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PART A – Outbreak Response

1. Our approach to Outbreak Response

1.1 Our approach to outbreak response is based on the following principles:

- **Monitor** – maintaining awareness of what is happening within the Durham University community, the wider local area and at a national level.

- **Analyse** – analyse the data and information to understand where further action may be required.

- **Decide** – using the Outbreak Response plan as a guide, decide on the appropriate actions in the situation.

- **Act** – take the agreed course of action for the situation whilst maintaining our agility to change course as the situation requires.

2. Government approach to managing local outbreaks

2.1 **Monitoring**: Joint Biosecurity Centre (JBC) and Public Health England (PHE) examine data on spread and people’s behaviour across country and identify emerging trends and rising case numbers. Local data shared with Directors of Public Health (who will also consider local factors). Also available to public.

2.2 **Engagement and communication**: if monitoring suggests problems, JBC and PHE will engage local authority to generate joint understanding of problem and solutions. Early communication and engagement with local community is key to avoid tougher measures.

2.3 **Testing**: Substantial testing capacity is being developed nationwide and this should provide the ability to target capacity at local areas in order to support emerging outbreaks as appropriate. Scaled-up testing at a local level, combined with contract tracing through NHS Test and Trace and the local PHE Health Protection Team, will seek to implement control measures as rapidly as possible to slow the spread.

2.4 **Local restrictions**: if virus continues to spread, local authority or government can restrict activities at particular locations and close individual premises. This will be combined with local testing of contacts.

2.5 **National intervention**: if previous measures have proven not to be enough, government can put in place further measures - shutting business venues, closing schools or year groups, asking people to stay at home or restrict their movement. Measures tailored to specific circumstances and reviewed at least every 2 weeks.
3. **Local area designation; escalation/progression and risk**

3.1 The Government’s Contain Framework outlines the following escalation process for a local area. Further detail on the assumptions that have been made on how these designations may impact on our operations is included in Part B. These assumptions have been developed in consultation with Durham County Council Public Health and Civil Contingencies Unit.

- **Concern** - watch list of areas with highest prevalence, local targeted action under way; additional testing, increased engagement with high risk groups

- **Enhanced support** - at medium/high risk of intervention, more detailed plan agreed with national team, additional resources provided to support local team; epidemiological expertise, extra mobile testing capacity

- **Intervention** - divergence from measures in rest of England because of significance of spread, detailed action plan in place, local resources augmented with a national support

4. **Escalation to an Outbreak Control Team**

4.1 Durham University’s response to a cluster, or an outbreak, will be in consultation with PHE and DCC Public Health:

- A multi-agency Outbreak Control Team (OCT) will be convened by PHE’s Health Protection Team, when deemed necessary, following notification from PH that they have received a report of two or more linked cases of Covid-19 within a 14-day period
- The university will work closely with the Director of Public Health and the Health Protection Assurance Board and PHE if an Outbreak Control Team is required.
- Template Terms of Reference and membership, agendas, action and decision logs and update forms are all in place

Additional local communications and mitigation measures may be agreed with partners and employees, informed by:

- Internal reporting of suspected or positive cases, through the process identified in Section 10. The University will ensure that all suspected cases that it is made aware of report to NHS Test and Trace.
- Observation of student behaviours and COVID-19 compliance.
5. **Single Points of Contact**

5.1 The following are the agreed Single Points of Contact (SPOC) between PHE, DCC Public Health and Durham University for information and intelligence sharing:

- Public Health England - CovidOutbreakManagement@durham.gov.uk
- Durham University – information.centre@durham.ac.uk (Mon-Fri 9am-5pm)
  University Security 0191 3342222 (out of hours)

6. **Role of the Incident Control Centre (ICC)**

6.1 The ICC is resourced Monday-Friday 9am-5pm, whilst the Covid-19 Planning Group remains stood up and there is a risk of outbreak on campus, with the capability to move to 24/7 operating hours at short notice as outlined in the Crisis Management Plan and supporting Aide Memoire.

6.2 The role of the ICC in Outbreak Response is to provide a central information management point; receiving, storing and disseminating information both externally and internally, as appropriate.

7. **Reporting systems**

7.1 **Staff Reporting**

- Staff members are asked to report their symptoms and book a test through the NHS, as a matter of priority.
- Staff members are then asked to report their absence, due to suspected or confirmed Covid-19, to their line manager.
- Line managers should follow the steps outlined in the guidance poster and use the Oracle web form to report this.
- Students / staff in close contact with suspected or confirmed cases will be informed through either the line manager, or ICC as appropriate, and asked to self-isolate in line with NHS guidance.
- The Oracle web form will notify the appropriate internal contacts, such as the ICC and Housekeeping, Cleaning and General Services.

7.2 **Student Reporting**

- Students are asked to report their symptoms and book a test through the NHS, as a matter of priority.
- Students are then asked to report whether they are self-isolating, displaying symptoms or have received a confirmed test result for Covid-19, using a web form in Banner, following the steps outlined in the guidance poster (insert link when published)
- The Banner web form will simultaneously notify the appropriate college Student Support Office and the ICC.
- The college will take the appropriate response steps to support the wellbeing of the student (as identified in Section 15) and will follow normal student
absence protocols to notify the student’s department that they are unable to attend teaching.

