Campus Management Framework for March – December 2021

Last updated 17 May 2021

BACKGROUND

A. UK Government COVID-19 Roadmap February 2021

The UK Government published its roadmap for easing the lockdown restrictions in England during the COVID-19 pandemic on 22 February.

At the core of the government’s strategy is the COVID-19 vaccination program, and at the time of writing the success of this, together with falling infections and hospitalisations, is allowing for the safe and gradual lifting of restrictions. It is anticipated that all adults will have received at least one dose of vaccine by 31 July 2021.

Current evidence suggests that vaccines will mean that fewer people will get COVID-19 and that those who do are far less likely to have a severe or life-threatening infection. However, there is some uncertainty, and continued success will depend on:

1. continuing successful rollout of the vaccine and high level of uptake
2. continuing evidence to show that vaccines are effective
3. no fundamental change in risk by vaccine-escape variants of the virus
4. the NHS’s ability to cope with any surge in cases.

Over the long term, COVID-19 is expected to transition from pandemic to endemic where it will reach stable and hopefully manageable levels with seasonal surges controlled by vaccinations and new therapeutics.

The government’s roadmap defines four phases of reducing restrictions starting from 8 March (Step 1) to no earlier than 21 June (Step 4). It should be noted that social distancing, along with other measures, such as the requirement to wear face masks, is likely to remain in place at least until Step 4 with the government review of just ahead of this phase.

B. Department for Education (DfE) Roadmap

In addition to the government’s Roadmap, the DfE updated its guidance for higher education in Spring Term 2021 on 22 February 2021 and updated further on 13 April 2021. The key elements of this, in addition to restrictions announced in January 2021 are:

1. January 2021: Return to face-to-face teaching for students on courses that have to be delivered in-person and which support the pipeline of future critical key workers

2. 8 March 2021: Return to face-to-face teaching for students who are studying practical or practice-based (including creative arts) subjects and require specialist equipment and facilities. In addition, return of students in exceptional circumstances, for example, where students do not have access to appropriate alternative accommodation, facilities, or study space, or where students need to return for health or safety reasons.

Providers are also to consider opening facilities to support the teaching and learning of those who fall into the categories above and those who have resumed in-person teaching and learning, but these should be maintained for essential use only wherever possible. COVID-19 safe library and study space provision is expected.

3. 13 April 2021: Return of remaining students not before 17 May 2021.
Research is not specifically mentioned in this DfE update. Research requiring presence on the campus has been possible to a limited extent (due to restrictions on occupancy resulting from the need for social distancing) since campus reopening in May 2020.

CAMPUS ACTIVITY FRAMEWORK

A. General Framework

The UK government’s COVID-19 Alert status defines the pandemic stages and measures necessary for control (Figure 1, top panel). University activity that may be possible during each alert level based on our experience to date is shown in Figure 1, bottom panel. The current (March 2021) COVID-19 alert is level 4. The full University framework is shown in Appendix 1.

B. Assumptions & Implications for March –December 2021

a. The COVID-19 epidemic is likely to be in general circulation for several months with at least moderate risk of transmission and in the future, likely to become endemic.

   COVID-19 will remain a risk to the health of our students and staff for the foreseeable future.

b. The UK Government Alert Status is unlikely to drop below Level 3 before July 2021 and thus social distancing along with other COVID-secure measures will be required at least until then.

   We are unlikely to have pre-pandemic levels of University activity before July 2021.

c. The UK Government Alert Status/Restrictions may vary locally or nationally which require flexibility and agility to implement changes rapidly to activity on the campus.

   Through the last year, we have acquired sufficient experience and know-how to be able to do this and should be able to respond to changing conditions.

d. If the Government strategy to contain the epidemic is successful, there is a possibility of a return to normal or near-normal activity in late summer or by the start of the new academic year. However, modelling suggests that there is a possibility of a resurgence of the epidemic due to vaccine-escape variants, seasonal changes, or vulnerability of the non-immunised population. The impact of any potential surge is uncertain. The number of cases may increase but there may be no corresponding increase in the number of severe or life-threatening infections (as with seasonal flu) due to the success of the vaccines in preventing these. It is unlikely activity will be significantly restricted in this situation. Alternatively, if there is an emergence of one or more significant vaccine-escape variants, then the conditions may require a more significant restriction of activity.

