



### Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	31 <sup>st</sup> March 2021	
Agenda Item:	P1-054-21	
Title:	COVID-19 Recovery Roadmap	
Report prepared by:	Steve Povey	
Executive Lead:	Joan Spencer / Sheila Lloyd	
Status of the Report:	Public	Private

Paper previously considered by:	Performance Committee
Date & Decision:	24 March 2021: Recommended to Board

Purpose of the Paper/Key Points for Discussion:	Following the Government's roadmap to cautiously ease lockdown restrictions in England, the Trust has developed the attached document which outlines the key dates for review at The Clatterbridge Cancer Centre to resume normal working practices in line with the Government's national roadmap.
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Action Required:	Discuss	
	Approve	X
	For Information/Noting	

Next steps required	
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*The paper links to the following strategic priorities (please tick)*

Deliver <b>outstanding care locally</b>	x	Collaborative system <b>leadership to deliver better patient care</b>	x
Retain and develop <b>outstanding staff</b>		Be <b>enterprising</b>	
Invest in <b>research &amp; innovation</b> to deliver <b>excellent patient care</b> in the future		Maintain <b>excellent</b> quality, operational and financial <b>performance</b>	x

*The paper relates to the following Board Assurance Framework (BAF) Risks*

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	x
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	x
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	x

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

<b>The Clatterbridge Cancer Centre</b> <b>NHS Foundation Trust</b>	Procedure Number: Version: 1.0 Written by: S Povey/B Jones Approved by: Date Approved: Review Date:
<b>CCC COVID-19 Roadmap</b>	
Changes from previous version: NA	

## CCC COVID-19 Roadmap

### Version History

Date	Version	Author name and designation	Summary of main changes
02.03.2021	1	Steve Povey, Emergency Planning Officer Beth Jones, Incident Room	New SOP
18.03.2021	2	Beth Jones, Incident Room	Amended RAG ratings in Appendix 2
19.03.2021	3	Steve Povey, Incident Room	Amended RAG to all green as started, completed rating to be added subsequently

### 1. Background

The Prime Minister has announced the government's roadmap to cautiously ease lockdown restrictions in England. He also set out the latest vaccine efficacy data, with Public Health England finding that one dose of the Pfizer-BioNTech vaccine reduces hospitalisations and deaths by at least 75%. Analysis of the AstraZeneca vaccine efficacy continues, with promising early results.

Supported by the increased protection offered by these vaccines, the government is able to cautiously begin to ease restrictions in all areas across England at the same time, guided at all stages by data, not dates. The roadmap, which has now been published on gov.uk, outlines four steps for easing restrictions. Before proceeding to the next step, the Government will examine the data to assess the impact of previous steps.

This assessment will be based on four tests:

- The vaccine deployment programme continues successfully.
- Evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated.
- Infection rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS.
- Our assessment of the risks is not fundamentally changed by new Variants of Concern.

There will be a minimum of five weeks between each step: four weeks for the data to reflect changes in restrictions; followed by seven days' notice of the restrictions to be eased. The Chief Medical Officer and the Chief Scientific Adviser have made clear that this will give adequate time to assess the impact of each step and reduce the risk of having to re-impose restrictions at a later date.

### 2. Purpose

**CCC COVID-19 Roadmap**

Changes from previous version: NA

This document outlines the key dates for review at The Clatterbridge Cancer Centre to resume normal working practices in line with the Government's national roadmap.

### **3. National Roadmap Key Dates & Guidance**

For context, the key dates and guidance from the national roadmap is detailed below.

#### 8<sup>th</sup> March 2021

- All children and students will return to face to face education in schools and college
- Wraparound childcare and other supervised children's activities can resume where they enable parents to work, attend education, seek medical care or attend a support group.
- Care home residents will be allowed one regular visitor provided they are tested and wear PPE.
- The Stay at Home requirement will remain, but people can leave home for recreation outdoors such as a coffee or picnic with their household or support bubble, or with one person outside their household.
- Some university students on practical courses will be able to return to face to face learning.

#### 29<sup>th</sup> March 2021

- Outdoor gatherings of either 6 people or 2 households will be allowed, providing greater flexibility for families to see each other. This includes in private gardens.
- Outdoor sports facilities, such as tennis and basketball courts, will be allowed to reopen, and people can take part in formally organised outdoor sports.
- At this point, the Stay at Home order will end, although many lockdown restrictions will remain.