- Students / staff in close contact with suspected or confirmed cases will be informed through either the College, or ICC as appropriate, and asked to self-isolate in line with NHS guidance.
- The ICC will notify additional internal departments who may need to be aware, for example Housekeeping, Cleaning and General Services.

7.3 ICC and Information Management

- The web forms from Banner and Oracle feed into an internal reporting system, PowerBI, which the ICC team will manage on a day to day basis.
- The PowerBI system produces daily dashboard reports which highlight any potential clusters or outbreaks as they are reported.
- The daily dashboard will be used by Business Resilience to produce a daily assessment report for CPG.
- An automated report is generated from PowerBI, on a daily basis, to report new case information to PHE, as outlined in the Joint Working Agreement. This helps ensure we are sharing intelligence and identifying potential issues early.
- Using the Power BI daily dashboard report, potential outbreaks will be identified early and this intelligence will be shared with PHE and DCC Public Health. Business Resilience will liaise with PHE and our DCC Public Health SPOC and if in agreement, an Outbreak Control Team will form.
- PHE will share information and intelligence with the ICC as the agreed SPOC for the University. As mentioned earlier, if intelligence comes through out of hours, this will be via University Security. PHE will initiate the formation of the Outbreak Control Team with Business Resilience coordinating University membership.

8. Decision Making

The following diagram is provided to support decision making, following notification of a suspected or confirmed case of Covid-19:
9. **Invocation of the Outbreak Response Plan (core operating hours)**

9.1 Following notification from the ICC of a potential cluster or outbreak, either identified internally or following notification from PHE, the ICC will notify the on call Business Resilience Manager.

9.2 Business Resilience will coordinate the formation of the University’s representation on the Outbreak Control Team. Business Resilience will also notify the Chief of Staff and on call SILVER (unless SILVER responsibilities have been subsumed by the Chief of Staff following invocation of the Crisis Management Plan).

9.3 The Outbreak Control Team will form using the principles outlined in the Major Incident Response Plan (MIRP) plan on a page for infectious outbreaks with suggested membership, both internal and external, as follows:

- Outbreak management lead: As identified by Local Health Protection Assurance Board (external)
- Public Health England Health Protection Team (external)
- Student Support and Wellbeing
- HR (if staff may be impacted)
- College, including operations representative (if students may be impacted)
- Department (if specific to a building, or small number of buildings)
- H&S
- Occupational Health
- Business Resilience
- Marketing and Communications
- Representative from the ICC
- Environmental Health Officers (Community Protection Service): Joanne Wallers (Joanne.Waller@durham.gov.uk) (external)
• Infection Prevention and Control Team (registered nurses) in the CCG: generic inbox necsu.ddesinfectioncontrol@nhs.net (external)
• Information intelligence analysts (external)

The following areas will need to be notified and consulted with if appropriate:
• International Office (optional depending on situation)
• Academic Office
• Estates and Facilities (including Accommodation and Commercial Services)
• CIS

9.4 The Outbreak Control Team will report to the DCC Health Protection Assurance Board and internally, the CPG Lead, keeping the Chief of Staff updated at all times.

9.5 Public Health England Health Protection Team will chair the Outbreak Control Team and will lead on all communications in the event of an outbreak, including our internal communications.

9.6 The University may be asked to share information with Public Health England and local authority Public Health. This information may have been either captured by the ICC (details of the staff or student reporting for example) or information held locally by departments (visitor lists for example) or Colleges (details of others in the household). Staff and student privacy notices, and college and departmental visitor sign in processes have been updated to reflect this.

10. Invocation of the Outbreak Response Plan (out of hours)

10.1 PHE may inform the University of a suspected, or confirmed, cluster or outbreak out of hours. The agreed out of hours contact is University Security 0191 3342222, who will immediately notify the on call Business Resilience Manager.

10.2 The on call Business Resilience Manager will notify the on call SILVER, who in turn will notify the on call GOLD (unless the Chief of Staff and CPG Lead have taken on call responsibility, as outlined in the Crisis Management Plan).

10.3 The on call Business Resilience Manager will coordinate the out of hours membership of the Outbreak Control Team in the first instance, with membership as follows, as agreed with Public Health England:
• College Student Support on call officer
• College Operations on call officer
• Business Resilience on call officer
• Marketing and Communications on call officer
• Durham County Council Public Health (external)
• Public Health England Health Protection Team (external)

The following areas may need to be consulted with and asked to support if required:
• Estates and Facilities on call officer (if buildings or areas need to be closed to prevent further access)

10.4 The out of hours Outbreak Control Team will hand over to the full team at the point of transition to normal operating hours, with consistency in membership where possible.

11. Testing Arrangements

11.1 The University has worked closely with DCC and the LRF and have commitment that a testing facility, for those displaying Covid-19 symptoms, is to be located in Durham City Centre throughout the academic year. This is to ensure students, staff and the wider community living in the City Centre and without their own transport are able to walk to a testing facility without having to use public transport. As outlined in our guidance documents, staff and students are advised to book a test through the NHS, in line with national guidance.

11.2 A number of saliva Covid-19 tests can be available to symptomatic students, through their college, should they find they are unable to book a test through the NHS. The processing of this test is through a private testing company. Results from these tests are included in our data feed to PHE to ensure we are sharing intelligence.
12. Response

12.1 For the purpose of planning, the following scenarios have been considered in the response matrix, in consultation with Durham County Council Public Health. The scenarios could be experienced as discrete situations or as a progressing situation.