   Planning needs to account for these different possibilities.

C. University Activity Mapped to UK Government Roadmap:

University activity that may be possible during this period according to the Government’s Roadmap is shown in Appendix II. Further student return will depend on further DfE guidance.

It should be noted that progression to the next step in each case is subject to review and the dates shown are the earliest by which the changes may be implemented.

D. University Activity – Academic Year 2021/22

As outlined above, we need to plan (particularly in timetabling spaces) for unrestricted activity as well as variably restricted activity (similar to the situation we have experienced since March 2020). It is difficult to know in advance what restrictions may be imposed and how they will impact University activity; however, our experience of the previous year will allow us to adapt to most scenarios relatively quickly. The framework in Figure 1 what activity is likely to be possible at the
different levels of COVID-19 Alert Status based on our experience since March 2019. The earliest we will be able to predict with any confidence the conditions for the 1st semester is July 2021.
# COVID-19 Alert Levels

<table>
<thead>
<tr>
<th>UK Government COVID-19 Alert Level</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 As level 4 and there is a material risk of healthcare services being overwhelmed</td>
<td>Social distancing and severe restrictions</td>
</tr>
<tr>
<td>4 A COVID-19 epidemic is in general circulation; transmission is high or rising exponentially</td>
<td>Social distancing continues with restrictions.</td>
</tr>
<tr>
<td>3 A COVID-19 epidemic is in general circulation</td>
<td>Gradual relaxation of restrictions and social distancing measures</td>
</tr>
<tr>
<td>2 COVID-19 is present in the UK, but the number of cases and transmission is low</td>
<td>No or minimal social distancing measures; enhanced testing, tracing, monitoring and screening.</td>
</tr>
<tr>
<td>1 COVID-19 is not known to be present in the UK</td>
<td>Routine international monitoring</td>
</tr>
</tbody>
</table>

# University Framework For Campus Management

<table>
<thead>
<tr>
<th>UK Government COVID-19 Alert Level</th>
<th>University Activity Permitted/Likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 As level 4 and there is a material risk of healthcare services being overwhelmed</td>
<td>Essential services, research, F2F teaching for students on courses which support the pipeline of future critical key workers; availability of limited library &amp; study spaces; COVID-19 testing if available</td>
</tr>
<tr>
<td>4 A COVID-19 epidemic is in general circulation; transmission is high or rising exponentially</td>
<td>As above plus increased in-person teaching provision and availability of library and study spaces; COVID-19 testing if available</td>
</tr>
<tr>
<td>3 A COVID-19 epidemic is in general circulation</td>
<td>As above plus increased in-person teaching provision and availability of library and study spaces; COVID-19 testing if available</td>
</tr>
<tr>
<td>2 COVID-19 is present in the UK, but the number of cases and transmission is low</td>
<td>Return of all most activity with no minimal social distancing; COVID-19 testing if available</td>
</tr>
<tr>
<td>1 COVID-19 is not known to be present in the UK</td>
<td>Normal functioning</td>
</tr>
</tbody>
</table>
Appendix 1 - UNIVERSITY FRAMEWORK FOR CAMPUS MANAGEMENT

GOVERNANCE AND ACCOUNTABILITY

The Campus Management Group is chaired by Professor Nalin Thakkar (Vice-President for Social Responsibility). The Group evolved from the Campus Reopening and Corporate Support Group and has overseen the safe reopening and operation of the University campus and delivery of mass COVID testing for students and staff.

