

Croydon Outbreak Control Plan for COVID-19

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Introduction

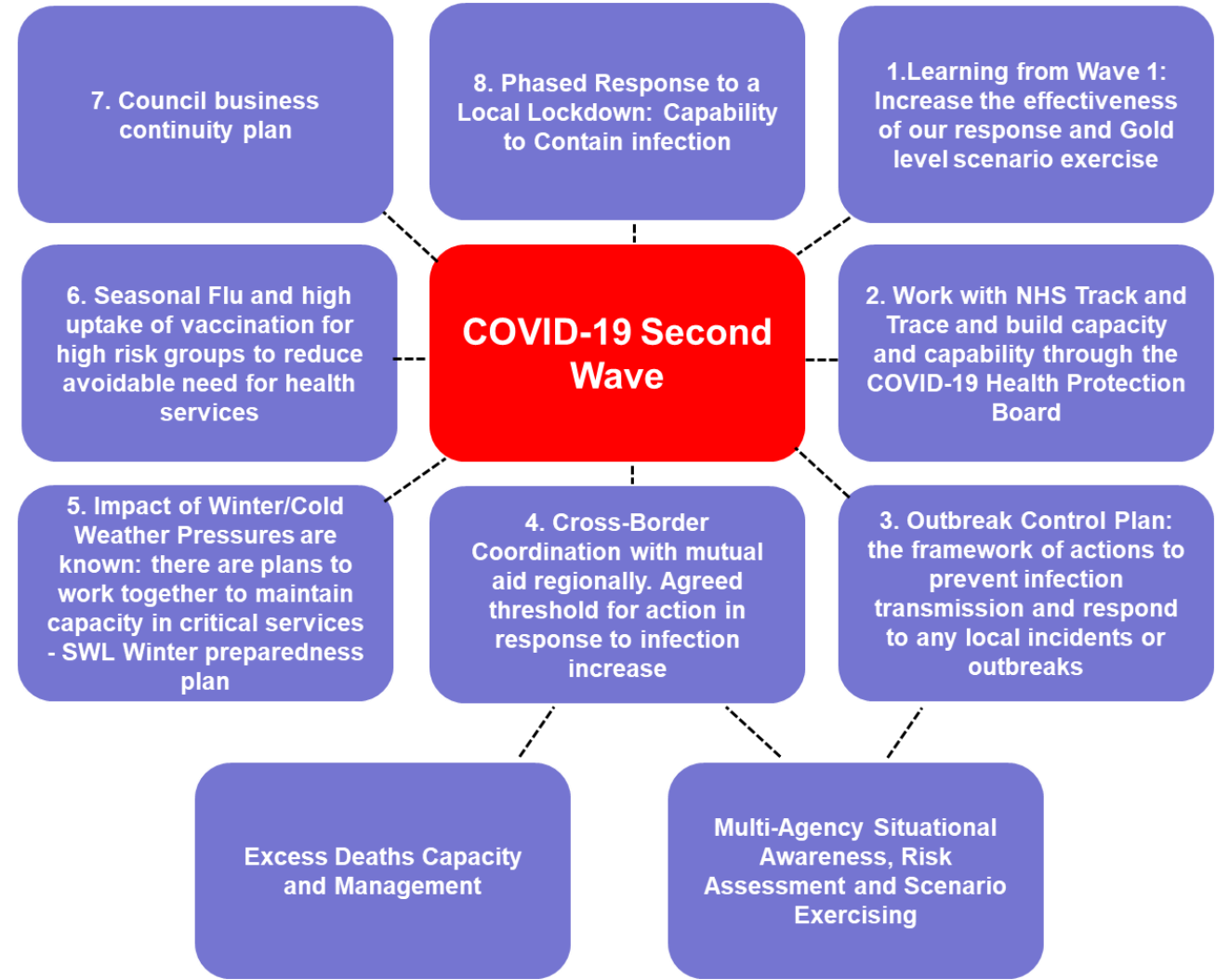
The purpose of this plan is to save lives and reduce health inequalities by reducing the spread of infection in people living and working in Croydon from COVID-19. We will do this by preventing cases from occurring, stopping transmission when someone is infected and mitigating health risks when infected.

It describes our local whole system response and it has been developed with a wide range of stakeholders and overseen by Croydon Covid-19 Health Protection Board. Version one was signed off by Croydon's Chief Executive Officer, Director of Public Health, PHE Health Protection Team and Health Protection Board and published on 29th June 2020.

This is a live and iterative document and will be regularly updated, as further evidence and learning emerges.

COVID Preparedness in Croydon

Croydon Outbreak Control Plan is one of a number of activities to protect and prepare Croydon for ongoing COVID pressures over the next few months.



Five Steps for Managing Outbreaks

1 – Monitoring

LBC, with PHE will work with the Joint Biosecurity Centre by looking at data on the spread of coronavirus and people's behavior across the country to enable early, preventative action. The indicators fall into 4 primary groups:

- PHE and NHS Test and Trace data – for example, the number and rate of increase of positive cases and the number of outbreaks in an area
- Syndromic surveillance – for example, increase in NHS111 calls regarding COVID-19 like symptoms
- NHS activity – for example, hospital admissions for COVID-19
- Other indicators – for example, mortality data

2 – Engagement

If monitoring identifies local problems, NHS Test and Trace and PHE will work with LBC to develop a deeper understanding of the problem and identify solutions. LBC will work with local agencies to keep the local community informed at every stage, so they know what they need to do.

3 – Testing

Testing at a local level will then be scaled-up, combined with contract tracing through NHS Test and Trace to try to control the virus at that stage.

4 – Targeted restrictions

If the virus continues to spread, activities at particular locations will be restricted and individual premises will be closed. Hotspots will have access restricted, with people who have spent time there tested and contact tracing carried out for anyone who tests positive.

5 – Local lockdowns

If the previous measures do not stop the spread, local lockdowns will be extended across whole communities, with businesses and schools shut down as people are urged to stay at home.

Guiding Principles

Croydon's Local Outbreak Control Plan (LOCP) is guided by the principles and legislative framework specified in a document signed by Association of Directors of Public Health, Faculty of Public Health, Public Health England, Local Government Association, Solace and UK Chief Environmental Officers Group.

There are four principles for the design and operationalisation of LOCP's arrangements, including local contact tracing, if needed. There are stated below:

1. Be rooted in public health systems and leadership
2. Adopt a whole system approach
3. Be delivered through an efficient and locally effective and responsive system including being informed by timely access to data and intelligence
4. Be sufficiently resourced

This document can be [found here](#).

Seven themes of local outbreak control planning

1

Care homes and 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 and 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 Centre Playbook (e.g., data management planning, including data security, NHS data linkages)

6

Vulnerable people

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

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

Preventing an Outbreak in Croydon

National Governance

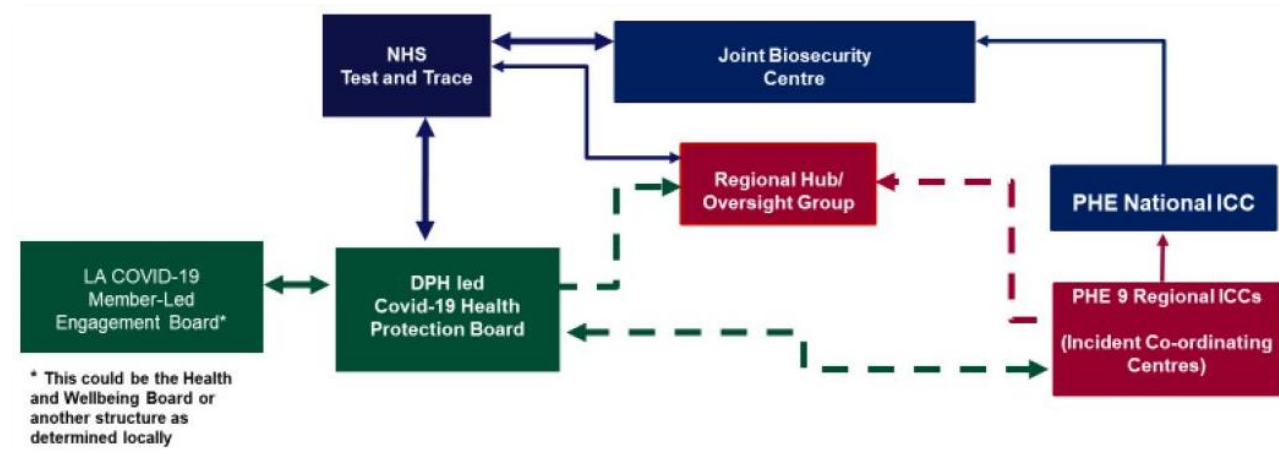
National decision-making will take place through the government's Local Action Committee command structure, which can escalate concerns and issues to the COVID Operations Committee to engage ministers across government.

Examples of additional national support include:

- Access to surge resources via the Joint Biosecurity Centre e.g. behavioural science & project / incident management support.
- Increased access to testing resources & contact tracing data.
- Deep dive epidemiological reports.

