

Appendix 1

COVID Outbreak Control Plan – communications strategy last updated 24/08/2020

Objectives of the plan

- To communicate the NHS Test & Trace advice and guidance, and wider public health messaging, to maximise awareness and compliance and so contain Covid-19 and stop the spread.
- To highlight key messages in the event of an outbreak in particular settings or area so that we can contain COVID-19 and stop any further spread.
- To warn and inform residents, staff, businesses, communities and visitors what actions they need to take and reassure what actions public services are taking to protect them.

Background

Local Outbreak Plans are being developed to prevent and control outbreaks and to enable national lockdown easing and help us all return to a new normal. To minimise local outbreaks, we need to engage people across all segments of society with the need to comply with social distancing, be alert to symptoms, access testing where needed and to self-isolate if positive or if contact traced.

Our outbreak control plan sets out how we will prevent potential outbreaks, and where this is not possible, minimise the spread of COVID-19 infection across the Dorset and BCP Council areas. Working in partnership is crucial to help prevent the spread of the virus and respond quickly.

While the response to outbreaks will be led by the local Director of Public Health, success will require a co-ordinated partnership response. This will involve numerous agencies working together.

Local Outbreak Plans will be in place to anticipate, make decisions and rapidly respond to:

- ✓ deploy intensive local testing, tracing and support, particularly of vulnerable groups and diverse communities with extra needs
- ✓ take further action if required to contain the situation in specific settings, locations or communities

Protocols:**1. National, regional and local calls**

As warning and informing chair and public health lead Kirsty Hillier will dial in to all PHE calls and NHSE where relevant

Public Health Dorset (W&I chair) will sit on the Our Dorset COVID Health Protection Board, TCG and SCG

Comms reps from councils will dial in to TCG where relevant along with own organisations Incident Management Teams and Gold meetings

Ben will dial in to NHS specific calls (trust comms leads to dial in to NHS calls where relevant)

2. Media spokespeople

Sam Crowe, Director of Public Health for Dorset and BCP Councils will be the designated system wide spokesperson for overarching media issues and in the event of an outbreak in Dorset. This will be managed through Public Health Dorset comms and the PHE comms team in liaison with national teams

Cllr Vikki Slade is the lead spokesperson for BCP Council

Cllr Spencer Flower is the lead spokesperson for Dorset Council

3. Comms messages cascade arrangements

Public Health Dorset comms will co-ordinate key messages in a large scale outbreak with local authority comms leads

Council comms leads will co-ordinate with Public Health Dorset Comms on smaller scale outbreaks in single settings

Dorset CCG will liaise with NHE E/I (trust comms leads to keep updated with NHS E/I updates, and liaise with NHS E/I)

All comms leads to share messages within their organisations and with their external stakeholders

In a large-scale outbreak and where a multi-agency response is needed, we will use the Warning and Informing group to manage activity. Small scale or single outbreak settings will be led by the individual agency with support from Public Health Dorset.

Steady state strategy						
Main messages	COVID symptoms A reminder of what they are and what people need to do	NHS Test and Trace Anyone can be tested How to book a test Co-operate with NHS Test and Trace Follow advice given Be aware of scams relating to test and trace	Self-isolation What you need to do Plans in place if you need to self-isolate Shielding or vulnerable how to get local help	Social Distancing Promote current advice (1m+) Guidance on gatherings Importance of face coverings in settings	Hand washing Promoting advice and reiterating importance of good hygiene	NHS services Help us help you NHSE campaign Here for you local messaging on services Together with you setting expectations and how to access services
Local outbreak plan strategy						
Main messages	Plans are in place Reassure residents, staff, businesses, communities, visitors	Governance Role of HWB and Dorset COVID Health Protection Board with regular updates from DPH	Action cards Settings we have covered How to access them Proactive engagement with various groups and settings on what they need to do	Decision making Decisions based on data Regular update on position in Dorset		

