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# Waltham Forest Outbreak Control Plan

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JUNE 2020

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“In Waltham Forest, preventing COVID-19 will be our top priority. Working with our local partners and diverse communities, we will work to ensure that all of our residents, organisations and businesses have the information they need to take responsible action to protect their health and that of our most vulnerable residents. Through deepening our work with our communities we will allay concerns and provide extra support where needed.

In the event of an outbreak, our preparations mean we will be ready to take urgent action to manage and contain this quickly, knowing how to reach those we need to. We will continually learn from data and our residents’ experiences to improve our approach to help save lives and protect freedoms across the borough.”

# OVERALL ROLES & RESPONSIBILITIES



## NATIONAL BODIES (NHS TEST & TRACE SERVICE)

## LONDON CORONAVIRUS RESPONSE CENTRE (LCRC)

## LOCAL AUTHORITY

	NATIONAL BODIES (NHS TEST & TRACE SERVICE)	LONDON CORONAVIRUS RESPONSE CENTRE (LCRC)	LOCAL AUTHORITY
OVERALL ROLE	Delivers the national Test and Trace service, a central part of the government's COVID-19 recovery strategy to control the COVID-19 rate of reproduction (R), reduce the spread of infection and save lives	Manages testing, tracing and initial response of outbreaks in complex settings in London	Provides central role in putting in place measures to prevent, identify and contain local outbreaks by developing and delivering the Local Outbreak Control Plan to reduce the spread of the virus in the borough
TESTING	<ul style="list-style-type: none"> <li>Delivers national testing service (booking system, drive-through centres, home testing kits ordered online and mobile testing units)</li> </ul>	<ul style="list-style-type: none"> <li>Assesses need, co-ordinates, and deploys London-level testing resources to ensure a swift response (e.g. in Care Home outbreaks)</li> <li>Piloting additional hyper-local testing model</li> </ul>	<ul style="list-style-type: none"> <li>Receives results from national testing to monitor potential community outbreaks</li> <li>Can request local deployment of LCRC testing resources if needed</li> <li>Works with LCRC on hyper local testing model if needed</li> </ul>
TRACING	<ul style="list-style-type: none"> <li>Undertakes individual manual contact tracing identified through app, call handlers, online forms and any other channel</li> <li>Works with LCRC on complex or significant outbreaks in London</li> </ul>	<ul style="list-style-type: none"> <li>Receives escalation from national service when complexities identified</li> <li>Leads on all complex or significant outbreaks in settings within London, including by undertaking a risk assessment; giving advice to the setting on management of the outbreak; managing cases and contacts; and providing advice on testing and infection control</li> </ul>	<ul style="list-style-type: none"> <li>In the case of a local outbreak, would provide follow-up support to the setting by providing ongoing advice and support for testing (as well as infection control and PPE)</li> <li>Support for vulnerable people to self-isolate</li> <li>Local intelligence used to deploy messages</li> <li>Can convene IMT for suspected community cluster outbreak</li> </ul>
COMMS	<ul style="list-style-type: none"> <li>Provides general national communications, advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>London-specific comms pack developed</li> </ul>	<ul style="list-style-type: none"> <li>Delivers local communications and engagement with the public</li> <li>Communicates and works in collaboration with wider partners</li> </ul>
CONTINUOUS PRACTICE DEVT	<ul style="list-style-type: none"> <li>Co-ordination of national Best Practice sites network across 11 areas</li> </ul>	<ul style="list-style-type: none"> <li>Regular best practice workshops by London sites</li> <li>Peer review reciprocal arrangements across London</li> </ul>	<ul style="list-style-type: none"> <li>Weekly review and incorporation of good practice</li> <li>Monthly testing and review of Outbreak Control Plan</li> </ul>
GOVERNANCE	<ul style="list-style-type: none"> <li>Department of Health and Social Care</li> </ul>	<ul style="list-style-type: none"> <li>Public Health England</li> </ul>	<ul style="list-style-type: none"> <li>Member-led Board, COVID-19 Borough Coordination Group, COVID-19 Health Protection Board</li> </ul>

# KEY THINGS WE ARE GOING TO DO



Recruit legend volunteers to share information and engage with communities including those who are harder to reach



Establish a 50-person representative citizen panel to test and improve our approach, to enable greater engagement with any tracing and any lockdown requirements



Train front line staff in test and trace procedures, and offer training to VCS groups



Ask all community partners, including those from faith groups, VCS organisations and local businesses, to sign up to our community statement setting out our joint commitment to get rid of COVID-19 in Waltham Forest and keep residents safe



Link with regional partners to ensure consistency of approach across the region e.g. approach to enforcement



Deliver a comprehensive ongoing prevention offer across settings in Waltham Forest, including proactive audits of care homes to check for infection control compliance; targeted work in high-risk workplaces such as food processing plants; infection control support from school nurses delivered in Waltham Forest schools; easy-read guidance and action cards for community and voluntary sector organisations and religious institutions; and training provision to settings via webinars



Implement action plans to increase testing in groups disproportionately affected by COVID-19 including BAME and older residents



Hold monthly outbreak scenario simulations with borough coordination partners to test our response and update the Local Outbreak Control Plan



Produce a public data charter that sets out transparently how local data will be managed

The Waltham Forest Outbreak Control Plan is underpinned by the National Principles for outbreak planning and is structured around the 7 National Guidance thematic areas.