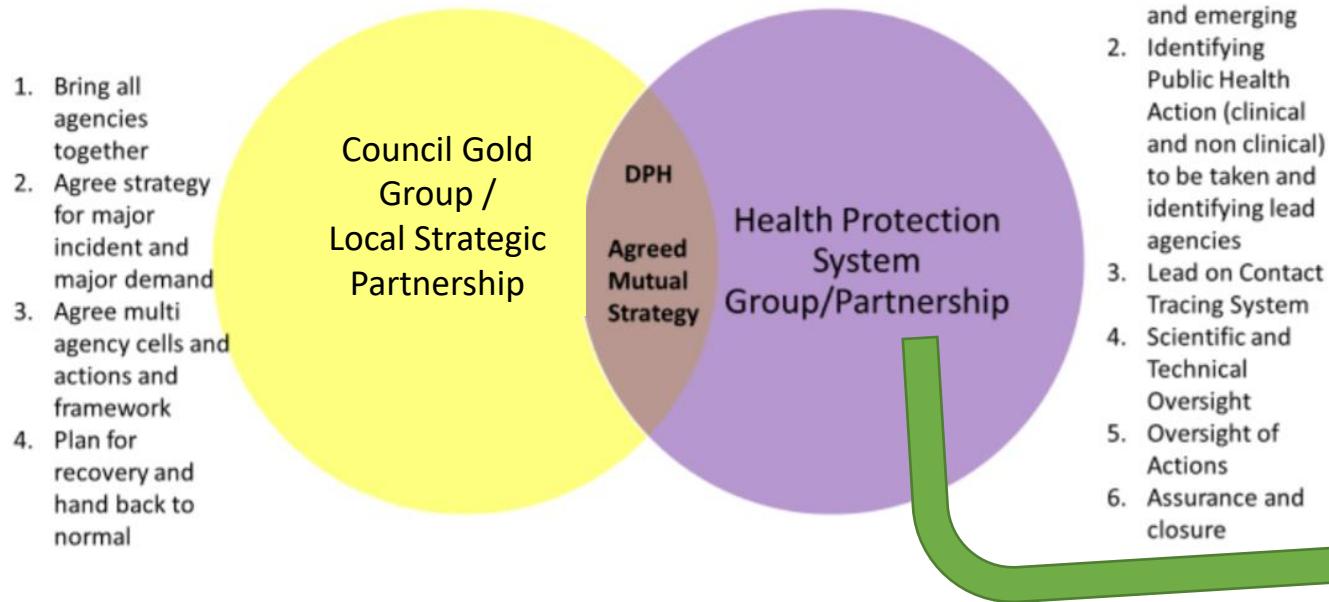
More information on national roles and responsibilities can be found [here](#).

Relationships between local and national elements of outbreak management

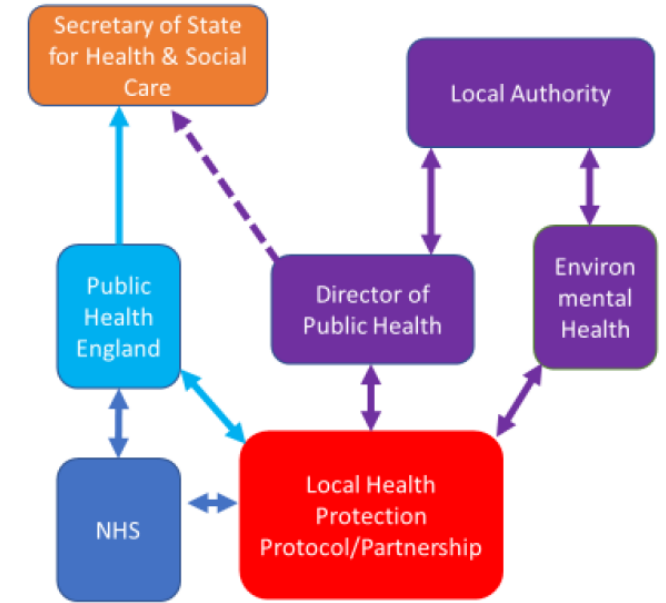


Roles and Responsibilities in London

Roles and responsibilities between Public Health England London's Coronavirus Response Cell (LCRC) and Local Authorities in London are agreed in the [Joint Agreement](#) and further detail is provided in the [London Outbreak Control Plan](#).



Overlapping and distinct interests and roles of local strategic groups and Health Protection Systems



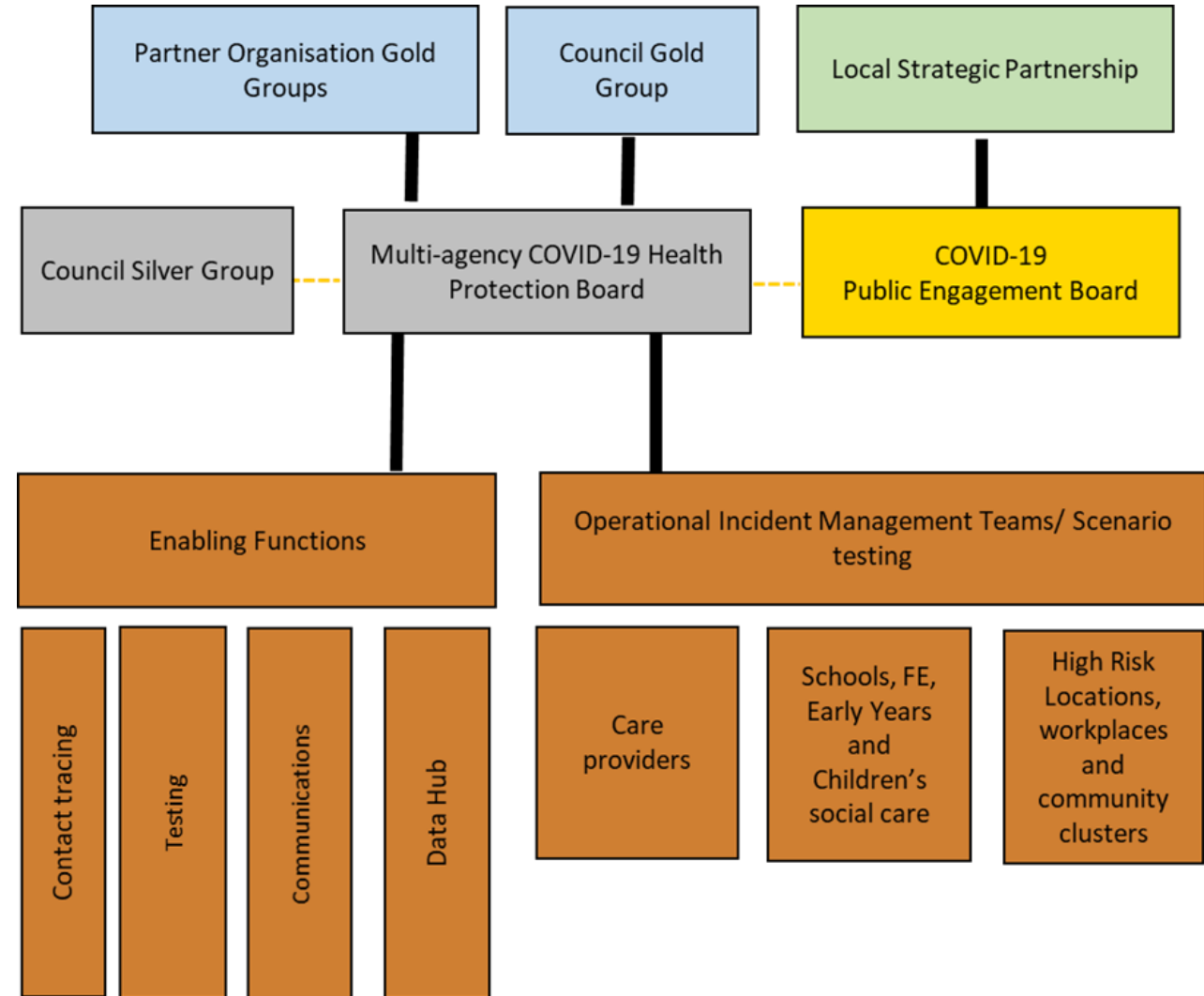
A simplified diagram of the local health protection system

COVID-19 Outbreak Governance in Croydon

Lead: Rachel Flowers, LBC DPH

The arrangements detailed here will be supported regionally by LCRC and South West London Integrated Care Systems, and nationally by the Joint Biosecurity Centre.

You can find the terms of reference for the [COVID-19 Health Protection Board](#) and [Public Engagement Board](#) here.



