LONDON SUMMIT ON COVID-19

SUMMARY SLIDES ON ESCALATION, EPIDEMIOLOGY AND RESPONSE

LONDON OUTBREAK ESCALATION PROCESS

OBJECTIVES/ CONTENT

1. Agree escalation process
2. Epidemiology and response update
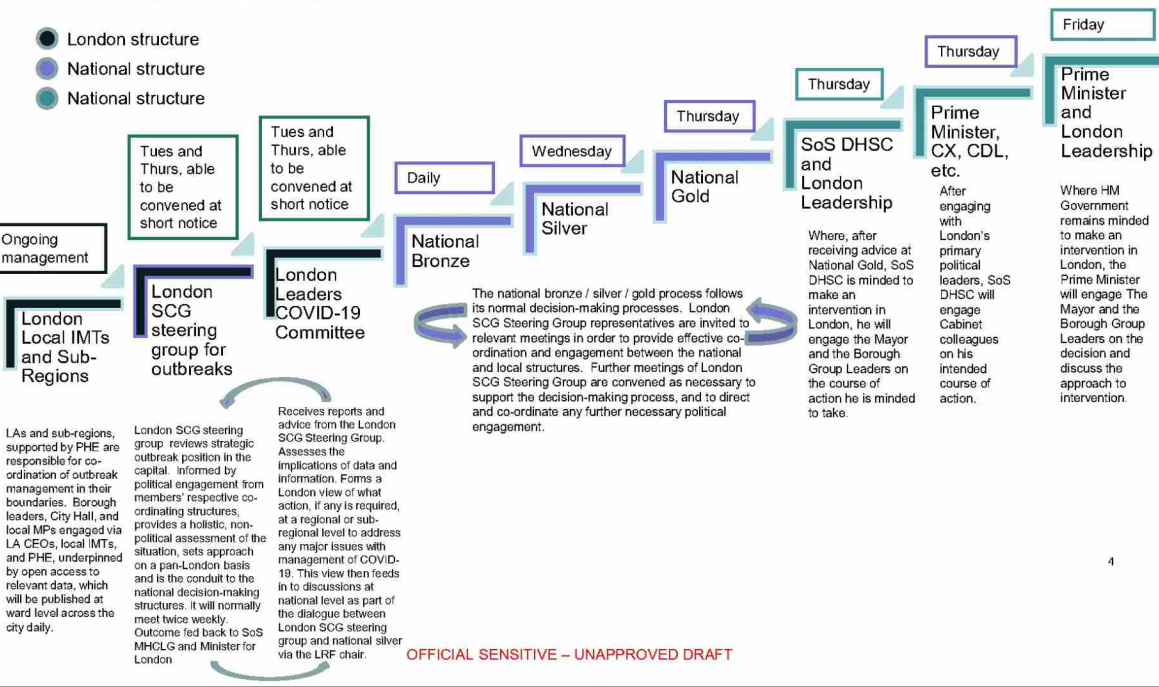3. Current, and further action and support needed in London

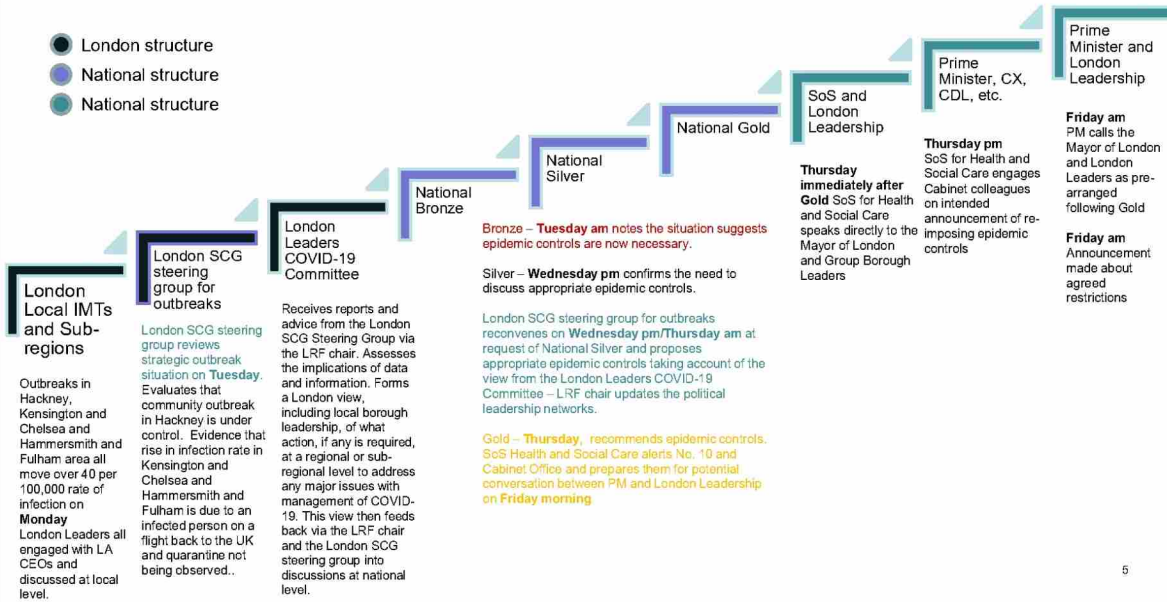# LONDON OUTBREAK ESCALATION PROCESS

UNAPPROVED DRAFT

SEPTEMBER 2020

[OFFICIAL SENSITIVE]

