cllr Blake with public health leadership from Victoria Eaton and will work to ensure effective public engagement and communication about outbreak management across the city and provide political and public oversight for COVID-19 Outbreak Management. There is a comprehensive description in the report. - A bronze group of representatives from local partners has been established to oversee and coordinate the development of the outbreak plan which will cover 7 themes: - Planning for local outbreaks in care homes and schools - Identifying and planning how to manage other high-risk places, locations and communities of interest including sheltered housing, dormitories for migrant workers, transport access points, detained settings, and rough sleepers - Identifying methods for local testing to ensure a swift response that is accessible to the entire population. - Assessing local and regional contact tracing and infection control capability in complex settings and the need for mutual aid - Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook - Supporting vulnerable local people to get help to self-isolate and ensuring services meet the needs of diverse communities. - Establishing governance structures led by existing Covid-19 Health Protection Boards and supported by existing Gold command forums and a new member-led Board to communicate with the general public. - Workstreams have been established, under the bronze group, to lead on these themes. - The Leeds Health Protection Board continues to provide ongoing system oversight and professional expertise to the management of COVID-19.

2. Health & social care

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

			○ Estates ○ Information Governance and digital approaches ○ Finance and contracting ○ Planning ○ Shared learning ○ Associated Integrated Care System programmes • The work of the Stabilisation and Reset group will be based on the principles embedded in the Health and Wellbeing Strategy; alongside the partnerships approach of valuing 'working with' the citizens of Leeds and tackling the health of the poorest fastest. • As part of this, there will be an active focus on the health inequalities exacerbated directly by COVID-19 and/ or any resultant service changes; in addition to any subsequent learning from the feedback from patients, service users and the citizens of Leeds more generally. • Leeds Health and Care system will ensure that the views, voices and aspirations of the people of Leeds are taken into account in the work of this group. • Partner organisations will consider these reset principles and priorities as they work through their own service areas, while recognising that each set of specialist service areas will have slightly different constraints and contexts that require consideration. Despite these differences, partners remain committed to ensuring consistency as far as possible for the citizens of Leeds. It is also recognised that some of the changes made during this exceptional period have been beneficial and should be built upon.
3. Infrastructure and supplies impact			
3.1	With internal partners, relevant authorities and agencies to ensure a coordinated and well communicated approach to returning the city to business as usual in a safe and managed way.	Gary Bartlett	• To gain regular updates and insight into the economic impact and level of public transport patronage, traffic flows on national and local networks and pedestrian flows. • Continue to work with West Yorkshire Combined Authority, Network Rail, train operators, bus operators, Highways England and utility companies to understand level of transport demand and prevailing issues.

			• To ensure a joined up local approach with regards to phased changes in the city and to travel timetables in response to Government announcements around lock down easing measures and any changes to national guidelines. • In particular to ensure coordinated communications approach across all agencies regarding travel information, the frequency and limited capacity, promoting safe travel and promote flexible travel plans are considered i.e. shoppers not to travel at peak times, leave extra time for journeys, encourage continued working from home and/or consider alternatives e.g. cycling and walking where practical. • Working with our partners on coordinated solutions with regards to known and unknown high density activities/changes eg, students returning to university, sporting fixtures, unforeseen protest marches, spontaneous festivals • Continue to progress further phases of social distancing measures across the city and in local district centres and to respond to issues as businesses re-open, liaising with City Centre and Community Committee colleagues. • Continue to progress the development of Active Travel measures across the city and the district to promote sustainable modes of travel especially in local areas and close into the city centre. An example being the A65 orcas and wand scheme to improve cycling facilities and encourage safe travel which should start on site later this month once the equipment has been delivered. • To pursue external funding for the social distance and active travel measures via WYCA and DfT. • Many of the above to reflect the constraints on public transport capacity in order to support and protect public transport for key workers who may not have access to alternative means of transport • To review, analyse and put forward Active Travel/ social distancing proposals in response to the recent Commonplace public consultation exercise which has attracted over 20,000 contributions from 4,100 individuals with a month.
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			• Continue working with partner organisations on additional testing facilities, Nightingale provision and other estate as part of the COVID emergency as necessary • Providing support for the delivery of PPE across the city when requested • Continue to procure and distribution of barriers and other equipment for further social distancing and active travel interventions including schools streets trials • To provide the conduit for an exchange of information and best practice relating to property management and social distancing issues across the city supporting the Council's programme of continuing 'Working from Home First but Better'
3.2	Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services	Sarah Martin	• Plans in place and continued liaison with services. No major issues identified at this stage but continually being reviewed. • Supply and demand of fuel being monitored closely, provisions in place should there become shortage of supply • Working closely with our food suppliers- no major issues • The Council is also working with schools, its catering division and other partners to ensure that vulnerable children and their families continue to receive the necessary support, which includes access to food/free school meals. Latest data reveals 1890 grab bags and 2,500 hampers are being delivered weekly (which is the equivalent of 12,500 meals), plus a further 4,000 daily hot meals. Overall, 34,390 meals are being provided to children each week. • Nationally, the DfE has introduced a supermarket voucher scheme for schools to provide to families entitled to free school meals.
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	Cath Roff	• NHS system moved to "push" system to provide PPE when stocks low, and this is being supplemented by their own procurement. • Cath Roff appointed as city-wide lead for PPE: ○ with additional capacity attached to her to help with stock control, logistics etc ○ with the DPH role to provide guidance based on the national approach

			○ deployment of LRF emergency supplies against agreed prioritisation framework ○ extensive brokering of mutual aid across the city ○ awareness raising with the sector on most recent PPE national guidance and its implications ● Extensive work to procure and source PPE for non NHS, including at a city wide level and through emergency provision via the LRFs. ● LEP business support package established for businesses who wish to adapt to manufacturing PPE: website https://www.the-lep.com/ppe/ ● Due to the concerns over PPE shortages in NHS hospitals, social care and emergency services, the Leeds City Region Enterprise Partnership (LEP) and West Yorkshire Combined Authority (WYCA) are working with partners including the council and LRF to support businesses get the crucial supplies to health and social care workers. ● Supporting the development of a West Yorkshire out-of-hospital supply chain to tap into and develop local capacity as well a national and international procurement options. ● Continues to be raised as a key concern locally and nationally with shortages in a range of settings being reported. ● Web based access promoted for local services. ● Feeding data returns to ensure LRF drops meet demands required.
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	Polly Cook/Lee Hemsworth	● Local Welfare Support Scheme and frontline customer service workforce adapted to provide two telephone helplines to arrange emergency food provision and non-food support. ● New warehouse facility launched to provide a central location for food storage and distribution, linking fleet vehicles and drivers for food deliveries and collections. This larger premises allows food to be packaged within social distancing guidelines. Calls for food provision from the Covid-19 and LWSS helplines are directed to this warehouse for food distribution across the city. ● Four Council Community Hubs and 27 third sector organisations remained open to co-ordinate food provision across the city with the Warehouse, working together with existing foodbanks and partners and using VAL volunteers.

			• As of the 12 June, approx. 30,000 calls for support have been answered from both helplines and it is estimated that over 36,000 food parcels have been packed and distributed since the service began. • Three supermarket voucher schemes are in operation to allow volunteers to carry out shopping for residents that are unable to shop for themselves. A similar scheme with three supermarkets is also in place for those who can pay. • A process for voluntary organisations has been developed to monitor how vouchers are being spent and a recovery process is in place for the paid process. • An eligibility process has also been introduced to tackle potential abuse of the system and to ensure the service is supporting those most in need. • A city-wide Cultural Food offer is also in place to ensure that the emergency food provision process meets the needs of all communities and families in the city. • Work is now ongoing to ensure that the emergency food provision process moves onto a more sustainable footing within the city as lockdown is lifted. This work is happening in conjunction with the review of the volunteering process in the city.
4. Business and economic impact			
4.1	Ensure effective liaison with business, specifically representative bodies to understand impact on local economy (including business confidence) and provide relevant advice or support where possible, including access to government grants.	Eve Roodhouse	• Emergency structures continue in place with workstreams covering: Intelligence; business support; communications; administration; and recovery. • Intelligence hub provides a weekly intelligence report based on information collated from across the council (e.g. city centre footfall) and through proactive contact with businesses and business representative groups (e.g. Chamber of Commerce). Weekly meetings are held with business representative groups. • Communications workstream is ensuring that the Leeds City Council business pages on COVID 19 are regularly updated to include

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

5.1	Assess the impact on key services and plans for events (e.g. related to areas below) to understand implications for service delivery and plan/communicate accordingly e.g. Schools, Care homes, Commissioned services, Community Hubs, Leisure centres, Waste services.	All Chief Officers	• Business Continuity Plans are being continuously reviewed with the pandemic response continuing for a protracted period. Key issues are gathered and clarified with relevant government department. • With the gradual easing of lockdown, focus is shifting to work out how to continue to follow national guidance with the aim of maintaining essential services whilst ensuring staff and public safety. • Maintained provision for key workers across schools and nurseries • Maintained access to food for FSM children. As schools began to extend opening to more pupils as of 1st June, we started at 1,000 rising to 2,000 hot meals across 113 schools. We provide 2,600 hampers per week and in the week commencing 1st June, provided around 27,500 meals which was a mix of means tested, children going to school and vulnerable and key worker families. • Hot meal provision maintained within Specialist Inclusive Learning Centres (SILCs), ASC Residential Homes and Recovery Hubs and those Early Years Centres which remain open. • Assessed services against clear framework and maintained communications with key stakeholders and the public about the implications and the alternatives for access (cross reference to 5.2 for approach) • The Council's Housing service is working to support tenants that get into financial difficulty by suspending normal recovery action for 3 months, and give advice and support to claim appropriate benefits to assist tenants with paying rent. • Approaches to range of services has changed, all communicated through the daily update and on the website, and this continues through the recovery phase, for example: ○ Housing repairs and home visits ○ Planning ○ Street cleansing ○ Refuse collection – no longer collecting garden waste ○ All museums, leisure centres, attractions closed, with some offering online engagement ○ Libraries closed ○ Retained 4 community hub sites for urgent appointments
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			○ Reduced number of schools and children's centres open to provide access for key worker children although this is now increasing for returning year groups. ○ Children's Homes staying open ○ Care homes open, but 24 outbreaks that are being managed • The Bronze returning to public spaces group is now established and meeting on a weekly basis providing coordination to the cross partnership district wide plans. • Comprehensive cross sector plans are in place for the city centre to address the anticipated challenges as restrictions are relaxed. The approach is underpinned by local engagement, signage and a comprehensive communications plan. • In terms of the larger towns across the district and areas of higher footfall, local engagement has taken place and good practice identified from the city centre has been implemented. This includes information towers and signage. • As a consequence of the size and complexity of the district, Leeds watch has taken the lead on developing a flexible response capability to address unanticipated challenges. Leeds watch have identified 'duty' contacts across the Council and partners and will provide live time information to colleagues enabling them to address developing issues. • Future risks have been identified, these include the opening licenced premises, the impact of the Leeds Carnival and the loss of many other community events across the district. These are being assessed and contingency plans are being developed.
5.2	Monitor community tensions and providing community reassurance through regular channels e.g. faith and community leaders, responding appropriately when required.	Shaïd Mahmood	• Partnership arrangements in place and being used to promote messages of reassurance and to be aware and respond to any issues which may arise. • Particularly focused with faith sector on death management issues • Ongoing dialogue is taking place with faith Leaders and Council of Mosques regarding the government announcement about places of worship opening for individual prayer on 15th June 2020. • Leeds took part in a recent roundtable discussion: "The APPG Faith Covenant and Responses to Covid-19", the first initiative of this kind

			working across regional boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown. • The institute of Strategic Dialogue are currently providing updates on Far Right Mobilisation and disinformation around COVID-19 which has been used to raise awareness across partner agencies and third sector organisations. • The community tensions report continues to be used effectively to deploy resources to counter community/neighbourhood issues and challenges and alongside wider input from services and the community serves to drive Bronze and Silver group work. • Work to understand COVID-19 related inequalities in the city has been initiated and two reports have been developed by the Communities of Interest working group and Public Health respectively. A joint report has been requested to go to Cabinet. • Support continues to be provided to migrants, asylum seekers and refugees and those with no recourse to public funds by the council and many migrant third sector organisations. • Faith Leaders Network – The council has expanded its Faith Leaders network and it is now meeting monthly online during the Covid pandemic. Topics addressed through this group so far include the provision of burials and cremations, culturally appropriate food distribution, domestic violence within faith communities during lockdown and the inequality work being undertaken between the council and third sector partners re disproportionate impact on communities of Covid and the measures taken to combat it. • Religion or Belief Hub –Steps are being taken to restart meetings online and then eventually in a socially distanced way. Meanwhile the Hubs extensive mailing list and social media has been used to share Covid related information into Religion or Belief communities and to continue to celebrate the contributions of Religion or Belief communities in the city both in combating the pandemic but also through continuing to mark major faith festivals. • Faith Covenant – A review of the covenant has been initiated following five years of work and in light of COVID-19.
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5.3	Ensure effective liaison with the third sector (VCFS organisations) to understand impact and provide advice and support to ensure a coordinated and safe approach to the use of community capacity.	Shaïd Mahmood	• Guidance shared with third sector representatives. • Volunteering scheme with Voluntary Action Leeds has been launched allowing people to provide community care and support in a co-ordinated way that keeps everyone safe. Over 5200 have been inducted with VAL. LCC has provided badges so that the identity of volunteers can be confirmed • Structured approach – tier 1 are DBS checked, led by Adult Social Care; tier 2, led by local voluntary sector ward hubs are for other activities where DBS not required; with tier 3 focussed on community and citizen led activity, using an Asset Based Community Development Framework and approach, promoting and nurturing a range of activity across the city, including friendliness, neighbourliness, role of civil society, and making connections • LCC helpline has been advertised by delivery of a flyer to every household in Leeds. It enable members of the public to make contact and be matched with the assistance they need. • Weekly Third Sector meetings are being held and a Third Sector Resilience survey is completed and reports produced. • A review of has been initiated to examine the sustainability of the current volunteering arrangements for the medium term and to consider improvements. • Discussions underway to look a maximising longer term impact of volunteering and community response – linking with other relevant provision (e.g. Food) • “Are U Ok?” Service introduced to help support individuals that have requested a check in and chat/welfare calls. Welcome additional capacity to that provided by local trusted organisations and well received. Essential as organisations are seeing people in need that were not presenting previously. • Ward-level Facebook pages continue to provide information and remain monitored for adverse comments and signposting to appropriate services. • Volunteer Coordinator Hubs have been established for each ward across the city. The majority of the requests received are for help
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			with food and essential shopping, prescription collection, dog walking and befriending and reassurance calls. • The current volunteering arrangements have been reviewed recently, initially with all the hubs involved in the city wide effort and the findings are being written up by Voluntary Action Leeds to inform the next stage of development to a more sustainable and more locally responsive approach. • The Executive Member for Communities has written to the third sector to encourage them to make contact with their council contract manager to see how the council might offer help and support in light of anticipated funding and cash flow issues for the sector in the medium-term. • The council has explored the detail of a recent government announcement to top up the local business grant funds scheme aimed at small business with ongoing fixed property-related costs which includes small charity properties that would meet the criteria for small business rates relief. This discretionary grant fund has been launched and is being actively promoted to Third Sector organisations that may the criteria. • A Bronze Group has been established to focus on Third Sector Resilience; ambition and action plan have been agreed with Third Sector Partnership Group. Detailed work stream effort is now beginning.
5.4	Recognising the community understanding role of Councillors, ensure appropriate information is provided to elected members to enable them to support the community in their wards.	Shaid Mahmood	• Regular communication issued to all councillors with relevant guidance and information related to local impact including cases in Leeds, LCC service disruption, food provisions, shielding and volunteering updates, economic impact report. Signposting to national guidance and advice remains ongoing. • 33 ward-level Facebook pages have been maintained supporting local communication and share important messages. • Ward level organisations remain in place and continue to be supported by Voluntary Action Leeds and LCC capacity to ensure effective response during this crisis. This support continues to be valued by the organisations allowing them to be more locally responsive.

