

Manchester COVID-19

Twelve Point Action Plan: Autumn 2021



September 2021

Introduction




This Action Plan for Autumn 2021 is an integral part of our high level, public facing [Manchester Local Outbreak Prevention and Response Plan](#), last updated in March 2021. The requirement for local authorities to set out their plans for responding to COVID is detailed in the Department of Health and Social Care's [COVID-19 Contain Framework](#), recently updated on 8th August 2021.

Manchester's Local Outbreak Prevention and Response Plan is organised according to **themes**, the **core aspects of the end-to-end response** and **key developments**:

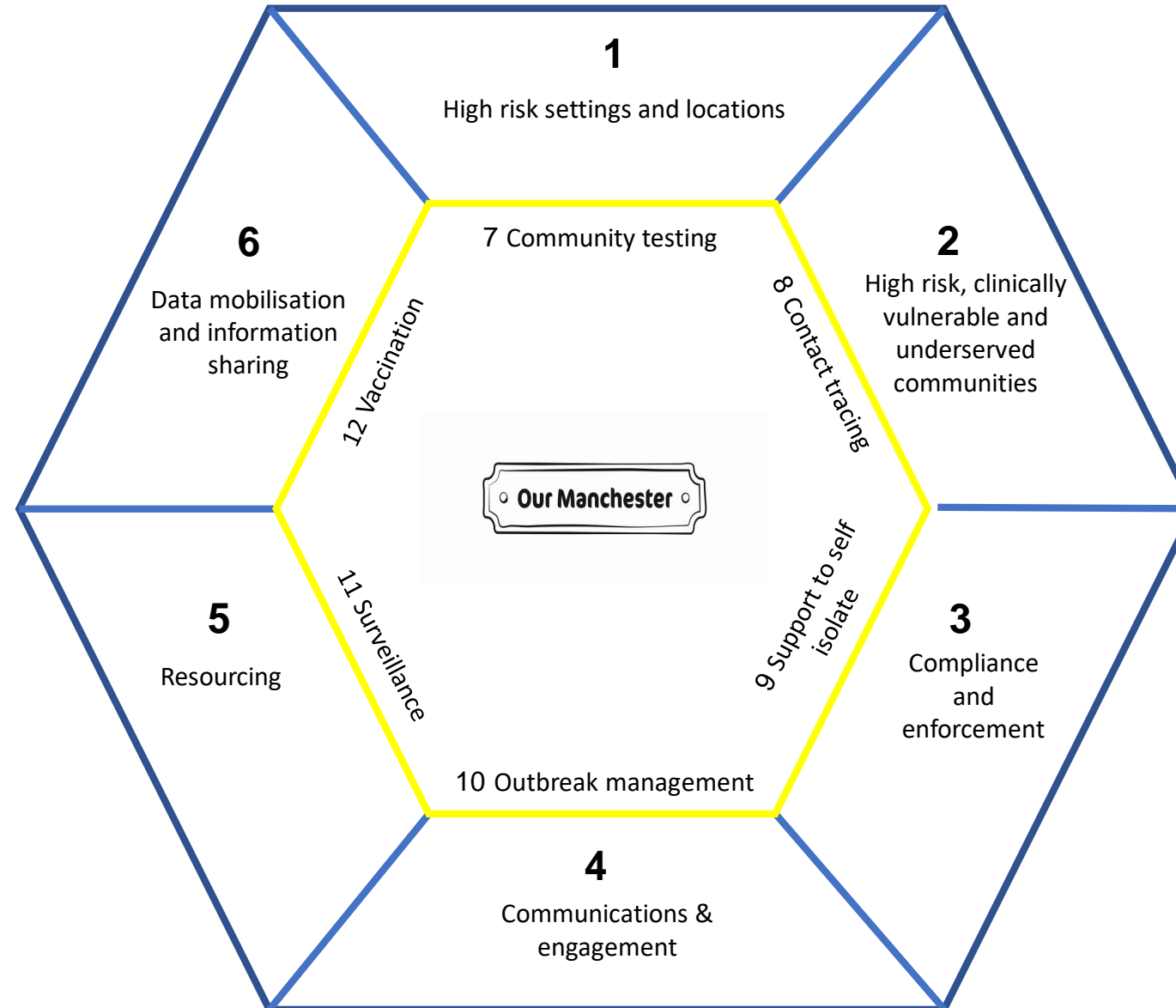
Themes	Core Aspects of the End-to-End Response	Developments
<ul style="list-style-type: none">• High risk settings and locations• High risk, clinically vulnerable and underserved communities• Compliance and enforcement• Communications and engagement• Resourcing• Data mobilisation and information sharing	<ul style="list-style-type: none">• Community testing• Contact tracing• Support to self-isolate• Outbreak management• Surveillance	<ul style="list-style-type: none">• Responding to Variants of Concern (VOC)• Enhanced Contact Tracing, in partnership with PHE Health Protection Teams• The ongoing role of Non-Pharmaceutical Interventions (NPIs)• Activities to enable 'living with COVID-19 (COVID secure)• Interface with vaccine roll out• Action on enduring transmission

A great deal of work has taken place since our Local Outbreak and Response Plan was last updated, and the pandemic has moved into a different phase. Colleagues from across the system worked tirelessly to ensure that our city moved as safely as possible through all four steps of the national roadmap and to deliver targeted interventions in response to Variants of Concern and the enduring transmission of COVID within some of our most vulnerable communities.