In addition to this, we are going further with our Waltham Forest principles to plan for, prevent and manage outbreaks in the best way possible for our community.

## THE WALTHAM FOREST OUTBREAK CONTROL PLAN HAS THREE DEFINING PRINCIPLES:



### COMMUNITY ENGAGEMENT

The plan is only as good as how we work with the community to deliver it



### PREVENTION

A focus on active prevention supporting and enabling communities, residents and organisations with information, guidance and advice



### REVIEW & IMPROVE

The plan will remain live by testing it ourselves and evolving it in response to changes in national and local science, data and experience

# PRINCIPLE ONE | COMMUNITY ENGAGEMENT

We will ask all partners to sign up to a community statement setting out our joint commitment to getting rid of COVID-19 in Waltham Forest and keeping residents safe

Information provided to VCS organisations and faith groups / trusted community figures to share with diverse communities to encourage compliance with test and trace

50 representative citizen panel members recruited to test and improve approach

Specific community action plans to engage and inform hardest to reach groups where we do not already have established links for example Eastern European, South East Asian women

Monthly community engagement meetings to increase understanding of barriers, concerns, as well as additional support requirements for identified groups to enable greater engagement with any tracing and lockdown requirements

Legend volunteers engaged to help share information and engage with communities





Our community response to the Coronavirus (COVID-19) outbreak has been nothing short of inspiring. Residents of Waltham Forest have kept going through the lockdown, followed social distancing rules, helped their neighbours, and brought kindness during difficult times for us all. From the army of volunteers, mutual aid and community organisations ensuring the shielding and vulnerable don't go without, to the tens of thousands of pieces of Personal Protective Equipment donated and nearly £40,000 raised, we truly are a borough that stands together in the face of a crisis.

Thanks to long-standing relationships between all our communities working together to follow the public health advice, we are slowly bringing back the life we once had. As national lockdown measures begin to move into the next stage of the pandemic we will all have an even greater role to prevent the virus coming back and the inevitable loss of more lives, suspension of freedoms and the economic devastation that a second national wave would cause.

Ensuring everyone in Waltham Forest keeps healthy and safe is our common goal and everyone has a part to play. Waltham Forest is a thriving place because we care about each other, and we want to protect our loved ones and neighbours. We know that if we work together, we can also protect those among us who are most vulnerable including our elderly, shielding and black and minority ethnic communities who have been disproportionately affected by this disease.

*continued...*



Everyone in Waltham Forest wants to banish COVID-19 from our lives. We understand that some people are concerned about the testing and tracing system or feel the virus has gone away but for now, we all still have a duty to prevent the spread of the virus. Together we can allay fears and help everyone follow the rules, access tests if symptoms occur, take part in contact tracing and isolate when it is necessary to rid the borough of COVID.

Local public services will turn their considerable resources and expertise to support the national test and trace scheme in Waltham Forest, working with our community openly and transparently to ensure that no one is left behind or put at unnecessary risk. Information will be shared clearly and efficiently to meet the needs of our diverse communities. We will use the strong community networks that we have to engage with all pockets of the borough, making sure that we understand and can put in place extra support and guidance for those who need it.

We the undersigned as a community of partners, organisations and individuals are united in our shared endeavour and commitment to support each other and rid Waltham Forest of the virus.

**All Together Waltham Forest, we can and will beat this pandemic.**



Ensure the local Test and Protect campaign is widely disseminated across our borough through core channels and in high footfall areas



Core messages translated into the top five languages spoken in the borough and shared in community spaces



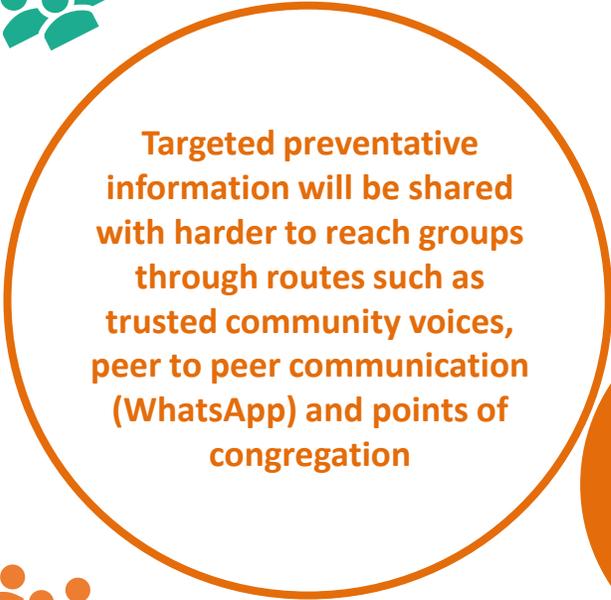
Targeted social media advertising campaign to reach harder to reach groups, including use of local groups such as Walthamstow Life and Nextdoor



