

## **Report of the Chief Executive to the meeting of Executive to be held on 9 June 2020**

**BQ**

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### **Subject:**

**BUILDING A BETTER FUTURE:  
LIVING WITH COVID 19 AND LAYING THE FOUNDATIONS FOR A BETTER FUTURE**

### **Summary statement:**

This report follows the report to Executive on the 30<sup>th</sup> April 2020 and outlines the action taken since then to support the District through the COVID 19 pandemic and the next steps we intend to take including action to support a period of time living with the virus and to lay the foundations for a better future.

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Kersten England  
Chief Executive

### **Portfolio:**

**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

## **1 SUMMARY**

- 1.1. This report sets out the principal actions undertaken since 30<sup>th</sup> April 2020 by the Council, working alongside partners, to tackle the COVID 19 pandemic. It summarises the impact of COVID 19 on Bradford district. It outlines Bradford Council's next steps in responding to the COVID crisis, enabling our services to return from the lockdown and the steps we plan to take to make the District safe for communities, with safe workplaces, public spaces, travel and places for learning. It sets out the financial impact of COVID 19 to date and proposes next steps in planning for a period of time living with COVID 19 and laying the foundations for a better future including the development of a programme of priority investment proposals.

## **2. BACKGROUND**

- 2.1. At the meeting of the Council's Executive on the 30<sup>th</sup> April 2020 a report was considered that set out the Council's initial emergency response to COVID 19. The report recognised the phenomenal collaborative effort by Council services, the NHS, public, private and voluntary and community sector partners and through key workers and volunteers and thanked them all for their contributions.
- 2.2. Since then, work has continued across the 5 themes:
- supporting the health and social care of vulnerable people,
  - supporting communities
  - helping our businesses and workforce stay resilient
  - maintaining essential services
  - Keeping people informed.
- 2.3. On the 10th May, the Prime Minister announced that the country was entering the next phase of its COVID 19 management plan and that the lockdown would be gradually eased. The Government published fifty pages of guidance (<https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing>) which included a number of announcements including recommendations that people who cannot work from home should speak to their employer about a safe return to their workplace, schools should begin to receive pupils from the 1st June and rules about the outdoor exercise and meeting people from other households would be relaxed.
- 2.4. Bradford council is working closely with local and regional partners to manage the crisis and respond to the Government's announcement through its local partnership arrangements and as part of the West Yorkshire Local Resilience Forum. We are also working closely with the West Yorkshire Combined Authority (WYCA) on plans for economic recovery and with the West Yorkshire and Harrogate Health Authorities on their ongoing regional response.

- 2.5. Work has been taking place on a 6 month recovery plan to be delivered through District wide partnership working.

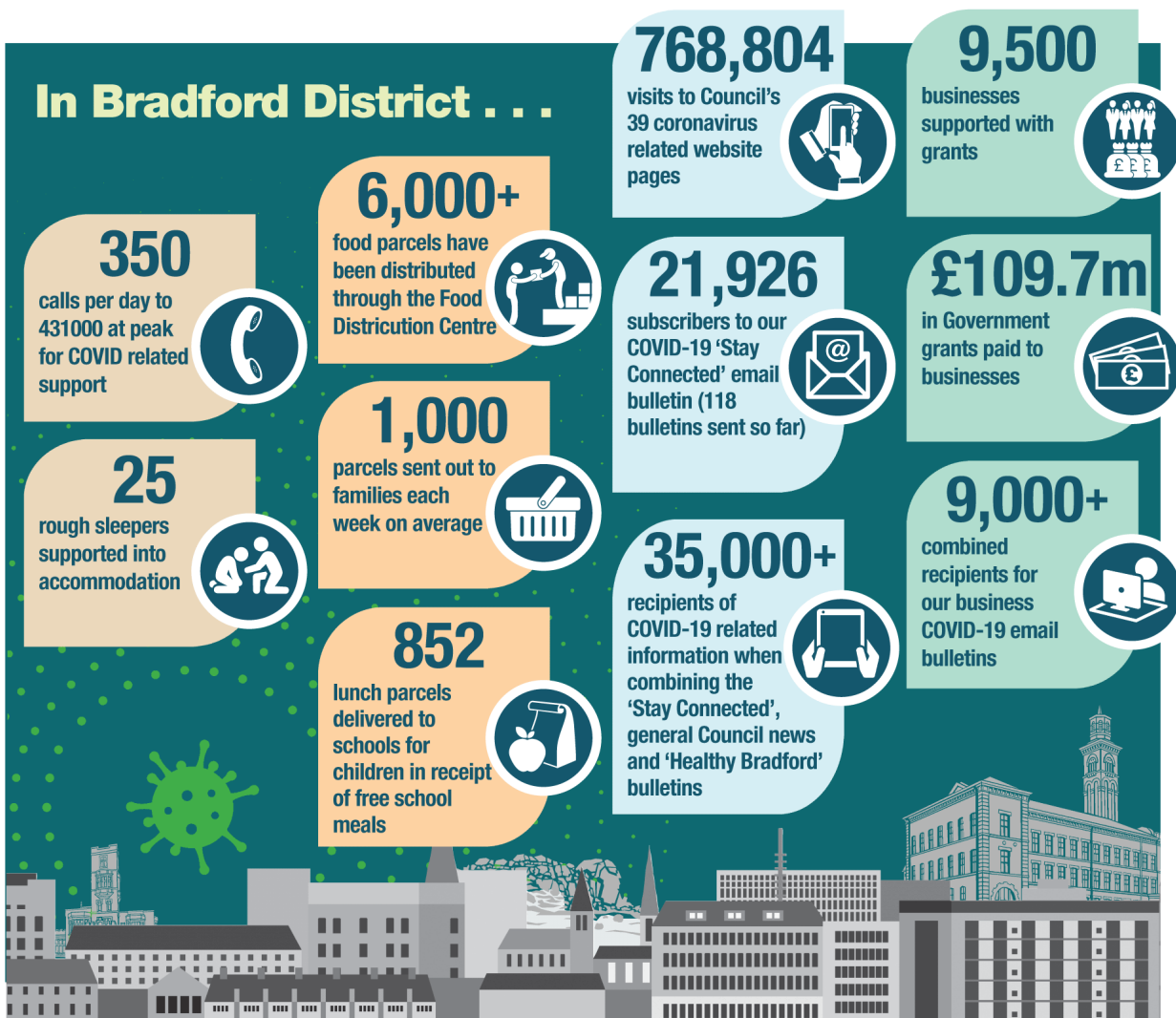
### 3 PRIORITY ACTIVITY SINCE 30 APRIL

- 3.1 Bradford District's response to COVID 19 emergency has been framed around five key themes:

- Supporting the health and social care of vulnerable people
- Supporting Communities
- Helping our businesses and workforce stay resilient
- Maintaining Essential Services
- Keeping People Informed.

- 3.2 On 30 April 2020 Executive considered an update of activity in each of these areas. Since then a significant amount of activity has taken place which is summarised below. A more detailed record of activity be found in Appendix A.

#### Working together to tackle COVID 19



**3.2 Theme 1: Supporting the health and social care of vulnerable people.**

Significant and complex activity has been undertaken in order to support and protect vulnerable adults, children and families and to work with schools to provide child care and education and prepare for re-opening.

3.3 A Care Home Action Plan has been developed as part of efforts to ensure that people are supported in residential and nursing care settings. This will help to tackle infection rates in care homes, implementing new procedures to ensure no services will be delivered until COVID 19 test results are received and that the PPE required for service provision to COVID 19 positive individuals is available.

3.4 A package of measures has been developed to support the stability of the care market and ensure that statutory functions continue. This work has included managing payments and communications to providers, coordinating testing processes for care home staff, supporting the management of staffing capacity and housing needs and co-ordinating PPE requirements.

3.5 Support is also being provided to people in their own homes including developing and implementing a plan to support the shielded and non-shielded population.

3.6 Plans have been finalised to help victims of Domestic Violence who have no recourse to public funds and action has been taken to ensure temporary accommodation for all rough sleepers in the District.

3.7 Support to vulnerable children and families has included working with local health partners to identify potentially vulnerable children who are not accessing services. As a result, the numbers of vulnerable children attending school have gradually increased over the time of crisis and we have also been able to access food parcels for some of these families.

3.8 Work to support schools and early years' providers to deliver childcare to key worker and vulnerable children has been on-going and Council services are advising and listening to schools in response to a potential reopening from the 1st June onwards to ensure views and concerns are presented clearly to the Department for Education.

**3.9 Theme 2: Supporting Communities**

Securing reliable supplies of food for those who need it, coordination of volunteers and community safety have been the central elements in the support delivered to communities.

3.10 Management of food supplies has been undertaken in close collaboration with VCS partners and includes running the 'Food Distribution Centre' at the Broadway Shopping Centre, managing the delivery of food parcels to people on the government shielded list and to people who are living in poverty and whose needs can't be accommodated within the wider food bank network. This work is supported by InnCommunities and volunteers. In addition to weekly parcels, lunch parcels have been delivered to schools for 852 children in receipt of free school meals as a short term intervention while the national voucher scheme was rolled out.

- 3.11 A network of five constituency based community hubs were established to support communities through the deployment of volunteers, connecting citizens to support and working through a wider network of community and voluntary organisations. The five community buildings which were designated community hubs for the five Bradford constituencies are being decommissioned, however the activity of the hubs will continue virtually through close partnership working now established at this local level. The hubs are the primary referral point for people calling 431000 for COVID 19 related support (except food parcels). To date 1,472 volunteers have been recruited, 702 trained and 347 matched to roles; 53 have been allocated to 37 organisations by Volunteering Bradford. Each hub has a dedicated volunteer coordinator.
- 3.12 Monitoring community tensions and providing reassurance and engagement has been central to our approach to community safety. We have for example, worked closely with faith institutions and the police to ensure that religious holidays such as Eid can be celebrated safely whilst maintaining social distancing. Regular monitoring of hate crime reports is being undertaken along with other crimes that could lead to community tensions and work is on-going to develop a plan for tackle domestic abuse.
- 3.13 **Theme 3: Helping our businesses and workforce remain resilient**  
Priority support to business has included distributing grant funding, developing an understanding of the issues facing businesses and their support needs, recruitment and training to key sectors, maintaining planning services and supporting active travel and safe city and town centre spaces.
- 3.14 At the time of publication, over 9,500 Government grants totalling over £109.7 million had been paid to businesses. Sustained communications have signposted businesses to support, amplifying government advice and showcasing best practise and local case studies; a business volunteering brokerage service has been developed connecting businesses to communities. A survey designed to understand issues and needs affecting local businesses is on-going and helping to shape our response.
- 3.15 A system wide approach to deployment and rapid recruitment to support essential services across the District is a key part of our recruitment and training activity delivered through the Skillshouse partnership. That work has engaged with 356 new people of whom 58 have undertaken or secured places on training to support entry into the Care sector. Individuals who are not seeking work in the care sector have been supported through other programmes.
- 3.16 The creative sector has been supported through a £30K *Response* grant with a focus on engagement and reaching people in isolation in creative ways. VisitBradford have increased online activity, reinforcing messages encouraging people to enjoy the district from their homes and to inspire them to plan visits for later and the creation of [www.visitbradford.com/daysin](http://www.visitbradford.com/daysin) a platform for online visits to our Museums and Galleries.
- 3.17 The continuation of planning services supports the construction industry through on-going work to deal with planning applications.

- 3.18 Planning and highways services have been examining priority actions including developing and delivering a programme of cycling, walking and public open space social distancing measures. There are currently three specific programmes to oversee the response to both Active Travel and Social Distancing measure requests in the district.

**Social distancing & Covid-19 response programme:** Retail streets in each constituency where social distancing measures could support efforts to facilitate the reopening of shops have been assessed. Using a standard range of potential interventions proposals for each location have been developed including signs or markers, removal of street furniture, one-way pavements, temporary crossing points. Initial funding of £240k has facilitated delivery of the social distancing and active travel. More recently the government's announcement of a £50m Reopening High Streets Safely Fund will provide additional funding which will assist in delivering identified distancing in towns, and cities.

**Active Travel Measures,** this programme is responding to requests to look at strategic interventions which can be used to support walking and cycling. This programme has reviewed 51 potential schemes including nine general thematic interventions (which are for measures not within a specified location) in the past two weeks, effectively undertaking 12 months of work in the space of three weeks. Some 39 schemes are being actively progressed, the most advanced is the intervention for Hall Ings which is anticipated to be installed in early June.

**Public open spaces.** A list of areas of public open space where social distancing measures may be beneficial has been developed.

3.19 **Theme 4: Maintain essential services**

Priority actions for Essential Services have focused on preparation for bringing Council services back into operation and establishing processes for stepping services, activities and programmes back up.

- 3.20 On-going review is being undertaken of guidance and planning along with the development of key considerations and criteria for safe and sustainable stepping up of services, activities, and programmes. This work has included drafting a governance process and tracker of key activities.
- 3.21 Engagement and working with services leads is progressing plans for bringing council services back into operation and a number are already in implementation such as household waste and recycling sites and bulk waste collections.
- 3.22 A review of estates and office accommodation is under way prior to the development of an estates strategy.
- 3.23 A review of "Reframing Ambition" a programme of transformation designed to deliver good quality and financially sustainable services into the future has commenced to look at the impact of COVID 19 and ensure that plans continue to be robust and genuinely transformative.

