

Notice of a public meeting of

City of York Outbreak Management Advisory Board

To: Councillors Aspden (Chair), Runciman (Vice-Chair) and D Myers

Ian Floyd - Interim Head of Service, CYC
Amanda Hatton - Corporate Director of Children, Education & Communities, CYC
Sharon Stoltz - Statutory Director of Public Health, CYC
Claire Foale - Head of Communications, CYC

Dr Andrew Lee - Executive Director, Primary Care & Population Health

Dr Sally Tyrer - General Practitioners

Sian Balsom - Manager of Healthwatch York

Lucy Brown - Director of Communications, York Hospitals NHS Foundation Trust

Julia Mulligan - Police, Fire & Crime Commissioner, N Yorkshire

Prof. Charlie Jeffery (UoY) - Further / Higher Education

Phil Mettam - NHS Track & Trace Lead

Dr Simon Padfield - Public Health England

Marc Bichtemann (First York) - Transport Representative

Alison Semmence (York CVS) – Voluntary & Community Sector

Date: Monday, 22 June 2020

Time: 5.30 pm

Venue: Remote Meeting, via Zoom

AGENDA

1. **Welcome / Introductions**
2. **Apologies for Absence**

3. **Declarations of Interest (if any)**
4. **Terms of Reference and Membership** (Pages 1 - 6)
(attached)
5. **Overview of Current Situation: The City Council; Partners** (Pages 7 - 26)
(slides attached)
6. **Draft Outbreak Management Plan York** *(slides attached)*
7. **Case Scenarios York** *(presentation)*
8. **Draft Communications Plan** *(slides attached)* (Pages 27 - 34)
9. **Communication / update requirements & expectations, outside of the meeting schedule**
(verbal)
10. **Dates of Future Meetings**
11. **Any Other Business**

Democratic Services contact details:
Email: democratic.services@york.gov.uk
Tel: (01904) 552030

For more information about any of the following please contact Democratic Services:

- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim (Polish)
własnym języku.

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

☎ (01904) 551550

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City of York Council Outbreak Management Advisory Board Terms of Reference (TOR)

<p>Context</p>	<p>As the response to Covid-19 continues, the Government has announced the roll-out of the NHS Test and Trace programme across England, with equivalent programmes being developed across the UK.</p> <p>As part of this response, each council with responsibility for statutory Public Health functions has been asked to lead the local approach, based around an outbreak management plan.</p> <p>A key element of local outbreak management is the engagement of democratically elected councillors/politicians and the key partnership agencies that will contribute to Test and Trace development and delivery.</p> <p>This document sets out the Terms of Reference for the City of York Outbreak Management Advisory Board, which will bring together elected members and senior officers from the City of York Council, as well as key partners from statutory, private and voluntary sector organisations.</p>
<p>Purpose</p>	<p>To ensure public engagement with, multi-agency involvement in, and democratic oversight of, City of York's outbreak management planning as part of the national <i>Test and Trace</i> programme.</p> <p>To advise and inform the development of City of York Council's outbreak management plan and the local <i>Test and Trace</i> programme, reflecting the views of different communities and sectors across the city.</p> <p>To engage and communicate with the public about Covid-19, outbreak management and <i>Test and Trace</i></p> <p>To ensure that statutory bodies are able to make informed decisions in relation to outbreak management and <i>Test and Trace</i> within City of York and that such bodies retain their own decision making processes.</p> <p>The key role of the board is to support the effective communication of the test, trace and contain plan for the city and to ensure that the public and local businesses are effectively communicated with. It will support and strengthen the plan that will need to underpin every decision that is taken as we move through the next stage of managing the pandemic, helping to make sure that all communities and sectors are communicated with effectively. It will help ensure that the best routes to communicate with all key stakeholders have been identified and utilised.</p> <p>It will oversee the evaluation of the success of communications with the public, the public sector and businesses to ensure that they are effective. It will receive regular updates from the City of York Covid-19 Health Protection Board via the Director of Public Health or their nominated representative (see Appendix 1 for key links regarding National, Regional and Local Policy integrated in a Local Plan).</p> <p>Through these updates it will provide public oversight of progress on the implementation of the Test, Trace, Contain stages.</p> <p>It will also ensure that communications build on existing good practice and that</p>

