

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.

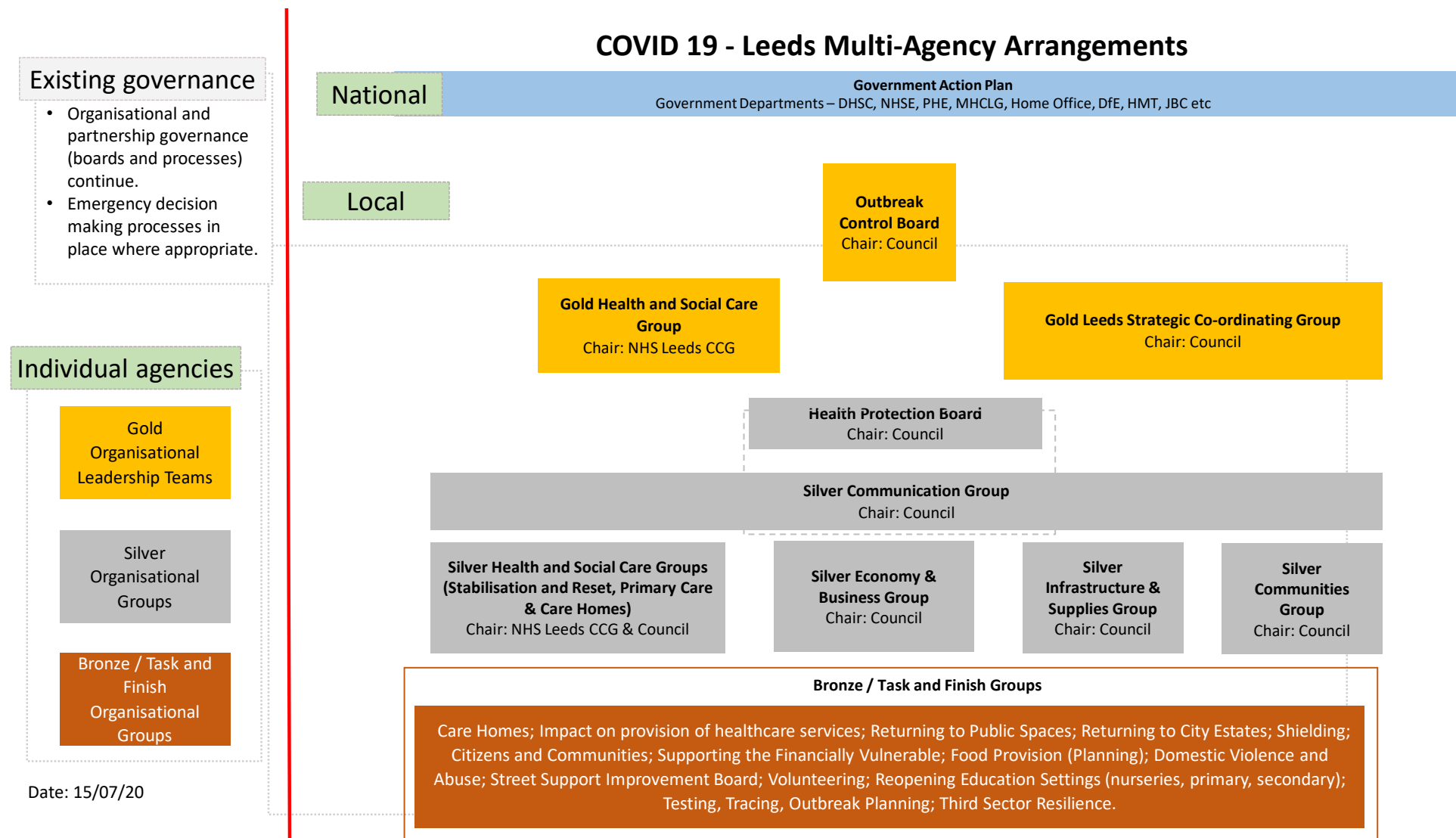
Objectives:

- 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



Item no.	Action	Officer lead(s)	Status / Comments
1. Local Outbreak Management			
	Ensure effective prevention and management of transmission COVID-19 through the development of a Leeds COVID-19 outbreak plan. This plan will build on existing robust outbreak management arrangements and will include local plans to support the national Test and Trace programme.	Victoria Eaton	• The Leeds' COVID-19 Outbreak Management Board has held two meetings and will be continuing to meet every three weeks. • The Health Protection Board has restarted and will meet monthly to support timely system oversight and professional expertise to the management of COVID-19. • The Leeds COVID-19 Outbreak Plan has been published. This will remain a live document and further comments and amendments from partners are welcomed. • The Bronze test and trace continues to oversee the further development and implementation of the Leeds COVID-19 Outbreak Plan. • Additional workstreams to focus on workplaces and NHS settings have been established under bronze. • These workstreams have been involved in partnership working at a regional and national level in the development of joint working arrangements and resources to support incident and outbreak management. • In particular work is ongoing with third sector partners to ensure reach into communities for testing, contact tracing, comms and preventative work. • Incidents and outbreaks are now being responded to alongside the delivery of proactive, preventative work • Existing local infection prevention control capacity and local health protection team capacity is being increased in order to both respond to incidents and outbreaks but also support further proactive, preventive work • Weekly incident management team meetings have been set up to support timely operational cross system oversight of the current COVID-19 situation in Leeds.

2. Health & social care			
2.1	Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal with the anticipated pressures in the system effectively.	Health & Social Care Gold (Victoria Eaton, Julian Hartley, Cath Roff, Tim Ryley)	Health and Social Care Gold is now meeting fortnightly in line with its Command and Control role and that of the Partnership Executive Group's strategic role. Reports from the following task and finish groups ensures continuing in-depth focused on those areas with greatest associated risk: • Care Homes • Testing, Track and Trace • Stabilisation and Reset • Shielding • Impact on healthcare Individual organisation updates: Adult Social Care • Work has continued to operate throughout this period but in slightly different ways, with service provision and social work support continuing working well with partners across the city. • Social care referrals including safeguarding are now increasing reversing the March and April trend. Public Health • Refocused third sector contracts to allow more provision for response activity including volunteers and food provision. • Working across the system and reset of those contracts working with primary care and LCH, ensuring a focus on health inequalities. Yorkshire Ambulance Service NHS Trust • Early involvement in pandemic through the changes in the 111 service is now beginning to level off. • Undertaken series of innovations with IUC and 999 which includes video consultations. • In terms of stabilisation and reset, YAS are focused on working to make sure there is strong clinical representation in the work and impact with those patients. Leeds Teaching Hospitals NHS Trust – Children • Converted 82% of outpatient appointments from face to face to either telephone or video consultation and received positive feedback from patients as well as clinicians.