Responsibilities at Local, Regional, and National Levels

	Build readiness	Prevent	Identify	Investigate	Act	Recover
Local	<ul style="list-style-type: none"> • Build local outbreak readiness incl. outbreak control plans • Build local capacity and capability • Ensure the necessary local preventative actions are enacted • Proactively monitor local data/analytics feeds 			<ul style="list-style-type: none"> • Lead incident response and plan/implementation of actions • Trace complex cases, identify contacts, within scope of Tier 1b • Lead development of local testing and tracing strategy • Lead delivery of local public comms & engagement plan • Draw on stakeholders to access additional support & resource • Support co-ordination across boundaries beyond a UTLA 		
Regional	<ul style="list-style-type: none"> • Support local readiness including best-practice sharing • Input into assurance of local readiness 			<ul style="list-style-type: none"> • Support local planning and delivery of incident response • Provide upward visibility of the situation and actions taken • Escalate issues to national level as reqd. • Support capture of learnings and lead on sharing these • Support co-ordination across boundaries beyond a UTLA 		
Nat'l Ops	<ul style="list-style-type: none"> • Develop proposed range of available interventions and criteria • Develop proposed escalation routes and criteria • Drive E2E system readiness and optimise performance • Assure local readiness incl. capability/capacity • Provide guidance on demand to support local capacity build • Provide integrated dashboards to support local monitoring • Proactively monitor data and flag issues to local teams 			<ul style="list-style-type: none"> • Prioritise and deliver on requests for add'l support & resource • Support co-ordination across boundaries beyond a UTLA • Lead co-ordination with OGDs to ensure proper join-up and x-WH • Monitor data to track progression; flag issues to local teams 		
Ministers	<ul style="list-style-type: none"> • Agree range of available local interventions and criteria • Agree escalation routes and criteria; legislate as needed 			<ul style="list-style-type: none"> • Manage lifting/lowering of national restrictions as appropriate • Parliamentary accountability for the health of the nation 		

Local Regional National

Extracted from the [London Outbreak Control Plan](#)

Communicating with the public

Our communications campaign will respond to national insight that tells us there is:

- Low awareness of how and where to get a test
- Low symptom knowledge
- Low understanding of isolation

In London, attitudes to NHS Test and Trace have been identified as follows (GLA June 2020):

- Just 44% of Londoners say that they would know how to get a test, compared to 46% who said they would not.
- Black, Asian and Minority Ethnic (BAME) Londoners and those over the age of 65 years are least likely to say they'd know how to get a test for coronavirus.
- 35% say they know little or nothing about NHS Test and Trace, 52% a fair amount and 13% a lot.
- Younger Londoners and ethnic minorities are more likely to say they know little about the service.

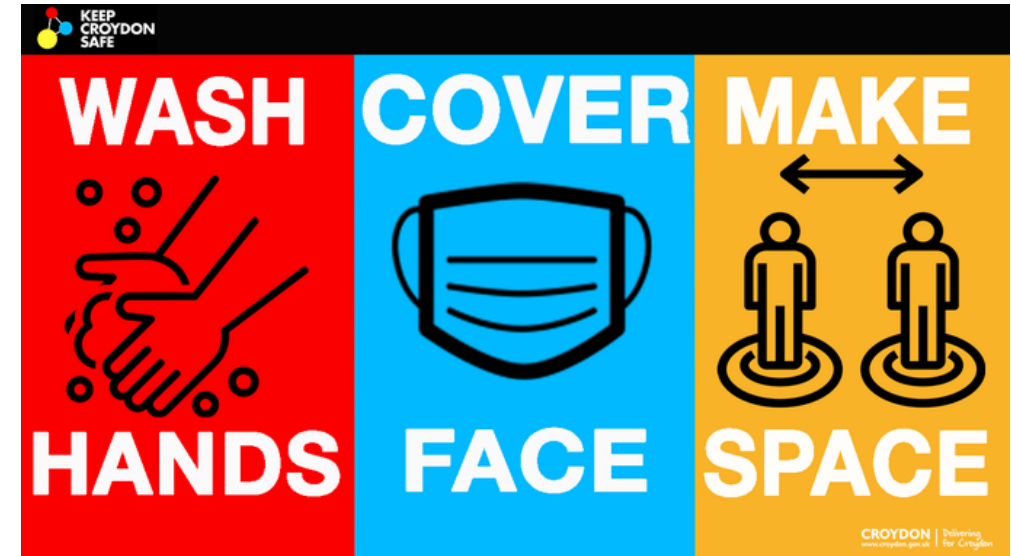


Engaging with Croydon

A communications strategy has been developed to support this Local Outbreak Control Plan. A summary of the strategy will follow.

- It is driven by data and insight on local attitudes and behaviours, and the demographic makeup of Croydon.
- It outlines how we will provide clear, effective communications advice and guidance to Croydon residents, businesses and communities on NHS Test and Trace.
- It is supported by a practical tool kit of communications campaign materials to support ongoing prevention messages, and reactive content to support the rapid response in the event of a local outbreak.

This is a working document and will be developed further as we work with our communities and stakeholders to best achieve the aims.



Engaging with Local Communities

- Engagement with local communities is at the heart of communicating our local outbreak plan and key to its success both at the preventative stage and in the event of a local outbreak.
- We have been working with partners, residents, community and faith groups to understand their preferred channels and format, to ensure communications are tailored to all of Croydon's diverse communities, so they are kept informed, safe and reassured.
- As part of this we are targeting key groups who are most at risk, and those who may be least likely to understand or comply so that we can understand the barriers and find ways to reach them.
- We are recruiting local community leaders and influencers to support our campaign and deliver our messages via our channels as well as their own.
- A Keep Croydon Safe communications toolkit has been developed with a range of resources for key partners and community groups to use and share through their own channels.



Keeping Yourself Safe

Social distancing: what do I need to do?

- Follow the NHS [advice to stop the spread of coronavirus](#)

How can I get help or support?

- If you, or someone you know, **needs a hand with collecting shopping or prescriptions, or just wants someone to talk to**, the NHS Volunteer Responders are here to help. Call 0808 196 3646, or go to nhsvolunteerresponders.org.uk.
- If you need **urgent help or assistance**, please call Croydon Council on 020 8604 7787. If you are having trouble getting through, please [complete our Coronavirus support form](#).
- For **other coronavirus information** and advice, please go to new.croydon.gov.uk/coronavirus-information-and-service-updates

What do I do if I think I have any of the main symptoms of coronavirus?

1. Get a free NHS test to check if you have coronavirus as soon as possible.
 - [Apply online](#)
 - Or call 119 if you have problems using the internet
2. Stay at home and do not have visitors until you get your test result – only leave your home to have a test.
 - Anyone you live with, and anyone in your support bubble, must also stay at home until you get your result.



Town Centres

- Preventing an outbreak linked to a town centre is critical to our local outbreak strategy. A multi-agency approach was taken, led by Croydon Council, to support the COVID secure reopening of town centres and districts, and welcome people back.
- [Croydon BID](#) continues to act as a collective voice for businesses and represents best interests whilst working with Croydon Council, as logistical plans are designed and delivered to ensure Croydon can operate safely and securely in the near future. They have been:
 - adapting the public realm to support social distancing measures
 - giving appropriate considerations to transport, transport routes, infrastructure and capacity
 - implementing a new cleansing plan
 - working with businesses throughout the process – offering support
 - creating a clear and comprehensive communications strategy, in collaboration with Croydon Council
- If a confirmed case of COVID-19 has occurred in a business or organisation, owners should go to the [reporting an outbreak resource site](#) to find the relevant type of organisation and follow the instructions on the action card.



Data Reporting and Monitoring in Croydon

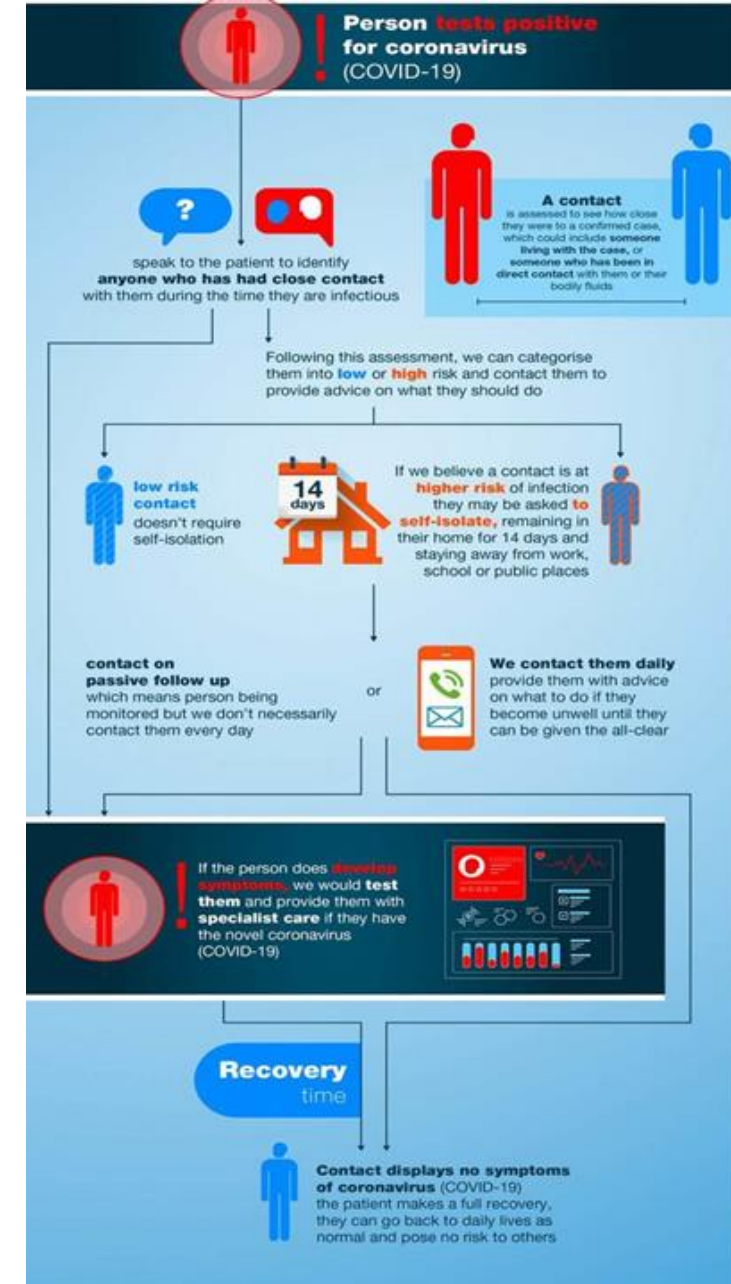
	Reports sent to DPH		Data sets in public domain			LBC produced reports
Report title	Confirmed COVID-19 cases (from LCRC)	Test and Trace report (LA level)	Coronavirus in the UK (HM Gov)	Death registration and occurrences by local authority (ONS)	Deaths involving COVID-19 by local area and deprivation (ONS)	Cases by care setting
Dataset / report contents	<ul style="list-style-type: none"> Cases by postcode Cases by age at onset 	<ul style="list-style-type: none"> Confirmed cases in Test and Trace Cases completed Total number of contact reported Contacts completed 	<ul style="list-style-type: none"> Daily confirmed cases in Croydon Daily confirmed cases in London Rate of cases (per 100,000) for London boroughs 	<ul style="list-style-type: none"> COVID-related death registrations by place of death COVID and non-COVID death registration for Croydon 	<ul style="list-style-type: none"> COVID-related deaths by MSOA Age standardised death rate by London boroughs 	<ul style="list-style-type: none"> List of care setting affected by Covid-19 Total confirmed and suspected cases in Croydon care settings
Frequency of reporting	Daily	Daily	Daily	Weekly	Infrequently	Daily
Further analyses done	<ul style="list-style-type: none"> Age-specific rate of cases (per 10,000) COVID-19 cases by MSOA 		7-day moving average of cases for Croydon and London			More detail on data reporting and monitoring can be found in the Escalation thresholds and protocol

