

GWENT TEST, TRACE, PROTECT SERVICE – CONTACT TRACING

GOVERNANCE & DELIVERY FRAMEWORK

FEBRUARY 2021

Version	Produced/Updated by	Date	Released to
Business Case v.1	Rachel Jowitt	10.06.20	Contact Tracing Sub-Group
Business Case v.2	Rachel Jowitt	15.06.20	Rob Hartshorn, Mezz Bowley, Eryl Powell for comment
Business Case v.3	Rachel Jowitt	19.06.20	Contact Tracing Main Sub-Group
Business Case v.4	Rachel Jowitt	22.06.20	G10
Business Case v.5	Rachel Jowitt	01.07.20	Leadership Group
Business Case v.6	Rachel Jowitt / Dan Westwood	15.07.20	Leadership Group
Business Case v.7	Rachel Jowitt	16.07.20	Welsh Government & Leadership Group
(Renamed) 'G&D Framework' v.8	Jonathan Keen	10.02.21	Leadership Group for comment
'G&D Framework' v.9	Jonathan Keen	24.02.21	G10 Regional Board for approval (Approved 02.03.21)

The National Agenda

On 13th May 2020 Welsh Government (WG) published their Test, Trace and Protect overarching plan which is supported by the Public Health Wales (PHW) Public Health Protection Response Plan. These plans clearly outlined that Local Health Boards and Local Authorities are central in the strategy to set up regional and local contact tracing structures in our efforts to get out and stay out of lockdown. The overall purpose of the plan and the creation of a new service is to “find, prioritise, act and report”. As evidenced elsewhere around the world a successful and effective contact tracing service can make a significant contribution to the reduction of the R rate, the resilience and sustainability of our vital services needed to support those in need, and to aide economic recovery. Its importance therefore cannot be overestimated or exaggerated. In a nutshell as local partners we cannot afford to get this wrong.

This updated document (previously a Business Case) outlines the governance and operation of the service to deliver Contact Tracing and associated activity across the Aneurin Bevan University Health Board area – for ease of reference called the Gwent Test, Trace, Protect Service (GTTPS).

Background to the development of the GTTPS to date

Gwent has been Contact Tracing since the beginning of June 2020. A sub-group of the Strategic Coordinating Group (SCG) (set up in response to the declaration of the pandemic emergency) was convened in May 2020 to coordinate this work. This group was chaired by Rob Hartshorn (Caerphilly) and included representatives from Aneurin Bevan University Health Board (ABUHB) and the 5 Local Authorities (Blaenau Gwent (BG), Caerphilly (CCBC), Monmouthshire (MCC), Newport (NCC) and Torfaen (TCBC). At that time, the group was also supported by the Shared Resource Service (SRS) for IT and systems development. This group later evolved into the Leadership Group.

A draft Operational Plan was agreed by the Group on 11th May 2020 which was submitted to WG to evidence the work that had been done. This gave confidence that all workstreams were being considered and that there was a clear way forward to meet WG expectations that Contact Tracing would begin by the end of May/beginning of June 2020.

In the initial period each organisation recruited staff to the level advised by the Operational Plan approved in May 2020. It was recognised that the numbers proposed in that document were based on the initial PHW plan and did not consider the staffing requirements of the IT system that had been introduced. The table used for the initial set up is at Appendix 1.

Clinical Leads were employed by ABUHB and worked as part of an integrated team with Contact Tracers/Advisors/ administrators/ project managers being sourced from within LAs. ABUHB had a Staff Wellbeing Team to contact trace the work-place contacts of Health Board staff and provide well-being support. ABUHB also had a temporary central project management team leading on communications, testing, outbreak management etc.

The project evolved quickly, and a suitable structure was developed to deliver and support the Service. This included local level key posts to ensure effective workflows, a technical Regional Oversight Group and the resourcing and support for the overall governance, programme management, due diligence and support for the lead organisation.

The Business Case (v.7) was approved to create what was then named the Gwent Contact Tracing Service.

The Service continued to evolve into what is now routinely referred to as the Gwent Test, Trace, Protect Service: the workforce structure evolved and in particular it was necessary to significantly increase the size of the workforce during the autumn of 2020 in the face of rising numbers of cases of Covid-19. Relevant decisions were taken by the Leadership Group and later endorsed by the G10. Contact Tracing is not only delivered by the 5 local authority teams but also by a team within the Health Board. All are supported by the Regional Cell Delivery Programme, a small team of Public Health Incident Practitioners (within ABUHB) and by the Coordination Unit which is hosted by Torfaen CBC.

Groups alongside the GTTPS were also developed in response to the pandemic, such as the Gwent Incident Management Team (GIMT) which sits above the 5 Local Incident Management Teams (local Outbreak Control Teams) and acts as the Regional Outbreak Control Team (as per The Communicable Disease Outbreak Plan for Wales). The GIMT

reports into the Gwent Strategic Coordinating Group (SCG) but also directly into the Welsh Government.

THE GWENT TEST, TRACE, PROTECT SERVICE

PURPOSE OF THE SERVICE

Find, Act, Prioritise and Report; Stay at Home; Save Lives

OUR COLLECTIVE AIM

To protect our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

OBJECTIVES OF THE GTTPS

Outward Facing

1. To **deliver** the national Test, Trace and Protect strategy
2. To **quickly** identify positive/symptomatic cases
3. To **sensitively** work with our residents and staff to self-isolate and share details of their contacts
4. To **effectively** reach at risk contacts and advise appropriately
5. To **supportively** keep in touch with our at-risk and socially vulnerable residents to **protect** the wider population
6. To **openly** communicate with our residents, to **reassure**, to **explain** their part in this endeavour and **instil confidence** in the Covid response strategy to seek their continued **support** and **commitment**

Internal

7. To create an **effective** and **efficient** GTTPS
8. To have a **strong** partnership across the 6 Gwent organisations that **focuses** on **outcomes** and **purpose**
9. To be **supportive** and **equality** focused employers
10. To have **robust** governance arrangements in place
11. To be **adaptable** and **responsive**