- 3.24 Some key council meetings such as Executive and Planning Committee have been held remotely and work is being carried out to extend the range of council meetings that are able to be held in this way.
- 3.25 The Council continues to develop and communicate its employee support, health and wellbeing offer.
- 3.26 **Theme 5: Keep People Informed**  
Communications targeted at the population as a whole, the most vulnerable people, diverse communities and businesses and the Council's workforce have been integral to delivering an effective response and the development of future plans.
- 3.27 Stay at Home messaging and information about where to get help have continued to be a focus for Council communications support, even after the Government's change of emphasis to Stay Alert in mid-May.
- 3.28 Close partnership working with the Council for Mosques delivered a consistent "Pray at Home" message throughout Ramadan and into the Eid celebration. Social media and Radio Ramadan were important channels but it also brought the iVan back into use for messaging in communities with high numbers of people who do not have English as their first language.
- 3.29 The Council's Marketing & Communications Service has issued 103 COVID-19-related media releases and responded to 138 COVID-19-related media enquiries. There have been 768,804 visits to the 39 coronavirus related pages on the Council website ([www.bradford.gov.uk/coronavirus](http://www.bradford.gov.uk/coronavirus)). Support pages for teachers and school staff on Bradford Schools Online are also well used. Our public COVID-19 Stay Connected email bulletin topic has 21,926 subscribers and we have sent 118 bulletins to this list and our general council news and Healthy Bradford subscribers, taking the total number of recipients above 35,000. The combined number of recipients for our business COVID 19 email bulletins is over 9,000.
- 3.30 Additional resource has been provided to develop the #TogetherBradfordCan campaign which acts as a collective voice for Bradford's businesses to ensure that key messages around coming out of lockdown are communicated, questions are answered and businesses can support each other through best practice, skills sharing and understanding and solving each other's challenges. Businesses, organisations and community groups are encouraged to use the hashtag #TogetherBradfordCan to help spread positive news across the district about how challenges are being overcome and how the recovery is being embraced.

## **4 IMPACT AND EVIDENCE**

- 4.1 Planning for a period of life with COVID 19 and for laying the foundations for a better future will be informed by our evidence base on the impact of lockdown on the District. Locally much of the initial research and analysis has been carried out and coordinated by the Bradford COVID 19 Scientific Advisory Group led by the Bradford Institute for Health Research/ Born in Bradford with Council and NHS membership. Sources of evidence include:

- Soft intelligence carried out by Born in Bradford around the impact on communities.
- The Born in Bradford Household Survey which took place in April and May 2020, interviewing around 7,000 parents to identify the impact of COVID 19 on the lockdown on their lives.
- Volunteering data collected through the District's network of community hubs
- The C-SAG understanding of the impact of the COVID 19 crisis on vulnerable people.
- Bradford District COVID 19 Business Survey which is on-going.
- Surveys carried out by Keighley, Ilkley and Bradford Business Improvement Districts.
- Digital engagement with young people through cultural sector "Response" funding.
- Data on shielded population and visits and support to this group.

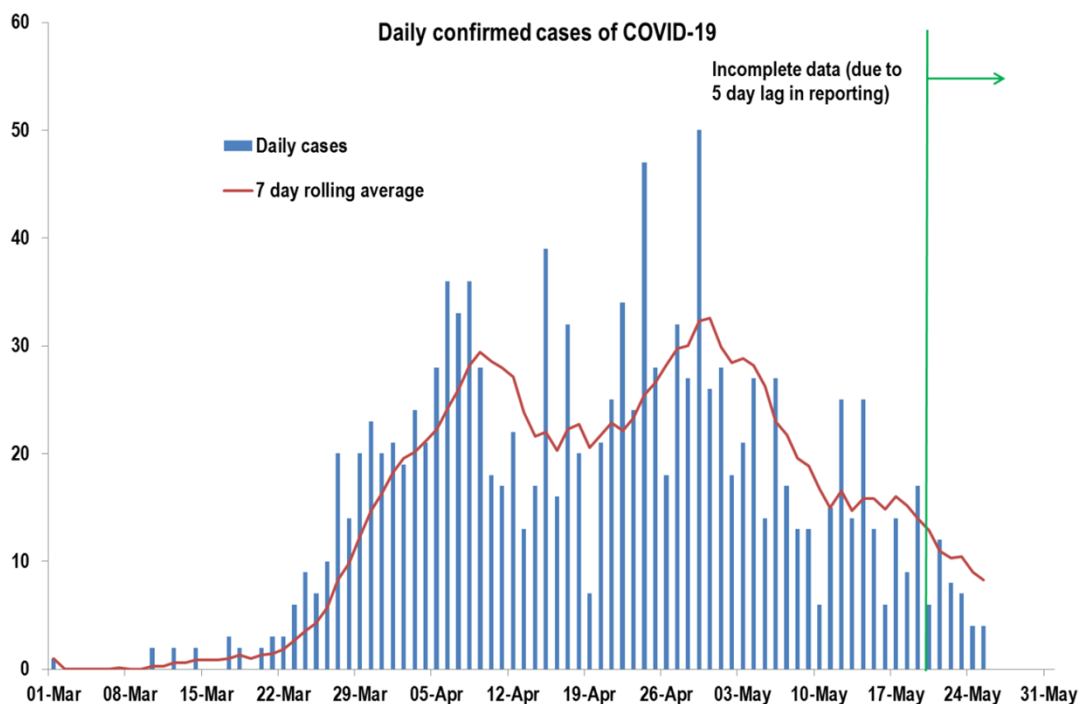
4.2 These sources are complemented by insight and intelligence on the impacts gathered by services working together to tackle the emergency.

### Health Impact

4.3 At the time of publication the number of confirmed cases in Bradford District is as outlined below.

**Confirmed cases of COVID 19 in Bradford District**

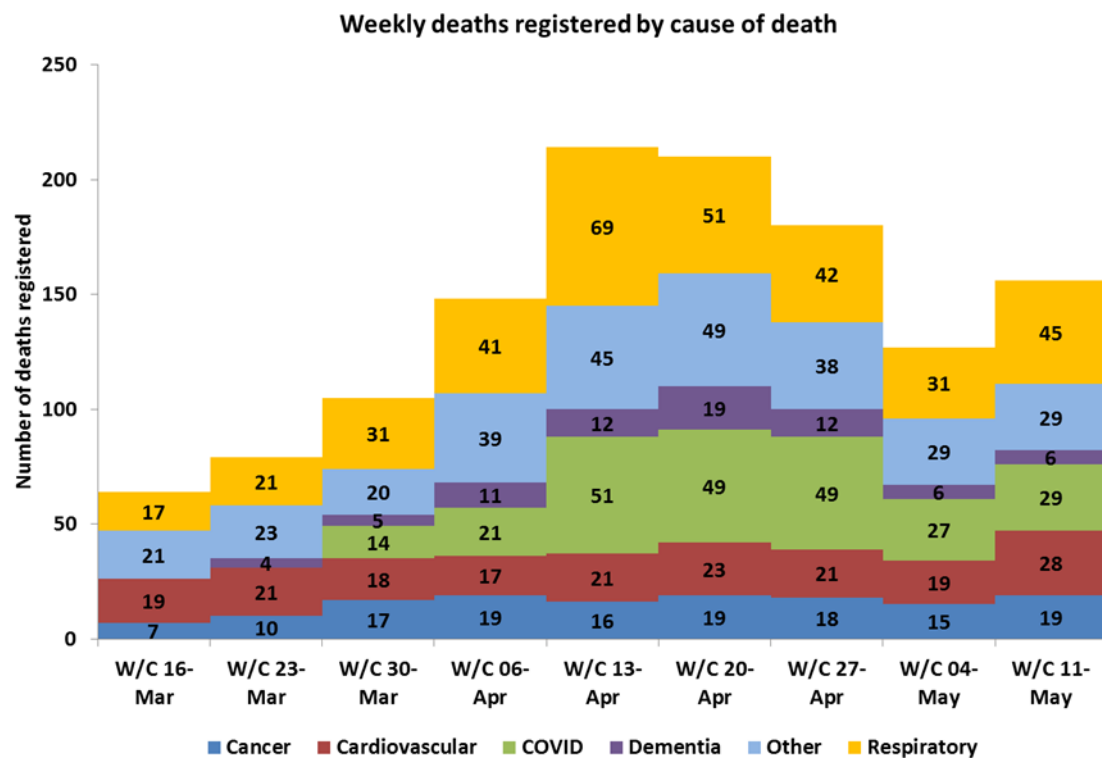
	Cases up to 20th May	21-May	22-May	23-May	24-May	25-May	Total
Reported cases	1,256	12	8	7	4	4	1,291





4.4 The number of reported cases has gradually fallen from the peak towards the end of April / start of May. However, this is likely to under estimate how much COVID 19 there is in Bradford District because it only captures those that were tested and confirmed as positive for COVID 19. While the majority of people recover from a relatively short lived but unpleasant illness others, more vulnerable to the virus, have become seriously ill and do not recover.

4.5 **Deaths.** The number of deaths that have occurred in Bradford District according to data provided by the Registration Service data is 466.

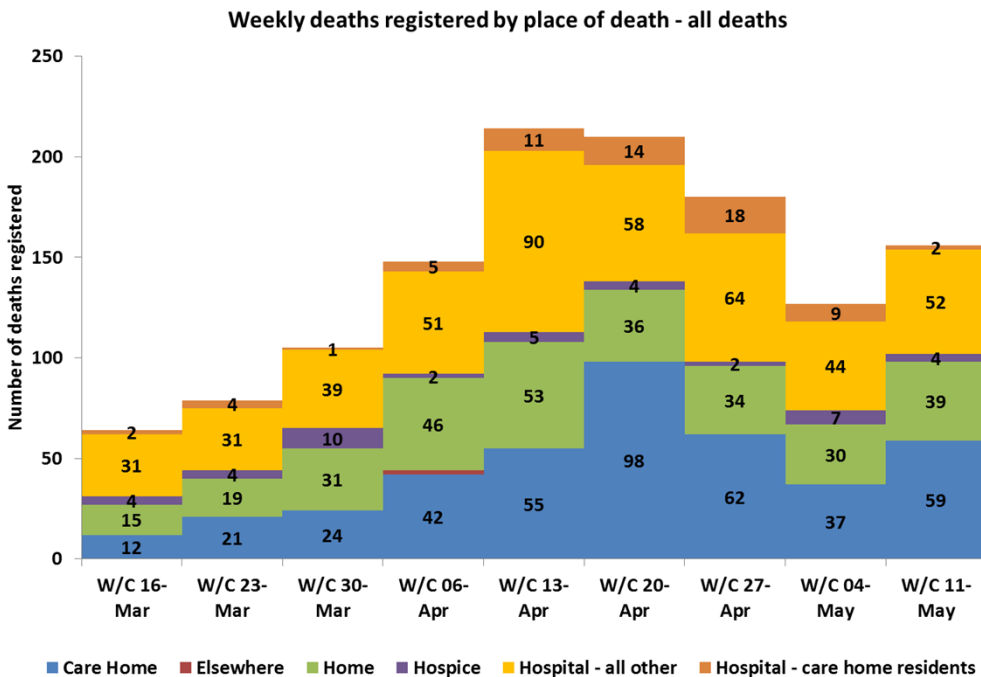


4.6 Analysis of all causes of death has shown more deaths from respiratory illness and other causes, mainly frailty, than we would have expected compared to the same time period last year. Increases in deaths classified as from respiratory causes could have been COVID 19 related given it is a virus that causes respiratory symptoms.

4.7 The majority of local deaths from COVID 19 are still happening in hospital (more than 66.7%) but an increasing number are happening in care homes – 127 to date (27.3%).

4.8 Whilst any death is a tragedy the number of cases, hospitalisations and deaths from COVID 19 have been much lower than was anticipated both nationally and locally. However, Care Homes have been hit much harder than expected.

4.9 Care Homes are now our biggest concern locally and nationally. In Bradford just over 20% of care homes are dealing with cases of COVID 19, as of the 26th May there have been a total of 240 confirmed cases in residents and a total of 195 care home staff that have tested positive.



- 4.10 Anecdotally, calls to the District's network of community hubs suggest that the lockdown period has had an adverse impact on mental health for many. The police have a car patrolling with a 'mental health nurse' supporting and have seen an increase in work in this area. A befriending scheme is in place where people needing support can be directed from the hubs towards specialist voluntary sector providers. The mental health of children, school staff and leaders will have been impacted negatively during this period and will need to be considered as part of the recovery period.
- 4.11 We have seen a significant reduction in the number of people going to GP surgeries, hospitals, Children's and Adult Social Care – we are linking this with a perception that they will be putting themselves at risk by going to support services. This presents a risk is that people with genuine health issues won't be getting support on a timely basis and this will have a negative impact on their health in the long run. The District's "Still Here to Help" campaign has been publicising the fact that key services remain open.
- 4.12 Negative impacts on the health and well-being of the District's workforce have been identified with for example, workers self-isolating, shielding or living with someone who is in a vulnerable group. The intensity of working, uncertainty and isolation has had consequences for mental health. In terms of public and voluntary sector staff, the stress for those working on the front line is being compensated by their immense engagement and focus on protecting vulnerable people, however some services are reporting an increase in mental health issues and staff are being supported to address these issues. There is a major risk is that in the next few weeks and months we will see an increase in mental health issues, which will require treatment and support.

Negative impacts on the physical health of workers have also been reported with people working in different ways and not necessarily with the right equipment such as desks and chairs.

- 4.13 The emphasis on walking, cycling and daily exercise has, for some people, led to positive behaviour change that promotes better health and well-being.

### **Social Impact of Lockdown**

- 4.14 The measures introduced by the lockdown are unprecedented in peace time. There have been significant levels of social isolation in all age ranges through the shielding exercise and the initial 'Stay at Home' message including groups with no or low English language skills, people with disabilities, young people, refugees and asylum seekers and those with no or little digital skills or access to Wi-Fi which widen the gap of inequalities, exclusion, discrimination and unemployment.

- 4.15 There has been a significant reduction in individual support networks which previously would have an important role to play in terms of wellbeing. Individuals in residential care provision and those who are shielding are currently restricted which is leading to an increase in social isolation. For people in residential care provision we are increasing the use of digital technology to enable families and friends to connect with them on a regular basis.

Lockdown has reduced opportunities for children to interact socially and this will have increased pressure within some households.

- 4.16 Community life has also been adversely affected through closures e.g. schools, leisure centres, museums, places of worship and through social distancing.