- No clusters or outbreaks detected and no reports of self-isolation amongst students.
- A household/segment in college accommodation, or a household in private accommodation, in self isolation.
- An individual college in self isolation, or ‘lockdown’, due to a potential or confirmed outbreak.
- An academic department in lockdown, with the building closed.
- A local area lockdown (details of what we might expect in a local area lockdown are described in 12.4)
- Considerations for transition out of lock down.

12.2 CPG Lead, or on call Gold if urgent action is required out of hours, will make sanction the agreed level of response from the matrix below, based on recommendations from the OCT.

12.3 There might be occasion where PHE or DCC PH make a request for Durham University to take further action, using the matrix to guide the level of response, for example, in the event of a local area lockdown. This would be carried out by the OCT, on behalf of the CPG Lead, or on call Gold if out of hours.

12.4 Following consultation with Durham County Council Civil Contingencies Unit and Public Health and based on past precedent with lock lockdown situations, the following assumptions have been made to support our planning:

- The sliding scale of measures identified in the Government’s Contain Framework are based on local authority areas i.e. Durham County. However, at the top level of ‘Intervention’, when central Government may step in with additional restrictions, it is unlikely that these restrictions would be in place consistently across the entire geographical area of Durham County.
- In the event of Durham County reaching the level of ‘Intervention’, we may find ourselves in a situation where additional restrictions are in place in and around Durham City itself but that staff travelling from further afield may not be subject to the same level of restrictions.
- In all cases of ‘Intervention’ in England so far, there has been no situation where restrictions on the movement of individuals to attend work, if their employer has deemed that they cannot fulfil their role from home.
- Restrictions have however been placed on social activities and household mixing, which has been considered in the responses below.
- Our close working with PHE and DCC PH will mean that, even if an outbreak on campus continues to escalate despite the mitigation work, we would move
through the scale of the Contain Framework and can assume a minimum of 7 days before the area reaches the level of ‘Intervention’.

12.5 The CPG has overall governance of the response process and is responsible, through the OTC, for providing advice and support to individual departments on their actions. The CPG also provides UE with situation updates and updates them of current and potential issues of strategic importance.

13. Teaching

13.1 The government’s Local Action Committee command structure may recommend some level of restriction to higher education provision in areas that are designated as areas of intervention. In such a situation, restrictions will be implemented in a phased manner - the key aim being to retain face-to-face provision where it is possible to do so safely.

13.2 The Teaching Recovery Group has outlined the University’s approach to adjusting the method by which teaching will be delivered across the scenarios outlined in the Response Matrix part of this document. This approach is in line with the ‘tiers of restriction’ that are outlined in the Government’s guidance document for higher education on re-opening buildings and campuses, the approach to teaching.

14. Research

14.1 The Research Recovery Group has coordinated second wave planning with the Phase 2 departments that have determined that on-site access to facilities is critical to delivery of their research.

14.2 This has led to Departmental research contingency plans that outline actions to be taken within the anticipated range of lockdown scenarios and sets out detailed plans for resourcing research activity (both staff and materials) during these circumstances.

14.3 These plans are held by Heads of Department and will be invoked, as required, as part of the response to an outbreak on campus or a local lockdown scenario. It is assumed that the Departments that are returning to site during Phase 3 would return to working from home in future lockdown scenarios.

(*Phase 2 Departments: Anthropology, Archaeology, Biosciences, Business School, Chemistry, Computer Science, Earth Sciences, Education, Engineering, Geography, Mathematical sciences, Physics, Psychology, Sport and Exercise Sciences and University Library and Collections.)
## 15. Outbreak Response Matrix

