



Halton Borough Council Strategic Road Map

#StrongKindSafe

Section: 1

Strategic Phased Approach

✓ Better Case Scenario

The focus is the safe reopening of the economy and rebuilding confidence while maintaining momentum in vaccinations. Continue to be vigilant against new variants and ensuring COVID-Secure environments. These aim to be supported by balanced Communications Strategies with partners across all scenarios.

- Vaccination roll-out on track and effective
- Reducing infection and transmission with stubborn pockets
- Hospital capacity improving
- Schools re-open and restrictions lifted by early May

Communication and Compliance

- Convey idea of 'safe optimism'
- Promote social distancing (and masks)
- Counter over confidence

Education

- Safe reopening of schools
- Teacher and pupil testing
- Helping kids catch up
- Assessment for GCSE / A Level
- Start school recovery programme

Care Sector

- Testing and enable visiting
- Sustain staff levels / recruitment
- Support / promote vaccination

Economy

- Support COVID-Secure reopening
- Accelerate opportunities for young people
- Help develop outdoor economy
- Plan for visitor boom

Health

- Support and promote vaccine roll out
- Secure localised vaccination data
- Better integrate test / trace / support
- Target hard to reach groups
- Use of community testing

Elections

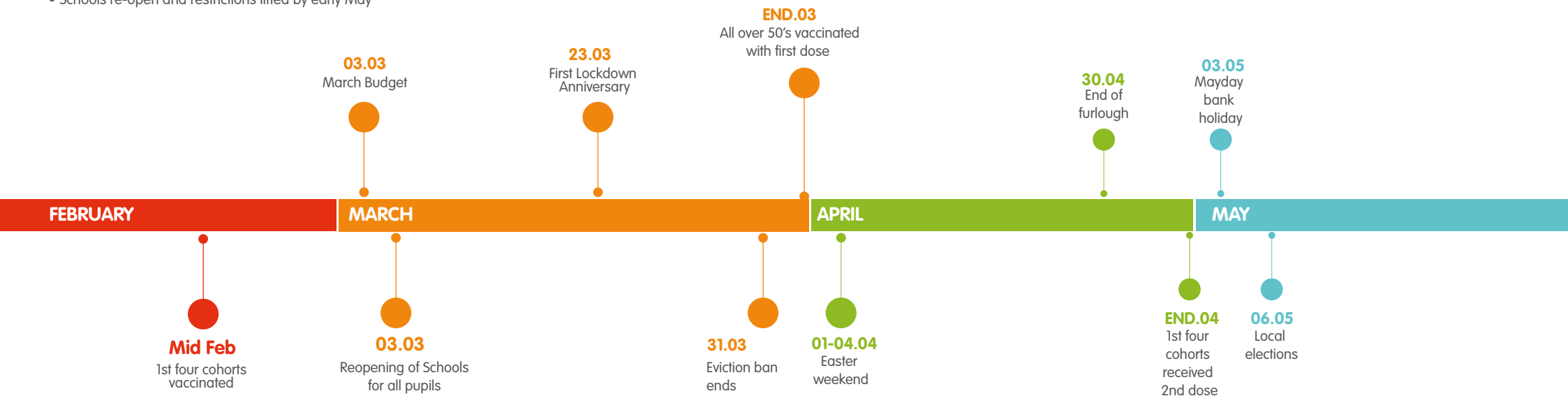
- Ensure COVID-Secure elections on 6th May testing

Enforcement

- Continuing effective implementation of '4Es' with partners across all scenarios, ensuring capacity and mutual aid
- Lockdown anniversary events
- Managing over-exuberance
- Quarantine issues
- Youth engagement

Public Services

- Workforce fatigue and planning
- Address budget / funding issues
- Mutual support strategies



✗ Worse Case Scenario

- Resistant variants circulate
- Vaccine take up falls
- Very stubborn resistance in some places, with significant variations
- Hospital capacity relatively static
- School and sector reopening delayed
- Issues with compliance and civil unrest

Communication and Compliance

- Support ongoing restrictions
- Manage expectations and disappointment

Education

- Managing delayed school opening
- More blended learning
- Assessment for GCSE / A Level
- Managing family hardship
- Tackle mental health issues (kids and parents)
- Getting more laptops and connectivity

Care Sector

- Address vaccine hesitancy
- Sustain staff levels
- Support vaccination
- What visiting protocols?