			The Community Committee Chairs Forum has re-established Skype-based meetings and all community committees have met on a consultative basis since lock down. Wellbeing and Youth Activity Fund positions for each committee have been reviewed and spend patterns on a ring fenced £10k of wellbeing fund have been shared.
5.5	Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate.	Lee Hemsworth	- To 12th June 2020, the COVID Helpline has taken approx. 15,000 calls. The weekly numbers are now reducing (being approx. 50% of the early weeks), but demand continues from citizens requiring a range of support, mainly around food and fuel but also medicines, loneliness and poverty. Support continues to be provided to call-handlers from range of multi-agency colleagues within Health and Social Care. - Leaflet drop to 330,000 households to highlight support and help available. Now translated into 12 community languages online. - Staff on the Helpline triage the support customers needed and task out to Adult Social Care, Local Welfare Support, the food distribution warehouse or the 33 volunteer hubs. - Staffing implications have meant other, non-priority lines within the Contact Centre have closed, but that has been communicated. - Calls for food provision from the Covid-19 and Local Welfare Support Scheme (LWSS) helplines are directed to either the emergency food warehouse or the lead Voluntary Organisations in each ward for food distribution across the city. To 12th June 2020, approx. 36,000 food parcels have been packed and provided from the emergency food delivery process, of which approx. 65% are delivered via direct delivery, 30% go to the 27 lead Voluntary Organisations and 5% to the Council's Emergency Community Hubs. - A process to allow citizens to pay for their food shopping was introduced on the 30th April 2020 and a recovery process is in place. - A team of Helpline Liaison Support staff from across the Communities & Environment directorate is being established to ensure the referrals are accurately and effectively allocated to the Volunteer Coordinator Hubs.

			Work is ongoing to ensure an appropriate plan is in place to ensure that citizens continue to get the help and support they need through the Local Welfare Support Scheme, once the COVID helpline stops, although there is currently no timeline on this happening.
5.6	Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	Tony Cooke/Polly Cook/Lee Hemsworth	- The NHS has identified a number of medical conditions that would most likely result in severe illness requiring admission to hospital as a result of Coronavirus. Because of this high risk of complications, it was proposed that individuals with these conditions take significant measures to shield themselves from contracting the virus through strict social isolation for a period of 12 weeks. This guidance was updated on the 31st May to advice that people in this group can spend time outdoors once a day with their household or at a two metre distance with one person from a different household. - Based on original estimates of numbers, Leeds was estimated to have had a shielding cohort of 22,532 people. In subsequent weeks, secondary care and primary care have done an extensive search of patient records, to identify patients whose combination of conditions would also raise their risk from “moderately vulnerable” to “extremely vulnerable”. The new estimated figure as of 16th June for people in Leeds advised to shield, is now 45,385, over twice the original estimate. Other areas of the country have also seen significant increases in numbers advised to shield. Work is underway currently to better understand the scale of the increase. - To date 19,311 people (42.5% of the expanded cohort) have confirmed they have received the letter to shield by registering with the national shielding service. 5,221 people have said that they would need help with accessing food and basic supplies. 1,278 have asked for support to meet their basic care needs. - All families with children who are advised to shield are being sent a letter containing relevant information and signposting to local support specifically for children and families. Leeds Children’s services are working closely with the parents and carers of the 1,028 children and young people who have been advised to shield to

			manage their ongoing education and agree the right course of action with regards to returning to school. • Targeting efforts to ensure that information about shielding is shared in minority ethnic communities across the city, working with third sector organisations, faith communities and sharing this data with primary care, particularly in areas that have higher numbers of BAME residents. • Following extensive liaison with the council, a number of supermarkets are now offering priority services to this cohort as well as promoting the local support offer. • Processes have been established to ensure emergency food provisions, phone support and signposting is provided to those in need (lead by Chief Officer Health Partnerships). We continue to be directed by national guidance around shielding. • Each person on the list who has expressed a need for help and support is contacted directly either via text, email or phone call and the helpline number is provided for them to call should they need help. • A multi-agency approach has been taken to ensure that people will have access to the support they need through this period. • A dedicated helpline number has been established in Leeds to help coordinate matching people with the support they need. • The local Shielding Team periodically sends out updates to all people who have confirmed they are shielding, with practical information about where to get help with accessing food, welfare support or social support. • Coordination of work on financial inclusion. • Categorisation of type of support and clarification of pathway being worked through in advance of more formal approach to launching and promoting this additional mobilisation of community capacity both formal and informal.
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			The local “check in and chat” service, called ‘Are U OK?’ has been introduced and information on this will be sent directly to people who are shielding.
5.7	Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus eg domestic violence, rough sleepers, release of prisoners, managed approach, NRPF	Paul Money	- Daily Threat report evolved to provide more focussed intelligence picture to aid the deployment of resources in an intelligence led way. e.g. tracking COVID-19 OCG activity including frauds and scams being targeted on vulnerable people. - To address issues associated with DV&A we have now set up COVID-19 Officer Group to review our capacity and capability and stress test arrangements to ensure we are able to support victims and families at a time of heightened demand - with indications that demand will increase further over coming weeks and months as social distancing guidance is relaxed. - Safer Leeds is maintaining close liaison/ coordination with all partners including third sector support charities/organisations to ensure we have resilience in our partnership capacity and no interruption of services. This includes monitoring the availability of specialist accommodation support for those at risk of DV&A - Rough sleeper accommodation has been further enhanced to include COVID-19 Care, COVID-19 Protect and general population offers. Rough sleepers are also being offered PPE as are colleagues working with this high risk group. 199 people are currently being supported in emergency accommodation – approximately 25% of whom have been physically seen rough sleeping in the city at least once in the last 12 months by street support services. - New arrangement for the support of street based sex workers are now being further embedded. Support to sex workers is being delivered in a different way and most women on the cohort are now not believed to be street sex working. Those that continue with such activity are being engaged dynamically and supported to refrain by resources forming part of the Managed Approach partnership.

			• Services including accommodation providers are supporting individuals who are assessed as being without recourse to public funds on the basis of the indiscriminate nature of COVID-19. • Working group set up to address issues arising from the national Prisoner Early Release Scheme. No significant threat in Leeds due to the low volume of prisoners being considered for early release. The original issue around the need to alleviate pressure in the secure estate (5000 prisoners) has now significantly dissipated (at least for the time being) mainly due to the major reduction in the number of people being sentenced by the courts. Local arrangements may come under pressure due to the volume of people who are now being made subject of bail and curfews and remaining in the community as opposed to being required to attend Trials but we have partnership arrangements in place to keep this under review. • All relevant community safety services are currently engaged in 'return to normality' planning in anticipation of further Government/Health announcements linked to the pandemic with a focus on the impact on people and services.
5.8	Ensure that vulnerable children and young people are safeguarded as far as is possible during this pandemic given that services cannot be provided in the normal way.	Sal Tariq	• Social work service maintained but requiring social distancing • Social Work, schools, early help, targeted/specialist services and key partners working together at a cluster level to identify vulnerable children/young people to ensure a line of sight on them and robust support plans. • Multi agency Bronze groups taking place each week in the East, South, West of the city to provide a strategic response to emerging issues at a cluster level. • Support is being offered to the families of shielded children by the Children and Families staff. • On line and practical resources developed and shared with vulnerable children and their families. • Early Help hubs ensuring that vulnerable children and their families are provided with food and other essential provisions as well as on-

			going Early Help. An Education Psychologist attends the Early Help Hubs once a week. • Domestic Violence, Substance Misuse and Mental Health specialists based in the Early Help Hubs providing advice and support to professionals and families. • Support being provided to families where Parental Conflict is an issue to prevent escalation • Allocations meetings increased to 2 meetings a week to ensure timely provision of targeted/specialist support to vulnerable children and their families. • Children and Families DV officer group established to look at support available to families during the current pandemic and feeding into Safer Leeds Covid-19 DV officer group. • 13 childcare hub sites remain open with increasing numbers of children attending. • Children and Families staff working with key with partners to investigate whether appropriate numbers of vulnerable children are attending school • Identified children/young people who are eligible for a free laptop through the government scheme and supporting the rollout of this. • Free school meal provision is continuing.
5.9	Supporting schools to provide education for key workers and “re-open” in line with national guidance.	Sal Tariq	• Very regular bulletins with schools and staff supporting schools with a range of practical issues as well as safeguarding (as above) • Engaging with head teachers/principals now weekly with the Leader and Executive members • Various bronze arrangements now in place, including primary and secondary bronze groups, with connections to other groups where needed eg shielding, transport etc. Developing a framework to help interpret guidance and providing a steer about implementation. Partner agencies are working together to support children who are returning to school.

5.10	Establish a hardship fund in line with government guidance and to meet local need	Victoria Bradshaw/Lee Hemsworth	- Processes are in place, including a new on-line form, for citizens to seek a delay in paying their monthly Council Tax payments. Residents are entitled to request up to a 3 month council tax 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. - An agreed Hardship Scheme will be live from the end of June 2020 once the system has been appropriately updated and tested. This scheme will bring support to those on Local Council Tax Support and those who may come into this cohort as a result of the current situation. The Hardship Scheme will see current CTS recipients benefit by an average of £231, with an additional 17,925 no longer having any council tax to pay in 2020/21. The scheme also ensures that approx. 3000 current CTS recipients who would receive less than they would under the government approach, receive the £150 given under the government's approach. The scheme has also been costed on the basis of meeting any additional need up to a further 10,000 new CTS claims.
6. Organisational impact			
6.1	Ensure joined-up cross-departmental approach to Coronavirus (COVID-19) response within the council, within the context of the relaxation of lockdown and further recovery Phases	Neil Evans	- This Response and Recovery Plan is being used to ensure coherence and consistency as well as compliance with national guidance. The plan is reviewed regularly and updated accordingly. - Multi-agency command and control arrangements in place and within the organisation. More frequent engagement with chief officers so everyone clear about role and expectations and a consistent approach is taken

6.2	Leading on council-wide discussions regarding the resumption of services and working towards a plan about which services can resume and when, without impacting on essential service provision	Nicole Walker/Andy Dodman /all chief officers	• Continued work to ensure redeployment to key areas, with use of a skills questionnaire and a redeployment team, is not prejudiced by resumption of non-essential services (e.g. household waste sites). • Recruitment is continuing into care roles and children's homes with fast track training in place. • Managing expectations of the level of delivery as increasing proportion of the council's workforce is affected (e.g. because of self-isolation or illness) is a key issue of consideration. Staff who are affected by Covid-19 are receiving wellbeing check-ins and OH support. • "mobilise and energise programme" – two strands - 'Working from Home First but Better' and "In Place". All services have completed a recovery response survey to inform the In Pace strand and enable prioritisation of return to office working. • The two areas of focus are: ○ 'Working from Home First but Better' – which is centred around complementing continued home working through accelerated plans to improve productivity and support staff wellbeing through three key areas of equipment, training and service transformation through digitisation ○ 'In Place' which focuses on adapting and accelerating the use of our buildings to enhance wellbeing and productivity for our colleagues, customers and partner. • The key principle is to ensure that the core office buildings that are currently open are COVID-19 secure and that arrangements are in place to effectively monitor this across locations including those which are not managed by Facilities Management. • Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance. • Whilst we work to ensure our operational buildings are COVID secure, another key message remains - 'if you can work from home, do work from home.' • Building capacity currently allows for around 900 spaces within the open core office buildings (20% of available capacity) with demand
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			estimated to be around 700 – the aim is for those staff that need a priority return to be allocated to an office space over the coming weeks – this will not necessarily be the location they were homed previously. • Preparation of Service Recovery & Resumption Plan (Lifting Lockdown in Leeds) to provide organisational picture of resumption of services during Phase 1 and 2 and beyond.
6.3	Identify council service budgets which may require additional financial investment or underwriting as a result of reduced income or increased expenditure. Consider requesting additional funding from government and the most effective use of funding from central government.	Victoria Bradshaw	• Systems have been established to capture the impact/potential issues so that these can be reflected in evidence for additional funding requests e.g. business grants, hardship schemes, social care funding etc. (Cross reference to 4.1 on business grants) • A full account of additional costs will be maintained and reported regularly so additional budget pressures can be identified early. • Extensive liaison with colleagues in other authorities and sector bodies to influence government to support councils • Submissions being made to MHCLG when required • Report to Exec Board in May highlighted issues and recommendation to write to Government • Report to Exec Board in June highlighting the impact for 2020/21 and 2021/22. The report will detail that service reviews are to be undertaken.
6.4	Ensure regular engagement with council contractors and suppliers to identify any potential impact or risks to contractor performance.	Victoria Bradshaw/ Commissioners	• Liaison across services taking place with contractors and providers so that issues can be captured and responded to. • National advice and support is communicated to suppliers to ensure that a consistent message is circulated.
6.5	Track impact on council workforce affected by Coronavirus (COVID-19), including a period of staff absence, staff welfare, workplace conditions, intervening and issuing regular up to date guidance as required, so that managers can support individual members of staff.	Andy Dodman	• Liaison with trade union representatives and extensive advice to workforce from a health and safety and general employment perspective. • Work with trade union colleagues continues, with any vulnerable staff who are at work are doing so willingly and have Occupational Health advice. Extensive guidance to managers is being issued weekly. • Framework and guidance has been set out to support service reopening and resumption

			• The central reallocation pool is continuing to be utilised to support resource deployment enabling effective business continuity both internally and city-wide with a particular focus on supporting staff in vulnerable groups who are working in frontline critical services. The trade unions and HR have worked closely and continuously to support this flexibility framework, with additional service-specific meetings taking place to resolve any local workforce issues. • Managers are invited to log where there is supply and demand in their service. Staff will be supported to complete skills surveys to inform redeployment decisions, and all this will be carried out in-line with our values and through engagement with line managers. • Supporting staff in vulnerable groups who are working in frontline critical services by matching surplus resource with these roles remains a key priority. • In light of the recent announcements from national government, the current guidance relating vulnerable staff is being reviewed in consultation with trade unions. • Staff volunteers will be identified through the essential services redeployment pool and for staff who are able to work but are not needed to support an essential service, they will be matched where possible to the VAL volunteering roles. • New categories for reporting established and a flexible resourcing plan developed to help respond to business continuity issues. • Strong links developed with anchor organisations and other city employers to support wider resource deployment as and when necessary. • Council PPE stock is being efficiently distributed to those services where it is required. • Staff wellbeing survey has been issued with over 4,200 respondents. Level of wellbeing and support are positive, with action plans emerging • Specific actions have been identified to support those staff that may be disproportionately affected by Covid-19 (eg BAME)
6.6	Work across the City as a whole to lead and coordinate the delivery of the necessary Digital	Dylan Roberts	• Carrying out critical infrastructure upgrades across six weekends up to mid-July to provide additional capacity on the network to support

	and Information solutions to underpin the whole City operation through the ONE City approach to Digital and Information. Maintain and emphasise the ONE city approach to continue living with the virus. • Prioritise use of available resources to maintaining the availability of critical communication and IT systems with more permanent working from home. • Rapidly developing new solutions to enable new ways of working for services (e.g. Household waste site booking system, Track and Trace) • Prioritise intelligence resources to combined data as appropriate and provide new dashboards to inform better decisions in the new world • Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working. • Protect the Council and partners from opportunistic cyber attack		the exponential increase in use of technology solutions e.g. video conferencing. Skype for Business at its peaks is handling 12800 concurrent calls which is well over what the infrastructure was designed for. • Accelerating the roll out of Office 365 and Microsoft Teams to mitigate some of the issues above. • Establishing the support arrangements and infrastructure for our GPs and other primary care staff to work from home, provide online consultations and share resources across practices to support the demand • Combining the intelligence from multiple sources to identify hot spots and those most at risk in order to inform a targeted response • Joining up National and Local digital interventions to support Care Homes through one coordinated effort. E.g. Government funding a device per care home for remote doctor consultations. • Providing the collaboration technology and tools to enable the diverse third sector of Leeds to coordinate efforts and enable thousands of new “checked” volunteers • Rapidly developing new web, service and social media based solutions to enable new services • Supporting partners without the necessary skills to upgrade their systems due to massive increase in demand. Enabled VAL to run a payroll for 170+ 3rd sector organisations in the City with a massive increase in “employees” and getting key workers paid. • Our 100% Digital Literacy Leeds and Smart Leeds teams are continuing to focus on supporting and enabling the most excluded communities through third sector partners to be able them to connect to services and information online. NHS organisations, local and national are looking to further invest in this due to the benefits and the team and approach have been nominated for a national award >> please vote here https://digileaders100.com/digital-skills-or-inclusion-initiative • Re-prioritising the portfolio of IT work with COVID recovery and efficiency savings as the prime priorities over and above other things.
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			- An example of the City Digital approach enabling staff and the public, in this case the GP and the patient see tweet https://twitter.com/rachalate/status/1247582714297016330 - Nominated as one of Matt Hancock's COVID19 HeathTech Heroes
6.7	Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to: - Share key analysis and headlines; - Identify gaps in data and analysis; - Share capacity and resources; - Provide common/consistent feedback on intelligence issues.	Simon Foy	- Broader intelligence to support and link to existing arrangements in H&SC system. - Intelligence group established backed up by weekly call to identify issues, fill gaps by joint working and highlight key areas of concern. - Data Mill North and Leeds Observatory promoted as platforms to share data and analysis and to facilitate collaboration. - Range of individual thematic and policy updates shared across the group and a weekly headline summary report established. - Joint working underway on key areas such as COVID19 impact, tracking vulnerable and shielded cohorts, socio-economic insights/impacts.
6.8	Assess the impact on events planning and management to understand implications	Mariana Pexton/Cluny McPherson	- Strategic Safety Advisory Group and Major Events Project Board will be used as the forum for this, within the context of national guidance. - A large number of our venues and facilities (including Leeds Town Hall, Carriageworks, and Pudsey Civic centre) have now closed to the public and will remain so until July at the earliest. - All major events in the city have been cancelled or postponed up to and including August 2020. - Calendar of events in the city from Autumn onwards is being continually reviewed and complex issues worked through. - Consideration is being given to an event to thank the city's key workers and pay tribute to those who lose their life - Both Leeds Playhouse and Opera North CEOs are represented on working groups feeding into the development of the Government's strategy for reopening the sector via a DCMS-led Taskgroup.
6.9	Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the	Mariana Pexton	- Unexpected deaths plan has been refreshed - Flexible resourcing plan has been invoked