<table>
<thead>
<tr>
<th>Potential Scenarios</th>
<th>Cluster / Outbreak affecting corridor, or block within a College or a liver out household</th>
<th>Cluster / Outbreak affecting an entire College</th>
<th>Cluster / Outbreak affecting an entire academic department</th>
<th>Local lockdown affecting entirety of campus and local area</th>
<th>Considerations for transition out of lockdown</th>
<th>Subgroup &amp; Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>No clusters detected</td>
<td>Where possible, staff may be required to work from home. The impact on staff required to work within that area must be assessed by local managers with their H&amp;S BP. This will include the need for colleagues to continue working in that area (following a deep clean), any additional mitigations for working in an area with an outbreak e.g. additional PPE/amended ways of working where there are students in residence who have tested positive. Duties or ways of working may have to alter temporarily to reduce risks. Consideration must be given to whether any colleagues at higher risk should be temporarily redeployed to another location or be instructed that they must work from home. If fewer (or no) staff are required, consideration must be given to whether any colleagues at higher risk should be temporarily redeployed to another location or be instructed that they must work from home.</td>
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<tr>
<td>Theme – HR &amp; Staff Welfare</td>
<td>Staff continue to work from home unless their role is required on campus or their manager directs them to return to campus following completion of the return to campus checklist. University determines how best to create ‘new normal’ working arrangements such as some hybrid working.</td>
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<tr>
<td>ORP01</td>
<td>Potential changes to the staff who may be required on site and the locations they may be required in.</td>
<td>Staff continue to work from home unless their role is required on campus or their manager directs them to return to campus following completion of the return to campus checklist. University determines how best to create ‘new normal’ working arrangements such as some hybrid working.</td>
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| ORP02 | Potential changes to the level of risk to staff with health conditions. | The return to campus checklist and the return to campus for staff at higher risk guidance continues to be followed. | Staffing requirements are reviewed so that only those staff who are required are asked to work in the affected location(s).  
Risk assessments and the return to campus for staff at higher risk guidance is reviewed for staff working in that area to determine who identified to their manager as being at higher risk.  
Where the outbreak places staff at additional risk and that risk cannot be adequately mitigated: Staff may be asked to work in alternative locations or to undertake alternative duties. In some cases, staff may be required to work from home.  
There must be ongoing dialogue with staff to consider concerns and any anxieties.  
If staff need to be redeployed or to work from home, other staff may have to be moved around to fill roles. | Staffing requirements are reviewed so that only those staff who are required are asked to work in the affected location(s).  
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If staff need to be redeployed or to work from home, other staff may have to be moved around to fill roles. | Staffing requirements will be reviewed so that those staff who are required are asked to work in the affected location(s), along with any staff who wish to continue working if it is agreed that this is Covid-safe and their work should continue.  
Risk assessments and the return to campus for staff at higher risk guidance is reviewed for staff working in that area to determine who identified to their manager as being at higher risk.  
Where the outbreak places staff at additional risk and that risk cannot be adequately mitigated: Staff may be asked to work in alternative locations or to undertake alternative duties. In some cases, staff may be required to work from home.  
There must be ongoing dialogue with staff to consider concerns and any anxieties.  
If staff need to be redeployed or to work from home, other staff may have to be moved around to fill roles. | Lessons should be learnt from the national lockdown in that we may be better served if buildings are not closed in their entirety. Maintaining an open campus will require additional staff on site.  
All other staff members will be required to work from home, where this is possible. Staff may be required to undertake alternative duties that are commensurate with their role and grade to enable them to work from home.  
The return to campus checklist and the return to campus for staff at higher risk guidance continues to be followed. | Operations Sub-group  
HR and Occupational Health |
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<th><strong>ORP03</strong></th>
<th>Ongoing need to ensure that staff receive appropriate and timely communication and are clear regarding what is required of them.</th>
<th>FAQs and guidance information on the website keep staff up-to-date.</th>
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<td><strong>ORP04</strong></td>
<td>Ongoing need to be responsive to changes to government guidance and ensuring that channels are in place to communicate with staff and managers quickly.</td>
<td>Changes to government guidance will be reflected in changes to practice.</td>
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**Theme – Student Welfare**

<table>
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<tr>
<th><strong>ORP05</strong></th>
<th>Student support is delivered through a matrix model of face-to-face interventions and online for the duration of the 2020/21 academic year.</th>
<th>Identify students affected via Banner and other University records.</th>
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<td></td>
<td>Maintain situational awareness.</td>
<td>Offer welfare support to the students via their College in the first instance (staff in the College Student Support Office). The College student support teams may need to be supplemented to deal with the volume of students impacted. Can be delivered online.</td>
<td>Referral to other specialist services if required. Can be delivered online.</td>
<td>Identify students affected via Banner and other University records.</td>
<td>Offer welfare support to the students via their College in the first instance (staff in the College Student Support Office). The College student support teams may need to be supplemented to deal with the volume of students impacted. Can be delivered online.</td>
<td>Referral to other specialist services if required. Can be delivered online.</td>
<td>Re-establishment of full face-to-face services delivered in the Palatine Centre via a mixed model of delivery.</td>
<td>Colleges and Wider Student Experience Sub-group</td>
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<tr>
<td></td>
<td>Online support is available.</td>
<td>Protocol needed for face-to-face interventions with students in a Support/welfare capacity.</td>
<td>Identify students affected via Banner and other University records.</td>
<td>Offer welfare support to the students via their College in the first instance (staff in the College Student Support Office). The College student support teams may need to be supplemented to deal with the volume of students impacted. Can be delivered online.</td>
<td>Referral to other specialist services if required. Can be delivered online.</td>
<td>Re-establishment of full face-to-face services delivered in the Palatine Centre via a mixed model of delivery.</td>
<td>Colleges and Wider Student Experience Sub-group</td>
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<tr>
<td>Re-establish limited face-to-face provision in Colleges.</td>
<td>May be a requirement for staff to visit a corridor/household if a student(s) are in particular distress or have a medical condition that makes them anxious re C-19.</td>
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<tr>
<td>Re-establish a student services presence in the Palatine Centre from mid-September 2020.</td>
<td>Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the students affected and concerned stakeholders (parents etc.).</td>
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<tr>
<td>Promote availability of services to incoming and returning students.</td>
<td>Student(s) may become seriously ill/die. Will require liaison/engagement with the family. Protocols established in the MIRP.</td>
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</table>

Regular welfare checks undertaken with all students impacted.

Referral to other specialist services if required. Specialist student support may need to be supplemented to deal with the volume of students impacted and the diversion of resource from other work. Can be delivered online.

May be a requirement for staff to visit a student(s) if they are in particular distress or have a medical condition that makes them anxious re C-19.

Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the wider student body.

Student(s) may become seriously ill/die. Will require liaison/engagement with the family. Protocols established in the MIRP.

Additional resource requirements/interventions escalated via the PVC Colleges and WSE and the Director of Student Support and Wellbeing.

Regular welfare checks undertaken with all students impacted.

Referral to other specialist services if required. Specialist student support may need to be supplemented to deal with the volume of students impacted and the diversion of resource from other work. Can be delivered online.

