



Cwm Taf Morgannwg Region

COVID-19 - Test, Trace, Protect Programme

Oversight Arrangements

4th August 2020

Original arrangements approved at Regional Strategic Oversight (RSOG) meeting on 9/6/20; updated since for subsequent changes, including two new work streams*. Presented to RSOG on 4th August 2020 for approval.

****Recognising this may well change further and develop as events unfold.***



CWM TAF MORGANNWG REGION

DELIVERING A STRATEGIC, TACTICAL AND OPERATIONAL RESPONSE TO THE COVID-19 TEST, TRACE AND PROTECT PROGRAMME

OVERSIGHT ARRANGEMENTS

1. Purpose

This oversight arrangement provides a partnership framework for delivering a strategic, tactical and operational response to the COVID-19 Test, Trace and Protect programme. It also allows processes to be established that facilitate the flow of information, and ensures that decisions are communicated effectively and documented as part of an audit trail.

Our strategic aim for the COVID-19 Test, Trace and protect programme is to:

To put in place appropriate systems and capacities to ensure that, following the easing of lockdown measures, we do not see a rapid increase in illness and deaths in our communities due to COVID-19 infection.

The overarching objectives are as follows:

1. Protect the health of the population by taking action to reduce the transmission of COVID-19.
2. Ensure appropriate resources are in place to reduce the burden of COVID-19 in CTM through the collective efforts of contact tracing, surveillance, testing and risk communication & community engagement.
3. Ensure adequate sampling and testing capacity exists to sample all people identified as possible cases or who present a high risk of transmission to vulnerable persons.
4. Ensure local contact tracing teams are adequately resourced and are able to provide a service across the whole of the CTM area 7 days a week.
5. Ensure effective measures are in place for the control of clusters of COVID-19 infection in: healthcare settings, other enclosed settings and the wider community.
6. Ensure activity contributes to national surveillance efforts. In return ensure that data / information obtained nationally or locally is applied to maximum effect within CTM.
7. Update and satisfy the CTM Chief Executives Group that sufficient resources and effective measures are in place and being utilised to control COVID-19 in the CTM area.



2. Oversight Arrangement

Delivering the CTM COVID-19 Test, Trace and Protect programme is a partnership arrangement, between Local Authorities, the Health Board, Public Health Wales and Welsh Government, together with the support of other partners including NWISS and most importantly our local communities.

It is essential that everyone involved in the programme understands what they are required to do, how they are required to do it and by when. This is particularly important where a multi-agency response such as this is required. We need leads to be able to make and/or communicate decisions effectively.

This oversight arrangement should be clearly articulated to all those involved in the programme. Any changes should be discussed before they are undertaken and then documented. The oversight arrangement should be appropriate to the needs of the programme and sufficiently resilient for its purpose.

- **Regional Strategic Oversight Group** – provides overall **strategic** leadership of the programme on behalf and reporting in to partner organisations. It is responsible for setting the overarching strategy that all other plans must take account of.
- **Regional Tactical Group:**
 - Co-ordinates the **tactical**, individual strategies developed by the work streams, to ensure that they reflect and contribute to the programme's overarching strategy. Operationally and occupational competent in all relevant disciplines.
 - Importantly, a key role also within this group is responsibility for operating as a **Regional Response Team** in managing incidents in COVID-19 clusters, enclosed settings, & healthcare settings
- **Work streams** – responsible **operationally** for individually agreed strategies and ensuring that tactical plans are developed to support it. Operationally and occupational competent in all relevant disciplines.

The oversight arrangement is role and professional discipline rather than organisational/grade specific. Individuals of a senior grade to those nominated to undertake one of these three roles should not automatically assume superiority solely on the basis of organisation or grade responsibility. However, they are accountable for any information or advice given to group or work stream leads.

The oversight arrangements should offer flexibility. It is important to ensure that these arrangements are subject to regular review throughout the programme. They should be flexible enough to adapt to changes in the nature of the work without



jeopardising clear lines of communication or accountability and ensure that those performing the required roles are sufficiently trained, supported and competent.

Regional Oversight (Strategic) lead and Group Chair – Director of Public Health – Professor Kelechi Nnoaham (Vice Chair - Paul Mee, Director of Public Health, Protection & Community Services)

The Regional Oversight (Strategic) lead and Group Chair will assume and retain overall strategic leadership for the programme. They will also be the nominated Senior Responsible Officer for the programme. They have overall responsibility for the strategy and any tactical parameters that the tactical or operational leads should follow. This lead role however should not make tactical decisions. They are responsible for ensuring that any tactics deployed are proportionate to the risks identified, meet the objectives of the strategy and are legally compliant.