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

			in line with the Reasonable Worst Case Scenarios (RWCS) or other advice given by key national departments (eg Worst Winter Deaths)
7. Media and communications			
7.1	Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate.	Donna Cox/Danni Clayton	• Brandwatch social media monitoring queries on coronavirus and related topics in place. Informs reporting and proactive planning. • Volume of media requests high: prioritising around those that are coronavirus-related or major reputational threats for the city • Proactive media work continuing, informed by strategic direction and monitoring and prioritised around coronavirus handling • Three times weekly media summary incorporating enquiries, proactive releases and social media planning/monitoring produced, helping to feed updates for BCLT, members and MPs and regular partner briefings. • Silver communications leads group established for key partners on Gold Strategic Command that links communications between partners and channels Silver Health Group information (via its health communications leads). • Weekly press briefings taking place remotely since April.
7.2	Effective liaison and engagement with Public Health to promote communication and information sharing with key services (such as, Schools, Waste services, Higher/further education institutions, Health sector, Social care, Third sector, Faith organisations/leaders etc), the public and workforce.	Sara Hyman	• Range of communications issued and specifically advising reference to continually updated national guidance e.g. for schools etc seeking to ensure coherence and consistency on guidance from government. • Communications work streams established for all key Silver groups – Health, Communities, Business and Infrastructure and Organisational Impact • Sub-groups in place to coordinate Marketing and Campaigns, Digital and Social, Press media and PR and Internal comms coordinating and promoting communication and information sharing with key services and audiences • Digital forecast in place three times weekly for social media and digital channel owners to ensure coordination of messages across council channels. • Increase in communications activity and campaigns around returning services – travel to/from, safety and social distancing in the city and some town centres, and within reopened sites (parks, visitor attractions, etc)

7.3	Regularly update key stakeholders across the council and city, in particular, elected members and MPs, CLT, BCLT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc.	Mariana Pexton	• Regular councillor and MP emails being sent, including guidance and signposting to further information, • Regular all staff emails, and FAQs issued (refreshed when new national guidance is produced). • A staff Facebook page has been established to ensure a greater reach out to Leeds City Council staff. • Two dedicated webpages created on leeds.gov to host information for residents and communities; and businesses • GovDelivery Coronavirus weekly newsletter sent to circa 116k • Messages to schools being issued, in line with DfE guidance, from the DCS • Leader and Chief Executive monthly communications used to reach broader stakeholders regularly. • Regular calls with MPs. Regular calls with headteachers, businesses, third sector partners and other partners. • Communications have been increased to amplify national messages and changes to services via the website, virtual newsroom and Leeds Alert.

Coronavirus - Gold Covid Strategic Coordination Group

Weekly Report - 16 June 2020

Headlines

Health and Social Care

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

Citizens & Community

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

Economy and Business

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

Infrastructure and Supplies

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



1879

Total Covid-19

Reported in
Hospitals



24

New Cases

Reported since
last weeks Gold report



63%

Critical Care Beds

Reported as occupied
in LTHT Hospitals



9

Patients

In receipt of mechanical
ventilation



199

People

In emergency
Accommodation



320

Covid related

Incidents reported to
West Yorkshire Police



425

Domestic Incidents

reported to WY
Police in last week



5

Covid warnings

Issued by WY Police in
the last week



190

Grants paid

to local businesses
this week



£2.26m

In grants paid

paid to local businesses
this week



15%

Footfall in Leeds

Based on figures for the
same week last year



7500

Website Visits

To Covid guidance pages
on LCC website

Coronavirus - Health and Social Care Impact

Weekly Report - 16 June 2020



1879 Total
Covid19 Cases
Reported in Leeds



24 New Cases
Reported since last
week's gold report



323 Hospital
Covid19 deaths

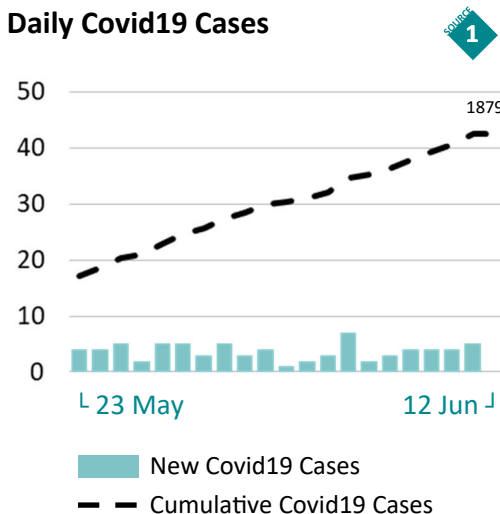


611 Registered
Covid19 Deaths

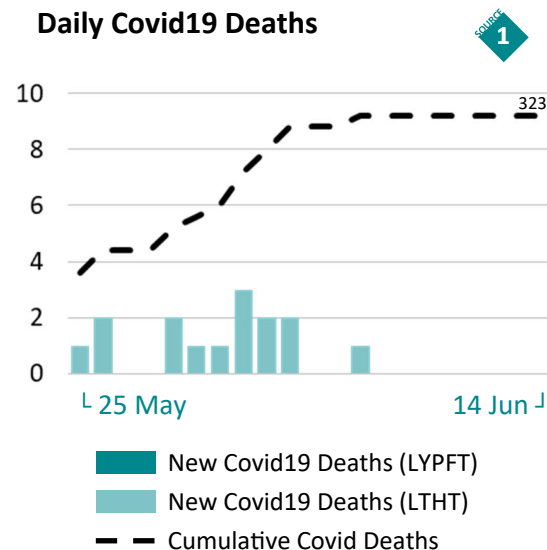


240 Registered
Covid19 Deaths in
care homes

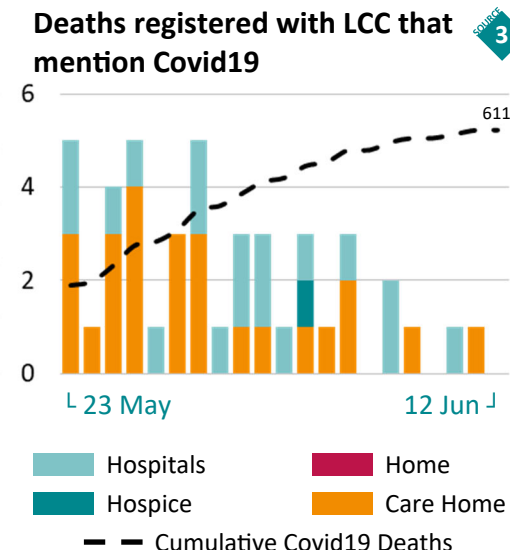
Daily Covid19 Cases



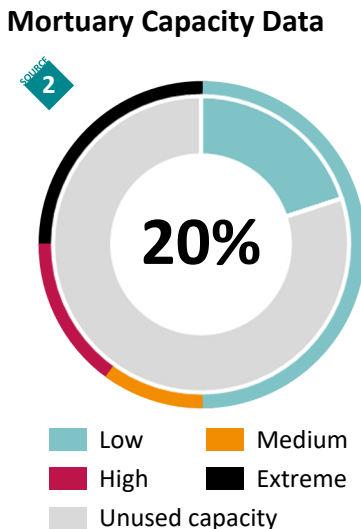
Daily Covid19 Deaths



Deaths registered with LCC that mention Covid19



Mortuary Capacity Data



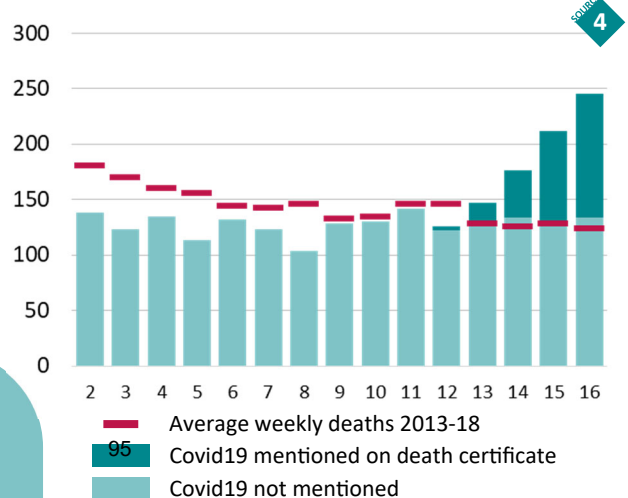
* Note : this figure is slightly elevated due to the loss of some storage at LTHT site. ♦ Combined data for LTHT and MYHT. ♦ Does not include Waterside facility.

All Deaths in 2020

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

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

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



Sources:

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

Cases and Deaths in Leeds

COVID-19 case data is based upon the date the specimen was taken from the person being tested which allows for analysis of the progression of cases over time. However, this also means that the latest days' figures are always incomplete and only data from five days or more ago can be considered complete. Data for recent days are constantly being revised as more information becomes available.

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

Deaths in Leeds

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

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

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

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

Coronavirus - Health and Social Care Impact

Weekly Report - 16 June 2020



1879 Total
Covid19 Cases
Reported in Leeds



24 New Cases
Reported since last
week's gold report



23 Cases
Reported active in
Care Homes



68% Beds
Occupied in LTHT

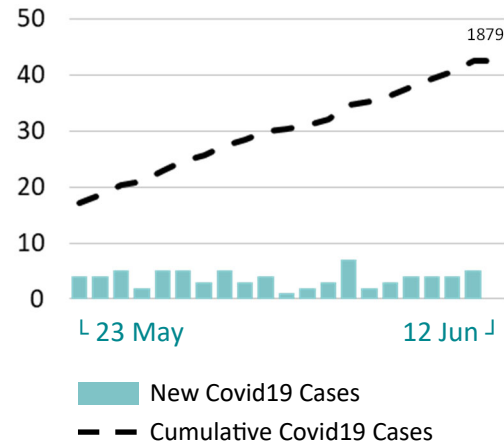


63%
Critical Care beds
occupied in LTHT

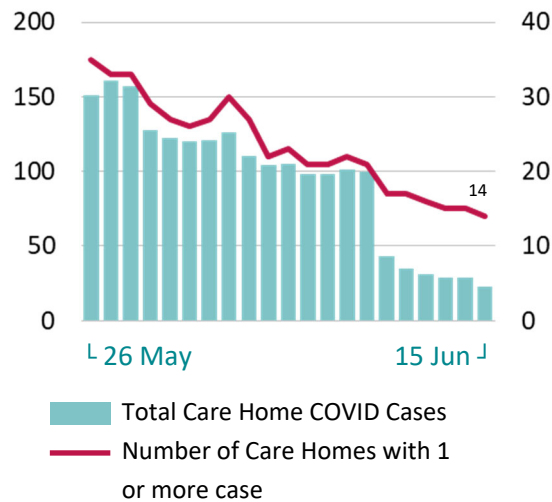


9 Patients
Receiving mechanical
ventilation

Daily Covid19 Cases



Covid19 Cases in Care Homes



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

Bed Occupancy

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

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

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

Covid Discharges at LTHT

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

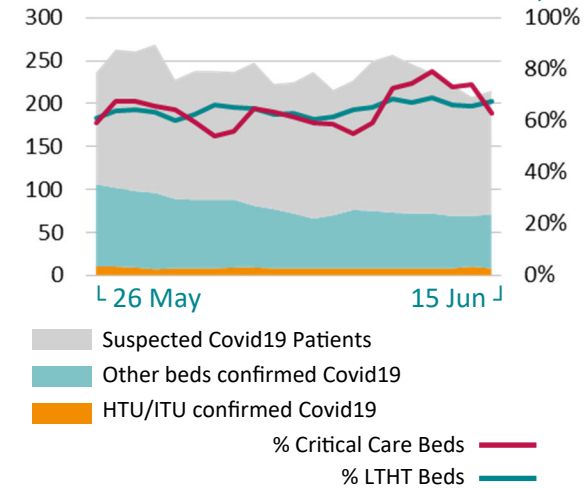
Care Homes

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

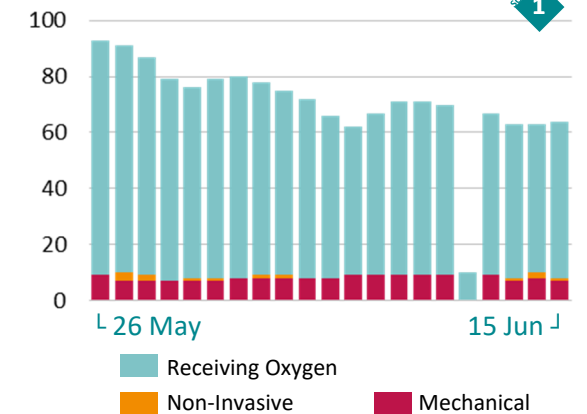
Of those care homes that are reporting: 146 are reporting they are operating with minimal risks, 3 are reporting some risk to admission status deterioration, and none are reporting significant risk to admissions in the next few days.