The Group was previously accountable to Transition Steering Group but now is accountable to the Senior Leadership Team. The membership consists of:

- Chair: Nalin Thakkar, Vice-President for Social Responsibility
- Deputy: Diana Hampson, Director of Estates and Facilities
- Project Manager: Jane Pinder
- Judy Williams, Associate Vice-President for Teaching and Learning
- Melissa Westwood, Associate Vice-President for Research
- Junior Usina, Students’ Union Representative
- Academic Faculty Representatives: Chris Hardacre (FSE), Martin Evans (HUMS), Tony Heagerty (FBMH)
- PS Faculty Representatives: Dani Murtagh (FSE), Nicola Sheehan (HUMS), Sharon Grant (FBMH)
- Arpana Verma, Head of Division, Division of Population Health, Health Services Research & Primary Care
- David Barker, Director of Compliance and Risk
- Angus Hearmon, Director of IT Services
- Karen Heaton, Director of Human Resources
- Simon Merrywest, Director for Student Experience
- Vicky Ackerley, Director of Sport & Residential Services
- Phil Barley, Director of Special Projects, Compliance & Risk
- Katy Woofenden, Associate Director, UoM Libraries
- Jamie Brown, Head of Communications
- Patrick Seechurn, Head of Safety Services
- April Lockyer, Head of Research Governance, Ethics and Integrity

PRINCIPLES FOR CAMPUS MANAGEMENT

a. Prime consideration of students’ and staff safety & wellbeing
b. Decisions & actions informed by scientific evidence, and by guidance from UK government, Health and Safety Executive & local Director of Public Health.
c. Consensus on business-critical activity for prioritisation in periods of restriction.
d. All activity subject to thorough risk assessments.
e. Transparent & impartial decision-making, and stakeholder engagement.
f. Local decision-making using University Framework.

COVID-19 SECURE MEASURES

- All activity subject to risk assessment
- Appropriate guidance and induction
- Appropriate guidance for COVID-19 vulnerable staff
- Social distancing
  - 2m with defined exceptions where reduced to ‘1m+’ with mandatory face coverings.
- Common areas with signage and floor markings.
- Buildings with defined entrance/exits, one-way systems, signage, lift usage etc
- Reduced occupancy to be managed by rota working (locally determined).
- Work ‘bubbles’: working in small defined and non-overlapping teams - to be locally determined and unlikely to be possible with students or in some work areas.
- Face coverings in indoor common areas, teaching rooms, multi-user laboratories and multi-user offices (mandatory)
- Hand sanitisers near common touchpoints and individual areas
- Adequate handwashing facilities
- Adequate ventilation
  - Adjusting ventilation recirculation systems, where air taken from a room and conditioned (e.g. heated/cooled/filtered) via central air-handling plant and returned to the room, to operate on full fresh air only
  - Adjusting air heat recovery units (thermal wheels/heat exchangers) to either off or bypass where appropriate.
  - Increasing ventilation plant operating periods by starting earlier and shutting off later by two hours. This will provide purge and flush of the air in spaces they serve.
  - Altering ventilation systems based on occupancy levels (e.g. carbon dioxide levels), to maintain higher ventilation levels continuously.
  - Adjusting central toilet extract ventilation systems to run continuously
  - Based on current HSE guidance, local recirculation units (including air conditioning units), can remain in operation, as long as there is an adequate supply of fresh air and ventilation. Therefore, local air conditioning systems (heat pumps and fan coils units) remain unchanged.
- Sanitisation
  - Common areas (managed by Estates and Facilities) and local areas (managed locally)
  - Personal work areas & equipment (managed individually)
  - Plans for isolation and deep cleaning of potentially contaminated areas

AGREED BUSINESS CRITICAL ACTIVITY ON CAMPUS DURING PERIODS OF RESTRICTIONS

a. Teaching & Learning
- As much as possible within COVID-secure occupancy, social distancing and in keeping with DfE guidance.
- Prioritisation by Teaching and Learning Group
- Preparation and delivery of online teaching
- Delivery of small group face-to-face teaching, including practical classes
- Library, computer clusters and study spaces (library and non-library)

b. Research & Innovation
- As much as possible within COVID-secure occupancy, social distancing and in keeping with DfE guidance.
- Prioritisation by Research Strategy/Operations Group
- Library