			- Completed recovery meetings with all 27 specialities within the Children's hospital and have plans in place for changing patient pathways to ensure that a virtual consultation will be the default moving forward. - Theatre and operating capacity has increased to approx. 75% of acute provision to begin to reduce waiting list size with currently no cancellations of elective patients. Leeds Teaching Hospitals NHS Trust – Adults - A&E is open as usual. - When working through tactical and operational solutions, LTHT have been thinking about health inequalities in the context of what they need to put in place for patients. - The reduction in need to handle covid-19 patients; previously two hospitals in Leeds with dedicated wards now just one hospital is needed for patients with covid19. - Increased theatre access and starting to reduce backlog of cancers and urgent patients now based on clinical need and not on postcodes. Third Sector - Third sector continues to work connected and in partnership with each other. - Third Sector partnership activity has allowed work to be undertaken for example, People's Voices and working closely with HealthWatch. GP Confederation - Primary Care has maintained through extended offer of essential and urgent care services. The introduction of digital innovation has been well received by patients. - Working with care homes and ensuring residents are kept safe and their clinical needs addressed. This has allowed an opportunity to understand and identify those patients who are more high risk. Leeds Community Healthcare NHS Trust - Although a lot of LCH patient contact has to be done through face to face visits, most services have developed processes to care for patients using telephone and tele health. Cardiac rehab programmes are now carried out through group and personalised tele health programmes.
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			The LCH reset programme will continue to embrace these opportunities, whilst recognising that not everybody is able/ or wants a digital contact. • Home working - A large number of LCH staff now work from home, either permanently, or for part of the week. Most meetings are now done through MS teams, and staff have been supported with mobile/ laptop/ furniture to work from home when they can. Most staff report a better work/ life balance and a more effective use of their time. The organisation's carbon footprint (commuting/ travelling between meetings) has reduced significantly. The LCH reset programme will build on this good start, and put in place measures to reduce the problems reported by some staff that hampers home working such as printing (become paper lite) and telephony/ call centres (softphones/ specialist software). Leeds and York Partnership NHS Foundation Trust • Mental health and Learning Disability services have continued to operate throughout the COVID-19 outbreak with some community provisions operating in a different way. • Specialist services are now beginning to take referrals again. LYPFT are working closely with PCN's in order to understand where they are seeing changes in needs and demand and adapting staff in to areas to respond as fully as possible. Testing • The national COVID-19 testing programme is now well established in Leeds and eligibility criteria has been expanded. • Additional sites for the mobile testing unit have been identified at Armley, Middleton Park and Elland Road and will be included in the rolling regional-programme. Mobile testing units are also available for deployment in response to an outbreak situation via request from the DPH • The Walk to Site at Bridge Street Community Church remains open and the numbers of people accessing testing via this site has increased. It is now bookable through the national portal. Translated resources,
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			including a video, have been developed. A partnership group is regularly reviewing the use of this site. - Public Health are working with LTHT labs and a small number of Third Sector local organisations to provide testing and tracing options for people who may not be able to, or wish to, access the government website. Work is ongoing to look at further enhancing the local testing offer so that it is accessible to all, especially those who are at higher risk. Personal Protective Equipment (PPE) - Standard Operating Procedures (SOPs) on the use of PPE have been issued to primary care. Y&H Health Protections team working up SOPs for different settings and LTHT ambition for the delivery of services are very dependent on national PPE supplies.
2.2	Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services		- Leeds continues to take a system-wide approach to Health and Social Care. The aim being to manage the constraints around the stabilisation and reset of services collectively. The Stabilisation and Reset Task Group role is to: - Take strategic direction from Health and Social Care Gold - Demonstrate agility and responsiveness to the challenges of continued uncertainty during phase 2 and beyond - Work together to overcome individual and shared obstacles - Ensure a mutual aid approach across all organisations - Ensure coherent citywide communication and messaging - Ensure the co-ordination of: - Communications - Workforce - Estates - Information Governance and digital approaches - Finance and contracting - Planning - Shared learning

			○ Associated ICS programmes • The work of the Stabilisation and Reset group is based on the principles embedded in the Health and Wellbeing Strategy; alongside the partnerships approach of valuing ‘working with’ the citizens of Leeds and tackling the health of the poorest fastest. As part of this, there will be an active focus on the health inequalities exacerbated directly by COVID-19 and/ or any resultant service changes; in addition to any subsequent learning from the feedback from patients, service users and the citizens of Leeds more generally. • The citywide principles for Stabilisation and Reset are: ○ Respond to the needs of local populations ○ Co-produce service models ○ Take account of individual staff and patients’ circumstances ○ Continuous quality improvement ○ Focus on clinical need and minimising harm ○ Optimise use of digital technology ○ Consider interdependences ○ Home First approach ○ Promote the left shift ○ Delivered in partnership ○ Create effective and sustainable services within existing resources ○ Will support the Leeds Clean Air ambition ○ Safe working environments for staff and patients ○ Consistent and accessible messages ○ Ability to respond to any future spikes ○ Mutual aid approach • Partner organisations will consider these reset principles and priorities as they work through their own service areas.
3. Infrastructure and supplies impact			
3.1	With internal partners, relevant authorities and agencies to ensure a coordinated and well communicated approach to returning the city to business as usual in a safe and managed way.	Gary Bartlett	• Transport metrics relating to train and bus timetables, patronage levels, passenger numbers going through Leeds Rail station, traffic flows on Highways England’s network and local roads in Leeds continue to increase e.g. Leeds Rail Station footfall saw a 51% increase on Saturday 4th July linked to the reopening of hospitality businesses.