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

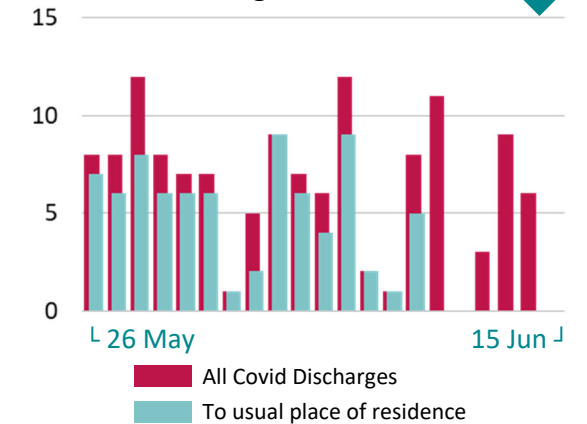
Bed Occupancy



Confirmed Cases on Ventilation



Covid19 Discharges



Sources:

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

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

Coronavirus - Citizens and Community

Weekly Report - 16 June 2020



320 Covid19 related Incidents last week



425 Domestic incidents reported last week

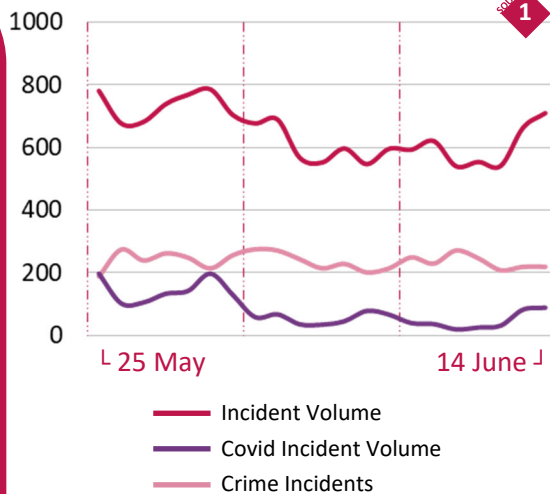


5 Covid19 related warnings issued last week

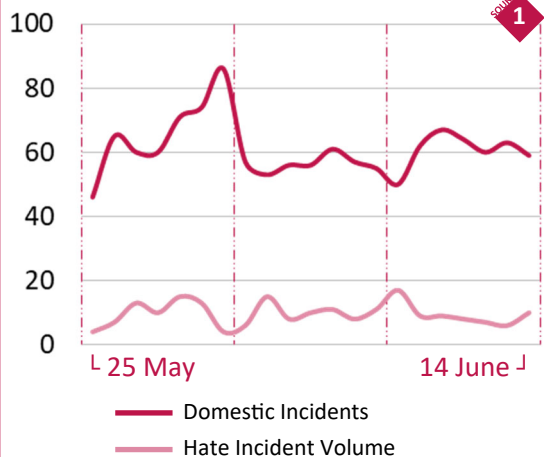


199 People in emergency accommodation

Incidents, Crimes & Covid Incidents



Domestic & Hate Incidents



Incidents and Crimes Overview

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

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

Children & Education

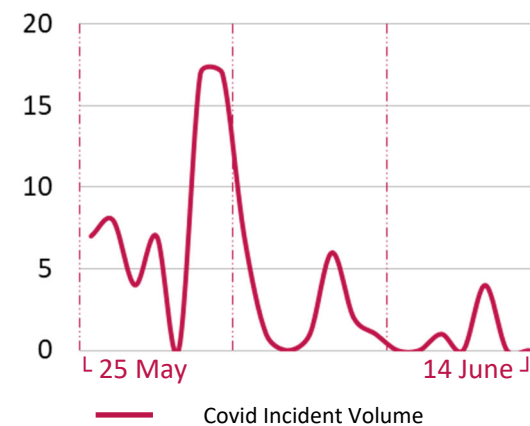
Average School Attendance w/c 1 June 2020:

Pupils	Number
Total pupils attending daily	6117
Response Rate	81%

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

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

Covid19 related warnings issued



Shielded Persons

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

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

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

Emergency Accommodation

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

Sources:

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

Coronavirus - Citizens and Community

Weekly Report - 16 June 2020



1250+ Calls
To LCC Covid19
support helpline



118%
Domestic waste
compared to 2019



109%
Recycled waste
compared to 2019



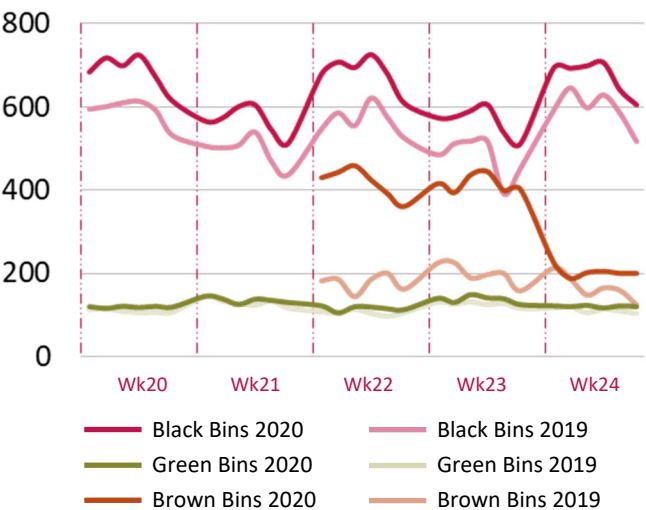
123%
Garden waste
compared to 2019

Domestic Waste and Recycling

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

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

Daily Tonnage



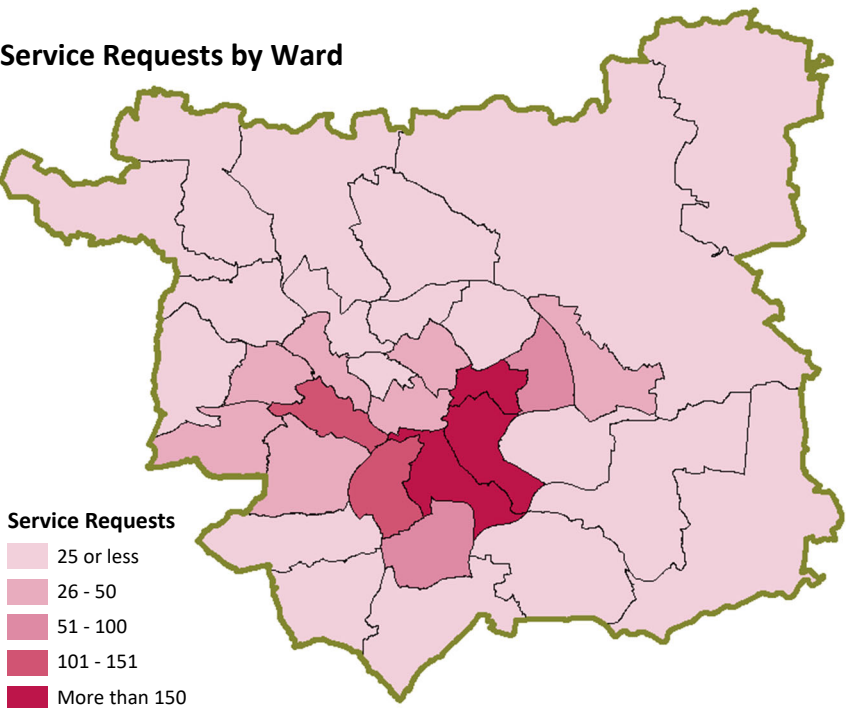
Sources:
1) Leeds City Council 15/06/20

Call Centre Data

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

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

Service Requests by Ward



Coronavirus - Economy and Business

Weekly Report - 16 June 2020



190 Grants
for businesses
issued this week



£194 Million
To support C.Tax
payers & businesses



Closed businesses
reopening in line
with Govt. guidance



42% Increase
Of people on
Universal Credit

Economy and Business

SOURCE 1

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

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

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

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

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

Sources:

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

Finance

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

Furloughed Employees

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

For context the current UK national average is 25.2%

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

Universal Credit Claimants

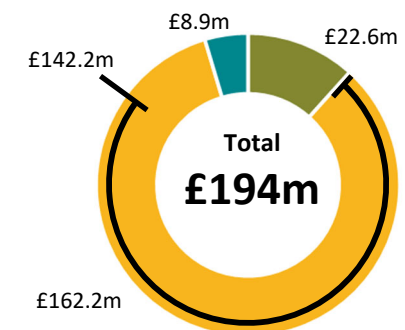
DWP have released figures for the number of people claiming Universal Credit (UC).

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

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

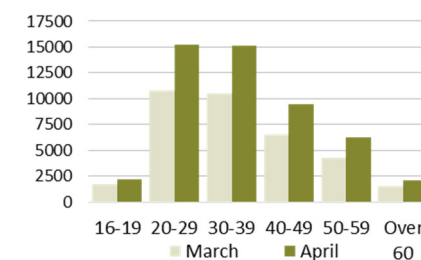
Business Grants	Number	Value
Grants issued this week	190	£2.26m
Total grants issued	11537	£142.2m

Support to businesses and council tax payers



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

New UC claimants by age



Coronavirus - Infrastructure & Supplies

Weekly Report - 16 June 2020



15% Foot fall
In Leeds Centre in
relation to 2019



25.5% Foot fall
In Leeds Station in
relation to 2019

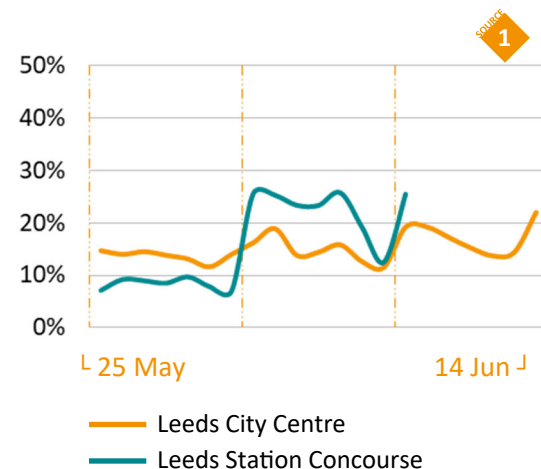


64% Traffic
Compared to usual
expected traffic flow

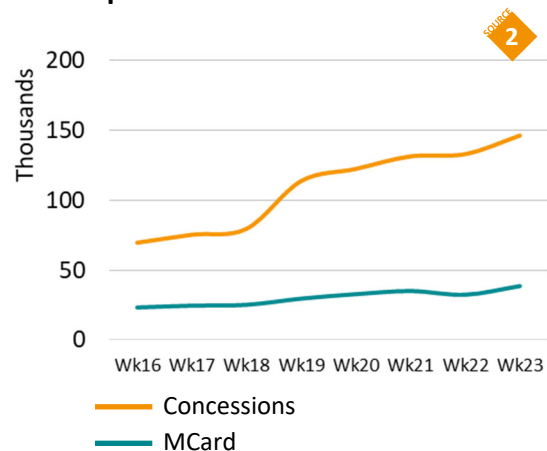
Travel

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

Percentage of Expected Footfall



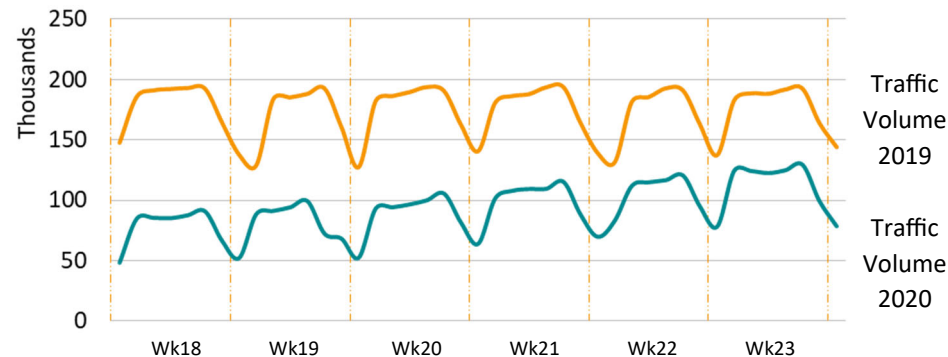
MCard purchases and Concessions



Sources:

- 1) Leeds City Council - 15/06/20
- 2) West Yorks. Combined Authority - 15/06/20

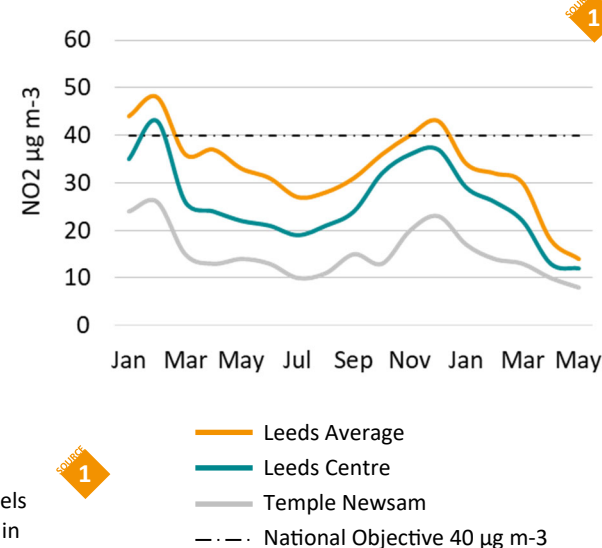
Two-way 24hr Traffic (5 Radials)



Leeds Air Quality (May 2020)

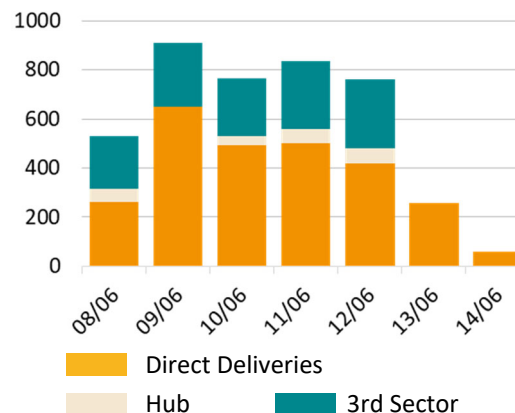
The plot to the right shows the monthly mean Nitrogen Dioxide (NO₂) for all the Leeds air quality monitoring sites. NO₂ is one of the main pollutants of concern from vehicle emissions. The effect of the lockdown shows a dramatic reduction across all sites in Leeds and the City Centre area.

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



Food Parcel Deliveries

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



PPE Supplies

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

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

Coronavirus - Organisational

Weekly Report - 16 June 2020



5% LCC staff
Declaring Covid19
absence from work



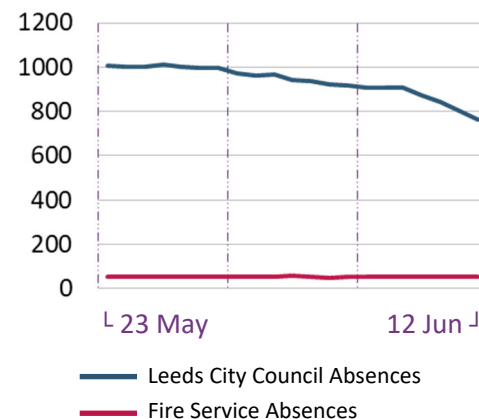
4% Fire staff
Declaring Covid19
absence from work



3-10% Health
staff declaring
Covid19 absences

Page 113

Covid related workforce absence



Leeds City Council

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

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

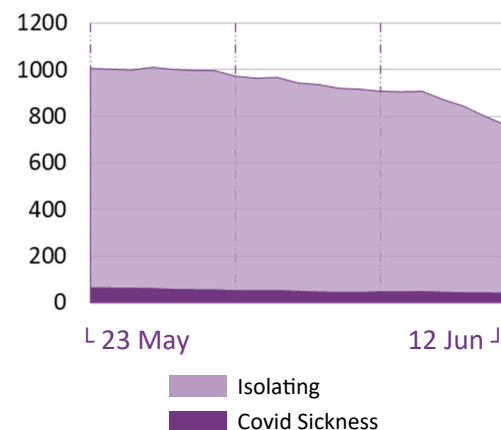
Fire Services

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

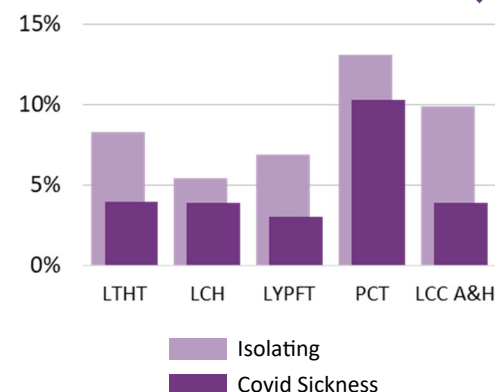
Health Care Services

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

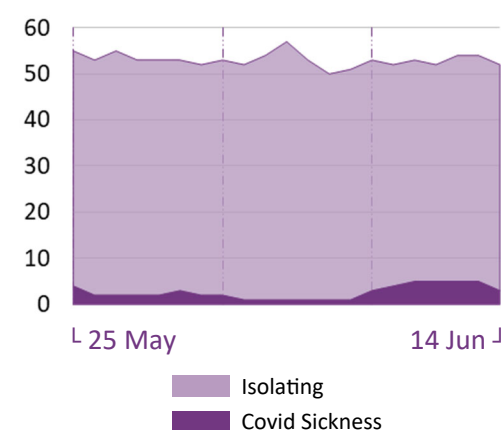
Leeds City Council absences



Health Care Services absences



Fire Service absences



Sources:

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

Coronavirus - Communications & Media / Policy Announcements

Weekly Report - 16 June 2020



7500 Visits
to Covid19 guidance
web pages



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

Page 114

Website Visits

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

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

Council/others

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

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

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

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

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

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

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

Health

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

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

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

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

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

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

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

8 June 2020

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

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

9 June 2020

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

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

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

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

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

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

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

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

10 June 2020

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

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

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

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

11 June 2020

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

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

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

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

12 June 2020

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

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

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

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

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

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

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

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

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

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

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

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Report of the Director of Adults and Health

Report to the Adults, Health and Active Lifestyles Scrutiny Board

Date: 14th July 2020

Subject: Lessons learned arising from new ways of working from COVID-19

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

Summary

1. Main issues

- This report has been requested by the Scrutiny Board following consideration of the system response and recovery plans to date. As part of the wider city response to the Covid-19 pandemic (which has been detailed in papers elsewhere on the agenda) health and care organisations in Leeds have come together to share learning arising from new ways of working. The purpose of this work, facilitated by the Health Partnerships Team, is to help organisations distil and share overall lessons, highlighting these lessons to key partnership bodies such as the Health and Wellbeing Board (HWB) and the Health and Care Partnership Executive Group (PEG) with the overall aim of improving experiences of health and care for people in the city and to support the ambition for a 'fit for the future, integrated health and care system'.
- Senior partnership leadership boards will help to ensure learning is widely used across relevant groups facilitating the transformation and further integration of health and care such as the Mental Health Partnership Board, the Ageing Well Board and the Local Care Partnerships Board. There will also be a link with 'enabling' partnership structures such as the Leeds Health and Care Academy and the Leeds Informatics Board to support embedding of positive change. Additionally, learning from this group is part of the overall emergent response arrangements and will be shared with the NHS Emergency Preparedness, Resilience and Response structures e.g. the health and care system's Stabilisation and Reset Task Group (details of which are presented elsewhere in the agenda papers as part of the Response and Recovery Plan appended to the 24th June Executive Board report).

- This particular focus on learning from new ways of working is one piece of the overall jigsaw considering 'lessons' learned from Covid-19 through a health and wellbeing lens <see diagram at appendix A>. This rich body of learning will feed into a number of reset and recovery programmes (for example the LCC Response and Recovery Plan appended to the 24th June Executive Board report) as well as influence the review of the Leeds Health and Wellbeing Strategy.
- This report captures the initial findings of lessons learned and early thinking about opportunities to embed this learning. There is still a considerable focus of effort within Leeds's health and care system on responding to the immediate health and care impacts of Covid-19 whilst also working to re-open services safely and appropriately. As such, it is likely further lessons will emerge over the next weeks and months. Individual organisations have adopted different approaches to capture learning and there is not a standard approach for the city. However, this creates opportunities to adapt and share approaches between organisations. Key themes so far include:
 - creating a galvanising common purpose to drive energy and transformation;
 - maintaining 'leaner, more streamlined ways of working' to unleash creativity and innovation;
 - continuing to use digital technology to bring together and better integrate teams through digital meetings which will enable partnerships to broaden, encourage efficiency and increase the pace of work;
 - commissioning on outcomes and empowering providers to direct these resources towards outcomes;
 - highlighting positive examples of integrated working and new insight into the realities of different organisations to further develop the city's integration ambitions, and
 - understanding the impact of virtual clinical consultations and interactions in the management of clinical risk as a health and care system
- Opportunities have been identified where learning can be shared and embedded as a starting point, including:
 - harnessing and improving the technology available to the system to enable remote and partnership working;
 - connecting into workstreams and projects happening elsewhere in the city to ensure staff and service users / patients / people are not left on the wrong side of the digital divide (e.g. 100% Digital and mHabitat);
 - continuing to improve information flow – finding appropriate ways to unblock issues;
 - keeping focused on developing partnerships / maintaining newly formed partnerships with a clear and galvanising purpose and clarity of role and remit to support further transformation, integration and change, and
 - maintaining the more agile / nimble ways of working which have led to innovation and creativity in service delivery.
- Next steps are to continue distilling learning and identifying opportunities arising from COVID-19 to improve the way people (staff and citizens) experience health and care services in the city. This learning will be shared with existing

partnership structures as well as linking to key planning, transformation and integration documents such as the Leeds Health and Wellbeing Strategy. Further, the wider learning streams set out at appendix A will be considered collectively to give a much broader picture of lessons learned. This will support not only the city's Covid-19 recovery and reset process and ambitions for a fit for the future, integrated health and care system but will contribute to the vision of the Leeds Health and Wellbeing Strategy: to be a friendly and caring city for all ages, where people who are the poorest improve their health the fastest.

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

- The ambition for Health and Wellbeing set out in the Best Council Plan is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services. The collaborative approach to sharing and embedding lessons learned across the health and care system is in the spirit of this commitment.
- The Leeds Health and Wellbeing Strategy is currently being reviewed and as part of the process, the Covid-19 context will be captured, bringing together the range of learning at Appendix A. This will reflect and amplify certain areas of focus, most pressingly and obviously health inequalities, and potentially reprioritise other areas such as new ways of working as an integrated, fit for the future health and care system (e.g. making the most of digital technology).
- The Leeds Health and Care Plan is the health and care system response to the Health and Wellbeing Strategy. It is a dynamic document, driven by feedback from staff and citizens. Its key drivers are: protecting the vulnerable and reducing inequalities; improving quality and consistency; and building an integrated and sustainable system that is fit for the future against the backdrop of reducing resources. As such, it is an important framework for embedding and sharing learning to transform ways of working across health and care in the city.

3. Resource Implications

- As learning continues and opportunities begin to be rolled out across health and care partners in the future, there may be implications for investment in new digital technologies for example. Conversely, if remote working and virtual consultations were to become the 'new normal' partners may well see cost savings, for example through being able to reduce their estate.
- Third Sector partners have shared concerns about the sector's resilience to loss of funding.

4. Recommendations

- a) Members are asked to note and discuss the information shared in this report in respect of learning points, practices and positive impacts of new ways of working arising from health and care organisations' responses to Covid-19 to date.
- b) Members are asked to receive a follow up report in the autumn which will capture any further lessons learned and provide an update on progress to share and embed learning and new ways of working across the health and care system.

1. Purpose of this report

- 1.1 This report has been requested by the Scrutiny Board following consideration of the system response and recovery plans to date. It presents the current position on lessons learned from new ways of working through and across the Covid-19 pandemic which have been brought together through an informal group of representatives of health and care partners in the city.
- 1.2 The report briefly introduces the shared learning work, then considers key themes where there may be opportunities to share and embed learning in partnership to support the city's plans to further develop an integrated health and care system that is fit for the future. Finally it will consider early thinking about what mechanisms could be used to do this as Leeds begins to move towards a 'new normal'.

2. Background information

- 2.1 Health and care response to the Covid-19 pandemic to date: Leeds's widely recognised history of strong working in partnership as a health and care system has meant the city has been able to respond quickly and effectively to the urgent challenges presented by the pandemic. The city was able to quickly set up an effective Command and Control crisis response structure which for example, enabled resources to be deployed where they were needed at the right time (Executive Board reports on the city's response to the pandemic shared at the Scrutiny meeting in June and the further Executive Board update shared earlier on the agenda provides more information on the Command and Control way of working during the pandemic). Furthermore, Leeds is recognised as a key player in the West Yorkshire emergency response, with Leeds Teaching Hospitals NHS Trust acting as the lead trust for the NHS Nightingale Hospital based in Harrogate. Locally, partners such as Third Sector organisations and the City Council have worked together to coordinate the community response, for example distributing food to vulnerable people and growing a network of more than 8,000 community volunteers across the city. Commentary in relation to other cities is challenging due to significant variation in COVID-19 prevalence across core cities. However Leeds has been cited as taking a person centred and locally centred response and has been active in promoting bottom up and strength-based responses to the pandemic response. The Scrutiny Board has been presented with more detailed information about Leeds's response in other papers on the agenda.
- 2.2 Adults, Health and Active Lifestyles Scrutiny Board work on COVID-19 to date: Throughout the unprecedented COVID-19 pandemic, Adults, Health and Active Lifestyles Scrutiny Board has focussed its attention on how the Council and its partners are working collaboratively. During the working group discussions, members of the Scrutiny Board have raised and considered a range of matters, including learning points and practices, such as some of the more positive impacts around changes in practice, flexible ways of working and the general increase and broadening out of the use of digital technology. This report presents the findings of lessons learned from new ways of working from partners in the health and care system to facilitate further discussions at Adults, Health and Active Lifestyles Scrutiny Board at the Board's request.

3. Main issues

3.1 Overview of health and care system collaborative lessons learned work

- 3.1.1 Colleagues from health and care organisations in Leeds (the three NHS provider trusts, NHS Leeds CCG, Forum Central (Third Sector), Leeds GP Confederation, Adults and Health directorate of LCC) have come together on two occasions to share lessons learned from new ways of working in and across the Covid-19 pandemic, with learning groups established in many partner organisations. The Health Partnerships Team is leading the facilitation of this work, the purpose of which is to distil and share overall lessons across health and care organisations, then to highlight these lessons to key partnership bodies such as the Health and Wellbeing Board (HWB) and the Health and Care Partnership Executive Group (PEG). This will enable, for example, key areas of learning to be embedded and blockages to be cleared with the overall aim of improving experiences of health and care for people in the city and to support delivery of our plans for an ‘fit for the future, integrated health and care system’.
- 3.1.2 Working with senior leadership structures will help to ensure learning is widely used across relevant groups facilitating the transformation of health and care such as the Mental Health Partnership Board, the Ageing Well Board and the Local Care Partnerships Board as well as ‘enabling’ partnership structures such as the Leeds Health and Care Academy, Estates group, Integrated Commissioning Executive and the Leeds Informatics Board to support embedding of positive change. Additionally, learning from this group is part of the overall emergent response arrangements in the city (the most current governance details have presented elsewhere in the agenda papers) and will report into the NHS Emergency Preparedness, Resilience and Response structures. For example, learning will also be shared with the Stabilisation and Reset Task Group (details of which are presented elsewhere in the agenda papers as part of the Response and Recovery Plan appended to the 24th June Executive Board report).
- 3.1.3 It is important to note this report’s focus on learning from new ways of working within the city’s health and care organisations is one piece of the overall jigsaw of projects looking at ‘lessons learned’ from Covid-19 through a health and wellbeing lens. Examples of other areas of learning include listening to the experience of people, work to understand why use of some services that remained open massively declined, people’s voices work led by HealthWatch across a number of themes (including use of digital services) and – crucially – a significant amount of intelligence around inequalities present in the city through and beyond the pandemic. This rich body of learning will be considered together as Leeds continues to develop its response to the pandemic, and will feed into a number of reset and recovery programmes as well as influencing the review of the Leeds Health and Wellbeing Strategy.

3.2 Brief summary of collaborative learning work carried out to date

- 3.2.1 Partners are still in the early stages of identifying lessons learned and where the opportunities are to embed the work across the system. There is still a considerable focus of effort within Leeds’s health and care system on responding to the immediate health and care impacts of Covid-19 whilst also working to re-

open services safely and appropriately (a complimentary partnership discussion through the stabilisation and reset task group – some of the current thinking and learning for health and care organisations in the city can be found in section 2 of the Response and Recovery Plan appended to the 24th June Executive Board report). As such, it is likely further lessons will emerge over the next weeks and months and there is more to be done to fully analyse the learning and potential next steps.

- 3.2.2 The first session to bring together learning from individual organisations captured a rich picture of rapid innovation and changes to ways of working both within services and as integrated teams and partnerships (detailed at Appendix B) and identified common themes (section 3.3). There was enthusiasm for identifying opportunities to share and embed learning across partners as well as a recognition that a proactive approach is needed to create the conditions that embed these new ways of working and to avoid slipping back into old habits. The second session sought to agree the opportunities to collectively share and embed learning across the health and care system; to discuss how we can practically use these opportunities, and finally set out next steps for a plan of action to keep up momentum and ensure learning can be used to deliver our ambitions for integrated, high quality health and care in the city (section 3.4).
- 3.2.3 It is important to note that individual organisations have adopted different approaches and methodology to capture learning, are at different stages of the discovery and analysis process and have different levels of resource, capacity and capability to take forward this work. However, this creates opportunities to adapt and share approaches between organisations. Accordingly, this work brings together learning so far and will continue to share and embed it across the health and care system to improve experiences of health and care for people in the city and to support delivery of our plans for a ‘fit for the future, integrated health and care system’.

3.3 Key themes arising from the two ‘lessons learned’ sessions so far

- 3.3.1 The following key themes from new ways of working arising through and across Covid-19 have been identified:
- Creating a galvanising common purpose to drive energy and transformation
 - Maintaining ‘leaner, more streamlined ways of working’
 - Continuing to use digital technology to bring the health and care workforce together through digital meetings to enable partnerships and integrated teams to flourish, encourage efficiency and increase the pace of work.
 - Unleashing innovation and creativity
 - ‘Commissioning’ on outcomes and empowering providers to direct these resources towards outcomes
 - Highlighting positive examples of integrated working and new insight into the realities of different organisations (the example given several times of supporting people living in a care home setting)
 - Understanding the impact of virtual consultations and interactions in the management of clinical risk as a place
 - Understanding the impact on staff wellbeing and skills development (both positive and negative) of remote working

- Keeping inequalities at the forefront of new ways of working, particularly in relation to digital inclusion.

3.4 Potential opportunities to share and embed the lessons learned so far

3.4.1 A starting point for opportunities identified by members of the collaboration group to embed learning is set out below. This is a mix of high level themes ('enablers' of the Leeds Plan such as digital, workforce and organisational development); culture change and leadership; citywide person-centred issues such as digital inclusion, and on specific ways of working e.g. virtual clinical assessments:

- Keep on harnessing and improving the tech available to the system to enable remote working which has had a big impact on staff wellbeing and productivity of integrated teams and partnership working. For example agree on and commission a single video conferencing platform for the city.
- Link in work happening elsewhere in the city to ensure staff and service users / patients / people are digitally included
- Improve information flow: working closely as integrated teams has highlighted some specific information and data sharing issues – opportunity to address and unblock these
- Work collectively to develop guidance and support with risk assessment through virtual clinical consultations
- Keep focused on developing partnerships / maintaining newly formed partnerships with a clear and galvanising purpose and clarity of role and remit to support further integration, transformation and change (as per the Leeds Health and Care Plan) – don't let this get lost as we go back to a 'new normal'
- Maintain the more agile / nimble ways of working which have led to innovation and creativity in service delivery – don't re-introduce the heavy layers of governance.

3.5 Potential mechanisms to take forward opportunities to share and embed lessons learned so far

3.5.1 Health and care partners have begun to think about how opportunities can be taken forward with further conversations to agree action planned for the third lessons learned session later in July. Initial ideas include:

- Use existing groups within the city to work through issues:
 - Risk assessment for virtual consultations - link with the Clinical Senate or Population Outcomes Board to develop a joint response
 - Information Governance and Digital Technology issues – link with the Leeds Informatics Board as a starting point then take to PEG for more unblocking if required
 - Digital literacy for staff – link with the Leeds Health and Care Academy
- As individual organisations develop their recovery plans, do these become more transformational plans as we move to a 'new normal'? It is important to keep in mind our ambitions for integration.
- Make use of our existing senior leadership partnership groups and boards, such as PEG and Board to Board by sharing learning, linking to plans for the city and providing clear recommendations for action.
- Ensure lessons learned are shared with the relevant groups within the emergency response structure to avoid duplication of effort such as the Stabilisation and Reset Task Group

- Make sure opportunities resonate with the strategic direction of health and care in the city, e.g. align with the Health and Care Partnership Principles
- Align opportunities with the Leeds Health and Care Plan, a collective effort, aiming to start, design, work and evaluate with citizens and staff and to use this feedback to drive improvements to health and care service design and delivery in the city. As such, learning carried out with staff as part of the reset and recovery plans of individual organisations is well placed to inform this continuous process.
- Draw together learning from the various streams, including the data showing the pressing need to tackle inequalities, to inform the review of the Leeds Health and Wellbeing Strategy in a Covid-19 recovery context.