May be a requirement for staff to visit a student(s) if they are in particular distress or have a medical condition that makes them anxious re C-19.

Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the students affected and concerned stakeholders (parents etc.).

Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the wider student body.

Student(s) may become seriously ill/die. Will require liaison/engagement with the family. Protocols established in the MIRP.

Additional resource requirements/interventions escalated via the PVC Colleges and WSE and the Director of Student Support and Wellbeing.

May be a requirement for staff to visit a corridor/household if a student(s) are in particular distress or have a medical condition that makes them anxious re C-19.

Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the students affected and concerned stakeholders (parents etc.).

Communication with Public Health and local GPs critical to ensure that key health and welfare messages can be communicated directly to the wider student body.

Engagement with external parties required in relation to the wellbeing of students: parents, local residents, media etc. critical. Establish the caring face of Durham University.

Student(s) may become seriously ill/die. Will require liaison/engagement with the family. Protocols established in the MIRP.

Additional resource requirements/interventions escalated via the PVC Colleges and WSE and the Director of Student Support and Wellbeing.
<table>
<thead>
<tr>
<th>Theme – College Operations</th>
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</table>

| ORP06 | Maintain current operational processes. Formation of households and segments remain linked, with no social distancing required. | For outbreak (symptomatic and/or confirmed case) within a household, the associated segment would disband. ACTION – communication needed to all students within affected segment. Key themes:

Students would need to self-isolate for 14 days, or until a negative result was received from the individual reporting symptoms.

Advise students of the need to avoid contact with other members of the household, as far as practically possible.

Students will need to socially distance with members of their household, and develop a rota for the usage of shared facilities; bathroom, kitchen etc.

All students self-isolating will receive an Ambient Food Pack (AFP) – this could be

All segments within the college would disband.

ACTION – communication needed to all students within affected segment. Key themes:

All students within household/segment directly linked to confirmed cases would need to self-isolate for 14 days, or until a negative result was received from the individual's reporting symptoms.

Advise students of the need to avoid contact with other members of the household, as far as practically possible.

All students within college would need to maintain 2m social distance.

All students within households will need to develop a rota for the usage of shared facilities; bathroom, kitchen etc…

All students self-isolating will receive an Ambient Food Pack (AFP) – this could be | N/A | All segments within the college would disband.

ACTION – communication needed to all students within affected segment. Key themes:

All students within household/segment directly linked to confirmed cases would need to self-isolate for 14 days, or until a negative result was received from the individual’s reporting symptoms.

Advise students of the need to avoid contact with other members of the household, as far as practically possible.

All students within college would need to maintain 2m social distance.

All students within households will need to develop a rota for the usage of shared facilities; bathroom, kitchen etc…

All students self-isolating will receive an Ambient Food Pack (AFP) – this could be | Colleges and Wider Student Experience Sub-group |
could be enhanced with the delivery of fresh lunch.  

*Comms Plan required for segments in self-isolation*

enhanced with the delivery of fresh lunch.  

Students which are not self-isolating would not be able to dine in households. Dining hall capacity reduced to c.20%. Colleges to consider allocation for students to dine within dining halls versus take-away service.  

Non-essential staff who are able to fulfil their roles from home, or remotely, will work from home or another location on site.  

*Guidance required for students wishing to return home.*

enhanced with the delivery of fresh lunch.  

Students which are not self-isolating would not be able to dine in households. Dining hall capacity reduced to c.20%. Colleges to consider allocation for students to dine within dining halls versus take-away service.  

Non-essential staff who are able to fulfil their roles from home, or remotely, will work from home.  

*Guidance required for students wishing to return home.*

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### Theme – Student events, groups and gatherings

<table>
<thead>
<tr>
<th>ORP07</th>
<th>Student events, groups and gatherings</th>
<th>Maintain current operational processes for student enrichment activities.</th>
<th>Maintain current operational processes for student enrichment activities.</th>
<th>All face-to-face student enrichment activities and events would be cancelled.</th>
<th>N/A</th>
<th>All face-to-face student enrichment activities and events would be cancelled.</th>
<th>College gyms, bars, libraries etc… would need to close.</th>
<th>Colleges and Wider Student Experience Sub-group</th>
</tr>
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</table>

### Theme – Delivery of Teaching

| ORP08 | A mix of online teaching and face to face seminars planned for the academic year 2020/21 | Face to face teaching sessions continue to take place with Covid-19 mitigations in place. Online teaching continues to take place as planned. Some students are enrolled in online only teaching for Michaelmas term. | Normal approach to student absence if student is unwell and unable to attend face to face and online teaching. Students in self isolation can continue with online teaching and at a local level, departments will seek to move student teaching group or arrange an online solution. It is anticipated that this will happen frequently. It is key that academic departments, through Heads of Department, are informed as early in the process as possible so that swift action can be taken. | Normal approach to student absence if student is unwell and unable to attend face to face and online teaching. Students in self isolation can continue with online teaching and at a local level, departments will seek to move student teaching group or arrange an online solution. For larger courses with c10 first years per college, it will be easier to provide an online solution than for those course with smaller numbers. It is key that academic departments, through Head of Department, are informed as early in the process as possible so that swift action can be taken. | Department will move to online delivery only during this period with all face to face teaching sessions or labs moved to an online model. If the move to online teaching for the department is longer term, central timetabling will support this. Head of Department and Department Manager are nominated contacts for the Covid-19 Planning Group in this situation. | All teaching will move to an online only model with all face to face teaching sessions or labs moved to an online model or postponed. Liaison with Departments will come through the Education Work stream in this situation. | All face to face teaching activities will resume following easing of lock down measures. If lock down has run over an extended period of time, some face to face teaching sessions may need to be rescheduled, with support from central timetabling. | Education Sub-group – Teaching Recovery Group |

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### Theme – Delivery of Teaching
### ORP09 Estates Operations

Planned preventative and reactive maintenance would continue utilising contractor provision in line with appropriate C-19 protocols and risk assessments.