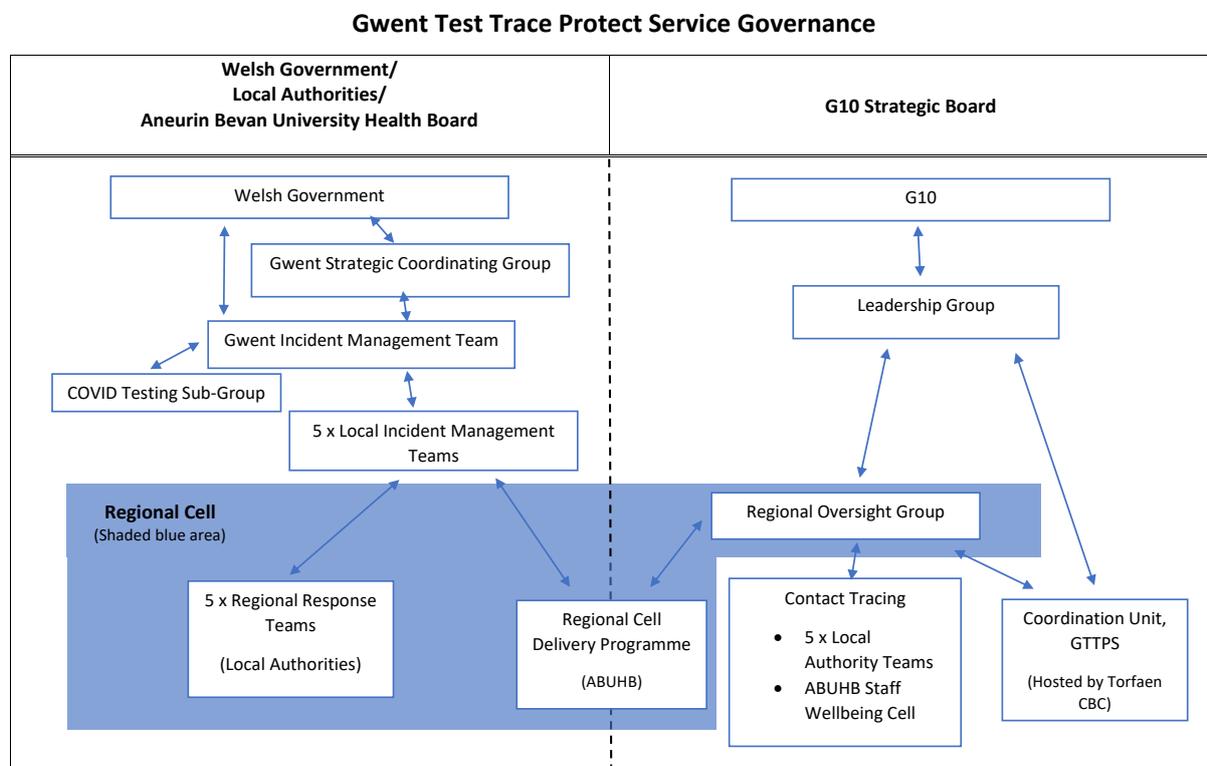
PRINCIPLES OF THE SERVICE

1. Honesty: - essential to instil resident confidence in the performance of the service to ensure continued support for the stay at home: save lives strategy
2. Openness:- transparency on performance, reach, effectiveness with residents, stakeholders and between organisations.
3. Solution focused:- recognition that there will be problems but all committed to ensuring success

4. Working together:- has to be a true partnership, with all committed to the purpose and aims
5. Clarity:- on roles, responsibilities, outcomes and contribution needed from each partner
6. Subsidiarity:- the right work is done at the right level
7. Resourced:- both from a funding (WG) and in-kind contribution from partner organisations
8. Mutual aid:- if clusters emerge that partners deploy their resources (where appropriate) to ensure the service can continue to meets its aim and purpose
9. Flexibility:- appreciating that things will evolve, change and also that the service will in/decrease as demand fluctuates

GOVERNANCE

The governance of the GTTPS and the wider groups involved is set out in the following framework:



As can be seen, the overall landscape of the response to the pandemic is complex, however the governance of the GTTPS is clearly set out on the right hand side of the diagram. The governance of the Regional Cell Delivery Programme (ABUHB) is provided by the G10 in respect of those posts and activities funded by the WG funding for the GTTPS.

It should be noted that testing of individuals to detect Covid-19 does not form part of the remit of the GTTPS in this context.

ROLES AND RESPONSIBILITIES

G10 – Regional Board

- Ensuring the GTTPS is delivering against its stated purpose, aims and objectives
- Ensuring the GTTPS is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of the GTTPS
- Agreeing the financial framework of the GTTPS noting that commitment of additional resources (financial, human etc.) will be referred to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of the GTTPS
- Ensuring the effective planning and delivery of the GTTPS
- Scrutinising the performance of the GTTPS
- Ensuring effective decommissioning of and exit strategy for the GTTPS
- Ensuring the GTTPS is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of the GTTPS to national partners, particularly Welsh Government and Public Health Wales.

The Terms of Reference for the Board are at Appendix 2.

The **Leadership Group** will be responsible for:

- Supporting the Board achieve its aims and purpose
- Supporting the Lead Organisation with recruitment and oversight of the Regional Coordinator
- Ensure their organisations participate fully in the partnership
- Monitor and scrutinise the implementation of the Action Plan
- Monitor and ensure all risks are mitigated and addressed

The Terms of Reference for the Leadership Group are at Appendix 3.