NHS Test and Trace Service

What is the NHS Test and Trace Service?

- NHS Test and Trace uses **contact tracing** to track the spread of the virus and stop it from spreading.
- Contact tracing is an important function of outbreak control used around the world.
- It plays a vital role in giving early warning if the virus is increasing again, locally or nationally
- NHS Test and Trace offers access to free testing and identifies people who have come into contact with an infected person and asks them to self-isolate.
- This stops people who may have COVID-19 from infecting others.

Source: PHE, 2020



How the NHS Test and Trace service works?

Part 1: Someone with symptoms of coronavirus:

1. Isolate: anyone experiencing symptoms must self-isolate for at least 10 days. Anyone else in your household must self-isolate for 14 days from when you started having symptoms

2. Test: [get a free NHS test immediately to check if you have coronavirus](#) or call 119

3. Results:

- If your test is **positive**, you must complete the remainder of your 10-day self-isolation. Anyone in your household must also complete self-isolation for 14 days from when you started having symptoms.
- If your test is **negative**, other household members no longer need to self-isolate.

4. Share contacts: if you test positive the NHS Test and Trace service will send you a text or email alert or call you with instructions of how to share details of people with whom you have had close, recent contact and places you have visited.

Part 2: If you are contacted by the NHS Test and Trace service because you have been in close contact with someone who has tested positive for coronavirus

1. Alert: you will be alerted by the NHS Test and Trace service if you have been in close contact with someone who has tested positive for coronavirus.

2. Isolate: you will be told to begin self-isolation for 14 days from your last contact with the person who has tested positive.

3. Test if needed: if you develop symptoms of coronavirus, other members of your household must self-isolate immediately at home for 14 days and you must get a test to check if you have coronavirus or call 119 if you have no internet access.

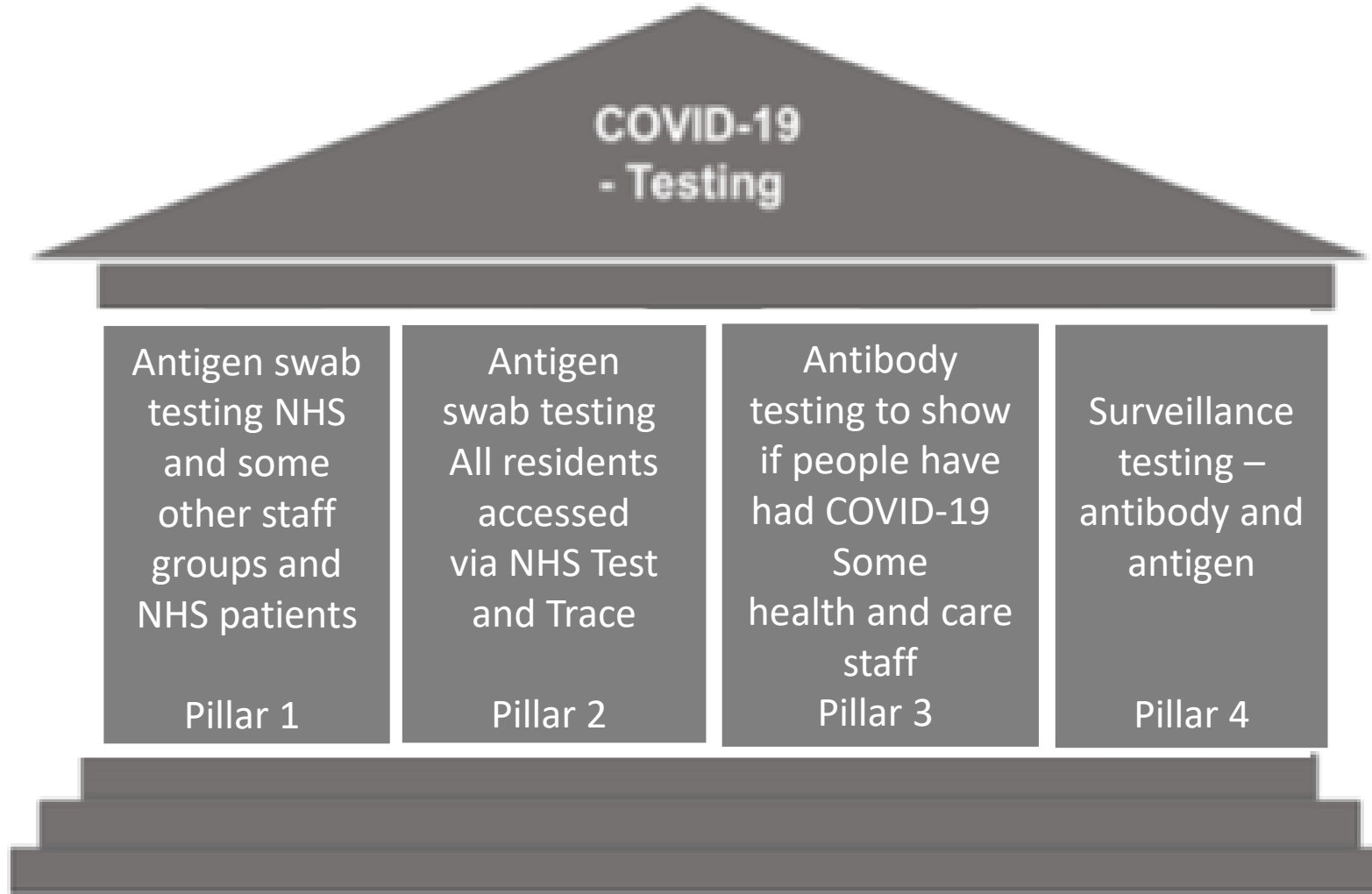
- If your test is **positive**, you must continue to stay at home for at least 10 days and NHS Test and Trace service will get in touch to ask about your contacts since they must self-isolate.
- If your test is **negative**, you must still complete your 14 day self-isolation period because the virus may not be detectable yet – this is crucial to avoid unknowingly spreading the virus.

Croydon COVID-19 Testing Strategy

The two interlinked aims of the Croydon COVID-19 testing strategy are:

- To ensure equal high participation in NHS Test and Trace to help prevent outbreaks developing; and
- To ensure that in the event of a local outbreak there is sufficient national and local testing capacity to support a timely and community / locality response.

The National Testing Pillars



Definition:

- *Antigen testing* – to see if you have COVID19
- *Antibody testing* – to find out if you have had the virus and have antibodies

Pillar 2

If you have symptoms, get a free test, apply online on [GOV.UK](https://www.gov.uk), or call 119.

Pillar 2 testing options for Croydon residents include:

- Home test kits
- Mobile Testing Unit at Fairfield Halls
- Local Testing site in New Addington.
- Regional testing centres e.g. Gatwick

More Testing Options in Development

- Further walk-up testing sites in development;
- Schools to have small test kit supplies for exceptional cases from 1 September 2020;
- Directors of Public Health to have stock of tests for deployment to at risk groups; and
- Additional NHS capacity for testing asymptomatic high risk occupations.

Defining “Vulnerable”

Croydon aims to help people in our communities who are most vulnerable to protect themselves from infection and to enable them to self-isolate when required.