	<p>lessons learned from other geographies are taken into account.</p> <p>It will identify any barriers to progress and delivery and make suggestions to help resolve them, making the most of any opportunities that may arise.</p>
Decision maker	<p>Decisions of the Board are purely advisory and its recommendations will be considered through the governance arrangements of the bodies represented which will retain their decision making sovereignty.</p>
Frequency	<p>The Board will meet, as and when required, initially the first two meetings will be held at three week intervals and thereafter revert to monthly, although the Chair has the right to change the frequency depending on local circumstances.</p>
Quorum	<p>To be quorate the meeting must include:</p> <ul style="list-style-type: none"> • The Leader of the Council, (Board Chair); or • Chair of the Health and Wellbeing Board (CYC Elected Member) (Deputy Board Chair); • AND • The interim Head of Paid Service of the Council or nominated deputy; and • Director of Public Health or nominated deputy; and • One other full member of the Board (not a CYC Elected Member)
Agenda management and secretariat	<p>The Council's Democratic Services team will support the agenda setting for, and minuting of, the Board. Meetings of the Board will be live-streamed by CYC unless there are exceptional reasons which prevent this.</p> <p>Any member of the Board may request an agenda item to be considered at the Chair's discretion and should do so within 48 hours of the next Board meeting.</p> <p>Given the potential emergency nature of the Board's business, final papers will be distributed 24 hours before each Board.</p> <p>Any emergency items may be agreed with the Chair within three hours of the next Board meeting.</p> <p>The Board will meet as a working group and will therefore be covered under the Access to Information Rules for committees. However, as communication is an essential role of the Group, its recommendations will be communicated widely as deemed appropriate.</p>

Board membership			
Name	Title	Organisation	Role
Cllr Aspden	Leader of the Council	City of York Council	Board Chair
Cllr Runciman	Executive Member Adult Social Care & Health	City of York Council	Deputy Chair/Chair of CYC Health and Well Being Board
Cllr Myers		City of York Council	Leader of the Main Opposition CYC
Ian Floyd		City of York Council	Interim Head of Paid Service
Sharon Stoltz		City of York Council	Statutory Director of Public Health
Amanda Hatton		City of York Council	Corporate Director Children, Education & Communities
Dr Andrew Lee		Vale of York Clinical Commissioning Group	Executive Director Primary Care & Population Health
Dr Sally Tyrer		North Yorkshire Local Medical Committee	General Practitioners
Lucy Brown		York Hospitals NHS Foundation Trust	Director of Communications
Julia Mulligan		North Yorkshire Constabulary	Police Fire and Crime Commissioner
Professor Charlie Jeffery	Vice-Chancellor and President	University of York	Further / Higher Education
<i>(tbc)</i>			Business Representative
Marc Bichtemann		First Group	Transport Representative
Alison Semmence		Chief Executive of York CVS	Voluntary & Community Sector
Sian Balsom		Healthwatch	Manager of Healthwatch York
Claire Foale	Head of Communications	City of York Council	Communications
Phil Mettam	Accountable Officer	NHS Vale of York Clinical Commissioning Group	Track and Trace Lead, Public Health England
Dr Simon Padfield			Public Health England

In attendance			
Name	Title	Organisation	Role
Democratic Services		City of York Council	Secretariat

Other attendees (e.g. from the culture/events/sport, pharmacy sectors) to be invited as and when required

Notes	
1.	The Board does not have any decision making powers, its main function is one of advice, support and challenge. This is because decision making is sovereign with the constituent bodies and they all operate under their own recognised delegated schemes of delegation.
2.	Board members should make every effort to attend meetings, but they can delegate to named individuals as appropriate and must endeavour to ensure that the delegated person attends.
3.	Others, as appropriate, may be invited by the chair to attend for specific items on the agenda and constituent bodies are free to choose who they nominate onto the Board.
4.	The Board will receive appropriate documentation in order to form views and give advice to the decision makers.
5.	Board members and attendees must manage any potential conflicts of interest in an appropriate way. Any conflicts should be declared at the start of the meeting. It is noted that this is an advisory group and individuals who represent retail, schools etc. have been chosen to reflect the views of those bodies and will not be considered as having a conflict in expressing their sectors views on proposals.
6.	There will be a clear mechanism for comments and recommendations to reach the decision maker

National, Regional and Local Policy Integrated in a Local Plan – Key Links

York	Group	Role
This Board:	Health and Wellbeing Board	Statutory partnership responsible for production of Joint Health and Wellbeing Strategy
	COVID-19 Health Protection Board / Covid Outbreak Operational Group	Responsible for the development and implementation of local outbreak control plans led by the Director of Public Health
	City of York Council Outbreak Management Advisory Board	Provide political ownership and public-facing engagement and communication for outbreak response
North Yorkshire & York	North Yorkshire Local Resilience Forum Tactical and Strategic Co-ordinating Groups	Silver and Gold emergency planning group to support, co-ordinate and partner with broad local groups to support delivery of outbreak plans (e.g. Police, Fire, NHS etc.)
	North Yorkshire and York System Leadership Executive	Silver and Gold planning groups to support health, social care and public health integration and shared delivery of priorities
Regional	Yorkshire & Humber Contact Tracing Coordination Group	Provide a link between the Regional Coordinating Team (track and trace), Public Health England and local authorities through the Association of Directors of Public Health (ADPH) representing DPH and Association of Directors of Adult Social Services (ADASS) representing DAS and a local authority Chief Executive
	Humber Coast and Vale Covid-19 Strategic Coordinating Group	Senior leadership across health and care integrated care system (ICS)
National	NHS Test and Trace Service	Develop national track and trace strategy
	Local Outbreak Plan National Advisory Board	Chair from Local Government Association. Oversight and governance
	Joint Biosecurity Centre	Provide data and analytics relating to management of regional infection rates building on PHE's surveillance data systems