To reflect these developments and the corresponding evolution of our response, the following adjustments have been made to the framework that underpins our plans:

Developments		
<ul style="list-style-type: none"> • Responding to Variants of Concern (VOC) • Enhanced Contact Tracing, in partnership with PHE Health Protection Teams • The ongoing role of Non-Pharmaceutical Interventions (NPIs) • Activities to enable 'living with COVID-19 (COVID secure) 		<i>This work is now very much 'business as usual' in terms of our response and to reflect this is interwoven throughout our plan</i>
<ul style="list-style-type: none"> • Interface with vaccine roll out 		<i>Given the major role that vaccination now plays nationally in breaking the link between infection and hospital admission, this work is now incorporated as the twelfth and final core aspect of the end-to COVID-19 response</i>
<ul style="list-style-type: none"> • Action on enduring transmission 		<p><i>On 8 June 2021, Manchester along with the rest of Greater Manchester and parts of Lancashire were designated as an 'enhanced response area' (era). This designation officially ended on 26 July, however, a dedicated cross-system Task Group continues to drive work through our local era Plan within our target communities.</i></p> <p><i>The Contain Framework makes provision for local authorities to be designated as 'areas of enduring transmission' and it is likely that Manchester will be invited to be part of this longer term national programme up to April 2022. Once Manchester's status is clearer, our action plan will be updated accordingly</i></p>

Our Local Framework



Endorsement and Implementation

The Autumn Twelve Point Plan was endorsed by Manchester Health and Wellbeing Board on 1st September 2021

The implementation of this Action Plan is overseen by the Manchester COVID-19 Response Group (Health Protection Board), a multi-agency partnership chaired by the Director of Public Health, David Regan.

Key decisions are escalated to Manchester Gold chaired by Joanne Roney, Chief Executive, Manchester City Council. The membership of Gold includes the Senior Management team of Manchester City Council and senior representatives from Manchester Local Care Organisation, Manchester University Hospitals NHS Foundation Trust, Manchester Health and Care Commissioning and GMP

For any further information about this plan please contact (david.regan@manchester.gov.uk).

Our Twelve Aims

Our Twelve Point Action Plan has been updated regularly since August 2020 and mirrors the national and Greater Manchester approach, with a focus on the following aims:

1. Support [early years, schools and colleges](#) to remain open and operate as safely as possible, using effective infection control measures, testing, management of outbreaks and vaccination where appropriate. Ensure [universities and other higher education settings](#) remain open and operate as safely as possible using effective infection control measures, testing, management of outbreaks in campuses and student accommodation and vaccination where appropriate
2. Protect the city's most vulnerable residents by reducing and minimising outbreaks in [care homes](#) and other [high risk residential settings](#), including prisons
3. Support [workplaces and businesses](#) to operate as safely as possible, using [compliance](#) measures and [enforcement](#) powers where necessary. Support work to keep our [border](#) safe at Manchester Airport
4. Facilitate the recovery of the city by supporting the shift from regulatory to voluntary guidance for [events, leisure and religious celebrations](#)
5. Ensure the needs of people and communities that are [high risk, clinically vulnerable or marginalised](#) are prioritised and addressed within the broader COVID response
6. Co-ordinate [communications](#) activity to enable Manchester residents to live safely with COVID and make informed decisions, including around vaccination
7. Deliver targeted community [engagement](#) that supports wider aims and objectives, ensuring that appropriate and culturally sensitive approaches are taken
8. Ensure that decisions in respect of the direct response to COVID-19 and the wider recovery programme are informed consistently by high quality [data and intelligence](#)
9. Continue to deliver the community [testing](#) model, with a focus on testing becoming part of 'living with COVID' and on underrepresented and disproportionately impacted groups
10. Identify local cases of COVID early and provide a [rapid response](#) through effective contact tracing and outbreak management
11. Ensure residents comply with any legal instruction to [self-isolate](#) and have the support to enable them to do so
12. Work with the NHS locally to drive up [vaccination](#) rates among those groups with lower uptake, ensure second vaccinations are administered and support the roll out of booster vaccinations

1A. Education settings: Support [early years, schools and colleges](#) to remain open and operate as safely as possible, using effective infection control measures, testing, management of outbreaks and vaccination where appropriate

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Objectives:

1. Closely monitor cases and provide robust local test and trace procedures, with access to expert advice and support to manage complex outbreaks
2. Support settings to implement regular testing at the start of Autumn term and testing in outbreak situations
3. Disseminate timely and accurate advice, guidance and learning
4. Encourage vaccination uptake in adults working with children

Leads:

Amanda Corcoran (Director of Education, Manchester City Council),
Liz Clarke (Senior School Quality Assurance Officer, Manchester City Council)
Marie Hall (Education Business Partner, Manchester City Council)
Sarah Doran (Consultant in Public Health and SRO, Manchester Test and Trace)
Sophie Black (Programme Lead for Contact Tracing, Manchester Test and Trace)
Christine Raiswell (Strategic Lead, Manchester Test and Trace)
Leasa Benson (Lead Nurse, Community Health Protection Team, Manchester Test and Trace)
Diane Cordwell (Lead Nurse, Central Coordination Team, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Provided weekly written updates and FAQs to settings; provided timely access to bespoke specialised telephone advice for individual schools and to parents, including access to clinical support
- ✓ Monitored cases, clusters and outbreaks, initiating and conducting Outbreak Control Team meetings as appropriate. Since April 2021, Outbreak Control Team meetings have been held for 4 Early Years settings, 13 schools and 2 Further Education settings. Since November, schools have utilised our local notification form more than 4,000 times
- ✓ Supported schools with onsite testing arrangements. Carried out whole school testing in nine high schools in the enhanced response area priority wards via Mobile Testing Units, assisted lateral flow testing or home PCR kits
- ✓ As part of our enhanced response area Plan, advised education settings to continue with face coverings beyond the date from which this was no longer a national requirement
- ✓ Promoted take-up of vaccination for school communities, working closely with our communications team to provide accessible materials e.g. easy read and translated versions
- ✓ Provided webinars for school leaders with multi-agency representation, including Public Health and Health and Safety
- ✓ Circulated template health and safety risk assessment for new arrangements in September 2021
- ✓ Supported schools & educational settings with summer programmes

Priorities for Autumn

- Continue to provide regular updates and guidance to settings on reducing and managing infections, including delivery of webinars
- Monitor and implement any changes to national guidance
- Ensure risk assessments are updated and appropriate
- Provide advice and information on human resources implications for schools following consultations with Trade Unions
- Continue to provide effective routes for settings to report positive cases, monitor and analyse the information and initiate Outbreak Control Team meetings as required
- Continue to promote vaccinations for school communities, including eligible children and young people
- Promote regular lateral flow testing for staff and students
- Continue to offer onsite visits and COVID-secure audits to settings

1B Ensure universities and other higher education settings remain open and operate as safely as possible using effective infection control measures, testing, management of outbreaks in campuses and student accommodation and vaccination where appropriate

Objectives:

1. Manage complex outbreaks in campuses and student accommodation by closely monitoring cases and providing robust local test and trace procedures, with access to expert advice and support.
2. Support settings to implement regular testing at the start of Autumn term and testing in outbreak situations.
3. Increase student and staff vaccination coverage.