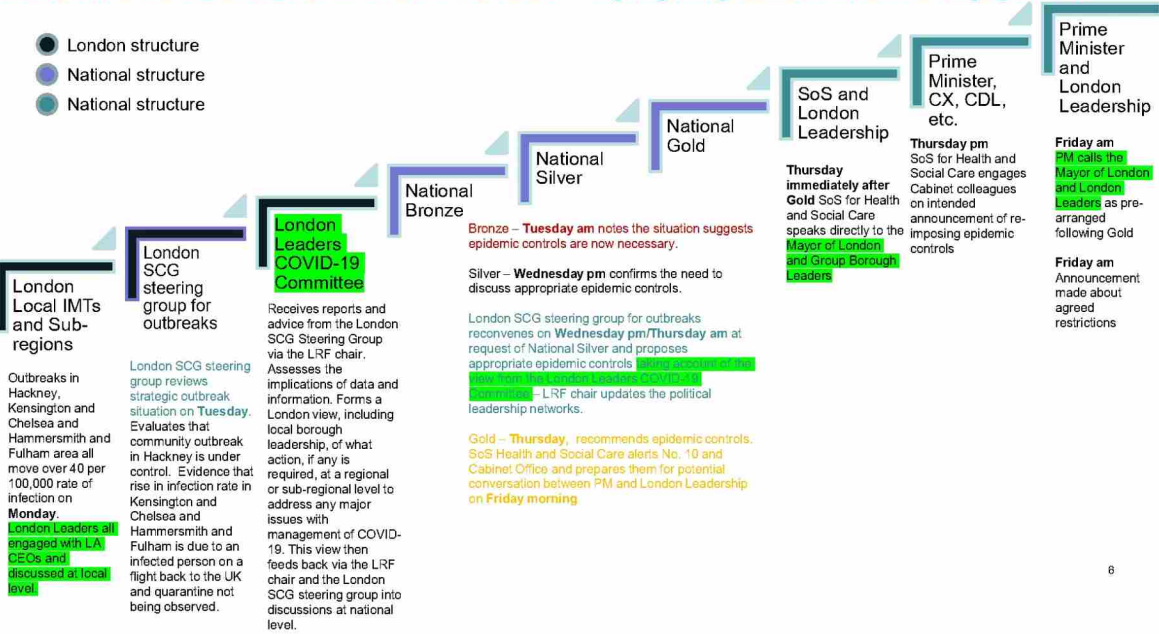# LONDON STRATEGIC ESCALATION PROCESS
FOR OUTBREAK MANAGEMENT

- ● London structure
- ● National structure
- ● National structure

Ongoing management

London Local IMTs and Sub-Regions

LAs and sub-regions, supported by PHE are responsible for co-ordination of outbreak management in their boundaries. Borough leaders, City Hall, and local MPs engaged via LA CEOs, local IMTs, and PHE, underpinned by open access to relevant data, which will be published at ward level across the city daily.

Tues and Thurs, able to be convened at short notice

London SCG steering group for outbreaks

London SCG steering group reviews strategic outbreak position in the capital. Informed by political engagement from members' respective co-ordinating structures, provides a holistic, non-political assessment of the situation, sets approach on a pan-London basis and is the conduit to the national decision-making structures. It will normally meet twice weekly. Outcome fed back to SoS MHCLG and Minister for London

Tues and Thurs, able to be convened at short notice

London Leaders COVID-19 Committee

Receives reports and advice from the London SCG Steering Group. Assesses the implications of data and information. Forms a London view of what action, if any is required, at a regional or sub-regional level to address any major issues with management of COVID-19. This view then feeds in to discussions at national level as part of the dialogue between London SCG steering group and national silver via the LRF chair.

Daily

National Bronze

The national bronze / silver / gold process follows its normal decision-making processes. London SCG Steering Group representatives are invited to relevant meetings in order to provide effective co-ordination and engagement between the national and local structures. Further meetings of London SCG Steering Group are convened as necessary to direct and co-ordinate any further necessary political engagement.

Wednesday

National Silver

Thursday

National Gold

Thursday

SoS DHSC and London Leadership

Where, after receiving advice at National Gold, SoS DHSC is minded to make an intervention in London, he will engage the Mayor and the Borough Group Leaders on the course of action he is minded to take.

Thursday

Prime Minister, CX, CDL, etc.

After engaging with London's primary political leaders, SoS DHSC will engage Cabinet colleagues on his intended course of action.

Friday

Prime Minister and London Leadership

Where HM Government remains minded to make an intervention in London, the Prime Minister will engage The Mayor and the Borough Group Leaders on the decision and discuss the approach to intervention.