- 4.17 Early findings from a Born in Bradford Survey of households include:

- A significant number of families were struggling with the impact of the lockdown with mental health the most common issue as families struggle with the pressures of work alongside home-schooling/ childcare, job security and livelihoods and the health of vulnerable relatives.
- Over a third of families are concerned about their future job security.
- Over a third of families are worse off than they were before COVID 19.
- One in ten families are struggling financially.
- One in four families include a household member classed as vulnerable (i.e. shielding, pregnant, over 70)
- Many parents have reported spending more quality time with children and a slower pace of life.

- 4.18 Further impacts include:

- Evidence is emerging of a group of "newly poor" with significantly increased Universal Credit claimant count.
- Increases in incidents of Domestic violence.

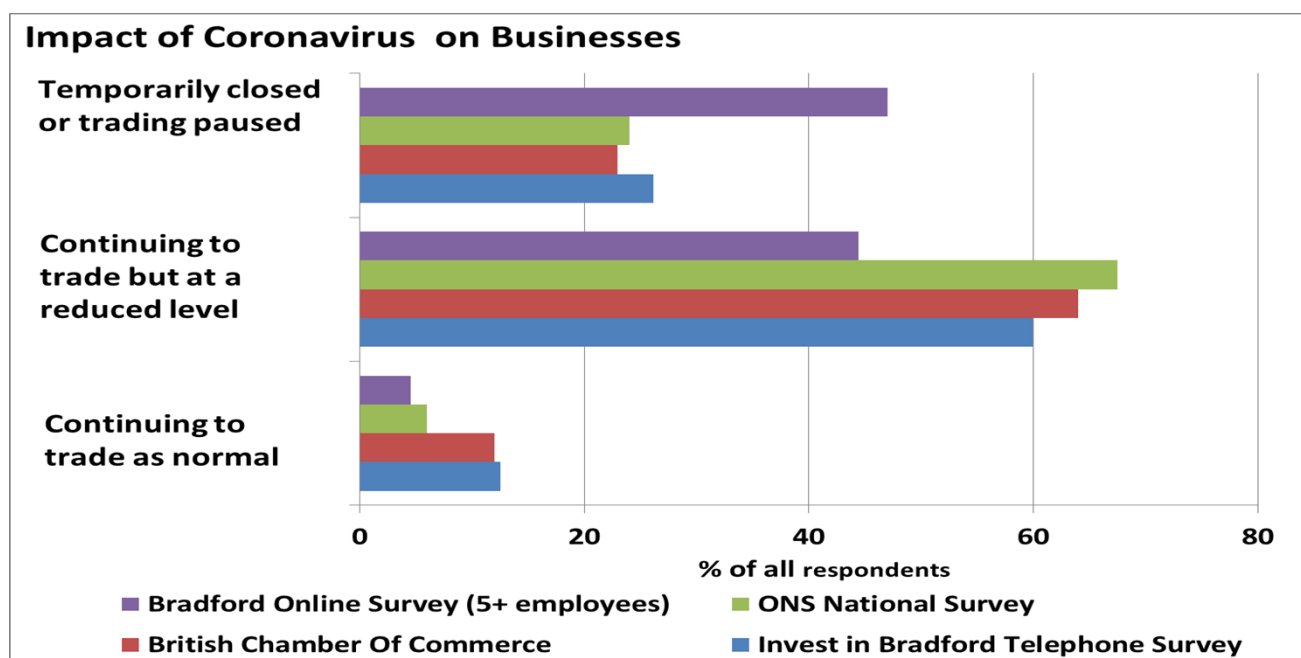
- Children are missing out on learning which could result in their failure to achieve their full potential and a widening of the achievement gap between vulnerable children and their peers.
- Democratic engagement has reduced and should it persist over time may lead to a democratic deficit and contribute to risks to community cohesion.

4.19 Some people reported positive impacts including an increased amount of time to exercise, more time with their families and less time spent commuting. Data from our community hubs shows an increase in the level of community engagement and volunteering, with 1,500 new volunteers registered at hubs across the district. A business volunteering brokerage service has been developed connecting businesses to communities. There have been some very positive aspects of engagement with children and families using digital platforms.

### Economic impact of lockdown

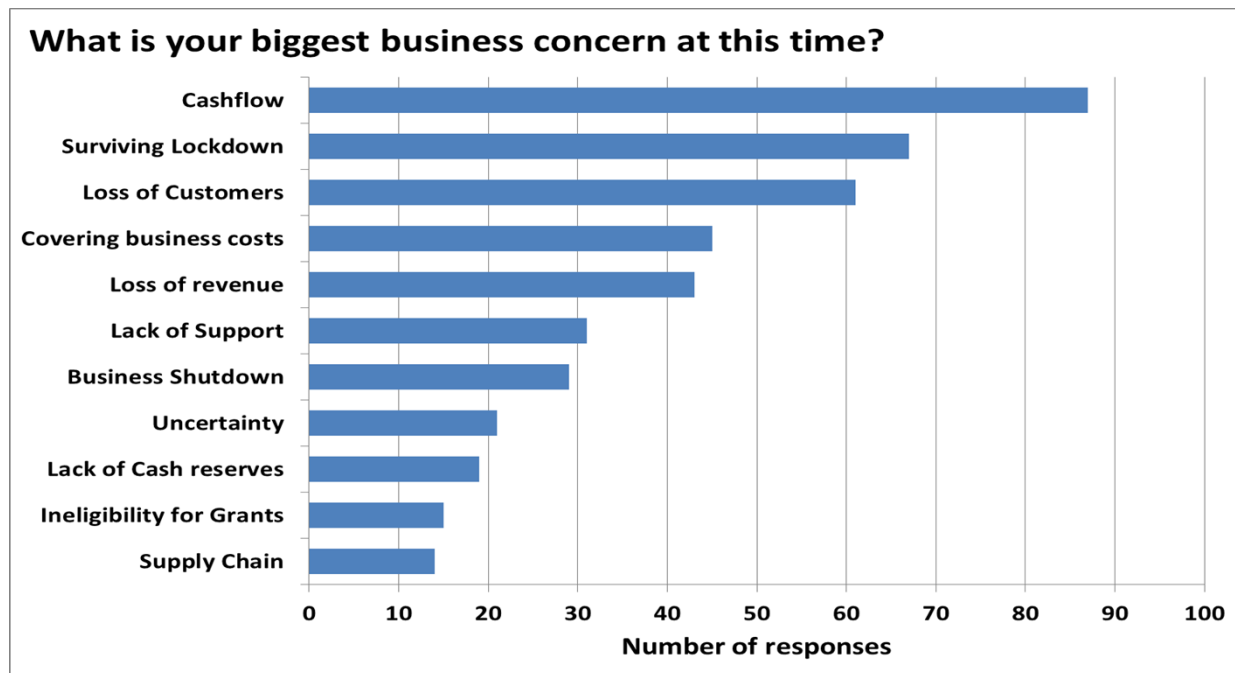
4.20 There has been a significant impact on the district's economy. Around 34,000 employees in Bradford District work in industries directly affected by the lockdown according to Office for National Statistics (ONS) data which is 16.6% of total employees in employment.

4.21 An online survey of 489 Bradford District businesses between 23rd and 30th of April found that 60% of all businesses had temporarily closed or paused trading. The chart shows the impact on all businesses with five or more employees.

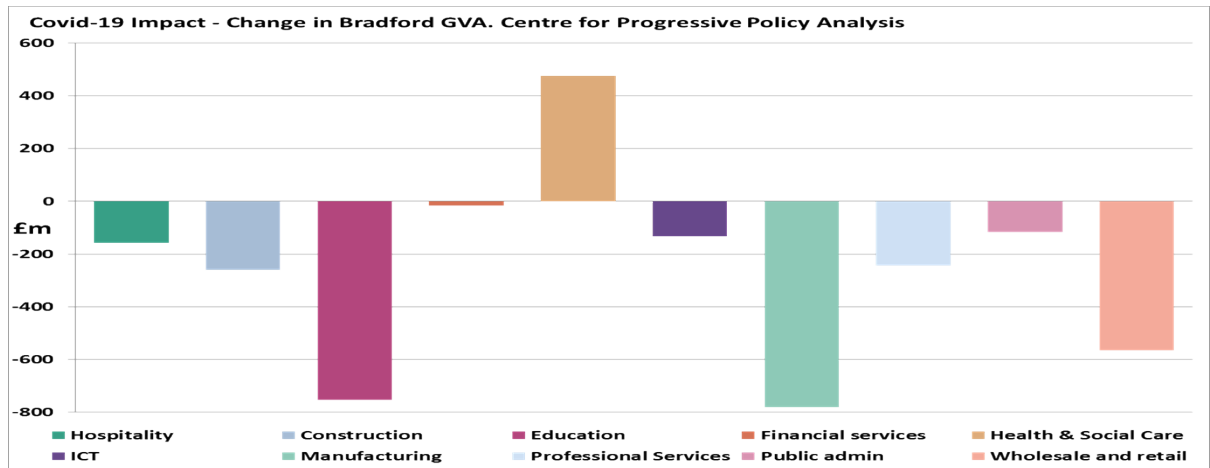


4.22 The survey was skewed by a high number of responses from sole traders. Of the 204 sole traders who responded, 66% had temporarily closed or paused trading. Many sole traders reported having no income for the past five weeks. Small businesses in distress include child minders, nurseries, garages, dentists, accountants, driving instructors, holiday accommodation and hospitality suppliers.

- 4.23 The main concern for businesses across all sectors has been cash flow, with many only having cash reserves that last only a few weeks or months.
- 4.24 Many businesses are concerned about their viability in an environment of 'Living with COVID 19'. This is particularly true of businesses such as retail and hospitality - 94% of hospitality businesses responding to Bradford Council's survey have temporarily closed. Turnover is reduced with 83% of businesses reporting that turnover was substantially lower over the past few weeks. 55% of businesses expected turnover to substantially decrease over the next few weeks.



- 4.25 **Manufacturing, Education and Retail** will bear the brunt of the economic impact in Bradford District. Analysis by the Centre for Progressive Policy using the Government's own forecasts suggests that Gross Value Added (GVA) will fall by 35% in the second quarter of this year (this is based on the Government's April Office for Budget Responsibility forecasts which is likely to be revised down further). Hardest hit sectors will be manufacturing (-£780m in Bradford), Education (-£750m in Bradford) and Retail/wholesale (-£565m in Bradford). Health and Social Care is the only likely growth sector.



4.26 **Geographic Impact on the economy**– Analysis of employees at risk reveals that the greatest impacts are on those living in inner city and more deprived parts of Keighley and Bradford centre, although they may be employed outside of those areas. The areas that are most at risk are also have the highest levels of deprivation on the Index of Multiple Deprivation. Manningham and City wards are most at risk with 29% of residents at risk of losing their jobs. Bradford Moor, Bowling and Barkerend along with Keighley Central have the next highest proportion of resident workers at risk.

4.27 Analysis by electoral ward of businesses undertaken by Local Insight based on latest furloughing data from the ONS Business Impact of Coronavirus Survey shows that Ilkley is most at risk of job losses due to the pandemic with one in three jobs at risk. This is due to a high proportion of jobs being in retail, hospitality and leisure. Worth Valley, Wibsey, Wharfedale, Keighley East and Baildon have the next highest proportions of jobs at risk. Toller fares best with one in eight jobs at risk due largely to the presence of the Bradford Royal Infirmary NHS hospital in the ward.

A set of maps outlining the geographic impact on the economy can be found at Appendix B

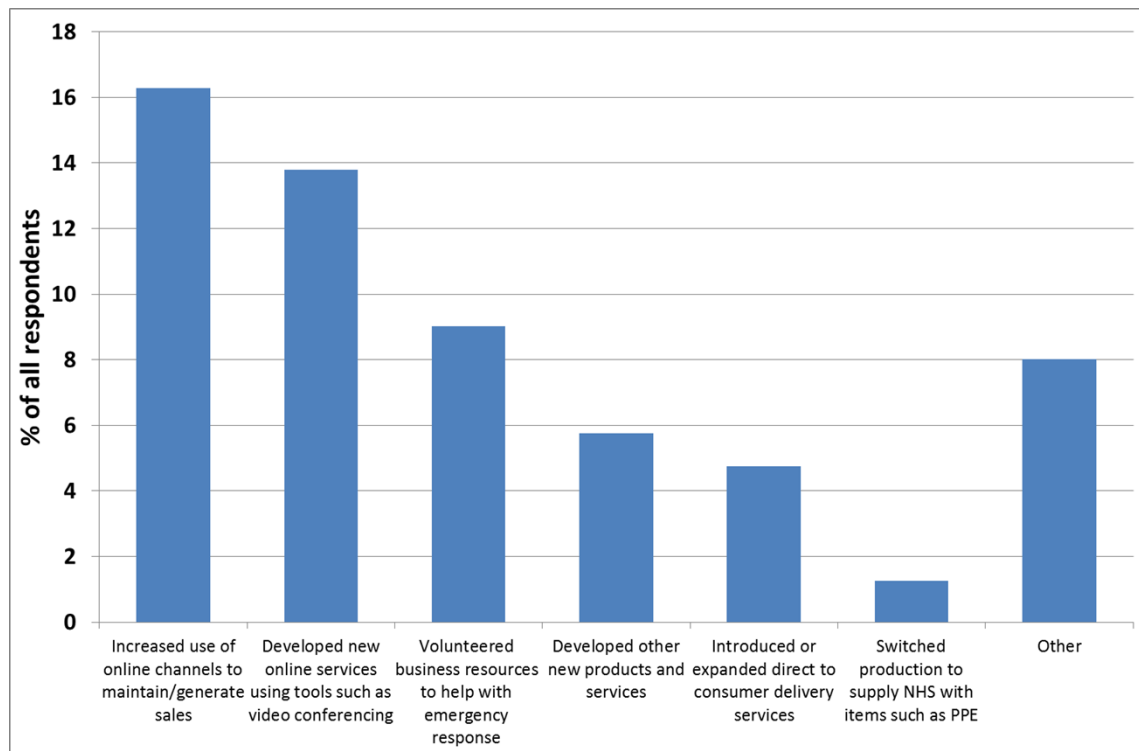
4.28 The independent care sector and VCS have been significantly impacted and their financial and operational viabilities are at risk. The Care sector have seen a reduction in placements which will have an impact on them later on. Recruitment of staff is also a major risk, which also impacts on their ability to take on new placements.