Leads:

Amanda Corcoran (Director of Education, Manchester City Council)
 Sarah Doran (Consultant in Public Health and SRO, Manchester Test and Trace)
 Leasa Benson (Lead Nurse, Community Health Protection Team, Manchester Test and Trace)
 Carmel Hughes (COVID-19 Response Manager, Manchester Test and Trace)
 Shefali Kapoor (Head of Neighbourhood Management, Manchester City Council)
 Diane Cordwell (Lead Nurse, Central Coordination Team, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Led collaborative working between universities, local agencies and Public Health England
- ✓ Worked with the universities, Greater Manchester Police and communication partners through the Student Strategy Partnership to ensure appropriate messages were being delivered to students
- ✓ Monitored cases, clusters and outbreaks in high risk student settings
- ✓ Supported universities with implementation of new testing regimes; secured all university Local PCR Testing Sites to the end of 2021
- ✓ Provided webinar for universities, other higher education settings and private student accommodation providers to support with preparations and outbreak management plans for new academic year
- ✓ Provided regular updates to universities (staff and students) about available vaccination sites and pop-ups; provided bespoke access to vaccination, including delivering walk-in clinics at the University of Manchester campus (Owens Park) and a pop-up clinic targeting Chinese students
- ✓ Worked with universities to plan vaccination clinics in September on University of Manchester campus open to all higher education students in the city
- ✓ Supported universities with preparations for arrival of International Students
- ✓ Shared learning, including preparing a paper for publication regarding last Autumn's university outbreaks and contributing to the Cabinet Office COVID Task Force Field Team's deep dive study focusing on preparedness for the return of students in the new academic year
- ✓ Explored options for potential Dept for Education pilot using wastewater testing to support early identification of increasing COVID rates in student high risk settings

Priorities for Autumn

- Continue to promote and support collaborative working
- Ensure all universities and other higher education settings have Outbreak Management Plans in place, signed off by Manchester's Director of Public Health
- Ensure that private student accommodation providers have Outbreak Control Plans in place
- Encourage PCR testing of students before they return to Manchester for the new academic year
- Engage further with private accommodation providers to provide advice and support for the safe return of students, promoting the use of our outbreak notification webform to enable early reporting of two or more cases in these settings
- Hold regular meetings with universities at the start of term to triangulate data, supporting the early identification of clusters or outbreaks
- Continue to offer dedicated vaccination clinics for students, working with settings to increase student and staff vaccination uptake
- Ensure International Students are supported to isolate on arrival to the UK if required and that they have access to accurate advice around their vaccination requirements
- Implement Dept for Education wastewater testing pilot if agreed
- Engage with Student Unions on COVID-secure plans for opening up campus hospitality and Student Union buildings to events
- Work with university Health and Safety teams to assess COVID controls within on-campus retail sites, pop-up markets, onsite cafes and hospitality

2. Protect the city's most vulnerable residents by reducing and minimising outbreaks in care homes and other high risk residential settings, including prisons

Objectives:

1. Manage outbreaks by closely monitoring cases and provide expert advice and support.
2. Reduce transmission by supporting settings to implement good practice and national/local guidance, including infection prevention and control, testing, contact tracing, result management and outbreak management.
3. Increase vaccination uptake in staff and residents by supporting providers and partners.
4. Work with regional Health Protection Teams to manage prison outbreaks.

Leads:

Bernie Enright (Executive Director of Adult Social Services, Manchester City Council)
 Carmel Hughes (COVID-19 Response Manager, Manchester Test and Trace)
 Nicola Rea (Strategic Lead for Homelessness, Manchester City Council)
 Karen Crier (Programme Lead, Health & Social Care Integration, Manchester City Council)
 David Roberts (Director of Market Development, Manchester Health and Care Commissioning)
 Leasa Benson (Lead Nurse, Community Health Protection Team, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Since April 2021, Outbreak Control Team meetings have been held in a total of 6 high risk settings, including a detoxification unit, and Extracare facility and four care homes
- ✓ Developed and delivered bespoke training packages for settings via specialist Infection Control Trainers, building on internal learning
- ✓ Supported settings proactively by working with them to review and improve outbreak plans.
- ✓ Worked towards improving vaccination uptake in settings for both staff and residents, including monitoring correlation between outbreaks and vaccine coverage.
- ✓ Prioritised care settings with poor CQC report and low vaccine uptake in staff for proactive calling with support and advice
- ✓ Worked with Public Health England and the Ministry of Justice to conduct Outbreak Control Team meetings response to outbreaks in HMP Manchester and Approved Premises. This included arranging for the provision of testing kits
- ✓ Provided Fit testing for staff in Domiciliary Care settings
- ✓ Provided support to care providers to access PPE and specialist advice regarding Aerosol Generating Procedures
- ✓ Updated COVID guidance for providers of accommodation for asylum seekers
- ✓ Worked with Public Health England, the Health and Safety Executive and various government agencies around COVID-safety in Immigration Detention Centres,
- ✓ Worked with Primary Care and Adult Social Care providers to develop local risk assessments for staff Exemption from Isolation
- ✓ Developed Community Health Protection Team Bulletin for adult social care settings, providing updates on Infection Prevention and Control and other infections

Priorities for Autumn

- Continue to work closely with settings to manage COVID cases, clusters and outbreaks, supporting them to interpret new guidance as and when it is published
- Continue to support settings to implement guidance, Infection Prevention and Control advice, including through provision of audits and on-site visits
- Work with partners to ensure robust local process are in place that enable care providers to access testing and antiviral medication when required
- Work towards winter planning, provision of testing for flu/other respiratory outbreaks
- Continue to ensure a comprehensive training programme is delivered to settings through specialist Infection Control trainers
- Continue to monitor, provide and coordinate Fit testing and training for Aerosol Generating Procedures
- Continue support to prisons, Courts and Approved Premises and homelessness provision around cases, clusters and outbreak, undertaking site visits to assess controls when necessary
- Work with providers of accommodation for asylum seekers to assess and provide guidance around COVID controls
- Work with care homes to ensure that all staff and external visitors are double vaccinated by 11th November
- Ensure that by 11th November all care homes have contingency plans in place to respond to any workforce capacity issues arising from the requirement for all staff to be double-vaccinated

3. Support workplaces and businesses to operate as safely as possible, using compliance measures and enforcement powers where necessary. Support work to keep our border safe at Manchester Airport

Objectives:

1. Reduce transmission by supporting businesses to reactively and proactively implement good practice and national and local guidance.
2. Enact compliance measures and enforcement powers where necessary.
3. Provide early identification of potential issues within businesses using data and intelligence.
4. Support compliance with testing and quarantine regimes for international travellers and work with airside partners to facilitate access to local primary care.