Local lockdown prevention						
Main messages	COVID symptoms What to look out for Self-isolate immediately	Get tested asap Book a test calling 119 or online Rapid testing (mobile units if deployed)	Households Don't let more than 2 people into your home Don't hug or shake hands with people outside of your household	Social distancing Stay 2 metres apart Wear face coverings in all enclosed spaces	Young people Stay 2 metres apart Don't hug or fist bump Wear face coverings Wash hands regularly	
Outbreak incident strategy						
Main messages	Outbreak announcement What we know What we are trying to find out What action we're taking Public Health main messages Decisions based on data	Reminder of key messages Social distancing Self-isolation NHS Test and Trace Compliance with guidance and advice	Situation specific messaging Warning and informing what changes will be needed e.g. Closure of shops/businesses Rapid testing Closure of outdoor public spaces Limit travel and stay home	Recovery from incident Lifting of restrictions Back to steady state Reinforce compliance with guidance and advice		

Outbreak levels	Description	Main messages	Resources required
Steady state	We are business as usual living with COVID. There are no lockdowns and we are following latest national guidelines and general public health advice for England.	<ul style="list-style-type: none"> COVID symptoms to look out for NHS Test and Trace service Social distancing 1m+ Local NHS services are here for you Shop local and shop safely Respect, protect, enjoy Dorset 	BAU requirements for support from communications teams across the LFR as part of the general warning and informing activity.
Local outbreak prevention and preparedness	Low levels of outbreaks in isolated settings. Starting to see a rise in numbers. Messaging needs to reflect this change. Ask residents to help us get the numbers down, prevent a bigger rise and be more vigil in following measures.	<ul style="list-style-type: none"> Do your bit to prevent a local lockdown Social distancing 2m Wear face covering in all enclosed spaces No hugging or shaking hands Only 2 people from outside of your household can enter you home <p>*video material in alternative languages and specific messaging for young people</p>	May require extra capacity to support outbreak management comms in settings. Provide support to care homes and other businesses if they require it. Work with PHE on agreed messaging.
Outbreak incident	Local measures implemented re: CONTAIN strategy. Potential national measures. Messaging needs to quickly warn, inform and reassure residents, staff, businesses, communities and visitors.	<ul style="list-style-type: none"> What we know and actions we are taking Self-isolation and get tested using NHS test and trace or local rapid testing units (if applicable) Closure or restriction of some settings <p>*video material in alternative languages and specific messaging for young people.</p>	Surge capacity to manage messaging and media. Support from police, fire, council staff and voluntary sector to get messages out face to face in communities. Local authority community teams and NHS Primary Care to communicate with vulnerable and isolated residents.

Comms activity plan	Content / activity	Timeline – when – and who is responsible?	How – channels & outlets	Progress on actions
Warning and Informing Cell Group	<p>In steady state weekly call with all partners</p> <p>In heightened state/major incident add in daily incident check in.</p>	W&I chair	Microsoft Teams	Ongoing
Direct to audiences in Primary and Community Care	<p>Updated information cascaded to Dorset CCG by NHS E/I, PHE, for cascading by NHS Dorset CCG to Dorset GP Practices</p> <p>Updated information cascaded to dentists, pharmacists, and opticians</p>	NHS Dorset CCG	Post updates on the GP Intranet, GP Bulletin, Covid-19	Daily, weekly
Direct to audiences (internal staff)	Updates to NHS staff internally to keep them fully informed	<p>NHS Dorset CCG</p> <p>NHS Trusts</p> <ul style="list-style-type: none"> - Poole Hospital - The Royal Bournemouth Hospital 	<p>CCG Intranet, FYI weekly email, CO weekly blog</p> <p>Intranets, staff bulletins, screen savers</p>	<p>ongoing</p> <p>Ongoing</p>