c. Student services and student experience
- Some student administrative services
- Occupational Health Service
- Counselling and Mental Health Service
• Disability Advisory and Support Service
• Advice and Response and some School Support team provision
• Sport
• Student Union Support and Services
d. Campus Core services
• Estates and Facilities including residences
• Safety Services
e. Office-based activity
• Campus presence required/essential (research, teaching or administration)
• Required for wellbeing
• Leadership (limited access)
f. Business Travel
• Essential only
• Fieldwork
• Student placements
<table>
<thead>
<tr>
<th>ALERT LEVEL</th>
<th>4</th>
<th>4/3</th>
<th>3</th>
<th>2</th>
<th>MIN/NON</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSM¹</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>MIN/NON</td>
<td></td>
</tr>
<tr>
<td>Roadmap</td>
<td>Step 1</td>
<td>Step 2*</td>
<td>Step 3*</td>
<td>Step 4*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8 March</td>
<td>29 March</td>
<td>≥12 April</td>
<td>≥17 May</td>
<td>≥21 June</td>
</tr>
<tr>
<td>Research</td>
<td>Current level</td>
<td>Current level</td>
<td>Current level</td>
<td>Current level</td>
<td>Normal</td>
</tr>
<tr>
<td>Teaching &amp; Learning</td>
<td>F2F teaching for students on courses which:</td>
<td>No change</td>
<td>No Change</td>
<td>Possible return of remaining students</td>
<td>Normal</td>
</tr>
<tr>
<td></td>
<td>1. support the pipeline of future critical key workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. studying practical or practice-based (including creative arts) subjects and require specialist equipment and facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Return of students in exceptional circumstance²</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>Access for 1. above students 2. students already on campus 3. researchers</td>
<td>No change</td>
<td>No change</td>
<td>No change</td>
<td>Normal</td>
</tr>
<tr>
<td>Study Spaces</td>
<td>Access for 1. above students 2. students already on campus 3. researchers</td>
<td>No change</td>
<td>Increased access</td>
<td>Increased access</td>
<td>Normal</td>
</tr>
<tr>
<td>Office Spaces</td>
<td>For staff accessing campus for research or teaching</td>
<td>No change</td>
<td>No change</td>
<td>Increased presence (subject to CSM)</td>
<td>Managed Campus Working</td>
</tr>
<tr>
<td></td>
<td>Selected PS administrative and facilities &amp; estates staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leadership Team (limited)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports</td>
<td>Access to outside space for exercise</td>
<td>Organised outdoor activity</td>
<td>Gym-individual use only</td>
<td>Organised indoor sports facilities including fitness classes</td>
<td>Normal</td>
</tr>
<tr>
<td>Catering</td>
<td>Limited and take-away service except residences.</td>
<td>No change</td>
<td>Increased provision</td>
<td>Increased provision</td>
<td>Normal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Not limited to take-away service</td>
<td></td>
</tr>
<tr>
<td>Social Spaces</td>
<td>Explore access to organised outside space³</td>
<td>No change</td>
<td>Organised outdoor space⁴</td>
<td>Organised indoor space⁴</td>
<td>Normal</td>
</tr>
<tr>
<td>COVID-19 Testing</td>
<td>2 tests/week for staff, students and visitors</td>
<td>No change</td>
<td>On site &amp; home testing</td>
<td>TBC⁵</td>
<td>TBC⁵</td>
</tr>
<tr>
<td>Domestic Travel</td>
<td>Essential only</td>
<td>Essential only</td>
<td>Essential only</td>
<td>Possible</td>
<td>Yes</td>
</tr>
<tr>
<td>Overseas Travel</td>
<td>Essential only</td>
<td>Essential only</td>
<td>Essential only</td>
<td>Possible⁶</td>
<td>Possible⁶</td>
</tr>
<tr>
<td>Events</td>
<td>None</td>
<td>No change</td>
<td>No change</td>
<td>No change</td>
<td>Normal</td>
</tr>
</tbody>
</table>

¹No earlier than 5 weeks before preceding step and subject to review.
²COVID-19 Secure Measures (CSM)
³For example, where students do not have access to appropriate alternative accommodation, facilities or study space, or where students need to return for health or safety reasons.
⁴Limited to single household
⁵Limited to 6 or two households
⁶To be confirmed
⁷Will be subject to conditions (vaccine certification, tests, permitted destinations etc)