

Warwickshire Local Outbreak Management Plan



North Warwickshire
Borough Council



LOCAL OUTBREAK MANAGEMENT PLAN

Warwickshire County Council

TEST AND TRACE NATIONAL PROGRAMME

DOCUMENT HISTORY

VERSION	DATE CHANGE	EDITOR	COMMENTS
1	19th June 2020	Nadia Inglis	
2	23rd June 2020	Nadia Inglis	Incorporated comments from legal services WCC
3	25th June 2020	Nadia Inglis	Minor amendments
4	10th August 2020	Seb Baugh	Amendments to reflect changes since June
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Introduction

In June 2020, Local Authorities were required to develop localised COVID-19 “outbreak control plans”. These plans outlined measures that local partnerships would take to identify and contain outbreaks and to protect the public’s health within geographical areas. Local Directors of Public Health (DPH) were responsible for defining these measures and producing the plans, working with Public Health England’s local Health Protection Teams.

Eleven Local Authority Beacons were selected to work with national leaders to rapidly develop and test Outbreak Control Plans at a local level. This entailed identifying common themes, sharing best practice; innovating to develop faster approaches to testing and tracing, and identifying opportunities to scale the programme rapidly. Warwickshire remains the Lead Authority for the Coventry, Solihull, and Warwickshire (CSW) Beacon, working closely with the NHS, Public Health England (PHE), and alongside District and Borough Councils in Warwickshire

and the West Midlands Combined Authority (WMCA). The overarching CSW outbreak plan, published in June 2020, can be found on the Stay Safe CSW Beacon website:

<https://staysafecsw.info/>

This updated Local Outbreak Management Plan for Warwickshire covers progress to date in Warwickshire in managing COVID-19 outbreaks in a variety of settings, as well as focusing on new and emerging challenges and opportunities related to Variants of Concern (VOC), surge testing, ongoing enhancements to our contact tracing offer, the vaccination programme and thinking about how we plan to “live with COVID-19”. This plan will continue to support the effective delivery of the original CSW COVID-19 outbreak management plan aims and is designed to be a live document, underpinned by a range of workstreams. Our key new areas of focus will be underpinned by new programme plans to supplement plans in place for existing workstreams.

Aims of the local Outbreak Management Plan

- Reduce the number of community cases to zero in the shortest time possible
- Reduce the impact of COVID-19 on the most vulnerable.

Key themes of Outbreak Control

The Department of Health & Social Care (DHSC) and the Local Government Association (LGA) originally identified seven key critical themes in outbreak plans for this phase of the pandemic:

THEME 1: Care homes and schools.

THEME 2: Identification of high-risk places, locations, and communities.

THEME 3: Local testing capacity.

THEME 4: Local contact tracing.

THEME 5: Data and integration.

THEME 6: Vulnerable people.

THEME 7: Local Boards.

The focus of the refresh is to update the position and plans in place which address the above themes, but with an additional focus on:

THEME 8: Variants of Concern and surge testing

THEME 9: Areas of enduring transmission








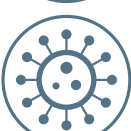
THEME 10: Enhanced contact tracing

THEME 11: Vaccination uptake

THEME 12: Living with COVID-19

CSW and Warwickshire Outbreak Plan priorities

From the above themes, an additional two key priorities have been added to the original eight published in June 2020 for Warwickshire, with the remaining additional themes featuring under the original priorities. The refreshed key priorities are highlighted in the table below:

	Community engagement to build trust and participation	
	Preventing infection (including enduring transmission)	
	High risk settings and communities	
	Vulnerable People	
	Testing (including Variants of Concern response and surge testing)	
	Contact tracing	
	Data: dynamic surveillance and integration	
	Vaccination uptake	
	Deployment of capabilities (Enforcement)	
	Living with COVID-19	

Outbreak Plan Priorities - Progress to Date

COMMUNITY ENGAGEMENT TO BUILD TRUST AND PARTICIPATION

- Creation of the Coventry, Solihull, and Warwickshire – staysafecsw.info which signposts to the outbreak control plan, a public data dashboard and communication resources including translation materials
- Regular videos from Director of Public Health for the public to provide updates on latest COVID-19 messages - translated by faith/community leaders to share with communities across Warwickshire
- Outdoor, radio, social media advertising (with 10.7m reaches for 'Do the Right Thing' campaign)
- Development of a weekly community engagement pack, including the latest information on prevention, testing and vaccinations which community engagement partners share across their platforms
- Delivery of key projects including – creation of a COVID-19 Community Champion programme for adults (young peoples' programme in development) – with 92 Champions trained (24% BAME community), funding for community and voluntary sector organisations working with vulnerable groups (including older people, LGBTQ+ and BAME communities) to help disseminate tailored prevention messages within communities and provide local feedback
- Behavioural insights work programme with Warwick University to ensure messages are effective in promoting behaviour change
- Guidance and information booklets printed and delivered to each household in Warwickshire



PREVENTING INFECTION & HIGH-RISK SETTINGS AND COMMUNITIES

- Public Health acute response established in February 2020, and response continues to deal with queries, complaints, and cases/outbreaks of COVID-19
- 464 incident meetings held since the beginning of local authority led outbreak management work at end of May 2020
- 1,623 outbreaks responded to since June 2020
- New COVID-19 prevention and response team established – multi-disciplinary team of public health, regulatory services, community engagement and business intelligence officers
- 2,256 family and 800 adult hampers delivered weekly in the first lockdown
- 700 Free school meal hampers distributed in school holidays
- 3,172 pupils enabled to learn from home through deployment of laptops
- 181 rough sleepers supported into housing through the "Everyone in" Programme
- Community Nursing Team vaccinated approx. 153 homeless individuals (ongoing)
- 50 marshals/wardens operating in Warwick, Rugby & Nuneaton
- Inspections of COVID-Secure measures in public facing venues, visits, and re-visits (where required) completed for supermarkets and convenience stores, and in progress for DIY stores



VULNERABLE PEOPLE

- Shielding hub set up 30th March 2020 (support from volunteers and military planners) – distributed over 10,000 food parcels to vulnerable Warwickshire residents
- Over 5000 calls for support received and over 6000 calls made to vulnerable residents during the first lockdown to WCC Freephone Hotline, which continues to operate 7 days a week.
- 387 people transported to vaccination sites (continuing)
- 30 volunteers acting as befrienders to people who are clinically extremely vulnerable
- Wider support offers to people who are clinically extremely vulnerable have included a virtual library offer and befriending calls by voluntary groups including Warwickshire Vision Support and local Deaf Associations to prevent loneliness and support mental health and wellbeing
- Creative Care Commission: 8 arts-based projects implemented to reduce isolation and support positive wellbeing; reached 15,675 beneficiaries (485 direct participant-artist interventions; 10,000 activity packs distributed, >5,190 online engagements)



TESTING CAPACITY

- Outbreak Testing Service established for Coventry and Warwickshire
- 6 LFT test sites with total bookable capacity for 19,056 tests per week
- 113,157 LFT Tests carried out between December 2020 and February 2021
- 1 mobile LFT test site stood up for businesses
- 5 LFT Community Collect home test collection points, with more planned



CONTACT TRACING

- 7,306 people contacted (7,245 Backward Tracing, 61 Forward Tracing)



DATA: DYNAMIC SURVEILLANCE AND INTEGRATION

- Development of a wide range of intelligence products to support local decision making related to COVID-19 control
- New Incident and Outbreak case management system being implemented to link with National T&T System



DEPLOYMENT OF CAPABILITIES

- 247 volunteers recruited to support LFT Testing
- Additional support provided to 100 Voluntary, Community and Social Enterprise Organisations such as HR Training; Resilience
- Training; Community buildings training (including post lockdown re-opening)
- 1148 Fixed Penalty Notices issued (Mar 20 – Feb 21)



VACCINATION UPTAKE

- Vaccination programme progressing well, with high uptake in all District and Boroughs for older cohorts



LIVING WITH COVID-19

- Evolving programme of work for next phase



Outbreak Plan Priorities - The Plan

COMMUNITY ENGAGEMENT TO BUILD TRUST AND PARTICIPATION

- Reduce inequalities with regards to impact of COVID-19 as well as access to testing and vaccination uptake
- Establish a Community Engagement Fund for under-served communities
- Continue to evolve the communications programme and develop resources to support targeted messages and community engagement activities
- Build on relationships developed in communities during the pandemic to address wider health and wellbeing inequalities
- Maintain awareness of the impacts of the pandemic and restrictions within communities to help embed ongoing prevention measures and build on the support for others that has already been harnessed within communities
- Continue collaboration with local Mosques and places of worship to implement COVID-Secure measures and encourage vaccination and rapid tests among their congregations to enable safe worship



PREVENTING INFECTION & HIGH-RISK SETTINGS AND COMMUNITIES

- Continue to rapidly identify and manage outbreaks in a variety of settings, supporting the national Outbreak Identification and Rapid Response programme of work, working in partnership with PHE
- Further develop our hyper local response to outbreaks in areas of high incidence
- Tackle areas of enduring spread / impact on BAME communities
- Plan for the effective management of transition through the ease of lockdown
- Programme of webinars for workplaces/settings aligned to Roadmap (plan complete), beginning delivery from week commencing 22nd March, alongside ongoing support for care providers and schools to open safely
- Refresh events risk matrix to support roadmap
- Continue adapting and providing guidance to the full ranges of settings we are supporting
- Develop a transport offer for symptomatic positive cases within school/workplaces
- Develop sustainable support for care homes/settings
- Develop a county-wide co-ordinated approach to offer sustainable support for the homelessness community
- Evaluate response and share learning on an ongoing basis



VULNERABLE PEOPLE

- Continue support programme to allow individuals to self-isolate and support health and wellbeing
- Continue supporting digital inclusion through working with local businesses to source IT equipment which can be re-purposed to improve access to virtual support for people who are self-isolating or at increased risk from COVID-19
- On-going engagement with Voluntary and Community Sector Organisations, Community Leaders and Members to enable dissemination of messages by trusted community members working with vulnerable groups and understand experiences among specific communities/local geographies
- Expansion of Creative Care Commission's arts-based initiatives programmes to CEVs and CVs
- Extension of pharmacy delivery offer to CEV individuals and people self-isolating



TESTING CAPACITY

- Continue to develop our asymptomatic testing model to support access to testing and support lockdown easing, with goals focused on health inequality, community inclusion and fair access for those less likely to use digital channels
- Develop a 'surge test' response to Variants under Investigation/ Variants of Concern, linked with contact tracing response



CONTACT TRACING

- Further develop and enhance our contact tracing offer supplemented by a range of current and new data tools, including contact tracing response to new variants, and considering a proposed "local 0" approach
- Further develop collaboration with District and Boroughs and the Fire and Rescue service to increase home visits to people lost to follow up



DATA: DYNAMIC SURVEILLANCE AND INTEGRATION

- Continue to build on intelligence products to allow for swift outbreak management



DEPLOYMENT OF CAPABILITIES

- Roll out of a CSW Wide COVID-19 Business Pledge
- Provide an enhanced training offer to workplaces and support to SMEs
- Support workplaces to open safely through a dedicated work programme, and help to prevent future outbreaks through improving access to testing and appropriate enforcement action (where needed)
- Plan for winter response 2021



VACCINATION UPTAKE

- Supporting vaccination uptake and reducing inequalities through addressing barriers to access vaccination sites: bespoke support for booking vaccination appointments, additional community pharmacy site provision and development of a mobile/outreach offer for specific high-risk communities and in areas of low uptake