			• The possible reopening of Park and Rides are being kept under regular review; the reintroduction of parking charges and the social distancing change from 2 to 1m plus, means it is more likely Elland Road Park and Ride will reopen in the near future. • Flights have recommenced at LBIA. • Communications across all organisations remains a key challenge especially around any key moves in the government's approach. Considerable liaison is taking place to ensure coordination of consistent messaging. • Schemes addressing social distance issues involving the placement of temporary barriers continue to be reviewed as issues are raised and businesses reopen. Active travel measures to safeguard cycling are also being rolled out with the potential of 100km of cycle facilities in place subject to funding and equipment being made available. • The first tranche of the Emergency Active Travel Fund has seen WYCA and the 5 district councils successfully bid for £2.5m, 100% of its indicative allocation. Tranche 2 could see a further £10m being made available. The first active travel scheme including 'wand and orca' segregated cycle lane on A65 Kirkstall Road have already been implemented. Schools Street trials have been undertaken at 6 locations and consultations have begun on identifying more for the future. Over 25,000 comments have been received from the public to shape the programme. • Major schemes work has continued to be delivered throughout lockdown with some schemes being brought forward e.g. Regents Street flyover replacement and Lofthouse Interchange on Highways England's network and longer hours of working permitted on the highway to take advantage of low traffic volumes.
3.2	Assess the possible impact on key supply chains and required actions e.g. Catering Services (e.g. school meals), Cleaning services	Sarah Martin	• Plans in place and continued liaison with services/food suppliers. No major issues identified at this stage but continually being reviewed. • The council is also working with schools, its catering division and other partners to ensure that vulnerable children and their families continue to receive the necessary support, which includes access to food/free

			school meals. Latest data reveals 1890 grab bags and 2,500 hampers are being delivered weekly (which is the equivalent of 12,500 meals), plus a further 4,000 daily hot meals. Overall, 34,390 meals are being provided to children each week. • Hot meal provision maintained within Specialist Inclusive Learning Centres (SILCs), ASC Residential Homes and Recovery Hubs and those Early Years Centres which remain open.
3.3	Ensure sufficient PPE available to key services across the city and that guidance is followed consistently.	Cath Roff	• Cath Roff appointed as city-wide lead for PPE leading on a range of activity with DPH in relevant areas and partners such as LRF and the LEP. • NHS system moved to “push” system to provide PPE when stocks low, and this is being supplemented by our own procurement. • Extensive work continues to procure and source PPE for non NHS, including at a city wide level and through emergency provision via the LRFs. • A new group, chaired by the Director of City Development, looking at a West Yorkshire Health and Social Care procurement and supply of PPE. This group has developed a usage tool which is being sent to Leeds Providers to estimate supply and demand. Once this work is completed it will factor into the longer term planning of PPE supplies and distribution. • Lessons learnt work has begun to develop a chronological ‘journey’ about PPE during the outbreak, noting milestones that had the greatest impact in this area. • Clinicians agree the need for clarity on correct usage of PPE to respond to confusion e.g. in domiciliary care sector, potentially in the form of a webinar. There are already Q&A sessions available for care homes, which can be extended to domiciliary care. The system wide approach for care homes has been very successful so it is suggested that the same approach is adopted for domiciliary care. This is also to include the Personal Assistants within the city.
3.4	Establish arrangements for food supply to the vulnerable, working with partners and securing an appropriate facility.	Polly Cook/Lee Hemsworth	• Four Council Community Hubs and 27 third sector organisations remained open to co-ordinate food provision across the city with the

			Warehouse, working together with existing foodbanks and partners and using VAL volunteers. • 42,900 food parcels were packed and distributed over the 15 weeks since the service began. • A city-wide Cultural Food offer is in place to ensure that the emergency food provision process meets the needs of all communities and families in the city. • Work is ongoing to ensure that the emergency food provision process moves onto a more sustainable footing within the city as lockdown is lifted. This work is happening in conjunction with the review of the volunteering process in the city.
4. Business and economic impact			
4.1	Ensure effective liaison with business, specifically representative bodies to understand impact on local economy (including business confidence) and provide relevant advice or support where possible, including access to government grants.	Eve Roodhouse	• Emergency structures continue in place with workstreams covering: Intelligence; business support; communications; administration; and recovery. • Intelligence hub provides a weekly intelligence report based on information collated from across the council and via businesses and business representative groups. Weekly meetings are held with business representative groups. • Communications workstream is ensuring that the Leeds City Council business pages on COVID-19 are regularly updated to include relevant information to encourage businesses to claim business grants: https://www.leeds.gov.uk/coronavirus/business • Business support has continued working with colleagues across the council to deliver national Government schemes on business rates relief, small business grants schemes and to support commercial tenants and suppliers where required. • 12,058 business grants have been paid in Leeds totalling £148,200,000 (as at 14 July 2020) with Leeds continuing in the top three performing local authorities by amount paid. • The Local Authority Discretionary Grant Fund, launched on 1 June, ended on the 28th June. In total 960 applications were received and £1,612,817 has been paid as at 9 July. The total funding available was £7.795m, which