The Group reports into the Chief Executives of the Local Authorities and Health Board, who meet weekly, with the attendance of the Group Chair and Deputy Chair.

For respective functions, the group and work streams also report via their leads into their respective executive functions within their own statutory bodies of the Local Authorities and Health Board. For example, the Health Board leads on testing and therefore remains responsible for the delivery of this function. Similarly, the Local Authorities remain responsible for delivering the contact tracing service within their own local areas.

Regional Tactical lead and Group Chair – Consultant in Public Health – Sion Lingard (or Vice Chair - Alice Puchades, Specialist Registrar, Medicine)

The Regional Tactical lead and Group Chair coordinates the overall tactical response in compliance with the strategy. The lead will liaise with the work stream leads and ensure/support the work stream leads in understanding the strategic intentions, the key points of the wider tactical plan and tactical objectives that relate specifically to their area of responsibility.

Work Stream Leads (or nominated deputies)

The work stream leads are responsible for a group of resources and carrying out functional or geographical responsibilities related to the tactical plan. The number of work stream leads and their roles/specialisms will be determined by the scale and nature of the programme.

Work stream functions will be created and disbanded throughout the period of the programme as required and will be allocated based on geographic and/or functional considerations. Work stream members must have a clear understanding of the tactical plan, ie, what they are required to deliver, in what timescale and with what resources.

The diagram below sets out a schematic for how the above groups operate and relate:



Regional Strategic Oversight Group - Membership, Roles and Responsibilities

(Appendix 1 sets out the terms of reference for the group).

Role	Nominated Deputy
Director of Public Health & Chair – Kelechi Nnoaham	Paul Mee - Director of Public Health, Protection & Community Services
Director of Public Health, Protection & Community Services, RCT LA & Contact Tracing work stream lead – Paul Mee	Louise Davies, Service Director for Public Protection



Role	Nominated Deputy
Bridgend CBC Director/Senior Manager - David Holland/Kelly Watson	Christina Hill, Operational Manager Commercial Services
Merthyr Tydfil CBC Director/Senior Manager - Alyn Owen Deputy Chief Executive	Susan Gow - Environmental Health Manager
RCT CBC Director/Senior Manager Louise Davies, Service Director for Public Protection Services	Rhian Hope, Health Protection and Licensing Manager
CTM UHB IP&C Team representative Infection Control Doctor – Rupali Rajpurohit	Lead IP&C Nurse – Bethan Cradle
Surveillance work stream lead – Principal Public Health Intelligence Analyst, Andrea Gartner	Ciaran Slyne, Senior Analyst
Testing work stream lead – Elaine Tanner	Sharon O’Brien, Head of Corporate Nursing
Communications / community engagement work stream lead – Sara Thomas, Consultant in Public Health	Julia Sumner, Interim Head of Communications
Public Health Wales Health Protection Team Consultant in Communicable Disease Control / Consultant in Health Protection (open invite) – Heather Lewis	Nicola Hathway, Health Protection Nurse
Chair of CTM TTP Regional Tactical Group – Sion Lingard, Consultant in Public Health	Jennifer Evans, Principal Health Promotion Specialist
Protect work stream lead – Rachel Rowlands, Chair of RPB and CEO Age Connect Morgannwg	Sarah Mills, Regional Partnership Board Programme Manager
Mass vaccination work stream – Lesley Lewis, ILG Nurse Director, Merthyr and Cynon	Fiona Wood, Interim Deputy Head of Nursing (Palliative Care & Community Specialist Services), Primary Care & Community Services
Senior Planner – Ruth Treharne	Julie Kelly, Programme Manager
Programme Manager – Julie Kelly	Senior Planner – Ruth Treharne

Regional Tactical Group - Membership, Roles and Responsibilities

(Appendix 2 sets out the terms of reference for the group).