We recognise that some residents may require assistance in order to achieve this. For the purposes of COVID-19 outbreak management, a vulnerable person is anyone whose basic needs will not be met (e.g. access to food, medications, having a safe place to live) when following four key areas for outbreak control:

- Prevent the spread of infection by practising social distancing and hygiene measures
- Get a test for coronavirus if they display symptoms
- Help to trace others if they test positive and have been in close contact with other people
- Self-isolate-for those displaying symptoms, who have been in close contact with someone who has tested positive, and/or who has received a positive test result

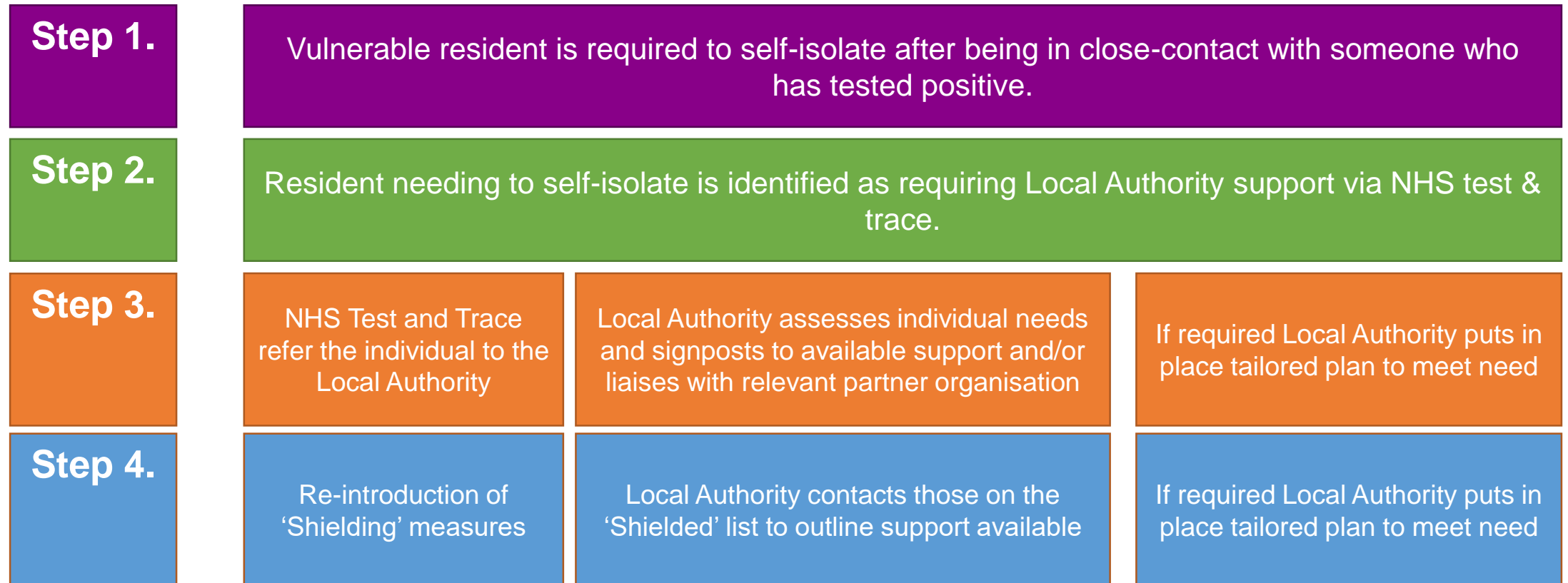
Our support for vulnerable people will focus around these four areas, recognising the crucial role played by our partners across SWL and the borough, including voluntary organisations, mutual aid groups, businesses and faith groups.

Supporting Vulnerable Individuals

- To support our most high-risk groups, Croydon has communication and support plans in place.
- Targeted communication will support 'vulnerable' people to prepare for local restrictions that may impact on their ability to meet their basic needs.
- These support plans build on learning from the national lockdown and draw upon existing local assets to signpost people to the range of support services available locally.

Supporting Vulnerable People to Self-isolate

Throughout the pandemic, Croydon has been committed to ensuring a comprehensive support system has been in place to support vulnerable residents. Working together with our partners and voluntary and community sector, we will ensure that support continues to be available.



Identifying Outbreaks in Croydon

Identifying Outbreaks - definitions

On a sliding scale, there are a range of outbreak scenarios that require appropriate actions.

[Go to this slide](#) for the suggested actions related to the different outbreak scenarios mentioned below.

Definitions		Example
Suspected/possible case	A person with COVID-19 symptoms (fever, persistent new cough, and/or loss of taste/smell)	<ul style="list-style-type: none">• A resident with COVID-19 symptoms who has not been tested
Confirmed case	A person who has tested positive for COVID-19	<ul style="list-style-type: none">• A reported case in Croydon
Unrelated cases	Individual cases of COVID-19	<ul style="list-style-type: none">• Daily reported cases across Croydon with no link
Clusters	2 or more cases associated with a specific setting, but not known if there is a link	<ul style="list-style-type: none">• Two cases in a school but not known if linked• Two cases in members of a church but not known if linked
Outbreaks	2 or more confirmed cases associated with a specific setting with evidence of a link to another case	<ul style="list-style-type: none">• Two cases in a school and a link has been identified

Identifying Outbreaks - definitions

Definitions		Example
Community spread	Sporadic or linked cases on a limited or extensive basis	<ul style="list-style-type: none">Community outbreaks and/or outbreaks in a school or care home
	Requirement to impose restrictions under LA powers	<ul style="list-style-type: none">Premise operating in an unsafe way e.g. a pub or fast food outletEvent with unsafe numbers of people expected
	Requirement to impose a Local lockdown	<ul style="list-style-type: none">Multiple large scale outbreaks across Croydon or escalating numbers of cases
Area(s) of concern	A watch list of areas with the highest prevalence (20-25 cases per 100,000 over 7 days), where the local area is taking targeted actions to reduce prevalence – for example	<ul style="list-style-type: none">An area with a rise in the prevalence of cases that is providing additional testing in care homes and increased community engagement with high risk groups
Area(s) of enhanced support	Areas at medium/high risk of intervention (25-50 cases per 100,000 over 7 days), where there is a more detailed plan, agreed with the national team and with additional resources being provided to support the local team	<ul style="list-style-type: none">An area with a rise in the prevalence of cases that is providing additional testing in care homes and increased community engagement with high risk groups
Area(s) of intervention	Areas where there is divergence from the measures in place in the rest of England because of the significance of the spread of infection (>50 cases per 100,000 over 7 days) with a detailed action plan in place, and local resources augmented with a national support	<ul style="list-style-type: none">Areas with local lockdown measures in place due to the significant increase in cases

National Escalation Levels

- A [Local Authority Watchlist](#) is published every Friday by PHE, which combines a range of indicators to highlight local authorities of greatest concern.
 - If Croydon becomes an “Area of Concern” or higher, following the National Gold meeting on Thursdays, a member of the national Contain Team will notify the Croydon Council Chief Executive and Elected Leaders, the DPH, and area MPs.
 - The Croydon Council Gold Group will work with the national teams offering support to manage the outbreak, focusing on the actions detailed in the embedded document below.
 - Note: Croydon’s thresholds are one level lower than the pan-London / national levels with the intention that Croydon Gold Group is notified of a potential issue well before it is escalated.

The watch list classification uses the following categories as set out in the [Contain Framework](#):

National Area Classification	Detail
Area of intervention	Where there is divergence from the measures in place in the rest of England because of the significance of the spread, with a detailed action plan in place, and local resources augmented with a national support
Area for enhanced support	Areas at medium/high risk of intervention where there is a more detailed plan, agreed with the national team and with additional resources being provided to support the local team (e.g. epidemiological expertise, additional mobile testing capacity)
Area of concern	Areas with the highest prevalence, where the local area is taking targeted actions to reduce prevalence e.g. additional testing in care homes and increased community engagement with high risk groups
Business as usual	Where the majority of areas will be operating most of the time

London Escalation Levels

The [London Outbreak Control Plan](#) includes the following thresholds for action linked to the National Thresholds.

These are used to guide action by the PHE London Coronavirus Response Cell.

Epidemic Level	Borough - Incidence 7-day cases per 100,000	Phase	Key interventions	Priority LA actions	Priority Regional Actions	Priority National Actions
1A	0 - 20	Areas requiring watching brief	Business as usual Testing and Contact tracing Community outreach and support Mass media campaigns Reinforce prevention messaging	Responsible Accountable	Responsible Accountable Consulted Informed	Informed
1B	20 - 25	Areas of national concern	All of the above plus: Increase MTU access Widen Testing and screening options Targeted campaigns Strengthen CT activity Community Outreach	Responsible Accountable Consulted	Responsible Accountable Consulted Informed	Informed Consulted
2	25 - 50	Areas of enhanced support	All of the above plus: Reintroduce epidemic controls Close settings driving epidemic Mandatory masks Restrict social contacts Restrict religious gatherings	Responsible Accountable Consulted Informed	Responsible Accountable Consulted Informed	Responsible Consulted Informed ?Accountable
3	>50	Areas of intervention	All of the above plus: Consider local lockdown Target intervention dependent upon drivers	Responsible Accountable Consulted Informed	Responsible Accountable Consulted Informed	Responsible Accountable Consulted Informed

Croydon Escalation Levels

- The [escalation thresholds and protocol](#) details how the level of risk is assessed locally using a host of data sets and local intelligence. This data is analysed and triangulated on a daily basis by a team of Public Health specialists.
- Locally, we have established thresholds for action.
- The Croydon escalation thresholds are set lower than the National thresholds so that Council Gold can be activated prior to any regional or national intervention.