			equates to 5% of the original amount the council was given for the initial business grant schemes. Consideration will be given to the development of a second phase of the scheme should there be some residual funds. • The Council's Employment and Skills Service supported 1,140 people into work, including 62 people into apprenticeships in the first quarter (April-June 2020) in a challenging period when vacancies have fallen by over 60%. 59% of those securing work live in our most disadvantaged neighbourhood, 38% identified as BAME, 7% declared a physical disability and 9% experienced poor mental health. Job roles were secured across all sectors with the largest numbers in health and care, food retail, logistics, distribution and transport, digital and technology. The service is also supporting a number of companies that are restructuring/reducing staff numbers through redundancies. It is anticipated that as support for furloughed employees tapers, the need for support to staff notified of redundancy will increase. The service will provide an account manager to support managers and staff to connect with employers recruiting to the same or similar skills sets where possible and access to training and employment support services. • The new Employment and Skills Leeds website was launched on 13 July to provide a single access 'portal' or central place on-line where the revised and changing offer to local residents and employers can be accessed. It provides an easier to navigate information resource bringing together the former separate offers through the Leeds Employment Hub, the Learning Hub and the Apprenticeship Hub to maximise engagement with key stakeholder groups. • The 100% Digital Leeds movement has been successful in bringing together a wide range of organisations with the shared goal of reaching the most digitally excluded people in the city and helping them to understand and benefit from digital. In response to the COVID-19 emergency, 100% Digital Leeds administered a fund on behalf of the City Digital team, to support third sector organisations in their response to the pandemic through digital means. This has been either through providing
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			equipment to organisations or funding them to buy their own equipment. • The West Yorkshire Economic Recovery Board, including the Leader and Chief Executive, are meeting with region-wide partners and organisations in July 2020 when an initial Recovery Plan for West Yorkshire will be considered. • Safe Re-opening of City and District Centres City Centre: Although there has been a slow, continuous increase in footfall overall in the city centre, a trend which has occurred for about the last six weeks, figures show that footfall since the reopening of the retail sector has been around 40% of that in 2019 for the same period. Given the government's announcement on the reopening of the hospitality sector on 4 July, the area of focus was to support the sector to reopen safely along with other measures including reducing the processing time for street café applications, and meeting with businesses to see what else they may need. • District centres reported better than expected numbers of visitors in their first week's trading, however subsequently the figures have slightly dipped and in part this may be due to bad weather. Queueing is being well observed and Ward Members, traders group chairs or businesses have quickly resolved any problems arising outside any shops. Slight rises in street drinking and low level anti-social behaviour have been noticed by businesses and Police are responding quickly to reduce this nationally observed trend as areas come out of lockdown. In line with government rules, a process for allowing pavement cafes wherever possible is underway. National chains continue to withdraw from district centres but it is hoped future uses can quickly be developed. Ongoing marketing from community groups is being encouraged to safely attract local residents and shoppers back. • The next update for the ONS Alternative claimant count and the DWP Claimant count (UC) is 16th July. The latest figures for Leeds indicate a significant increase in Universal Credit (UC) claimants since the coronavirus pandemic took effect. Since Jan 2020, the number of people starting a claim for UC in Leeds has increased by 31,209 to 62,884 in May 2020, a 98.5% increase overall and a 25% per cent increase compared to
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			April. The data for May is provisional and does not indicate the employment status of claimants. However, the confirmed data for April shows the changes in the number of Leeds residents claiming UC by employment status for Jan-Apr 2020. The number of residents out-of-work claiming UC increased by 11,412 to 32,538, an increase of 54%. The number of residents in work claiming UC also increased over the same period by 7,270, a 69% increase. • In Leeds, the wards with the highest Universal Credit claimant count for May 2020 were Gipton and Harehills; Burmantofts and Richmond Hill; Armley; Middleton Park; and Killingbeck and Seacroft. This was for both total claimant count (those in-work with low income and out-of-work claimants) and for claimant count for those not in employment. This is a continuation of previous trends, with the most disadvantaged being hardest hit. • 70% of high schools are using the Start in Leeds online careers guidance platform and engagement continues with Career Leads in schools to promote local opportunities and to inform and support students to access apprenticeships through online presentations and video including This includes a virtual Careers Education Information Advice and Guidance network event and 2 optional surgeries for careers leaders and coordinators. Support to young people continues with home learning activities focused on career choices and connecting businesses with schools. Dedicated support will provided to young people who need further guidance and support to decide on their next steps when they receive their exam results. • From April to June 2020 the Adult Learning Programme supported 3,815 people to improve their skills. 58% of learners live in our most disadvantaged neighbourhoods, 52% of learners identified as BAME, 37% declared a physical disability and 57% experienced poor mental health. These figures represent a 25% reduction in learners in comparison with the same period in the previous year reflecting the cessation of classroom based learning across 150 plus community settings as a result of lockdown and the requirement for social distancing measures. Community-based social enterprises and Third Sector providers have continued to receive funding to undertake work to move provision online. Work continues to
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			enhance the capacity of providers to use the Google Classroom facility, with over 200 adult learning tutors undertaking training. 13 providers now have 163 courses on offer with over 300 learner enrolments on courses ranging from arts and crafts to digital skills training for work, CV support and preparing for online job interviews, with more courses anticipated. This will enable a blended delivery of online and classroom-based provision as lockdown measures are eased. Provider proposals for the new academic year 2020/21 have been evaluated with an increased focus on digital skills. • Planning applications are now progressing normally due to ability to erect site notices, send notification letters and site visits can be made as long as they can safely be conducted and follow the service's Safe Working Practices note. • The Digital Enterprise Scheme received official confirmation from MHCLG week commencing 29th June, that the Programme has been successful in securing a further £5.5 million of funding for the next 3 years, till the end of July 2023, taking the total ERDF funding opportunity to £10.5 million for the 3 years. Also in week commencing 29th June, the Digital Enterprise Scheme launched (and closed) a new Digital Resilience Voucher scheme. It was so popular that 350 businesses applied for funding within the first five days. The team is well underway with assessing the applications. • The AD.VENTURE Programme supports growth focused start-ups and young businesses in the LCR, offering a mix of advice, coaching, and events, as well start-up and growth grants. Since lockdown AD: Venture continued to provide 121 support virtually, with webinars, replacing face to face workshops and events. A large number of requests for support have focused on funding and access to finance. Digital marketing and business resilience webinars have been popular. There has been an increase in registrations since lockdown, and a 20% increase in requests to register with the Programme compared to March–June 2019. There have also been some signs of a change in the age profile of businesses engaging in the Programme. Since Jan there has been an increase of 9% in the number of early start ups (0-12 months). Recently, there has been an increase in requests for support from ineligible businesses. In June, the Programme dealt with its highest number of requests from ineligible
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			businesses, around 30 % higher than any month in 2019. The majority of support offered by AD: Venture is restricted to businesses with high growth aspirations, and feedback from staff indicates that the growth criteria was a significant factor in the increase in ineligible registrations. • Additional funding to allow Leeds Library Service to deliver enhanced support to start up and young businesses, is due to start in early 2021 and will increase capacity to support businesses with more modest growth aspirations. Discussions have also begun with LEP and others partners to consider options for supporting non-growth start-ups going forward. • The MicroBusiness Support Service continues to provide support to Leeds' small businesses via online resources, information, webinars and dedicated 121 telephone support sessions with local business advisors. 79 businesses have directly engaged with the service via 121s and online events and workshops. A series of Hospitality, Retail and Health & Beauty Chat events to support businesses with a safe reopening have been hosted; and informal 'Monday Motivation' online catch ups take place every week. The MicroBusiness Support Service is due to come to an end on the 7 July. • The Leeds MIT REAP (Regional Entrepreneurship Acceleration Program) LEAP™ Programme is continuing to develop its new support programme to be launched at the end of July across the LCR. The programme will help individuals facing a change in circumstances by inspiring them to make the leap to entrepreneurship, and will be delivered via the Team Leeds ide@™ dedicated online platform (in website and app formats). • Visit Leeds are currently preparing a three phased recovery marketing campaign to support the city's visitor economy sector. The first phase was a reactive campaign 'Leeds at home' promoting the ways people could still enjoy Leeds during the lock down period from online activities and events, from locally themed quizzes to recipes, from their homes. The second phase has focused on reactivating the local market and welcoming people back to the city. Work with stakeholders and others has assisted in the production of an A-Z Digital Guide to Leeds as restrictions are lifted: https://www.visitleeds.co.uk/a-z-of-visiting-leeds/. Over the course of the next few months we will slowly start to increase the catchment area of the campaign. Despite the current
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			challenges facing the Visitor Economy, weekly intelligence from Visit Britain is showing some positive signs. Consumer intent for planning, booking and taking a domestic trip before the end of 2020 is showing signs of growth, although this is starting from a very low base and growing at a slow rate. • A region-wide survey of the creative sector in May found that 87% of creative businesses based in or operating in Leeds had suffered financially due to coronavirus, with 33% of businesses putting staff on furlough; and 23% reducing staff hours, expecting to make staff redundant or will be terminating employment/contracts. Based on financial reserves and current income levels, 12% of creative businesses had either closed or would close within one month and 52% could only continue for 1-6 months due to current restrictions. Businesses in the survey asked for support clustered under four key themes: digital capacity; financial support; logistics and planning; and business planning/re-modelling. Of the 57 respondents who managed the building in which they were based, 27% said it would take 3-5 months to reopen and 26% said 6-12 months. Whilst 56% of businesses were able to deliver alternative programmes online or increase their online presence, 16% did not due to limited staffing capacity or lack of digital capability including lack of: relevant skills, financial grants, and support to address online barriers such as for older and disabled people and economically disadvantaged people/communities. • A Culture Reference Group representing a cross section of the sector has been established for 18 months, contributing to shaping 2 further sector surveys and reviewing the Culture Strategy and Delivery Plan. The refreshed Culture Strategy will reframe Leeds2023 as a key measure for how well Leeds has emerged from the Covid-19 crisis. Although there is no sector specific funding, existing grants have either been repurposed or extended. • WYCA/LEP Opportunity Programme Funds repurposed as a 'new Indie TV and Film Development Fund' to help independent TV and film production companies to develop new content • arts@Leeds funding – scoping an extension to funds, aligned with Arts Council NPO funding programme
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			Leeds Inspired – operating a monthly small grants programme to enable those who have capacity to move to creative activities online.
5. Citizens and communities impact			
5.1	Assess the impact on key services and plans for events (e.g. related to areas below) to understand implications for service delivery and plan/communicate accordingly e.g. Schools, Care homes, Commissioned services, Community Hubs, Leisure centres, Waste services.	All Chief Officers	- Business Continuity Plans are being continuously reviewed with the pandemic response continuing for a protracted period. Key issues are gathered and clarified with relevant government department. - With the gradual easing of lockdown, focus is shifting to work out how to continue to follow national guidance with the aim of maintaining essential services whilst ensuring staff and public safety. - Household Waste and Recycling centres have remained operational since reopening in May, there have been over a 100,000 visits recorded since this date. - Refuse collections have continued despite record total tonnage across all waste streams in early June; black bins still around 20% above normal and green bins 10% up. Garden waste collections have now fully resumed and cleansing activities are being completed in the city centre to support the reopening of retail and leisure. - Assessed services against clear framework and maintained communications with key stakeholders and the public about the implications and the alternatives for access (cross reference to 5.2 for approach) - The Council's Housing service is working to support tenants that get into financial difficulty by suspending normal recovery action for 3 months, and give advice and support to claim appropriate benefits to assist tenants with paying rent. - Approaches to range of services has changed, all communicated through regular updates and on the website, and this continues through the recovery phase. - Comprehensive cross sector plans are in place for the city centre to address the anticipated challenges as restrictions are relaxed. The approach is underpinned by local engagement, signage and a comprehensive communications plan–
5.2	Monitor community tensions and providing community reassurance through regular	Shaid Mahmood	Partnership arrangements are in place and being used to promote messages of reassurance and respond to any issues which may arise.