The **Lead Organisation** (Torfaen County Borough Council) will be responsible for

- the hosting and management of the **Coordination Unit, GTTPS** (previously known as the Programme Management Office, Torfaen CBC)
- Ensuring appropriate governance and effectiveness of the Coordination Unit, GTTPS and the wider service is reported to the Regional Board

The **Coordination Unit, GTTPS** will be responsible for:

- Administration and support of the Leadership Group, and G10 Update reports
- Liaison with partner organisations which have specific lead roles within the GTTPS
- Quality assurance and performance reporting and review in relation to Contact Tracing

- Working with the NHS Wales Informatics Service (NWIS) to develop improvements in CRM to aid Contact Tracing efficiency and effectiveness
- Communications strategy and implementation including stakeholder and engagement management, including specific responsibility for leading on BAME and Socially Vulnerable Groups engagement
- Risk monitoring and management (lead responsibility for strategic risks and operational risk for local tracing teams – liaising with the Regional Cell Delivery Programme on their specific risks)
- Training strategy, keeping training materials relevant and in line with latest SOPs, Scripts and national guidance/changes to CRM. Coordinating or delivering training for the Contact Tracing teams
- Strategic HR oversight, monitoring and supporting implementation of organisation specific workforce plans to deliver Contact Tracing and 'Protect' activity
- Liaising with NWIS and local teams to manage CRM functionality changes and update local teams
- Coordinating the response to complaints from members of the public, Members of the Senedd, Members of Parliament etc. and ensuring that lessons learnt influence the development of training materials and the Quality Assurance work by the Coordination Unit.
- Representing the Service nationally
- Generally support and coordinate the local authority Contact Tracing teams.

ABUHB Partnership Role

- Provision of Clinical Leads to support the local contact tracing teams
- Public Health Wales interface
- Ensuring effectiveness of testing service and its relationship to contact tracing
- Lead finance function for the service
- Represent the Service nationally

Regional Cell

- Working pro-actively with settings (such as care homes, schools, large employers) identified as presenting specific risks and respond to small clusters, incidents and outbreaks within the region
- Use surveillance outputs to identify hotspots/clusters with high transmission rates (including sub-population groups) and mobilise regional response teams accordingly, as well as contribute data to the national dashboard
- The Regional Cell comprises of the **Regional Oversight Group** and **Regional Response Teams**. This group also has support from the Regional Operational Planning Group (a task and finish sub-group to the Regional Oversight Group) and the Data Cell. Additionally, the Regional Cell has a dedicated programme office, now called the **Regional Cell Delivery Programme**, formerly called the Regional Cell PMO.

Regional Oversight Group

- To utilise the resource within the Regional Cell Delivery Programme (hosted by ABUHB) and GTTPS Coordination Unit (hosted by TCBC) to support the strategic decision making within the ROG
- To provide a strategic overview in the identification of mutual support where significant multiple issues arise in one or more LA areas
- To receive an overview of the issues in relation to operational delivery and management within complex or closed settings, such as education settings that are pertinent to ROG
- Interfacing and Representing Gwent region on Welsh Government TTP Task Group and interfacing with this group and PHW on specific issues and actions raised at ROG
- To capture and manage specific and relevant ROG risks for the effective management of the incident with Gwent
- To escalate issues and appropriate decisions to the ABUHB Testing lead, GTTPS Leadership Group and Gwent IMT and The GIMT Testing Sub-Group (where appropriate).
- To discuss and provide oversight on the wider impact of testing and testing approaches with respect to their impact on contact tracing
- To consider the Performance/efficiency of the GTTPS in the context of delivering its objectives and to agree any changes to the tracing process that would help minimise the spread of the virus through contacting cases and contacts as quickly as possible
- To provide quality oversight of the GTTPS supported by GTTPS – CU to implement a quality assurance framework
- To utilise the Regional Operational Planning Group to develop specific task and finish projects/activities to support the development of operational protocols and improvements to approaches

The Terms of Reference for the Regional Oversight Group (draft at the time of writing) are included at Appendix 4.

Regional Response Teams

- Act as the Local Outbreak Control Teams (as per The Communicable Disease Outbreak Plan for Wales) on a LA specific basis

The **Regional Cell Delivery Programme** will be responsible for:

- Providing Programme Management planning and deliverables in support of the key Regional cell groups including the **Staff Well-Being Cell, Public Health Incident Practitioners, Data Cell and Care Homes Cell**
- Providing Programme support to ABUHB Finance Team around TTP Resourcing, with a specific focus on workforce planning
- Working with NWIS and the CU, GTTPS on specific projects to develop improvements in CRM and the tracing process/tools
- Continued support on and provision of the Workforce Modelling Tool developed by ABCi.
- Responding to TTP queries directed towards the Health Board from Stakeholders including, MPs and Members of the Senedd
- Liaising with external regulators such as Audit Wales in respect of TTP

- Providing TTP briefings and updates to the ABUHB Exec Board, Board and other internal Health Board stakeholders
- Support for the Gwent IMT and five Local IMT's
- Development of a Risk Register and Risk management for the Regional Cell and liaising with the CU, GTTPS on broader risks
- Support for Regional Oversight Group (ROG) including administrative support and provision of the Chair
- Development and monitoring of the Post Fire-Break Action Plan now called the GTTPS – Covid-19 Management Action Plan, with weekly updates shared with GIMT

Staff Well-Being Cell

Key responsibilities

- Pre-tracing and tracing of all Health Board staff (including GP's and non-commercial Pharmacy staff) that are symptomatic and then a full trace if confirmed positive.
- Developing and delivering a Staff Well-Being training programme for HB Tracers and Advisors
- Escalation and liaison on specific issues in relation to potential Infection Control issues within the HB.
- Provision of Well-being Support /sign posting following a positive test for staff.
- The management and tracing of all Gwent citizens arriving from those countries with specific restrictions in relation to countries impacted by the Variant and Mutations of Concern, including arranging testing at citizen's homes to support their quarantine.

Public Health Incident Practitioners

Key responsibilities

- Analysing positive cases for LA teams.
- Reporting on case data and providing rolling 7-day headline data around contacts, clusters etc.
- Collaborating and developing a standardised case analysis summary case review report for Gwent.
- Supporting the Care Homes Cell – providing the locality Care Home MDT meetings with status updates and working with EHOs and Complex Care Team to support cluster management actions.
- Attending all 5 local authority IMTs in support of ABUHB Consultants in Public Health and providing information and analysis to support decision-making as required.
- Attending the weekly national Contact Tracing Capacity Meeting.