Economy

- Secure ongoing business support
- Managing higher levels of closures and job losses
- Managing a possible return to local restrictions

Health

- Extra support for vaccination take-up
- Review outbreak management plans
- Better integrate test / trace / support
- Additional testing, especially to help with variants
- Better target stubborn pockets of infection

Elections

- Deal with election postponement

Enforcement

- Continuing effective implementation of '4Es' with partners across all scenarios, ensuring capacity and mutual aid
- Manage ongoing protests
- Rising number of lockdown breaches
- Quarantine issues?
- Youth engagement

Public Services

- Acute Workforce fatigue and planning
- Address budget / funding issues
- Mutual support strategies

Public Health

Enduring transmission with frequent outbreaks.

TESTING

High levels of testing both LFDs and PCRs should be in place.

Community LFD Testing Sites in place.

Priority Testing Sites for key workers.

Pop up Testing Sites for Hard to Reach, Travellers, Asylum Seekers, areas with high prevalence.

Workplace testing commences with pop up support for smaller businesses.

Secondary Schools in-school testing.

Primary schools at home self-testing.

Early Years at home self-testing. Pop up support for those providers not eligible.

Care Homes LFT self-testing and PCR testing.

Hospitals LFT self-testing and PCR testing, LAMP.

TRACING

Ask of Government

National CTAS allocating defined tracers to work with CM Hub teams.

The CTAS system should be reviewed to ensure improved data capture and timely sharing with local and regional public health teams.

Any national guidance to businesses should include the requirement of providing contact details including name, DOB, telephone numbers and

emails to local authority public health teams for the purpose of being able to input into CTAS and then the contacts could be followed up to ensure isolating, welfare checks and support.

Guidance for employers on their role in contact tracing and self-isolation should be strengthened to encourage employers to proactively identify contacts of positive cases within the workplace. Employers need to be aware of the information they need to collect in the first instance. This helps to minimise follow up questions where information may have been lost in the passage of a few days. Examples include, travel to work, car sharing, changes to shift pattern/overtime that might fall out of the usual staff rota information that is available and so on.

Information on the use of PCR and LFD tests needs to be strengthened so that any necessary self-isolation rules are applied.

CTAS should highlight that when people have a test they are consenting to providing details of any contacts and therefore must co-operate with both national test and trace and local authority public health teams.

Training and communications on symptoms and testing needs to include the household and not just the individual as some adverts just say "if you have symptoms" when they should say "if you or anyone in your household."

Local outbreak teams tracking and tracing, particularly Lost To Follow Up and working on outbreaks.

CM Hub for Contact Tracing and Outbreaks.

CM Case Management System in place – Microsoft Dynamics.

Text messages sent to cases not responding to calls.

CONTAINING

The Government should support self-isolation for people on low income who are obliged to work outside the home.

Information on the use of PCR and LFD tests needs to be strengthened so that any necessary self-isolation rules are applied.

Motivational text messages sent to people encouraging them to stay self isolated.

Consideration should be given to providing additional training and information to employers on what is a contact and how to trace them, this needs to include how to promote honesty and when disciplinary action is advised.

Employers should ensure that their employees are not missing out financially when asked to isolate due to being a contact through the workplace or household or community.

Businesses should be asked to check re vehicle sharing, any second jobs and if employees are currently working from home or office based (and if so site details).

Piloting a One Team approach where Test, Trace and Self Isolation is run locally would offer a new approach with learning.

The new national BEIS scheme for self-testing by businesses with over 250 staff should liaise more closely with local authorities so we have sight of which companies have been invited and can support them to set up a robust scheme.

Employees should be enabled through enhanced communications to understand that they have a responsibility to know and follow the self-isolation rules and also to understand if their employer is asking them to do something that is wrong.

VACCINATIONS

Establish supply chain to ensure timely and efficient delivery of second dose vaccines from March

Ensure Pull ordering rather than push ordering to maximize capacity planning for ensuring all cohorts 1-9 can be vaccinated by End of April 2021

Ensure hard goods stocks (syringes, needles etc) are distributed as needed with vaccine deliveries

Maximize coordination between National Booking System invitations, local delivery models, hospital hubs to ensure system approaches

Support local areas with communications to ensure communities are aware of current invited cohorts / eligible population

Ensure all delivery sites are standardizing eligibility checks on presentation

Provide support for the vaccination of 'close contact' groups of key workers, e.g. Police, blue light services, teachers, nursery staff, essential retail staff

Maximize opportunity for pop up vaccination clinics for targeting uptake

✓ Better Case Scenario

The focus shifts to rebuilding confidence while ensuring COVID-Secure environments for staff, customers, visitors, passengers, etc.