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LONDON STRATEGIC ESCALATION PROCESS – WORKED EXAMPLE

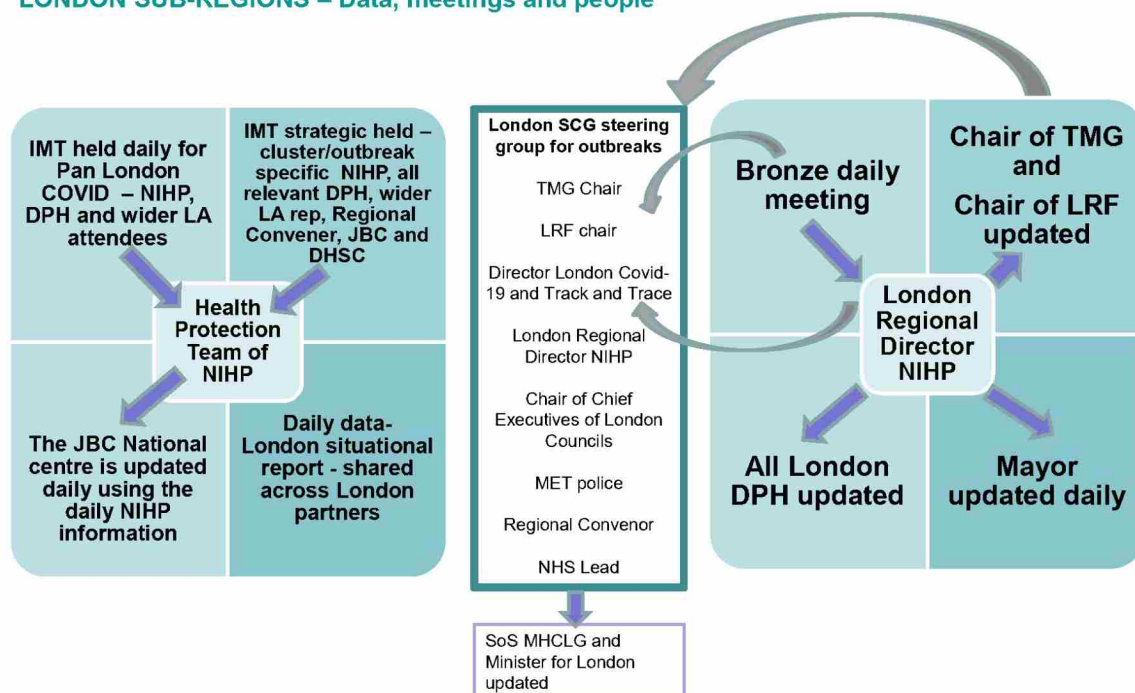- London structure
- National structure
- National structure

London Local IMTs and Sub-regions

Outbreaks in Hackney, Kensington and Chelsea and Hammersmith and Fulham area all move over 40 per 100,000 rate of infection on **Monday** London Leaders all engaged with LA CEOs and discussed at local level.

London SCG steering group for outbreaks

London SCG steering group reviews strategic outbreak situation on **Tuesday**. Evaluates that community outbreak in Hackney is under control. Evidence that rise in infection rate in Kensington and Chelsea and Hammersmith and Fulham is due to an infected person on a flight back to the UK and quarantine not being observed..

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Receives reports and advice from the London SCG Steering Group via the LRF chair. Assesses the implications of data and information. Forms a London view, including local borough leadership, of what action, if any is required, at a regional or sub-regional level to address any major issues with management of COVID-19. This view then feeds back via the LRF chair and the London SCG steering group into discussions at national level.

National Bronze

Bronze – **Tuesday am** notes the situation suggests epidemic controls are now necessary.

National Silver

Silver – **Wednesday pm** confirms the need to discuss appropriate epidemic controls.

London SCG steering group for outbreaks reconvenes on **Wednesday pm/Thursday am** at request of National Silver and proposes appropriate epidemic controls taking account of the view from the London Leaders COVID-19 Committee – LRF chair updates the political leadership networks.

National Gold

Gold – **Thursday**, recommends epidemic controls. SoS Health and Social Care alerts No. 10 and Cabinet Office and prepares them for potential conversation between PM and London Leadership on **Friday morning**.

SoS and London Leadership

Thursday immediately after Gold SoS for Health and Social Care speaks directly to the Mayor of London and Group Borough Leaders

Prime Minister, CX, CDL, etc.

Thursday pm SoS for Health and Social Care engages Cabinet colleagues on intended announcement of re-imposing epidemic controls

Prime Minister and London Leadership

Friday am PM calls the Mayor of London and London Leaders as pre-arranged following Gold

Friday am Announcement made about agreed restrictions

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LONDON STRATEGIC ESCALATION PROCESS – highlighting London Leaders engagement

- London structure
- National structure
- National structure

London Local IMTs and Sub-regions

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LONDON SUB-REGIONS – Data, meetings and people

IMT held daily for Pan London COVID – NIHP, DPH and wider LA attendees

IMT strategic held – cluster/outbreak specific NIHP, all relevant DPH, wider LA rep, Regional Convener, JBC and DHSC

Health Protection Team of NIHP

The JBC National centre is updated daily using the daily NIHP information

Daily data-London situational report - shared across London partners

London SCG steering group for outbreaks

TMG Chair

LRF chair

Director London Covid-19 and Track and Trace

London Regional Director NIHP

Chair of Chief Executives of London Councils

MET police

Regional Convenor

NHS Lead

SoS MHCLG and Minister for London updated

Bronze daily meeting

London Regional Director NIHP

Chair of TMG and Chair of LRF updated

All London DPH updated

Mayor updated daily

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EPIDEMIC OVERVIEW AND RESPONSE

DAILY NUMBER OF LAB-CONFIRMED LONDON CASES

New cases are charted by the date that the specimen is taken. There is a lag between when the specimen is taken and when it is reported. As a result the last 4 data points are particularly unreliable.
Please note that this includes cases identified by testing in pillar 1 and pillar 2.