Thresholds for Outbreaks in Croydon

Risk Level	Description	Indicators used to assess level of risk
Level 1	Coronavirus is circulating in the community , standard infection prevention measures continue to apply.	Weekly 7 day rolling averages of cases low <15 per 100,000; no observed clusters of infection in any particular setting, geography or population. Some small contained localised outbreaks.
Level 2	Coronavirus is increasing in the community. Additional local measures may be put in place to reduce spread e.g. increased testing; closure of affected premises	Number of cases increasing across the borough or in parts of the borough (15-25 per 100,000); clusters linked particular setting, geography or population; increase in testing positivity; local intelligence indicating non-adherence to social distance.
Level 3	Coronavirus is circulating widely in the community ; additional support received from Government and local measures agreed e.g. reintroduction of measures to restrict social contact	Number. of cases 25 plus per 100,000 – 7 day rolling average (96 plus cases a week); Increase in number of situations linked particular-settings, geography or population;
Level 4	Coronavirus is circulating widely in the community at increasing levels , Government 'lockdown' measures introduced to reduce infection rates.	Infection rate >50 per 100,000 over 7 days

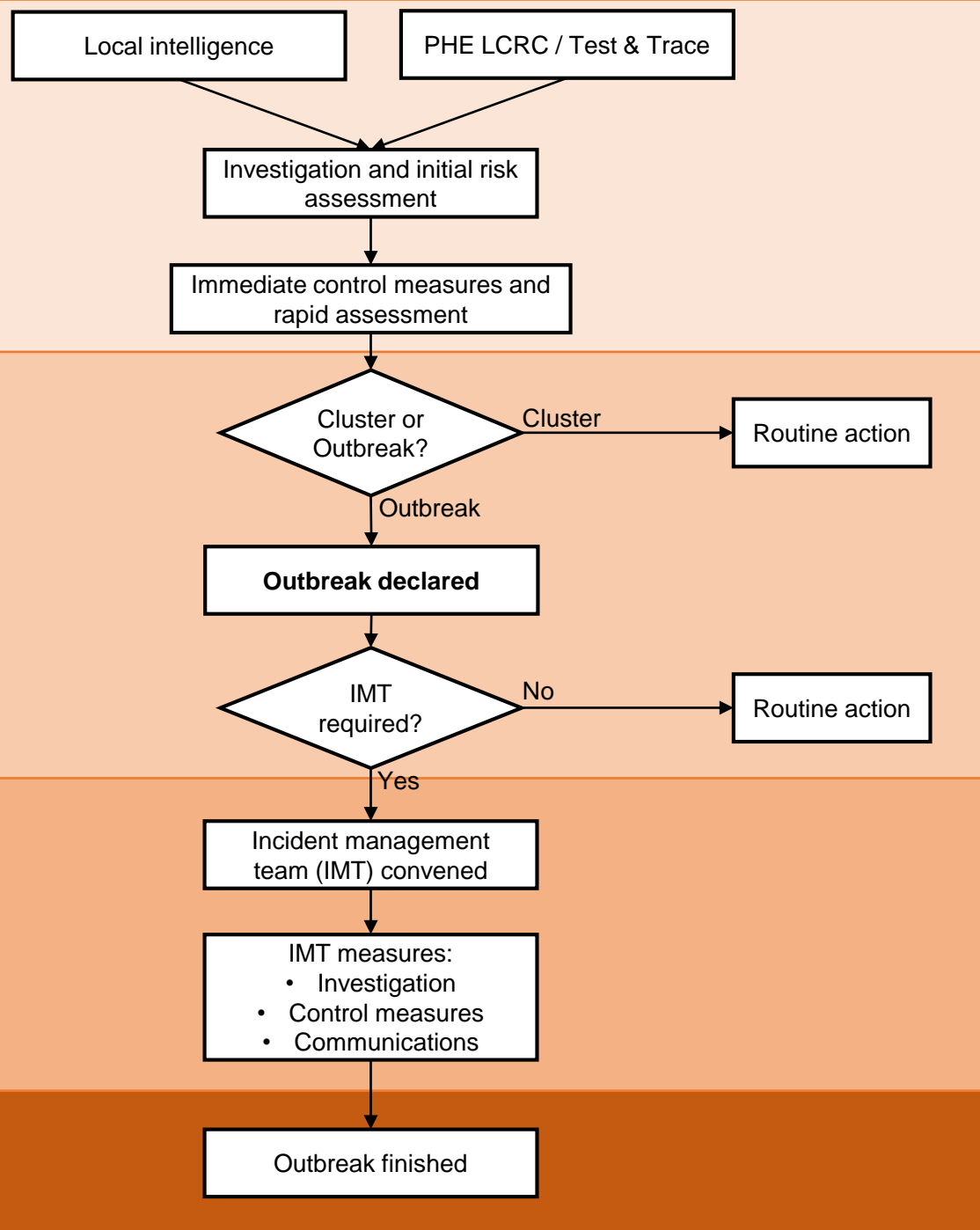
Responding to Outbreaks in Croydon

Who Manages COVID Outbreaks?

The following table summarises the key roles for managing outbreaks within an individual setting, within a local authority area, and which cross regional boundaries.

Level	Decision-maker(s)	Coordination, Advice and Engagement
Individual setting (for example restaurant, school, factory)	Setting owner – with appropriate support.	
May vary depending if the setting is deemed a setting of national significance.	<ul style="list-style-type: none">• PHE (local health protection teams)• Director of Public Health• NHS Test and Trace and PHE setting specific action cards	
Within a local authority area	<ul style="list-style-type: none">• Decisions may be taken by the chief executive, Director of Public Health or Head of Environmental Health	<ul style="list-style-type: none">• COVID-19 Health Protection Board (including NHS, faith, community partners, PHE)• Croydon Council Gold Group• COVID-19 Public Engagement Board
Regional (cross-boundary)	N/A – agreed cross-boundary decisions will be implemented at local authority level	<ul style="list-style-type: none">• Local resilience forums (LRFs)• Mayoral and combined authorities• Integrated care systems• Regional health directors (PHE and NHS)

Table extracted from the [Contain Framework](#)



- 1. Surveillance**
- Daily surveillance is ongoing nationally and locally (see [Escalation thresholds and protocol](#)).
 - Surveillance aims to identify clusters and outbreaks
 - Notification of a cluster or outbreak will typically come from local intelligence or from PHE LCRC.
- 2. Rapid risk assessment (LCRC is responsible)**
- PHE LCRC is contacted
 - A rapid assessment is undertaken to see if the cases are linked
 - If they are, an outbreak is declared
 - Immediate actions to control the spread of infection are taken
 - Data is collected to assess the level of risk and determine the triggers for action
 - An Incident Management Team (IMT) is set up if needed, based on the risk assessment
- 3. Control, investigation and communications**
- For all outbreaks, management involves:
 - Investigation: What more do we need to know? This may involve further testing, contact tracing, epidemiological assessments
 - Control: What more do we need to do to control the infection? Review and implement prevention and control measures
 - Communication: Who needs to know? What are the key messages? Prepare comms and send it out
 - Control measures may include a requirement to impose restrictions on premises, events or outdoor public spaces, or a requirement for a local lockdown
- 4. Stand down**
- When the outbreak is over, a review session will identify lessons and recommendations
 - Changes will be made to this Outbreak Plan to reflect learning
 - Learning will be shared with Covid-19 Health Protection Board

Response Actions

Trigger for Action	Notifications to CEX and Council Gold Group	Responsibilities and Escalation
Unrelated cases small number each day	<ul style="list-style-type: none"> CE and Council Gold Group updated weekly on C19 cases, deaths, significant change via BECC dashboard & DPH update 	<ul style="list-style-type: none"> Covid 19 Health Protection Board discuss in their bi-weekly meeting (with possibility of increased frequency of meeting) No action from CE/ Council Gold required
Cluster two or more cases in one geographical area – but not known if there is a link	<ul style="list-style-type: none"> CE/Gold is notified by the DPH CE/Gold is made aware of communications and if there is media interest 	<ul style="list-style-type: none"> Covid 19 Health Protection Board now meeting weekly – this situation discuss No action from CE/Gold required. Proactive communications will be developed and implemented as detailed by the Comms strategy.
Outbreak two or more cases in one geographical area that are linked	<ul style="list-style-type: none"> CE notified by the DPH CE/Gold is made aware of communications and if there is media interest 	<ul style="list-style-type: none"> Covid 19 Health Protection Board discuss and review the investigation controls and coms No action from CE/Gold required. Proactive communications will be developed and implemented.
Large outbreak or multiple small outbreaks	<ul style="list-style-type: none"> DPH notifies the CE as soon as it is suspected that there is a large outbreak or multiple small outbreaks There may be one or more Incident Management Teams that act at an operational level. 	<ul style="list-style-type: none"> Council Gold Group is convened to review the situation CE/Gold will be provided with a situational briefing and response options Assess the incident and monitor whether the IMT's response is proportionate and appropriate CE/Gold will communicate with Members, central government officers and politicians. Press and communications strategy developed & implemented.