4.29 The Private Voluntary and Independent Early Years sector is advising challenges in respect of loss of private income and the potential for them to be unsustainable, even with the furlough scheme. The financial impact on Council and other public services could be damaging to the economy. The impact includes new and increased demand, additional costs, loss of income, uncertain impacts on Council Tax and Business Rate collection and uncertainty of levels of government funding.

4.30 There are some positive impacts; our survey highlighted that many Bradford District businesses are innovating to deal with the implications of COVID 19 (including one in four that have moved to online sales). This bodes well for the coming months as

we move out of lockdown but businesses have to operate with social distancing measures in place. Innovative ideas have been developed such as a scheme developed in collaboration with Bradford Credit Union for an interest free loan and grant that seeks to reduce dependency on 'higher rate lenders' and on local charitable support to maintain some financial resilience for people with prospects of financial recovery.

- 4.31 Local businesses are working together including market traders undertaking joint deliveries. An Independent Bradford Market Facebook group has been established with local traders and makers selling online. Our Invest in Bradford team have been talking with Bradford Street Market on available support to help them grow. And our markets team have been helping traders accelerate shift to cashless payments and deliveries.



## Environmental impact

- 4.32 With a reduction in economic activity and the movement of people, there has been an overall positive impact on the environment. There has been a significant increase in home working and use of digital technology to undertake core activity, which has reduced the number of people using public and private transport, which will have a positive impact in terms of fuel related pollution and cleaner air. Active travel modes are being encouraged for essential trips. There is a risk that messaging requesting people to avoid public transport may lead to increased use of private cars with a consequent impact on air and environmental quality.
- 4.33 Throughout the crisis an increased appetite among communities to support climate action and sustainable development has been emerging. Our future response will need to look to consolidate some of these environmental gains for the longer term.

## **5 LIVING WITH COVID 19 AND LAYING THE FOUNDATIONS FOR A BETTER FUTURE: KEY ISSUES, PLANS AND PRIORITIES FOR THE NEXT 6 MONTHS**

- 5.1 COVID 19 presents a number of complex and unprecedented challenges. Council services have already had to go to significant lengths to adapt to changing circumstances for example refuse trucks working with only two people social distancing in the cab and one driving in a car behind, the need for rapid action to equip thousands of employees to work remotely from home and ensuring the procurement of sufficient supplies of Personal Protective Equipment at a time of unprecedented demand.

As lockdown requirements eased the challenges will increase in complexity. For example, there are implications for the management of our buildings in terms of the numbers of staff able to safely work in them, the need for one-way systems and provision of sanitiser; for managing social distancing in our public spaces; monitoring and managing testing and tracing activity and ensuring a safe return to schools.

The course of the infection and its impact on the economy and our communities is uncertain and unpredictable. As we emerge from lockdown and enter a period of living alongside the virus our approach will have to be dynamic and capable of responding to a range of scenarios.

- 5.2 Flexibility will also be required in order to respond to new opportunities as they arise, not least as our District alongside our West Yorkshire partners works to implement our Mayoral Combined Authority and the devolution deal agreed with Government.

### **A six month plan**

- 5.3 In order to retain focus and momentum building on the significant body of work to date, and to sustain mature and effective partnership arrangements, it is proposed that the Council's approach over the next 6 months should continue to be framed around the five thematic areas set out at para 2.2 with the addition of a further theme – "Minimise and prevent the spread of infection."

- 5.4 Activity will be focussed on action to achieve the following outcomes:

#### **Minimise and prevent the spread of infection**

- To ensure that the number of cases of COVID 19 in the district are minimised.
- Individuals who need to be shielded and those they live with are supported to isolate.
- Robust testing and tracing processes.
- Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.
- Support for people who need to shield/ self-isolate.
- Improve wider non COVID 19 health outcomes.



### **Support vulnerable people through health and social care**

- Ensure residential and community care is supported to continue to operate safely.
- Support the care market to adapt and continue to provide effective services to the residents across the district.
- Continue to make progress on children's social care improvement.
- Ensure safe opportunities to interact are delivered for children and families of all ages.
- The shielded population is supported through the stages of the COVID 19 crisis.

### **Support Communities**

- Communities across the district are supported to address poverty, inclusion, mental health and other issues as a result of COVID 19.
- Communities have access to a new model of prevention and early help,
- A viable and resilient VCS sector that is sustainable and can continue to play an equal partner role.
- Domestic violence is prevented and victims of domestic violence are supported.
- Promote community cohesion and address hate crime.

### **Support Resilient Businesses and Workforce**

- Bradford district's businesses can operate safely within social distancing guidelines and adapt and thrive in the new conditions of the future.
- Bradford District businesses are aware of and have access to the local, regional and national support available to them (including grants, loans and furlough support).
- Bradford District's people are supported to adapt their skills to give them the best opportunities.
- Bradford District businesses are aware of and prepared for the implications of Brexit.

### **Keep essential Services Running**

- The Council has an appropriate plan to manage the short, medium and long-term financial pressures of COVID 19.
- Council services are provided where possible to residents in a safe way.
- Social Value procurement is implemented.
- Members and employees are supported to continue their roles either remotely or safely (with social distancing or adequate protection).
- Supporting employee mental health
- The council is prepared for the upcoming implications of Brexit.

5.5 Keeping people informed will continue to be vital across all themes.

5.6 Over the next weeks and months, the Council will look to bring services back into safe operation. Space planning is progressing for each Council office to ensure social distancing is possible. Some services are closer to Operational Recovery than others. Services which have already been or will be stepped up in the near future include:

- Street cleansing
  - Fly tipping
  - Bulk waste
  - Household Waste Recycling Centres
  - Highways maintenance
  - Street lighting
  - Drainage and gullies
  - Council Construction sites
  - Some Capital projects
  - Family to Family services
  - The Council's democratic governance structures
  - Parking services
- 5.7 Other services will take longer to become fully operational given the current national guidance on social distancing:
- Traffic wardens
  - Libraries
  - Museums & galleries
  - Culture & sport (Leisure Centres)
  - Birth & marriage registrations
  - Civil ceremonies
- 5.8 The following services are already being managed differently to reflect the different pressures and ability to operate as we did before the crisis:
- Youth Service – working with community hubs
  - Adults – supporting care infrastructure
  - Children's – COVID 19 delivery multi agency team
  - Locality approach – Prevention & Early help
  - Bereavement
- 5.9 As we safely emerge from lockdown, we expect areas which can be stepped back up to expand. We expect decision making around expansion to give consideration to the following factors:
- Service areas with a backlog in work due to suspended activity or increased demand.
  - Income generating activities which can be stepped back up, for example traded activities.
  - Joint Activity with Neighbours & Partners.
  - Collaborative Procurement of products and services to support businesses as they come out of lockdown. For example, PPE, IT equipment, advice and guidance on safe operating.
  - Activities and services that support economic and community resilience. We will need to consider which services have maximum impact on the District's resilience and how they can best be delivered.
- 5.10 Ensuring that Elected Members can continue to undertake their democratically accountable leadership and representative roles in a socially distanced way will be

ongoing throughout this period. Transparent decision making open to scrutiny is a priority and having held remote meetings of the Executive, Regulatory and Appeals and Governance and Audit Committees, work to expand the range of Council meetings held remotely will continue. Many Councillors have been trained on the virtual meetings IT system and been equipped to use it. The intention is to continue with its roll out so that the full structure of the Council's member bodies can soon operate.

5.11 The proposed 6 month plan is set out at Appendix C

### **Laying the foundations for a better future.**

5.12 We remain ambitious for the District and for the prospects of its young, diverse and enterprising population. Bradford district has significant assets, a growing national and international reputation as a place of choice to do business, to live, study and work in and to visit and huge potential to thrive and prosper.

We will however, face significant challenges in achieving our ambitions for sustainable and inclusive economic growth. Predictions of high unemployment rates nationwide and a tapering of furlough on top of the health emergency, the knowledge that the poorest communities are hardest hit, a new cohort of poor people, the need to preserve and rebuild our visitor economy and the emerging evidence that some BAME groups are disproportionately affected by COVID 19 mean that we must plan now for the future beyond the immediate easing of lockdown.

The Council is thinking not just about the next six months but beyond that to the leadership, plans and actions that will be required over the medium and long term as we seek to lay the foundations for a better future.

Decision making will be informed by what we already know of the District – its challenges and significant asset base – the known impact of COVID 19, what we can reasonably assume about the future, by the opportunities afforded through regional devolution and by our ambitions to deliver inclusive and sustainable economic growth to which everyone can contribute and from which everyone can benefit. Some potential future scenarios which we may have to consider are set out at Appendix D.

5.13 As we develop our thinking there are a number of lessons we can learn from the way in which the Council and its partners have managed the immediate crisis that can help to inform our future approach and decisions about priority investments, different ways of doing things and the evidence base for what works. A summary of those lessons is set out at Appendix E.

5.14 There are some key cross-cutting issues that will underpin our approach:

- Promoting equality and social justice.
- Early Help and prevention supporting the empowerment of individuals, families and communities.
- Working towards being a child friendly city.
- Sustainable and inclusive development and use of resources.

- Social value procurement to make the most of the Bradford pound.
- Connectivity and transport infrastructure
- Working together collaboratively across sectors and communities.

5.15 We intend to develop plans for longer term recovery at pace. We know that there are key areas that we will need to take urgent decisions about including:

- An employment and skills offer
- Support for the care sector and long-term viability of care services
- Addressing existing and potentially worsening gaps in educational attainment.
- Developing an approach to early help and prevention that will help to reduce demand and relieve pressure on statutory services
- Safe transport issues
- City, town centre and high street regeneration and transformation.
- Delivering safe working practices across all sectors
- Supporting testing and contact tracing.

These areas of work may require new investment to be made and proposals are under development with a view to ensuring that Council resources are invested in the outcomes, actions and assets that will make the most difference when laying the foundations for achieving our ambitions. We are also working to ensure that the opportunities arising from central government funding and from devolution such as the Transforming Cities Fund are fully maximised and aligned to Council investment, that Keighley and Shipley can take full advantage of the Stronger Towns programme and that we are sighted on future external funding opportunities.

It is proposed that Quarter 1 Financial Position Statement to be reported to the July 2020 meeting of the Executive should identify a programme of key investment proposals that maybe necessary to support adaptation to life with COVID 19 and to lay the foundations for a better future.

## **Developing a vision for the future**

5.16 While we must move quickly to identify and secure priority investments, over the longer term our strategic planning must ensure that the Council and its partners remain accountable and visible and engage with communities while getting things done despite the restrictions as a result of COVID 19. Our plans for the future must be informed by the voices of local people and stakeholders and by the cross-cutting issues outlined at para 5.13.

5.17 In February 2020 the Council announced the launch of an initiative to develop a 2040 Vision for the district. This is a joint-initiative between the Council and its partners across all sectors. The purpose of the vision is to set out a shared, collectively owned view of what we want the district to be like in 20 years' time, and to then work together towards achieving that. This will form the apex of our strategic planning framework, setting the context in which all other partnership and individual organisation's plans will be developed.

5.18 To achieve this, we need to listen to people across the district. The people who live in, work in, or visit Bradford district are who make it what it is, and listening to their

voices is essential in planning for the future. Although we are currently unable to meet face –to – face, in this initial phase of engagement we are soliciting thoughts through our ‘Let’s Talk Bradford District’ website, asking two main questions:

Question 1: Tell us what you love about where you live

Question 2: What do you want the Bradford District to be like as a place to live, work, learn and play in 20 years’ time?

- 5.19 Lockdown measures and social distancing present a challenge in terms of our ability to reach out to everyone in the district, particularly those from whom we hear least. We must however do all we can to ensure that the current emergency does not lead to an increasing democratic deficit whereby decision making is increasingly dominated by the voices of a relatively small numbers of people with access to existing networks of influence.
- 5.20 Consideration is being given to innovative ways of engaging, not least by linking up with the work underway on our cultural strategy, as a key building block of our 2025 City of Culture, work undertaken by our Stronger Communities team, engagement on plans for Stronger Towns in Keighley and Shipley, City Centre urban village and Northern Powerhouse Rail master planning and on our approach to tackling climate change and delivering sustainable development.
- 5.21 The intention is to use the responses to 2040 engagement alongside existing and emerging evidence from sources including engagement being undertaken within a similar timeframe to develop a first draft of the vision to test with people, businesses and other stakeholders in the autumn. The aim is to have a long term vision for the District’s future that has the widest possible ownership by the early part of 2021. This will inform the development of a new partnership Wellbeing Strategy in early 2021 and a new Council Plan for agreement after the 2021 local elections. The work will ensure that the vision, the political priorities of the democratically elected and accountable Council and key strategic approaches such as the Economic Strategy and work on climate change and sustainable development are fully aligned.

## **6 FINANCIAL & RESOURCE APPRAISAL**

- 6.1 In addition to the decisions that have been taken under emergency powers, there have been many other Council service areas that have been financially impacted by COVID 19 as a result of government decisions (for example closing leisure facilities), or the indirect impacts of government decisions (e.g. reduced car parking income).
- 6.2 The government has recognised the perilous potential that COVID 19 has for Council finances across the country, and has provided £3.2bn of Emergency un-ring-fenced grants in two tranches. Bradford’s share of the first tranche was £15.8m and £14.8m in the second tranche. The government has also recently provided an additional £5.2m Infection control grant aimed primarily at supporting Residential and Nursing Care provision.