Using Legend volunteer capacity to share information at a hyper-local level to tackle misinformation and provide reassurance



We will train all of our frontline staff in our infection control procedures and offer training to community organisations



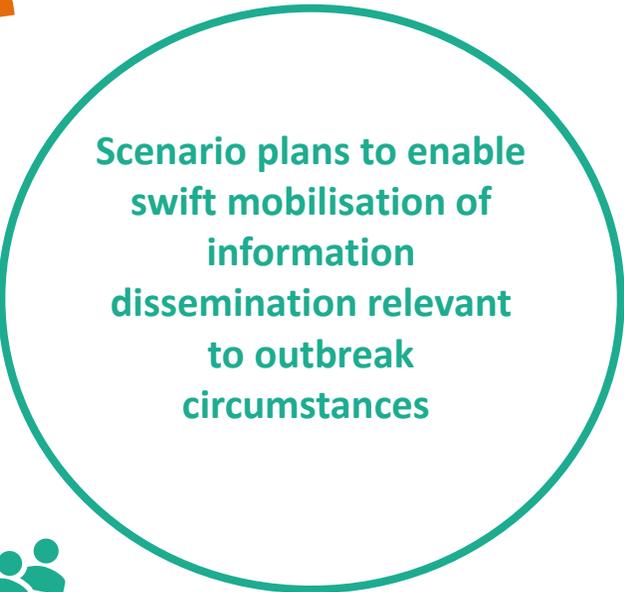
Targeted preventative information will be shared with harder to reach groups through routes such as trusted community voices, peer to peer communication (WhatsApp) and points of congregation



Hold webinars to communicate with schools, places of worship and businesses about the Outbreak Plan



Insight will be used to adapt group specific messages to address fears, reassure and increase participation. For example - taking part in contact tracing



Scenario plans to enable swift mobilisation of information dissemination relevant to outbreak circumstances

# PRINCIPLE TWO | PREVENTION

Ensure all settings aware of SPoC arrangements to identify and contain outbreaks as quickly as possible

Proactive infection prevention training across settings – CCG rollout of webinar training to all care homes, public health arranging webinars for schools

Collaborate with health partners to conduct infection audits and distribute best practice to settings – starting with care homes & schools

Working with local businesses in the hospitality sector. Supporting them to run economically viable but safe businesses by simplifying and streamlining application processes, and providing ongoing guidance

Work with settings to implement effective infection control - roll out relevant pilots starting with 'check in calls' for care homes

Maintain an active list of high-risk places and locations to disseminate information - focus on transport hubs in line with best practice

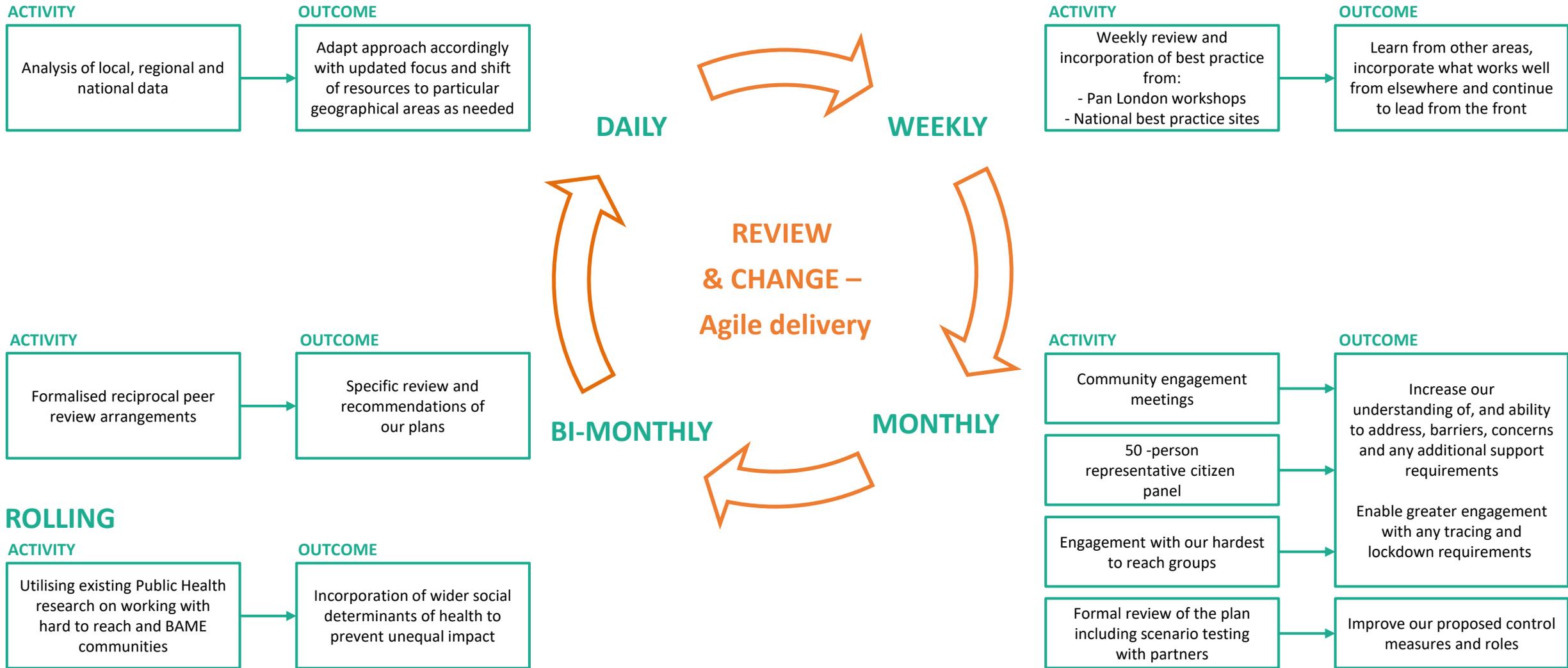
Series of Top Tips documents to be shared across Waltham Forest based on local experiences with testing and outbreaks, building on existing work in care homes