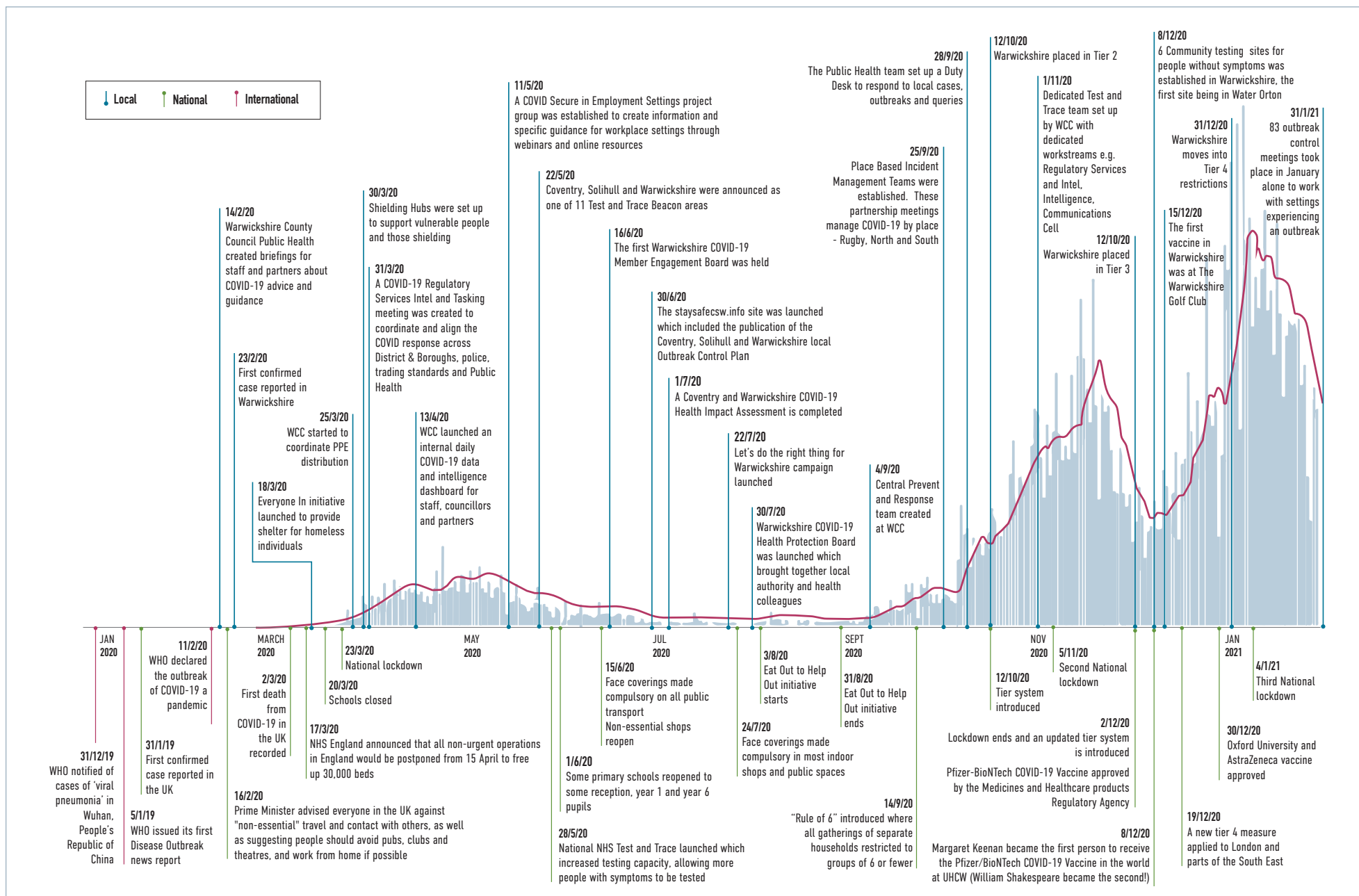


LIVING WITH COVID-19

- Engage with local communities to continue to explore and mitigate the on-going impact of the COVID-19 pandemic
- Further roll out and promotion of Long COVID support groups and self-help groups
- Increase mental health support and access; promote current services; consider options for specialised interventions for COVID survivors



Timeline of COVID-19 Rates in Warwickshire over time and local, national, and international response (DPH Annual Report 2020)



Structural arrangements for the Local Outbreak response

Please see Appendix 1 for detailed governance arrangements for the sub-region and for Warwickshire County Council respectively. Warwickshire County Council originally established the DPH chaired COVID-19 Health Protection Board, with responsibilities for developing, approving, and implementing the sub-regional outbreak plan, alongside this implementation plan.

As the pandemic progressed the COVID-19 Health Protection Board was replaced by three geographically focused Incident Management Team meetings (IMTs): North, South and Rugby, chaired by Chief Executive Officers of the District and Borough Councils. The IMTs use data analysis tailored to the three geographies relating to COVID-19 cases and outbreaks to help inform appropriate local responses. It is expected that the Health Protection Board will be re-established in the future, as the acute nature of the response subsides.

In addition to these core meetings, several workstreams and teams have been established locally, both formally and informally, focusing on educational

settings, workplaces, homeless communities, care and healthcare settings, communications and community engagement, supporting vulnerable people, testing strategy, and more recently related to vaccine inequality and surge testing planning.

A Warwickshire COVID-19 Member Engagement Board was established and continues to provide political oversight and a focus on community engagement. Board membership has been taken from the membership of the local Health and Wellbeing Board, plus other relevant partners who have a role in Health and Wellbeing.

Further, the Coventry, Solihull and Warwickshire Test and Trace Advisory Board continues to champion the activities of the Beacon Councils and have a role in engaging Members more widely.

Warwickshire and West Midlands Strategic Co-ordinating Group (membership including local authorities, the Police, Fire Service, NHS, PHE, Military, Utilities) also has overarching responsibility for wider emergency response co-ordination, e.g. of testing, PPE distribution, recovery plans.

Decision making and accountability

Local Boards

The Coventry, Solihull and Warwickshire Test and Trace Advisory Board, and Member-led engagement boards have a strategic oversight role. For Warwickshire County Council this oversight is provided by the Leader of the Council for the sub-regional board and the Portfolio Holder for Adult Social Care and Health for the Member-led engagement board.

Day to day decisions about outbreak response are made by the consultant leads (e.g. educational settings lead, workplace lead) within the remit of their role, working alongside PHE. The Director of Public Health retains overall responsibility for Health Protection decisions in an outbreak response, working alongside PHE, with strategic outbreak control decisions being made by the Health Protection Board/the three geographically focused IMTs.

Any decisions relating to closure of settings are taken by the relevant partner agency in line with their own decision-making arrangements following consultation with Chief

Executive and DPH at Warwickshire County Council. These decisions are also taken with the advice of PHE as necessary. Decisions regarding wider lockdown within communities are taken at Chief Executive/Member level, working with PHE and Government.

Terms of Reference for the Member Engagement Board and Health Protection Board can be found [here](#) and [here](#).

National Framework to Support Local Outbreak response

The **COVID-19 contain framework** was updated on 18th March 2021, and sets out how national and regional and local partners will work together to prevent, contain and manage outbreaks. This framework is in the process of being updated to reflect the evolving landscape and changes in the nature of the response needed to support the next phase of the pandemic response, and the Government's **roadmap to exit lockdown**.

Outbreak Control and Response Partners

Working Arrangements

The overarching operational response arrangements are described in the original Coventry, Solihull, and Warwickshire (CSW) Local Outbreak Control Plan. <https://www.staysafecsw.info/home/plan-1/1>.

Given the need for a sustained and comprehensive local response to the pandemic, a COVID-19 Prevention and Response (CPR) Team was recruited consisting of public health, community support, business intelligence and regulatory services professionals, also providing additional capacity to CCG Infection Control teams. The regulatory team work particularly closely with local authority environmental health colleagues in the management of workplace local outbreaks and in a range of proactive work programmes to prevent outbreaks.

Public health, environmental health, regulatory services, and infection control teams have been responsible for investigation of outbreaks and holding specific site outbreak IMTs to offer key advice and practical support in outbreak management. Intelligence to support this work comes from PHE reported outbreaks, individual level data from the national contact tracing system (CTAS) and local contact tracing teams, as well as local intelligence from the three geographical IMTs. Notifications of complex cases and outbreaks come to the single point of contact (SPOC) at Warwickshire County Council (both in and out of hours).

The SPOC duty desk is staffed by

public health principals, recruited to help manage the high demand, as well as business intelligence analysts, with public health consultant oversight, and consultant cover over the weekend (this model is being reviewed as the team is being expanded with a view to having a two tier on call system). All emails sent to the SPOC are triaged, risk assessed (with appropriate actions taken) and then fielded as appropriate to the correct workstream leads and teams for ongoing response. A central database has also been created to keep track of cases and outbreaks, which is currently being transitioned into a case management system.

The public health principals work alongside other members of the CPR team and wider partners to mobilise the core response working with a wide range of key internal partners in Education, Community Development, Social Care, Human Resources, Information Technology, Communications and Business Intelligence as well as with Environmental Health from the District and Borough Councils.

Public health consultants and other senior officers within the County and District and Borough Councils have been identified as workstream leads and are responsible for mounting operational responses to outbreaks in settings and drafting wider setting-specific plans that link to all the priority themes identified in the plan.

A Standard Operating Procedure (SOP) agreed between PHE and each local authority (LA), provides a framework

for working across PHE WM and public health structures in the LA, and also sets the scene for wider work with our Clinical Commissioning Groups and other relevant organisations for dealing with COVID-19 outbreaks in a variety of settings. The final version of the SOP can be found **here**. This has been superseded by an LA/PHE Prioritisation Framework which can be found **here**. The latter will also be reviewed in the light of the national roadmap.

On 20th August 2020, a **multi-partner event** took place to stress test the Warwickshire Outbreak Plan. Learning from this event can be found **here** and **here**. Further, a planning event took place on 19th March 2021 to support surge testing planning in each of the three local authorities, should we need to respond urgently to identified new variant cases.

Community Engagement to build trust and participation



A local communications plan was created to prevent and reduce the transmission of COVID-19. 'Let's do the right thing' was created in Warwickshire in July 2020.

**let's do the
right thing
for Warwickshire**

The sustained aim of the campaign is to raise awareness around the simple things people can do to stop the spread of the virus and to bring communities together and promote an understanding of the importance of the role they play. The campaign is delivered at local level. District and Borough Councils have ownership of the campaign and act as ambassadors for their community. Key to the campaign is the message that everybody needs to play their part and do the right thing for themselves, their friends and family, neighbours, and their communities.

The campaign continues to evolve and is updated regularly to ensure it reflects current Government guidance, with a focus on promoting the importance of adherence to the full range of non-pharmaceutical interventions, as well as now promoting uptake of the COVID-19 vaccine.