Distribution of daily number of lab confirmed cases in London, with rolling averages (as at 7 September, 3:55pm)
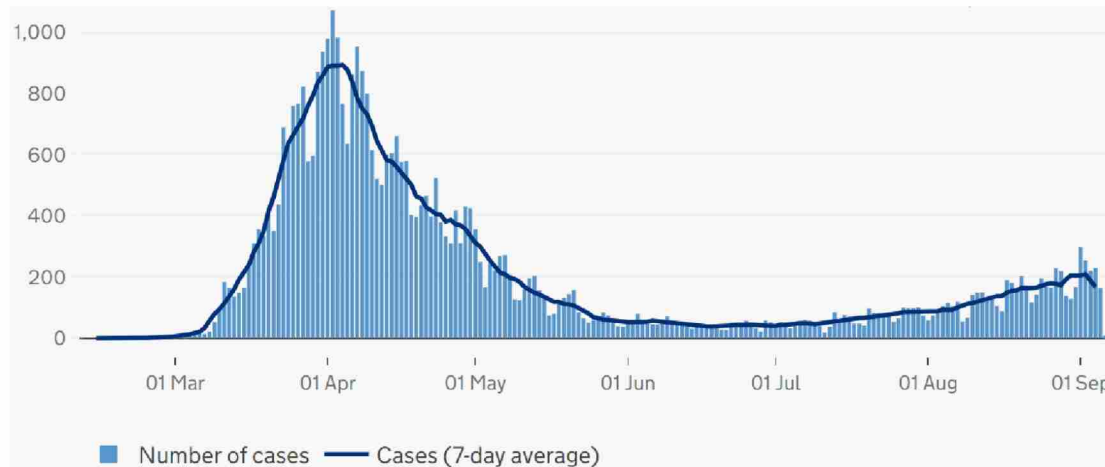
Source: Public Health England

London overview 8 September 2020

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SUMMARY

Summary of surveillance indicators for London

Domain	Indicator	Value*	Change		Data source	Date assessed
Estimated R		**0.9-1.1**	↔		MRC/PHE	04 September
1 Cases	7 day case rate (per 100,000)	18.8	↑		PHE	29 Aug - 04 Sept
	Cases in last 7 days	1,673	↑		PHE	29 Aug - 04 Sept
	New outbreaks and clusters	161	↑	(+)81	PHE	02 - 08 September
	Total deaths	4	↔		ONS	w/e 28 August
	LAs with 7 day rate 20.1-25	8/33	↑		PHE	29 Aug - 04 Sept
	LAs with 7 day rate 25.1-50	5/33	↑		PHE	29 Aug - 04 Sept
	LAs with 7 day rate >50	0/33	↔		PHE	29 Aug - 04 Sept
	Care homes (new outbreaks)	24	↓	(-)8	PHE	02 - 08 September
	BAME Groups	23.9%	↓		PHE	21 - 27 August
2 Testing	Individuals tested P1 & P2**	63,772	↓		PHE	28 Aug - 04 Sept
	Positivity	2.5%	↑		PHE	29 Aug - 04 Sept
	Individuals tested pillar 1**	19,888	↔		PHE	28 Aug - 03 Sept
	Individuals tested pillar 2**	43,884	↓		PHE	28 Aug - 03 Sept
	Capacity used pillar 1 (NHS only)	71%	↑		NHS	03 - 09 September
	Capacity used pillar 2	100%	↑		Nat Test Prog	08 September
3 Contact tracing	Cases completed	78%	↔		PHE	up to 09 September
	Open cases	2,272	↑		PHE	up to 09 September
	Contacts completed	72%	↓		PHE	up to 09 September
4 NHS indicators	111 calls***	5,069	↑	(+)81%	NHS	w/e 09 September
	Hospital diagnoses		↑		NHS	up to 09 September
	Primary care contacts		↑		NHS	up to 07 September
5 Broader indicators	Schools attendance		↑		DfE	up to 09 September
	Mobility (transport, pedestrian)		↑		GLA	up to 07 September
	Footfall		↑		Google/NHS	up to 03 September

New cases are beginning to increase in a number of boroughs.

Estimated R is between 0.9-1.1. Trends in NHS indicators are also beginning to show an increase.

Pillar 2 testing has decreased, and overall positivity remains relatively low.

London still has one of the lower rates in the country, despite some increases in daily rates, with no increase in admissions and death rates (albeit with data lag).

Therefore, we will keep the situation under close scrutiny.