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Outbreak Management Advisory Board

22 June 2020



Overview

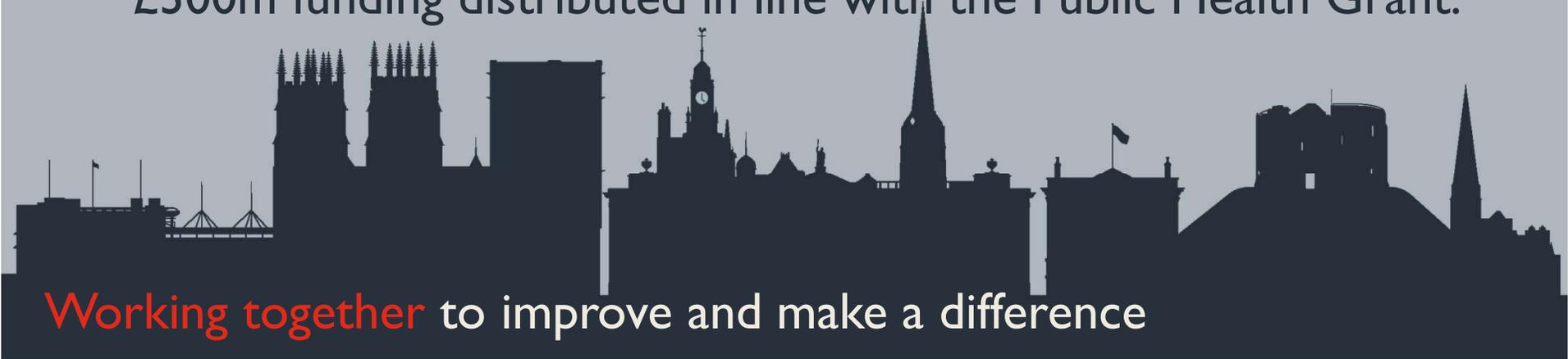
- National Overview
- Objectives of NHS Test and Trace
- Local Epidemiology
- Purpose of the Outbreak Control Plan



Working together to improve and make a difference

National Overview

- The Test and Trace service is one strand of an overall approach for management of Covid-19 outbreaks. Whilst the core contact tracing elements will be managed by NHS Test and Trace, there is still a significant role for LAs & partners to support the overall programme.
- Responses at a local level will be led by Director of Public Health. Required to produce a Covid-19 Outbreak Control Plan by the end of June based on 7 core themes
- York has been allocated £733k to support this work as share of £300m funding distributed in line with the Public Health Grant.



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Objectives of Test & Trace

- The primary objectives are to:
 - Control the Covid-19 rate of reproduction
 - Reduce the spread of infection
 - Save lives
- In doing so, this will help to return life to as normal as possible, for as many people as possible, in a way that is safe, protects our health & care systems & releases our economy.
- Local planning & response is an essential part of the T&T service, and local government has a central role to plan in the identification & Management of infection.



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York Picture

Presentation of the epidemiology by Fiona Phillips
Assistant Director / Consultant in Public Health



Aims & Objectives of the York Plan

Aim

To provide a framework for the City of York approach to preventing & controlling outbreaks of Covid-19 and reducing the spread of the virus across the City.

Objectives

1. Proactive approach to preventing outbreaks by identifying & supporting high risk settings & cohorts.
2. Early identification of outbreaks by responding to alerts to suspected cases based on symptoms & case finding through whole setting testing where feasible.



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Objectives cont ...