	channels e.g. faith and community leaders, responding appropriately when required.		• Leeds took part in a recent roundtable discussion: “The APPG Faith Covenant and Responses to Covid-19”, the first initiative of this kind working across regional-boundaries. Leeds will continue to support national work to share best practice and challenges as we exit lockdown. • The institute of Strategic Dialogue are currently providing updates on Far Right Mobilisation and disinformation around COVID-19 which has been used to raise awareness across partner agencies and third sector organisations. • The community tensions report continues to be used effectively to deploy resources to counter community/neighbourhood issues and challenges and alongside wider input from services and the community serves to drive Bronze and Silver group work. • Support continues to be provided to migrants, asylum seekers and refugees and those with no recourse to public funds by the council and many migrant third sector organisations. • Faith Leaders Network – The council has expanded its Faith Leaders network and it is now meeting monthly online during the Covid pandemic. Topics addressed through this group so far include the provision of burials and cremations, culturally appropriate food distribution, domestic violence within faith communities during lockdown and the inequality work being undertaken between the council and third sector partners re disproportionate impact on communities of Covid and the measures taken to combat it. • Religion or Belief Hub –Steps are being taken to restart meetings online and then eventually in a socially distanced way. Meanwhile the Hubs extensive mailing list and social media has been used to share Covid related information into Religion or Belief communities and to continue to celebrate the contributions of Religion or Belief communities in the city both in combating the pandemic but also through continuing to mark major faith festivals. • Faith Covenant – A review of the covenant has been initiated following five years of work and in light of COVID-19.
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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	• The current volunteering arrangements have been reviewed recently, initially with all the hubs involved in the city wide effort and the findings are being written up by Voluntary Action Leeds to inform the next stage of development to a more sustainable and more locally responsive approach. • A Bronze Group has been established to focus on Third Sector Resilience; ambition and action plan have been agreed with Third Sector Partnership Group. Detailed work stream effort is now beginning. The group will be focussing on the following work streams: ○ Secure commitment from all concerned with the resilience of the Third Sector to maintain the resources, especially funding, which are available to the sector. The group will consider the current scope, diversity and sustainability of the sector and map out what future relationships between partners may look like with a view to identifying and maintaining system critical services as well as establishing and strengthening the new structures that have emerged within communities of interest. ○ Develop services and support in neighbourhoods and communities. This is to include reviewing the potential for geographical approaches; developing a leadership model; and maximising the contribution of and support to ABCD /mutual aid across Leeds. ○ Maximising the contribution of volunteers across the Leeds system by developing a citywide volunteering support system including digital tools that will help to maximise the volunteering experience. ○ Maintain and continue to build on the Environmental improvement in air quality, and reduction in all forms of transport. This will include the development of community-led approaches to climate action and ensuring that these approaches influence strategic priorities.
5.4	Recognising the community understanding role of Councillors, ensure appropriate information is provided to elected members to enable them to support the community in their wards.	Shaïd Mahmood	• 33 Ward level organisations remain in place and continue to be supported by Voluntary Action Leeds and LCC capacity to ensure effective response during this crisis. This support continues to be valued by the organisations allowing them to be more locally responsive.