Data Cell

Key responsibilities

- Supporting the response to COVID-19 by responding to ad hoc data requests from Gwent TTP staff including Public Health Consultants, Incident Practitioners, Environmental Health Officers.
 - Developed and maintaining a 'line list' of inpatient cases to record accurate information.
 - Support ongoing prison surveillance through the maintenance of a prison 'line list' and disseminating information to PHW

- Assisting with resolving queries regarding test results, including queries from external organisations, for example, Gwent Police
- Developing bespoke CRM queries and CRM dashboards to collate and present data on cases/contacts and TTP activity.
- Supporting the implementation of a process for monitoring returnees from countries that are on the Watch list in relation to Variants and Mutations of Concern. This includes maintaining a line list and providing PHW with summary data.
- Delivering CRM advanced find training to the Local Authority Data Analysts to support with improving data capture and bespoke reporting for IMT meetings.
- Directly accessing the CRM TTP data via the data warehouse to enable the development of bespoke surveillance report through Power BI.
- Working collaboratively with CU, GTTPS to share knowledge, guidance, CRM expertise and bespoke analysis to assist with the TTP quality audit framework.
- Developing and delivering bespoke data analysis training
- Production of regular reports for the Regional Oversight Group, Strategic Coordinating Group and data for regular briefings including for Members of Parliament/ Members of the Senedd, ABUHB staff weekly newsletter etc.

Care Homes Cell (note that not all staff in the Care home cell are funded through the Welsh Governments TTP funding).

Key responsibilities

- Chairing MDT Care homes meetings to review all incidents in care homes and other enclosed settings.
- Providing public health advice to additional multi-agency meetings in response to significant outbreaks in a number of Gwent Homes
- Arranging whole home testing for a number of older adult care homes and other enclosed settings
- Notifying EHOs, Complex Care and Commissioning Teams of new cases in care homes with ongoing outbreaks
- Arranging testing for newly symptomatic residents and staff.
- Arranging re-testing and risk assessments of asymptomatic care home workers in previously unaffected homes
- Contributing to specific risk assessments for individual resident's learning disabilities settings to maintain meaningful contact with their families.
- Arranging testing for new admissions and transfers between care homes.
- Producing a daily status report and twice weekly SITREP for relevant agencies
- Providing situational updates to the LRF Community Care Sub-Group and Health Board Closed Settings Group
- Attending WG meetings regarding care home testing

Every Partner will

- Employ their local contact tracing teams and maintain staffing levels as agreed by the modelling and predictions
- Provide robust and timely data
- Sign up to and work in the partnership in line with the principles identified above

- Participate fully at the Regional Oversight Group

WORKFORCE

As mentioned previously, the local authority Contact Tracing workforce was increased during the autumn of 2020, following decisions taken by the Leadership Group and endorsed by the G10 at the meeting on 9 December 2020.

In summary the current local authority Workforce Plan for Contact Tracing is:

180.5 WTE Contact Tracers

217 WTE Contact Advisors

This includes redeployed staff in some local authorities.

Full details of the posts including numbers of management and support posts are shown at Appendix 5.

The summary of the current ABUHB workforce to undertake Contact Tracing (Staff Well-Being Cell), funded by the TTP funding, is as follows:

- Deputy Team Leader 3 WTE (with post still vacant 0.2)
- Contact Tracers 20 WTE (with posts still vacant 1.25)
- Contact Advisors 22 WTE (with 1.8 posts still vacant)

Coordination Unit, GTTPS

Within the Coordination Unit there are the following posts:

- Head of Service
- Project Lead – CRM, Data, Risk & Quality Assurance
- Data, Risk & Quality Assurance Officer
- CRM Officer x2 (both posts vacant)
- Quality Assurance & Training Officer (proposed)
- Project Lead – Training, HR & Administration
- Training & Workforce Coordinator
- Administrator x2 (1 post vacant)
- Project Lead – Communications & Engagement
- Communications & Engagement Officer
- BAME Engagement Coordinator (yet to be appointed)
- BAME Engagement Officer (yet to be appointed)

Regional Cell Delivery Programme (not including the Staff Well-being cell – as included above)

Role	Grade	Established WTE	Vacancy position as at 11 th Feb
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Consultant in PH	Consultant	2.54WTE	1.48
Specialist in Health Protection (note one of these is an Epidemiologist post)	Consultant	2.54WTE	2.54 (awaiting to on-board 0.2)
Programme Manager	8a/Contractor	1.8WTE	0
Senior Project Manager	7	1WTE	0
Senior Public Health Incident Practitioner	7	6WTE	0
Project Manager	6	2WTE	0
Business Support Officer	4	1WTE	0
Project Support Officer	3	4WTE	0
Clinical Lead Manager	8c	1WTE	0
Clinical Lead	7	10WTE	3
IP&C Nurse	6	1WTE	1
Principal Data Analyst	7	2WTE	0
Senior Information Analyst	6	1WTE	0
Data Analyst	5	2WTE	1

In addition to the above, the original business case identified 5 additional EHO posts to increase the capacity of the Regional Response teams and support the work of the Regional Cell and the Regional Oversight Group. That number has been increased and the number of EHOs recruited to as part of the GTTPS is now 6.5 WTE.

IT & DATA SYSTEMS

The National system is based on a Microsoft Dynamics Customer Relationship Management (CRM) platform and has a telephony solution integrated into it called Solgari. This means that all Contact Advisor and Contact Tracer activity is performed from within one system.

The system is entirely cloud based which means staff can continue to use their corporate equipment and logins to access the system from wherever they need to work.

Solgari telephony has not proved to be reliable enough and it may be replaced by NWIS with another product. In the light of repeated failures of the system resulting in serious impacts (downtime of Contact Tracing activity) on the Service in late 2020, a costed proposal was submitted to the Leadership Group to put in place a contingency telephony solution on 14th January 2021 for local authority teams in Gwent. The solution proposed was an extension to the Microsoft Teams software already used by all local authority colleagues. This proposal was approved. Due to specific system integration issues with Health Board IT, an alternative costed proposal was also approved for ABUHB using the Avaya Softphone system.