3. Comprehensive outbreak management including instituting quarantine of settings based on suspicion & reviewing with test results.
4. Supporting people & settings to remain isolated by providing practical support & guidance on infection control.
5. Ensuring appropriate & proportionate governance to implement public health measures with community engagement as relevant



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Outbreak Control Plan 7 Themes

- Overview of the 7 themes
- How the plan will work
- Timescales for sharing the plan
- Overview of work to date

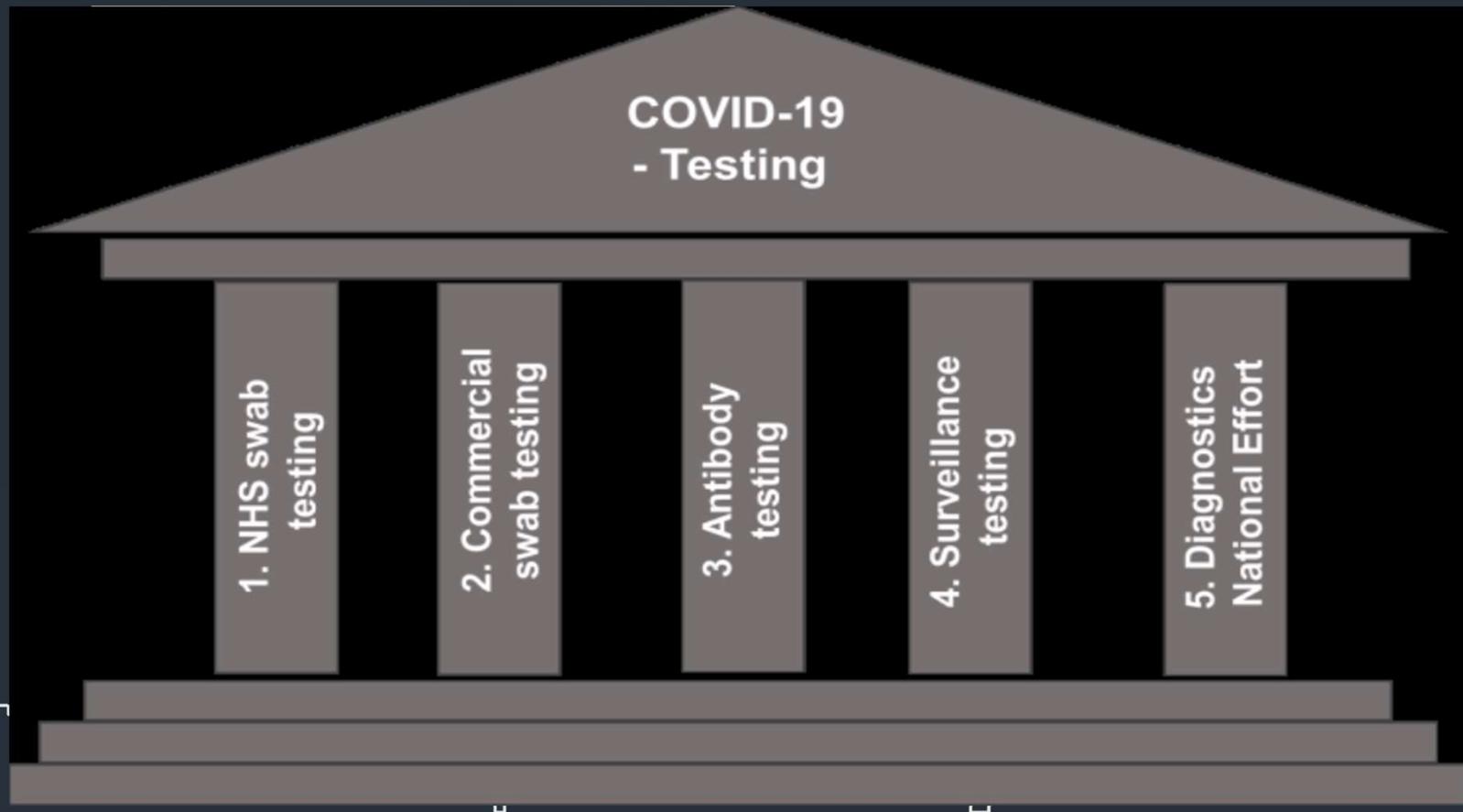
Outbreak Control Plan 7 Themes

**Local
Outbreak
Control
Plans will
centre on 7
themes**

- 1 Care homes and schools**
Planning for local outbreaks in care homes and schools (e.g. defining monitoring arrangements, potential scenarios and planning the required response)
- 2 High risk places, locations and communities**
Identifying and planning how to manage high risk places, locations and communities of interest (e.g. defining preventative measures and outbreak management strategies)
- 3 Local testing capacity**
Identifying methods for local testing to ensure a swift response that is accessible to the entire population (e.g. defining how to prioritise and manage deployment, examples may include NHS, pop-up etc).
- 4 Contact tracing in complex settings**
Assessing local and regional contact tracing capability in complex settings (e.g. identifying specific local complex communities, developing assumptions to estimate demand and options to scale capacity)
- 5 Data integration**
Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook (e.g., data management planning, including data security, NHS data linkages)
- 6 Vulnerable people**
Supporting vulnerable local people to get help to self-isolate (e.g. facilitating NHS and local support, identifying relevant community groups etc) and ensuring services meet the needs of diverse communities
- 7 Local Boards**
Establishing governance structures led by existing Covid-19 Health Protection Boards in conjunction with local NHS and supported by existing Gold command forums and a new member-led Board to communicate with the general public