Role	Nominated Deputy
Consultant in Public Health and Chair – Sion Lingard	Alice Puchades, Specialist Registrar, Medicine
Bridgend CBC representative for contact tracing / cluster management* - Operational Manager Commercial Services Christina Hill	Angela Clack, Lead Officer Infectious Disease



Merthyr Tydfil CBC representative for contact tracing / cluster management - Sian Rapson	Susan Gow
RCT CBC representative for contact tracing / cluster management - Kelly Snare, Regional Team Manager	Sian Bolton, Environmental Health Officer
CTM UHB Continuing Care Team representative – Sian Lewis	To be confirmed
CTM UHB IP&C Team representative Bethan Cradle	Sarah Morgan
Surveillance work stream representative - Andrea Gartner	Ciaran Slyne, Senior Analyst
Testing work stream representative–Elaine Tanner	Sharon O’Brien, Head of Corporate Nursing
Communications / community engagement work stream representative – Julia Sumner, Head of Communications	Natasha Weeks, Assistant Head of Communications
Healthcare Epidemiologist - Amy Plimmer	Available IPC representative
Public Health Wales Health Protection Team representative (open invite) Nicola Hathway, Health Protection Nurse	Heather Lewis, Consultant in Health Protection James Hughes, Health Protection Nurse
Programme Manager – Julie Kelly	Ruth Treharne, Senior Planner

Work Streams

There are currently six work streams as follows:

- Surveillance work stream led by Andrea Gartner
- Contact Tracing work stream led by Paul Mee
- Testing work stream led by Elaine Tanner
- Risk Communication and Community Engagement work stream led by Sara Thomas
- Protect work stream led by Rachel Rowlands
- Mass vaccination work stream led by Lesley Lewis

Each has its own group membership and work programme.

3. South Wales Local Resilience Forum

There will be rare occasions where an outbreak may necessitate the activation of civil contingency arrangements. This is likely to be where the nature and scale of the communicable disease overwhelms services, or where it creates wider strategic issues



or risks that may have a serious impact on the public. It is likely that one or several Outbreak Control Teams will have been established under the **Communicable Disease Outbreak Plan for Wales**, July 2020.

In such a scenario, the Wales Resilience Emergency Civil Contingency structures will be employed or invoked. Part 7 of the The Communicable Disease Outbreak Plan for Wales, July 2020, outlines in detail the assessment process with the relevant Local Resilience Forum, in our case the South Wales Local Resilience Forum, and activation of a Strategic Co-ordinating Group if required and the co-ordination and communication with Welsh Government in these circumstances.

If the **Wales Framework for Managing Major Infectious Disease Emergencies** is activated, this sets out the co-ordination arrangements and where Outbreak Control Teams (and thus the arrangements in the Communicable Disease Outbreak Plan for Wales) sit. In exceptional circumstances there are also specific UK arrangements for bioterrorism or other particular infectious disease threats which would take precedence over these plans.

4. Other Partners (including the Regional Partnership Board and Public Services Boards)

Links will be made with other partners, on a two way basis, as appropriate and depending on requirements. For example, the RPB is well connected through the Chair of the Partnership who also leads on the Protect work stream for CTM. The two PSBs are also connected into the programme and currently supporting an impact analysis exercise for the Protect work stream, together with the RPB.

5. Meeting Frequency

- Regional Strategic Oversight Group: Meetings are held weekly on a Tuesday.
- Regional Tactical Group: Meetings are held twice weekly – Monday and Thursday.
- Work Streams: As required and varies by individual work stream

6. Work Programme

Each group or work stream will hold its own inter-linked work programme. These will remain continuously under review by the relevant groups.

7. Governance Arrangements



As a consequence of the outbreak of COVID-19, this regional oversight arrangement has collectively been tasked by Chief Executives, with centrally co-ordinating the CTM Test, Trace and Protect programme that affects all of the participating agencies. It is noted that the arrangement is not a legal entity and neither are its operating structures (including the Regional Tactical Group and Working Groups). The oversight arrangement operates as a partnership between membership agencies and reiterates the sovereignty of individual agencies.

Its role as a coordinating function does not have the collective authority to issue executive orders to member agencies and cannot assume any liabilities in relation to its coordinating activities and/or any decisions which are taken jointly for example in terms of quality, information or financial governance). However it retains a strong and shared commitment to work openly together and take decisions in the spirit of partnership, with the overriding shared aim of delivering for the benefit of the communities it serves.

8. Issues Log

An Issues log operates at each level.

9. Risk Register

Risk Registers operate at each level.

10. Lessons Learnt Log

A lessons learnt log has been developed and held at strategic oversight level by the Programme Manager. This is informed by feedback from across the programme. All staff and partners will be encouraged to participate in sharing lessons on a live basis and fed back into the programme so we are learning from experience and also practice elsewhere.

11. Communications

Good communications are vital and will work across the various levels of the programme, including a dedicated work stream on this with its own work programme.

12. Review



This document will be kept under regular review with any significant changes signed off at the Regional Strategic Oversight Group.