Information Governance and data sharing

To support the fight against COVID-19 an all Wales COVID-19 Joint Controller Agreement has been published. The purpose of this agreement is to support the sharing of personal data

between organisations, including those within the GTTPS, which can help deal with the COVID-19 outbreak.

The organisations included within the agreement are: Public Health Wales, Local Health Boards and NHS Wales Trusts, Welsh Local Authorities and other stakeholders, such as NHS Wales Informatics Service.

For more information on this protocol please see the link:

www.wales.nhs.uk/documents/Covid19-JDCA%20v3.pdf

FINANCIAL MODEL

ABUHB are the lead finance organisation for the GTTPS.

On 29th June 2020 the G10 agreed the following principles for the financial case:

- All costs must be covered, including non-pay
- All costs incurred to date must be covered by WG
- Service will only operate in the envelope of the funding provided
- Funding award from WG does not mean spend up to grant level but deliver a proportionate and efficient service
- Finance build amended to reflect the need for non-pay and additional IT costs that may be needed
- The funding will be held by ABUHB and organisations will submit claims with proof of expenditure monthly to ABUHB for reimbursement.

ABUHB will provide finance reports of expenditure against profile to the Leadership Group identifying any risks as appropriate.

The current forecasted cost of the GTTPS for 2020/21 is £8.216m

Appendix 6 shows the latest finance model.

MEASURES OF SUCCESS

The best measure of success is the ongoing monitoring of the R rate and transmission in the community; however Public Health Wales have advised that this cannot be calculated at a regional level.

The Welsh Government has released the following performance measures to be used nationally and these are monitored and reported on by the Coordination Unit to the Regional Oversight Group, Leadership Group, G10 and the Strategic Coordinating Group. They are also monitored by the Welsh Government with direct reporting from the CRM.

- Percentage of Index Cases successfully (followed up) reached within 24 hours – target 80%
- Percentage of Contacts successfully (followed up) notified within 24 hours – target 80%

A performance measure is also used by the Welsh Government to measure the whole contact tracing pathway:

- Percentage of Contacts successfully (followed up) notified, within 24 hours of the Index Case being notified to the GTTPS – target 35%

This measure has not routinely been reported on locally to date, however it is monitored by the Coordination Unit.

LEGAL STATUS

All of the organisations have statutory duties under Public Health legislation to respond to notifiable diseases. Whilst there is not specific legislation placing duties on either the Health Board or the Local Authorities to create a Contact Tracing Service there is absolute recognition that Covid-19 is a global pandemic emergency and the organisations are best placed to develop the necessary trace and protect systems to meet the aims of the national Test, Trace and Protect strategy. However, it is also important that the organisations are not acting ultra vires and therefore:

For LAs the key provisions which underpin the creation of this service are:

- The Public Health (Control of Disease) Act 1984 places a statutory obligation on LAs to investigate notifications of infectious diseases in their locality. LAs are also required to appoint a Proper Officer (CCDC) for this purpose. Covid is an infectious notifiable disease.
- The LG Act 2000 gives us the power of well-being – so power to do anything to promote economic, social and environmental well-being. A global pandemic and creating a service to protect public health and the economy is seen as an appropriate use of this power.
- The LG Act 1972 a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

For local authorities and ABUHB:

Welsh Ministers have passed a number of Regulations dealing with coronavirus restrictions and requirements as well as travel and quarantine and the latest details can be found here:

<https://gov.wales/coronavirus-legislation-and-guidance-law#Welshlegislationimposingcoronavirusrestrictions>

CONCLUSION

This business case outlines the key elements of the Gwent Test Trace Protect Service: aims, principles, governance, operational management, workforce, finance and the legal basis for its operation to deliver Contact Tracing and associated activities.

The partners are committed to delivering an effective and impactful Service in line with this business case, to support the regions' and Wales' aspirations to save lives, protect the NHS and protect the economy.

Appendix 1

Staffing Numbers from SOP May 2020

Local authority area	Population	Contact Tracing Lead	Contact Tracers	Contact Advisors
Blaenau Gwent	69,713	2	6-8	20-24
Caerphilly	181,019	6	18-24	60-72
Monmouthshire	94,142	3	9-12	30-36
Newport	153,302	4-5	12-20	40-60
Torfaen	93,049	3	9-12	30-36
TOTAL	591,225	19	57-76	190-228

APPENDIX 2

G10 GWENT TEST, TRACE, PROTECT SERVICE REGIONAL BOARD

TERMS OF REFERENCE

The GTTPS Regional Board is a key partnership body; established to lead and guide the service established in the face of the Covid-19 pandemic.

The G10 is a partnership of the 10 organisations that all sit on the local PSBs and work together to promote well-being and improvement in Gwent. The G10 is exploring with WG the creation of a Gwent-wide PSB. Rather than create another governance layer or new Board for the GTTPS, the utilisation of this group as the Regional Board will test the Gwent PSB hypothesis and demonstrate the organisation's commitment for partnership working and ensure effective and efficient governance of the service.

The Gwent Test, Trace, Protect Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The Regional Board is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)
Blaenau Gwent County Borough Council (BGCBC)
Caerphilly County Borough Council (CCBC)
Monmouthshire County Council (MCC)
Newport City Council (NCC)
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

Other organisations also sit on Regional Board/G10:
South Wales Fire and Rescue (Chief Fire Officer and Chair)
Gwent Police (Chief Constable)
Police and Crime Commissioner
Natural Resources Wales

Purpose of the Service

Find, Act, Prioritise and Report; Stay at Home; Save Lives

Purpose of the Regional Board/G10

The Board is the key leadership body to oversee The Service

The Board, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service
- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.

Delegation Framework

Any delegated functions will be set out in an agreed Memorandum of Understanding and a Scheme of Delegation.

Governance

The Board is supported through the establishment of a Programme Implementation Governance Structure.