Daily Public Health monitoring of epidemiological data to identify emerging local risks of increased infection at the earliest opportunity



# PRINCIPLE THREE | REVIEW & IMPROVE

We will continually improve our approach to be as effective as we can be, enabling learning and evolution of our approach through our Review & Change cycle, using agile delivery approaches.



# REVIEW & IMPROVE | IN ACTION



Use the insights from monthly community engagement meetings to improve our approach



Agree protocol across North East London to provide local testing capacity for use in outbreak situations, including potential rapid-test innovation

Supply of mutual aid across NEL

Developing a 'data charter' by end July 2020 making clear the terms under which resident data will be collected, used and held



Implementing the learning from monthly testing of our local Waltham Forest scenario plans with partners



Monitoring success of primary care pilots in NEL, working with CCG to implement relevant findings locally



Promotion of the 'Five Steps to Safer Working Together' self-certification



Develop a clear performance framework to monitor delivery of the Outbreak Control Plan

# PLAN INTO ACTION | ROLES & RESPONSIBILITIES

## NATIONAL

Testing and contact tracing is managed and delivered by the national structure

## LONDON CORONAVIRUS RESPONSE CENTRE (LCRC)

## LOCAL AUTHORITY

General communications, advice and guidance

Undertake manual contact tracing identified through app, call handlers, online forms, and any other channel

*Contact Tracers will make contact with affected individuals within 24 hours and will attempt to contact for 72 hours*

**Contact tracing for complex or significant outbreaks in London**

LCRC will receive notification of the outbreak, undertake a risk assessment and give advice and provide information to the setting on management of the outbreak

*Within 24 hours of being notified of the outbreak*

LCRC will manage cases and contacts, and provide advice on testing and infection control

LCRC will convene an Incident Management Team if required

*Within 48 hours of initial risk assessment*

LCRC will inform the relevant local authority Single Point of Contact

*Within 24 hours of being notified of the outbreak*

LCRC will link with Local Authority if additional capacity or local expertise is needed for contact tracing (LBWF Environmental Health Officers)

The Local Authority will follow up on the same working day and support the setting to continue and to provide ongoing advice and support for testing, communications, infection control and PPE

The Local Authority will support wider aspects of the response, such as support for any vulnerable contacts who are required to self-isolate