3.6 Immediate next steps for the lessons learned for new ways of working work

3.6.1 There will be a third lessons learned session in July which will further hone opportunities and how they can be embedded. Board to Board will also receive a report on lessons learned informed by this work on 9th July. Concurrently, Health Partnerships Team will bring in learning from partnership working across the system (e.g. from the Leeds Health and Care Academy) and there will be collective action to continue to analyse learning and opportunities to ensure they are not lost as Leeds continues to respond to the impacts of Covid-19.

Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Representatives from all health and care partners in the city (the three NHS provider trusts, NHS Leeds CCG, Forum Central (Third Sector), Leeds GP Confederation, Adults and Health directorate of LCC) have shared their insight through the 'lessons learned across and through COVID-19' sessions. Partners have worked with their workforce and patients/service users to understand key learning points, through a mix of methods including surveys and 1:1 interviews. Learning from this process has informed this report and partners were invited to comment before it was submitted.
- 4.1.2 Representatives from the health and care partner organisations listed above have been invited to attend the scrutiny meeting on 14th July to provide further insight into lessons learned and next steps for embedding opportunities.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Nationally and locally, there is significant learning already and ongoing in relation to the impact of Covid-19 on issues in equality and diversity, for example the recent Public Health England report on Disparities in the risk and outcomes of COVID-19. Work to understand how this national picture might apply in Leeds is being taken forward by colleagues in Public Health. In Leeds (and following the national trend) there is emerging evidence of higher death rates in more deprived communities and that there is some evidence to suggest that BAME people living in the most deprived areas of Leeds are experiencing higher rates of deaths than BAME people living in the least deprived areas. This work is ongoing and it is vital lessons learned on inequalities are applied across all aspects of new ways of working and reset / recovery planning.

- 4.2.2 In relation to this particular learning about new ways of working, there is a need to constantly be alert to the potential negative impacts on people who feel the effects of the greatest inequalities. A key example of this is increasing access to services online and what this means for people who do not have a laptop or tablet and / or do not have digital skills. A further example is the detrimental impact of closure of smaller third sector organisations supporting some of the city's most vulnerable communities.
- 4.2.3 In relation to new ways of working, lessons learned around increased use of digital technology to support multi-disciplinary team meetings and opportunities to unblock the flow of information have much potential to positively impact on the integration of health and care services in the city, a core component of a 'fit for the future health and care system'.

4.3 Council policies and the Best Council Plan

- 4.3.1 The ambition for Health and Wellbeing set out in the Best Council Plan is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services. The collaborative approach to sharing and embedding lessons learned across the health and care system is done in the spirit of this commitment.
- 4.3.1 The Leeds Health and Wellbeing Strategy is currently being extended and as part of the process, the Covid-19 context will be captured, bringing together the range of learning described earlier in this report. This will reflect and amplify certain areas of focus, most pressingly and obviously health inequalities, and potentially reprioritise other areas such as new ways of working as a health and care system (e.g. making the most of digital technology).
- 4.3.2 The Leeds Health and Care Plan is the health and care system response to the Health and Wellbeing Strategy. It is a dynamic document, driven by feedback from staff and citizens. Its key drivers are: protecting the vulnerable and reducing inequalities; improving quality and consistency; and building an integrated and sustainable system that is fit for the future against the backdrop of reducing resources. As such, it is an important framework for embedding and sharing learning.

Climate Emergency

- 4.3.3 Individual organisations have shared learning around remote working and using digital technology which could have a positive impact on climate. There is currently a reduction in car use as many staff are not travelling as frequently to their place of work or to meetings. It is likely there is a reduction in outpatient travel as consultations and assessments have moved on line. These impacts are in line with the Health and Care System Commitment to Climate Change which was launched in November 2020.

4.4 Resources, procurement and value for money

- 4.4.1 Work to capture learning across health and care partners to date has mainly focused on impact on the workforce and experiences of service users / patients. However as learning continues and opportunities begin to be rolled out across health and care partners in the future, there may be implications for investment in

new digital technologies for example. Conversely, if remote working and virtual consultations were to become the 'new normal' partners may well see cost savings, for example through being able to reduce their estate.

- 4.4.2 At the lessons learned sessions, Third Sector partners have shared concerns about the sector's resilience to loss of funding. This needs to be balanced against all the positive stories about the excellent work the sector has done and continues to do during the pandemic. The 'Resilience of the Third Sector Bronze' group has been established to address these issues.

4.5 Legal implications, access to information, and call-in

- 4.5.1 This report has no specific legal implications.

4.6 Risk management

- 4.6.1 Risks relating to new ways of working will continue to be monitored in accordance to the risk management processes of individual health and care organisations.

5 Conclusions

- 5.1 Sharing lessons learned by health and care organisations in the city has highlighted many positive developments and new ways of working which will benefit both staff and citizens and support ambitions to work towards an integrated and sustainable health and care system. Equally, there remains a need to constantly question the impact of different ways of working in light of the alarming national and local inequality of impact of Covid-19.
- 5.2 There is a strong sense of opportunity to transform how people experience services as well as the way in which providers work together and the way in which commissioners and providers interact. As organisations individually and collectively continue to distil learning and identify opportunities arising from COVID-19, there is an awareness that a proactive approach is needed to create the conditions that embed these new ways of working to avoid slipping back to 'old ways'. Linking and embedding learning into key planning, integration and transformation documents e.g. the Leeds Health and Care Plan as well as feeding lessons into the Stabilisation and Reset Task Group are some ways of ensuring learning is not lost.
- 5.3 Acting to capture and embed lessons learned from new ways of working alongside the parallel learning work will support the city's Covid-19 recovery and reset process and ambitions for a fit for the future, integrated health and care system. Furthermore, it will contribute to achieving the vision of the Leeds Health and Wellbeing Strategy: to be a friendly and caring city for all ages, where people who are the poorest improve their health the fastest.

6 Recommendations

- 6.1 Members are asked to note and discuss the information shared in this report in respect of learning points, practices and positive impacts of new ways of working arising from health and care organisations' responses to Covid-19 to date.
- 6.2 Members are asked to receive a follow up report in the autumn which will capture any further lessons learned and provide an update on progress to share and embed learning and new ways of working across the health and care system.

7 Background documents¹

- 7.1 None.

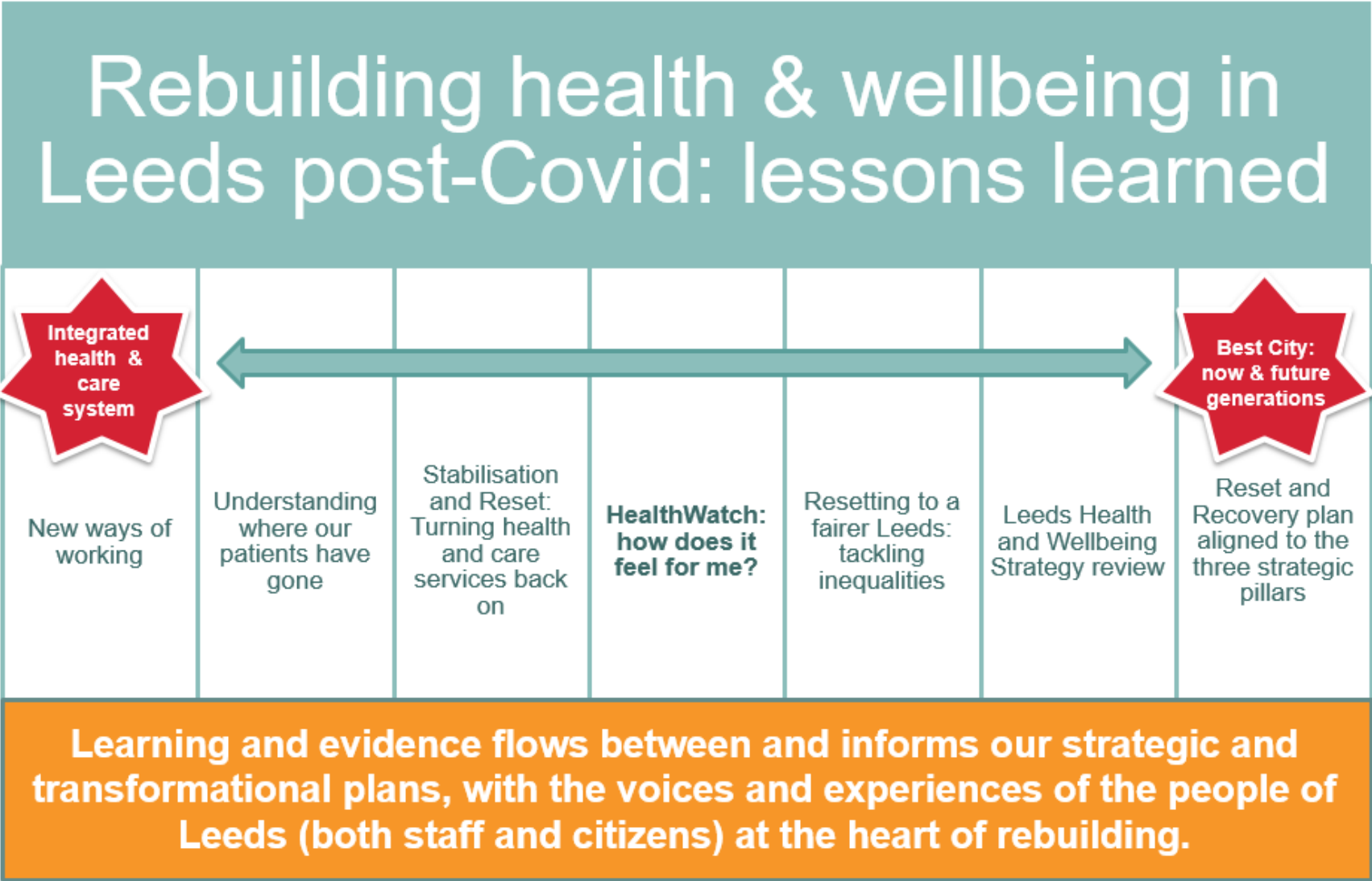
8 Appendices

Appendix A: diagram showing streams of learning

Appendix B: lessons learned from individual health and care organisations in Leeds

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

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Appendix B: individual lessons learned so far from health and care organisations in Leeds

Organisation	Approach	Key findings so far
Leeds GP confederation	Reset and Recovery work is being progressed in strong partnership with Leeds Community Healthcare NHS Trust, under the Committee in Common arrangement. A shared project manager has been appointed to progress this work.	• Use of digital technology to enable new ways of working • The Confederation is supporting work with GPs to describe the 'new normal' as part of a standard operating procedure for GPs which will be developed with input from wider health and care system
Leeds Community Healthcare NHS Trust (LCH)	A 'Reset and Recovery' programme is running in partnership with Local Care Partnerships (LCPs) and the LCP development team. A system has been established to enable all business units to capture and log innovation. These have been compiled, analysed and reviewed by LCH Board: the reset and recovery programme will build on the golden threads identified to date – digital, home first, inclusion, innovation, self-management and sustainability	• A greater sense of togetherness built by a common purpose, both as an organisation (team LCH') and as a system supporting local people ('Team Leeds') with strong partnership working and the best placed or most appropriate organisation / partner / sector being used for activities – e.g. Third Sector organisations and medicine prompts • Digitally enabled ways of working, for example partnership and Multi-disciplinary team meetings taking place digitally have brought about a real shift in culture –people dialling in from their kitchens and bedrooms has broken down barriers They have enabled better and broader attendance as there is no need to travel across the city. They have also enabled people to meet more frequently, with a sense of urgency and pace • Staff have been able to support more people to manage their own conditions through working with

		them and assets in their communities, e.g. medication prompts from volunteers • A different approach to commissioning – more of an outcomes focus • ‘Crisis response meant LCH were more able to free people up to ‘just get on with things’ and adapt services and ways of working through the pandemic. There are clear parameters within LCH’s Reset and Recovery programme but less bureaucracy and governance. It is vital that the voice of service users and staff is strengthened to drive this process • Staff wellbeing and how to support staff through this period is complex and not ‘one size fits all’ as there is a whole variety of needs within our workforces. For example, staff in some front line roles have experienced additional workload, risk (real and perceived), less personal contact with other staff but with often a profound sense of purpose. Conversely other staff less involved in service delivery can at times experience stress and isolation and potentially guilt at being less practically involved in operational responses
Local Care Partnerships (LCPs)	LCPs are supported by the LCH learning approach described above.	• Hugely beneficial areas of new working have included: ○ LTHT adult business units linking with neighbourhood teams

		○ Collaboration to enable hospital discharge and community care through an Multi-Disciplinary Teams based approach ○ Opportunities to identify duplication of support between organisations ○ The equality and power afforded to smaller organisations by virtue of participating in virtual meetings
Leeds and York Partnerships NHS Foundation Trust (LYPFT)	An evidence and evaluation based programme reviewing of the impact of new ways of working across key service areas. Areas under review include: psychological safety, standard operating procedures and preparing for recovery. Evaluation methodology triangulates data alongside feedback and insight from both service users and staff. The outcomes of the evaluation are then being reviewed, as part of a decision making framework, by the Executive Team.	● Increased ownership and flexibility to innovate and make changes quickly. A key aspect of enabling this has been reducing the layers of governance in order to respond effectively and at pace to guidance and need and national and local level. ● Use of digital technology has been positive across several areas: ○ Communication: it has enabled staff and clinical teams working remotely to keep in touch with colleagues, through regular meetings and supported communication across the organisation. Digital meetings have been successful with far better attendance, better collaboration and more focus and efficiency. ○ Integration: virtual meetings have enabled members of multi-disciplinary teams who would previously struggle to attend face-to-face meetings to take part, e.g. GPs who only have a small window of opportunity. This has led to

		helping staff to identify care pathways more quickly, as all the key people in the MDT are present. ○ Innovation: LYPFT services using tech to support people, e.g. the Eating Disorders Service is now delivering therapeutic groups over Zoom as well as using social media platforms. Dieticians and nurses also do a daily live session on Instagram. Autism diagnoses are being conducted online, with similar services in the region hoping to follow suit. Emerging themes around how approach to assessing risk varies between virtual and face to face interactions. ● Redeployment has brought learning and new ways of working from other services
Leeds Teaching Hospitals NHS Trust (LTHT)	LTHT has developed a comprehensive Recovery and Reset Delivery Plan. Key elements include: a work programme that spans multiple organisations; clear communications briefings; readiness of response to future waves as well as preparing for winter pressured to minimise harm to patient; clear strategic links to 'Building the Leeds Way', and planning the restart of services where patients cant been seen virtually or via social distance e.g. ophthalmology.	● Really positive examples of leadership across the system across the breadth of discharge work (discharge to assess, rehab pathways, reablement). ● Recognition that national directive has really helped as has availability of funding to enable discharge. Though there is awareness that this has had an impact on the ability to offer choice. ● Supporting people living in a care home setting has brought providers together, and given insight into other organisational perspectives that previously did not existed.