The campaign currently encompasses the key messages:

- Hands
- Face
- Space
- ventilate
- If you have symptoms, self-isolate and an NHS test
- If you are out regularly to work, school etc, participate in community lateral flow testing
- If you are invited to book a vaccine, please book

Key completed and ongoing activities include:

- Creation of the **CSW website** – staysafecsw.info which signposts to the outbreak control plan and all the communications resources including translated materials
- Regular videos from Director of Public Health for the public to provide updates on latest COVID-19 messages. <https://www.youtube.com/user/WarwickshireCountyC/videos>. These are then translated by faith/community leaders to share with communities across Warwickshire
- Outdoor, radio, social media advertising
- Weekly communications packs to partners and community champions across the system
- Behavioural insights work programme with Warwick University to ensure messages are effective in promoting behaviour change
- Commissioning of YouGov to engage with public

- Guidance and information booklets printed and delivered to each household in Warwickshire
- Dedicated pages on the WCC website with latest guidance, information on testing and signposting to national resources

A 'Road Map out of Lockdown' Marketing and Communications plan has also been created to ensure we are engaging with our communities effectively at every step.

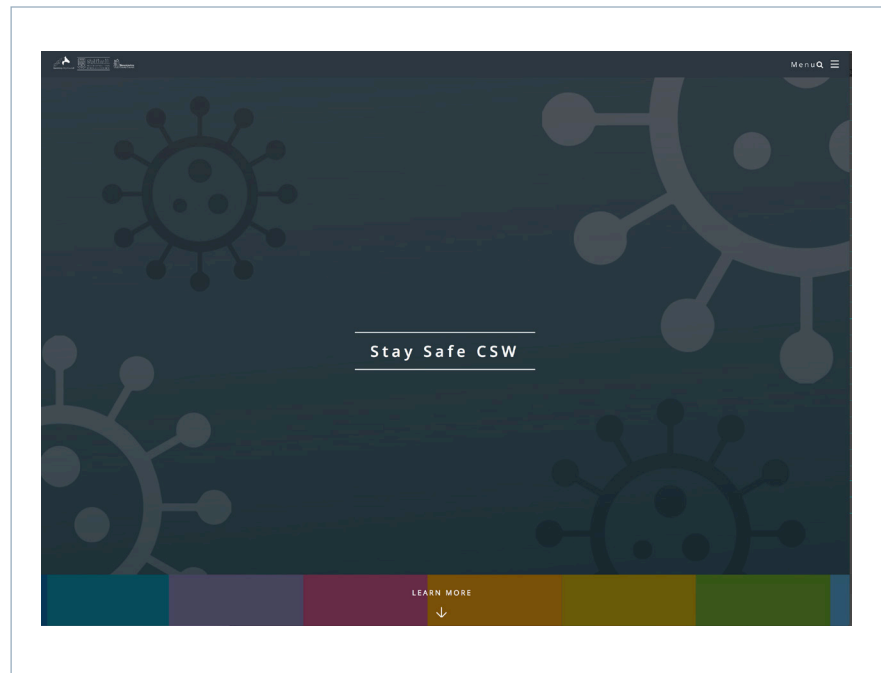
Key activities include:

- Expanding outdoor activities
- Targeted communications for vulnerable groups
- Communication engagement packs
- Media activities
- Arts-based initiatives to build community awareness of the impact of the pandemic, maintain community-based support and promote vaccinations

A Warwickshire community engagement work programme is now firmly established, and two dedicated community engagement officers have been recruited to support delivery of the work programme, which includes a wide range of partners. This includes:

- Fortnightly communication engagement meetings with partners across voluntary and community sector, District and Boroughs, NHS, County Council and Healthwatch to enable us to effectively engage with our communities and receive feedback from communities to inform our work programme. Two sub-groups have also been established to focus specifically on young people and people from Black, Asian, and Minority Ethnic (BAME) communities

■ CSW Stay Safe Microsite brings together resources and information



- Development and distribution of a weekly community engagement pack, which includes all the latest information on prevention, testing and vaccinations to empower community engagement partners to share across their platforms
- A number of key projects including creation of a COVID-19 community champion programme for adults (young peoples' programme in development), funding community and voluntary sector organisations to help disseminate prevention messages within communities and provide local feedback, engaging school age children with activities around staying safe; building on local engagement routes established through the pandemic period to promote health and wellbeing and reduce health inequalities

Governance

A weekly data and intelligence meeting has been established to ensure the communications and community engagement work programme is intelligence-led. A bi-weekly communications cell oversees the programme of delivery for the campaign. All communications and community engagement work is fed directly into the three weekly geographically focused place based IMTs for Warwickshire North, Rugby, and South Warwickshire.

Evolving Programme of work

As Government strategy evolves, we adapt and refocus communications. Current examples include promotion of our lateral flow testing offer, to encourage and prioritise attendance for twice-weekly testing. An example of this approach is the phasing of testing communications messages related to the unlocking of the business sectors between now and June 2021. We are also reviewing collaborative testing opportunities to align with upcoming faith celebrations, to contribute to a plan to contain transmission amongst celebrants.

As part of the ongoing communication strategy, messages will continue to be promoted around both non-pharmaceutical interventions and the vaccination programme.

NHS partners, EQuIP (Equalities and Inclusion Partnership) and Warwickshire County Council have worked together to create a series of videos about the COVID-19 vaccine. The videos have been translated by local

community leaders and are all available on the YouTube playlist **Vaccine information in a range of languages**.

Materials available in alternative formats (both national and local resources)

- COVID-19 vaccination guides for older adults are available in a range of languages. Click here to **view them**
 - o The languages include Albanian, Arabic, Bengali, Chinese, Farsi, Gujarati, Hindi, Nepali, Polish, Punjabi, Romanian, Somali, Spanish, Tagalog and Turkish
- An easy read guide to the vaccine produced by Mencap is **available here**
- A full list of leaflets available about the COVID-19 vaccine is **available here**
- Translated communications materials from Doctors of the World can be found here: **<https://www.doctorsoftheworld.org.uk/translated-health-information/>**
- YouTube video encouraging people from BAME communities to have the vaccine: **https://youtu.be/eeLBtBEXM_U**
- Nuneaton and Bedworth community video **<https://www.coventrytelegraph.net/in-your-area/nuneatons-bame-community-unite-spread-19757497>**
- Information from BBC translated into 5 South Asian languages:
 - o **Lockdown rules explained**
 - o **Test and trace**
 - o **Vaccine explainer**
 - o **Vaccine Q&A**
 - o **Vaccine myths busting**
 - o **Information on vaccine scams**

Preventing infection and high-risk settings and communities



Local authorities, at County and District & Borough level, alongside NHS and PHE colleagues, have been working to support a range of settings throughout the course of the pandemic (schools, early years settings, care settings, workplaces, residential settings for homeless communities, universities, healthcare settings). Partnership/response groups are in place for all these types of settings. This support has been provided 7 days a week from both public health and infection control CCG teams. We have prioritised early intervention to mitigate the impact of COVID-19, acting on single cases in high risk settings, and otherwise investigating settings where two or more cases have been reported, either directly to us, or identified through our intelligence activities - employers of cases are analysed on a daily basis as part of this early response - using both national datasets (CTAS) and local backward contact tracing intelligence (see Data and Intelligence Chapter).

This activity will continue, albeit the focus of the work will change, as schools and workplaces reopen, as well as a range of wider settings. We have adapted our advice and activities as we have seen the nature of transmission change, such as with the advent of the new Kent COVID-19 variant and are well set up to support the national Outbreak Identification and Rapid response workstream. Prevention of the spread of disease, alongside minimising the unintended consequences of actions to reduce spread, is at the core of all activity and work streams. This includes physical/organisational measures

for maintaining appropriate distance between people and infection control advice and training, as well as ensuring our local settings and workplaces are equipped to support effective contact tracing and isolation, and that the “human/behavioural element” of COVID-19 security is considered at all times. Critically, we will continue to focus on health inequalities as part of our preventative approach, addressing the findings of the PHE disparities review, and subsequent emergent evidence related to the experience of both BAME communities, and communities living in more deprived areas, during COVID-19.

Warwickshire County Council has processes in place to enable settings to notify us directly of any outbreaks. This also includes reporting of single cases in high risk settings. There are a range of examples of good partnership work undertaken to support high-risk settings in managing risk and preventing outbreaks (e.g. migrant workers in seasonal agricultural work (additional complexity noted for this work in 2021), and more recently a focus on supermarket settings and plans for additional work with vaccination sites). Further, an events risk matrix has been developed and will be refreshed to support safe event management going forward.

Local authorities in Warwickshire (upper and lower tier) continue to work with local PHE teams to support complex cases and outbreak management, including advising on closing and reopening care homes,

schools, and workplaces, and the issue of improvement notices where needed. The leadership for incidents is currently governed by a PHE/LA prioritisation matrix, with the LA taking the lead on incidents in schools, early years settings, settings for vulnerable communities, care homes, universities, and workplaces. PHE leads on hospital settings, blue light services and prisons alongside new variant work. The prioritisation matrix is due to be reviewed.

Workstreams focusing on each of the settings ensure that responding partners have the following in place, with an increasing focus on upskilling of leaders of the settings themselves.

- Action cards/guidance regarding key processes to be followed day to day and in case of outbreaks (including robust contact tracing, isolation, cleaning, and testing protocols)
- Plans for likely potential scenarios and the required response
- Risk management and escalation processes (to include trigger points)
- Monitoring and evaluation arrangements

We maintain a flexible and intelligence led approach to response. The intelligence we gather through outbreak investigation and management, community engagement, enforcement/inspection activity, as well as through the suite of data products that have been developed specifically to support hyper-local responses to outbreaks. This means we can respond effectively to rapid rises in incidence in particular areas, whether these rises be transient or lead to more enduring transmission. Resource allocation also considers the disparities in health we have across the County.

Care Settings

Outbreaks in care settings have been jointly managed by a collaborative team consisting of CCG, care homes infection control nurses, care commissioning and quality teams, alongside Local Authority Public Health. We have jointly developed a wide range of local guidance (related to PPE, infection control, testing), provided support around outbreak prevention and control through training and educational sessions, as well as promoting system-wide collaboration at the interface of our local hospitals and the community. We have commissioned capacity not only to provide dedicated beds for COVID-19 positive patients in the community, but also for those who have been exposed to COVID-19 in a hospital setting, where it would be high risk for them to return to a care home setting.

As a multi-disciplinary team, we have provided intensive outbreak support to settings 7 days a week, flexing our approaches to the nature of the setting, and as the transmission characteristics of the predominant viral strains have changed.

Schools, early years and other educational settings

Public Health began supporting the Education COVID-19 response from May 2020, initially advising on outbreaks, and providing guidance. A comprehensive Toolkit was created in August 2020 and webinars set up to brief educational settings on current guidance as schools were due to return. The Toolkit includes guidance on seating plans in schools, lunch and break time mixing, cleaning, use of

PPE, self-isolation Q&A, flowcharts on actions for isolation and close contacts, supporting children who become unwell, cases on school buses and letters to parents when self-isolations were required. It was also used by other Local Authorities in the Region.

A weekly Head Teacher Briefing is the main source of advice and guidance, as well as a range of supplementary communications (Q&As and education newsletter).

Cases were often complex, with calls being received over a timespan of up to 17 hours on any particular day. It was key to act outside of school hours to ensure that actions were taken prior to the next school day

In October 2020 due to the number of schools reporting cases – the 'Education Corona Team' was created to help schools and create capacity to support outbreaks. Early Years Advisors and The School Improvement Service have provided advice and guidance regarding school formal processes for managing school outbreaks and school closures.

The Toolkit has been updated twice further to reflect changes in national guidance and advising on key areas. Further, when looking at the numbers of settings supported with cases and outbreaks at the peak, as many as 70 different settings were reporting at least one case. During the latest peak, there were 100 cases in pupils and staff reported in education settings, with a 7-day rolling average of 40 cases per day.