Leads:

Fiona Worrall (Strategic Director, Neighbourhoods, Manchester City Council)
 David Regan (Director of Public Health, Manchester City Council)
 Fiona Sharkey (Head of Service, Compliance and Community Safety, Manchester City Council)
 Carmel Hughes (COVID-19 Response Manager, Manchester Test and Trace)
 Angela Whitehead (Compliance and Enforcement Lead, Manchester City Council)

Achievements Since Spring Plan

- ✓ Worked successfully with businesses to plan for lifting of restrictions and safely re-open by incorporating COVID-safe measures, including 985 engagements with businesses and 123 proactive COVID-checks on licensed premises
- ✓ Continued to provide financial support to businesses through support grants
- ✓ Achieved excellent engagement with businesses on the roll-out of lateral flow testing, including provision of free test kits for businesses in enhanced response areas
- ✓ Implemented a new structure within Environmental Health bringing the Outbreak Control, Contact Tracing, COVID-19 Secure and COVID-Response teams under one manager, enabling closer working
- ✓ Interpreted, developed and reviewed national and local guidance, providing advice and support to individual businesses. Developed targeted sector-specific communications in line with relaxation of restrictions
- ✓ Analysed epidemiological and local data to enable better targeting of work and resources
- ✓ Responded to concerns raised re: COVID controls in businesses and provided support to businesses with cases, clusters and outbreaks
- ✓ Increased support to funeral directors, faith communities and wedding venues as the sector reopened
- ✓ Developed and launched the Eating Out Engagement Project, generating behavioural insights around visitors to the hospitality sector
- ✓ Worked with Public Health England and various government agencies around COVID-safety in Managed Quarantine Hotels; forged communication channels with Managed Quarantine providers to enable regular throughput of updates of positive cases
- ✓ Established an International Travel Task Force to enable effective working with partners

Priorities for Autumn

- Continue to develop and recalibrate COVID response services to enable a blended and flexible approach in maintaining safe controls in workplace settings
- Further develop the Eating Out Engagement Project to include behavioural insights around visitors to the night-time economy and event.
- Continue to sustain good communication with businesses through enhanced engagement and site visits, working to coordinate across the different elements of the COVID response (including vaccination)
- Continue to develop guidance and information to keep workplaces informed of COVID controls and risk assessments
- Help prepare businesses as they move closer towards reinstating employees at full capacity and returning to pre-COVID workplace activities and operations
- Continue to engage with the Health and Safety Executive around spot checks for workplace offices
- Continue distributing lateral flow testing kits to businesses
- Extend project proposals for shisha engagement
- Take enforcement action where necessary for public and health protection purposes, including use of COVID-19 Direction Powers in cases where businesses fail to put appropriate controls in place
- Work with the Manchester Business Support Group to offer regulatory and COVID-secure guidance to small and medium enterprises as they move towards business as usual
- Continue to engage with providers of Managed Quarantine Hotels to improve data capture for positive cases and outbreak control

4. Facilitate the recovery of the city by supporting the shift from regulatory to voluntary guidance for **events, leisure and religious celebrations**

Objectives:

1. Support the event sector to reactivate ensuring that event organisers can proceed with confidence and we are adequately protecting our residents and visitors.
2. Working closely with communities, provide leadership and guidance in order to safely and proportionately manage the risk of transmission of COVID.
3. Ensure that event organisers/ venue operators are clear with regard to their legal responsibilities and provide support and advice, using enforcement powers where necessary.

Leads:

Neil Fairlamb (Head of Parks, Leisure, Youth and Events, Manchester City Council)
 Mike Parrott, Head of Event Development, Parks, Leisure, Youth and Events
 Julie Jeram (Programme Lead, Manchester Population Health)
 Barry Gillespie (Consultant in Public Health, Manchester Population Health)
 Angela Whitehead (Compliance and Enforcement Lead, Manchester City Council)
 Carmel Hughes (COVID-19 Response Manager, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Strategic and operational support was provided to partner organisations to enable them to reschedule major events into the late summer/autumn period, ensuring the majority had the opportunity to deliver their events in 2021 (when to date over half of the national festivals programme has been cancelled)
- ✓ Established and promoted best practice across the sector to ensure organisers had the best chance to plan and deliver events following Step 4 of the national roadmap, with its shift from regulation to voluntary guidance
- ✓ Supported the safe reintroduction of events during the late spring/summer period through the Safety Advisory Group process involving partner agencies. This enabled the safe staging of elite sport events with spectators (including the British Athletics Championships and Manchester Open Squash Championships) and the return of public space cultural activities
- ✓ Manchester's forward planning approach has positioned the city to be able to deliver major public space events in the autumn that will draw over 500,000 visitors across a 6-week period, including Manchester Pride, Festa Italia, Gobe Fest, Road To Carnival 50, New Order and Parklife, Manchester Food and Drink Festival, Sounds Of The City, Great Manchester Run, the Conservative party Conference and Manchester Marathon
- ✓ Work to support a small outbreak at an elite para sports event illustrated the effectiveness of the control measures put in place - these were shared nationally as examples of good practice
- ✓ Established an Events Working Group to offer support and consistency re: COVID controls to each other and the wider teams; developed an Events Guidance Pack
- ✓ Supported multi-agency working around Eid to reduce risks of transmission
- ✓ Worked with event organisers around use of the COVID Pass