*Most recent four days excluded from case and test figures due to reporting delays
**Recent change in source to measure individuals tested and on a London residence basis
*** Increase in NHS 111 activity is under investigation

OVERVIEW OF LONDON COVID-19 EPIDEMIC

	Overview - cumulative					recent activity		alert measure				testing - 7-day average up to 04/09/2020			
	cases up to 08/09/2020		deaths												
Area	count of total cases	rate per 100,000	count of reg deaths	rate per 100,000		number of cases in last 7 days up to 04/09/2020		rate of cases in 7 days per 100,000 up to 04/09/2020	TREND*	provisional number of new cases -05/09/2020 to 08/09/2020		Individuals tested per 100,000		Percentage individuals test positive	
Barking and Dagenham	937	440.1	166	78.0		53		25.0	▲	17		97.6	⬆	3.7	⬆
Barnet	1,995	504.0	459	115.9		88		22.4	▲	23		123.1	⬆	2.6	⬆
Bexley	1,208	486.5	241	97.1		31		12.5	▲	9		92.2	⬇	1.9	⬆
Brent	2,006	608.3	490	148.6		59		17.8	▲	17		93.0	⬇	2.7	⬆
Bromley	1,707	513.6	346	104.1		48		14.5	▲	14		109.3	⬆	1.9	⬆
Camden	874	323.7	161	59.6		37		14.1	▲	6		109.2	⬇	1.8	⬆
Croydon	2,070	535.3	493	127.5		67		17.4	▲	11		94.5	⬇	2.6	⬆
Ealing	1,902	556.5	413	120.8		62		18.1	▲	28		100.1	⬇	2.6	⬆
Enfield	1,439	431.1	391	117.1		50		15.0	▲	34		95.5	⬇	2.2	⬆
Greenwich	1,110	385.5	228	79.2		38		13.3	▲	7		96.2	⬇	2.0	⬆
Hackney and City of London	1,247	428.8	235	80.8		49		17.0	▼	16		105.5**	⬇	2.3**	⬇
Hammersmith and Fulham	976	527.2	170	91.8		51		27.5	▲	12		123.7	⬆	3.2	⬆
Haringey	990	368.5	275	102.4		48		17.7	▲	24		97.4	⬇	2.6	⬆
Harrow	1,529	608.8	402	160.1		63		25.2	▲	22		106.1	⬆	3.4	⬆
Havering	1,200	462.3	276	106.3		62		24.0	▲	31		103.5	⬇	3.3	⬆
Hillingdon	1,375	448.1	314	102.3		53		17.4	▲	23		99.9	⬇	2.5	⬆
Hounslow	1,385	510.1	238	87.7		73		27.0	▲	35		118.1	⬇	3.3	⬆
Islington	717	295.7	153	63.1		42		17.6	▲	15		109.4	⬇	2.3	⬆
Kensington and Chelsea	746	477.8	126	80.7		46		29.4	▲	13		130.9	⬇	3.2	⬆
Kingston upon Thames	859	483.9	131	73.8		28		16.0	▲	8		111.4	⬇	2.0	⬆
Lambeth	1,667	511.3	291	89.3		63		19.3	▲	26		110.2	⬇	2.5	⬆
Lewisham	1,398	457.1	293	95.8		43		14.2	▲	9		95.0	⬇	2.1	⬆
Merton	1,059	512.7	205	99.3		24		11.6	▲	7		106.4	⬇	1.6	⬆
Newham	1,605	454.5	310	87.8		83		23.6	▲	36		89.2	⬇	3.8	⬆
Redbridge	1,401	459.0	313	102.5		82		27.0	▲	26		107.8	⬆	3.6	⬆
Richmond upon Thames	691	349.0	153	77.3		30		15.2	◀	11		133.9	⬆	1.6	⬆
Southwark	1,711	536.6	255	80.0		50		15.8	▲	23		106.2	⬆	2.1	⬆
Sutton	1,112	538.9	179	86.7		24		11.7	▲	3		106.7	⬆	1.6	⬆
Tower Hamlets	1,105	340.3	186	57.3		73		23.0	▲	27		99.9	⬇	3.3	⬆
Waltham Forest	1,229	443.7	252	91.0		35		12.6	▼	14		102.5	⬆	1.8	⬇
Wandsworth	1,498	454.4	213	64.6		66		20.2	▲	21		125.8	⬆	2.3	⬆
Westminster	1,017	389.2	187	71.6		52		20.4	▲	5		100.0	⬆	2.9	⬆
London	**41,765**	**466.0**	**8,545**	**95.3**		**1,673**		**18.8**	▲	**573**					
England	**306,555**	**544.6**	**49,118**	**87.3**		**####**		**21.9**	▲	**4,237**					

Rate statistically significantly **LOWER** than the London average	* Trend - rate for current week compared to the 7-day week previously ending 28/08/2020
Rate statistically significantly **HIGHER** than the London average	** value for Hackney only

Notes: Cases data crude rates for cases use the 2018 population estimates produced by ONS for weekly rates and 2019 pops for cumulative rates. Cumulative data includes all days available. Data for local authorities cases are taken from gov.uk covid dashboard count of cases and includes pillar 1 and pillar 2 laboratory confirmed cases. Cases received from laboratories by 12:30am are included in the counts published that day and are based on specimen date. Cumulative case counts include patients who are currently unwell, those who have recovered and those who have died. Cases in people who have not been tested are not included in the confirmed case counts. Lab-confirmed positive cases are attributed to the day the first specimen was taken from the person being tested (the specimen date). Each day new cases are reported, but the dates they originate from cover the previous few days. Data from around 5 days ago can be considered complete. Data for recent days are constantly being revised as more information becomes available. Due to this for comparison between Local Authorities the most recent 4 days are excluded from the calculation of rates. Mortality data are taken from the ONS weekly deaths by local authority report for deaths registered up to 28 August 2020. The figure for England is aggregated from where local area of residence is assigned and may be lower than the published national figure. Data are for deaths where covid-19 was mentioned on the death certificate whether the person was a confirmed case or not. Testing data are derived from SGSS, HPZone, the cleaned PHE COVID-19 daily linelist shared with Field Services, and the Unified Dataset (for negative tests) and are compared with previous week. Data updated as of 9.00am on September 9 2020.