- Vaccination roll-out on track
- Reducing transmission and stable in the authority
- Rule of six and mask-wearing continue in to the summer
- Economy opens fully and staycations boom
- Schools and universities open as usual

Communication and Compliance

- Balanced communications promoting caution and confidence
- Individual responsibility and compliance, e.g. with social distancing and masks

Education

- Managing COVID-Secure schools and classes
- Maintaining testing regime
- Catch-up programmes
- Planning holiday learning
- Delivering possible exams

Care Sector

- Managing COVID-Secure premises
- New visit regimes
- Workforce planning, recruitment and training

Economy

- Domestic tourism booms
- Visitor peaks
- Managing COVID-Secure public transport
- Clear driving test backlog
- Creating opportunities for young people
- Return of more people to work premises

Health

- Continue to drive / support vaccination roll out
- More localising of contact tracing
- Support surge responses to variants of concern
- Ongoing need for better self-isolation support
- What shielding support
- Backlog of mental

Community

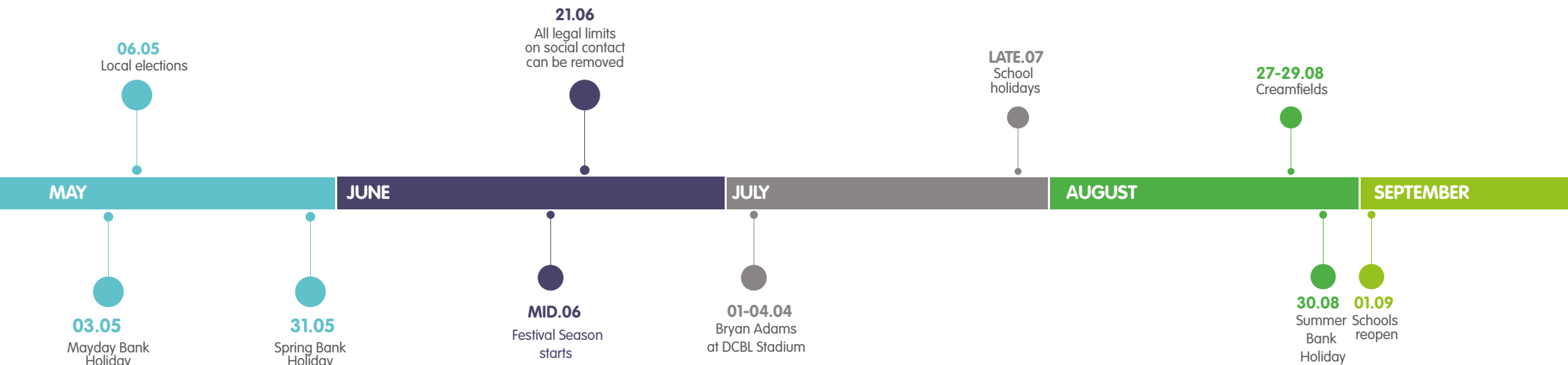
- Drive for vaccination take-up in minority communities
- Emergency of stored up debt, housing, domestic abuse and loneliness issues
- Homelessness and rough sleeping
- Courts backlog

Enforcement

- Visitor hotspots
- Large scale events / festivals / large gatherings
- Travel restrictions / quarantine
- Rising risk of anti-social behaviour
- Maintaining positive community relations

Public Services

- Workforce fatigue and planning
- Address budget / funding issues



✗ Worse Case Scenario

- Vaccination rollout and take up stalls
- New resistant variants
- Prevalence falls but remains above summer 2020, with very stubborn hotspots
- Pressure on NHS continues
- Region is largely stalled in Tier 2 or higher (or equivalent)
- Youth unemployment rises
- Public compliance falls with increasing protest / disorder

Communication and Compliance

- Balanced communications promoting prevention and compliance
- Step up messaging on vaccination and testing