Response Actions continued

Trigger for Action	Notifications to CEX and Council Gold Group	Actions
Requirement to exercise local COVID-19 LA powers e.g. close premises, close public open spaces, prevent events LA powers	<p>DPH will notify the CE as soon as she suspects the following three conditions have been met:</p> <ol style="list-style-type: none"> 1. There is a serious and imminent threat to public health in the local authority's area 2. The direction is necessary to prevent, protect against, control or provide a public health response to the incidence or spread of infection in the local authority's area of coronavirus 3. The prohibitions, requirements or restrictions imposed by the direction are a proportionate means of achieving that purpose 	<ul style="list-style-type: none"> • Convene extra-ordinary Council Gold Group to work through DPH situation update and intervention options paper • Agree proposed directions to exercise the power as per options paper • Notify the Secretary of State for Health and Social Care as soon as possible after making a direction and no longer than 24 hours after issuing • Review the direction at least every seven days • Communicate with Members, central government officers and politicians. • Press and communications strategy developed & implemented. • Croydon Council will alert NHS Test and Trace in instances where they are considering that the closure of a premises is necessary to manage local outbreaks. • NHS Test and Trace will provide advice as to whether that premise is of national significance and therefore whether the relevant government department needs to be consulted before action is taken. <ul style="list-style-type: none"> • PHE has been advised that in these instances local authorities should inform the SOC incident inbox soc.incident@dhsc.gov.uk and also inform Suzanne Rankin suzanne.rankin@nhs.net
Requirement to impose local restrictions (local lockdown)	<p>DPH will notify the CE as soon as she suspects this should be imposed</p> <p>NB This could be imposed at national, regional or local level</p>	<ul style="list-style-type: none"> • Convene extra-ordinary Council Gold Group to work through DPH situation update and intervention options paper • Agree proposed directions to exercise the power as per options paper • Notify the Secretary of State for Health and Social Care as soon as possible after making a direction and no longer than 24 hours after issuing

Interventions Considered at each Local and National Risk Level

	Potential Actions for consideration	Responsibility and escalation
Level 1 (National Green)	Business as usual Mass media campaigns - Reinforcing prevention messaging via keep Croydon Safe campaign Increased communications in areas of low testing Strengthen Community outreach and support Infection Prevention Control (IPC) – promoting good IPC in care homes, schools and businesses Targeting IPC support to settings with small outbreaks Review premises complaints to target IPC messages Prevention and dispersal of unauthorised events Publication and promoting of local data on levels of Covid-19 and risk Contact individuals identified by T&T as ‘vulnerable’ to assess support needs	Covid-19 Health Protection Board Updates to Council Silver and DPH Assurance reports to Gold. DPH to advise Gold Chair of potential transition to amber
Level 2 (National Green)	All of the above plus: Increased targeted comms and use of community champions in high incidence areas Widen testing options – e.g. Local testing sites and additional MTU site for asymptomatic and symptomatic – targeted to high risk locations/ occupations Review and cancellation of planned events Use of public community safety orders to restrict activities Mobilisation of local contact tracing to strengthen national programme Setting specific measures in an outbreak	Covid-19 Health Protection Board Notify Silver IMTs established to managed setting based large outbreaks and community clusters Advise Gold of additional actions being taken

Interventions Considered at each Local and National Risk Level

Local (National) Risk Level	Potential Actions for consideration	Responsibility and escalation
Level 3 and/or (National Amber - Area of Enhanced Support)	<p>All of the above plus:</p> <ul style="list-style-type: none"> Close settings driving epidemic (e.g. pubs, workplace, community facilities) Household specific communications regarding additional measures Reintroduce epidemic controls Mandatory masks Restrict social contacts Restrict religious gatherings Blanket care home visitors suspension Encourage residents not to mix with other households in affected areas e.g. ban on visitors to households Close open air public areas Consideration for transport impacts Isolation/asymptomatic testing/tracing of key at risk individuals Increase community safety presence and increased enforcement of Covid19 regulations Preparation for reintroduction of shielding 	<p>Notify Gold re: Area of Enhanced Support</p> <p>Convene Silver level IMT</p> <p>Gold will be informed that an IMT is being convened,</p> <p>Minutes/action notes of each IMT meeting will be sent to Gold members within 24 hours of meeting,</p> <p>Gold will be informed of any engagement plan arising from an IMT,</p> <p>Gold will be informed as soon as it is agreed that an enforcement plan needs to be developed</p>
Level 4 – Area of Concern	<p>All of the above plus:</p> <ul style="list-style-type: none"> Consider social and economic restrictions (i.e. local lockdown, curfews) Close community health facilities to face to face appointments Reintroduction of shielding Target intervention dependent upon drivers 	<p>Gold level IMT supported by DHSC</p>

Managing Outbreaks in Different Settings

In addition to the following action cards, the government has [published action cards](#) providing instructions to anyone responsible for a business or organisation on what to do in the event of one or more confirmed cases of coronavirus (COVID-19) in their organisation. In addition to escalating to Council Gold, Public Health will continuously update system leaders. Weekly updates are also provided to Council Silver and Gold.

Setting	Threshold for Escalation to Council Gold Group
Places of Worship	<i>More than 6 cases in a setting</i>
Hostels	<i>More than 6 cases in a setting</i>
Temporary and Emergency Accommodation	<i>More than 6 cases in a setting</i>

Managing Outbreaks in Different Settings

Setting	Threshold for Escalation to Council Gold Group
School and Early Years <ul style="list-style-type: none">Education setting flowcharts 1 and 2Poster and flowchart for educational setting parents and carers	<i>School closure / Setting unable to contain outbreak / Media interest in cases</i>
Care settings <ul style="list-style-type: none">Extra Care settingSupported Living	<i>COVID-19 related death(s) of resident(s) / Setting unable to contain outbreak / Media interest in cases</i>

Incident Management Team (IMT)

- In case of an outbreak in complex setting or a community cluster outbreak, an Incident Management Team may need to be convened either by PHE LCRC or LBC.
- The role of the IMT is to look at all options available to contain an outbreak and to present the recommendations to Council Gold Group to approve and instigate the action needed to be taken.
- If LBC is convening the meeting, Director of Public Health or Consultant in Public Health with Health Protection Lead will chair the meeting.
- The menu of interventions is set out [here](#).

Data Reporting During an Outbreak

- During local outbreak, data will flow as described in [Appendix I](#);
- Further details on all suspected cases (identified by Contact Tracing and outbreak investigation); positive cases (LCRC) and those tested via increased local testing capacity (CLCH and LCRC) will be analysed daily and reported into the Incident Management Team;
- Data will be anonymised and shared on 'need to know' basis in order to contain further spread;
- Individual line listing of cases will not be shared beyond Director of Public Health and LCRC Named Lead.

Identifying Lessons from Outbreaks

- Croydon strives to continually improve all aspects of our COVID-19 preparedness.
- Following any outbreaks requiring a council or multi-agency response, we will gather the key individuals involved and seek to analyse our response.
 - We will record what went well, what could have been done better, and what and how we will do things differently next time.
- This will then be shared with the COVID-19 Health Protection Board.

Appendices

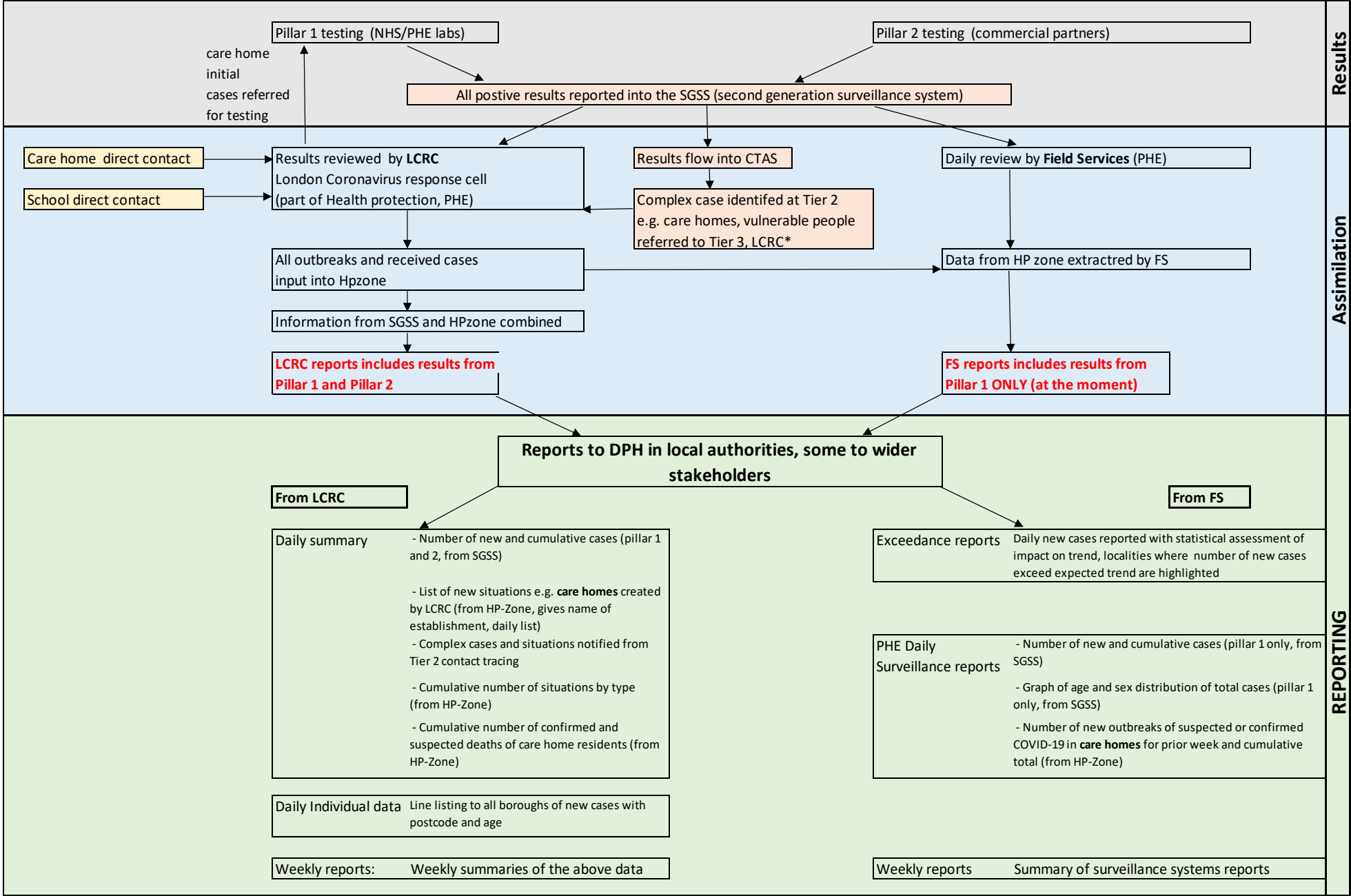
Appendices

1. Public Health England London Coronavirus Response Cell
Data Flow in outbreak control and management
2. General Data Protection Regulation and Data Security
3. Documents within this Plan
4. Version control