Priorities for Autumn

- Provide a viable events programme for autumn/winter 2021 that helps drive economic and cultural activity in the city and build back public confidence by bringing people back together safely through live events
- Support the events sector and its supply chain around the significant challenges involving labour, supplies and equipment that are emerging at a regional and national level.
- Define the approach which the city council will take to the management of the risk of transmission of COVID-19, including the use of the NHS COVID pass for large scale/controlled access events and alternative controls for free to access events.
- Retain a cautious approach to any investment in events under our ownership that will be challenging to implement e.g. large scale, free-to-access, close proximity events such as Bonfire Night and Christmas Lights Switch On – but continue to develop plans for events that should not be compromised e.g. Christmas Markets.
- Develop messaging for communities and audiences to promote understanding of vaccination, testing and the ongoing requirement for COVID control measures
- Continue the partnership approach to support all planned events via the Safety Advisory Group framework and/or Risk Assessments to ensure appropriate COVID controls are in place for safe delivery of events and public confidence
- Continue to undertake pre-event site visits to assess COVID controls
- Apply COVID-19 Direction Powers in cases where organisers fail to put appropriate controls in place
- Establish the Events Commission to shape how the Manchester Event Strategy can support the city's recovery programme for 2022 onward.

5. Ensure the needs of people and communities that are **high risk, clinically vulnerable or marginalised** are prioritised and addressed within the broader COVID response

Objectives:

1. Ensure that communications activity is inclusive of and targeted on priority groups.
2. Ensure the needs of priority groups are understood and used to drive engagement activity.
3. Ensure priority groups can access and benefit from all COVID response offers (testing, contact tracing, support to self-isolate, vaccination) and general support for living with COVID by regularly monitoring insight and intelligence from a health equity perspective

Leads:

Shefali Kapoor (Head of Neighbourhoods, Manchester City Council)
 Dr Cordelle Ofori (Consultant in Public Health Medicine, Manchester Population Health)
 Sharmila Kar (Director of Workforce and Organisational Development, Manchester Health and Care Commissioning)
 Dr Manisha Kumar (Medical Director, Manchester Health and Care Commissioning)

Achievements Since Spring Plan

- Continued support to those who are Clinically Extremely Vulnerable through neighbourhood working, provision of a local letter of support as COVID restrictions ended and increased engagement via focus groups
- Continued focus on increasing vaccination coverage for those who are Clinically Extremely Vulnerable and other 'at risk' groups
- Reduction in proportion of new COVID Cases from Manchester's Pakistani population
- 32 Disabled People engaged in a 12-week COVID Safety programme covering vaccines, staying well and other issues important to service users
- 40 COVID Chats volunteers received training through Manchester Adult Education Service
- 804 COVID Chats delivered via one-to-one, WhatsApp groups and webinars
- Voluntary, Community and Social Enterprise Sector COVID Chat volunteer coordinators in post
- All priority schools for COVID Chats contacted and 14 schools engaged
- Digital Inclusion coordinators in post
- Launch of second round of COVID-19 Health Equity Manchester Targeted funds
- Sounding Boards and their networks engaged to support delivery of the Variants of Concern Prevention Plan and Enhanced Response Area Plan
- Produced a film with the British Muslim Heritage Centre around home testing; this was used in our community tool kits, through our neighbourhoods teams and shared with GM partners

Priorities for Autumn

- Continue to develop and strengthen the approach to inclusive communication
- Commission a project focused on building trust and improving engagement with Black Caribbean communities
- Set up a Pakistani Sounding Board, whilst maintaining the South Asian Sounding Board for the broader South Asian diaspora and cross-cutting themes e.g. faith
- Focus on health inclusion groups such as new migrants, refugees and asylum seekers, Gypsies, Roma and Irish travellers
- Develop a programme of work to address the indirect impacts of COVID, distinguishing between the actions that COVID-19 Health Equity Manchester will lead on and those actioned under other programmes of work
- Ensure that the COVID Response telephone line meets the needs of the COVID-19 Health Equity Manchester priority groups
- Allocate funds via the second round of the COVID-19 Health Equity Manchester Targeted Fund
- Continue to deliver the Vaccine Equity Plan, including support for the Evergreen and Booster offers (see Point 12)
- Continue to develop a bespoke offer to help those who are Clinically Extremely Vulnerable adjust to the end of COVID restrictions, including increasing confidence to go out safely, support to return to physical exercise and provision of peer support

6. Co-ordinate **communications** activity to enable Manchester residents to live safely with COVID and make informed decisions, including around vaccination

Objectives:

1. Support the cultural shift to 'living with COVID' by communicating clear messages that people will need to continue longer term with regular testing, contact tracing, infection prevention and control measures.
2. Increase vaccination uptake by ensuring that the general public and other key stakeholders have clear information about the vaccination programme, its delivery and effectiveness

Leads:

Alun Ireland (Head of Strategic Communications, Manchester City Council)
 Penny Shannon (Communications Business Partner, Manchester City Council)
 Dr Cordelle Ofori (Consultant in Public Health Medicine, Manchester Population Health)
 Shefali Kapoor (Head of Neighbourhoods, Manchester City Council)

Achievements Since Spring Plan

- ✓ Ongoing collaborative city working across the system to ensure messages are communicated in a clear and consistent way
- ✓ Continued focus on providing local context to national messages as restrictions were relaxed, ensuring targeted communications and engagement activity was culturally relevant with an emphasis on neighbourhood-level messaging
- ✓ Supported communications to bring targeted testing to communities
- ✓ Provided a rapid communications response to outbreaks, including those in schools, and the localised restrictions that were implemented as a result
- ✓ Development of the 'Manchester Message' following Step 4 of the national roadmap, with clear messaging that people still needed to continue longer term with regular testing, contact tracing, self-isolation and infection prevention and control measures, as well as vaccination
- ✓ Development and delivery of a 'COVID stories' campaign using local stories to support the city-wide messaging.
- ✓ Clear messaging on COVID restrictions and key protections around festivals, cultural and religious events – working with community and faith leaders to reinforce message to communities
- ✓ Development of a 'Welcome Back' campaign to safely reopen the city, including communications toolkit for businesses to download and use.
- ✓ Targeted sector and service specific communications support delivered in line with national restrictions. Supporting information produced for businesses and shared via business networks including the Business Sounding Board, Manchester City Council Business ebulletin, the Growth Company and CityCo
- ✓ Youth engagement work with Unity Radio culminated in a live stream event on 16th July, featuring performances and interviews with local artists and including messages around testing and vaccination