Education

- Managing COVID-Secure schools and classes
- Maintaining testing regime
- Catch-up programmes
- Possible early breaking up for summer and delayed return
- Plan safe return of university students

Care Sector

- Managing COVID-Secure premises
- New visit regimes
- Workforce planning, recruitment and training
- Longer period of higher costs

Economy

- Support for business through more gradual reopening
- Urgent need for more outdoor economic activity
- Steep rise in business failures and job losses
- Severe shortage of opportunities for young people
- Possible return of restrictions in autumn

Health

- Continue to drive / support vaccination roll out
- Urgently respond to variants of concern
- More localising of contact tracing
- Ongoing need for better self-isolation support
- What shielding support
- Backlog of mental health issues

Community

- Run delayed elections
- Drive on vaccination in BAME communities
- Debt, housing, domestic abuse and loneliness issues
- Homelessness
- Continue food support

Enforcement

- Continuing need for managing restrictions and the '4Es'
- Travel restrictions / quarantine
- Summer season forced into very short period – very large visitor pressures
- Rising risk of anti-social behaviour and illegal events
- Challenge in maintaining positive community relations

Public Services

- Acute Workforce fatigue and planning
- Address budget / funding issues

Phase: 2

Low case rates/ very occasional outbreaks

TESTING

Change of model to self- testing for the population before they go to big events, travelling etc.

Test Before You Go

Self- testing for hospitality and Retail

(Regulatory staff concerned about how enforceable this will be)

Pop-up Testing remains for outbreaks.

More of an emphasis on PCR self-testing.

Need support for people who can't self-test at home

- Digitally excluded
- LD
- People with LTCs

Self -Testing within businesses, schools, Care Homes, Hospitals, Early Years, etc.

On-going development of rapid testing methods.

Pop up testing as required.

TRACING

National CTAS allocating defined tracers to work with CM Hub teams.

Smaller local Outbreak Teams required.

CM Hub picks up most of the cases and outbreaks for LAs.

More of an emphasis on really tracking down small case numbers via variety of methods including door knocking.

CONTAINING

The Government should support self-isolation for people on low income who are obliged to work outside the home.

Motivational text messages sent to people encouraging them to stay self isolated.

VACCINATIONS

Provide plans for the expansion of vaccination to those age 49 and under

Enable local areas to best define priority groups for vaccination in a needs based approach for local populations

✓ Better Case Scenario

Focus now firmly on living with COVID as part of the overall health scene / winter pressures, recovery and longer term thinking regarding changes in service delivery, which deals with inequalities. Managing in a new paradigm.

- Vaccination roll-out complete and effective
- Vaccine booster for old / vulnerable
- Prevalence reduced
- NHS functional, albeit with backlogs
- Beginnings of real recovery

Communication and Compliance

- Embedded messages to support some measures (hands / face / space / masks)
- To promote ongoing vaccination with flu
- Individual responsibility

Education

- Safe management of schools and colleges
- Catch up programmes
- Safe return of students

Care Sector

- Working out and embedding a new normal
- Funding pressures
- Recruitment and training issues
- Ensuring high vaccine take-up

Economy

- Develop / implement longer term recovery plans
- Pressure for more levelling up –where best to target support
- Great demand for apprenticeships and training
- High street / town centre recovery measures

Health

- New Winter Plan
- Managing local surges and outbreaks
- Maintaining testing infrastructure for new variants
- Promote highest possible vaccine take up
- Catch up / rebalancing of services