Appendix I – PHE LCRC Data Flow

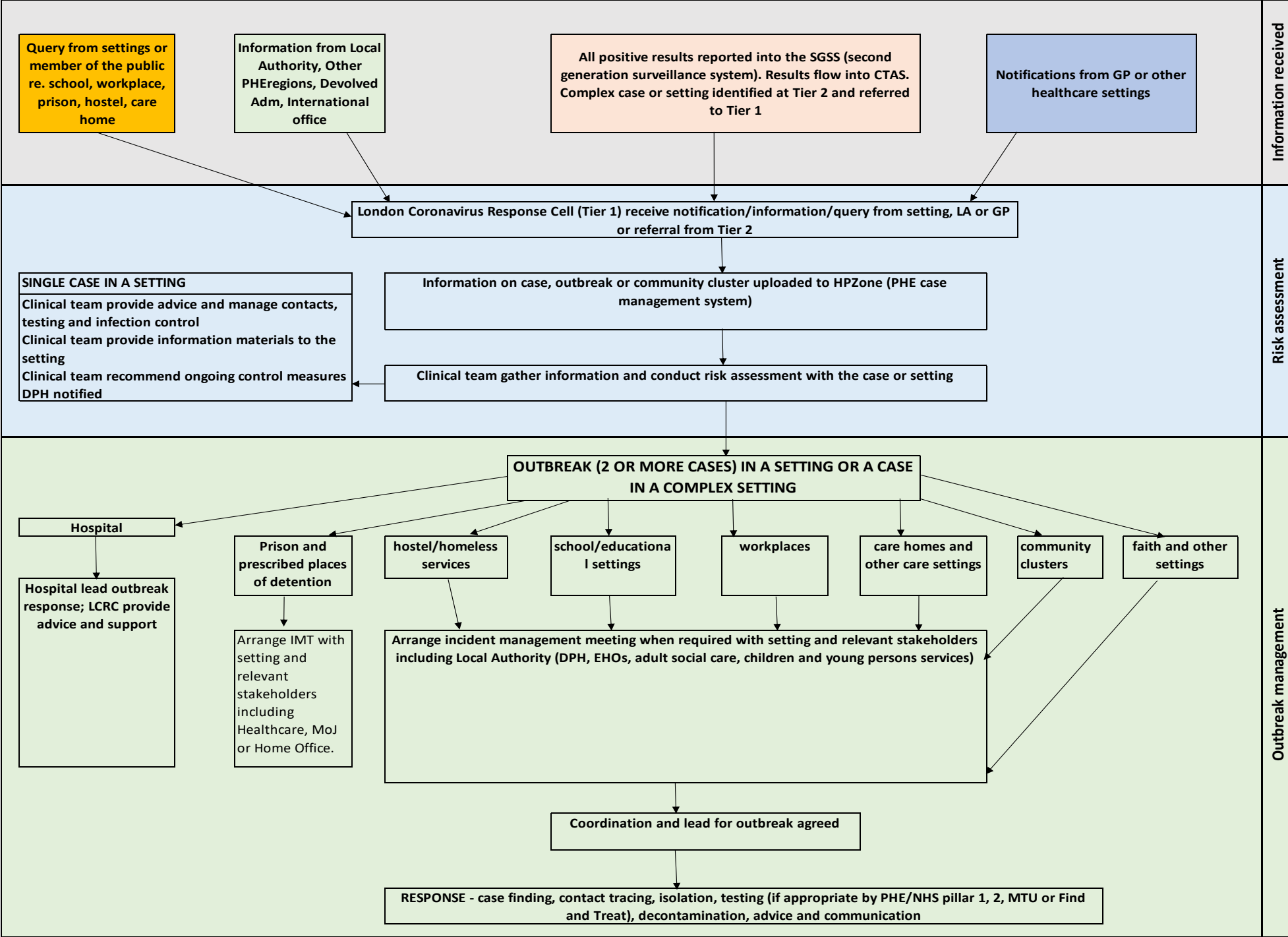
	Setting						
	Care settings	School and Early Years	Workplace	Health settings	Prison/custodial institutions	Homeless and/or hostel	Community cluster
London Coronavirus Response Centre response	<ul style="list-style-type: none"> - Receive notification from Tier 2 - Gather information and undertake a risk assessment with the setting - Provide advice and manage cases and contacts, testing and infection control - Provide information materials to the setting - Recommend ongoing control measures - Convene IMT if required - Provide information to DsPH and advice/recommendations for ongoing support - Communicate and coordinate with other LAs, regions, devolved administrations and internationally as required. 						<ul style="list-style-type: none"> - Receive notification from Tier 2 - Support Local Authority in their risk assessment of and response to an identified community cluster
Local authority response	<ul style="list-style-type: none"> - Prevention work and respond to enquiries - Support wider aspects of the response, such as support for any vulnerable contacts who are required to self-isolate, as per London's 6 Point Plan and national 7 themes of outbreak management plans - Follow-up and support the setting to continue to operate whilst managing the outbreak, including, if required, support with infection prevention and control measures and PPE access - Participate in IMT if convened by LCRC - Organise testing and Mobile Testing Unit deployment as required - Local communications e.g. briefings for Cllrs, local press inquiries, comms with the public - Liaise with CCG, GPs and other healthcare providers to provide ongoing healthcare support to setting 						<ul style="list-style-type: none"> - Receive notification from Tier 2 - Convene IMT - Provide support to community which may include translated materials, support to self-isolate, advice and enforcement - Liaise with the local CCG, GPs and other healthcare providers - Local communications (e.g. Cllr briefing, local press inquiries, comms with public)

Data flows for COVID-19 cases and situations



* care home residents, schools and connected workplaces are mandatory fields for data entry.
Care homes, schools and other situations are escalated as per protocol
Postcode and workplace "coincidences" are picked up by CTAS and HP zone and reviewed
Regular surveillance reports reviewed by PHE LCRC/ FS

PHE LCRC data flow for incident management and outbreak investigation



Appendix II – GDPR and Data Security

- Agencies will assume they are required to adopt a proactive approach to sharing information by default, in line with the Instructions of the Secretary of State, the Statement of the Information Commissioner on COVID-19 and the Civil Contingencies Act.
- The Secretary of State has issued 4 notices under the Health Service Control of Patient Information Regulations 2002 requiring the following organisations to process information: NHS Digital, NHS England and Improvement, health organisations, arm's length bodies, local authorities, GPs.
 - These notices require that data is shared for purposes of COVID-19 and give health organisations and local authorities the security and confidence to share the data they need to respond to COVID-19.
 - These can be found here <https://www.gov.uk/government/publications/coronavirus-covid-19-notification-of-data-controllers-to-share-information>.
- The data sharing permissions under the Civil Contingencies Act 2004 and the statement of the Information Commissioner all apply.
 - Under the Civil Contingencies Act 2004 (CCA) and the Contingency Planning Regulations, Category 1 and 2 responders have a duty to share information with other Category 1 and 2 responders.
 - This is required for those responders to fulfil their duties under the CCA.
- Croydon Council has a [Data Sharing Agreement with Public Health England](#) to share intelligence about local COVID cases and outbreaks

Appendix III – Documents within this Plan

National and regional documents

- DHSC Guidance: [COVID-19 contain framework: a guide for local decision-makers](#)
- [Guiding Principles for Effective Management of COVID-19 at a Local Level](#)
- [LCRC Joint Agreement](#)
- [London Outbreak Control Plan](#)

Local documents

- [Escalation thresholds and protocol](#)
- Terms of reference: [COVID-19 Health Protection Board](#)
- Terms of reference: [Public Engagement Board](#)
- Local Testing Site Frequently Asked Questions
- Action Cards for [Hostels](#); [Places of Worship](#); [Extra Care Setting](#); [Supported Living](#); [temporary and emergency accommodation](#); [education setting flowcharts 1 and 2](#); [poster and flowchart for educational setting parents and carers](#)
- [Data Sharing Agreement with Public Health England](#)

Appendix IV – Version Control

Version #	Description of amendment	Reason for change	Author	Date
1.0	New plan	Government guidance	Public Health Team, Croydon Council	29 th June 2020
2.0	Drafting to new version	Making it more accessible for the audience	Public Health Team, Croydon Council	NA
3.0	New style plan and updated information		Public Health Team, Croydon Council	28 th September 2020