Priorities for Autumn

- Ongoing promotion of the 'Manchester Message' – which promotes a clear and consistent message across the city
- Continue to work with engagement teams, COVID-19 Health Equity Manchester and the Sounding Boards to implement community engagement plans for targeted work, ensuring messages are culturally relevant with an emphasis on neighbourhood-level messaging from trusted sources. Translating materials, creating Easy Read and British Sign Language versions as appropriate
- Support the wider inequalities workstream including work with neighbourhoods
- Communications support as required for students returning to education settings, working in partnership as appropriate
- Providing ongoing rapid communications response to any outbreaks
- Ongoing delivery of the communications strategy and action plan aimed at preparing care homes for mandatory vaccination from 11th November
- Continued support of Phases 1 and 2 of the vaccination programme, including the Evergreen offer
- Co-ordinate activity to make sure the general public and other key stakeholders have clear information about the Phase 3 Winter Vaccination Programme, its delivery and effectiveness. Review activity that took place during the Phase 1 and 2 to establish what worked well to support the development of a communications and engagement approach
- Ongoing promotion of changes to self-isolation rules
- Targeted sector and service specific communications support delivered in line with reopening the city, including support for cultural events

7. Deliver targeted community engagement that supports wider aims and objectives, ensuring that appropriate and culturally sensitive approaches are taken.

Objectives:

1. Plan and deliver targeted community engagement activity informed by data/intelligence-led and place-based approach .
2. Ensure a wide as reach as possible working with the right organisations and individuals so that messaging is able to come from trusted sources.
3. Deliver an effective response to Variants of Concern and Variants Under Investigation where required.

Leads:

Shefali Kapoor (Head of Neighbourhoods, Manchester City Council)
Val Bayliss-Brideaux (Head of Engagement, Manchester Health and Care Commissioning)
Dr Cordelle Ofori (Consultant in Public Health Medicine, Manchester Population Health)

Achievements Since Spring Plan

- ✓ Coordinated fortnightly COVID-19 Health Equity Manchester Sounding Board Updates that include national and local guidance and data and intelligence about current issues. The updates focus on priority groups and wards and specific communities such as 16 and 17 year-olds.
- ✓ Developed a Disabled People's Engagement Board COVID Update that includes information in an accessible format and a 4-page summary of key data
- ✓ Established of a Bangladeshi Sounding Board
- ✓ Regularly produced the Community Toolkit which is distributed to local VCSE organisations, key influencers and trusted sources for use with local communities
- ✓ Created a COVID Health Equity Manchester WhatsApp group enabling members to quickly to share messages and events. The group is also used to report on mis-information being shared in our communities, enabling our communications teams to address and challenge this in our messaging
- ✓ Worked collaboratively across the system, including City Council Neighbourhood Teams and Manchester Local Care Organisation Integrated Neighbourhood Teams, to deliver and engage communities in hyper-local testing and vaccination initiatives, particularly as part of the enhanced response area plan
- ✓ Used feedback from communications to ensure appropriate and culturally sensitive approaches are taken and improved where possible.
- ✓ Conducted place-based reviews with local stakeholders to inform the Vaccine Equity Plan and wider community engagement plans
- ✓ Developed and launched the Community Champions Volunteer Programme

Priorities for Autumn

- ✓ Continue to take a place-based approach to community engagement – focusing on priority wards as well as new areas of concern as identified by data and intelligence
- ✓ Continue the Community Champions strength-based approach including use of trusted anchor institutions, faith and community groups, primary schools, youth and play organisations and General Practices, building trust and improving engagement with Black, Asian and disabled communities
- ✓ Strengthen the role of COVID Chat coordinators and COVID Chat provider group as trusted voices in the communities they are working with
- ✓ Organise community engagement activities that are place based and work with local communities to support messaging about testing and vaccination
- ✓ Mobilise networks, partnerships as required to support actions around Variants of Concern and Variants Under Investigation
- ✓ Support the implementation of the Youth Engagement Strategy with COVID Chat coordinators

8. Ensure that decisions in respect of the direct response to COVID-19 and the wider recovery programme are informed consistently by high quality data and intelligence

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Objectives:

1. Use data and intelligence to review and inform the responses to, and outcomes of, changes to national and local COVID guidance and regulations.
2. Work with partners to continue to refine and improve data management and reporting processes, adding new data sources where appropriate.
3. Use existing and emerging data sources to analyse the impact and effectiveness of historic and future interventions to inform COVID response and recovery programmes

Leads:

Neil Bendel, Public Health Specialist (Knowledge and Intelligence Team)
Kasia Noone, Intelligence and Insight Programme Lead (Knowledge and Intelligence Team)

Achievements Since Spring Plan

- ✓ Provided key intelligence and insight via the COVID-19 Surveillance and Testing Dashboards
- ✓ Supported the development of the Manchester Partnership Board COVID-19 Recovery dashboard
- ✓ Supported the development of the enhanced response area Plan
- ✓ Provided key operational reports to operational and strategic meetings
- ✓ Supported the implementation and evaluation of the GM Support to Self-Isolate Pathfinder project
- ✓ Synthesised key operational messages for the Vaccine Equity Programme
- ✓ Provided advice and input to whole school testing activities as part of the enhanced response area Plan
- ✓ Monitored cases in Managed Quarantine Hotels
- ✓ Continued to provide timely analytical and research support to the Manchester Test and Trace programme
- ✓ Supported the work of Manchester Health and Care Commissioning's Long COVID Steering Group by synthesising evidence on Long COVID and developing a resource pack to reflect the need for greater reach into the community
- ✓ Led the evaluation of COVID-19 Health Equity Manchester programme and supported University of Manchester in the evaluation of the targeted vaccination equity work