In 2020, on average there have been more pupil cases than teacher cases. The opposite has been noted in the first two months of 2021 – while there has been limited attendance in school.

Both primary and secondary schools experienced a peak at the end of

October 2020, with higher numbers of cases being reported in senior schools. From mid-December early years settings such as nurseries and childminders were reporting more cases, with Warwickshire's first closures of nursery settings.

Workplaces

Given the wide variety and large number of workplaces across the County there have been many outbreaks associated with workplaces, and hence there are several prevention workstreams in place.

To manage and prevent COVID-19 in workplace settings, collaborative working groups were established involving membership from local authorities and other organisations.

As part of workplace outbreak prevention work, a bi-weekly COVID-19 Regulatory Services Intelligence and Tasking meeting was established in March 2020 to coordinate and align the COVID-19 response across District and Borough councils, Police, Trading Standards and Public Health. The Group discusses local intelligence around a wide variety of different workplaces including offices, retail, close contact services and hospitality so as to work on any complaints received from the public, and to coordinate responses for any enforcement or education activity. This ensures a coordinated response and early intervention to reduce risks of transmission in these settings. The Group has also been responsible for the creation of an Events and Festivals risk scoring matrix to allow for events to take place safely if permitted.

In May 2020 a COVID-19 'Secure in Employment' project group was established to create

information and specific guidance for workplace settings through webinars and online resources (<https://www.warwickshire.gov.uk/coronavirusbacktoworkguidance>). Membership includes Council service team - Economy and Skills, Public Health, Trading Standards, the Police and Fire and Rescue. Webinars are specific in nature, addressing COVID security in specific employment sectors such as retail and hospitality. Webinars were also created to advise on safety at specific events such as Remembrance Sunday and Events at Christmas.

Workplace outbreak management is locally coordinated and overseen by the relevant public health consultant alongside public health principals, regulatory services colleagues, and other relevant bodies. There is a workplace toolkit which has been created to outline processes that need to be undertaken to manage an outbreak in the workplace including:

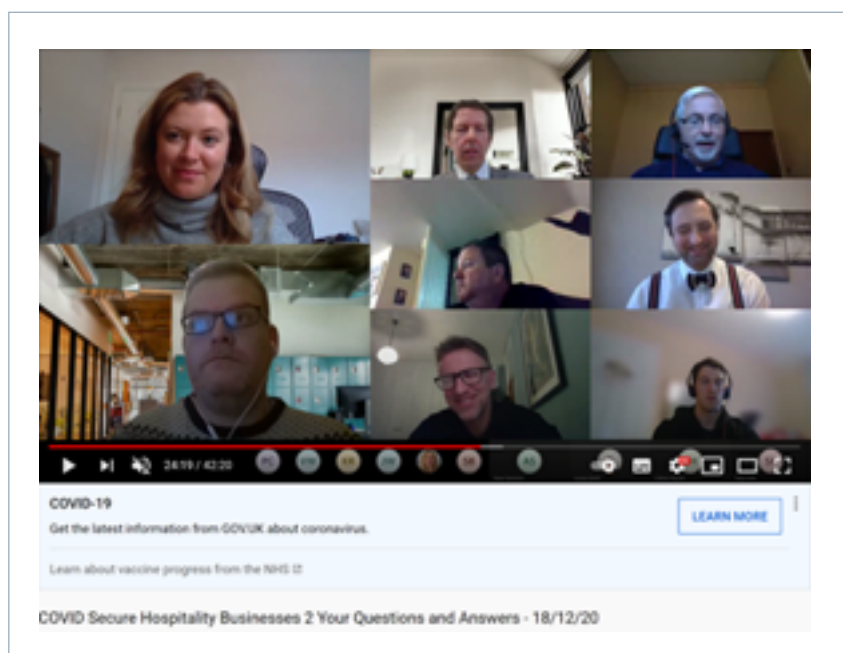
- Workplace checklists and case trackers
- Uploading to central database
- Coordination of IMTs

Homelessness

The first 'Homelessness COVID-19' response meeting was held on the 13th March 2020. The meetings have continued weekly between Warwickshire County Council and the Heads of Housing from each of the five District and Borough Councils within Warwickshire.

The Group has put in measures to coordinate the response. This included setting up a single point of contact for frontline services to report symptomatic homeless individuals to Warwickshire County Council Public Health. This allows earlier action to take

Secure in Employment Settings Webinar



place to reduce the risk of spread. A standard operating procedure has been developed which outlines how agencies should co-ordinate, and how people can be provided with food or prescriptions to support them to self-isolate, as well as how to carry out testing and conduct contact tracing. The point of contact was later integrated into the overall public health response.

The Group has played a key role in the roll out of the vaccine to vulnerable homeless individuals within Warwickshire. It also identified frontline staff working with vulnerable people to receive the vaccine. This planning will continue to ensure that individuals receive the second dose of the vaccine

In addition, the meetings have helped to ensure a good connection back to commissioned services in place to support the homeless population and develop that offer, as well as developing advice for accommodation providers and other public and voluntary sector organisations providing support.

Actions have included:

- Public Health guidance has been written for all settings accommodating people that were previously homeless. This provides advice on matters such as self-isolation, social distancing, PPE, and cleaning
- Public Health Warwickshire has developed a Standard Operating Procedure (SOP) which describes the process and associated actions that need to be taken if someone who is or has previously slept rough, develops COVID 19 symptoms. This SOP alerts other support providers to their COVID CARE status and then a process of communication is activated, to enable providers to deploy an enhanced level of support to these individuals. Once someone has been identified as COVID CARE, they are monitored daily by the Community Nursing team
- Developed a dashboard, collating data from District and Borough Housing teams, to understand how many people, who were previously sleeping rough, have been accommodated under the 'everyone in' directive
- Worked with support services such as Change Grow Live (CGL), P3, Community Nursing and the voluntary and community sector are flexing their services to support/enable people to self-isolate
- Provision of food for people placed in temporary accommodation, during lockdown was provided by: - shielding hubs, B&B proprietors, or the voluntary and community sector
- Any particularly complex cases, whereby people were symptomatic and have alcohol/

drug dependencies, are discussed in virtual multidisciplinary team meetings to seek a coordinated approach to support

- Homeless Outreach Nurses are currently delivering the first dose of the COVID-19 vaccine to Warwickshire's homeless community. This is being delivered in conjunction with South Warwickshire Foundation Trust (SWFT), Coventry and Warwickshire Partnership Trust (CWPT), District & Borough councils and the community and voluntary sector

The Group will continue as part of the response to reduce the risk of COVID-19 to Warwickshire's homeless communities.

Healthcare Settings

PHE have taken a lead, alongside CCG infection control colleagues on supporting outbreaks in healthcare settings. However, Local Authority Public Health have taken a lead on some of these settings, such as those in primary care (GP practices, dentists, pharmacists) and healthcare settings in the independent sector. Support provided by PHE and Local Authority Public Health early in the pandemic to a local hospital outbreak generated a great deal of learning that was shared among the local trusts. There is also a weekly system-wide Infection control meeting that brings together infection control leads and Local Authority Public Health teams to discuss current issues, share good practice, and agree partnership approaches to certain infection control challenges.

Vulnerable people



A focus on vulnerable people and on intervention across the deprivation gradient remains critical, as there is a recognition of the differential impact of COVID-19 on our communities. This has included both proactive identification of communities where targeted prevention interventions would be beneficial (e.g. homeless population, victims of domestic abuse, minority ethnic communities) as well as targeted support to those who are self-isolating, either because they have COVID-19 symptoms, or because they are a close contact or household member of someone with symptoms or with a confirmed diagnosis of COVID-19.

Warwickshire County Council support for vulnerable residents and individuals who are Clinically Extremely Vulnerable, can be found on the below webpage.

- **Warwickshire County Council – Coronavirus: support for isolated, vulnerable residents**

This extensive shielding response has flexed over time to meet the needs of those most vulnerable during the next phase of the pandemic, i.e. those who need to self-isolate, or those who are unable to receive care/support, as the individual providing that support is

self-isolating. More recently, additional individuals have been identified as Clinically Extremely Vulnerable (CEV) and asked to shield, which has triggered the shielding response. Wider support offers to people who are CEV have included arts-based initiatives, a virtual library offer and befriending calls to support mental health and wellbeing.

In working with wider vulnerable groups, we have a range of statutory and voluntary sector partners who support some of our most vulnerable communities, both commissioned and non-commissioned services. We will continue to work with these partners through ongoing regular communications about national, sub-regional and local developments, and work with them directly to support the Community Engagement strand of work in this plan. We also have communication routes in place with places of worship and informal COVID-19 community support groups who have been providing practical support within their own neighbourhoods. Recently a range of COVID-19 community champions have also been trained, 24% of whom are from BAME groups (higher than the County average).

Testing

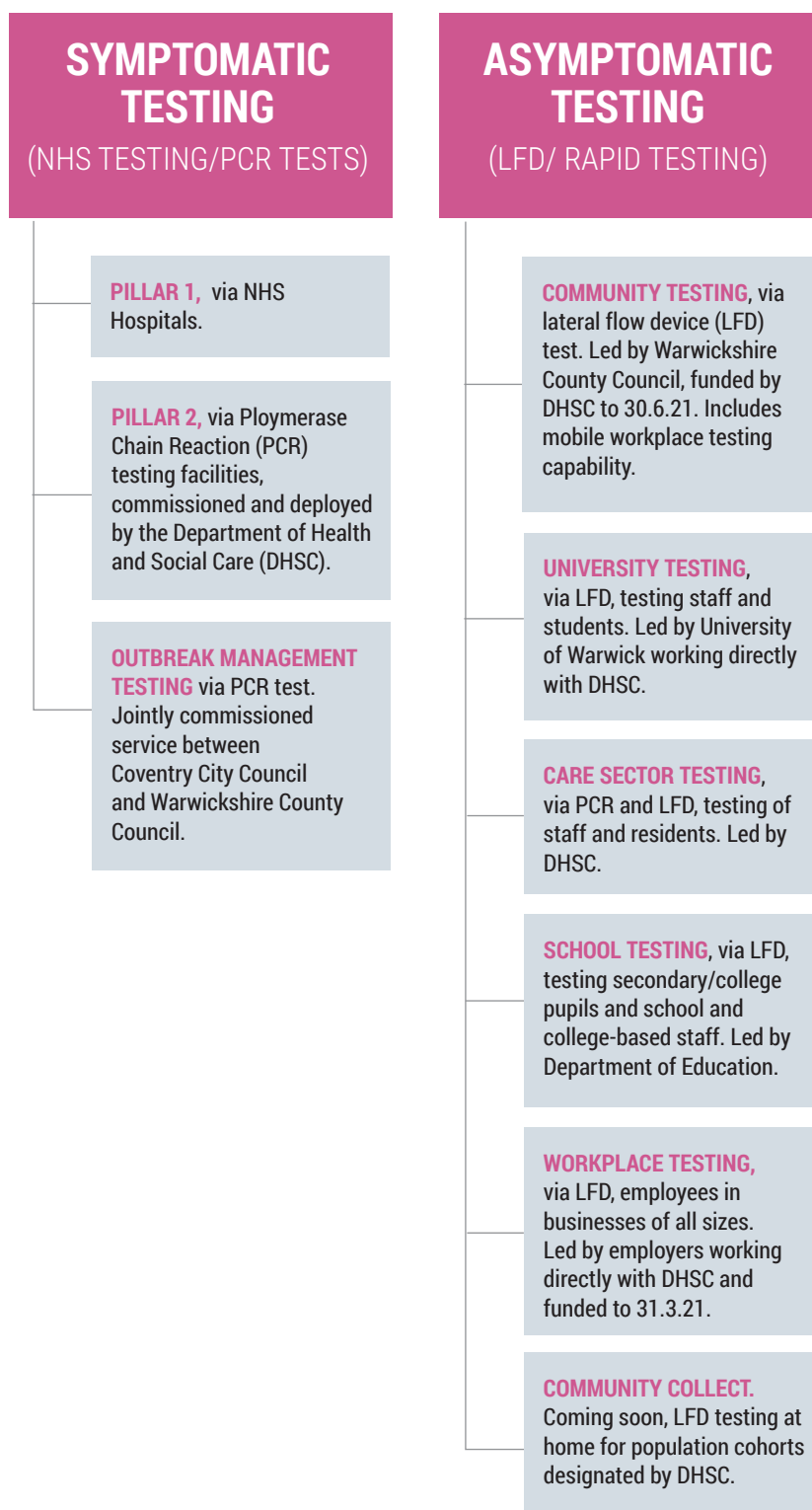


The testing landscape has seen rapid change in response to national policy, requiring flexibility in our testing strategy. The Warwickshire COVID-19 Testing Strategy was first produced by Public Health in November 2020. It is revisited weekly, to guide thinking around the expansion of testing as well as to direct testing communications. As other universal testing programmes come online the Testing Strategy will extend to encompass them.