CTM COVID-19 Regional Strategic Oversight Group

Background

The Welsh Government's strategy "Test, Trace, Protect" (May 2020) lays down the principles for leading Wales out of the COVID-19 pandemic. It sets out a framework for the effective control of coronavirus transmission before, during and after the relaxation of lockdown restrictions.

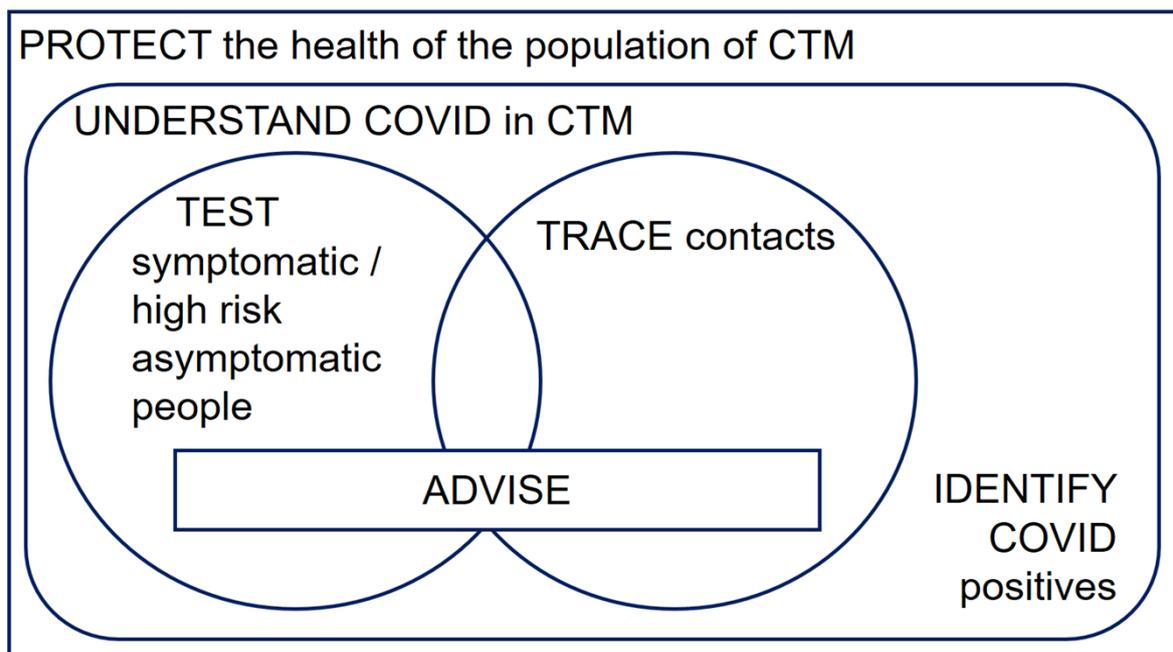
Public Health Wales' Public Health Protection Response Plan provides greater detail as to what measures need to be implemented. Included within this plan is the concept of 'Regional Response Teams' for each Health Board footprint and led by the local Director of Public Health. This arrangement is responsible for the contact tracing and cluster management activities, but also must have a remit for other themes as the Health Board is responsible for the health of their local population and the local authorities are the relevant health protection authorities under public health legislation.

Within the CTM area this response is led by the CTM COVID-19 Strategic Oversight Group, with activity directed by a Tactical Group that meets twice weekly.

Strategic Aims of the CTM Response

1. To PREVENT deaths from COVID-19
2. To PROTECT the health of the people in our community

Objectives of the Strategic Oversight Group



8. Protect the health of the population by leading on activity and availability of resources to manage the transmission of COVID-19.
9. Ensure appropriate resources are in place to identify COVID-19 cases by the collective efforts of contact tracing; surveillance; testing and communication and community engagement.
10. Ensure adequate sampling and testing capacity exists to sample all people identified as possible cases or who present a high risk of transmission to vulnerable persons.
11. Ensure local contact tracing teams are adequately resourced and are able to provide a service across the whole of the CTM area 7 days a week.
12. Ensure effective measures are in place for the control of clusters in: Healthcare settings; other enclosed settings; the wider community.
13. Ensure activity contributes to national surveillance efforts. In return ensure that data / information obtained nationally or locally is applied to maximum effect within CTM.
14. Update and satisfy the CTM Chief Executives Group that sufficient resources and effective measures are in place and being utilised to control COVID-19 in the CTM area.