National



Local Testing Capacity & Capability

- **KEY WORKER**

- NHS Trusts continue Pillar 1 testing of key health and care staff.
- Drive thru testing offer – York as well as other sites across Region. Satellite testing in West Yorkshire Mobile Pilot satellite offer delivered by the LRF across Y&NY. City of York to manage local operational delivery
- Home testing offer.

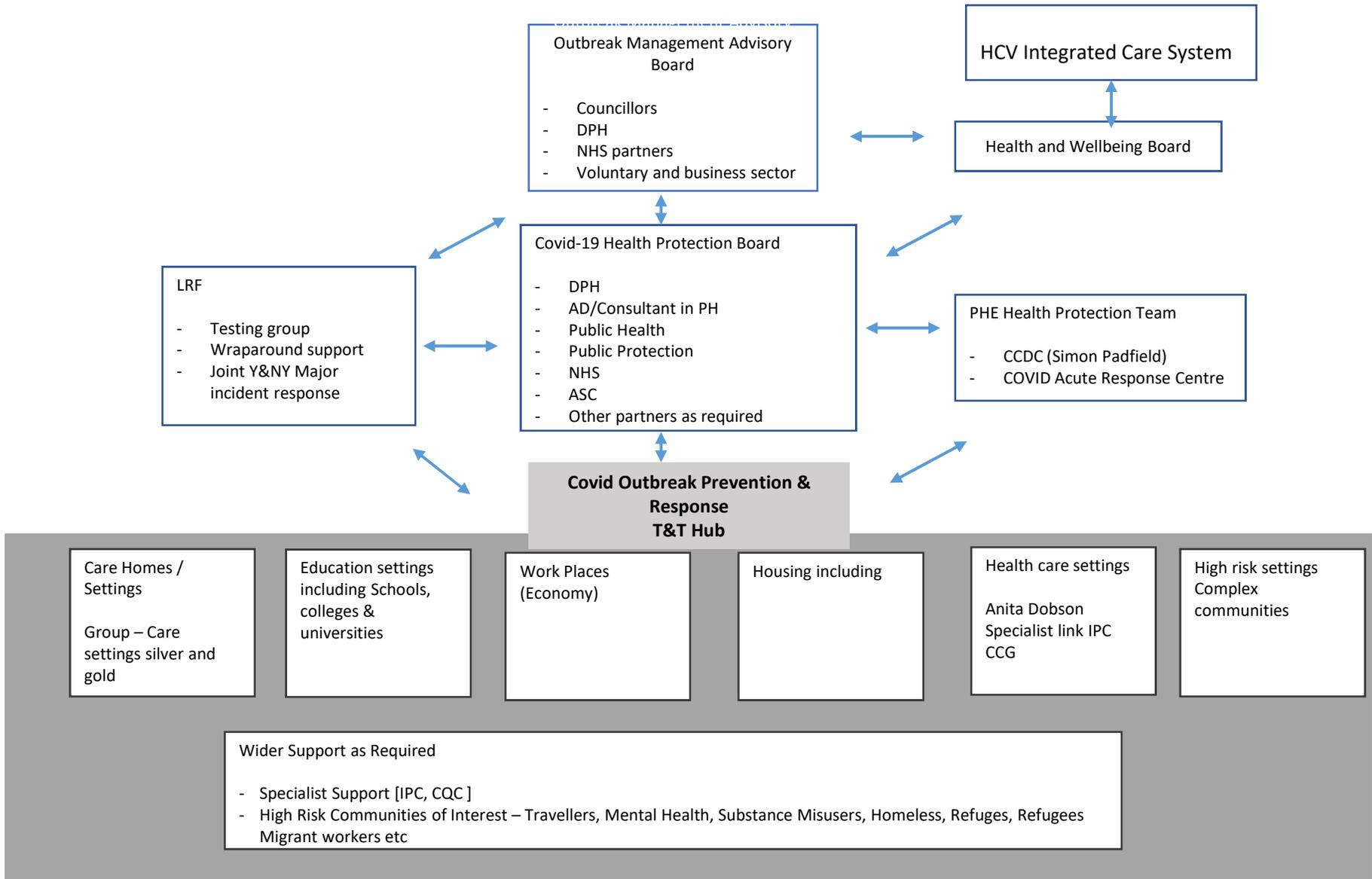
- **TESTING IN CARE SETTINGS**

- PHE as part of managing outbreaks in care homes currently arrange for the testing of residents in care homes.
- National portal to access testing in care homes is now live.
- A local NY&Y solution to increase access to testing as part of delivering the Care Home Resilience Plan (s) has been agreed. The plan includes an interim arrangement partnering with the Bradford Satellite testing site and NYY applying to become a satellite testing site for care settings in partnership with Deloitte.
- Exploring options with Deloitte and Amazon to secure bulk supply of swabs for local distribution and logistics through LRF to provide capacity for whole care setting testing.