The opposite graphic outlines the difference between symptomatic (using PCR/NHS tests) and asymptomatic (using LFDs or rapid tests). PCR tests are more sensitive than LFD tests and are therefore used for symptomatic testing and in outbreak situations (require swab tests to be sent to a laboratory). LFD tests are not able to “rule out” COVID-19 infection, but they can “rule in” infection and are used as a rapid tool (no laboratory processing required, and results read after 30 minutes) to identify positive cases in people who don’t have symptoms, who otherwise may not know they have the infection. Therefore, LFDs are used now extensively for case finding in asymptomatic individuals.

Our approach to testing is fluid by necessity, and our testing programme can pivot as appropriate in line with new directions set out by Government. We expect our longer-term testing goals to be based on health inequality, community inclusion, and fair access to services for those least likely to use the current digital access channels.

COVID-19 testing landscape in Warwickshire, March 2021



Symptomatic/Outbreak Testing (PCR/NHS testing)

There are 5 Local Test Services (LTS or walk-through) in Warwickshire that provide PCR Testing. There are 4 additional locations used by the Mobile Testing Unit to offer additional PCR testing capacity. In addition, the Regional Test Service (RTS) at the Ricoh Arena in Coventry offers PCR testing to Warwickshire residents. These services are all Government-led using test sites identified by Warwickshire partners. On 1st March 2021 the LTS sites dropped to half-time PCR testing, with the remaining time being used to distribute 'Community Collect' home testing LFDs (for families of children attending school or college).

A jointly commissioned outbreak management PCR testing service has been deployed effectively to test employees in workplace/school/care setting outbreak scenarios and has also provided some flexible testing capability to respond within 24 - 48 hours to situations as they have arisen. This service will continue to ensure we retain an ability to direct PCR testing at short notice.

Asymptomatic Testing (LFDs/rapid testing)

The asymptomatic testing landscape encompasses a blend of targeted testing programmes, with both Government and local authority leadership of particular strands. Government is stepping up direct testing arrangements with named sectors (care homes; universities; workplaces; schools) and is looking to local authorities to lead on asymptomatic testing of wider populations.

The Community Testing programme is our main asymptomatic testing offer and we have redirected testing capacity during lockdown since the need for general testing has been reduced. We have established 6 static testing sites, 1 per District and Borough, with 2 in Nuneaton and Bedworth in recognition of the long-term health inequalities and service access issues prevalent in the Borough.

We also have a mobile testing offer, which is currently touring large business parks and trading estates to support workplace testing, particularly focusing on food processing and packaging, distribution and logistics, and manufacturing industries where outbreaks have been higher. Data and intelligence are used to refine potential locations, and the Service can be deployed to respond to rising case rates in identified areas. We expect to deploy this with different target audiences to support the relaxing of lockdown measures.

'Community Collect' sees the start of widespread home testing using LFDs and is focusing first on school/college-adjacent families and support bubbles. We expect the targeting to widen over time, and for home testing to supersede on-site test services for most people. We have expressed an interest in being an early adopter for Community Collect, and have proposed the use of our 6 static test sites plus a potential further 10 collection-only locations in areas most likely to benefit from easier access to testing kits: PHE data and intelligence from IMTs and partners is being used to refine these extra locations. An additional community collect programme operating through pharmacies is due to start at the end of March 2021, and the number and location of these pharmacies across the County will also influence our longer-term thinking about our approach to Community Collect.

We are also exploring collaborative testing opportunities, where we will work in partnership with faith organisations to increase testing information and access in communities which may benefit.

Variants of Concern (VOC)

SARS-CoV-2, the virus that causes COVID-19, is mutating over time in line with expected virus behaviours. In the UK, a genome sequencing capability has been established to monitor changes in the genome of the virus over time. While most mutations have little impact, some can promote particular features leading to increased transmissibility. Other factors can influence the path of the pandemic and the effectiveness of vaccines. Where such features are identified, the mutation is recorded as a 'Variant of Concern (VOC)'.

The UK's genome sequencing capability has identified 'Variants of Concern' first seen in South Africa, Brazil, Japan, and Kent, with other mutations being explored on an ongoing basis.

A number of areas have identified cases of VOCs, and Government has introduced a **surge testing** approach to set out the actions that will be taken to monitor and suppress the spread of coronavirus. Surge testing may be introduced where it appears that a VOC is present with no obvious link to international travel.

Surge testing requires that testing is increased, and contact tracing is enhanced in those areas where a VOC has been identified. This can include door to door testing and increased availability of testing, usually over a period of 2 weeks.

Warwickshire County Council will work closely with PHE to understand the local, regional and national epidemiology in order to shape appropriate local responses to new

variants, which will necessarily include plans for a surge testing response, appropriate contact tracing (led by PHE but supported by the local authority) as well as wider community engagement and communications activities relating to this.

Warwickshire Surge Testing

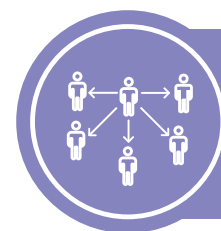
A mechanism has been established to lead on a rapid surge testing response in the event of PHE notifying that one or more cases of VOC have been identified in the County. The surge testing response (plan in development) will be led by the Warwickshire Community Testing team, collaborating with Warwickshire Public Health, PHE and the regional Department of Health and Social Care team. The surge testing response will use the Fire & Rescue Incident Management Framework through an on-the-ground operation within 24 hours of notification. Alongside Warwickshire County Council, key partners will include:

- District and Borough Councils
- The relevant geographical Incident Management Team network
- CSW Resilience (our sub-regional emergency response team)
- Warwickshire Police
- Voluntary and Community Sector partners operating in the location

A public communications package has been developed and will be localised at the point a VOC is identified.

Surge testing will target people (aged 16+) in a specified area. PCR testing access will be increased, potentially through DHSC deployment of additional Mobile Testing Units, as well as making home testing kits available for distribution. A surge testing planning event was held on 19th March 2021 for Coventry, Solihull, and Warwickshire authorities.

Contact Tracing



Overview

Contact Tracing is vital to contain the virus and prevent its spread. The existing Test and Trace system means that anyone who has been in close contact with someone who has tested positive (from 2 days before their symptoms started and for the duration of symptoms) for coronavirus will be informed and asked to voluntarily self-isolate for 10 days.

Please see additional detail about how the NHS Test and Trace Service works [here](#) and [here](#).

Where the contact tracing process identifies a complex case or one involving a high-risk location, the case will be referred to Public Health England's regional teams or our local Public Health team (escalation process has just recently been reviewed).

This contact tracing model has evolved continuously. Investing new capacity, Warwickshire County Council has taken on responsibility for both "Backward Contact Tracing" - i.e. identifying exposures, and conventional contact tracing for those not able to be reached by NHS Test and Trace, i.e. identifying those exposed to the positive individual. We are currently considering the possibility of working towards a "Local 0" model, where all initial contact tracing with cases is undertaken by local authorities, rather than by the National Test and Trace Team, with the option of flexing the amount of

national/locally-led contact tracing according to capacity.

We are also exploring models of contact tracing to support rapid responses required for surveillance and control activities related to new variants.

Enhanced Contact Tracing

A new team has been established within Warwickshire County Council; currently undertaking Backward Contact Tracing and loss to follow up contact tracing (as described above). Initially the local response consisted of Backward Contact Tracing where there had been an exceedance in the number of cases within a particular setting or locality. More latterly it has been undertaken for the vast majority of new cases being reported to the Council. Backward Contact Tracing informs understanding of how transmission and spread of the virus has happened. This provides valuable information to public health teams about how to deal with future outbreaks, how best to tailor communications in certain settings and to the public, as well as take actions to prevent further transmission. More recently, we have taken on conventional contact tracing for individuals lost to follow up by the National Team and will be exploring the possibility of a "local 0" approach.

National Enhanced Contact tracing and the resulting "common exposure" (settings where cases may have been exposed) data is used by Warwickshire County Council by amalgamating it with our own Backwards Contact Tracing Data and case data as part of a 'cluster' report.

In situations where settings have been unable to provide a reliable account of

the number of cases on site the data has also been used directly in IMTs to manage the outbreak.

Our local contact tracing process is delivering benefits with regards to the proportion of cases contacted, as well as providing crucial local intelligence which supports the wider outbreak response.

Data: dynamic surveillance and integration



Data Integration

Warwickshire County Council strives to make data available publicly as part of the CSW sub regional intelligence cell. A dashboard was developed and is hosted on the staysafecsw.info microsite.

The web address is <https://coventry-city-council.github.io/covid-19/dashboard/>

Warwickshire County Council and Coventry City Council have collaborated to procure a case management system. This will allow easy management of situations as well as being able to link cases to outbreaks and having the ability to set and log actions taken to control the situation.

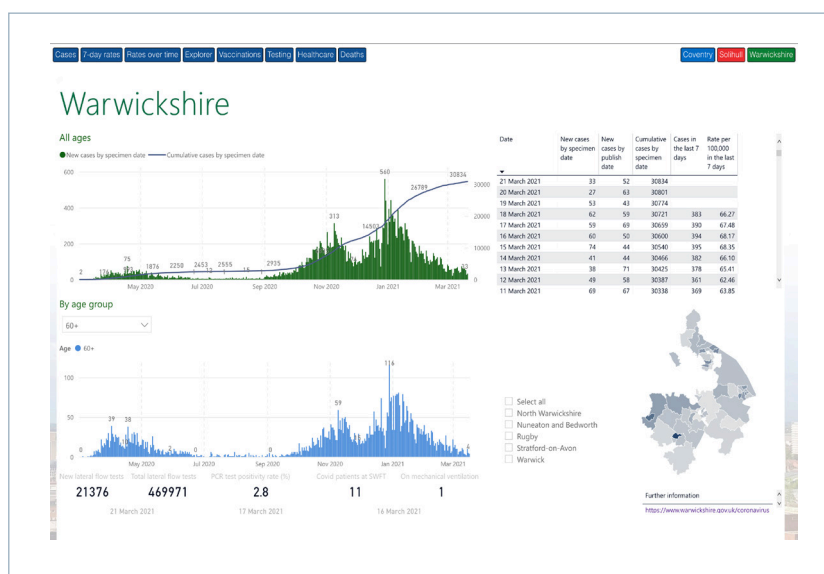
Using data to inform local decisions

There are a range of Business Intelligence products that have been developed to support dynamic surveillance across Coventry, Solihull, and Warwickshire. Below is a list, as well as their purpose and audience.