COVID-19 CASES PER 100,000 ACROSS LONDON

			Enf 15.0					London 18.8

	Hrw 25.2	Bar 22.4	Hgy 17.7	Wal 12.6			

Hlg 17.4	Eal 18.1	Brt 17.8	Cam 14.1	Isl 17.6	Hck 16.8	Red 27.0	Hav 24.0

Hsl 27.0	Ham 27.5	Ken 29.4	Wsm 20.4	Cit 23.0	Twr 23.0	New 23.6	Brk 25.0

	Rch 15.2	Wns 20.2	Lam 19.3	Swr 15.8	Lsh 14.2	Grn 13.3	Bxl 12.5

	Kng 16.0	Mrt 11.6	Crd 17.4	Brm 14.5			

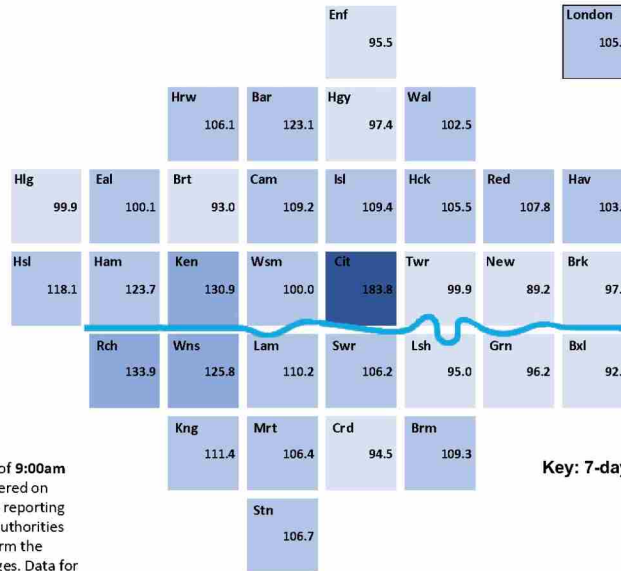|	Stn 11.7			

Source: London SAR - Data updated as of **9:00am on September 9 2020**. Document rendered on September 9 2020 at 15:36. Due to the reporting delays for comparison between Local Authorities the most recent 4 days are excluded form the calculations of rates and moving averages. Data for specimens taken/outbreaks reported is between August 29 2020 and September 4 2020 (7 day).

Key: 7-day rate per 100,000 and Epidemic Level

0.0 - 10.0		1A
10.1 - 20.0		1A
20.1 - 25.0		1B
25.1 - 50.0		2
>50.0		3

INDIVIDUALS TESTED PER 100,000 POPULATION

7 day moving average

| | | | Enf | | | | London |
| | | | 95.5 | | | | 105.4 |

| | Hrw | Bar | Hgy | Wal |
| | 106.1 | 123.1 | 97.4 | 102.5 |

| Hlg | Eal | Brt | Cam | Isl | Hck | Red | Hav |
| 99.9 | 100.1 | 93.0 | 109.2 | 109.4 | 105.5 | 107.8 | 103.5 |

| Hsl | Ham | Ken | Wsm | Cit | Twr | New | Brk |
| 118.1 | 123.7 | 130.9 | 100.0 | 183.8 | 99.9 | 89.2 | 97.6 |

| Rch | Wns | Lam | Swr | Lsh | Grn | Bxl |
| 133.9 | 125.8 | 110.2 | 106.2 | 95.0 | 96.2 | 92.2 |

| Kng | Mrt | Crd | Brm |
| 111.4 | 106.4 | 94.5 | 109.3 |

| Stn |
| 106.7 |

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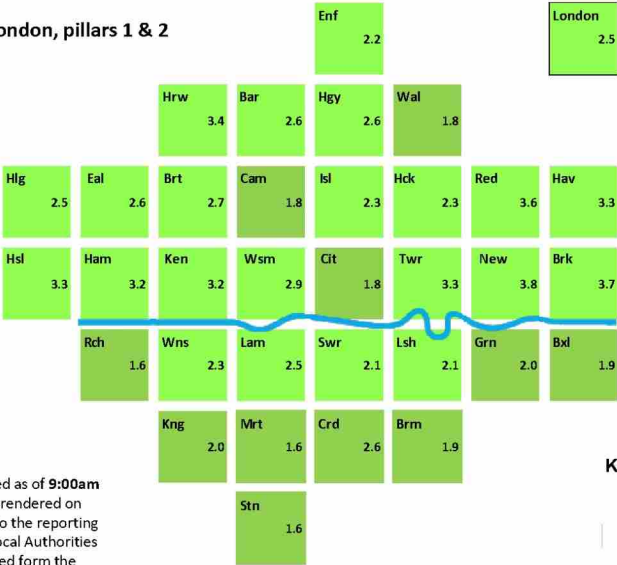**Key: 7-day testing rate per 100,000**

|	
0.0 - 99.9	
100.0 - 124.9	
125.0 - 149.9	
150.0 - 199.9	
≥200.0	
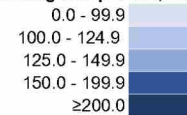
PERCENTAGE OF INDIVIDUALS TESTING POSITIVE