#### No earlier than 12<sup>th</sup> April 2021

- Non-essential retail, personal care premises, such as hairdressers and nail salons, and public buildings, such as libraries and community centres, will reopen.
- Most outdoor attractions and settings, including zoos, and theme parks, will also reopen although wider social contact rules will apply in these settings to prevent indoor mixing between different households. Drive-in cinemas and drive-in performances will also be permitted.
- Indoor leisure facilities, such as gyms and swimming pools, will also reopen - but only for use by people on their own or with their household.
- Hospitality venues can serve people outdoors only. There will be no need for customers to order a substantial meal with alcohol, and no curfew - although customers must order, eat and drink while seated.

**CCC COVID-19 Roadmap**

Changes from previous version: NA

- Self-contained accommodation, such as holiday lets, where indoor facilities are not shared with other households, can also reopen.
- Funerals can continue with up to 30 people, and the numbers able to attend weddings, receptions and commemorative events such as wakes will rise to 15 (from 6).

No earlier than 17<sup>th</sup> May 2021

- Outdoors, most social contact rules will be lifted - although gatherings of over 30 people will remain illegal.
- Outdoor performances such as outdoor cinemas, outdoor theatres and outdoor cinemas can reopen. Indoors, the rule of 6 or 2 households will apply - although we will keep under review whether it is safe to increase this.
- Indoor hospitality, entertainment venues such as cinemas and soft play areas, the rest of the accommodation sector, and indoor adult group sports and exercise classes will also reopen.
- Larger performances and sporting events in indoor venues with a capacity of 1,000 people or half-full (whichever is lower) will also be allowed, as will those in outdoor venues with a capacity of 4000 people or half-full (whichever is lower).
- In the largest outdoor seated venues where crowds can spread out, up to 10,000 people will be able to attend (or a quarter-full, whichever is lower).
- Up to 30 people will be able to attend weddings, receptions and wakes, as well as funerals. Other life events that will be permitted include bar mitzvahs and christenings.

No earlier than 21<sup>st</sup> June 2021

- It is hoped all legal limits on social contact can be removed.
- We hope to reopen nightclubs, and lift restrictions on large events and performances that apply in Step 3.
- This will also guide decisions on whether all limits can be removed on weddings and other life events.

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Changes from previous version: NA	

#### 4. Key dates and the expected position at The Clatterbridge Cancer Centre

Please note the overview below is subject to change following national guidance and instruction.

	Owner	29th March	12th April	17th May	21st June
<b>CEV Shielding Staff</b>	HR	National shielding guidance ends 31st March. Line managers to complete risk assessments by 26th March for CEV shielding staff to return to work. May be subject to change following national instruction			
<b>Inpatient Visitors</b>	IPC & DON	EOL only	EOL only, may be subject to change following national instruction	EOL only, may be subject to change following national instruction	EOL only, may be subject to change following national instruction
<b>Outpatient Chaperones</b>	IPC & DON	Essential only via pre-agreement	Essential only via pre-agreement, may be subject to change following national instruction	Essential only via pre-agreement, may be subject to change following national instruction	Essential only via pre-agreement, may be subject to change following national instruction
<b>Patient Appointments</b>	IPC, MD & SRG Leads	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth.	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction
<b>On-Site Working</b>	HR	Minimal on-site working based on service requirements and capacity. Masks and social distancing rules remain in place driven by Government and IPC guidance.	Increase levels of on-site working. Masks and social distancing rules remain in place driven by Government and IPC guidance.	Increase levels of on-site working. Masks and social distancing rules remain in place driven by Government and IPC guidance.	Increase levels of on-site working to BAU levels based on flexible/agile working principles (Appendix 1). Masks and social distancing rules remain in place driven by Government and IPC guidance.

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	Owner	29th March	12th April	17th May	21st June
<b>Training &amp; Induction</b>	HR	All e-learning except critical clinical training e.g. Clinical Induction, BLS, and patient handling which should continue F2F	All e-learning except critical clinical training e.g. ILS, BLS, and patient handling which should continue F2F	Resume F2F training, maintaining masks and social distancing (max 50% room capacity or 30 people occupancy levels)	F2F training and induction, maintaining masks and social distancing (max 50% room capacity or 30 people occupancy levels)
<b>Non-Essential Meetings</b>	Gold Command	Non-essential meetings to be cancelled to enable recovery	Non-essential meetings to be cancelled to enable recovery	Return of non-essential meetings to be reviewed in line with recovery plans	F2F meetings to resume, social distancing and meeting room capacities apply
<b>Study Leave</b>	Gold Command	Study leave cancelled to enable recovery	Study leave cancelled to enable recovery	Return of study leave to be reviewed in line with recovery plans	Study leave as per normal study leave policy
<b>Business Visitors (inc NED's &amp; Board Counsellors)</b>	Gold Command	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Permitted in non-clinical areas only, masks and social distancing required. Meeting room capacities apply.	Permitted in all areas, masks and social distancing required. Meeting room capacities apply.
<b>Research Visitors</b>	Gold Command	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Permitted in non-clinical areas only, masks and social distancing required. Meeting room capacities apply.	Permitted in all areas, masks and social distancing required. Meeting room capacities apply.
<b>Contractors</b>	Incident Room	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required
<b>Wirral Redevelopment</b>	Incident Room	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required	Essential only approved via Command & Control structure. Risk assessment required
<b>Staff Lounges &amp; Café Facilities</b>	Incident Room	Take away services only	Take away services only	Limited capacity in café areas, social distancing required	Limited capacity in café areas, social distancing required
<b>Staff Recognition &amp; Social Events</b>	HR	Virtual only	Virtual only	Virtual only	Informal/formal staff events and gatherings permitted in person e.g. retirements. Room capacities and social distancing required driven by Government and IPC guidance.

