

Leeds Integrated Winter Plan – framework for local governance and plan to support the NHS to deliver the vaccine

Integrated national and local planning and governance are essential to ensure effective delivery of the range of crucial priorities affecting local areas, given the anticipated impact on much of the same workforce and infrastructure. Local areas have effective multi-agency arrangements at a local authority level (particularly across councils, NHS and 3rd sector), which work well with the relevant Local Resilience Forum, Integrated Care System and Combined Authority, and have democratic oversight. All the local partnership arrangements have strong national links to government departments, to deliver what is required in this most challenging winter the country may ever face, but we need to ensure that the national plans are integrated and coherent to give the best chance of successful delivery.

This proposed framework is simple with a plan on a page that can be tailored within the broad parameters to meet particular local circumstances. This builds on the Outbreak Planning approach set out in the Contain Framework, with key action areas that can be delivered by local governance arrangements. It is based on the **principles of engaging with communities to build trust and confidence; working preventatively; building on expertise, experience and shared learning; being open with data and insight so everyone can protect themselves and others; considering equality, economic, social and health-related impacts of decisions.**

Key action areas to inform local workforce, resource, infrastructure and communication plans to ensure value for money:

1. **Preventing & managing outbreaks in care homes, education & workplaces with proactive approach** – continued vigilance to prevent cases becoming outbreaks, by monitoring, reporting, advising about infection prevention and learning lessons, sharing guidance.
2. **Minimising & dealing with community transmission** – using shared local intelligence to enhance local partnerships, including ward members and community champions. Implementing waste water testing in some areas as part of a pilot, which adds to local intelligence.
3. **Delivering an integrated vaccination plan** – including supporting rollout across partnerships to put the complex logistical and workforce arrangements in place, using engagement to debunk vaccination myths, avoid scams and encourage take-up, focussing on higher-risk groups and those with greatest hesitancy (e.g. BAME). Minimising impact of vaccine rollout on delivery of primary care, driving health inequalities plan.
4. **Delivering local testing capacity, including targeted testing at scale** – monitoring take up of PCR testing and acting accordingly, plus intelligence led lateral flow testing to help find additional cases, containing the virus further (e.g. key workers unable to work at home), enabling aspects of the economy and education to continue.
5. **Enhancing local contact tracing, including support to self-isolate** - to complement national offer, with local knowledge of cultures and languages, learning from others and including community services to help with welfare support, befriending, shopping and delivery of medicines.
6. **Ensuring effective compliance and targeted enforcement** - proactive and responsive intelligence-led multi-disciplinary approach with strong follow up and using all tools, including community leadership, and using publicity when appropriate as a deterrence.
7. **Supporting those more at risk** – ensuring older people prioritised for testing and vaccination including support to access where needed; advice and support to clinically extremely vulnerable people through helplines and volunteer hubs; draw on research for specific cohorts (e.g. BAME, street-users) and tailor actions, and provide support for self-isolation, testing and accessing vaccinations.
8. **Supporting businesses and organisations** – developing a place-based approach to supporting businesses and organisations, including on-street presence; developing and administering financial support schemes and supporting with guidance across sectors.
9. **Integrating data across the whole system** – with continued use of dashboards, open data and rounded evaluation.
10. **Having effective governance and strong communications and engagement** - place based multi-agency arrangements to deliver an integrated plan with links between related parts of testing, tracing, support to isolate and vaccination. Local Resilience Forums and Strategic Coordination Groups working to coordinate regional/local response, bring together all partners including local authorities, emergency services, health, universities. Clear links to Integrated Care Systems and Combined Authorities/Local Enterprise Partnerships, all using all possible communications and engagement routes to build trust and plan ahead. Insight led proactive and integrated communication plan.

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Month	Notable dates and holidays	Key events and pressures
February 2021	12 February: Chinese New Year	15 February: Target date for vaccination of top 4 priority cohorts (first dose) 15-19 February: Schools half term holiday c. 22 February: Government expected to publish plan for lifting lockdown
March 2021	17 March: St Patrick's Day 28 March- 4 April: Pesach/Passover (Judaism) 28- 29 March: Holi (Hinduism)	8 March: Earliest possible date for schools reopening 31 March: End of Tier regulations
April 2021	2-5 April: Easter (Christianity/national) 13 April: Vaisakhi (Sikhism) 13 April- 12 May: Ramadan (Islam) 23 April: St George's Day	2-16 April: Schools Easter holiday
May 2021	13- 16 May: Eid Ul-Fitr (Islam) 26 May: Vesak (Buddhism)	6 May: Local elections