Participate in IMT if convened by LCRC

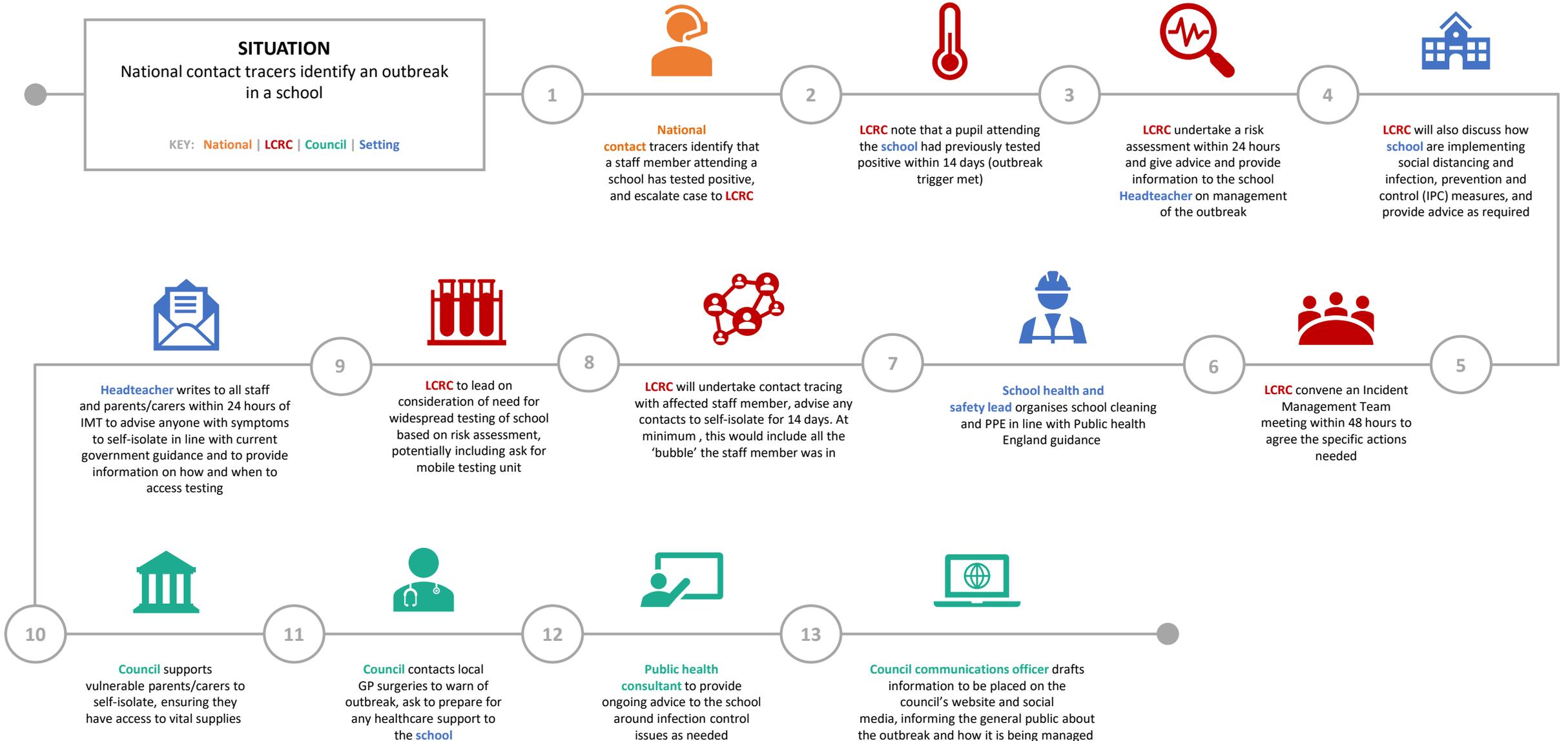
**Local communications** e.g. briefings for Cllrs, local press enquiries, comms with the public

*First communications