- 6.3 The table below outlines the current best estimates of the financial impact of COVID 19 on the Council resulting from both decisions taken through emergency powers; government decisions, and the wider impact of COVID 19.
- 6.4 It clearly demonstrates that despite the initial payments from Government the Council faces a significant budget shortfall as a result of additional costs and loss of income associated with COVID 19. Our latest financial returns to the Ministry for Housing Communities and Local Government indicate that even with Government support to date, the Council will face a budget shortfall of £8.5m by the end of July. Should further Government support not be forthcoming, this will lead to a very significant shortfall over the full financial year 2020-21.
- 6.5 Given the uncertainty about the length of time of lockdown measures, and the time it could take to return to normal, and the consequent impacts on the economy, the estimated impact gets significantly less robust the longer the time period, and should consequently be treated as reflecting different scenarios.
- 6.6 Though in some instances expenditure and income loss items are one off/time limited, in most instances, values shown are an extrapolation, as applying any assumptions about the timing of recovery/ end of lockdown at this stage would inevitably be spurious.

<b>Estimated Financial Impacts £ms</b>	<b>End of July</b>	<b>6 Months</b>	<b>12 Months</b>
<b>Health &amp; Wellbeing</b>			
Supporting Care providers	8.9	9.6	14.0
Infection Control Grant	-5.2	-5.2	-5.2
Additional PPE	5.5	5.5	5.5
Fairer Charging income reduction	2.3	2.3	2.3
Additional costs to provide care in different ways	0.8	1.0	2.0
Other Support	0.3	0.4	0.8
<b>Total Health &amp; Wellbeing</b>	<b>12.5</b>	<b>13.6</b>	<b>19.3</b>
<b>Department of Place</b>			
Parking Services: reduced car parking & enforcement revenues	1.7	2.8	5.5
Leisure: lost revenue from closure of Leisure facilities, Sports development swimming development	1.9	2.7	5.5
Museums / Theatres / Libraries: lost revenue from activities within these facilities	0.8	1.6	3.3
Planning & Building Control Fee Income	0.7	1.0	2.0
Markets – rent foregone	0.4	0.6	1.2
Food Supply Chain	1.2	1.2	1.2
Waste Services – costs to enable social distancing for operatives, and income loss for Bulk Collection	0.4	0.5	1.0
Bereavement Service – lower income and additional costs	0.3	0.4	0.7
Housing Support – Rough sleeping	0.2	0.3	0.3
Other	0.1	0.2	0.3
<b>Total Department of Place</b>	<b>7.6</b>	<b>10.8</b>	<b>19.9</b>
<b>Children's Services</b>			
School Closures impacting on Outdoor Centres, Music Services, Psychology, Governor, Clerking service and others.	1.5	2.2	4.4
Additional payments to Care providers	0.8	1.3	2.3
Additional PPE for Childrens homes	0.3	0.6	1.2
Schools – loss of income from wrap around care, lettings	2.1	2.6	2.6

Other	0.2	0.2	0.3
<b>Total Children's Services</b>	<b>4.8</b>	<b>6.8</b>	<b>10.8</b>
<b>Corporate Resources</b>			
School (& other) catering and cleaning activity. Predominantly driven through lost revenue due to school closures, but also includes additional costs of deep cleaning and provision of free meals.	0.8	1.2	2.4
Estates and Facilities Management – Closure of ISG, additional building cleaning costs, lost catering income, other income losses	1.9	2.2	2.9
Revenues and benefits – higher debts, reduction in overpayment recovery	0.8	1.0	1.9
Additional ICT to support home working and other	1.0	1.0	1.0
Legal & Democratic Services – additional Forensic science centre costs, lower registrars income (marriages)	0.5	0.7	1.2
Other	0.7	0.8	1.2
<b>Total Corporate Resources</b>	<b>6.0</b>	<b>7.2</b>	<b>10.6</b>
<b>Total estimate impact on Council Services in 2020-21</b>	<b>30.1</b>	<b>38.5</b>	<b>60.7</b>
<b>Forecast C Tax deficit coll fund deficit *</b>	<b>6.9</b>	<b>10.0</b>	<b>20.0</b>
<b>Forecast Bus Rates coll fund deficit**</b>	<b>2.0</b>	<b>2.7</b>	<b>5.2</b>
<b>Total including CTax &amp; B Rates deficits</b>	<b>39.0</b>	<b>51.2</b>	<b>85.9</b>
Less Emergency Section 31 Grant	-30.5	-30.5	-30.5
<b>Total</b>	<b>8.5</b>	<b>20.7</b>	<b>55.2</b>

## Material Changes since the last report

- 6.7 Since the last update the Total estimated six months impact in 2020-21 has increased from £0.5m to £20.7m.
- 6.8 £12.7m of this is due to the inclusion in the table of the estimated impact on Council Tax and Business rates. In the last report they were discussed, but not included in the table as Council Tax and Business Rates deficits do not impact on the financial year in which they accrue, they instead have to be repaid in the following financial year. They are however a potential major impact of COVID 19, and have been included this time for clarity and consistency with government returns.
- 6.9 Aside from the presentational change, the other major changes accounting for the £7m increase since the April 30<sup>th</sup> report include;
- 6.10 Personal Protective Equipment - Approximately £9.6m has been incurred on PPE and the Council has been instrumental in ensuring that there are sufficient supplies across both Council services and partner organisations. The Council now has a good stock and supply chain, and the amount of PPE purchased is approximately £4m higher than reported previously, though some of this will be recovered from external organisations.

- 6.11 Food Distribution – approximately £1.2m is estimated to be incurred on the Food Distribution Centre including support for Food banks. Some of this is likely to be recovered from Government support for the shielded group.
- 6.12 IT Costs - There have also been £0.7m of higher IT costs associated with enabling home/remote working, much of this will however improve the Councils infrastructure going forward.
- 6.13 Emergency Section 31 Grant – At the time of the last report, the 2<sup>nd</sup> Tranche of Emergency funding had been announced by the government, but the allocations to individual Councils had not. Our best estimate was that the 2<sup>nd</sup> tranche would be the same as the 1<sup>st</sup> (£15.8m), however as the allocation method changed to a per head of population basis (from An Adult Social Care needs basis for the 1<sup>st</sup> tranche), the Council ended up receiving £14.8m instead.
- 6.14 Additionally, since the April 30<sup>th</sup> report the Council has been allocated £5.2m of additional Infection Control grant from the Government which is primarily aimed at Residential and Nursing Care (75%), with 25% aimed at other Social Care provision. The Council will seek to allocate this funding as quickly as possible to support the market meaning that additional income and expenditure will match.
- 6.15 Although a fuller assessment is currently being undertaken and will be reported in the Qtr 1 Finance Position Statement in July 2020, the assessment outlined in the table above is largely consistent with other Municipal authorities, and in some cases optimistic in comparison.
- 6.16 Furthermore, the assessment only takes account of approved additional expenditure and income losses on those service areas that are clearly going to be impacted. There will be some service areas that will be impacted in currently unforeseen ways, and there are also likely to be additional costs associated with transforming services and adapting to new issues.
- 6.17 Service managers are undertaking measures to mitigate the additional COVID 19 related costs and income losses by for example, redeploying staff where possible, not recruiting to vacant posts in some areas, reducing expenditure to essentials, asking providers of affected services to deliver services in a different way (e.g. day care), and reducing agency staff amongst others.

### **Council Tax and Business Rates**

- 6.18 As outlined, COVID 19 is also likely to impact on the Council Tax and Business Rates collection resulting from a recession which is predicted by the International Monetary Fund to be the worst since the Great Depression.

### **Council Tax**

- 6.19 The Council is budgeted to receive a £206m precept from the Council Tax collection for the 2020-21 financial year. The Council is guaranteed to receive its



precept in 2020-21, as are the other preceptors such as Police, Fire and Town Councils. Any deficit arising between the £206m budgeted amount and the actual amount of Council Tax collected will result in a Collection fund deficit that will have to be recovered in the 2021-22 financial year.

- 6.20 The actual Council Tax collection could be adversely impacted as a result of COVID 19 due to:
- An increase in the non-collection of 2020-21 Council Tax bills.
  - An increase in the levels of provisions required to be held against outstanding Council Tax debt from prior years.
  - More residents meeting the criteria to access the Council Tax Reduction scheme due to higher unemployment.
  - Housing growth being less than expected.
- 6.21 The impact of COVID 19 on a reduced Council Tax Collection in 2020-21 is potentially significant. To indicate the magnitude, if the numbers of working age Council Tax Reduction Scheme claimants' doubles, this alone would reduce the Council Tax collection by £15m.
- 6.22 Further, a sustained period of increased unemployment and a poor economic outlook, could have an adverse impact on the Council Tax collection beyond 2021-22.

### **Business Rates**

- 6.23 The Council is budgeted to receive £66.4m in Business Rates for the 2020-21 financial year. Like Council Tax, any deficit on the 2020-21 collection fund will have to be repaid in 2021-22.
- 6.24 The Council's Business Rates collection is already underwritten by a safety net mechanism so that the maximum loss is £5.2m. The Leeds City region business rates pool which Bradford is a member of have collectively agreed to self-fund the safety net mechanism of all members up to the value of each Council's individual safety net. If all pool members' safety nets are reached, then the Government provides funding up to the safety net.
- 6.25 The reasons why Bradford Council could reach the safety net are:
- An increased non collection of 2020-21 bills
  - A requirement for increased provisions for bad debts in prior years.
  - An increase in empty rates
  - Further, the expected distributions from the Leeds City Pool for 2020-21 will also be at risk.
- 6.26 The longer term impacts of a reduction in Business Rates beyond 2020-21 are uncertain and are largely dependent on the length of the lockdown/ measures to tackle COVID 19 are in place; the success of government policies and initiatives to help keep business's afloat, and the resilience of businesses.

- 6.27 In addition to the costs and losses associated with the immediate response outlined above, there will also be costs that will need to be incurred in adapting and recovering from COVID 19 where plans are being formed, but the financial resource requirement is currently unknown.
- 6.28 It is proposed that a programme of priority investment proposals be brought for approval to the July 2020 meeting of Executive.
- 6.29 An assessment of existing planned investments and budget savings has commenced and these will also be reported in the Quarter 1 Finance Position Statement at the Executive in July 2020, and in future updates.

## **7 RISK MANAGEMENT AND GOVERNANCE ISSUES**

The situation continues to change and is characterised by a very high degree of uncertainty about impact on services and on Council resources. Assessment of risk is being kept under on-going review by senior management and the overarching impact of the crisis on Council responsibilities and service delivery will require the Council's Strategic Risk Register to be reviewed once the impact and the consequences of the crisis are better understood.

## **8 LEGAL APPRAISAL**

- 8.1 The Coronavirus Act 2020 is the government's main legislative change in response to the pandemic. Most of its provisions came into effect on 25th March 2020, but detailed further legislation in the form of statutory instruments, and government guidance have been issued since that date and continue to be published.
- 8.2 The Act has temporarily modified duties and powers relating social care, mental health, registration of deaths, inquests, the regulation of investigatory powers, gatherings, meeting and events, the postponement of elections, virtual local authority meetings and protection from eviction. Other changes to existing legislation and statutory guidance continue to be monitored by Legal Services.

## **9 EQUALITY & DIVERSITY IMPLICATIONS**

Whilst it is too early to understand the full impact and implications of the COVID 19 crisis. The emerging evidence is that the impact of the COVID 19 virus itself, the measures taken in lockdown and the likely future will all have a disproportionate impact on those with protected characteristics. Therefore, equalities will need to be at the heart of our response and long term work around COVID 19.

For example, individuals already on low incomes are more likely to have their future incomes affected by the virus or in jobs that cannot be performed at home or provide human contact putting them at risk of contraction. Lower income households are also likely to live in accommodation without access to outside space.

Older residents and those with long term conditions will be required to shield for much longer than the general population and we need to account for the impact of this on our population as we develop and design our approach for the future.

Whilst it is not conclusive, there is an emerging evidence base that people from BAME communities are likely to have a greater risk of dying from COVID 19 as they are more likely to have underlying health conditions such as diabetes that are a risk factor, more likely to live in multi-generational households and more likely to work on the health and social care front line and be directly in contact with the virus.

## **10 SUSTAINABILITY IMPLICATIONS**

As set out in the report considered by Executive on 24 March establishing a sustainable development action plan, the council is committed to supporting the District to be a fair society within environmental limits. Decisions have been taken with this in mind.

## **11 GREENHOUSE GAS EMISSIONS IMPACTS**

As set out in paragraph 4.33 above, the lockdown has had an overall positive impact on environmental quality in the District. There is a risk that avoidance of public transport as we live with COVID 19 will increase private car use and consequently lead to increased emissions. There are no direct impacts on greenhouse gas emissions from the activity and decisions reported.

## **12 COMMUNITY SAFETY IMPLICATIONS**

After initial substantial falls in anti-social behaviour the rate has begun to reach normal levels, though a high percentage of that that involves the anti-social use of off road motorcycles and quad vehicles. This is being seen throughout the district geographically. This escalation is not out of sync with previous years in terms of volume due to days growing longer and the weather generally improving.

The following patterns have been observed in domestic abuse and sexual violence:

- An increase in children witnessing domestic abuse
- Refuges are full (largely due to exit arrangements being slowed up, for example, criminal court hearings.
- Increased referrals to specialist services
- An increase in high risk incidents of domestic abuse

As lockdown eases a future risk exists as International data shows surges in domestic abuse as people are able to access safe spaces to make disclosures and ask for help.

## **13 HUMAN RIGHTS ACT**

None.

## **14 TRADE UNION**

The Council is working in partnership with our trade unions, informing and consulting on workforce matters and the Council's workforce approach to ensure that our staff are supported and safe through twice weekly teleconference meetings. We continue to consult with the trade unions and work together to ensure day to day processes are managed to assist in effective operational delivery and to ensure business as usual matters are dealt with in a timely manner. We share concerns around the mental, physical and financial health and wellbeing of staff, infection control, social distancing, vulnerable groups and protective personal equipment (PPE) and have worked diligently to address concerns with our wellbeing, public health, occupational safety, procurement and communications colleagues to provide a safe working environment and communicate clear guidance for all our staff. We continue to communicate health and wellbeing support, and our approach to COVID-19 risk assessments. We are working through challenges with our trade unions and Schools in the District as a result of announcements to re-open Schools for certain year groups and some businesses from June.