Planned preventative and reactive maintenance would be suspended in those areas affected whilst the situation is reviewed.

Reactive maintenance (e.g. fire detection system fault) would be addressed on a risk basis and if deemed essential (works that pose an immediate H&S risk, security risk or would risk unacceptable levels of further consequential damage if left) a risk assessed approach would be taken to carrying out the work. As a result, students, staff departments may need to be provided with alternative accommodation in the interim.

College staff should follow the Covid-19 protocol for reporting and supporting reactive maintenance calls.

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### ORP10 Central Housekeeping, Cleaning and General Services

Housekeeping, Cleaning and General Services activities continue with appropriate C-19 protocols and risk assessment in place.

Early communication is beneficial if College Operations require cleaning support in this scenario.

Cleaning SOP in place to respond to cleaning requirements if suspected or confirmed cases have been on site in teaching buildings.

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Where maintenance task are in areas external to the building they could continue (for example Boiler maintenance where the plantroom is externally accessed).

Planned preventative and reactive maintenance would initially be suspended within the buildings affected whilst the situation is reviewed.

Reactive maintenance (e.g. fire detection system fault) would be addressed on a risk basis and if deemed essential (works that pose an immediate H&S risk, security risk or would risk unacceptable levels of further consequential damage if left) a risk assessed approach would be taken to carrying out the work. As a result, students, staff departments may need to be provided with alternative accommodation in the interim (Guidance required from H&SS regarding safe working procedure for accessing occupied spaces in lockdown).

Where maintenance task are in areas external to the building they could continue. Planned preventative and reactive maintenance within the building would initially be suspended within the buildings affected whilst the situation is reviewed.

Reactive maintenance (e.g. fire detection system fault) would be addressed on a risk basis and if deemed essential (works that pose an immediate H&S risk, security risk or would risk unacceptable levels of further consequential damage if left) a risk assessed approach would be taken to carrying out the work. As a result, students, staff departments may need to be provided with alternative accommodation in the interim (Guidance required from H&SS regarding safe working procedure for accessing occupied spaces in lockdown).

Statutory planned maintenance tasks and inspections would continue as being considered as essential works.

Other compliance and health and safety checks such as fire precautions and water hygiene control activity should continue wherever possible through the lockdown.

Reactive maintenance (e.g. fire detection system fault) would be addressed on a risk basis and if deemed essential (works that pose an immediate H&S risk, security risk or would risk unacceptable levels of further consequential damage if left) a risk assessed approach would be taken to carrying out the work. As a result, students, staff departments may need to be provided with alternative accommodation in the interim (Guidance required from H&SS regarding safe working procedure for accessing occupied spaces in lockdown).

It could be possible that existing supply chain contractors may not be able to provide the service during a local lockdown alternative service providers may need to be engaged via engagement with Procurement.

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Ensure ongoing log of any lapsed planned or reactive maintenance tasks.

Refine the paperwork relating to the sign off for reopening buildings to reduce the administrative burden.

Develop a resource plan to ensure adequate resource is available to manage the process for coming out of lockdown including addressing any outstanding maintenance items.

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Operations Sub-group
### Theme – Research Activities

| ORP11 Research activity | Research activities to continue in line with Phase 3 of building reopening programme. Procedures in place to investigate work based transmission in the event of individual confirmed cases, with a review of mitigations and local clean. Identify any students associated with the College (living in or having attended activities in the College during the relevant period) who are doing research in the Department and encourage enhanced vigilance/hygiene for those who working in the same areas as those students, as well as local clean if any of the students are self-isolating. Affected Departments would be all departments who had researchers with a physical connection to the affected College. Research activities would continue as described in Departmental plans. Identify any students associated with the College (living in or having attended activities in the College during the relevant period) who are doing research in the Department and encourage enhanced vigilance/hygiene for those who working in the same areas as those students, as well as local clean if any of the students are self-isolating. Affected Departments would be all departments who had researchers with a physical connection to the affected College. Research activities would continue as described in Departmental plans. Identify any students associated with the College (living in or having attended activities in the College during the relevant period) who are doing research in the Department and encourage enhanced vigilance/hygiene for those who working in the same areas as those students, as well as local clean if any of the students are self-isolating. Affected Departments would be all departments who had researchers with a physical connection to the affected College. Research activities would continue as described in Departmental plans. Identify any students associated with the College (living in or having attended activities in the College during the relevant period) who are doing research in the Department and encourage enhanced vigilance/hygiene for those who working in the same areas as those students, as well as local clean if any of the students are self-isolating. Affected Departments would be all departments who had researchers with a physical connection to the affected College. Research activities would continue as described in Departmental plans. | Investigation of work based transmission for affected Department, review of mitigations, local clean. Other non-affected Departments continue as normal. Research that does not require access to site would be conducted from remote locations as far as is practicable, with Grab and Go to support. Site based research would continue in line with local ‘second wave’ plans. Research would only be curtailed if resources required become scarce. Local plans include resource requirements and how to scale back if required. Site based research all have plans in place to scale research up and down in line with resource availability. Other areas would reoccupy site in line with University wide plans e.g. once buildings are made available or ‘lockdown’ ends. |