- Leadership Group
- Programme Management Office
- A Regional Oversight Group

5. Chair of the Regional Board

The Chair of the G10 is determined on a rotational basis.

6. Deputies

The principle of deputies is supported.

Only formally nominated deputies for each voting member will be entitled to vote, when representing their organisation in the absence of the voting member.

For the Local Authority Cabinet Members, this would be another Executive Member and for the Health Board either another Independent Member or Executive Member of the Health Board.

Quorum and Decision Taking

The Board will have a quorum of 6 members and must include either the Chair or Vice Chair. However, wherever possible, decisions will be made on a consensus basis. In the event that consensus cannot be reached, decisions will be taken on a majority vote, with the Chair having the casting vote. The Vice Chair, in the Chair's absence will have the casting vote.

External Scrutiny

The external scrutiny will be via the current Local Authority Scrutiny Committees and appropriate Health Board committees.

Secretariat

Business, project, managerial, secretariat and administrative support for the Board will be provided or arranged by the Programme Management Office. All papers will be circulated one week ahead of scheduled meeting, with any later papers needing Chair approval for late circulation or tabling at the meeting – in exceptional circumstances only.

Reporting

The Board will receive reports from the Head of Gwent Contact Tracing Service (and the Leadership Group when appropriate). These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Board will focus on Key Strategic Decisions. All operational and managerial decisions will be delegated to the Leadership Group, which will engage with all relevant Strategic Partnerships and Service Delivery Teams to deliver the agreed programme.

Frequency and operation of meetings

The Regional Board meets on a quarterly basis, with the Leadership Group meeting at appropriate intervals as determined by the needs of The Service, to ensure agreed actions are progressed prior to formal decision making.

Review of Terms of Reference

The Terms of Reference will be reviewed 3 months after the agreement of this Framework document.

APPENDIX 3

GWENT TEST, TRACE, PROTECT SERVICE LEADERSHIP GROUP

TERMS OF REFERENCE (REVISED FEBRUARY 2021)

The GTTPS Leadership Group is a key partnership body. It is established to lead and guide the service established in the face of the Covid-19 pandemic and specifically to support the Regional Board (G10) in achieving its aims and terms of reference.

The Gwent Test, Trace, Protect Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The Leadership Group is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)
Blaenau Gwent County Borough Council (BGCBC)
Caerphilly County Borough Council (CCBC)
Monmouthshire County Council (MCC)
Newport City Council (NCC)
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

Purpose of the Service

Find, Act, Prioritise and Report; Stay at Home; Save Lives

Purpose of the Leadership Group

To represent their organisations, ensure the partnership is working effectively and support the Regional Board through appropriate escalation and due diligence with regards to the governance framework and delegations outlined in the Memorandum of Understanding.

The Leadership Group, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service

- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.
- Supporting the Lead Organisation with the recruitment and performance management of the Head of Service and the Coordination Unit (formerly Programme Management Office).
- Monitoring the implementation of The Service's operational plans
- Owning The Service's risk register and ensuring their organisations take the appropriate actions to mitigate and reduce risks
- Ensuring the organisations are working effectively in partnership

Contact Tracing Leadership Group Membership

Local Authorities – Five Members

Chief Officers/Directors or Heads of Public Protection

Aneurin Bevan University Health Board – 4 members

Dr Sarah Aitkin, Executive Director of Public Health and Strategic Partnerships

Ms Eryl Powell, Consultant in Public Health

Alex Thomas, Finance Business Partner

Lika Nehaul, Locum Consultant in Public Health Medicine – Chair of Regional Oversight Group

Also, any nominated additional lead strategic and operational representatives from the Health Board e.g. Chief Operating Officer, Consultants in Public Health etc

Chair of the Leadership Group

The Chair and Vice Chair will be appointed from within the Leadership Group.

Deputies

The principle of deputies is supported for each organisation represented.

Secretariat

Business, project, managerial, secretariat and administrative support for the Leadership Group will be provided or arranged by the Coordination Unit.

Reporting

The Leadership Group will receive reports from the Head of Gwent Contact Tracing Service. These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Leadership Group will focus on strategic and managerial decisions. All operational decisions around the technical implementation of The Service will be delegated to the Regional Oversight Group.

Frequency and operation of meetings

Leadership Officer Group will meet at appropriate intervals as determined by the needs of The Service, to take decisions and ensure agreed actions are progressed.

Review of Terms of Reference

The Terms of Reference will be reviewed 3 months after the agreement of this Framework document.

Appendix 4

Regional Oversight Group – Terms of Reference

**Gwent TTP Service
Regional Oversight Group (ROG)
Terms of Reference**

Gwent TTP Service - Regional Oversight Group - Terms of Reference

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Purpose

The Regional Oversight Group (ROG) is the strategic overview group for NHS Test, Trace and Protect (TTP) element of the public health response to COVID-19 within the Aneurin Bevan University Health Board (ABUHB) area. ROG is one of the two layers within what is known as the “Regional Cell” with the other being the Regional Response Teams. ROG also has support from the Regional Operational Planning Group and Data Cell, for further details please see Appendix One.

ROG Primary Aim.

The group directs and supports the operations of work of the TTP response teams and local tracing teams that are set up based on the existing Gwent five local authority geographical boundaries and the Health Board’s Staff Wellbeing team (AKA Health Board Staff Cell). ROG also sits within a wider Gwent TTPS Governance structure please see Appendix Three for details.