## **15 WARD IMPLICATIONS**

All wards are affected by the impact of Coronavirus and the Council and we are working with communities and Councillors at a local level in all parts of the District. Ward level analysis of the economic impact is given at Appendix B.

## **16 IMPLICATIONS FOR CORPORATE PARENTING**

None.

## **17 NOT FOR PUBLICATION DOCUMENTS**

None

## **18 RECOMMENDATIONS**

It is recommended that:

- 18.1 Executive note the content of the report and the wide ranging activity undertaken by the Council and its partners since 30 April to address the crisis, support the District through lockdown and develop action plans for the easing of lockdown measures.
- 18.2 The priorities for the next six months as outlined in paragraphs 5.3 to 5.10 and in Appendix C are approved.
- 18.3 The framework for medium and longer term planning as outlined in paragraphs 5.12 to 5.21 is approved.
- 18.4 That the Chief Executive is instructed to ensure that the Quarter 1 Financial Position Statement to be reported to the July 2020 meeting of the Executive includes a programme of investment proposals that may be necessary to support adaptation to life with COVID 19 and to lay the foundations for a better future.

## **18.5 APPENDICES**

Appendix A – Full Summary of action taken on COVID 19 by Bradford Council working together with its Partners since April 30 2020

Appendix B – Spatial impact of COVID 19 on the economy

Appendix C - 6 months Recovery Plan

Appendix D – Potential Future Scenarios

Appendix E – Lessons learned to date

## **22. BACKGROUND DOCUMENTS**

Report to Executive 24 March “The Council’s response to COVID-19”

Report to Executive 30 April “The response to COVID 19 and the forecast financial impact on the Council including decisions taken using emergency powers.”

## **Appendix A: Full Summary of Action Taken on COVID 19 by Bradford Council working together with its Partners since April 30 2020**

### **Theme 1: Supporting the health and social care of vulnerable people**

#### **Managing the Hospital Discharge and re-ablement process ensuring that there is a streamlined process involving all stakeholders and that people are supported in residential / nursing care settings**

- Finalising system plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities
- New procedures implemented to ensure that no services will be delivered until test results for COVID 19 have been received. All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services will be delivered until PPE is in place
- Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored. Arrangement to be setup this week to mobilise both training and wider support activities.
- Put in place robust transport processes and associated support to enable people to return home from hospital in a timely manner.

#### **Managing the community interface, ensuring individuals are supported in their own homes and non-residential care provision**

- Proactive and ongoing wellbeing discussions with vulnerable groups currently on Adults and Children's records – providing assurance and ensuring alternative provisions for need are in place.
- Developed and implemented Programme to support shielded and non-shielded cohort, which ensures all steps from initial contact via an outbound call to the Shielded individual or call received via 431000 are documented on a central form and follow a specific script ensuring needs are captured and referrals forwarded to the relevant support service e.g. community hub, Broadway Food Parcel Service or Adult/children's social care.
- Calls made to initial cohort of Shielded group and door knocking exercise being undertaken for those that we have not been able to contact.  
Working with DEFRA to become phase one pilot for supermarket support offer targeted at non shielded vulnerable group who have the means to pay for their shopping. The offer includes priority online shopping slots for TESCO and ICELAND and access to Morrison's food box via telephone

#### **Ensuring statutory functions including payments to providers, managing communications with providers, managing resource/ capacity and Housing needs. To review redeployment tool to support identification of workforce to respond to capacity gaps**

- Putting in place measures to support Care market stability including the development and sign off a proposal to make contingency payments to independent providers
- Coordinated with local and national bodies to implement a staff testing process to ensure staff referrals to centres are organised and communicated across the sector. Marley Field site being more proactively utilised by providers for symptomatic and non-symptomatic staff.

- Coordinated PPE requirements for internal and independent provision to ensure supply and access to meet needs for different sectors developed.
- Increase supply of care home places, support with additional staff for in house
- Developed process flow for workforce supply (clinical and non-clinical), and for clinical support – this includes training and allocation
- Completed Provider rates uplift of both residential and non-residential, excluding Day Care, to ensure national wages increases factoring in CPI Index are in place by 6th April. This will ensure Providers are not under additional pressure due to being paid at the 2019-20 lower rates.
- Finalised plans and pathway for Domestic Violence cohort who have not recourse to public funds.
- Implemented plans to ensure temporary accommodation for all rough sleepers regardless of support need and eligibility for recourse to public funds. 25 rough sleepers in Temporary accommodation

**Ensuring children and families are supported, minimising risk of isolation, ensuring child and family wellbeing and safety, while ensuring statutory functions are maintained**

- System wide plan implemented to identify and provide support to children and family who could be at risk due to financial and isolation pressures
- Identifying and supporting children not normally know to us, who may be at risk due to current situation
- Implemented measures to ensure Food supply for vulnerable children through different support offers – food parcels, free school meals, vouchers
- Shielded list cross referenced with school roll to ensure that appropriate support measures are in place.
- Putting in support framework to ensure Children from homeless families having their specific needs met – ongoing dialogue with Housing options and community organisations to meet support needs.

**Continuing to support schools and early years' settings to provide childcare to key worker children and vulnerable children.**

- Addressing issues arising from the Edenred national Voucher Scheme, including ensuring schools can continue to feed hungry children and families.
- Providing daily updates to schools on national and local information.
- Providing weekly updates to the PVI Early Years sector.
- Maintaining a list of open and closed providers.
- Collating and analysing attendance data.
- Submitting information to the DfE enable the provision of laptops for vulnerable children.

**Advising and listening to schools on the issues in response to a potential reopening on the 1st June and to ensure views and concerns are presented clearly to the Department for Education.**

- Responding to emergencies. The early help and statutory front door has continued to function and is processing all contacts and referrals in order to ensure that children requiring assessments are appropriately identified and supported. A network of duty teams has been maintained across the district to ensure assessments are completed and appropriate action taken to protect children.

- Child protection investigations have continued where abuse or neglect is known or suspected.
- Legal proceedings have continued where necessary
- Operating procedures have all been updated to ensure essential visits to vulnerable children are completed in required timescales. Children have continued to be seen and plans progressed to manage and mitigate risk.
- Care leavers have received regular contact and support.
- Children's homes (including disability respite homes) have continued to function
- An integrated COVID 19 team has been developed with key health partners. This has ensured that vulnerable children have been identified and supported during this period. A further expansion to the model is being planned to identify and support children living in households with clinically vulnerable adults who are shielded.

## **Theme 2: Supporting Communities**

### **Ensuring the safety of communities, monitoring tensions and providing reassurance and engagement.**

- Due to new government measures of 'stay alert, control the virus and save lives', work has been taking place with partners to 'refine' the approach to engaging with and supporting communities to keep them safe in public spaces.
- Working with the faith institutions and police work has been ongoing to provide reassurance to the public and ensure that religious establishments remain closed. A series of ongoing visits is taking place to temples, churches, mosques and the synagogue across the district, which have been well received. Supported by volunteers, work has also been given to encourage and promote social distancing at funerals and cemeteries,
- A plan was successfully developed in partnership with the Police to respond to the historic social gatherings on Leeds Road and Great Horton Road around Eid which could not this year take place.
- Youth Workers, Council Wardens and volunteers continue to operate across parks and open spaces to discourage people from participating in sport and activities that contravene social distancing requirements. This soft intelligence is regularly being monitored which identifies 'hot spot' areas and where more resourcing needs to be added.
- Regular monitoring is taking place of hate crime reports and other crime types that are likely to lead to community tensions, including any changing patterns and escalation of particular crime types whilst ensuring there is adequate response in place to address these.
- A plan has been developed with partners and funding opportunities are being pursued to respond to concerns regarding an escalation in domestic abuse that seeks to work with both victims and perpetrators. A communication plan has been produced to accompany this work to raise awareness of the measures that are in place to support victims (and perpetrators). Risk Management Conferences have changed shape and are established weekly on a virtual based with all partners inputting to developing safety plans for high risk victims.
- A communications sub-group has been convened with Officers, Public Health and VCS organisations to provide reassurance messages to combat rumours and building awareness of scams. Monitoring is taking place of conspiracy theories and



scams related to COVID19 and communication activities have been developed to dispel these. funding is in place to ensure messages that reach a diverse range of communities, enabling residents to know where to access support, encourage critical thinking, build resilience through positive framing and care for mental health.

**Ensuring there is a consistent and reliable food supply chain for those who need it and food banks and street food providers are able to operate at a level that is commensurate with the emerging needs (volunteers and food supply).**

- The Council 'Food Distribution Centre' located at the Broadway Shopping Centre continues to manage the delivery of food parcels to people on the government shielding list and to people who are living in poverty and who needs can't be accommodated within the wider food bank network, administered within the voluntary sector. In excess of 6,000 food parcels have now been distributed through the Food Distribution Centre and there is currently an average of 1,000 parcels a week being sent out to families and individuals. This work is supported by InCommunities and volunteers.
- Shielded numbers being supported are now lower as delivery arrangements from supermarkets become easier to access. National allocation of delivery slots for Bradford should be in place soon to further reduce the need for local parcels to this group. Awaiting Universal Credit for new claimants is a large group and one that represents very real need.
- In addition to weekly parcels, lunch parcels have been delivered to schools for 852 children in receipt of free school meals. This is a short term intervention while the national voucher scheme is rolled out.
- The Food Distribution Centre continues to be part of a broader food offer which includes the home shopping service, established food banks, neighbourhood food banks and community led projects. The Council has provided additional support to food banks which have scaled up to provide nearly three times as much food support as prior to the crisis, and has agreed some short term support for neighbourhood and community provision.
- A 'personal shopping service' continues to be one of the primary 'requests for help' to all hubs, meeting the needs of some of the districts more vulnerable people who have the money to pay for food, but are self isolating, without support from family friends and neighbours and unable to use conventional home shopping solutions for a variety of reasons. Work across the hubs varies, but overall they are now carrying out approximately 200 shopping visits a week. Money for shopping is reimbursed by the person receiving the service through the Council's 431000 number and as of 12<sup>th</sup> May was to a cumulative value of £17,058.
- Moving this work to a sustainable future position is now a priority and a 'Food System Group' has been convened to work up plans for this, comprising Council and voluntary sector partners.

**Supporting communities across the district through five constituency hubs, deploying volunteers, connecting citizens to support services and working through a wider network of community and voluntary organisations.**

- The hubs continue to be the primary referral point for people calling 431000 for COVID 19 related support (except food parcels). However, calls are now reducing from a peak of 350 a day to 220 a day (excluding weekends).

- The majority of the calls to the hubs are for 'shopping support'. However, the Hubs also respond to calls for support with loneliness and isolation, providing education resources, receiving food donations, connecting people to local voluntary sector support and for a range of wider needs.
- 1472 volunteers were recruited to date, where 702 volunteers have been trained with 347 being matched into roles, 53 of these volunteers have been allocated to 37 organisations by Volunteering Bradford. Each hub has a dedicated volunteer coordinator enabling quick and effective matching.
- The Hubs have worked in support of the 'Supporting Vulnerable People' work-stream in making contact with people on the governments 'shielding list' where it has not been possible to contact these people through the contact information supplied. Days of action have taken place at each Hub, supported by councillors and volunteers and have involved making individual house visits to over 1200 people across the district to check on their welfare and any support needs that they have.
- A collaborative data system has been created to enable effective data and information sharing between the Hubs and Adult Services, putting resident needs at the heart of the solution
- We have secured funding to develop a generic befriending offer to address the shortfall in capacity of specialist services.

### **Theme 3: Helping our businesses and workforce stay resilient**

#### **Business support, funding and intelligence**

- 9,350 Government grants totalling over £106 million paid to businesses
- Business survey compiled and 489 responses analysed
- Sustained communications signposting to support, amplifying government advice and showcasing best practise and local case studies (90 social media posts / 30 e-newsletters / 20+ press statements and releases)
- Business volunteering brokerage service developed connecting businesses to communities

#### **Recruitment and training**

- System wide approach to deployment and rapid recruitment to support essential services across the District through the SkillsHouse partnership implemented
- Engaged with 356 new people, including 159 Council staff, of these 58 people have undertaken or secured places on training to support entry into the Care sector
- Individuals who are not seeking work in the care sector supported through other employability programmes.

#### **Creative industries**

- £30k #Response grant targeted at injecting funds into the sector with a focus on engagement and reaching people in isolation in creative ways and turning this round as quickly as possible
- Funding awards available up to £1000. 154 applications received, 55 successful grants totalling £45,248 awarded to district based artists.

- VisitBradford have increased online activity, through social media, website, blogs and email newsletters reinforcing messages encouraging people to enjoy the district from their homes and to inspire them to plan visits for later #VisitBradfordLater.
- Culture Team and local partners set up [www.visitbradford.com/daysin](http://www.visitbradford.com/daysin), working with colleagues in Museums and Galleries to create online exhibitions through Visit Bradford Blog.

### **Planning and highways**

- The Planning function of dealing with applications has continued as required by Government and to support the construction industry.
- A virtual planning Committee scheduled for 18<sup>th</sup> May where those applications that cannot be dealt with under delegated powers will be decided.
- Priority Actions for the Highways service include developing and delivering a programme of cycling, walking and public open space social distancing measures in the city centre, local centres and the broader district.
- During the period leading up to the Prime Minister's announcement, the Government sought to step up public transport provision ahead of an anticipated steady build-up of travel to work. Rail services stepped up to around 65% of normal from Monday 18 May together with a new regime for managing social distancing on trains and stations. So far there has been a small increase in demand.

### **Theme 4: Maintain essential services**

Priority actions for Essential Services undertaken since 30 April Executive have focused on preparation for bringing Council services back into operation and establishing processes for stepping services, activities and programmes back up including:

- On-going review of guidance, planning and development of key considerations for safe and sustainable recovery
- Development of approach and criteria for stepping services, activities, and programmes back up
- Drafting a Governance process, pro-forma and developing a tracker of key activities
- Engaging and working with service leads to progress bringing council services back into operation
- Undertaking an initial Facilities Management review and development of an Estates Strategy
- Review of large (£5m+) capital projects
- Commenced review of Reframing Ambition transformation programme
- Commenced a review of all 'invest to save' capital schemes
- Commenced a review of proposals approved by February Full Council for investment, capital, or savings
- Continued to develop and communicate our employee support, health and wellbeing offer.