		Highlighted the importance of being kind.
Third Sector (represented by Forum Central)	Third sector recovery work has been predominantly focussed on supporting organisations at risk of closure due to Covid-19 and the associated risk due to impact on most marginalised groups as a result of these closures	- There have been many positive examples of positive collaboration between third sector organisations - The visibility of third sector has been enhanced throughout the pandemic - The pandemic has brought about a galvanising sense of purpose and clarity of role with generous leadership - With regard to the spotlight the pandemic has shone on health inequalities in the city, there has been lots of questioning: why haven't we done the things we said we would or the things we should be doing to make a difference? - Many third sector organisations have continued to deliver services remotely by staying in touch with and providing on-line support to service users and carers.
NHS Leeds Clinical Commissioning Group (CCG)	The 'Returning Stronger' project aims to identify how the CCG can better support staff through the pandemic as well as capturing and supporting new ways of working through and beyond Covid-19. This will enable the CCG to better support the ambition to improve population outcomes and reduce health inequalities across Leeds. The focus is both within the CCG and in relation to new ways of working with partners and services commissioned. Methodology is an individual on-line questionnaire alongside a	- Having a galvanising and common sense of purpose has further improved partnership working between organisations. - Technology has enabled greater collaboration with partners - Recognised benefits of remote working in enabling agile and flexible working patterns that support work life balance. However, there is simultaneously the need to support staff for who remote working creates a challenge for work-life balance.

	resource pack to support team-level conversations to capture learning.	• Rapid development of infrastructure to support integrated working for example information governance / information sharing. This has helped to identify areas where more unblocking and support is needed to make even more progress. • Significant progress in the development and delivery of health care through digital platforms. Risk of exacerbating health inequalities as a result of unequal access to the technology required to access virtual consultations and care. • Based on the new ways of working progressed during Covid, identify the actions and different approaches to commissioning that that CCG needs to progress to enable providers and partners to implement integrated care solutions that improve the outcomes for citizens and communities.
Leeds City Council (Adults and Health Directorate)	Adults and Health has taken a range of opportunities to learn lessons and reflect on the experience of the pandemic, reflecting the breadth of responsibilities and engagement with the city wide response. Within social work services a specific project called 'Making It Happen' has been established to capture the developments that have taken place and embed the best that has happened. Components include a health and wellbeing audit of all staff working at home to identify priority staff who need to be enabled to return to work in an office base as soon as possible.	• Staff within Adults and Health and across the city in our commissioned services have worked tirelessly and flexibly throughout this period and there are numerous examples of how staff have worked in imaginative, flexible and efficient ways and Adults and Health intend to support and enable this to continue, some of which are outlined below. Support to care homes Bronze and Silver Command meetings are held with multi-agency input from across the health and care sector, including HealthWatch and CQC. This has ensured that timely, accessible information and guidance is provided, through a dedicated provider webpage and through a Daily Briefing to all regulated care services. Remote training and support on issues such as PPE and testing has also been provided to reduce the risk

		of infection. A separate work stream has been established to oversee a programme of work around digital support to care homes. • The imperative to empty the hospital quickly in March, following national guidance, proved that Discharge to Assess can work as a model so people do not need to stay any longer in hospital than necessary. Working with partners in LTHT and LCH and utilising the national guidance including the direction that a hospital is not somewhere to stay once you are no longer being treated has supported and possibly enhanced the development of the Discharge to Assess model that was already in place. • Reimagining the role and function of office space the pandemic has forced LCC to be creative and as office spaces are reopened, thinking how to use spaces differently • Use of technology and potential for enabling remote working. This goes further than not just office work but also the way we work with people both face to face and remotely and includes the use of assistive technology as well as mainstream applications such as WhatsApp as a communication device. • Improved health and wellbeing of staff through remote working has been an unanticipated impact. Digital meetings have offered more opportunity for people to get involved and for work to happen at pace. This way of working has transformed partnership working; however, it's important we don't exclude the people we work with who are not digitally literate and / or do not have equipment, broadband etc.
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		• The success of the Third Sector in responding to the pandemic – really highlighted the value of investing in the community to support resilience and disinvesting in traditional services. The crisis has also broadened partnerships and networks across sectors, enabling new partnerships with smaller organisations, e.g. a wider group of A&H colleagues are more in touch with community groups and ABCD networks. Asset based community development projects have continued to work in ways that matter to their neighbourhoods. • The lockdown has been liberating for social work practice and partnerships, leading to greater creativity and new opportunities to put strengths-based support into practice. Social workers have been engaging with people differently e.g. focusing on physical activity. There have been meetings in parks rather than the usual formal office base and this has made interactions more fun, normal and natural. Partnership working with West Yorkshire Police has seen more supportive practice, not punitive, for example with people with complex autism who struggle with social distancing. • Directly delivered services such as day services, care homes and other services have worked very hard to deliver a safe and secure environment or through an alternative mechanism. Mental Health day services, for example, intend to continue in some of the ways that have been developed through this last few weeks, reducing reliance on building based services.
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Report of Head of Democratic Services

Report to Scrutiny Board (Adults, Health and Active Lifestyles)

Date: 14th July 2020

Subject: Work Schedule

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

1. Purpose of this report

- 1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the remainder of the current municipal year.

2. Background information

- 2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3. Main issues

- 3.1 The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 3.2 Executive Board minutes from the meeting held on 24 June 2020 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

- 3.3 When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.4 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

- 3.5 On 16 March 2020, in light of the Covid-19 pandemic, Leeds City Council took the necessary step to cancel a number of planned meetings of various Committees, Boards and Panels. This included all Scrutiny Board meetings and any joint scrutiny arrangements where the Council acts as the lead authority.
- 3.6 In cancelling Scrutiny Board meetings it was acknowledged that, after the urgency of the initial stages of the pandemic response, there would be opportunity to reflect and identify any lessons learned across different service areas and statutory local authority scrutiny functions would have an important role to play in this process.
- 3.7 With Council services focused on the urgent pandemic response and subsequent city recovery plan, the usual collaborative process of annual work programming for Scrutiny Boards was also suspended. However, in May 2020 all Scrutiny Boards were briefed on decision making relating to the areas of the pandemic response that fell within their respective remits and this may influence members’ priorities for the 2020/21 work programme.
- 3.8 In June 2020 remote public sessions of all Scrutiny Boards were introduced. There is continuing uncertainty about how future meetings will be hosted – they may be hosted remotely, be buildings-based or involve a hybrid approach. However, all meetings have been scheduled in such a way as to ensure they can continue to be resourced remotely if that is the required approach.
- 3.9 Other specific matters to consider are detailed below and have also been reflected in the latest iteration of the Board’s work schedule (see Appendix 1).

Coronavirus (COVID19) pandemic – access to dental services in Leeds.

- 3.10 During its last meeting, the Board requested a report detailing the impact of the Covid-19 pandemic with regard to accessing dental services in Leeds. The Head of Co-Commissioning (Yorkshire & Humber) NHS England is the lead officer on this matter and unfortunately was unable to attend the Board's July meeting. As such, the Chair agreed to schedule this report for the Board's September meeting.

Development of the Leeds Systems Resilience Plan for 2020/21

- 3.11 As part of the agenda for today's meeting, the Board is receiving a report setting out initial findings of lessons learned within the Leeds health and care system on responding to the immediate health and care impacts of Covid-19 whilst also working to re-open services safely and appropriately. Within this report it is acknowledged that it is likely further lessons will emerge over the next weeks and months.
- 3.12 Linked to this, it is proposed that the Scrutiny Board receives an update report in September 2020 surrounding the development of the Leeds Systems Resilience Plan for 2020/21, particularly in terms of how the system is gearing up for winter and its ability to respond to any future spikes in COVID-19 in coming months.

Local Mental Health Issues

- 3.13 During the last municipal year, the Scrutiny Board considered a number of mental health related issues and gave a commitment to maintain a watching brief. These included the following:
- **Leeds Mental Health Strategy** - The Board considered the development of the Leeds Mental Health Strategy at its meeting in September 2019 along with the Healthwatch Leeds Report: Mental Health Crisis in Leeds. The Board requested to receive details of the Delivery Plan linked to the Leeds Mental Health Strategy Delivery Plan as well an update on the actions arising from the HealthWatch Leeds report.
 - **Leeds Mental Wellbeing Service** - During 2018/19 and 2019/20, the Board was involved in the review and redesign of the Improving Access to Psychological Therapies (IAPT) services in Leeds. Following this review and the associated procurement of a new service offer, the Leeds Mental Wellbeing Service was established.

The Scrutiny Board received a report on this matter in October 2019 and requested to receive a further update, after the planned public launch of the new service in April 2020, on progress surrounding the new arrangements and also the associated success measures.

➤ **Mental Health Services for Adults and Older People in Wetherby**

During 2018/19, the Scrutiny Board was made aware of proposed changes to mental health services for adults and older people in Wetherby. These changes formed part of a broader set of proposals brought forward by NHS Harrogate and Rural District CCG.

The proposals were formally considered by the Scrutiny Board in July 2019 and the outcome of public consultation and engagement, along with a corresponding action plan, was reported back to the Board in January 2020. At that stage, the Board requested to receive a further update on the implementation of the proposals and progress against action plan during autumn 2020.

- 3.14 It is now proposed that the Board adopts a themed approach during its October 2020 meeting around local mental health services. As well as using the meeting to address the Board's requests for updated information, as set out above, it will also provide an opportunity to reflect on how COVID-19 has specifically impacted local mental health services.

Women's Health

- 3.15 In July 2019, the Scrutiny Board considered a formal request to undertake an Inquiry into Endometriosis, how easy it is to be diagnosed and how accessible support is across the city for women of different ages and backgrounds. At that stage, Members of the Scrutiny Board were also advised of the published report, 'The State of Women's Health in Leeds' (March 2019), which included a specific section on reproductive health and identified a number of recommendations for health partners. While Members agreed that the issue of Endometriosis required attention, it felt that a focus on women's reproductive issues as a broader issue would be a more suitable approach than to focus exclusively on Endometriosis.
- 3.16 Unfortunately this particular piece of Scrutiny work was not able to be progressed due to other competing priorities within the Board's work schedule. Moving forward, it is now proposed that the Board utilises its March 2021 meeting, which is scheduled close to International Women's Day, to address issues surrounding Women's Health and to particularly reflect on how COVID-19 has had an impact too.

Aireborough Leisure Centre

- 3.17 At its meeting on 26 November 2019, the Scrutiny Board considered a request for scrutiny relating to the renovation of Aireborough Leisure Centre. The issues and concerns highlighted to the Scrutiny Board included:
- The overall delay in the completion of the renovation (approximately 18 months beyond the original 2-year timeframe)
 - Associated procurement and project management arrangements
 - Community access to sport and leisure facilities during the (extended) renovation works
 - Additional costs of the project (approximately £750,000)
- 3.18 Although the referral related to the active lifestyles aspects of the Scrutiny Board's terms of reference, it was agreed that representatives of the Strategy and Resources Scrutiny Board would also be invited to contribute in order to provide valuable input around the procurement and project management issues highlighted.
- 3.19 Arrangements were therefore being put in place for the Board to hold a separate/specific meeting in the locality near the Leisure Centre, including a proposed visit, during April/May 2020. However, such arrangements were disrupted by the pandemic emergency.

- 3.20 The Scrutiny Board is unlikely to be in a position to progress such arrangements in the near future and the local response and recovery plan linked to Covid-19 will undoubtedly remain a key focus linked to the work of the Scrutiny Board this year. As such, the Scrutiny Board may wish to suggest that the main issues linked to the renovation of Aireborough Leisure Centre now be referred to the relevant Community Committee for consideration.

4. Consultation and engagement

- 4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) about available resources prior to agreeing items of work.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council policies and the Best Council Plan

- 4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

Climate Emergency

- 4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

4.4 Resources, procurement and value for money

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.

Consequently, when establishing their work programmes Scrutiny Boards should:

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal implications, access to information, and call-in

4.5.1 This report has no specific legal implications.

4.6 Risk management

4.6.1 This report has no specific risk management implications.

5. Conclusions

5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

6. Recommendations

6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2020/21.

7. Background documents¹

7.1 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.



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES) **Work Schedule for 2020/2021 Municipal Year**

June 2020	July 2020	August 2020
Meeting Agenda for 23/06/20 at 2.00 pm.	Meeting Agenda for 14/07/20 at 2.00 pm.	No Scrutiny Board meeting scheduled
REMOTE SESSION - Update on Coronavirus (COVID19) pandemic – Response and Recovery Plan, including a briefing on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board. - Coronavirus (COVID19) pandemic – health inequalities.	*REMOTE SESSION* - Update on Coronavirus (COVID19) pandemic – Response and Recovery Plan, including a briefing on the latest position with regard to those service areas that fall within the remit of the Scrutiny Board. - Coronavirus (COVID19) pandemic – lessons learned.	
Working Group Meetings		
Site Visits / Other		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2020/2021 Municipal Year

September 2020	October 2020	November 2020
Meeting Agenda for 15/09/20 at 1.30 pm.	Meeting Agenda for 20/10/20 at 1.30 pm.	Meeting Agenda for 24/11/20 at 1.30 pm.
Development of the Leeds Systems Resilience Plan for 2020/21 (PDS) Coronavirus (COVID19) pandemic – access to dental services in Leeds (PSR)	<i>Main Theme: Local Mental Health Issues (PSR)</i> Reflecting on how Covid-19 has specifically impacted local mental health services and to receive an update on the following: • The Leeds Mental Health Strategy • Leeds Mental Wellbeing Service • Mental Health Services for Adults and Older People in Wetherby	<i>To be determined.</i>
Working Group Meetings		
Site Visits / Other		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2020/2021 Municipal Year

December 2020	January 2021	February 2021
No Scrutiny Board meeting scheduled	Meeting Agenda for 05/01/21 at 1.30 pm.	Meeting Agenda for 09/02/21 at 1.30 pm.
	Performance Report (Adults, Health and Active Lifestyles) (PM) The Adult Social Care Annual compliments and complaints report (PM) Financial Health Monitoring (PSR) 2021/22 Initial Budget Proposals (PDS) Best Council Plan Refresh – Initial Proposals (PDS)	<i>To be determined.</i>
Working Group Meetings		
Site Visits / Other		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2020/2021 Municipal Year

March 2021	April 2021	May 2021
Meeting Agenda for 16/03/21 at 1.30 pm.	No Scrutiny Board meeting scheduled	No Scrutiny Board meeting scheduled
<i>Main Theme: Women's Health (PSR)</i> To consider issues surrounding Women's Health in general as well as a focus on how COVID-19 has impacted women's health in particular.		
Working Group Meetings		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

REMOTE MEETING OF EXECUTIVE BOARD

WEDNESDAY, 24TH JUNE, 2020

PRESENT: Councillor J Blake in the Chair
(REMOTELY) Councillors A Carter, R Charlwood,
S Golton, J Lewis, L Mulherin, J Pryor,
M Rafique and F Venner

APOLOGIES: Councillor D Coupar

1 Chair's Opening Remarks

The Chair welcomed everyone to the remote meeting of the Executive Board, which was being held as a result of the ongoing social distancing measures established in response to the Coronavirus pandemic.

On behalf of the Board, the Chair extended her thanks and appreciation to Council employees, together with all partner organisations and sectors across the city and the wider region for the extraordinary co-ordinated efforts which continued to be taken to safeguard and serve communities during these unprecedented times.

The Chair also highlighted that as the national measures in place began to change over the coming weeks, key messages around the ongoing importance of caution and safety, in line with the Government's guidance, would continue to be communicated.

2 Late Items

Agenda Item 15 (Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan)

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan'.

Given the scale and significance of this issue, it was deemed appropriate that a further update report be submitted to this remote meeting of the Board. However, due to the fast paced nature of developments on this issue, and in order to ensure that Board Members received the most up to date information as possible the report was not included within the agenda as originally published on 16th June 2020. (Minute No. 14 refers).

3 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

4 Minutes

RESOLVED – That the minutes of the previous meeting held on the 19th May 2020 be approved as a correct record.

Draft minutes to be approved at the meeting
to be held on Monday, 20th July, 2020

RESOURCES

5 Financial Performance - Outturn Financial Year Ended 31st March 2020

The Chief Officer (Financial Services) submitted a report presenting the financial outturn position for the 2019/20 financial year in terms of both revenue and capital elements, with it also including details regarding the Housing Revenue Account and expenditure on schools. In addition, the report also highlighted the position in respect of other key financial health indicators including: Council Tax and Business Rates collection statistics; sundry income; reserves and the prompt payment of creditors.

The Executive Member for Resources extended his thanks to Council officers for the work undertaken to achieve the Council's outturn position for 2019/20, as detailed within the report.