1. Warwickshire Daily intelligence dashboard

The original purpose of this dashboard was to inform the Strategic Cell within WCC about COVID-19 and its impact. It includes high level information on the numbers of COVID-19 cases, local testing, hospitalisations, and deaths. More recently it includes

CSW Daily Intelligence Dashboard



vaccination data. The audience has expanded over the pandemic to include Warwickshire County Council Members and further officers, local MPs, District and Borough Councils, and health care commissioners as required. It is updated each working day.

2. IMT dashboard

This dashboard gives detailed tactical information primarily to be used by the geographically focused IMTs and shows information by District and Borough. It encompasses a wide range of indicators and allows for more detailed breakdown of the epidemiology within wards. The dashboard includes other information such as testing rates through Pillar 1, Pillar 2 and LFT, performance of the contact tracing system in Warwickshire and further detail on Mosaic groups of cases.

3. Targeted, bespoke, and rapid surveillance and analysis

Where there are concerns around a particular area or group, in-depth reviews of the data tailored to the specific requirements are completed. There have been a number of these reports and this has supported decision making around Public Health actions.

4. Line listing and 'Cluster Buster' reports

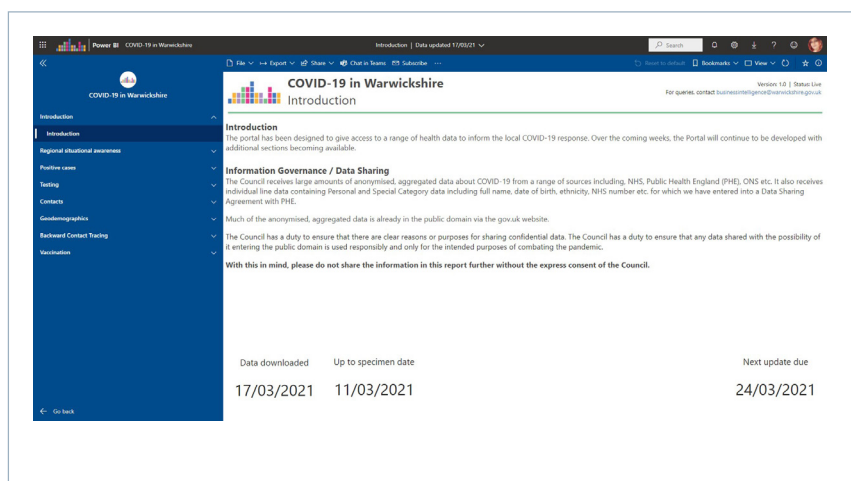
These reports have amalgamated data from NHS Test and Trace and the Local Authority Backwards Contact Tracing to proactively identify settings that have multiple cases within 14 days of each other. This has enabled early follow up and Public Health risk assessment with the settings. The Business Intelligence Team have also been part of the Public Health Duty Desk rota to provide additional intelligence and investigation on cases and settings required for quick Public Health follow up. In addition, other internal dashboards support the use of data for different groups, including:

- Lateral Flow Testing (community testing, including fixed sites, employer site testing and mobile testing)
- Backward Contact Tracing
- Vaccinations.

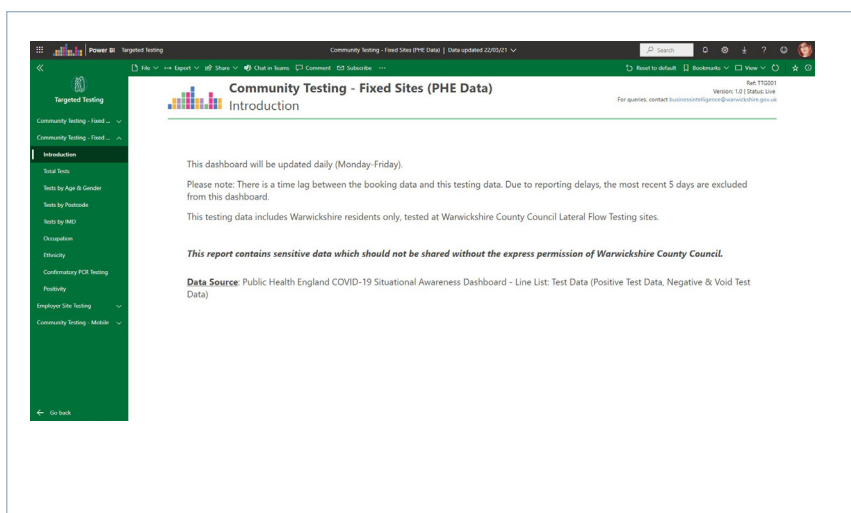
The Business Intelligence Team meets regularly with Public Health colleagues and with partners across the Coventry, Solihull, and Warwickshire Beacon and more broadly the health and care system. The aim is to keep abreast of any data-related changes, support other workstreams in T&T governance including communication and community engagement, support the implementation of the Test & Trace case management system

across Coventry & Warwickshire and support the development of sub-regional intelligence, including dashboards.

IMT Dashboard



Community Testing Dashboard



Data management, security and linkages

Local protocols and data sharing agreements have been established and will continue as appropriate and as per routine process for all data being processed via the data hub.

COVID-19 Vaccination Programme



The NHS-led roll out of the COVID-19 programme has followed the national prioritisation approach and in total we have 20 PCN sites and 1 mass vaccination site across Coventry and Warwickshire. These can be seen in the map opposite:

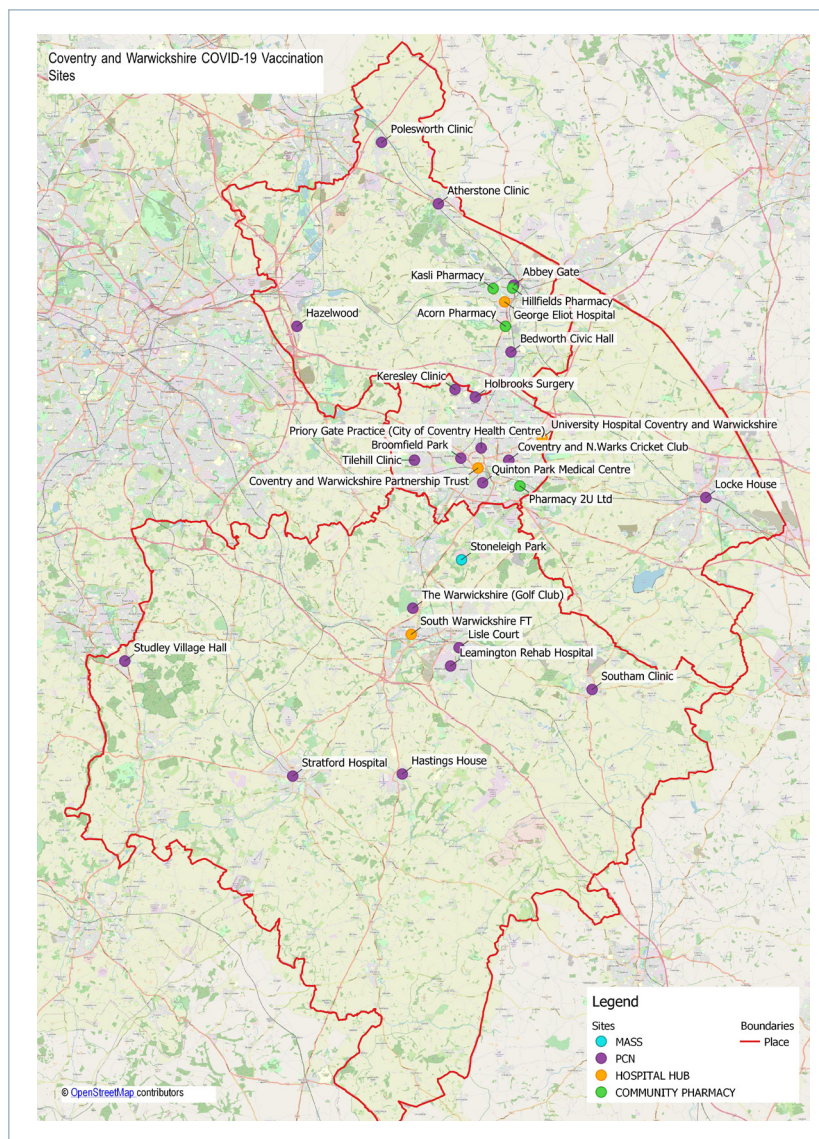
The “Increasing COVID-19 vaccination uptake and reducing inequalities group”, is led by Public Health and is a multi-disciplinary forum working in partnership with Districts and Borough Councils, Primary Care Networks, CCGs, local community representatives and Information Analysts. Its role is to deliver targeted work that will improve vaccination uptake among under-served populations. The main areas of work are described below:

- Map opportunities to mitigate health inequalities
- Provide, access, analyse and share available data on vaccine uptake, ideally on a geographical/PCN basis
- Identify target groups that will benefit from increased uptake
- Facilitate effective partnership working with the aim to increase uptake in the identified groups
- Collate data and evidence, share understanding about barriers and identify and agree solutions to improve COVID-19 vaccine uptake in under-served groups

Understanding our under-served populations

We know that uptake is lower in BAME groups and in more deprived areas.

Current vaccination sites in Warwickshire



Across Coventry and Warwickshire all BAME groups have lower uptake than those of White British ethnicity. The lowest uptake is amongst Black Caribbean and Black African communities.

Understanding what is happening on a more granular level is not yet possible through using quantitative data only. Therefore, we are using

community engagement to understand attitudes in the community and are triangulating this with the available quantitative data. Together this is giving us a reliable picture of where we need to target further work. We have 92 COVID-19 champions, 22 of which are from BAME communities who are helping with vaccine promotion. We have undertaken webinars for different communities, from those with learning disabilities, to refugee communities. Vaccination of our vulnerable homeless populations is ongoing through outreach work. We also have a BAME Test and Trace Communication Group with representation from different BAME groups.

WCC and CCG Information Analysts continue to work on improving the quantitative data quality at a more granular level. Recently we have been able to start to analyse data at a practice and Primary Care Network level.

Pharmacies for improving access

We have mapped out and prioritised those community pharmacies (14 prioritised for Warwickshire - see map on previous page) which have expressed an interest in becoming vaccination sites based on access and areas of deprivation in Warwickshire. We are awaiting an NHSE decision on which sites will be opened as vaccination sites. We have also engaged with the Infection Prevention and Control Nurses from our CCGs to ensure high infection control standards in any new and existing vaccination sites.