Community

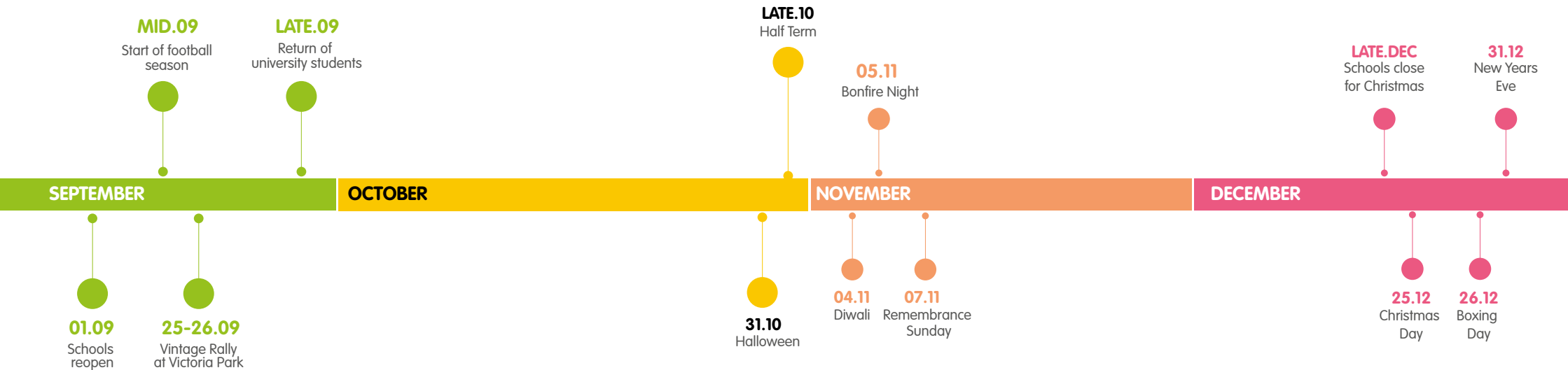
- Address widening inequalities
- Increase in homelessness
- Demand for greater and more sustainable welfare and community support

Enforcement

- Policing larger events
- Contingency planning for new restrictions

Public Services

- Embedding new ways of working
- Reprioritising services
- Addressing medium-term funding shortfalls
- Stores up leave and absence surge risk



✗ Worse Case Scenario

- Coming out of lockdown too soon and a succession of new variants maintained transmission
- Prevalence increasing again
- Fears about resistant variants
- Falling vaccine take-up with wide spread boosters needed
- Pressure to delay opening of schools / universities
- New restrictions inevitable
- High business attrition with unemployment rising steeply
- Support at 20/21 levels not affordable

Communication and Compliance

- Embed basic messages (hands / face / space / masks) and individual responsibility
- Compliance with prevailing restrictions
- Promote ongoing vaccination with flu

Education

- Manage delay in opening schools and colleges
- Catch up programmes
- Delay return of students
- Rethink education delivery in light of continuing disruption

Care Sector

- Support to manage ongoing stop/start
- Acute funding pressures
- Growing home closure risks
- Workforce resilience
- Ensuring high vaccine take-up

Economy

- Develop / implement longer term recovery plans
- New rash of business failures
- Prepare for prolonged high unemployment
- Severe lack of opportunities for young people
- Prolonged working from home
- Rethinking high street/town centres

Health

- New Winter Plan
- Managing local surges and outbreaks
- Extra support for self-isolation
- Maintaining testing infrastructure for new variants
- Promote highest possible vaccine take up
- NHS unable to resume 'normal' service
- Prepare for long term shielding

Community

- Even greater inequalities
- Increase in debt levels, food and poverty
- Rising homelessness
- Long term demand for welfare and community support
- Interaction with weather events

Enforcement

- Compliance fatigue
- Protest movement against masks / restrictions
- Continuing quarantine
- New travel restrictions
- Mutual aid needs

Public Services

- Embedding new ways of working
- Reprioritising services
- Addressing medium-term funding shortfalls
- Serious workforce fatigue and resilience issues

Phase: 3

Escalating case rates in some communities / winter planning / new variants

TESTING

High levels of testing both LFDs and PCRs. Ensuring MTUs in areas with high incidence.

Intensive Pop up Testing Sites for geographically identified areas with high prevalence and the Hard to Reach, Travellers, Asylum Seekers, etc.

More of an emphasis on PCR self-testing.

Pop-up Testing remains for outbreaks.

TRACING

Ask of Government

National CTAS allocating defined tracers to work with CM Hub teams.

Intensive tracing by local outbreak teams.

CM Hub for Contact Tracing and Outbreaks.

Door knocking where infected cases are not responding to phone calls.

CONTAINING

The Government should support self-isolation for people on low income who are obliged to work outside the home. Motivational text messages sent to people encouraging them to stay self isolated.

VACCINATIONS

Define plans for ongoing vaccination of vulnerable cohorts, need for booster dosing etc

Maximise seasonal flu vaccination messaging alongside Covid vaccination approaches for winter 2021-22

Maximize opportunity for pop up vaccination clinics for targeting uptake

Support local areas with communications to ensure communities are aware of current invited cohorts / eligible population