RESOLVED –

- (a) That the Council's financial outturn position for 2019/20, as detailed within the submitted report, be noted;
- (b) That the creation of earmarked reserves, as detailed within paragraph 6.3 of the submitted report, be agreed, with agreement also being given to delegate the release of such reserves to the Chief Officer (Financial Services);
- (c) That it be noted that the Chief Officer (Financial Services) will be responsible for the implementation of these resolutions following the conclusion of the 'Call In' period.

6 Treasury Management Outturn Report 2019/20

The Chief Officer (Financial Services) submitted a report providing the financial outturn position for the 2019/20 financial year in terms of the Council's Treasury Management Strategy and operations.

Responding to a Member's enquiry, the Board was provided with an update on the Council's current approach towards borrowing, with it being noted that during this current financially uncertain period, the Council was monitoring the markets with the aim of ensuring that future borrowing achieved best value for the Council.

RESOLVED – That the Treasury Management outturn position for 2019/20, as detailed within the submitted report, be noted, with it also being noted that treasury activity has remained within the Treasury Management Strategy and policy framework.

7 Financial Health Monitoring 2020/21 – Month 1

The Chief Officer (Financial Services) submitted a report which presented the projected financial health position of the Authority for 2020/21, as at month 1 of the financial year.

With regard to a Member's comments regarding the appended action plan which looked to address the pressures upon the 'Children Looked After' budget for 2020/21 and the approach being taken to deal with any increased demand for related services which could potentially arise as a consequence of the Coronavirus pandemic, the Board was advised that a detailed set of actions were in place to address such matters and that such information could be shared with Board Members, as required. Also, it was noted that there was a focus upon the transfer of children and young people currently in external placements to foster care wherever possible and appropriate, which was alongside the actions being taken aimed at increasing the recruitment levels of foster carers in Leeds.

RESOLVED –

- (a) That the projected financial position of the Authority, as at Month 1 of the 2020/21 financial year be noted, and that the projected impact of COVID-19 on that position also be noted;
- (b) That the savings plan, as provided by the Director of Children and Families which identifies initial proposals to address pressures in 'Children Looked After' budgets and the reduction in grant funding as announced after the 2020/21 budget had been set, be noted;
- (c) That in line with principles laid out by Government, it be noted that the Council has continued to charge schools as normal for Council services disrupted by COVID-19, for which they have a regular financial commitment.

8 Impact of Coronavirus (COVID-19) upon Leeds City Council's 2020/21 Financial Position and Update on the Forecast Budget Position for 2021/22

The Chief Officer (Financial Services) submitted a report which provided an update regarding the Council's financial position in respect of 2020/21 and 2021/22, taking into consideration the current position regarding the financial impact upon the Authority arising from Coronavirus pandemic.

In introducing the report the Executive Member for Resources highlighted the scale of the budget shortfall which was currently forecast, with it being noted that the Council continued to be in dialogue with the Government on such matters, including the need for further support.

In considering the submitted report, the Board discussed a number of key issues, including:-

- Whilst recognising the support which had been provided by the Government to date, emphasis was placed upon the unprecedented scale of the financial situation being faced by Local Authorities and the need for further support to be provided, with it being noted that a co-ordinated approach was being taken by Local Authorities and the Local Government Association in communicating such concerns to Government;
- In acknowledging the possibility that a budgetary shortfall may still remain even with the provision of further support from Government, Members

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discussed the need for further discussion to take place with Government around the possibility of being able to address the Council's financial position over a longer term and with greater flexibility;

- Members discussed matters relating to the current level of reserves held by the Council when compared to other Local Authorities; the longstanding budgetary approach which has been taken in Leeds; the Council's track record in consistently delivering balanced budgets; the nature and size of the economy in the city as a whole and the role which the Council continued to play within that;
- The key role which has been played by Local Authorities throughout the pandemic was highlighted, and the need for that key role to continue and be appropriately supported by Government, with emphasis also being placed upon the importance of the Council being agile enough to adapt and respond to the evolving needs of local communities and the economy as we progressed through the different stages of the pandemic.

RESOLVED –

- (a) That the position, as outlined in the submitted report by the Chief Officer (Financial Services) concerning Leeds City Council's financial position as a consequence of the COVID-19 pandemic, be noted;
- (b) That it be noted that the Government has been written to asking for further financial assistance;
- (c) That it be noted that if further assistance from the Government is not forthcoming or is insufficient to address the scale of the financial overspend as detailed within the submitted report, then an Emergency Budget would be considered by Full Council in the Summer;
- (d) That if the actions that the Council can take on this issue are in the professional opinion of the Chief Officer (Financial Services) insufficient to reduce the Council's cost base to enable there to be sufficient resources to fund services, then it be noted that a Section 114 report would be issued;
- (e) That the revised estimated budget gap for 2021/22 and the actions being taken to address this position, as detailed within the submitted report, be noted;
- (f) That it be noted that an updated Medium Term Financial Strategy is to be brought to Executive Board in September 2020 which will provide an update on the Council's financial position covering the period 2021/22 – 2025/26.

9 Annual Corporate Risk Management Report

The Director of Resources and Housing submitted a report that provided an update on the Council's most significant corporate risks, how they were currently being managed and presenting details on the further activity planned to address such risks during 2020/21.

In introducing the report, the Executive Member for Resources emphasised the impact of the Coronavirus pandemic upon the range of risks which were currently being faced by the Council, as reflected within the submitted report.

Responding to a Member's enquiry, the Board received further information on the stress test work undertaken regarding the resilience of the Council to maintain its financial position and deliver services under certain circumstances, with it being undertaken that the details of such work could be provided to Board Members as required.

In addition, further to the discussions in the preceding item, the need for continued dialogue with Government around the possibility of being able to address the Council's financial position over a longer term and with greater flexibility was reiterated.

RESOLVED –

- (a) That the contents of the annual risk management report, as submitted, together with the assurances given on the most significant corporate risks, in line with the Council's Risk Management Policy and the Board's overarching responsibility for their management, be noted;
- (b) That it be noted that the submitted report will provide a key source of evidence on the Authority's risk management arrangements contributing towards the Annual Governance Statement to be considered later this year by the Council's Corporate Governance and Audit Committee.

LEARNING, SKILLS AND EMPLOYMENT

10 Learning Places Design & Cost Report School Places Delivery September 2020

The Director of Children and Families and the Director of City Development submitted a report providing information on the need for additional secondary school places across the city for delivery by September 2020, and which sought approval regarding authority to spend and to incur a total expenditure of £7,595,000 to deliver projects at both Cockburn Academy and Leeds City Academy for September 2020 to address specific demographic growth pressures in those respective areas.

A Member raised concerns relating to the proposals within the submitted report regarding Cockburn Academy, with specific reference to the £6,835,000 capital expenditure proposed for that one school, indicated the potential for the matter to be 'Called In' which would require consideration by Scrutiny, and made an enquiry regarding any previous funding which had been provided to the Cockburn Multi Academy Trust. Responding to the concerns raised, the Board discussed and received further information regarding:-

- The delayed delivery of the Laurence Calvert Free School and the impact of this upon school places in the area, with Members receiving an update on the current position regarding the continued dialogue

taking place with Government in relation to the delivery of this Free School;

- Further detail was provided on how the proposed expenditure would be used, which included addressing the historical capacity issues at the school and the required adaptation of the current on site infrastructure, whilst also ensuring the delivery of appropriate facilities – with an offer that further detail could be provided to the Member in question, if required;
- In terms of timescales, it was confirmed that the 60 additional places proposed to be created at Cockburn Academy to address that bulge cohort would remain at the school until those 60 pupils had completed Year 11;
- Members also discussed the broader issue of appropriate resource being provided to the Local Authority for the delivery of further school places across the city to enable levels of demand to be met, with it being highlighted that further consideration and discussion of such matters would be welcomed.

RESOLVED –

- (a) That the additional secondary places which are required in order to reduce the amount of children being allocated a school place out of area, be noted;
- (b) That the necessary authority to spend be approved, together with approval also being given to incur expenditure of £6,835,000 from Capital Scheme number 33176/BGE/CBN to deliver the works associated with a 60 place 'bulge' at Cockburn Academy for September 2020;
- (c) That the proposal for the freehold transfer of the land identified within the submitted report, which forms part of the former South Leeds Golf Course to Cockburn Multi Academy Trust be approved, to allow the delivery of the sports field provision required as part of the proposals as detailed within paragraph 3.1.4 of the submitted report;
- (d) That the necessary authority to spend be approved, together with approval also being given to incur expenditure of £760,000 from Capital Scheme number 33176/BGE/LCA to deliver the works associated with a 60 place 'bulge' at Leeds City Academy which are being delivered by the Local Education Partnership (LEP) for September 2020;
- (e) That the programme dates, as detailed in the submitted report, in relation to the implementation of these resolutions, which represent the critical path for project success and must be adhered to where possible, be noted;
- (f) That it be noted that the officer responsible for the implementation of such matters is the Head of Service Learning Systems in the Children's and Families directorate.

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(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

11 Outcome of statutory notice on a proposal to permanently increase learning places at Allerton Grange School from September 2021

Further to Minute No. 147, 12th February 2020, the Director of Children and Families submitted a report which presented details of a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report described the outcome of a Statutory Notice published under the Education and Inspections Act 2006 and in accordance with the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 in regard to a proposal to expand secondary school provision at Allerton Grange School and which sought a final decision in respect of this proposal.

Responding to an enquiry, officers undertook to provide Executive Members with information on the timeframe by which Ofsted inspections would resume and also with information regarding the outcomes from inspections which took place immediately prior to the Coronavirus outbreak.

RESOLVED –

- (a) That the proposal to permanently expand secondary provision at Allerton Grange School from a capacity of 1200 pupils to 1500 pupils in years 7 to 11, with an increase in the admission number from 240 to 300 and with effect from September 2021, be approved;
- (b) That the recommendation to exempt the decision from the Call In process for the reasons as set out within paragraph 4.5.2 of the submitted report, be approved;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (b) above, and for the reasons as detailed within sections 4.5.2 of the submitted report)

12 Outcome of consultation and request to approve funding to permanently increase learning places at Leeds West Academy from September 2022

The Director of Children and Families submitted a report which presented details of a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report described the outcome of a consultation exercise which had been undertaken regarding a proposal to expand secondary school provision at Leeds West Academy and

which sought a decision to fund the delivery of a scheme to create the additional learning places required.

RESOLVED –

- (a) That the outcome of the consultation process undertaken on the proposal to permanently expand Leeds West Academy from a capacity of 1200 to 1500 students by increasing the admission number in year 7 from 240 to 300, with effect from September 2022, be noted;
- (b) That provisional approval for the authority to spend (ATS) £5.269m to deliver the proposed permanent expansion at Leeds West Academy be granted, with it being noted that early feasibility indicates the final cost is likely to be lower than this amount;
- (c) That it be noted that the implementation of this proposal is subject to funding being agreed based upon the outcome of further detailed design work and planning applications, as indicated at section 4.4 of the submitted report, with it also being noted that this proposal has been brought forward in time for places to be delivered for 2022;
- (d) That it be noted that the responsible officer for the implementation of the Capital budget is the Head of Learning Systems;
- (e) That it be noted that the White Rose Academies Trustees intend to self-deliver the build scheme.

CHILDREN AND FAMILIES

13 Update on 'Thriving': The Child Poverty Strategy for Leeds

Further to Minute No. 105, 25 November 2019, the Director of Children and Families submitted a report which provided an update on the work being undertaken towards the outputs and outcomes of each Impact Workstream under the 'Thriving' Strategy, provided details of the work being undertaken in response to the effects of COVID-19 in this area, whilst the report also provided details of the associated monitoring and evaluation arrangements for the work streams within the Strategy.

In introducing the report, the Executive Member for Children and Families highlighted how the report had been adapted to incorporate the effects of the Coronavirus pandemic when considering child poverty, together with a summary of current national issues linked to this agenda.

In considering such matters, a Member emphasised the need for all children and young people across the city who were affected by the effects of poverty to be supported, especially given the likely exacerbation of the issue as a result of the pandemic. Linked to this, the importance of continuing to monitor the extent of the impact of the pandemic in respect of child poverty was emphasised, so that appropriate responses to the needs of children and young people could be delivered.

Responding to comments, it was highlighted that all initiatives included within the strategy aimed to ameliorate the impact of poverty for children and young people and following this, Members received updates on, and discussed the approaches taken towards both the Period Poverty initiative and also the Healthy Holidays programme.

RESOLVED –

- (a) That the strategic framework in place to mitigate the impact of child poverty, together with the work being undertaken by the Council and its partners in the key areas of activity, as detailed within the submitted report, be noted;
- (b) That the data overview, the current work being undertaken and the reporting updates, as outlined within the submitted report, be noted;
- (c) That it be noted that the officer responsible for the implementation of such matters is the Chief Officer, Partnerships and Health, by December 2022;
- (d) That it be noted that Executive Board has an understanding of the potential impact of COVID-19 on child poverty, with the calls for a national approach towards mitigating the impact of child poverty also being noted.

(During the consideration of this item, under the provisions of Executive and Decision Making Procedure Rule 3.2.5, in the temporary absence of Councillor Blake, Councillor Lewis assumed the Chair of the meeting. In returning to the meeting, Councillor Blake resumed her position as Chair)

INCLUSIVE GROWTH AND CULTURE

14 Update on Coronavirus (COVID-19) Pandemic - Response and Recovery Plan

Further to Minute No. 170, 19th May 2020, the Chief Executive submitted a report which provided an update on the continued coronavirus (COVID-19) related work across the city being driven by the response and recovery plan, which aimed to mitigate the effects of the outbreak on those in the city, especially the most vulnerable, and prepare for the longer term planning of stages of recovery including local outbreak planning. The report highlighted how the city's multi-agency command and control arrangements continued to be used, which had been updated to reflect local outbreak management arrangements for Leeds, and also provided information on the organisational issues which were being faced by the Council arising from the pandemic.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out in section 10.1 of the submitted report, and as detailed in Minute No. 2.

In introducing the submitted report and providing an update on the current position, the Leader, on behalf of the Board, extended her thanks to all of those involved in the continued delivery of statutory services across the city and also the delivery of those actions which were in response to the pandemic. Linked to this, the key role being played by Local Authorities throughout the pandemic, as highlighted earlier in the meeting was reiterated.

In addition, Members paid tribute to the work being undertaken at a national level by the Chief Executive, Tom Riordan, as part of the Government's ongoing test and trace programme.

The Board received an update from the Chief Executive on the key aspects of the work which continued to be undertaken in respect of planning for the control and management of any Coronavirus outbreaks, how such work was being co-ordinated at a local and regional level and how this fed into the national strategy, with details also being provided on how the newly established Leeds Outbreak Control Board fitted within existing governance arrangements.

Responding to an enquiry, the Board received further information and assurance on the close liaison which continued to take place with neighbouring Authorities regarding the control and management of localised outbreaks, to facilitate a more regionalised approach, where appropriate.

A Member highlighted the need, moving forward, to build upon the partnership working which had been developed throughout the pandemic, and the importance of looking to harness the effectiveness of local communities working together which had been a key part of the local response. Linked to this, Members highlighted how an effective communications strategy from a national to a local level continued to be fundamental to the successful management of outbreaks as restrictions began to be relaxed, with the role of Ward Councillors in helping to deliver such communications within communities being highlighted.

RESOLVED –

- (a) That the updated context, the progress being made and the issues being faced as the Council moves through the phases of dealing with the COVID-19 pandemic, be noted;
- (b) That the submitted report and the comments made in respect of it during the discussion be noted in context with the more detailed report on the financial implications of Coronavirus for the Council, as presented within Minute No. 8;
- (c) That the establishment of the Leeds Outbreak Board and Outbreak Plan to ensure that effective local arrangements are in place and which are linked to national testing and tracing approach, be noted;
- (d) That the continued focus of the collective response on health and wellbeing which recognises the direct health impacts of COVID-19,

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together with focus upon the emerging social and economic consequences, be noted.

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**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M. ON FRIDAY, 3RD JULY 2020

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