the same working week as notification*

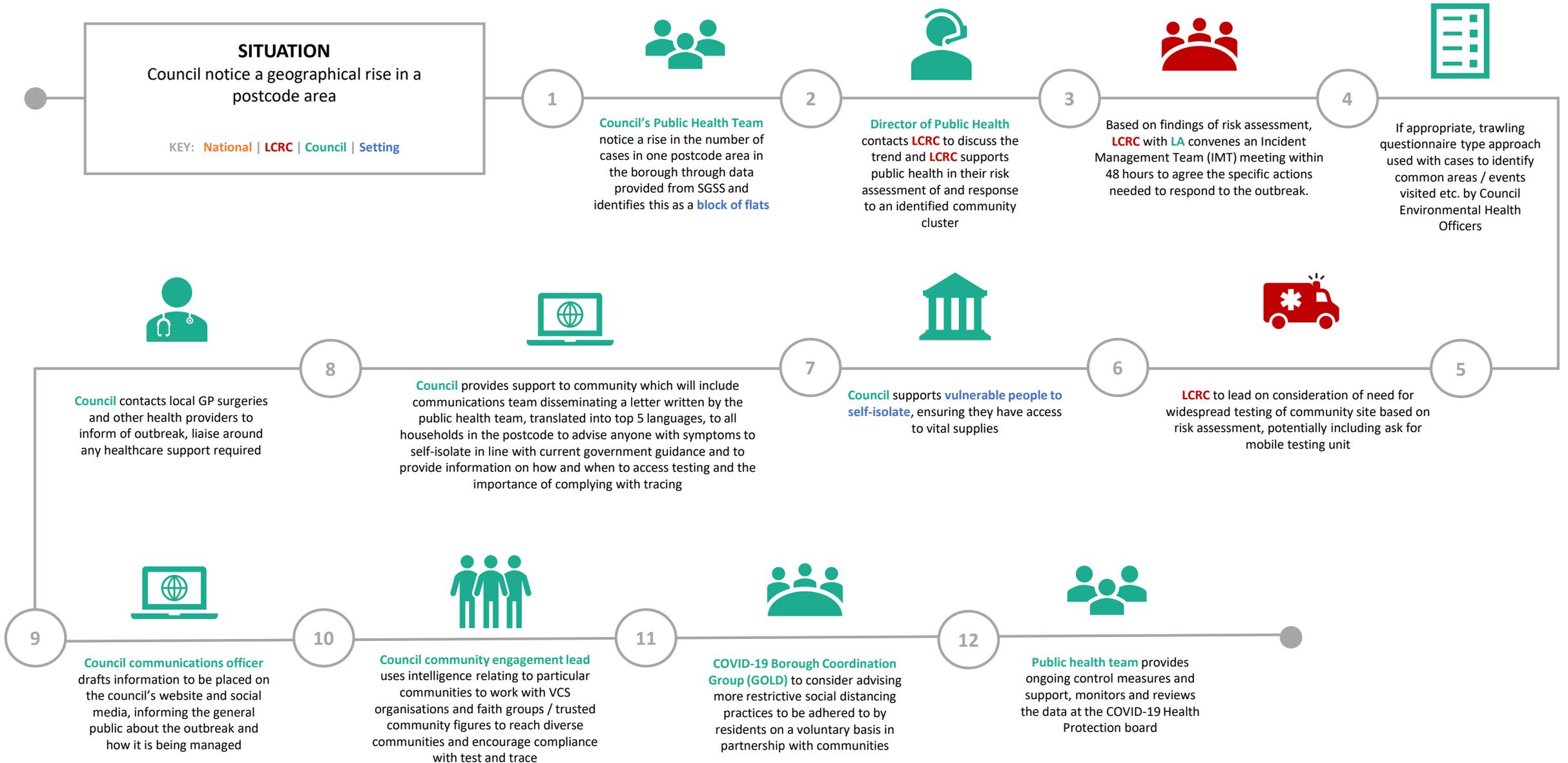
**Liaise with CCG, GPs and other healthcare providers** to provide ongoing healthcare support to setting