5.5	Ensure that there is access to a coronavirus helpline to provide support, help the vulnerable meet needs and signpost to other services where appropriate.	Lee Hemsworth	- To 7th July 2020, the COVID Helpline has taken approx. 20,400 calls. The weekly numbers are now reducing (being approx. 25% of the early weeks), but demand continues from citizens requiring a range of support, mainly around food and fuel but also medicines, loneliness and poverty. Support continues to be provided to call-handlers from range of multi-agency colleagues within Health and Social Care. - Work is ongoing to ensure an appropriate plan is in place to ensure that citizens continue to get the help and support they need through the Local Welfare Support Scheme, even as a result of a local lockdown, once the COVID helpline stops.
5.6	Ensure that support is provided to the shielded cohort as outlined in the guidance, including distribution of food provision	Tony Cooke/Polly Cook/Lee Hemsworth	- The total number of people advised to shield in Leeds is currently 44,180. The exact figure fluctuates daily with people added to and removed from the list based on their individual level of risk. - To date 19, 214 of these have registered using the national shielding support programme, and 4,109 of these have indicated the need for support to access food. - Additionally, letters, emails, texts are used to communicate directly when there is a change in advice or the support offer. To date, this has meant 85,628 texts, 28,326 emails, 10,054 letters, 7,271 outgoing landline calls and over 6,000 incoming calls from people who are shielding. - National advice to shield at home is changing on 1st August, but the “clinically extremely vulnerable” group remain a high risk group and Shielding Bronze is undertaking a rapid review on the possibility of increased vulnerability for some in this cohort because of impact of months of shielding- particularly in relation to frailty, low vitamin d, mental health and financial impact on people who have been unable to work from home or who still may be unable to return to work in August. - Planning is underway to ensure support for this group can be transitioned to mainstream where possible – including welfare, advice, support for ageing well and accessing food and local support can be stepped up in the event of full shielding advice is reinstated – at local or national level

			• Planning underway to ensure Theme 6 of the Outbreak Control Plan has detailed procedures for notifying people who are shielding and raising awareness, and alignment with Test and Tract on this • The single source document “Shielding - Routes to Support” document for all agencies and organisations in the city, encourages anyone working with the public – across the third sector or public sector – to ask people if they had been advised to shield – and gave info on how to register in that widely circulated document, has been regularly updated • A bespoke data sharing agreement is in place with all Leeds Schools to provide support for children who are shielding to manage their ongoing education and social connection to school • Significant support from third sector organisations to ensure correct information on shielding reaches people who may miss transitional communications routes - specifically people who are deaf, blind, have a learning disability or who do not read English as well as targeted support for carers. • Continued need to raise awareness across a variety of plans to ensure people who are “Clinically Extremely Vulnerable” are included as a specific high risk cohort for the duration of the “covid normal” phase.
5.7	Ensure that we take an intelligence led approach to deal with emerging or anticipated issues as a result of the impact of coronavirus eg domestic violence, rough sleepers, release of prisoners, managed approach, NRPF	Paul Money	• Daily Threat report evolved to provide more focussed intelligence picture to aid the deployment of resources in an intelligence led way. e.g. tracking COVID-19 OCG activity including frauds and scams being targeted on vulnerable people. • To address issues associated with DV&A we have now set up COVID-19 Officer Group to review our capacity and capability and stress test arrangements to ensure we are able to support victims and families at a time of heightened demand - with indications that demand will increase further over coming weeks and months as social distancing guidance is relaxed. • Safer Leeds is maintaining close liaison/ coordination with all partners including third sector support charities/organisations to ensure we have resilience in our partnership capacity and no interruption of

			services. This includes monitoring the availability of specialist accommodation support for those at risk of DV&A • Rough sleeper accommodation has been further enhanced to include COVID-19 Care, COVID-19 Protect and general population offers. Rough sleepers are also being offered PPE as are colleagues working with this high risk group. 199 people are currently being supported in emergency accommodation – approximately 25% of whom have been physically seen rough sleeping in the city at least once in the last 12 months by street support services. • New arrangement for the support of street based sex workers are now being further embedded. Support to sex workers is being delivered in a different way and most women on the cohort are now not believed to be street sex working. Those that continue with such activity are being engaged dynamically and supported to refrain by resources forming part of the Managed Approach partnership. • Services including accommodation providers are supporting individuals who are assessed as being without recourse to public funds on the basis of the i nature of COVID-19. • Working group set up to address issues arising from the national Prisoner Early Release Scheme. No significant threat in Leeds due to the low volume of prisoners being considered for early release. The original issue around the need to alleviate pressure in the secure estate (5000 prisoners) has now significantly dissipated (at least for the time being) mainly due to the major reduction in the number of people being sentenced by the courts. Local arrangements may come under pressure due to the volume of people who are now being made subject of bail and curfews and remaining in the community as opposed to being required to attend Trials but we have partnership arrangements in place to keep this under review. • All relevant community safety services are currently engaged in 'return to normality' planning in anticipation of further Government/Health announcements linked to the pandemic with a focus on the impact on people and services.
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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
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			- Identified children/young people who are eligible for a free laptop through the government scheme and supporting the rollout of this. - Free school meal provision is continuing.
5.9	Supporting schools to provide education for key workers and expand provision in line with national guidance.	Sal Tariq	- Very regular bulletins with schools and staff supporting schools with a range of practical issues as well as safeguarding (as above) - Engaging with head teachers/principals now weekly with the Leader and Executive members - Various bronze arrangements now in place, including primary and secondary bronze groups, with connections to other groups where needed eg shielding, transport etc. - Developing a framework to help interpret guidance and providing a steer about implementation. Partner agencies are working together to support children who are returning to school.
5.10	Establish a hardship fund in line with government guidance and to meet local need	Victoria Bradshaw/Lee Hemsworth	- Processes are in place, including a new on-line form, for citizens to seek a delay in paying their monthly Council Tax payments. Residents are entitled to request up to a 3 month council tax deferrals for those financially affected by the pandemic and reschedule payments over the remaining 9 months of the financial year. - The Council is working with residents to ensure customers understand that they should only seek deferment if they cannot afford repayments, and is encouraging customers who can afford to pay to continue as normal. Latest data has shown that 4,000 Leeds residents have applied for the 3 month deferment to repay later in the year. - The Hardship Scheme is now live and will support to those on Local Council Tax Support and those who may come into this cohort as a result of the current situation. The Hardship Scheme will see current CTS recipients benefit by an average of £231, with an additional 17,925 no longer having any council tax to pay in 2020/21. The scheme also ensures that approx. 3000 current CTS recipients who would receive less than they would under the government approach, receive the £150 given under the government's approach. The scheme has also been costed on the basis of meeting any additional need up to a further 10,000 new CTS claims.