Priorities for Autumn

- Develop and implement processes for monitoring cases in school and higher education (including university) settings
- Develop a process for monitoring post international-travel cases
- Work with colleagues to improve linkages between vaccination and positive tests and cases data sets
- Work to understand the implications of emerging research on key monitoring and surveillance tools (e.g. regarding reinfections)
- Continue to work to enhance understanding of data in respect of cases and tests in high-risk settings
- Develop a programme of work to support the COVID-19 Recovery Programme
- Undertake retrospective analysis of impact of COVID on Manchester and our residents, beginning with excess deaths by cause
- Continue to support the COVID-19 Vaccination Programme including the implementation of seasonal flu and Booster workstreams
- Continue to raise awareness of long COVID in communities, working to understand the interactions between existing health inequalities and Long COVID
- Continue to provide leadership to and expert support for all COVID programme activities, including COVID Health Equity Manchester

9. Continue to deliver the community **testing** model, with a focus on testing becoming part of 'living with COVID' and on underrepresented and disproportionately impacted groups

Objectives:

1. Continue to adapt our community testing offer, supporting improved and equitable access.
2. Support schools, universities and businesses through encouraging regular asymptomatic testing.
3. Support testing in targeted priority groups, addressing any gaps, and deliver an effective response to Variants of Concern and Variants Under Investigation through surge testing where required.

Leads:

Christine Raiswell (Strategic Response Lead, Manchester Test and Trace)
 Tim Keeley (Programme Lead Testing, Manchester Test and Trace)
 Leasa Benson (Lead Nurse, Community Health Protection Team, Manchester Test and Trace)
 Diane Cordwell (Lead Nurse, Central Coordination Team, Manchester Test and Trace)

Achievements Since Spring Plan

- Carried out enhanced whole school testing in secondary schools, colleges and nurseries to support outbreaks and rising community cases
- Implemented a programme of targeted testing as part of the enhanced response area Plan, including delivery of lateral flow testing kits to households in target communities
- Implemented testing for the Carabao Cup to support the national events testing pilot, organising hundreds of tests for local football fans travelling to Wembley Stadium
- Worked with care homes on the implementation of the revised care home visiting testing protocol
- Continued to develop the role of our own team of nurses to support testing, who have supported outbreak response and enhanced response area testing
- Established all Manchester libraries as collection points for lateral flow testing kits
- Worked with neighbourhood teams to deliver responsive agile community asymptomatic testing; testing pop-ups in particular have provided the opportunity for one-to-one conversations with residents around testing and vaccination. Requests were received from Manchester mosques to repeat testing pop-ups
- Uptake of Pharmacy Collect was exceptional, filling most of the gaps in lateral flow test provision across the city
- Successfully lobbied for a new PCR Local Testing Site in Moston in order to meet the needs of the communities in North Manchester
- Provided support to high risk residential settings to access testing for both residents and staff; implemented regular testing for those settings that could not access testing via national systems or needed support to physically undertake testing for vulnerable residents including regular supported testing for all residents in Extracare settings

Priorities Next Period

- Expand responsive agile community asymptomatic testing and home test distribution
- Support schools with testing, with a particular focus on the beginning of the new academic year in September
- Monitor demand on Local PCR Testing Sites – particularly with regards to changes to guidance from August 16th advising all contacts to obtain a PCR test
- Work with the Disabled People's Sounding Board and local testing team to develop an enhanced testing offer for symptomatic disabled people unable to access testing through the usual routes
- Continue to promote regular asymptomatic testing through regular comms and engagement and business settings
- Continue to provide support to high-risk settings with both regular and outbreak testing via our Response Service Testing Team
- Continue to provide 'Step up to Care' testing for residents needing to move from the community into residential care
- Continue to deliver supported testing to Extracare settings

10. **Identify** local cases of COVID early and provide a **rapid response** though effective contact tracing and outbreak management.

Objectives:

1. Increase the number of cases managed locally by continuing to develop the 'locality first, GM-supported' model of contact tracing.
2. Focus on local intelligence, skill and networks to engage residents in the contact tracing process.
3. Coordinate knowledge, data and intelligence to identify and respond to situations at the earliest stage and provide a responsive local outbreak management response across all settings.
4. Deliver an effective response to Variants of Concern and Variants Under Investigation where required.

Leads:

Sarah Doran (Consultant in Public Health for Health Protection and SRO, Manchester Test and Trace)
 Leasa Benson (Lead Nurse, Community Health Protection Team, Manchester Test and Trace)
 Carmel Hughes (COVID-19 Response Manager, Manchester Test and Trace)
 Diane Cordwell (Lead Nurse, Central Coordination Team, Manchester Test and Trace)
 Christine Raiswell (Strategic Response Lead, Manchester Test and Trace)
 Sophie Black (Programme Lead for Contact Tracing, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Launched a bespoke local Case Management System to enable more efficient monitoring of cases and more effective cross-team working
- ✓ Continued to work closely with the Greater Manchester Integrated Contact Tracing Hub, seeking their support in response to surges where required
- ✓ Conducted detailed planning, preparing and scoping modelling exercises to anticipate change in demand in light of the significant recent changes to contact tracing and exemptions to self isolation requirements
- ✓ Conducted enhanced contact tracing for several Operation Eagle outbreaks, for example as part of Operation Eagle 3 91% (176 cases) were successfully contacted, from which 391 contacts were identified. 100% of contacts were reached to inform them of the need to self isolate
- ✓ Our Central Coordination Team moved into new premises, increasing effectiveness by enabling full co-location of sub-teams
- ✓ Worked with colleagues from across the system to establish a 'Variants of Concern Prevention Task Group' and develop a plan for the city's response
- ✓ Successfully dealt with clusters in hospitality, offices, retail and manufacturing and undertook site visits to assess controls
- ✓ Developed integration between Postcode Coincidence and Common Exposure data, enabling engagement before cases are identified as infectious

Priorities for Autumn

- Consider adopting a local zero model of contact tracing (all cases coming to the locality rather than National Test and Trace) subject to resources, capacity and case rates
- Gather learning and identify patterns from the past year of local contact tracing, making improvements to our service based on this analysis
- Closely monitor changes following the easing of restrictions and conduct a modelling exercise to anticipate demand over the coming months
- Update our local outbreak management process documents to reflect changing guidance
- Use the full range of data available including common exposure reports and postcode coincidence reports to identify and respond to situations at the earliest stage
- Rapid implementation of enhanced contact tracing in response to Variants of Concern and Variants Under Investigation working closely with Public Health England

11. Ensure residents comply with any legal instruction to self-isolate and have the support to enable them to do so

Objectives:

1. Provide practical, emotional and social support to those who need it, working with key partners and learning from cases to develop and enhance our package of support.
2. Improve awareness of the need to self-isolate, how long for, its importance and the support available.