	<p>Updates to local authority staff internally to keep them fully informed</p> <p>Updates to all other LRF partner staff groups</p>	<p>- Dorset County Hospital - Dorset HealthCare</p> <p>Public Health Dorset Dorset Council BCP Council</p> <p>Dorset Police</p> <p>Dorset and Wiltshire Fire and Rescue Service</p> <p>SWAST</p>	<p>Regular messaging via intranets and e-newsletters</p> <p>Emails sent direct to staff in specific groups e.g. schools and social care.</p> <p>Messaging via intranets, staff newsletters, email and internal briefings.</p>	
<p>Direct to audiences external (promote and inform email, e-newsletters, meetings)</p> <p>Specific target groups include young people, vulnerable people, long-term health conditions and Minority Communities</p>	<p>Updates to members of the public engaged with the CCG</p> <p>Updates by Acute Trusts to members of the public and patients</p> <p>Regular public information guidance advice on Test and Trace, social distancing, self-isolation etc using national messaging</p>	<p>NHS Dorset CCG</p> <p>NHS hospital trusts</p> <p>Public Health Dorset BCP Council Dorset Council</p>	<p>Public Engagement Group (PEG)</p> <p>Social media channels</p> <p>Social media channels</p> <p>Health and wellbeing e-newsletters (DC and BCP)</p> <p>Other relevant council e-newsletter titles</p>	<p>Ongoing</p> <p>Ongoing</p>

Media	<p>Responses to local and national media enquiries about possible outbreaks or small-scale issues</p> <p>Pro-active media releases issued in the event of a large outbreak</p> <p>Press briefings using agreed main spokespeople</p> <p>Video content on top issues</p>	<p>Public Health Dorset to co-ordinate in partnership with relevant council.</p> <p>Local authority comms to help co-ordinate</p>	<p>In line with national/regional guidance and local agreed statements.</p> <p>GP Practices advised to contact CCG for support</p> <p>Public Health Dorset to respond to school and care home enquiries on behalf of LAs and PHE</p>	Ongoing
Digital (Social media, web publishing, video)	<p>Updates on NHS provider websites with latest information provided by national team.</p> <p>Updated on council websites and social media channels with latest information provided by national team.</p>	<p>NHS comms leads</p> <p>Public Health Dorset Dorset Council BCP Council</p>	Websites and social media	Ongoing
Stakeholders (including councillors and MPs)	Updates to stakeholders engaged with the CCG	NHS Dorset CCG	Regular system update to come from Sam Crowe and regular videos with latest position in Dorset.	Weekly

	<p>Updates to stakeholders engaged with individual system organisations</p> <p>Updates to councillors/MPs/OPCC</p> <p>Community and voluntary sector</p>	<p>NHS Trusts</p> <ul style="list-style-type: none"> - Poole Hospital - The Royal Bournemouth Hospital - Dorset County Hospital - Dorset HealthCare <p>Public Health Dorset</p> <p>Dorset Council</p> <p>BCP Council</p> <p>Dorset Police</p> <p>DWFRS</p> <p>Dorset Community Action</p> <p>Volunteer Dorset</p> <p>CAN (BCP area)</p>	<p>E-newsletters and email updates linking to Sam's system briefing and with some organisational local content.</p>	
Local area	<p>Public information messages on handwashing, self-isolation, NHS Test and Trace, NHS services, RespectProtectEnjoy messages on littering, parking, busy head home etc...</p> <p>Steady state messages</p> <p>Low level escalation messages</p> <p>*see plan on a page</p>	<p>All partners</p>	<p>All internal and external channels</p>	<p>Ongoing</p>

Outbreak announcements (*See media protocol Appendix 3)	<p>Announcement of outbreaks to come from local sources (e.g. Sam Crowe) as soon as possible including clarifying any misinformation.</p> <p>Reassure on what we know, what we are trying to find out and what people need to do</p>	<p>Public Health Dorset comms in partnership with relevant comms lead</p> <p>Use Health and Wellbeing Boards to push messages out</p> <p>DWFRS safe and well officers</p> <p>Community safety officers/environmental health officers and trading standard officers (BCP and DC)</p> <p>Community link workers (PHD)</p> <p>COVID-19 Trusted Voices (including Cllrs, local members, MPs, community leaders/faith leaders etc)</p> <p>Community police officers</p>	<p>Press release, social media statement, video content if required</p> <p>Face to face talking to people in communities</p>	<p>When needed</p>
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- All up-to-date resources can be found via the PHE Campaign Resource Centre: <https://coronavirusresources.phe.gov.uk/>
- Signpost the public to national information on coronavirus: <https://www.gov.uk/coronavirus>
- Local materials in the Teams site