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## Appendix 1: Flexible/agile working principles

Please see below a summary of the flexible/agile working principles. Further detail can be found in the Trust's Flexible Working, Agile Working and Home Working Policies.

- These principles allow for flexibility at local level.
- They recognise that a 'one size fits all' approach is not possible.
- On site working will be determined locally based on service need and consideration of any individual requirements.
- Local discussion and consultation with colleagues is required.
- Percentage of time spent working from home can range from 0% to 50% of a colleagues normal working week and must be approved in advance.
- 100% working from home is not permissible in the majority of cases.
- Hosted services may agree their own agile working principles.



**CCC COVID-19 Roadmap**

Changes from previous version: NA

**Appendix 2: CCC Action Plan**

**March 2021**

	29th March	Owner	Action	Deadline	RAG
<b>CEV Shielding Staff</b>	National shielding guidance ends 31st March.	HR	Line managers to complete risk assessments for CEV shielding staff to return to work.	26 March	
<b>Inpatient Visitors</b>	EOL only	IPC & DON	Review national and regional guidance. (NWICC 6913)	22 March	
<b>Outpatient Chaperones</b>	Essential only via pre-agreement	IPC & DON	Review national and regional guidance. (NWICC 6913)	22 March	
<b>Patient Appointments</b>	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth.	IPC, MD & SRG Leads	Review national and regional guidance. (NWICC 6913)	22 March	
<b>On-Site Working</b>	Minimal on-site working based on service requirements and capacity. Masks and social distancing rules remain in place	HR	Review national and regional guidance.	22 March	
<b>Training &amp; Induction</b>	All e-learning except critical clinical training e.g. ILS, BLS, and patient handling which should continue F2F	HR	Review national and regional guidance.	22 March	
<b>Non-Essential Meetings</b>	Non-essential meetings to be cancelled to enable recovery	Gold Command	Review Trust capacity for Non-Essential Meetings.	22 March	
<b>Study Leave</b>	Study leave cancelled to enable recovery	Gold Command	Review Trust capacity for Study Leave.	22 March	
<b>Business Visitors</b>	Essential only approved via Command & Control structure. Risk assessment required	Gold Command	Review national and regional guidance.	22 March	
<b>Research Visitors</b>	Essential only approved via Command & Control structure. Risk assessment required	Gold Command	Review national and regional guidance.	22 March	
<b>Contractors</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	22 March	
<b>Wirral Redevelopment</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	22 March	
<b>Staff Lounges &amp; Café Facilities</b>	Take away services only	Incident Room	Review national guidance.	22 March	
<b>Staff Recognition &amp; Social Events</b>	Virtual only	HR	Review in line with on-site working guidance.	22 March	

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**April 2021**

	12th April	Owner	Action	Deadline	RAG
<b>Inpatient Visitors</b>	EOL only, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	5 April	
<b>Outpatient Chaperones</b>	Essential only via pre-agreement, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	5 April	
<b>Patient Appointments</b>	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction	IPC, MD & SRG Leads	Review national and regional guidance.	5 April	
<b>On-Site Working</b>	Increase levels of on-site working. Wearing of masks and social distancing required	HR	Review national and regional guidance.	5 April	
<b>Training &amp; Induction</b>	All e-learning except critical clinical training e.g. ILS, BLS, and patient handling which should continue F2F	HR	Review national and regional guidance.	5 April	
<b>Non-Essential Meetings</b>	Non-essential meetings to be cancelled to enable recovery	Gold Command	Review Trust capacity for Non-Essential Meetings.	5 April	
<b>Study Leave</b>	Study leave cancelled to enable recovery	Gold Command	Review Trust capacity for Study Leave.	5 April	
<b>Business Visitors</b>	Essential only approved via Command & Control structure. Risk assessment required	Gold Command	Review national and regional guidance.	5 April	
<b>Research Visitors</b>	Essential only approved via Command & Control structure. Risk assessment required	Gold Command	Review national and regional guidance.	5 April	
<b>Contractors</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	5 April	
<b>Wirral Redevelopment</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	5 April	
<b>Staff Lounges &amp; Café Facilities</b>	Take away services only	Incident Room	Review national guidance.	5 April	
<b>Staff Recognition &amp; Social Events</b>	Virtual only	HR	Review in line with on-site working guidance.	5 April	