Remit

The CTM COVID-19 Strategic Oversight Group shall lead on all activity within the CTM area relating to the control of COVID-19. This activity shall include contact tracing, testing and communication on COVID-19 matters and be led by surveillance, other intelligence and guidance.

Membership

All members shall identify an appropriate deputy that can attend in their absence.

Chair: Director of Public Health, CTM UHB and Programme Senior Responsible Officer
Bridgend CBC Director / Senior Manager
Merthyr Tydfil CBC Director / Senior Manager
RCT CBC Director / Senior Manager
CTM UHB IP&C Team representative (Infection Control Doctor or Lead IP&C Nurse)
Surveillance work stream lead
Testing work stream lead
Communications / community engagement work stream lead
Protect work stream lead
Mass vaccination work stream lead
Public Health Wales Health Protection Team Consultant in Communicable Disease Control /
Consultant in Health Protection (open invite)
Chair of CTM COVID-19 Regional Tactical Group
Senior Planner
CTM PHT Project Management support

Meetings

Meetings shall be held weekly – Tuesday. During the meetings representatives shall report briefly on the following topics:

- Contact tracing in each local authority area, clusters identified and issues to be escalated.
- Testing capacity and arrangements available to those within CTM and issues to be escalated.
- Surveillance report on cluster identification, transmission rates, key information required to monitor the performance of activity.
- Communication and community engagement.
- Clusters within specific settings that have a direct impact on the wider community or other settings.

Governance Structure



CTM COVID-19 Tactical Group

Background

The Welsh Government's strategy "Test, Trace, Protect" (May 2020) lays down the principles for leading Wales out of the COVID-19 pandemic. It sets out a framework for the effective control of coronavirus transmission before, during and after the relaxation of lockdown restrictions.

Public Health Wales' Public Health Protection Response Plan provides greater detail as to what measures need to be implemented. Included within this plan is the concept of 'Regional Response Teams' for each Health Board footprint and led by the local Director of Public Health. This arrangement is responsible for the contact tracing and cluster management activities, but also must have a remit for other themes as the Health Board is responsible for the health of their local population and the local authorities are the relevant health protection authorities under public health legislation.

Within the CTM area this response is led by the CTM COVID-19 Strategic Oversight Group (chaired by the Director of Public Health).

Strategic Aims of the CTM Response

3. To PREVENT deaths from COVID-19
4. To PROTECT the health of the people in our community

Objectives of the Tactical Group

15. Protect the health of the population by directing activity to manage the transmission of COVID-19. Target effort towards reducing incidence of the disease month on month.
16. Identify COVID-19 cases by the collective efforts of communication and engagement; surveillance; contact tracing and testing.
17. Support the effective use of testing capacity to sample all people identified as possible cases or who present a high risk of transmission to vulnerable persons.
18. Support local teams to provide advice to cases and contacts on self-isolation to minimise transmission.
19. Direct efforts for the effective control of clusters in: Healthcare settings; other enclosed settings; the wider community.
20. Enable the contribution to national surveillance efforts. In return ensure that data / information obtained nationally or locally is applied to maximum effect within CTM.

Remit

The CTM COVID-19 Tactical Group shall direct activity within the CTM area relating to the control of COVID-19. This activity shall include contact tracing, testing and communication on COVID-19 matters and be led by surveillance, other intelligence and guidance available to the Group. However this Group shall not deal with operational and managerial matters relating to the provision of resources – this shall be a matter for the Strategic Oversight Group, work streams and partner organisations.

Membership

All members shall identify an appropriate deputy that can attend in their absence.

Chair: Consultant in Public Health, CTM PHT

Bridgend CBC representative for contact tracing / cluster management*

Merthyr Tydfil CBC representative for contact tracing / cluster management*

RCT CBC representative for contact tracing / cluster management*

CTM UHB Continuing Care Team representative

CTM UHB IP&C Team representative

Surveillance work stream representative

Testing work stream representative

Communications / community engagement work stream representative

Healthcare Epidemiologist

Public Health Wales Health Protection Team representative (open invite)

*Collectively they shall report on contact tracing and cluster management issues within their area.

Meetings

Meetings shall be held twice weekly – Monday and Thursday. During the meetings representatives shall report briefly on the following topics:

- Contact tracing in each local authority area, clusters identified and issues to be escalated
- Testing capacity and arrangements available to those within CTM and issues to be escalated
- Surveillance report on cluster identification, transmission rates key information required to direct action
- Communication messages and activity
- Clusters within specific settings that have a direct impact on the wider community or other settings

Governance Structure