Weekly percentage, London, pillars 1 & 2

			Enf 2.2			London 2.5	
	Hrw 3.4	Bar 2.6	Hgy 2.6	Wal 1.8			
Hlg 2.5	Eal 2.6	Brt 2.7	Cam 1.8	Isl 2.3	Hck 2.3	Red 3.6	Hav 3.3
Hsl 3.3	Ham 3.2	Ken 3.2	Wsm 2.9	Cit 1.8	Twr 3.3	New 3.8	Brk 3.7
	Rch 1.6	Wns 2.3	Lam 2.5	Swr 2.1	Lsh 2.1	Grn 2.0	Bxl 1.9
	Kng 2.0	Mrt 1.6	Crd 2.6	Brm 1.9			
		Stn 1.6					

Key: 7-day positive test rate

0.0 - 1.0	
1.1 - 2.0	
2.1 - 3.9	
4.0 - 7.5	
>7.5	

Source: London SAR - Data updated as of **9:00am on September 9 2020**. Document rendered on September 9 2020 at 15:36. Due to the reporting delays for comparison between Local Authorities the most recent 4 days are excluded form the calculations of rates and moving averages. Data for specimens taken/outbreaks reported is between August 29 2020 and September 4 2020 (7 day).

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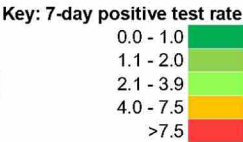
LONDON EPIDEMIC RESPONSE ESCALATION FRAMEWORK

| Epidemic Level	Borough 7-day cases per 100,000	Epidemic Phase	Key epidemic measures to be considered	Wider Local Authority actions	Wider Political leadership actions
1A	0 - 20	**Areas requiring watching brief**	**Testing and Contact tracing** **Community outreach** and support Mass media **campaigns** Reinforce **prevention** messaging **Support local readiness** including best-practice sharing **Input into assurance** of local readiness	**Lead incident response** and plan/implementation of actions Increase testing capacity Monitor and maintain test positivity <5% **Trace complex cases**, identify contacts, within scope of Tier 1b Lead delivery of local **public comms & engagement plan** Identify and plan for most vulnerable	Build **local outbreak readiness** incl. outbreak control plans Build **local capacity and capability** Ensure the necessary **local preventative actions** are enacted Proactively **monitor local data/analytics** feeds Ensure local schools, business, care homes COVID-secure Develop ad test **proposed escalation routes** and criteria
Regional Trigger point: London Regional rate >20 per 100,000			**Actions: Point for cross-regional assessment on epidemic evolution and agreement of enhanced regional or national NPIs to be considered and/or requested**		
1B	20 - 25	**Areas of national concern**	**All of the above plus:** Increase MTU access Widen Testing and screening options Targeted campaigns Strengthen CT activity Community Outreach	**Organise and scale up MTU** and testing activity Reduce test positivity <5% Ensure at **risk communities** engaged Monitor **care homes, hospitals, workplaces** for outbreaks	**Assure local readiness** incl. capability/capacity Work with PHE, NHSTT, JBC to implement **range of available interventions** a Draw on stakeholders to access **additional support** & resource Support **co-ordination across boundaries** including sub-regions
2	25 - 50	**Areas of enhanced support**	**All of the above plus:** Reintroduce epidemic controls Close settings driving epidemic Mandatory masks Restrict social contacts Restrict religious gatherings	**Scale up testing** rate to >500-1000 per 100,000 Manage **public communications** Support most **vulnerable communities** Consider use of **local authority powers** to reduce transmission risk Work with **sub-regional, regional and national** partners	Drive **E2E system readiness and optimise performance** Provide **integrated dashboards** to support local monitoring Proactively monitor data and **flag issues with regional and national** teams
Regional Trigger point: London Regional rate >40 per 100,000			**Actions: Point for cross-regional assessment on epidemic evolution and agreement of enhanced regional or national NPIs to be considered and/or requested**		
3	>50	**Areas of intervention**	**All of the above plus:** Consider local lockdown Target intervention dependent upon drivers	Lead delivery of local public comms & engagement plan Draw on stakeholders to access additional support & resource Support co-ordination across boundaries beyond a UTLA	Manage lifting/lowering of national restrictions as appropriate Provide guidance on demand to support local capacity build Parliamentary accountability for the health of the nation

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NHS LEADING INDICATORS: LONDON PICTURE 1

COVID risk assess call back 111 activity (to 5 September)   **Suspected COVID GP consultations NEL (to 4 September)**

Web and calls combined

Source: NHS 111 (1-day data lag)

Source: NEL Discovery (3-day data lag)
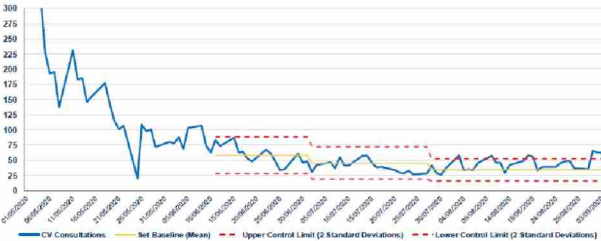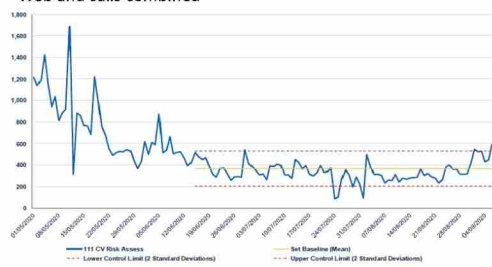
Based on calls and web activity with a risk assessed call back outcome