### **Theme 5: Communication**

- Stay at Home messaging and information about where to get help have continued to be a focus for Council communications support, even after the Government's change of emphasis to Stay Alert in mid-May.
- Working closely with the Council for Mosques on a consistent Pray at Home message throughout Ramadan and into the Eid celebration was also a key area of work. Social

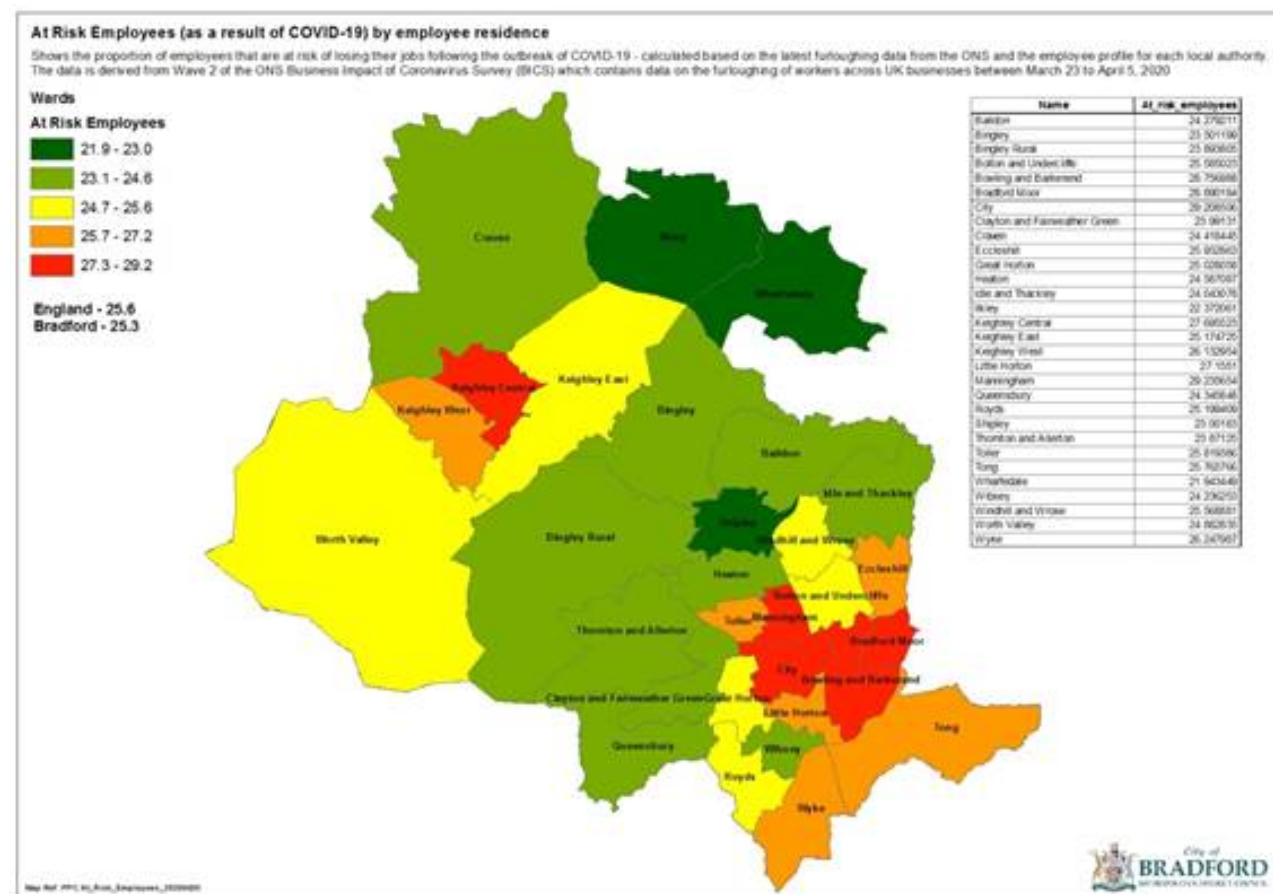
media and Radio Ramadan were important channels but it also brought the iVan back into use for messaging in communities with high numbers of people who do not have English as their first language.

- The Council's Marketing & Communications Service has now issued 103 COVID 19-related media releases since start of outbreak and responded to 138 COVID 19-related media enquiries.
- There have now been 768,804 visits to the 39 coronavirus related pages on the Council website ([www.bradford.gov.uk/coronavirus](http://www.bradford.gov.uk/coronavirus)). Support pages for teachers and school staff on Bradford Schools Online are also well used.
- Our public COVID 19 Stay Connected email bulletin topic now has 21,926 subscribers and we have sent 118 bulletins to this list and our general council news and Healthy Bradford subscribers, taking the total number of recipients above 35,000.
- The combined number of recipients for our business Covid-19 email bulletins is over 9,000.
- **#TogetherBradfordCan campaign.** Additional resource has been provided to develop this campaign which aims to create a collective voice for Bradford's businesses to ensure that key messages around coming out of lockdown are communicated, questions are answered and businesses can support each other through best practice, skills sharing and understanding and solving each other's challenges.
- Businesses, business organisations and community groups are encouraged to use the hashtag #TogetherBradfordCan to help spread positive news across the district about how challenges are being overcome and how the recovery is being embraced.

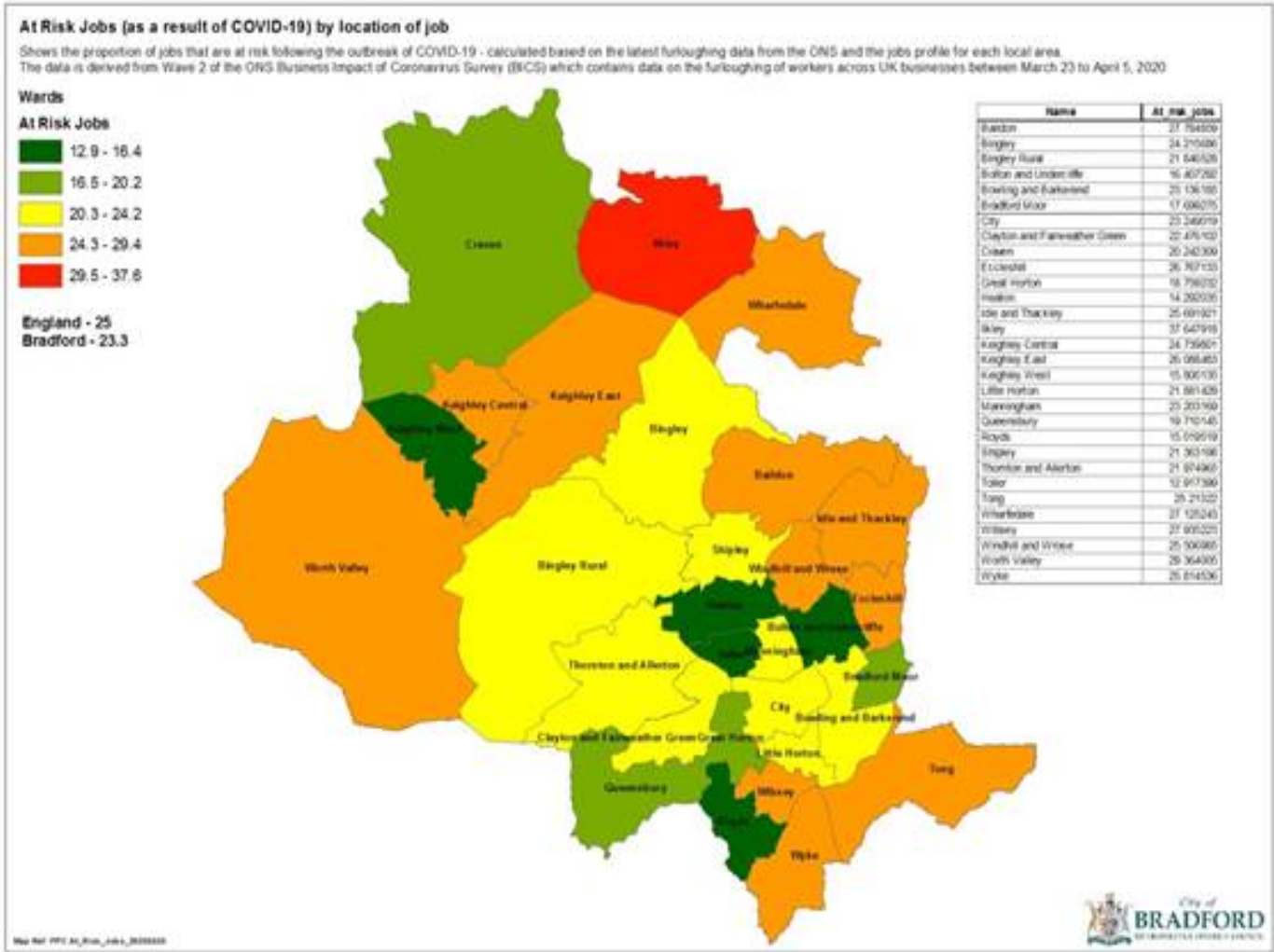
## Appendix B Spatial impact of COVID 19 on the economy

**Spatial impacts on residents mirrors levels of deprivation to a large degree –** deprivation levels by ward show a high degree of correlation with resident employees at risk suggesting the most vulnerable residents are most at risk from jobs cuts resulting from the Coronavirus pandemic.

**Analysis of employees at risk** reveals that the greatest impacts are on those living in inner city and more deprived parts of Keighley and Bradford centre, although they may be employed outside of those areas. The areas that are most at risk are also have the highest levels of deprivation on the Index of Multiple Deprivation. Manningham and City wards are most at risk with 29% of residents at risk of losing their jobs. Bradford Moor, Bowling and Barkerend along with Keighley Central have the next highest proportion of resident workers at risk.



**Sector impacts create a spatial aspect to jobs under threat**– a ward analysis by Local Insight based on latest furloughing data from the ONS Business Impact of Coronavirus Survey shows that Ilkley is most at risk of job losses due to the Coronavirus pandemic with one in three jobs at risk. This is due to a high proportion of jobs in the town being in retail, hospitality and leisure. Worth Valley, Wibsey, Wharfedale, Keighley East and Baildon have the next highest proportion of jobs at risk. Toller fares best with one in eight jobs at risk due largely to the presence of the Bradford Royal Infirmary NHS hospital in the ward.



## **Appendix C: Living with COVID 19 – Our Plan for the next 6-9 Months**

The plan for the Council's work over the next 6 months will be built around the 5 themes below plus measures to ensure that people are kept informed across all areas of activity through high quality and effective communications. The 5 themes are related specifically to our response to COVID 19 itself, but there are a number of additional priorities where it is essential we continue our focus. These are:

- Promoting equality and social justice and promoting an inclusive and connected economy.
- Early Help and prevention supporting the empowerment of individuals, families and communities.
- Working to become a child friendly city.
- Sustainable and inclusive development and use of resources.

This appendix highlights the key outcomes and work for each of the themes and these priorities as well as specific actions to maintain safe travel, safe communities, safe workplace and safe schools.

### **Key outcomes and priorities for themes**

#### **Theme 1: Minimise Infection and Mortality**

The key outcomes in this area are:

- To ensure that the number of cases of COVID 19 in the district are minimised.
- Individuals who need to be shielded and those they live with are supported to isolate.
- Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.
- We will need to support people who need to shield/ self-isolate.
- Improve wider (non COVID 19) health outcomes for the district.

Over the next six months, the Council will work on a series of priority actions and plans including:

- Continued safe management of COVID 19 response in the medium term:
- Development and implementation of operating model to ensure appropriate management and support for people with covid-19 in conjunction with health partners;
- Step up activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME
- Support schools and childcare providers to open safely and continue to support them to operate safely whilst the COVID 19 threat remains.

- Support businesses to adapt and open safely.
- Enhance training and awareness of use of PPE to meet operational priorities
- Continue existing work with partners on health inequalities, prevention and health improvement.

## **Theme 2: Support vulnerable people through health and social care**

The key outcomes in this area are:

- Ensure residential and community care is supported to continue to operate safely.
- Support the care market to adapt and continue to provide effective services to the residents across the district.
- Continue to make progress on children's social care improvement.
- Ensure safe opportunities to interact are delivered for children and families of all ages.
- The shielded population is supported through the stages of the COVID 19 crisis.

Priority Actions in this areas include:

- Embed a strength based approach across all front line services within the Council – specifically the Community Hubs
- A focus on safeguarding and identifying vulnerability across both children's and adults social care, especially as lockdown eases and caseload potentially increases.
- Continuation of Children's social care improvement work.
- Work with schools and childcare providers for children to have opportunities to engage socially as restrictions ease.

## **Theme 3: Support Communities**

Key outcomes include:

- Communities across the district are supported to address poverty, inclusion, mental health and other issues as a result of COVID 19.
- Communities have access to a new model of prevention and early help,
- A viable and resilient VCS sector that is sustainable and can continue to play an equal partner role.
- Domestic violence is prevented and victims of domestic violence are supported.



- Promote community cohesion and address hate crime

**Key priority plans and actions include:**

- Review current plans to create healthier, fairer and more resilient communities. This work will be cross cutting and link to the Health and Social Care inequalities and income equalities in order to identify short and medium term actions that need to be escalated and put in place across all partnerships.
- Introduce prevention and early help in community hubs (is this a cross cutting objective).
- Review of current VCS infrastructure and funding and link to our new Social Value P to create a more viable and resilient sector that is sustainable and can continue to play an equal partner role
- Continue to monitor with support from the Police on hate crime/right wing narrative and engage community organisations and leaders in combatting any adverse impacts on communities.
- Continue work on the EU settlement scheme by extending grant agreements where appropriate.