Appendix 1

Additional localised comms activity by each LRF organisation not covered in the above:

e.g. Dorset Council

Stakeholder	Channel	Activity

Appendix 2

Community engagement across Dorset and BCP Council areas

Letting local people know what's happening and what they need to do is key to preventing, identifying and controlling local outbreaks of coronavirus. By [signing up to be a Trusted Voice](#), local community leaders can help us reach as many people as possible in our communities. We know that not all community groups and residents follow our official channels of communications or have access to information online and on social media. By implementing 'Trusted Voices' we will have a two-way relationship with local trusted leaders. They can feed back to us what information their communities and groups need, in what format and which channel. We can use this information to shape our offer and provide the right materials therefore reaching as many people in our communities as we can.

Audience	Channel	Message/CTA	Activation	Evaluation/monitoring
Politicians: <ul style="list-style-type: none">• MPs• Local councillors (upper tier)• Local councillors (town and parish)	Cascade key messages through the COVID-19 Trusted Voices e-newsletter subscription list For them to deliver face to face or via specific social media groups/WhatsApp groups	This is what we know, and this is what we need people to do	Weekly in steady state As and when required in outbreak situation	
Community leaders, faith groups including: <ul style="list-style-type: none">• BCP Muslim community	Cascade key messages through the COVID-19 Trusted Voices e-newsletter subscription list For them to deliver face to face or via specific social	This is what we know, and this is what we need people to do	Weekly in steady state As and when required in outbreak situation	

<ul style="list-style-type: none"> Islamic communities in Bournemouth, Dorchester 	media groups/WhatsApp groups			
Charities, community and voluntary groups	Cascade key messages through our key volunteer leads with Dorset Community Action, Dorset Volunteer Centre, CAN (BCP area), Dorset LRF voluntary cell	This is what we know, and this is what we need people to do		
Minority communities <ul style="list-style-type: none"> LGBTQ+ Traveller communities Romanian community group Polish speaking family group Syrian refugees Deaf society Dorset Blind association Ghurka community Jewish community Filipino community in Bournemouth Dorset Indian community 	Cascade key messages through the COVID-19 Trusted Voices e-newsletter subscription list For them to deliver face to face or via specific social media groups/WhatsApp groups Paid for advertising on direct channels that groups access Use Dorset Race Equality Council to cascade to group members Healthwatch to cascade to stakeholder list of minority community links	This is what we know, and this is what we need people to do	Weekly in steady state As and when required in outbreak situation	

Businesses	<p>Cascade messages through the council economic development teams, BIDs and Dorset Chamber of Commerce.</p> <p>Face to face using trading standards officers, environmental health officers and community development officers</p>	This is what we know, and this is what we need people to do		
High risk audiences	Channel	Message (CTA)	Activation	Evaluation/monitoring
Rough sleepers	Outreach workers including St Mungos and Dorset Lantern Project and local authority housing teams	This is what we know, and this is what we need people to do		
Drug and alcohol users	<p>Text message service through EDASS and Addaction. Drug and alcohol workers coming into direct contact with service users</p> <p>Pharmacies where medication is collected.</p>	This is what we know, and this is what we need people to do		

Adults with severe mental illness	Dorset HealthCare Community Mental Health Teams	This is what we know, and this is what we need people to do		
Adults with learning disabilities	Local authority social care teams, primary care teams, charity and voluntary community groups	This is what we know, and this is what we need people to do		

Appendix 3

Dorset's local outbreak management media handling protocol

Introduction

Media interest in numbers of cases remains high. With other areas across the country experiencing local lockdown measures local media are interested in our plans for preparedness and any changes in case numbers or R rates.