Primary Objectives to achieve the Primary Aim

Primary Objectives	Examples
1. To utilise the resource within the Regional Cell Delivery Programme (hosted by ABUHB) and GTTPS Coordination Unit (hosted by TCBC) to support the strategic decision making within the ROG.	<ul style="list-style-type: none"> • Operationalising tracing within Gwent in respect of WG policies and guidance • Changes within the Contact Tracing operational practice, such as prioritisation processes and Backward Contact Tracing • Approving where there are local changes or operationalising national changes to: scripts, SOP’s, CRM and Solgari, etc. • Supporting the development of WG Covid-19 policies and guidance. • Supporting the development of Covid-19 communication initiatives.
2. To provide a strategic overview in the identification of mutual support where significant multiple issues arise in one or more LA areas.	<ul style="list-style-type: none"> • Discussion and monitoring of the Covid-19 GTTPS Management Action Plan – formerly known as the Post Fire Break Action Plan.
3. To receive an overview of the issues in relation to operational delivery and management within complex or closed settings, such as education settings that are pertinent to ROG	
4. Interfacing and Representing Gwent region on Welsh Government TTP Task Group and interfacing with this group and PHW on specific issues and actions raised at ROG.	<ul style="list-style-type: none"> • Representation for Gwent around service capacity and operational tracing practice • Development of new initiatives – inc the pre-test results e-form process

Gwent TTP Service - Regional Oversight Group - Terms of Reference

<p>5. To capture and manage specific and relevant ROG risks for the effective management of the incident with Gwent.</p>	<ul style="list-style-type: none"> • Understanding the interface with the wider GTTPS risks held by the Leadership Group.
<p>6. To escalate issues and appropriate decisions to the ABUHB Testing lead, GTTPS Leadership Group and Gwent IMT and The GIMT Testing Sub-Group (where appropriate).</p>	
<p>7. To discuss and provide oversight on the wider impact of testing and testing approaches with respect to their impact on contact tracing.</p>	<ul style="list-style-type: none"> • Discussion around LFT's in various settings
<p>8. To consider the Performance/efficiency of the GTTPS in the context of delivering its objectives and to agree any changes to the tracing process that would help minimise the spread of the virus through contacting cases and contacts as quickly as possible.</p>	<ul style="list-style-type: none"> • Reviewing the weekly GTTPS Performance report from the GTTPS – CU • To develop approaches to ensure Performance is maintained
<p>9. To provide quality oversight of the GTTPS supported by GTTPS – CU to implement a quality assurance framework.</p>	<ul style="list-style-type: none"> • To establish a quality assurance framework for the GTTPS • To receive regular updates on quality assurance issues from the GTTPS-CU • To make decisions on steps to improve quality of the service
<p>10. To utilise the Regional Operational Planning Group to develop specific task and finish projects/activities to support the development of operational protocols and improvements to approaches.</p>	<ul style="list-style-type: none"> • Logging of best practice across the GTTPS • To test operational process changes such as the escalation process.

Regional Oversight Group Members:

The membership of ROG reflects the partnership approach to the response to Covid-19 within Gwent and comprises:

- Chair - Consultant in Public Health Medicine (ABUHB)
- Consultant in Public Health (ABUHB)
- Consultant in Communicable Disease Control/ representative from Regional Health Protection Support Team (Public Health Wales) – Attends to provide specific advice or on request of Chair.
- Local Authority Environmental Health/Public Protection Senior Managers
- ABUHB Regional Cell Delivery Programme – Programme Manager

Gwent TTP Service - Regional Oversight Group - Terms of Reference

- GTTPS – Coordination Unit – Head of Service
- Other co-opted members invited to attend as and when the Group agrees necessary

For full details of named ROG Members please see Appendix Two.

ROG documentation

Documentation that is required to be shared with ROG Members in undertaking their oversight duties will either be shared via the ROG Microsoft Teams community site or by e-mail with restricted circulation. Documents will be shared with ROG members the day before each meeting. However for issues of an urgent nature, documents in relation to these issues can be shared on the day of the ROG meetings.

Frequency of meetings and documentation of actions

The ROG will meet a minimum of once a week. More frequent meetings may be required to deal with specific issues or where additional meetings are considered necessary.

As part of the agile incident management response approach, key issues and points of note will be captured within the ROG meeting minutes. These minutes will be accompanied by a live action log which will capture key actions from each meeting.