A spike in this metric occurred approximately 3 weeks ahead of the critical care peak

Previous fluctuations at weekends were due to data quality issues

There has been an upward trend in 111 risk assessment volumes over the last few weeks.
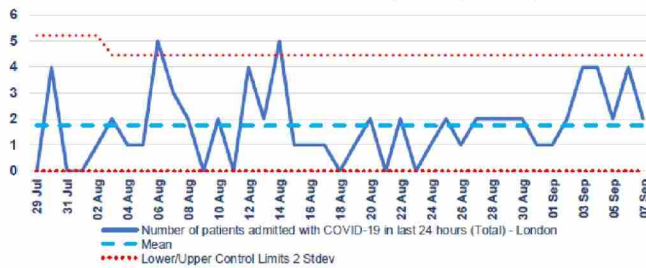Source: NHS

Discovery platform data available only for GPs in NEL and NWL

NEL has dipped having risen last week.

London overview 8 September 2020   16

NHS LEADING INDICATORS: LONDON PICTURE 2

Patients admitted with COVID-19 – London (to 7 September)

Number of patients admitted with COVID-19 in last 24 hours (Total) - London
Mean
Lower/Upper Control Limits 2 Stdev

Patients admitted with COVID are consistently fewer than 5-10 patients daily.

Change in London transit station footfall (to 1 September)

Source: Google Mobility (1-week data lag)
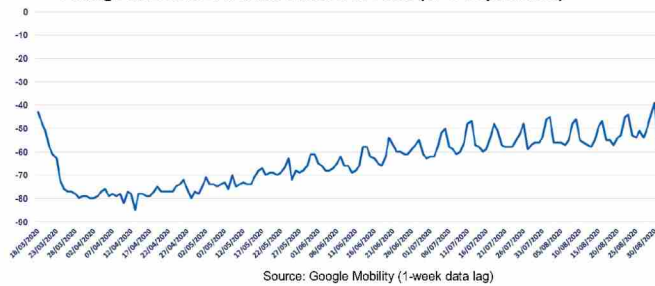
Footfall captured by Google Mobility expressed as a reduction from a pre-COVID baseline

Mobility at transit stations steadily increasing since mid April, with footfall higher at the weekends, but stabilised during August

Footfall has started to rise again over the last few weeks.

Source: NHS

LONDON PILLAR 1 TESTING ACTIVITY

	20-26 August	27 August - 2 September	3-9 September
Activity	75,536	72,987	86,848

- Source: NHS testing dashboard (note: activity volumes reported do not include activity from Roche labs/platforms and Colindale)

- 7 day positivity rate from London 27 August to 2 September = 2.2% (Pillars 1 and 2)

- Void and inconclusive tests are usually repeated so should be negligible

- Pillar 1 London turnaround time 6th September was 91.9% in 24 hours or less.

LONDON PILLAR 1 TESTING ACTIVITY

	20-26 August	27 August-2 September	2-8 September
Tests conducted at drive-through regional sites	24,402	20,267	11,481
Tests conducted at walk-through local sites	3,857	5,620	9,130
Tests conducted at MTUs	17,107	13,194	12,074
Home test kits sent	40,792	37,303	36,773
TOTAL	**86,158**	**76,384**	**69,458**

- Positivity: 2.7% for 7 days to 5 September (up from 1.4% previous 7 days)

- Void and inconclusive last 7 days to 5 September: 1.8% in London; 3.1% England

NHS Daily CV19 Dashboard excel spreadsheet – emailed from england.covid-sitrep@nhs.net
Positivity rates by region – daily FS reports (sharepoint)
Turn around time -

INQ000118968_0019

CONTACT TRACING IN LONDON: KEY MESSAGES

- Overall Test and Trace performance in London remains steady
  - case completion rate c80%
  - contact completion rate c60%

- Marked borough variation in case and contact completion rates

- Median time for case reported to contact completed has increased

- Locally supported contact tracing is mobilising in London boroughs:
  - Hackney, Newham, Southwark, Hammersmith and Fulham in first round
  - Kensington and Chelsea also likely to start due to increase in local rates
  - Working with all London boroughs that have expressed an interest to develop implementation plans over the coming months
  - Learning will be shared across boroughs and regular updates to this group on the impact of the local work

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LONDON COVID-19 SUMMIT

ASKS FROM LONDON

1. Agree the London COVID-19 **strategic escalation process**

2. Further support to increase **testing capacity** in London

3. Accelerate the on-boarding of additional London local authorities to the **locally enhanced contact tracing** programme

4. Maintain and support **strong, clear and consistent public facing messaging** to Londoners and nationally

5. Build upon lessons learnt from the resurgence of COVID-19 in other regions, clarifying the **tool-kit of available NPIs**, when best implemented and with what effect.

LONDON SUMMIT ON COVID-19

SUMMARY SLIDES ON ESCALATION, EPIDEMIOLOGY AND RESPONSE