### Theme – Comms Strategy

| ORP12 Approach to Communications, internal and external | Manage DU’s key messages with colleagues. Regular all staff, student and communications via C19 update. Frequency of communications in line with regularity of CPG. Ongoing all staff, student and community communications via BAU channels. Coordinate information on C19 web pages. Enact Communication MIRP team structure and support PHE communications where appropriate. Manage DU’s key messages with colleagues. Regular all staff, student and communications via C19 update. Frequency of communications in line with regularity of CPG. Ongoing all staff, student and community communications via BAU channels. Coordinate information on C19 web pages. Coordinate information on C19 web pages. Enact Communication MIRP team structure and support PHE communications where appropriate. Manage DU’s key messages with colleagues. Regular all staff, student and communications via C19 update. 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Frequency of communications in line with regularity of CPG. Ongoing all staff, student and community communications via BAU channels. Coordinate information on C19 web pages. Coordinate information on C19 web pages. Monitor social media and media channels, summarise. | Marketing and Communications Sub-group - Research Recovery Group
| ORP13 | Bill Bryson Library | Stay and study, has been built up to a maximum term time capacity of 400/500 study spaces in the first instance, with additional browse and borrow capacity. Potential through use of additional measures to increase study spaces to 600/700. During usual term time operation, services operating will be: • Digital offering • Scanning (to support education and disability) • Browse and borrow • Stay and study There may be limited click and collect (or potentially click and deliver) services made available to vulnerable students but this has yet to be assessed. | Stay and study, has been built up to a maximum term time capacity of 400/500 study spaces in the first instance, with additional browse and borrow capacity. Potential through use of additional measures to increase study spaces to 600/700. During usual term time operation, services operating will be: • Digital offering • Scanning (to support education and disability) • Browse and borrow • Stay and study There may be limited click and collect (or potentially click and deliver) services made available to vulnerable students but this has yet to be assessed. | Stay and study, has been built up to a maximum term time capacity of 400/500 study spaces in the first instance, with additional browse and borrow capacity. Potential through use of additional measures to increase study spaces to 600/700. During usual term time operation, services operating will be: • Digital offering • Scanning (to support education and disability) • Browse and borrow • Stay and study There may be limited click and collect (or potentially click and deliver) services made available to vulnerable students but this has yet to be assessed. | Stay and study, has been built up to a maximum term time capacity of 400/500 study spaces in the first instance, with additional browse and borrow capacity. Potential through use of additional measures to increase study spaces to 600/700. During usual term time operation, services operating will be: • Digital offering • Scanning (to support education and disability) • Browse and borrow • Stay and study There may be limited click and collect (or potentially click and deliver) services made available to vulnerable students but this has yet to be assessed. | In the event of a local lockdown, the BBL would maintain a Browse and Borrow service. This to maximise the user access to essential reading, including access to scanners and photocopiers. We do not have the capacity to deliver a Click and Collect or Scan and Deliver service to the entire University population therefore without Browse and Borrow the educational and research experience would be severely compromised. This would be supplemented by our digital offering. | Education Sub-group |

**Theme – Library Services**
| ORP14 | Oriental Museum | During Michaelmas Term the OM will be devoted to delivering education and research, remaining closed to the public. | During Michaelmas Term the OM will be devoted to delivering education and research, remaining closed to the public. | During Michaelmas Term the OM will be devoted to delivering education and research, remaining closed to the public. | In the case of second wave/local lockdown the OM would revert to ULC staff only access. If the OM is affected by an outbreak and is required to close as part of a building lockdown, services would revert to a digital offering only In extremis if the building were moved to lockdown mode, we need to understand the minimum requirements to avoid having to undergo 5 tests to re-occupy the building. Staff will always attend on site for security and condition checks through any lockdown. Insurance Services would need to be informed of any building closure. | Education Sub-group |
| ORP15 | Palace Green Library | During Michaelmas Term PGL will offer access to the searchroom (special collections and archives) prioritised for University member access. | During Michaelmas Term PGL will offer access to the searchroom (special collections and archives) prioritised for University member access. | During Michaelmas Term PGL will offer access to the searchroom (special collections and archives) prioritised for University member access. | In case of second wave/local lockdown, PGL will maintain a University member access service only, so long as resource constraints permit. After this ULC staff only access. If PGL is affected by an outbreak and is required to close as part of a building lockdown, services would revert to a digital offering only In extremis if the building were moved to lockdown mode, we need to understand the minimum requirements to avoid having to undergo 5 tests to re-occupy the building. Staff will always attend on site for security and condition checks through any lockdown. Insurance Services would need to be informed of any building closure. | Education Sub-group |
| ORP16 | ISC Library Stockton | The Library will operate as usual during the Michaelmas Term. | The Library will operate as usual during the Michaelmas Term. | The Library will operate as usual during the Michaelmas Term. | If the ISC Library is affected by an outbreak and is required to close as part of a building lockdown, no services could be offered during this closure. If Stockton is subject to a local lockdown, the ISC Library would be required to close to students and no services could be offered during this closure. | Education Sub-group |
16. Local, supporting documentation and guidance for Outbreak Response