*First contact made the same working week as notification*

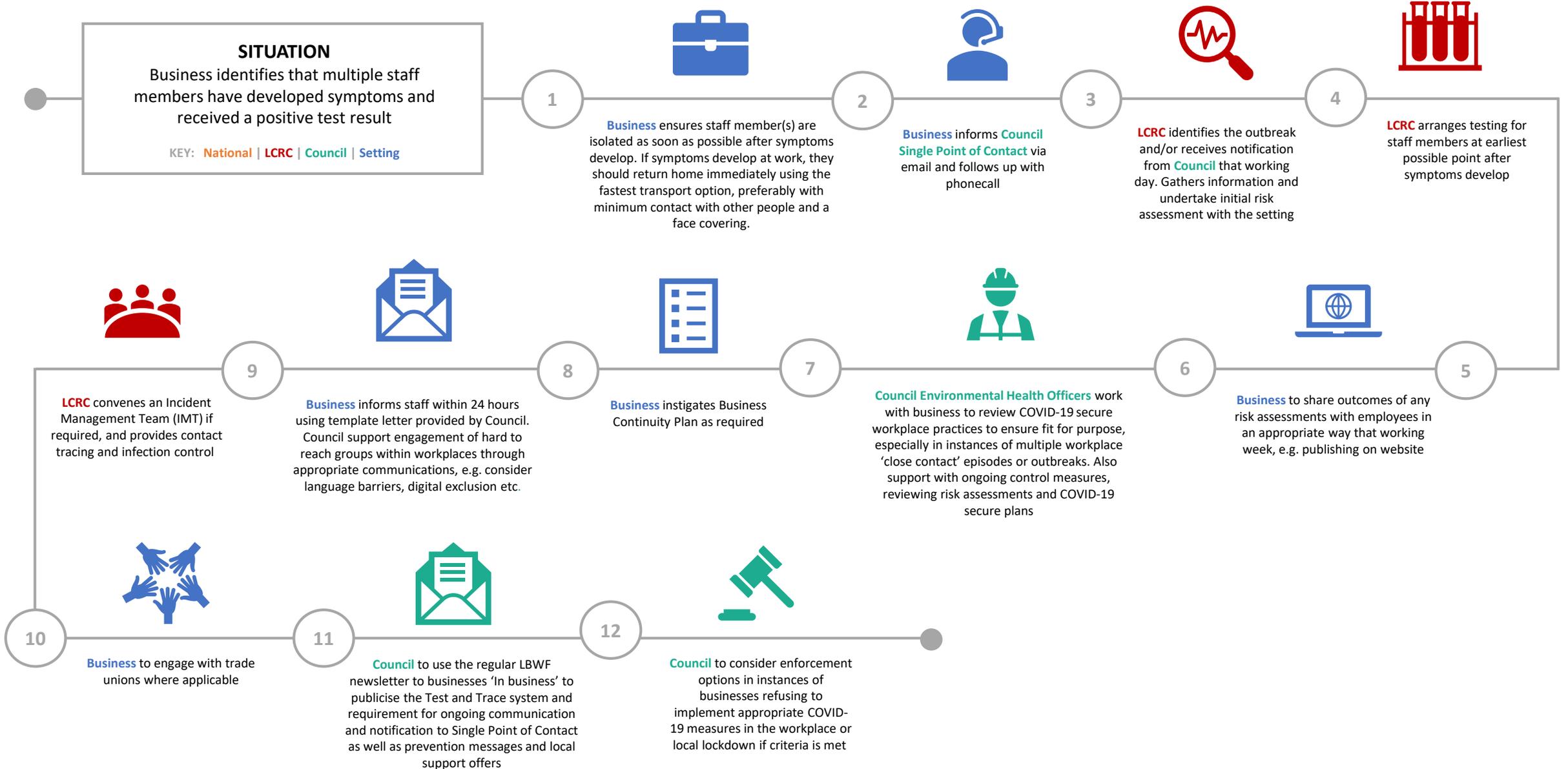
# PLAN INTO ACTION | SCHOOL OUTBREAK



# PLAN INTO ACTION | RISE IN ONE POSTCODE AREA



# PLAN INTO ACTION | WORKPLACE OUTBREAK



APPENDIX ONE

# NATIONAL GUIDANCE



## 1. CARE HOMES & SCHOOLS

Planning for local outbreaks in care homes and schools  
(e.g. defining monitoring arrangements, potential scenarios and planning the required response)



## 2. HIGH-RISK PLACES, LOCATIONS & COMMUNITIES

Identifying and planning how to manage high-risk places, locations and communities of interest  
(e.g. defining preventative measures and outbreak management strategies)



## 3. LOCAL TESTING CAPACITY

Identifying methods for local testing to ensure a swift response that is accessible to the entire population  
(e.g. defining how to prioritise and manage deployment, examples may include NHS, pop-up etc.)



## 4. CONTACT TRACING IN COMPLEX SETTINGS

Assessing local and regional contact tracing capability in complex settings  
(e.g. identifying specific local complex communities, developing assumptions to estimate demand and options to scale capacity)



## 5. DATA INTEGRATION

Integrating national and local data and scenario planning through the Joint Biosecurity Playbook  
(e.g. data management planning, including data security, NHS data linkage)



## 6. VULNERABLE PEOPLE

Supporting vulnerable people to get help to self-isolate and ensuring services meet the needs of diverse communities  
(e.g. facilitating NHS and local support, identifying relevant community groups etc.)



## 7. LOCAL BOARDS

Establishing governance structures led by existing COVID-19 Health Protection Boards in conjunction with local NHS and supported by existing Gold command forums and a new member-led Board to communicate with the general public

## SUMMARY OF WALTHAM FOREST ACTIVITY ACROSS THE 7 AREAS

Details of scenario response to care homes and schools outbreaks included. Focus on prevention in settings; assurance around ongoing monitoring and reporting mechanisms, links to local Infection Control plan.

High-risk settings within borough identified, with inclusion of scenarios for managing outbreak in each setting, and commitment to broader preventative work. Community cluster outbreak management also included.

Details of available local testing capacity set out, including ongoing work to facilitate Mobile Testing Unit. Commitment to current ongoing work across North East London around unlocking local testing capacity for rapid response. Commitment to increasing accessibility of testing via community engagement work.

Regional contact tracing capacity confirmed, within inclusion of service agreement between London Coronavirus Response Centre and local authorities. Commitment to local provision of infection control support, and mutual aid across North East London.

Details provided of data flows into local authority, how data will be used to inform local decision making and keep public informed and engaged. Commitment to public-facing data dashboard, and data charter setting out local arrangements.

Detailed offer of support to vulnerable people identified via contact tracing, including impact assessment against a variety of vulnerabilities to ensure appropriate pathways in place. Commitment to improving self-referral path for vulnerable people, working with community

Set out governance structures in line with national guidance, including new Member-led Outbreak Control Board, links to existing borough resilience structures, and COVID-19 Health Protection Board. Communication and community engagement an underlying principle of the Outbreak Plan.



## **BUILDING PUBLIC TRUST**

Being accountable and transparent in our use of data, ensuring minimisation and giving right of access to residents



## **LOCAL GOVERNMENT IS A TRUSTED PARTNER**

Regarded as an equal partner in managing and using test, track and trace data



## **LOCAL GOVERNMENT IS A SOURCE OF INSIGHT & INTELLIGENCE**

Resourced and encouraged to analyse and understand our community and share this information