- **TESTING OUTBREAK MANAGEMENT PLAN**

- Agreement secured with the DHSC to refocus and possibly increase the Mobile Testing Unit capacity to be deployed to areas of greatest need and vulnerability as part of delivering the Outbreak Management Plan.
- Bid submitted for York satellite testing site so we can further the local offer.

Outbreak Control Plan – Management Structure



Delivery Model

Mobilise 1-2 Months

From 2 months+ - Operationalise – Hub and Spoke Model. BAU for 12-18 months.

Outbreak Plan Programme Team

Public Health – Sharon Stoltz and Fiona Phillips
 Service Manager Test & Trace –
 Programme Manager –

Theme Teams

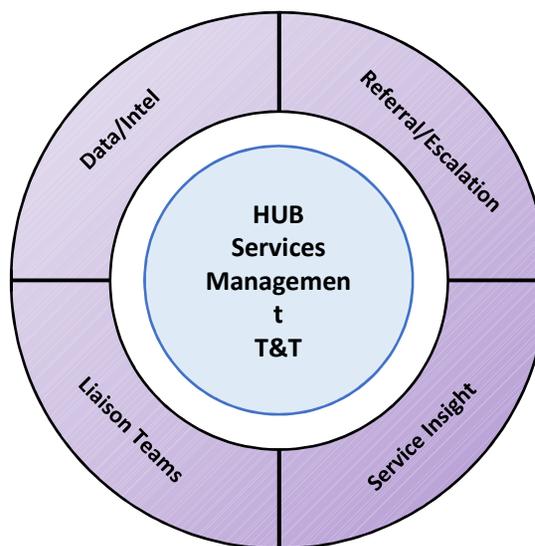
1. Planning for local outbreaks in care homes and schools.
2. Planning for local outbreaks in other high risk places
3. Identifying methods for local testing to ensure a swift response, accessible to the entire population.
4. Assessing local and regional contact tracing and infection control capability in complex settings
5. Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook
6. Supporting vulnerable local people to get help to self-isolate
7. Establishing governance structures

Key Deliverables – JUNE

Co-ordinate Emergency Planning response.
 Develop and agree Outbreak Management Plan

Key Deliverables – JULY/AUGUST

Operationalise the Outbreak Management Plan
 ToR for T&T HUB



- Escalation routes
- Comms
- Case Management
- Risk Stratification
- Support levellers – Volunteer hubs, LAC, School Nurses

Self-Assessment as at 18/06/2020	RAG
Will you have a Local Outbreak Plan prepared by end of June?	G
Will all of the 7 themes be covered in the Plan?	G
Will governance arrangements be in place including Member led strategic oversight, tactical co-ordination & operational delivery?	G
Will the plan differentiate between routine outbreaks & those considered a major incident?	G
Will the plan clearly set out respective roles & responsibilities of the Council & the PHE Health Protection Team?	A
Will the plan set out how surge capacity will be secured if needed?	G
Are you confident you will be able to manage local outbreaks?	A
Will the plan include engagement & communications actions to ensure local communities understand and have confidence in T & T?	G
Are you confident that the required partners will be involved in the development & delivery of the Plan?	G
Are you clear about how to call for mutual aid if required?	G
Are you confident there is accessible local testing capacity to respond to local outbreaks?	A
Are you confident you have the data & systems needed to undertake local surveillance?	R
Are you confident there will be local arrangements in place to support people self-isolating through the T & T programme e.g. food, income & medication?	G

Current Uncertainties

Funding

- Lack of certainty of funding – non-recurrent over what time period

Data

- Joint Biosecurity Centre: no data shared locally to date.
- App not rolled out beyond pilot & timescale uncertain.
- Not clear how PHE will share confidential data with local PH team.
- Pillar 2 data not available in useful format at local level & still concerns in relation to timeliness of testing process & notification of results



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Current Uncertainties cont ...