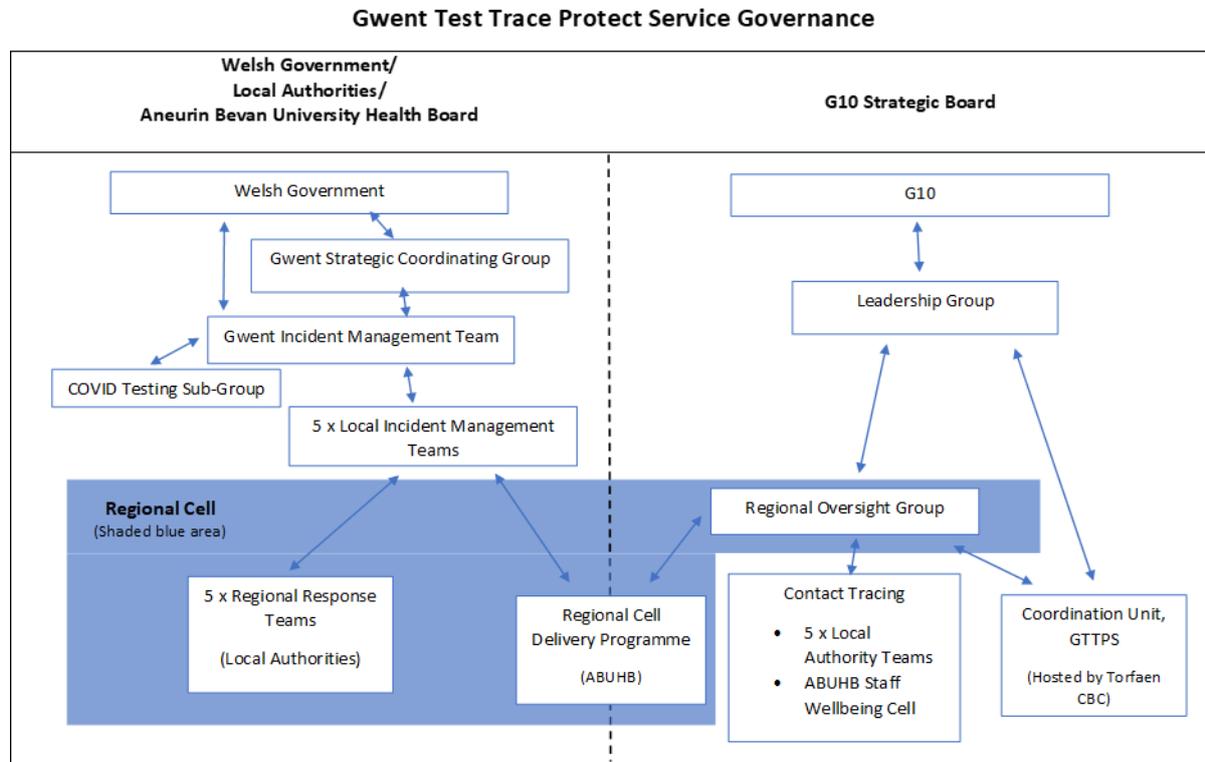
Decision making and accountability

The quorum for ROG to make a binding decision will comprise the Chair, Public Health Consultant (SRO – RCDP), GTTPS Head of Service and a representative from each of the five Gwent Local Authorities. The Chair will also liaise with the PHW Health Protection Team on any decisions that ROG Chair/Members deem it necessary to have PHW HPT input. It will also be possible for the Chair to confirm decisions via e-mail from ROG Members outside of the standing ROG Meetings. ROG will also be able to hold meetings and share information without a full representation from the Core ROG members (Appendix Two).

Decision Log – All decisions taken by ROG (from Dec 4th 2020) will be logged in a decision log – detailing the rationale for the decision, the decision taken and the ROG representatives approving the decision. Where decisions cannot be taken by ROG these will be captured in the Decision Log and escalated to the GTTPS Leadership Group by the ROG Chair. To facilitate the decisions process, all papers or information brought to ROG will be accompanied by a cover sheet which will provide a summary of the issue and the decision ROG is being asked to take.

Gwent TTP Service - Regional Oversight Group - Terms of Reference

Appendix One: Other parts of the GTTPS governance structure that interface with ROG



The above governance groups including, SCG, G10, Leadership Group and GMT/LIMTs will each have a separate Terms of Reference (ToR) which will articulate their discrete roles and responsibilities around the response to managing the Covid-19 response. These should be read in conjunction with this ToR.

Gwent TTP Service - Regional Oversight Group - Terms of Reference

Appendix Two: ROG - Core Members:

Core membership is as follows:

Organisation	Name	Role
Aneurin Bevan University Health Board	Lika Nehaul (Chair) Eryl Powell Jeff Brown, Scott Leighton or Daniel Westwood	Consultant in PH Medicine – ROG Chair ABUHB Gwent PH team & SRO RCDP Programme Managers and Senior Project Manager - RCDP
Public Health Wales – Health Protection Team	Rhianwen Stiff (or representative)	CCDC - (To be requested to attend by Chair on a needs basis)
Gwent TTPS Coordination Unit	Jonathan Keen	GTTPS – Coordination Unit Head of Service
Blaenau Gwent CBC	David Thompson	Public Protection Service Manager
Caerphilly CBC	Ceri Edwards	Environmental Health Manager
Monmouthshire CC	David Jones	Head of Public Protection
Newport CC	Rhys Thomas	Service Manager for Public Protection
Torfaen CBC	Daniel Morelli	Head of Public Protection

Appendix three - Version Control

Version	Updated by	Notes
Version 0 - July 2020	Ceri Edwards - CCBC	Original TOR
Version 0a - 01-10-20	Daniel Westwood - ABUHB	Minor changes to reflect current language
Version 0b – 01-12-20	Jeff Brown - ABUHB	Re-draft to reflect new Gov landscape around IMT's etc
Version 0c -0e – 05-01-21	Jeff Brown and Lika Nehaul - ABUHB	Review and further comments on Redraft
Version – 0f 0g– 18-01-21	JB, EP and LN	Review and discussion
Version – 0H – 22-02-21	EP & LN	Review
Version 0I – 22-02-21	ROG Members	LN shared with ROG Members for comments.
Version 0J – 23-02-21	Comments included from: <ul style="list-style-type: none"> • Llion Davies 	
Version 0K 24-04-21	Comments from ROG Members	Amended TOR discussed at ROG
Version 0L – 05-03-20	Final Version	Approved at ROG

Appendix 5 – Local Authority Contact Tracing Workforce Plan December 2020

NB: Includes redeployees.

Blaenau Gwent County Borough Council

Contact Tracing Manager:	1 WTE
Senior Shift Supervisor:	1 WTE
Shift Supervisor:	6 WTE
Contact Tracers:	29.36 WTE
Contact Advisors:	26 WTE
Admin Support:	2 WTE
Data Analyst:	1 WTE

Caerphilly County Borough Council

Contact Tracing Manager:	1.84 WTE
Contact Tracers:	60 WTE
Contact Advisors:	70 WTE
Business Coordinators:	8 WTE

Monmouthshire County Council

Contact Tracing Manager:	2 WTE
Contact Tracers:	22.8 WTE
Contact Advisors:	23 WTE
Business Coordinators:	3 WTE

Newport City Council

Contact Tracing Manager:	1 WTE
Contact Tracing Deputy Managers:	3 WTE
Contact Tracers:	41.10 WTE
Contact Advisors:	63 WTE
Contact Advisor Team Leaders:	6 WTE
Admin Support:	2 WTE

Torfaen County Borough Council

Contact Tracing Manager:	1 WTE
Contact Tracers:	27.24 WTE
Contact Tracing Super Users:	3 WTE
Contact Advisors:	35 WTE
Business Supervisors:	4 WTE
Admin Support:	1 WTE

Appendix 6 – Finance Model 2020/21

(As per January 2021 Financial Submissions to ABUHB Finance Lead)

	Workforce (wte)	Cost per month (£ m)
Management & Support	46.84	0.170
Contact Tracer	181.83	0.632
Contact Advisor	219.20	0.555
Environmental Health Officer	6.50	0.066
Coordination Unit	13.00	0.048
Regional Cell	88.88	0.391
Total	556.25	1.862