6. Organisational impact			
6.1	Ensure joined-up cross-departmental approach to Coronavirus (COVID-19) response within the council, within the context of the relaxation of lockdown and further recovery Phases	Neil Evans	• This Response and Recovery Plan is being used to ensure coherence and consistency as well as compliance with national guidance. The plan is reviewed regularly and updated accordingly. • Command and control arrangements operating across the organisation.
6.2	Leading on council-wide discussions regarding the resumption of services and working towards a plan about which services can resume and when, without impacting on essential service provision	Nicole Walker/Andy Dodman /all chief officers	• Staff who are affected by Covid-19 are receiving wellbeing check-ins and OH support. • Mobilise and energise programme, with two strands - 'Working from Home First but Better' and "In Place". • The two areas of focus are: ○ 'Working from Home First but Better' – which is centred around complementing continued home working through accelerated plans to improve productivity and support staff wellbeing through three key areas of equipment, training and service transformation through digitisation ○ 'In Place' which focuses on adapting and accelerating the use of our buildings to enhance wellbeing and productivity for our colleagues, customers and partners. All services have completed a recovery response survey to inform the In Place strand and enable prioritisation of return to office working • The key principle is to ensure that the core office buildings that are currently open are COVID-19 secure and that arrangements are in place to effectively monitor this across locations including those which are not managed by Facilities Management. • Our approach is driven by the key priority to ensure safe management of staff in the working environment consistent with the public health guidance. Whilst we work to ensure our operational buildings are COVID secure, another key message remains - 'if you can work from home, do work from home.' • In order to achieve a 2m distance within the office, building capacity is limited to around 900 spaces within the open core office buildings (20% of available capacity) with demand estimated to be around 700. • The recent announcement of the one metre plus rule would mean that office capacity could increase to around 35%. As the preference remains to maintain 2m where possible, there are currently no plans to

			implement this guidance. This will remain under review and will be considered if there is an increase in demand. Updating and monitoring of Service Recovery & Resumption (Lifting Lockdown in Leeds) Plan to provide organisational coordination of resumption of services during Phase 2 and beyond
6.3	Identify council service budgets which may require additional financial investment or underwriting as a result of reduced income or increased expenditure. Consider requesting additional funding from government and the most effective use of funding from central government.	Victoria Bradshaw	- Government announcement on the 3rd July provided additional funding for Local Authorities. The funding announced is not enough for the Council to have a balanced budget in 2020/21 therefore further discussions are taking place with Central Government. - Extensive work on Medium Term Financial Plan taking account of the additional pressures caused by COVID, reported separately and more detailed to Executive Board.
6.4	Ensure regular engagement with council contractors and suppliers to identify any potential impact or risks to contractor performance.	Victoria Bradshaw/ Commissioners	- Liaison across services taking place with contractors and providers so that issues can be captured and responded to. - National advice and support is communicated to suppliers to ensure that a consistent message is circulated.
6.5	Track impact on council workforce affected by Coronavirus (COVID-19), including a period of staff absence, staff welfare, workplace conditions, intervening and issuing regular up to date guidance as required, so that managers can support individual members of staff.	Andy Dodman	- Liaison with trade union representatives and extensive advice to workforce from a health and safety and general employment perspective. - Work with trade union colleagues continues, with any vulnerable staff who are at work are doing so willingly and have Occupational Health advice. Extensive guidance to managers is being issued weekly. - Framework and guidance has been set out to support service reopening and resumption pursuant to the Covid-secure regulations. - The central reallocation pool is continuing to be utilised to support resource deployment enabling effective business continuity both internally and city-wide. The trade unions and HR have worked closely and continuously to support this flexibility framework, with additional service-specific meetings taking place to resolve any local workforce issues. - Second Staff wellbeing survey completed with a new action plans and support packages Specific actions have been identified to support those staff that may be disproportionately affected by Covid-19 (eg BAME) including the positive launch of a new Core Risk Assessment Framework.