Communication

- Yet to have anything passed directly to us from PHE/T&T so not had chance to work through process of joint management & contact tracing under T&T (although draft SOPs now developed setting our roles & relationships)
- Not receiving information from DfE on schools reporting
- Practical powers to implement local lockdown

Scale

- No agreed methodology for forecasting of potential future scenarios / peaks



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York Case Scenarios

Fiona Phillips Assistant Director /
Consultant in Public Health



Proposed Communication & Engagement Plan

Claire Foale / Andrew Harrison CYC
Communications



Questions



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CITY OF
YORK
COUNCIL

Outbreak management and test and trace communications and engagement approach



Recent examples of communications work

- Meet the leaders Q&A
- Public health video updates
- Working with LRF and amplifying local messaging
- Resident e-newsletters



Thank you to everyone following the guidance on social distancing. It is important we continue to wash our hands, keep 2m away from others outside your household and not meet anyone indoors. york.gov.uk/news/article/2...



5:59 PM · Jun 6, 2020 · [Twitter Web App](#)
 View Tweet activity



City of York Council @CityofYork · 23h

WATCH AGAIN: Re-watch our [#AskTheLeaders](#) Live Coronavirus Q&A (Originally broadcast 15 June, 5-6pm). This week we discussed your questions relating to the reopening of city centre businesses and the expansion of school attendance. Click here to watch:



WATCH NOW: [#AskTheLeaders Live Coronavirus Q&A](#) | 15 June 2020
 WATCH AGAIN: [#AskTheLeaders Live Coronavirus Q&A](#) (Originally broadcast 15 June, 5-6pm) On the call: -Cllr Paula Widdowson, Executive...
[facebook.com](#)

More examples (multi-channel approach)

Resident updates (Our City and other resident booklets, picture below right)

Work with local media

City signage encouraging social distancing (Picture below left)

Sharing of LRF and Government messages

Member and partner updates



Sharing partner messages



City of York Council @CityofYork · Jun 6

We're encouraging everyone to continue playing their part in the fight against coronavirus by following social distancing guidance, reducing the spread of the virus and saving lives.

#StayAlert



City of York Council @CityofYork · Jun 16

Hand washing still plays a key role in protecting yourself and others from #coronavirus.

- Wash your hands more often
- Use soap and water for 20 seconds
- Or use hand sanitiser

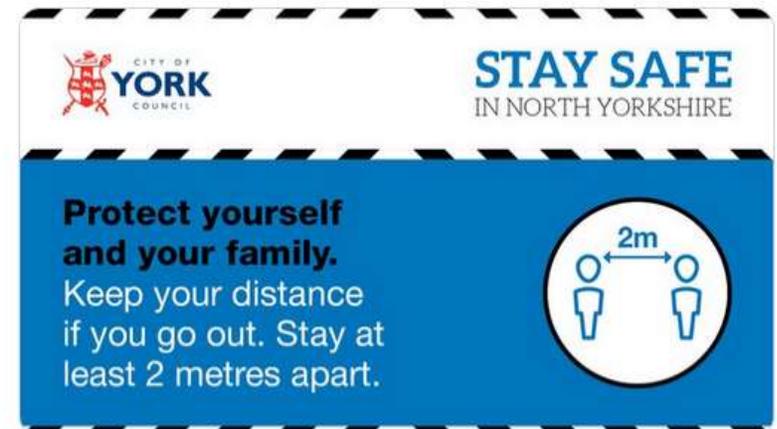
Tips on hand washing technique here: nhs.uk/live-well/heal...



City of York Council @CityofYork · Jun 3

- ✓ Going out? Keep at least 2 metres (6.5ft) away from people you do not live with.
- ✓ Stay home as much as possible.
- ✓ Continue to wash your hand regularly, for 20 seconds, with soap or hand sanitiser.

Find out more at gov.uk/coronavirus #StayAlertStaySafe



Communications plan

Objectives

Think –Systems are in place to protect them and their families.

They are a part of the citywide effort to reduce levels of Coronavirus in the city.

Feel – all audiences feel the council is taking a consistent and timely approach to support residents and protect their health.

Residents and businesses feel involved and supported in the recovery work.

Do – residents and partners advocate and share public health messages and work collectively to protect the city.

Strategy

Build advocacy

Share key public health messages and updates on the current situation in York
Work closely with partners to ensure consistent messaging across the city
Share public health actions taken by city partners and public health

Build confidence in the steps taken and what they can do to support the citywide effort

Share more of what the city is doing to protect residents.
Use data to update residents and businesses on the current position.
Demonstrate partnership approach being taken.