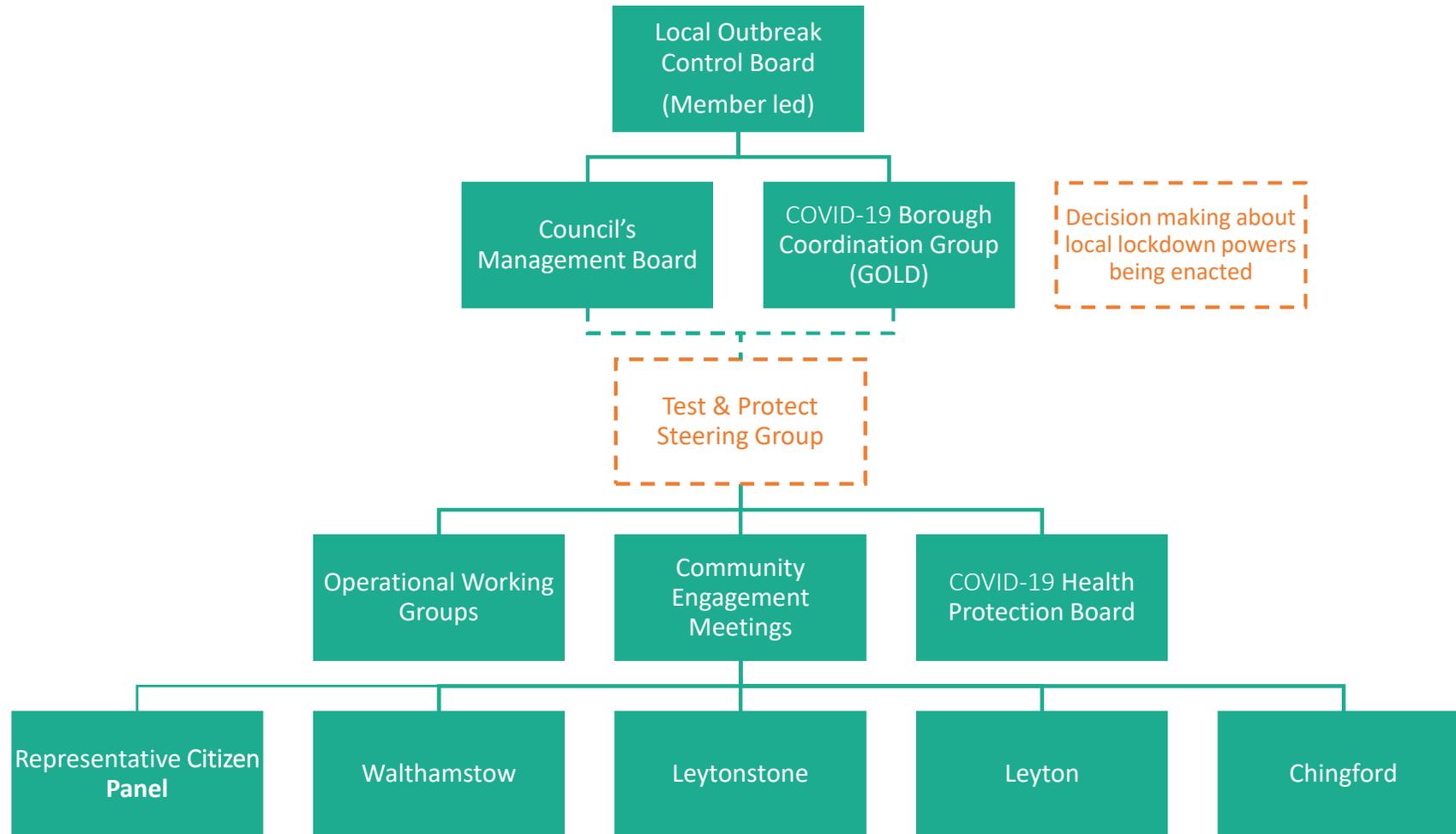
## **VALUING THE WHOLE SYSTEM**

Effective information governance and data flow with the purpose of tracking COVID-19, for the benefit of residents

APPENDIX TWO

# GOVERNANCE

# GOVERNANCE | STRUCTURE



Governance Forum	Chair	Frequency (not less than)
Local Outbreak Control Board	<ul style="list-style-type: none"> <li>Leader of the Council, or nominated Deputy</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly</li> </ul>
Council's Management Board	<ul style="list-style-type: none"> <li>LBWF CEO</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> </ul>
COVID-19 Borough Coordination Group	<ul style="list-style-type: none"> <li>LBWF Strategic Director, Families</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> </ul>
Test and Protect Steering Group	<ul style="list-style-type: none"> <li>LBWF CEO</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly</li> </ul>
COVID-19 Health Protection Board	<ul style="list-style-type: none"> <li>LBWF Director Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly</li> </ul>
Community Engagement Meetings	<ul style="list-style-type: none"> <li>To be agreed as part of first Community Engagement Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>

APPENDIX THREE  
**DATA**

# DATA | HOW IT WILL BE USED WITHIN PLAN

**We will receive a range of local level data**

Details have been provided of how data flows into local authority from Public Health England, the Office of National Statistics and other sources

**We will store, use and share this data securely**

We think it is important to be transparent about this data and what it is used for and will produce a data charter and privacy notice setting out local governance arrangements and clear processes including how it will be stored, shared and used

**We will produce a data dashboard**

The dashboard will include a summary of:

- Analysis and mapping of postcode data of positive COVID-19 cases to help identify hotspots and outbreaks
- Mapping work to show mortality from COVID-19 and from all causes spatially

**We will use data inform local decision making**

- We will analyse this local, regional and national data daily to adapt our approach accordingly and shift resources to areas as needed
- The data dashboard will also be shared with the Track and Trace Steering Group and the Health Protection Board to inform decision making