**Theme 4: Supporting Businesses and Workforce**

Key outcomes include:

- Bradford district's businesses can operate safely within social distancing guidelines and adapt and thrive in the new conditions of the future.
- Bradford District businesses are aware of and have access to the local, regional and national support available to them (including grants, loans and furlough support).
- Bradford District's people are supported to adapt their skills to give them the best opportunities.
- Bradford businesses are aware of and prepared for the implications of Brexit on their business.

Key priority actions and plans over the next 6 months will include:

- Continue to develop plans and investments to improve the connectivity, infrastructure, image and business space in Bradford. Northern Powerhouse Rail, One City Park, Markets Development and City of Culture investments are continued following review.

- Subject to an imminent funding announcement from Government, bus services will scale up to 70-80% of normal provision from 1 June. This will largely reinstate provision 0700 – 1900 Monday to Friday with a basic hourly service after 1900 and on weekends.
- Public transport capacity is however largely constrained by social distancing which limits vehicles to around 20% of normal capacity. As demand increases there are risks that passengers may be unable to board buses which are full. In line with government guidance, we are encouraging the wearing of face coverings on public transport. In accordance with government guidance the Combined Authority will undertake and publish a full risk assessment of every bus station site and carrying out works, such as removing seats and improve queuing to facilitate appropriate social distancing.
- With the Prime Minister's recent announcement of the phased reopening of the high street the level of activity on the social distancing programme in city and town centres has been accelerated to ensure that as many measures as possible can be in place before 15 June.
- Social distancing. Due to the strategic nature of this programme officers continue to work with their Combined Authority counterparts looking at what other programmes can be accelerated to provide more Active Travel infrastructure.
- Active Travel. Government has recognised the important role that walking and cycling will play in supporting the recovery from the COVID19 crisis. An announcement on 10 May launched a £2bn funding package for the introduction of measures which support cycling and walking, allow for the creation of emergency bike lanes and expand the opportunity for trials of e-scooters. As the first stage of this fund an allocation of £250m emergency active travel fund was released to the West Yorkshire Combined Authority. As this funding is being released through the Combined Authority officers will be working with their counterparts to secure funding for interventions in the Bradford district which match the funding criteria.
- Public Spaces. A total of 37 sites for consideration have been identified (excluding parks) which are being actively reviewed by the Landscape Design team who are looking at increased signage, social distance seating areas, pedestrian lane markings, parking bay closures and removal of street furniture type interventions to increase social distancing opportunities and potentially assist food and beverage retail businesses in the area.
- Continue to develop the Stronger Towns fund offer for Keighley and Shipley with the additional financial contribution from the Council to help these places adapt and thrive for the future.
- Skills recovery working group has a particular focus on connecting communities to jobs in alignment line with the District's workforce development plan. Key work includes: the development and up-scaling of the SkillsHouse partnership approach (linked to an investment offer outlined in the finance section of this report);
- an all age digital careers platform;

- a distinct youth support offer;
- a unified pre-employment support offer for adults using the “Bradford Work” brand.
- Ensure schools and childcare return safely to promote future skills and support working parents.
- Explore public sector role in procurement and supply chain management on shared issues e.g. PPE, FM and cleaning.

## **Theme 5: Keep essential Services Running**

Key outcomes include:

- The Council has an appropriate plan to manage the short, medium and long-term financial pressures of COVID 19.
- Council services are provided where possible to residents in a safe way.
- Social Value procurement is implemented.
- Members and employees are supported to continue their roles either remotely or safely (with social distancing or adequate protection).
- Supporting employee mental health
- The council is prepared for the upcoming implications of Brexit.

Priority work includes:

- Complete full budget re-forecast / re-alignment for 2020/21 and MTFS
- Re-engage supply chain and prioritise a social value procurement policy and local spend (including engagement with the VCSE sector and continuing the Keep It Local Work).
- Prioritise stepping services/activities back up and recommencing projects
- Ongoing consultation with Portfolio Holders, employees, Unions and District stakeholders. Enable Council meetings and democratic activity to take place again with regard to social distancing.
- Develop and implement a new equalities strategy (building on the implications of the COVID 19 crisis on equalities and drawing together work within the council and the wider District)
- Assess implications of new ways of working on future delivery (e.g. remote working)
- Continued employee health and wellbeing communications and guidance.

## **Cross Cutting Issues**

### **Inclusive Economic Growth and addressing Health Inequalities**

Tackling health inequalities, addressing poverty and creating a fairer district for all has always been a priority for our District. As outlined in Section 3 of this report, the COVID 19 crisis has had a greater impact on our more deprived communities and it is important this is a focus as part of our next steps.

We will work to review current plans in place (including the Anti-Poverty Strategy, the Health and Wellbeing plan, the Integrated Communities work, and all other related work) to create healthier, fairer and more resilient communities.

This work will be cross cutting and with partners and link to the Health and Social Care inequalities and income equalities in order to identify short and medium term actions that need to be escalated and put in place across all partnerships.

In the next 6 months, we will accelerate work to make the case of creating an Act Early institute that will build on the work of Born in Bradford and help to create a national centre of excellence on what works in early years' investment and health inequalities.

### **Child Friendly District**

As the UK's youngest city, we outlined our ambition and initial plan to bid for UNICEF Child Friendly Status at the Executive meeting in January 2020. As a result of the COVID 19 pandemic our need to take a child centred approach to everything we do has intensified. Evidence suggests that COVID 19 crisis has and will have a disproportionate impact on the wider economic and social outcomes of children and young people.

Our initial meeting with UNICEF at the end of March 2020 (during the lockdown) had to be delayed and we are looking to delay the process until next year. We will be looking to ensure that all of our recovery work and related engagement is children centred.

### **Connectivity and Infrastructure**

We will continue to work to deliver our ambitions on ensuring that Bradford District, its businesses and its people have the opportunity to thrive by improving connectivity and investing in our infrastructure.

Our work will ensure we have a strong case to make the most for the district from national projects (such as Northern Powerhouse Rail), Regional Projects (such as making the most of the upcoming devolution deal and the additional funds for the overall region for transport and infrastructure) and our local investment including in the City Centre (through the development of markets, TCF and projects such as One City Park, Shipley and Keighley Stronger Towns work).

### **Sustainable development and climate emergency**

Locally and nationally there is recognition that the scale of the economic damage of the Covid-19 crisis requires unprecedented government intervention to prevent an economic depression. Measures already taken, such as the Coronavirus Job Retention Scheme, will add hundreds of billions of pounds to national debt. There are indications that austerity will not automatically follow, rather that further substantial national

investment will be made to stimulate the economy. Locally, we should prepare to make the case for investments in infrastructure that underpin the sustainable development action plan, and anticipate that the opportunities may go unevenly to those who have approvable plans ready for near-term implementation.

Where decision-making is local, such as where to spend funds allocated for recovery, the potential of these funds to support and accelerate Sustainable Development Action Plan priorities should be assessed, and used to prioritise. Further, identifying opportunities for leveraging spend from various streams – public and private - to create local competitive advantage for sustainable and inclusive growth must become a strength in strategic planning. One example might be a skills and training investment that makes the District more attractive as a location for ‘green’ businesses which will be successful and resilient in an uncertain and resource-constrained future. It will be important to have a ‘play book’ of such opportunities available for funding decisions which will be made over the remainder of 2020 and into the following financial year at national, regional and local levels.

### **Culture Strategy/ City of Culture**

Work will continue on the development of a cultural strategy for the Bradford District in support of the City of Culture 2025 bid and prioritising the significant opportunities not just for the arts sector but also for the District’s heritage and screen sectors. The work will co-ordinate three pieces of activity – Culture is our plan - to ensure we see and hear art and culture beyond our cultural institutions, the Screen Strategy and the Heritage Strategy which will include a review of Museums and Galleries Services.

Public engagement with people and communities will ensure that the strategy is created with the people of Bradford District. The process will build the capacity and capability of people across the district, guarantee a locally owned and led narrative that is distinctive and different, demonstrate the District’s commitment to the cultural sector and grow the cultural sector’s confidence and its capacity to participate in and steer the future narratives. Specific tasks in the coming six months include:

- Converting BCC Ltd to charitable trust status.
- Growing Board membership to achieve charitable status requirements.
- Creation of district-wide reference/advisory groups from September 2020 covering Engagement & Inclusion, Programme, Research & Activation.
- Recruitment of fixed-term bid staff and commissioning of bid research.
- Re-starting fundraising, post Covid-19 for bid period and delivery.
- Programme of community-wide & school’s consultation.
- Ongoing PR, social media growth and digital marketing activities.

## Appendix D SCENARIOS FOR THE FUTURE

There is a huge level of uncertainty about the future. Whatever approach we take as a district needs to be resilient to changes in the future rate of COVID, if/when a vaccine or treatment for COVID will be available, availability of testing and PPE and effectiveness of track and tracing and the national Government's approach to changing the lockdown measures. This in turn will have operational, social, economic and environmental implications for our district as well as on the amount of funding we have available to deliver on our priorities.

The current planning assumption is that there will be a number of phases to go through:

- **Phase One: Living with COVID:** Which includes an initial period when we ease from lockdown followed by a period where the risk of contracting COVID remains in the district and the council and district will need to operate within social distancing guidance to limit the spread of the virus. In this phase we will need to support our employees, residents and businesses to adapt and to function as effectively as possible.
- **Phase two - Building a better future:** Where measures including the availability of a vaccine or treatment significantly reduces the threat of COVID to the extent that people and businesses will no longer need to exercise social distancing and control measures.

It is impossible to predict the timescales for these two phases. For the purposes of this report, we are looking at the first six months of phase one. To assist planning, a best and worst case scenario has been developed. The key aspects of these are outlined below.

### Potential best and worst case scenarios

	Phase one: May 2020 – Autumn 2021	Phase two – (Autumn 21 – 2024)
Better case: Gradual and sustained	<ul style="list-style-type: none"> <li>-Government gradually releases lockdown/ begins to open schools and people return to work.</li> <li>- Track and trace implemented</li> <li>-Restrictions in place to maintain social distancing and PPE and testing is available in sufficient quantities-- reinfection rate controlled to be below 1.and no further full scale lockdowns required.</li> <li>-Some sectors may not reopen and some vulnerable people will need to stay in lockdown for the duration.</li> </ul>	<ul style="list-style-type: none"> <li>-Vaccine developed by 2021 and is implemented and distributed.</li> <li>- Large impact on public finances not previously seen in peacetime. Focus of government and local policy will be on the resurgence/ renewal in a post COVID world (in WYCA under a new elected mayor).</li> <li>- National focus likely to be on climate emergency, regional imbalances and Brexit.</li> <li>- Potential change in health and social care model.</li> </ul>
Worse case: Uncertain and volatile	<ul style="list-style-type: none"> <li>-Measures (and compliance) to release lockdown are ineffective and there is not sufficient availability of PPE and testing.</li> <li>-Reinfection rate is above 1 and further lockdowns required.</li> <li>Impact on business uncertainty and knock on impact on jobs. This will be more severe amongst poorer households.</li> <li>- Relaxation of lockdown for some and not others undermine consent and compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Vaccine not developed by 2021 or is not fully implemented and distributed at this point.</li> <li>-Continuation of lockdown measures for longer with a more severe impact on LG and national finances, social factors and the economy.</li> <li>- :Loss of trust/consent in democratic processes.</li> </ul>

## **Appendix E – lessons learned.**

There are a number of lessons from the way in which the Council and its partners have managed the immediate crisis that will inform our future approach to establishing priority outcomes and the evidence base for “what works”:

### **Health and Social Care**

- **Enhancing community resilience** - development and implementation of multi-disciplinary community hubs and bespoke infrastructure to empower communities to take a more proactive approach and build a positive relationship with public and voluntary sector agencies to address inequalities.
- **Health and Social Care demand** management including reducing demand for statutory children’s social care services. – this will include enhancing Living Well provision, Social Care Prevention, and early intervention; further develop the new operating model for children’s social care. Improve the quality of social work practice.
- **Reducing abuse** and neglect across Bradford District.
- **Minimising dependency** for staff and community hub support for shopping
- **Reviewing and developing a more radical day care** provision building on the COVID-19 response learnt on putting in place other support measures.

### **Supporting Communities**

- **Finding effective means to combat social isolation** - Effective solution for connecting people to one another when they do not have family and friendship groups to develop and maintain social interaction
- **Providing an attractive** and litter free environment for public recreation.
- **Providing a safe environment** for staff to work and citizens to participate in the formal and informal recreational activities available across the district.
- **Food Banks.** Maintain support to the districts food bank and street food providers to allow them to meet the existing and any emerging needs of the district.
- **Reducing dependency** on high cost lenders.

### **Supporting Business and Workforce Resilience**

- **Developing a shared plan for skills development** to meet the needs of business and connect residents to work.
- **Advice and guidance** to businesses on COVID safe and COVID secure operation communicated to residents.
- **Developing an Economic Recovery Plan** in conjunction with WYCA and the Economic Partnership.
- **Enhanced business** and enterprise support and employment support for those made redundant.
- **Re-animating our city**, town and district centres.
- **Continued delivery of capital schemes** to support housing and economic recovery. Infrastructure investment through existing programmes and the Devolution Deal.
- **Maximising the** benefits of devolution and stronger towns funding.

### **Keep Essential Services**

- **Building on current working** arrangements to create a more flexible working environment that will attract and retain talent and encourage high-calibre people to join the Council. Develop inclusive employer brand and recruitment processes to aid talent attraction and retention.
- **Flexible working** approach and review terms and conditions
- **Delivery of transformation** programme
- **Review of budget** decisions to invest in appropriate asset base.
- **Sustainable medium-term financial planning** – allowing the investment in Bradford that will result in economic growth
- **Council contributions** to the Climate Change agenda
- **Improving health** outcomes for staff through different approaches to working
- **Sustained focus on mental health** and the impact of health and wellbeing offer.
- **Deliver in different ways**, extended reach across employee groups. Focus on prevention and early help rather than the treatment of ill health

### **Keep People Informed**

- **To try to promote examples of positive behaviour change** that have emerged through living with COVID 19 and accelerate further change.