Throughout the first phase of the COVID-19 response we maintained a strong consistent approach to media handling and have built good relationships with local and regional media outlets across a number of our LRF organisations. To make sure this joint approach to media handling and stakeholder management is maintained we have set out the following media protocol. This will give us a consistent approach and provide mutual aid should we need it.

The following are likely to be of interest to media:

- A rise in cases generally across the Dorset Council or BCP Council area
- A rise in the R rate for the South West
- Closing of businesses or settings (care home, hospital ward, school/holiday club setting etc)
- Local outbreaks in settings e.g. GP surgery, care home,
- Lockdown of a geographical area
- Tourism or visitor outbreaks (campsites, hotel etc)
- Increase infection rates and more contacts being identified through NHS test and trace
- Increase in hospital admissions for COVID
- Increase in deaths (community or hospital) due to COVID
- Increased demand on services (emergency services, NHS and/or local authorities)
- Temporary suspension of services due to increased infections

We will work together as a partnership to respond quickly and consistently. Public Health Dorset will take the lead in the event of a local outbreak supported by PHE and local partners.

Enquiries relating to:

Area of incident / escalation	Lead organisation
Public health messaging, COVID-19 infection and prevention control, advice to businesses and public, outbreak management, infection data. Incidents and impacts on setting such as care home, schools etc – linking with councillors, MPs, town and parish councils, and trusted voices in our communities.	Covid-19 Engagement Board (Health and Wellbeing Boards) led by Public Health Dorset comms with support from LAs
Delivery of NHS health services, impact on demand of urgent and routine care, temporary closure of healthcare setting	Dorset CCG with Trust comms partners
National public health messages, national policy, data management and Government messaging	PHE
National public messages, incident occurrence throughout the SW and national perspective / policy. First point of contact for general dentistry, community pharmacy, optometry, screening immunisations, health & justice and specialised commissioning.	NHSE

Action	Owner
Initial awareness <ul style="list-style-type: none"> Initial media enquiry received by PHD, Dorset Council, BCP Council, Dorset Police, Acute Trusts, Dorset CCG, Dorset HealthCare, DWFRS, national or regional PHE or NHSE team identifying potential COVID-19 case / outbreak or incident OR Alert to emergency planning leads, on-call Gold or Silver or notification to comms team of an incident/outbreak OR Social media posts 	Organisation first contacted
Investigation <ul style="list-style-type: none"> Enquiry sent to the Public Health Dorset comms team Kirsty.hillier@dorsetcouncil.gov.uk, lucy.mears@dorsetcouncil.gov.uk and Kirstie.smith@dorsetcouncil.gov.uk to investigate and confirm <p>Team will liaise with PHE, NHSE and local partners as needed.</p> <p>Enquiries will be logged in Vuelio?</p>	Public Health Dorset

<p>Confirmation</p> <p><u>No incident/outbreak</u> Rebuttal – plan statement, social media posts etc</p> <p><u>BAU/operational</u></p> <ul style="list-style-type: none"> • If media enquiry is regarded as BAU or operational about how a specific organisation will react during an outbreak/incident etc, this will be logged by COVID-19 Engagement Board Comms, but lead organisation identified above will respond, sharing response with relevant comms partners • If it is generating a significant amount of media interest, keep W&I leads updated via W&I email list/Teams Site. Consider whether other agencies need to be informed or involved. <p><u>Incident/outbreak</u></p> <ul style="list-style-type: none"> • Standard response confirming receipt issued to any media requests and advising it's been forwarded to PHD Press Office for response • If enquiry relates to a potential incident/outbreak, PHD comms to agree initial comms line and all further responses with: Iain Mallett, Interim Communications Manager, Public Health England (SW) – 07929 827361 • Copy in NHSE SW communications team: england.swcomms@nhs.net • If it's a significant incident/outbreak, arrange a conference call with W&I cell members to help coordinate comms response. 	<p>Organisation initially contacted</p> <p>Lead organisation</p> <p>PHD</p> <p>Any partner organisation</p> <p>PHD</p> <p>W&I chair</p>
<p>Response</p> <ul style="list-style-type: none"> • PHE SW & PHD Comms decide if Senior Management sign off is required • Holding Statement released to media and partner comms ASAP acknowledging incident, offering public health reassurance messages and further update will be issued in due course – inclusion if required on social media, newsroom, website, Council Contact Centres For interview requests, please email • Talking head(s) identified – availability checked • Talking head reassurance videos required and issued 	<p>PHD/PHE</p>