6.6	Work across the City as a whole to lead and coordinate the delivery of the necessary Digital and Information solutions to underpin a ONE City approach to Digital and Information. • Prioritise use of available resources to maintaining availability of critical communication and IT systems with more permanent working from home. • Rapidly developing new solutions to enable new ways of working for services • Prioritise intelligence resources to combined data as appropriate and provide new dashboards to inform better decisions in the new world • Make more permanent Information Governance arrangements, policies, to ensure protection of person sensitive information in new ways of working. • Protect the Council and partners from opportunistic cyber attack	Dylan Roberts/Bev Fisher	• Critical infrastructure upgrades completed to provide additional capacity on the network to support the exponential increase in use of technology solutions e.g. video conferencing. Skype for Business at its peaks is handling 12800 concurrent calls. • Microsoft Teams voice and video functionality has been rolled out for around 300 people to alleviate pressure on Skype services ahead of the longer term deployment of Office365 solutions (including Teams). Zoom also being used as a short term solution for some external meetings and conference type situations which will eventually be replaced. • Public-I solution implemented to support remote Committee meetings. • IT equipment provision to support Council staff home working continues with a 'click and collect' and postal service established. • The provision of infrastructure and support arrangements continue for our GPs and other primary care staff to work from home, provide online consultations and share resources across practices to support the demand • Combining the intelligence from multiple sources to identify hot spots and those most at risk in order to inform a targeted response • Joining up National and Local digital interventions to support Care Homes through one coordinated effort. E.g. Government funding a device per care home for remote doctor consultations. • Provided the collaboration technology and tools to enable the diverse third sector of Leeds to coordinate efforts and enable thousands of new "checked" volunteers • Rapidly developed new web, service and social media based solutions to enable new services • Supported partners without the necessary skills to upgrade their systems due to massive increase in demand. Enabled VAL to run a payroll for 170+ 3rd sector organisations in the City with a massive increase in "employees" and getting key workers paid. • Our 100% Digital Literacy Leeds and Smart Leeds teams have continued to focus on supporting and enabling the most excluded communities through third sector partners to be able them to connect to services and information online.
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			• Re-prioritised the portfolio of IT work with COVID recovery and efficiency savings as the prime priorities over and above other things.
6.7	Ensuring accurate and timely intelligence to support effective response and recovery planning through a cross-council/wider system intelligence group to: • Share key analysis and headlines; • Identify gaps in data and analysis; • Share capacity and resources; • Provide common/consistent feedback on intelligence issues.	Simon Foy	• Co-ordinate intelligence to support and link to existing arrangements in H&SC system. • Ensure forward-looking analysis to assess emerging economic, labour market and social impacts. • Data Mill North and Leeds Observatory used as platforms to share data and analysis and to facilitate collaboration. • Range of individual thematic and policy updates shared across the group and a weekly headline summary report established. • Joint working continues on key areas such as COVID19 impact, tracking vulnerable and shielded cohorts, socio-economic insights/impacts.
6.8	Assess the impact on events planning and management to understand implications	Mariana Pexton/Cluny McPherson	• Both Leeds Playhouse and Opera North CEOs are represented on working groups feeding into the development of the Government's strategy for reopening the sector via a DCMS-led Taskgroup. • Strategic Safety Advisory Group and Major Events Project Board will be used as the forum for this, within the context of national guidance. • Our venues will start to reopen from July, initially with Museums and Galleries. At the time of writing we anticipate reopening schedules for gyms/Leisure centres shortly. Performing Arts venues will take longer to reopen but multi-purpose sites such as Leeds Town Hall may start to reopen for some activity during the summer or early autumn. All major events in the city have been cancelled or postponed up to and including September 2020.
6.9	Ensure other emergency plans are refreshed and invoked as appropriate for the circumstances or refreshed recognising the current context in responding during the recovery.	Mariana Pexton	• Unexpected deaths plan has been refreshed and capacity is now tracked weekly. • Rest centre plan has been revisited for the specific circumstances. • Flexible resourcing plan has been invoked • Very aware of the challenge of "concurrent" events and being as prepared as possible by exploring additional incident management capacity.
6.10	Ensure that governance issues are considered and adapted for a range of scenarios for continuing member and officer business during	Andy Hodson	• Remote meeting technology platform now confirmed as Public I. Extensive Member Training programme undertaken and all meeting from 18/6/20 using this format. Good direct engagement with Group

	the recovery phase whilst also ensuring good governance.		Whips with DIS and Product provider with emerging road map informed by feedback from Members. This to involve the development of a Lobby function, voting, and steps to integrate technology to enable hybrid/blended meetings – DIS leading on this. • Alternative ZOOM platform also temporarily deployed in Democratic Services to support meetings of Outbreak Board and other external Member engagement activities. • Meetings of Council, Executive Board, Planning, Scrutiny Board, Corporate Governance and Audit Committee all re-started on Remote basis. Plans being put in place to commence Remote Licensing Sub Committees to deal with backlog of premises Licenses from August onwards. Community Committee meetings being held as working groups with further plans to establish as Remote meetings from September being considered.
6.11	Ensure that our arrangements for death management are handled appropriately and sensitively in line with guidance and excess deaths plan and policy.	James Rogers	• Councillor updates include death figures and agreed development of emergency mortuary provision in line with excess deaths plan. Site delivered and operationally ready. • Link with other authorities on excess death plans to ensure that there is capacity and arrangements to deal with anticipated deaths in line with the Reasonable Worst Case Scenarios (RWCS) or other advice given by key national departments (eg Worst Winter Deaths)
7. Media and communications			
7.1	Capture the scale of enquiries, activity and impact through communications channels. Respond to media enquiries, referring to lead body/organisation where appropriate.	Donna Cox/Danni Clayton	• Social media monitoring on coronavirus and related topics continuing to inform reporting and proactive planning. • Volume of media requests still high (44% rise in enquiries from journalists compared to the same period last year): prioritising to maximise efficiency of coronavirus response including supporting test and trace and recovery phase. • Proactive media work continuing, informed by strategic direction and monitoring and adjusting to further support recovery efforts. • Communications one of seven strands of Leeds Outbreak Control Plan and communications and engagement planning in place to support this. • Briefings incorporating enquiries, proactive releases and social media planning/monitoring produced, helping to feed updates for BCLT, members and MPs and regular partner updates.

			• Silver communications leads group for key partners on Gold Strategic Command links communications between partners and channels Silver Health Group information (via its health communications leads). • Regular press briefings taking place remotely since April.
7.2	Effective liaison and engagement with Public Health to promote communication and information sharing with key services (such as, Schools, Waste services, Higher/further education institutions, Health sector, Social care, Third sector, Faith organisations/leaders etc), the public and workforce.	Donna Cox/Danni Clayton	• Range of communications issued and specifically advising reference to continually updated national guidance e.g. for schools etc seeking to ensure coherence and consistency on guidance from government. • Communications work streams established for all key Silver groups. • Sub-groups in place to coordinate Marketing and Campaigns, Digital and Social, Press media and PR and Internal comms coordinating and promoting communication and information sharing with key services and audiences • Increase in communications activity and campaigns around returning services – travel to/from, safety and social distancing in the city and some town centres, and within reopened sites (parks, visitor attractions, etc.)
7.3	Regularly update key stakeholders across the council and city, in particular, elected members and MPs, CLT, BCLT, COVID-19 (Coronavirus) response working group, schools, updates to Executive Board, stakeholders/partners, workforce etc.	Mariana Pexton	• Regular councillor and MP emails being sent, including guidance and signposting to further information, • Regular all staff emails, and FAQs issued (refreshed when new national guidance is produced). • A staff Facebook page has been established to ensure a greater reach out to Leeds City Council staff. • Two dedicated webpages created on leeds.gov to host information for residents and communities; and businesses • GovDelivery Coronavirus weekly newsletter has been sent since the start of lockdown to 116k residents which averages open rates of 47-51% (industry standard excellent response 10-20%). • Messages to schools being issued, in line with DfE guidance, from the DCS • Leader and Chief Executive monthly communications used to reach broader stakeholders regularly. • Regular calls with MPs. Regular calls with headteachers, businesses, third sector partners and other partners. • Communications have been increased to amplify national messages and changes to services via the website, virtual newsroom and Leeds Alert.

FINAL