16.1 College Operating Principles DRAFT v1
16.2 ICC Standard Operating Procedures
16.3 ‘Your actions, your university’ Comms campaign (link to follow)
16.4 Housekeeping, Cleaning and General Services Response SOP
16.5 Durham County Council Local Outbreak Control Plan
16.6 Guidance for Higher Education on reopening buildings and campuses
16.7 PHE Higher Education Action Card (link to follow)
16.8 PHE, Local Authority and Higher Education Joint Working Agreement (link to follow)
16.9 DCC Public Health, PHE and Durham University Joint Working SOP (link to follow)
16.10 Departmental research contingency plans
PART B – Principles, governance and further information

17. Principles and Governance

17.1 This response plan outlines the process, roles, responsibilities, and terms of reference for responding to clusters or outbreaks of Covid-19 that might adversely impact upon Durham University students, staff, operations or the local community.

17.2 Whilst this plan has been developed to respond specifically to COVID-19 it can be adapted to respond to other communicable, infectious outbreaks or future pandemics.

17.3 The process is designed to provide detailed guidance, whilst being flexible enough to respond to any variations in size, severity and duration of the outbreak.

17.4 This Outbreak Response Plan has been developed in consultation with Durham County Council Public Health team and is intended to complement Durham County Council’s Local Outbreak Management Plan.

17.5 The principles outlined in the Public Health England, Local Authority and Higher Education Joint Working Agreement are followed in this plan. This is supported by a Durham County Council Public Health and Durham University Joint Working Standard Operating Procedure.

17.6 The principles outlined in Public Health England’s Higher Education Action Card are also followed in this plan.

17.7 The processes outlined in this plan are subject to continual development as the university responds dynamically and innovatively, revising our approach as the national coronavirus action plan and recovery strategy evolves.

17.8 This plan and the processes identified seek to align with national policy, guidance and mechanisms including outbreak control and NHS Test and Trace.

17.9 This plan should only be invoked as part of a Crisis Management Response or Major Incident Response at the decision of the Covid-19 Planning Group (CPG) Lead, or the on duty Gold Commander.

17.10 This plan will be reviewed no less than annually and exercising of this plan will be included in the annual Major Incident Response Plan and Crisis Management Plan exercise programme. Opportunities will also be taken to capture lessons identified following actual incidents by using approved debrief processes, as appropriate.

17.11 Local supporting guidance, processes and procedures are identified in Section 15 of this document.
18. Purpose

18.1 The purpose of this plan is to address the following issues related to outbreaks:

- Create clear and robust reporting procedures for staff and students.
- Highlight the infection control systems and processes within Durham University to include if possible, systems to reduce infection transmission in students, staff and visitors.
- Coordinate responses from core operational areas, to a variety of scenarios the University may face during the Covid-19 pandemic.
- Align with Business Continuity plans to maintain where possible, the delivery of services during times of significant and sustained reduced staffing levels.
- To reinforce existing links to partner agencies to provide mutual support and maintenance of essential services during an outbreak.

19. Mitigation Measures

19.1 Durham University has put in place a holistic range of measures aimed at mitigating the risks from, and spread of COVID-19. This includes ensuring that all buildings and activities to be completed within them have passed the University Five Test model. This allows for the University to understand the activities onsite and the resource implications. When all measures are applied to a building, a certificate of conformity (COVID checklist) is displayed at the main entrance to the building (currently being finalised for Phase 3).

- Higher risk activities involving large gatherings, such as lectures and wider student experience activities involving substantial numbers have been eliminated by moving them online or changing the size and type of event. Where staff can work from home, it remains the case that they should, unless it is determined by the University that their role should be carried out on site.
- All buildings have been assessed to ensure that suitable ventilation is available using guidance from CIBSE and REHVA to inform the risk assessment process.
- Cleaning regimes have been enhanced across the estate to ensure greatly increased cleaning common areas and high footfall spaces. This is supported by the provisions of ‘clean as you go’ supplies.
- The ability for the University community to maintain hand hygiene is greatly increased through the provision of hand sanitiser stations at points of access and egress to all buildings and teaching spaces.
- Lids have been provided to all non-accessible toilets to reduce risk of spread.
- Face coverings are mandated in circulation spaces and during face to face meetings and seminars (awaiting UE approval).
- Clear signage and induction materials are provided to ensure that members of the University community understand what is required of them including symptoms and actions to take (not attending, reporting etc.).
- Staff who are clinically extremely vulnerable (including those with two or more risk/health factors that would equate to being clinically extremely vulnerable) will be considered for additional mitigations should they be potentially working from the campus.

20. **Guidance for Students**

20.1 The following guidance has been produced, and is available to all students on the University’s Covid-19 web pages:

https://www.dur.ac.uk/coronavirus/password/students/

This includes guidance on health and wellbeing, including specific guidance for reporting, self-isolation etc. but also wider guidance on teaching and assessment, financial support and accommodation and visas.

21. **Guidance for Staff**

21.1 The following guidance has been produced, and is available to all staff on the University’s Covid-19 web pages:

https://www.dur.ac.uk/coronavirus/password/staff/

This includes guidance on wellbeing, working arrangements, health and safety and campus management.