Ideally, incident meeting arranged to agree comms lines by 10am latest (or as soon after incident confirmed)	
<p>Internal comms</p> <p>PHD comms to alert Senior Directors, Cabinet Member, MP, neighbouring authorities and Local Councillors (depending on severity of incident/outbreak) through email from the Director of Public Health.</p> <p>Request any media interviews relating to the incident/outbreak are directed to PHD comms for logging and response and no one should give a media response unless approved by COVID-19 Engagement Comms</p>	PHD comms + partners
<p>Talking heads</p> <p>The following are the agreed spokespeople in the event of on outbreak, local measures, enforcement issues etc...</p> <ul style="list-style-type: none"> • Sam Crowe, Director of Public Health for Dorset and BCP Councils will be the designated system wide spokesperson for overarching media issues and in the event of an outbreak in Dorset. • Cllr Vikki Slade (Leader and Health and Wellbeing Board Chair) is the lead spokesperson for BCP Council • Cllr Spencer Flower (Leader) is the lead spokesperson for Dorset Council • Dorset Police Chief Constable James Vaughan on any enforcement or policing issues • Dr Forbes Watson NHS Dorset CCG clinical spokesperson for any primary care issues • Trust medical directors for specific hospital trust issues 	
<p>Communication meetings</p> <p>Weekly Warning and Informing meetings are already in place and will continue</p> <p>This can be adapted to a Gold and Silver level model with strategic and operational comms if needed</p> <p>In the event of a major incident consideration will be given to a daily comms check in for all partners. This is already operating for PHD comms.</p>	W&I chair

Incident meeting and outcomes

Various comms will be produced following confirmation of an incident and remedy measures agreed.

- **Statements**

Joint statement will be issued as a written release, video and audio clip. Shared via all partner channels (website/social media), issued to local, regional and national media (including community radio stations)

- **Mapping technology**

Turn on map page with postcode checker and promote on all channels

- **Helplines**

Advise call centre staff across LFR partners of key messages. Call centre scripts needed

- **Press briefings**

In the event of a major incident and SCG is stood up – consider holding a virtual press conference using same technology as council meetings.

Joint statements and lines to be agreed by Dorset COVID Health and Wellbeing Board

- **Interview requests**

We will focus on local and regional media requests first before considering national media.

Option to refuse media requests and issue video and audio statement instead. Ask BBC Solent or South colleagues to share their interview material with affiliated outlets across the wider BBC network

- **Social media**

Consistent copy, graphics and video messages shared across all LRF partner channels

- **Rolling statements and updates**

These will be added to the Public Health Dorset website and shared by all partners

- **FAQs**

Developed and added to PHD website, specific partner FAQs added to partner websites

PHD comms + partners

PHD comms + partners

Who can co-ordinate?

Local Authority comms

?? who can co-ordinate requests?

PHD comms + partners

PHD comms

PHD comms + partners

<p>Mutual aid</p> <ul style="list-style-type: none"> • In the event of a major incident – mutual aid offered across comms leads. Resources identified as required – based around specific actions i.e. media enquiry logging and interview co-ordination, social media monitoring & sentiment evaluation, media response, marketing actions/social media uploads, responding to misinformation in the media and social media etc. • Identify barriers / training required • On call arrangements for out of hours 	
<p>Incident close/recovery</p> <ul style="list-style-type: none"> • Issue statements and messaging around reopening of services, businesses, settings etc.. • Reassurance messaging for public, patients, visitors on measures being taken and safe to lift restrictions • Gather feedback from comms leads and partner organisations and stakeholders – lessons learned 	<p>PHD comms + partners</p>