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Changes from previous version: NA

**May 2021**

	29th March	Owner	Action	Deadline	RAG
<b>Inpatient Visitors</b>	EOL only, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	10 May	
<b>Outpatient Chaperones</b>	Essential only via pre-agreement, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	10 May	
<b>Patient Appointments</b>	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction	IPC, MD & SRG Leads	Review national and regional guidance.	10 May	
<b>On-Site Working</b>	Increase levels of on-site working. Wearing of masks and social distancing required	HR	Review national and regional guidance.	10 May	
<b>Training &amp; Induction</b>	Resume F2F training and induction, maintaining masks and social distancing (max 50% or 30 people occupancy levels)	HR	Review national and regional guidance.	10 May	
<b>Non-Essential Meetings</b>	Return of non-essential meetings to be reviewed in line with recovery plans	Gold Command	Review Trust capacity for Non-Essential Meetings.	10 May	
<b>Study Leave</b>	Return of study leave to be reviewed in line with recovery plans	Gold Command	Review Trust capacity for Study Leave.	10 May	
<b>Business Visitors</b>	Permitted in non-clinical areas only, masks and social distancing required. Meeting room capacities apply.	Gold Command	Review national and regional guidance.	10 May	
<b>Research Visitors</b>	Permitted in non-clinical areas only, masks and social distancing required. Meeting room capacities apply.	Gold Command	Review national and regional guidance.	10 May	
<b>Contractors</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	10 May	
<b>Wirral Redevelopment</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	10 May	
<b>Staff Lounges &amp; Café Facilities</b>	Limited capacity in café areas, social distancing required	Incident Room	Review national guidance.	10 May	
<b>Staff Recognition &amp; Social Events</b>	Virtual only	HR	Review in line with on-site working guidance.	10 May	

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Changes from previous version: NA

**June 2021**

	29th March	Owner	Action	Deadline	RAG
<b>Inpatient Visitors</b>	EOL only, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	14 June	
<b>Outpatient Chaperones</b>	Essential only via pre-agreement, may be subject to change following national instruction	IPC & DON	Review national and regional guidance.	14 June	
<b>Patient Appointments</b>	Patients should be offered a range of options F2F/telephone/video. 'Non-complex' patients on routine follow up should be prioritised for telehealth. May be subject to change following national instruction	IPC, MD & SRG Leads	Review national and regional guidance.	14 June	
<b>On-Site Working</b>	Increase levels of on-site working to BAU levels based on flexible/agile working principles (Appendix 1). Wearing of masks and social distancing required	HR	Review national and regional guidance.	14 June	
<b>Training &amp; Induction</b>	F2F training and induction, maintaining masks and social distancing (max 50% or 30 people occupancy levels)	HR	Review national and regional guidance.	14 June	
<b>Non-Essential Meetings</b>	F2F meetings to resume, social distancing and meeting room capacities apply	Gold Command	Review Trust capacity for Non-Essential Meetings.	14 June	
<b>Study Leave</b>	Return of study leave to be reviewed in line with recovery plans	Gold Command	Review Trust capacity for Study Leave.	14 June	
<b>Business Visitors</b>	Permitted in all areas, masks and social distancing required. Meeting room capacities apply.	Gold Command	Review national and regional guidance.	14 June	
<b>Research Visitors</b>	Permitted in all areas, masks and social distancing required. Meeting room capacities apply.	Gold Command	Review national and regional guidance.	14 June	
<b>Contractors</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	14 June	
<b>Wirral Redevelopment</b>	Essential only approved via Command & Control structure. Risk assessment required	Incident Room	Review in line with IPC guidance.	14 June	
<b>Staff Lounges &amp; Café Facilities</b>	Limited capacity in café areas, social distancing required	Incident Room	Review national guidance.	14 June	
<b>Staff Recognition &amp; Social Events</b>	Informal/formal staff events and gatherings permitted in person eg retirements. Room capacities and social distancing required	HR	Review in line with on-site working guidance.	14 June	