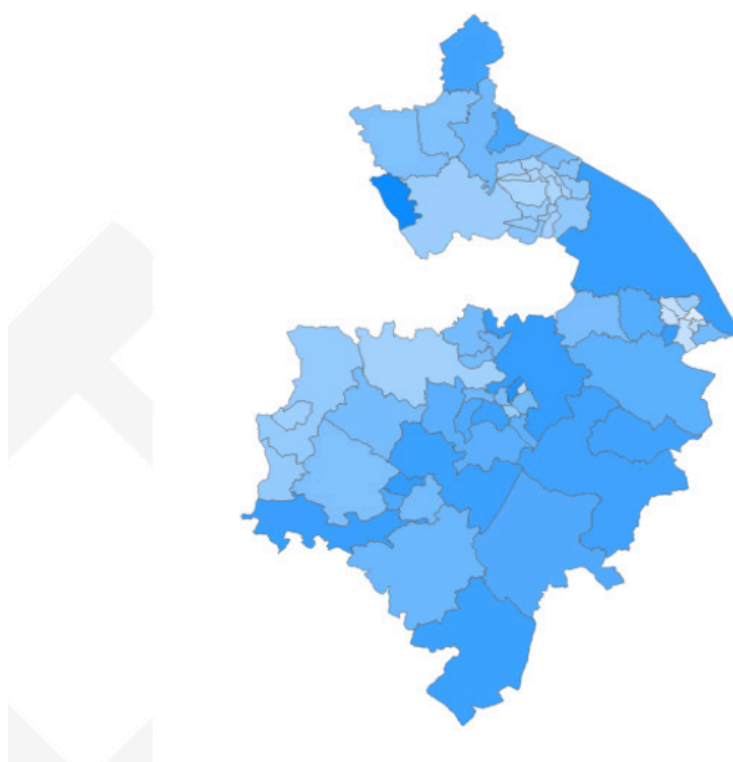
■ Vaccination delivery by District and Borough (data correct 18/3/21)

All ages

District / borough	Dose 1	Dose 1 (%)	Dose 2	Dose 2 (%)
North Warwickshire	29,855	5.8%	3,049	0.6%
Nuneaton and Bedworth	55,359	10.7%	1,332	0.3%
Rugby	41,818	8.1%	2,393	0.5%
Stratford-on-Avon	65,078	12.6%	4,132	0.8%
Warwick	62,675	12.1%	3,613	0.7%
Total	254,785	49.2%	14,519	2.8%

Dose 1: Total

BY MSOA CODE



Current Vaccination Uptake

Vaccination delivery figures for Warwickshire are shown in the table and map on the previous page. <https://coventry-city-council.github.io/covid-19/dashboard/> - please click on the vaccination tab to see latest data. Latest figures show that 222,904 first doses have been given (approximately 38.6% of the Warwickshire population), and 7,004 second doses have been given (approximately 1.2% of the Warwickshire population).

Route To Achieving Above National Average Coverage In All Parts Of Warwickshire

We will continue to support the national rollout and further reach out to communities in need and to those hesitant to vaccinate, with a view to reducing inequalities and improving uptake. We will:

- Continue working with the existing BAME community through engagement work to understand the barriers to vaccination to inform targeted work
- Improve data quality for more accurate data on a more local level
- Set up “Register to receive your COVID-19 vaccine” points in Warwickshire communities, enabling those that are not IT literate or do not have access to the internet to register for vaccine and arrange transport to the vaccination site if needed
- Work with the local PCN leads to further promote the vaccine offer and do targeted work
- Work with pharmacies and NHSE to register more community-based access points for vaccination, aiming to locate them primarily in the areas of highest deprivation and need
- Work with Care Home Managers on organising webinars for staff hesitant to receive the vaccine, providing myth busting information and holding open ‘safe space’ dialogues
- Continue to promote the wide-ranging communications that have been jointly produced by partners
- Evolve our response in a timely manner as more data emerges on vaccine uptake

Deployment of capabilities including enforcement



Enforcement

The CSW Outbreak Control Plan outlines the three main pieces of legislation that can be used to support COVID-19 related prevention and response activity – namely, the Health and Safety Act, the Public Health (Control of Disease Act) 1984 and the Coronavirus Act 2020. Whilst enforcement activity has been sometimes necessary, the vast majority of pandemic work with businesses has been undertaken by working in partnership with County, District and Borough Officers and Warwickshire Police.

Reactive responses to workplace outbreaks ensure workplaces strengthen their COVID-Secure measures to reduce the risk of future outbreaks, alongside this targeted pro-active work with specific sectors has been undertaken, with the aim of ensuring COVID-19 security measures are embedded in higher risk settings. Some examples are provided below:

- Proactive engagement with public facing venues to maximise COVID-19 Security and provide reassurance to the public, including inspections and follow-up visits to supermarkets, convenience stores, DIY stores and local barbers and hairdressers. A flexible mode of working has been established between County and District and Borough Officers to ensure inspections are targeted in

higher incidence areas based on a weekly review of data

- Supporting working places to implement regular rapid testing and promote community rapid testing sites to their workforce
- Sharing national and local resources, including translated guidance and posters for workplaces to ensure key messages are shared
- Sharing learning with local businesses regarding examples of good practice and our developing understanding of key risks from and transmission routes of SARS-CoV2

In terms of reactive work, we have maintained a local outbreak definition of 'two or more potentially linked cases from a single workplace within 14 days'. Thus, any such incidents receive follow up by our COVID-19 Prevention and Response Team which works closely with local Environmental Health Officers in District and Borough Councils. Where there are a higher number of cases or concerns regarding control measures a full IMT meeting is arranged, bringing together relevant enforcement agencies (HSE or District/ Borough Councils), PHE and relevant business representatives. If required, testing of the wider workforce and follow-up visits to the premises are arranged, alongside developing, and maintaining relationships with key businesses.

CSW COVID-secure business pledge

As a part of preventing any future outbreaks, a COVID-19 Business Pledge Project has been initiated for Coventry, Warwickshire, and Solihull. This project is aimed at supporting businesses and organisations to go above and beyond current legislation to ensure they are COVID-19 compliant and to ensure that outbreaks are minimised. The proposal was discussed at the Joint CSW Chief Executives & Directors of Public Health meeting on 26th February 2021, and subsequently endorsed by the CSW Advisory Board.

The sub-region wide pledge involves a simple commitment process to encourage take up by local businesses. The pledge will be based on national guidance and support legal compliance needed for each individual business and sector, and to encourage, where possible, businesses to go further in their efforts to reduce the risk of transmission.

Other aims include

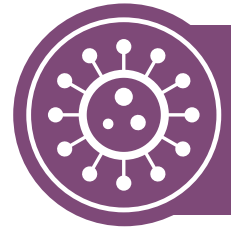
- raising the profile of those businesses that are making additional efforts and can be used as 'case studies'
- encouraging business and customer confidence to return to workplaces/ town and village centres in a managed way, through regular communications
- not portraying any 'official' award where Council/HSE audits have not been made or cannot be done on a regular basis

There is support for a consistent approach however due to the number of stakeholders – Unitary, District, County, different BIDs, Chambers of Commerce etc, the preferred option is to align the material under the 'Let's do it' Branding and allow each Authority to brand as meets their needs.

■ COVID-19 Business Pledge Poster for Businesses.



Living with COVID-19



Activities to support a future return to COVID-Secure workplaces and community life are wide ranging, encompassing targeted work by Regulatory Services Officers (as described in the Deployment of Capabilities section), through to community engagement and place-building approaches.

Some examples of activities already in train are outlined below.

- Series of webinars hosted for various business sectors to support understanding of Government guidance, COVID-Secure measures, and local support available to businesses and the voluntary and community sector
- Collaborating with local Mosques and places of worship to implement COVID-Secure measures and encourage vaccination and rapid tests among their congregations to enable safe worship, including during Ramadan
- Working with event organisers to enable a safe return to public events. We have set and shared local criteria which will be considered when reviewing event plans
- On-going engagement with Warwick Racecourse to enable behind-closed doors races. A successful pilot of limited spectator race day was completed in September 2020
- Plans to support COVID-Secure and Mental Health Friendly places to enable and encourage safe return to public spaces, working collaboratively with Town Centre managers and our local 'Art Challenge' programme
- Supporting digital inclusion through working with local businesses to source IT equipment which can be re-purposed to improve access to virtual support for people who are self-isolating or at increased risk from COVID-19
- Promoting vaccination uptake among communities displaying greater vaccine hesitancy, including outreach to support individuals to register for vaccinations
- Establishment of a Long COVID Peer Support network across Warwickshire

RESOURCE PLANNING

TEST AND TRACE GRANT

Funding was initially allocated to all local authorities in June 2020 to support the long-term delivery of outbreak management work, through a local authority Test and Trace grant (12-18 months' worth of activity).

The COVID-19 Prevention and Response Team was specifically recruited to help support the local outbreak plan programme of work (including public health, environmental health/regulatory services, infection control, programme/project management, and community engagement roles). The remainder of the funding covers capital costs (e.g. IT infrastructure for "case" management), providing an outbreak testing service, as well as COVID-19 communication programme support.

The COVID-19 Team comprises of the Programme Delivery Manager with line management responsibility for two Public Health Principals. With the number of cases and outbreaks increasing, Warwickshire County Council undertook a recruitment campaign to employ a further 4 Public Health Principals to support the acute response and out of hours arrangement.

To help support the workplace outbreak responses and to ensure the COVID-19 compliance of our community testing sites, a team of 5 Regulatory Officers were recruited. Each member of the team leads and works with colleagues in each of the 5 Districts and Borough Councils within Warwickshire. The Team is supported by 5 Assistant Enforcement Officers who are the "ground team" – their role is to ensure

■ The budget allocation within the CSW authorities was:

Warwickshire	£2,138k
Coventry	£2,041k
Solihull	£1,041k

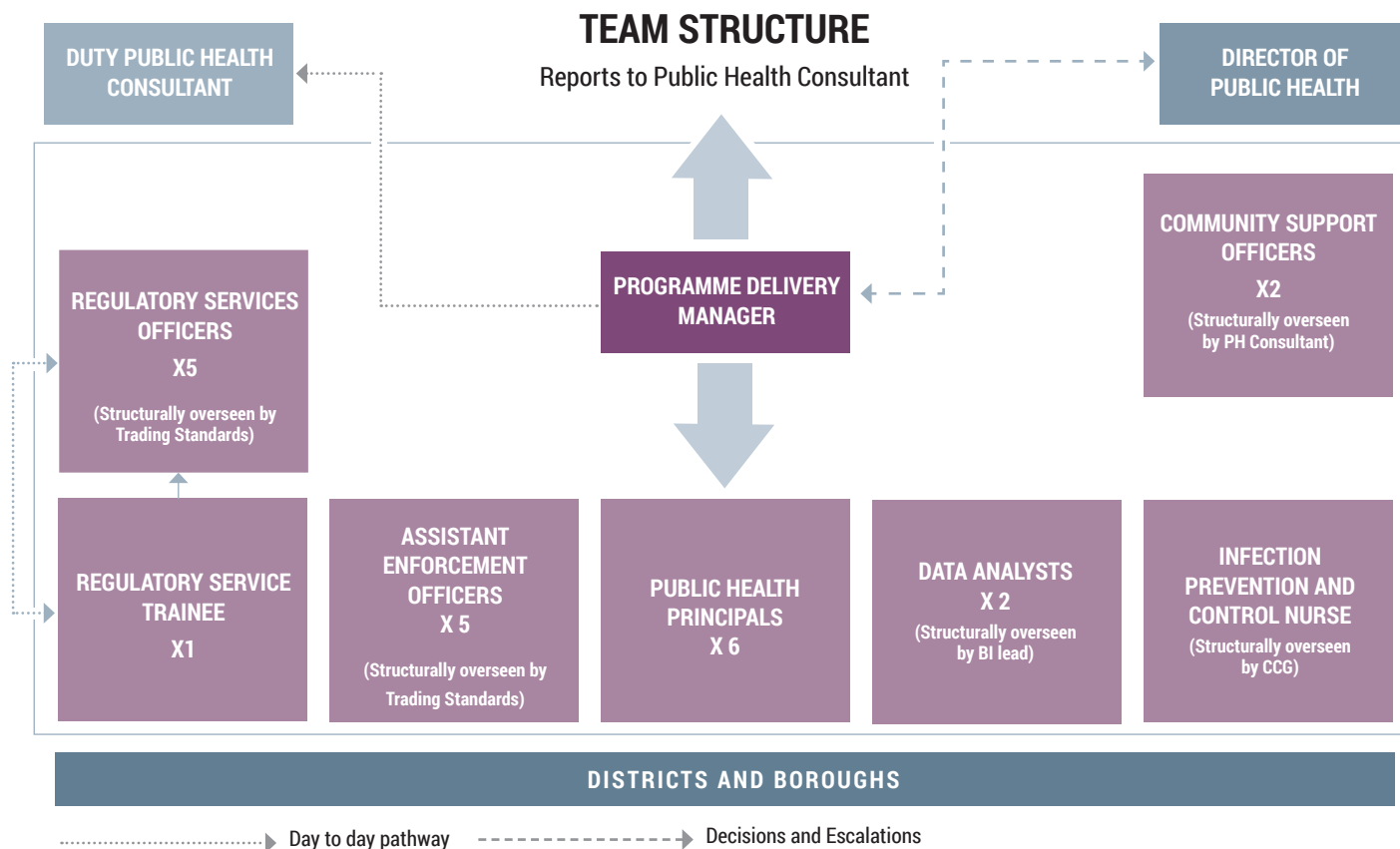
■ Warwickshire funds have been allocated as follows:

BUDGET ALLOCATIONS	FUNDS ALLOCATED
Workforce	£1,323,272
IT infrastructure and licenses	£87,500
Warwickshire testing provider (worst case scenario)	£207,300
Communications and engagement	£75,000
CSW contribution to Beacon activity	£213,800
Rapid Response Fund	£230,090
Total	£2,136,962

businesses are COVID-19 compliant and to follow up with enforcement action (if needed).

The Team also includes a number of Business Intelligence Analysts with responsibility for maintaining the PowerBI Dashboards which inform the local COVID-19 response and Community Support Officers working with the local community.

COVID-19 Prevention and Response Team Structure



Contain Outbreak Management Fund

To help manage the pandemic, each local authority in England was placed in a tier to help reduce the spread of the virus. The tier system was introduced in December 2020 after the end of lockdown 2 with each tier representing different levels of restrictions. To help manage the governance further additional funding was made available from Government. A COMF Co-ordination Group was established, consisting of Finance and Public Health colleagues, with oversight from a Council Director. Partnership workshops have also been held to ensure appropriate input into proposals for spend from this fund.

A number of additional activities have

been resourced from this fund. Key activities include:

- Increasing the Public Health resource needed to provide acute outbreak response
- 6 static community asymptomatic test sites have been created
- Mobile Testing Unit for businesses
- Community Engagement Fund for Underserved Communities & Targeted Voluntary Sector Support
- County-wide co-ordinated approach to offer support to the homelessness community
- Transport for school children/ employees who receive a positive test result
- Surge testing for Variants of Concern
- Additional communications resources to support targeted messages

Future financial planning

Key potential areas of activities to support pandemic control post March 2021 are detailed below.

These proposals will be mapped against Outbreak plan priority areas and a priority list developed.

PROPOSAL	DEATAL
Management of Transitions as Lockdown is eased	Awareness that over next few months lockdown will ease and services / schools etc. will re-open. Four key dates - 29 March, 12 April, 17 May, and 21 June. Will need to map high spike demands and devote resources accordingly to ensure these are managed as effectively as possible.
'Fighting Fund' for Hyper Local Outbreaks	An awareness that localised outbreaks happen (e.g. Benn area of Rugby) which requires a multi-disciplinary response. Currently difficult to manage / organise through lack of flexibility / resources. Funding will allow quicker and focused response would alleviate impact
Longevity of Response	Need to ensure resource remains available to support the response - i.e. extending contracts of current CPR staff
Enduring Spread / impact on BAME	Ensuring that we continue to address the impact, especially on those areas/communities we know are disproportionately affected - BAME, Low Mobility, multi-generational households etc.
Training Offering to Workplaces	Ensuring we can pull together preparatory support for workplaces to provide them with the skills and knowledge to safely re-open workplaces / premises with less hands-on involvement from Warwickshire County Council (and partners)
Support to SME's	We know that most Warwickshire residents are employed by small to medium enterprises. Will look at what additional support can be provided SMEs around testing / H&S / reinstatement
Develop additional PH capacity	Consider bringing in additional staff to pick up some additional work. Alternatively, consider a 'Train the Trainer' model.
Support for Schools - Ventilation	Further education for schools on the benefits of good ventilation / what this looks like / impact. Potential to provide air quality monitors or perform assessments of ventilation systems / procedures.
Testing for Large Scale Events	Ensuring we work with other organisations to enable events to occur; especially around testing requirements pre and post events, alongside current LFT offering.
Additional support for Care Homes	£21m spent already on Care Homes but no additional funding forthcoming. Sustainable support required.
'Blue and Light Blue Beds'	Set up this scheme previously to provide beds for those individuals from care homes who test positive, or are exposed, whilst in hospital, which allows NHS to free up hospital beds but prevents risk of returning to Care Homes and spreading COVID
Support for Large Events - e.g. Ramadan	Provide funding to develop capacity to deliver large scale events, such as Ramadan. Funding potentially used to provide marquees, outdoor hosting spaces.

PROPOSAL (CONTINUED)	DEATAL (CONTINUED)
Manage Demand for Country Parks / Open Spaces	Aware from experience that Country Parks (and other open spaces) will face high demand once lockdown eases and weather improve. Ensuring we can provide resources to mitigate risk - e.g., temporary staff to manage parking / access or potential to provide temporary parking solutions.
Support for Hospitality Sector to provide outside space	Current provision of 'Pavement Licences' is complex and unclear. Potential for a temporary co-ordination post to act as single point of contact and help hospitality sector open outdoor dining.
COVID Secure Pledge	Potential for a co-ordinator post to maximise buy in from businesses and to support them to go beyond current legislation to ensure their premises are COVID compliant.
Support Homeless Outreach Nursing Service	Service already commissioned and has been heavily utilised during COVID. However, service now under pressure, and we know that there may be further calls on this service as lockdown eases. Funding would extend the length of the service and provide assurance around resources.
Digital Poverty	We know COVID has exacerbated digital poverty. Proposal to fund projects to support measures to help close this gap.
Further support for Befriending Services	We know this has been a highly popular and heavily used service during lockdown. Possible further funding to extend this service.

Risk and Mitigation

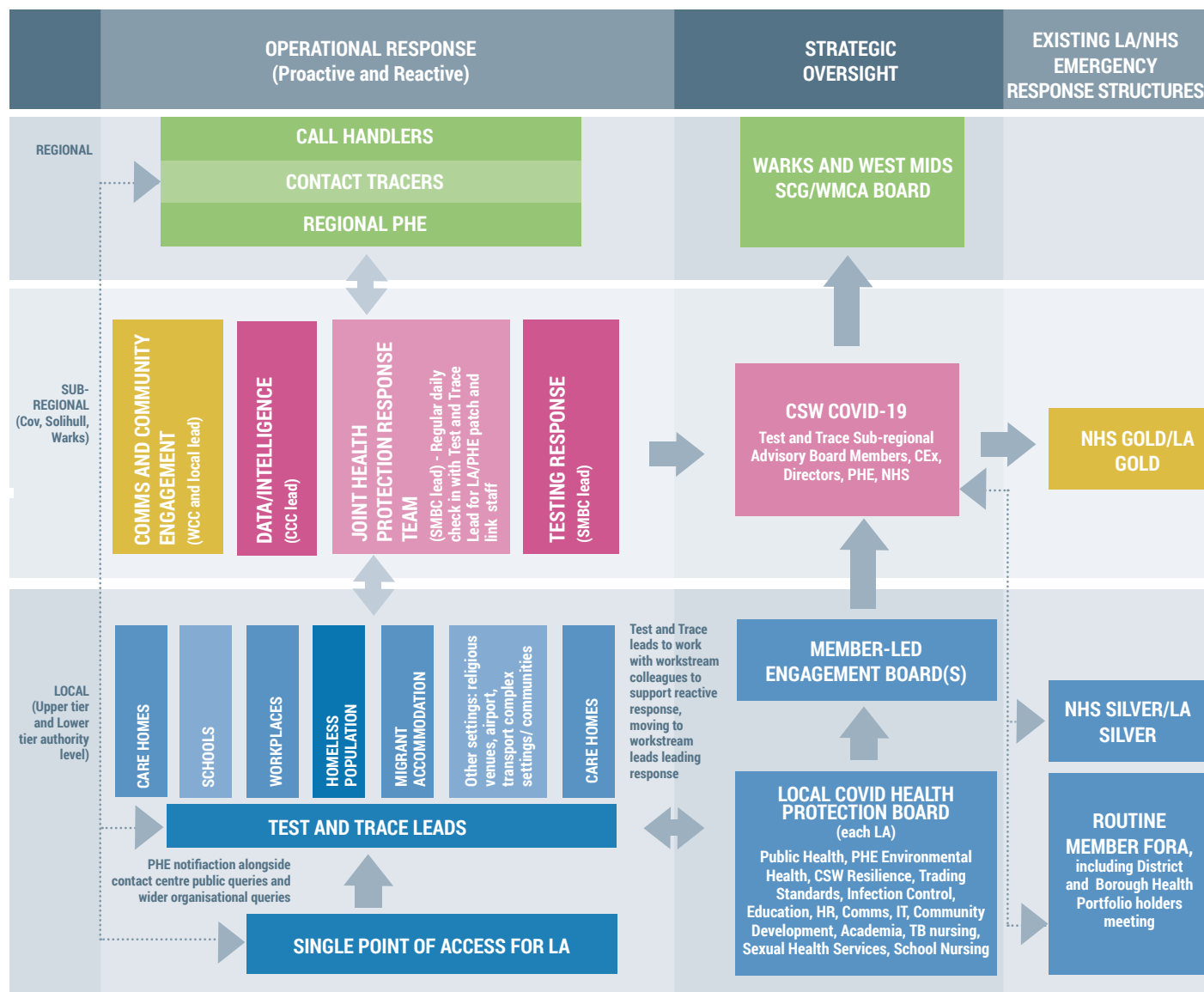
There are two main types of risk that will need to be managed as part of implementation of our local outbreak control plan:

- 1) Public Health risk related to COVID-19, particularly linked to high risk settings, where virus circulation will continue at a time when there remains a large proportion of the population who are unvaccinated. The risk analysis related to this will change over time, now that the vaccine rollout is underway, and we will need to consider wider public health risks associated with the effects of restrictions and measures to control COVID-19
- 2) Risks related to effective operationalisation of the programme (local and sub-regional risk registers will continue to be developed and held by agreement by the most appropriate local/sub-regional group) and workforce fatigue in a sustained response

Appendix 1

Sub-regional governance arrangement

■ Sub-regional governance arrangements



■ Warwickshire governance arrangements