Build engagement through conversation

Share messages and updates with residents
Engage them with 'Our Big Conversation'
Work closely with our partners to share messaging and ideas

PRIORITIES/HIGHLIGHTS

- Work closely with partners, including the Local Resilience Forum to ensure consistent messaging and advice across the city.
- Our City (July)
- Further ask the leaders Q&A's
- Inform people of the local test and trace programme
- Share information around the outbreak control plan
- Share the latest public health advice
- Develop tone of voice and messaging around the plan

Outbreak control communications plan –

OBJECTIVES	<p>Think – Systems are in place to protect them and their families. They are a part of the citywide effort to reduce levels of Coronavirus in the city.</p> <p>Feel – all audiences feel the council is taking a consistent and timely approach to support residents and protect their health. Residents and businesses feel involved and supported in the recovery work.</p> <p>Do – residents and partners advocate and share messages which come from this group and work collectively to protect the city.</p>		
AUDIENCE	<ul style="list-style-type: none"> • Residents • Businesses/ networks/representatives • Stakeholders 	<ul style="list-style-type: none"> • Partners • Members • Parish Councillors 	<ul style="list-style-type: none"> • MPs • Council staff • Media
STRATEGY	<ol style="list-style-type: none"> 1. Build advocacy 2. Build confidence 3. Build engagement 		
IMPLEMENTATION	<div data-bbox="405 691 1188 1133" style="border: 1px solid black; padding: 5px;"> <p>Build confidence in health and safety of the city</p> <ul style="list-style-type: none"> • Provide regular updates • Work with partners to ensure consistent messaging and support recovery work taking place (for example Let’s be York) • Showcase the work happening across the partnership • Share data • Talk about preventative approach • Inform people about outbreak management control plan (communications strategy to align with final plan) • Share information and updates around the test and trace programme </div> <div data-bbox="1203 721 1982 1097" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Build engagement through conversation</p> <ul style="list-style-type: none"> • Promote webcasts • Demonstrate partner engagement • Continue to share public health messages and advice via multiple channels in different formats to increase reach and engage residents. Continue to engage residents through Q&A’s and future consultations • Bespoke messaging for target audiences </div> <div data-bbox="405 1138 1982 1338" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Build advocacy</p> <ul style="list-style-type: none"> • Involve and engage partners on the group • Sharing the actions taken across the city to protect people and prevent an outbreak • Residents, businesses and partners sharing consistent messaging </div>		
EVALUATION	<p>Residents and businesses are aware of the messages</p> <p>Businesses and partners share and advocate message and open their channels</p> <p>Partners use our packs</p>		

Proposed communications activities



Task	Audience	Objective	Channels
Media briefings and updates	Local and regional media York Residents Businesses	Explain new group and plan to media and public. Engage them with process and help reassure them of the work taking place in the city Provide regular updates Explain test and trace programme	Regular press releases Social media Resident updates Our City Partnership channels Visible citywide public health messaging
Member updates	- Members	Share information and engage members Increase understanding of work taking place in the city Build advocacy	Regular updates to members as part of member brief to update on progress and latest information
Share latest public health content	<ul style="list-style-type: none"> Residents Businesses 	<ul style="list-style-type: none"> Engage public with health messaging via many channels Advise people of outbreak control meetings and other ways to engage with the council (public meetings, big conversation and Q&A's) Work with partners to present consistent messages 	<ul style="list-style-type: none"> Social media Press releases Ask the leaders Q&A Resident communications Partner communications
Internal, partner and stakeholder briefings	<ul style="list-style-type: none"> Agreed internal group Education and social care partners Childcare settings, schools Businesses and indie forum 	Share information and engage colleagues and stakeholders Increase understanding of work taking place Build advocacy	<ul style="list-style-type: none"> Partner briefing with latest advice and messages Updates shared with senior managers in the council E-newsletter updates

Phased approach

Phase		Approach (including aims)	Timing
Phase 1	<p>Advise city of latest public health advice</p> <p>Provide regular updates to residents</p> <p>Information around test and trace programme</p>	<p>Keep residents, businesses and partners informed in citywide work</p> <p>Ensure consistent messaging and build advocacy through the Let's be York plan.</p> <p>Continue partnership approach across health and social care sector</p> <p>Bespoke messaging for target audiences</p> <p>Maximise reach and understanding of what to do</p> <p>Embed public health approach in recovery work into all communications</p>	<p>Now (work ongoing)</p>
Phase 2	<p>Introduce the outbreak control plan</p>	<p>Continue to promote key public health messages</p> <p>Offer guidance and practical support</p> <p>Share video content from public health professionals to explain latest advice in an engaging way</p>	<p>Late June/Early July</p>
Phase 3	<p>Continue to share updates on city response to Coronavirus (including reacting to local/national changes to advice)</p>	<p>Inform residents of progress and engage public</p> <p>Multi-channel approach as part of city's recovery work</p> <p>Bespoke messages to target audiences</p> <p>Target all residents and businesses with key public health messages</p>	<ul style="list-style-type: none"> • Throughout pandemic