Leads:

Shefali Kapoor (Head of Neighbourhoods, Manchester City Council)
 Christine Raiswell (Strategic Lead, Manchester Test and Trace)
 Sophie Black (Programme Lead for Contact Tracing, Manchester Test and Trace)
 Diane Cordwell (Lead Nurse, Central Coordination Team, Manchester Test and Trace)

Achievements Since Spring Plan

- ✓ Delivered a twelve week GM Self Isolation Pathfinder Pilot project within our enhanced response target areas, which aimed to test an enhanced offer of self isolation support. Over the course of the pilot we reached out to over 4,800 households in the eight priority wards, facilitating support for the 10% who said they needed it
- ✓ Created a dedicated Support to Self Isolate Team to deliver the GM Pilot in addition to our business-as-usual support to self isolate activity, providing a flexible response to the changing demands of the service
- ✓ Formed a Support to Self Isolate Working Group to coordinate activity and the expansion of our support offer, including representatives from Manchester Adult Education Service, Youth Strategy and universities.
- ✓ Promoted collaborative working between the Support to Self Isolate team and COVID Health Equity Manchester Group to support the aim of building a culturally sensitive support offer
- ✓ Continued to work closely with Revenues and Benefits to deliver the NHS Test & Trace Support Payment. During this period, we facilitated the expansion of the Test & Trace Support Payment to include parents and carers of isolating children
- ✓ Identified funding to continue the provision of a COVID care facility for people who are homeless, COVID positive and either leaving settings such as prison or hospital with nowhere else to go or sleeping rough
- ✓ The Test and Trace Support Payment team processed several complex applications involving Manchester residents self-isolating outside the city
- ✓ Provided complex case support to migrant families and international travellers

Priorities for Autumn

- Continue to provide support and signposting to residents who are required to self isolate, using learning from the GM Pilot
- Consider a longer term offer for urgent culturally-appropriate food and essentials for those who are self isolating
- Explore options for continued financial support to self isolate – dependant on national decisions about the Test & Trace Support Scheme and implications for residents if the scheme ends
- Expand our support to self isolate offer, tailored to the feedback we receive from residents, including having a comprehensive directory of out of hours services
- Use communications to support levels of compliance with periods of isolation

12. Work with the NHS locally to drive up **vaccination** rates among those groups with lower uptake, ensure second vaccinations are administered and support the roll out of booster vaccinations

Objectives:

1. Deliver a safe and effective vaccination programme, maximising coverage across the whole population.
2. Provide effective system coordination of the 'evergreen offer' for COVID vaccination, the COVID booster, flu vaccination and the children's vaccination programme.
3. Facilitate and support the design of a sustainable vaccine delivery function

Leads:

Dr Manisha Kumar (Medical Director, Manchester Health and Care Commissioning)
 Jenny Osborne (Strategic Lead, Population Health Programmes)
 Dr Cordelle Ofori (Consultant in Public Health Medicine, Manchester Population Health)
 Darren Parsonage-Head of Operations, Manchester Health and Care Commissioning
 Matt Conroy (Business Intelligence Manager, Business Intelligence, Manchester Health & Care Commissioning)

Progress This Period

- ✓ As of 23rd August, 659,172 vaccines have been delivered to the city's residents:
 - 355,969 First doses
 - 303,203 Second doses
- ✓ 66.3% of the adult population have received a first dose (65% including newly released 16+ cohort)
- ✓ 8 Primary Care Network-led Local Vaccination Sites have continued to deliver to the City's population
- ✓ 3 semi-permanent sites were set up and run to target hard to reach populations: Moss Side Leisure Centre, Belle Vue Sports Village and Manchester Rates Hall (city centre)
- ✓ The Housebound, Care Homes & Wider Care Settings Offer was delivered
- ✓ 42.7% of pregnant women received their first vaccination
- ✓ Local Vaccination Sites delivered pop-ups in a range of community venues across the city, including supermarkets, places of worship, education settings and workplaces
- ✓ Delivered a combination of walk in offers, booked appointments and 'back to practice' offers in partnership with Primary Care Networks, Manchester Foundation Trust, the GM Mass Vaccination Site (Etihad) and Community Pharmacy
- ✓ Worked with partners to deliver targeted engagement initiatives within neighbourhoods and specific populations across the city
- ✓ Provided targeted vaccination offers for taxi drivers, students and early years and education staff
- ✓ Worked with national agencies to provide a vaccination offer to individuals quarantining in the city as part of the Afghan Relocations and Assistance Policy scheme

Priorities Next Period

- Deliver Phase Three of the Vaccination Programme, providing COVID booster vaccinations in line with Joint Committee on Vaccination and Immunisation guidance
- Ensure Local Vaccination Sites are fully operational with support to deliver an equitable service to local communities
- Develop system partnerships with new and existing vaccination providers (including an expanded Community Pharmacy offer and work with Manchester Foundation Trust)
- Continue to deliver an 'Evergreen' offer to the population who have not yet come forward for vaccination
- Integrate planning with the annual flu vaccination programme and co-administration where possible subject to guidance
- Deliver vaccination plans for children and young people and students
- Support vaccination delivery to care home staff in line with legislative requirements
- Plan and deliver boosters to all care homes and other residential care settings,
- Enable access to the COVID booster for the wider frontline health and social care workforce e.g. Extracare and the voluntary, community and social enterprise sector
- Deliver the priorities in the Vaccine Equity Plan, particular focus on targeted delivery plans for the wards and community groups with lowest coverage
- Deliver an intelligence and data-led Communications and Engagement Plan providing clear information for the public, and targeted engagement within 'at risk' communities at neighbourhood level
- Undertake an evaluation and use lessons learned from Phase 1 and 2 to incorporate into Phase 3.