COVID-19 PANDEMIC PLAN

Planning the response to COVID-19 cases

This document is Appendix 4 in the College’s Business Continuity Management Plan.
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SECTION 1: GLOSSARY OF TERMS

BCP Status
The Business Continuity Plan (BCP) defines at a high level how the College will continue operating during a period of disruption in service caused by COVID-19. The College is following the University’s framework which consists of 4 stages (1-4) with 1 having least, and 4 most, controls and mitigations in place from a normal baseline. It is a common framework from which colleges, divisions and departments are taking their lead.

Close contact
A contact is a person who has been close to someone who has tested positive for COVID-19 (the ‘index’) during the period in which the index is infectious to others. This period typically last from 48 hrs before symptoms develop until up to 10 days after the onset of symptoms.

‘Close’ is defined as:
- Being within 2m of the index for more than 15 minutes
- Being within 1m of the index for more than a minute without face-to-face contact
- Having a face-to-face conversation with the index within 1m
- Having skin-to-skin physical contact with the index
- Being coughed on by the index
- Travelling in a small vehicle with the index; or in a large vehicle/plane near to the index

As current guidelines do not require social distancing to be maintained within a household setting, all members of an index’s household are automatically deemed to meet the definition of a close contact.

For the purposes of contact tracing by PHE, the only mitigation measure that would lead to a contact within 2m not being categorised as ‘close’ is where the individuals are separated by a screen (Perspex or similar material).

COVID-19: Primary Symptoms
These are:
- a fever or high temperature;
- a new, continuous cough;
- or a loss of, or change to, your sense of smell or taste.

Early Alert System (EAS)
The EAS is a diagnostic testing service available to all bona fide members of the collegiate University who are exhibiting possible COVID-19 symptoms. Two testing centres have been purpose built: one on the ROQ and one at the Old Road Campus. Nose/mouth swabs will be sent for laboratory testing (PCR) at the JR Hospital, with a 24-hour turnaround. In the event of a positive test result (for COVID-19), PHE is automatically notified. A dedicated Results
Liaison Service, staffed by a team of retired clinicians, will then contact the individual concerned and their college/department.

The EAS will not provide clinical care (instead signposting individuals to relevant NHS services), nor undertake contact tracing (which remains the responsibility of PHE). The aim of the service is to keep staff and students as safe as possible by providing easy access to testing and rapid isolation of positive cases; and thereby to minimise the spread of COVID-19 within the University or to the community.

NHS Test and Trace

NHS Test and Trace is a nationally available service operated by the National Health Service in England, established to monitor and help prevent the spread of COVID-19 in England. Free diagnostic (swab) tests are available either at a local test site, or via a home test kit; contact tracing is undertaken in the event of a positive test result. See https://www.gov.uk/guidance/nhs-test-and-trace-how-it-works, https://www.nhs.uk/conditions/coronavirus-covid-19/testing-and-tracing/, or phone 119.

Outbreak

In public health terms, an ‘outbreak’ is defined as two or more people experiencing a similar illness which appears to be linked to a place. Two cases within the same setting (a college or department) within 14 days may indicate that there is a localized outbreak.


PHE  Public Health England

SPOC  Single Point of Contact
SECTION 2: COLLEGE CORE OBJECTIVES AND PRINCIPLES IN RESPONSE TO COVID-19

We must stay alert to the risk of new cases or outbreaks of COVID-19, and plan for how the College will respond in the event of a suspected or confirmed case amongst staff, students, or visitors; or adjust our operations in response to local, regional or national outbreaks.

**Our core objectives are:**

- To **protect** the **health** and wellbeing of staff and students.
- To promptly **contain** any **cases** in a timely manner, thereby minimizing the impact on the local community and NHS.
- Through the design of our incident response processes and our standard ways of working, to **minimise unnecessary disruption** to day-to-day activities, especially to academic activity and delivery of core services.

We cannot predict every eventuality we may face during the coming academic year. But our plans and responses to COVID-19 will be underpinned by a set of guiding principles that are designed to support these overarching objectives. We will use the following principles in conjunction with good judgement and knowledge of local circumstances.

**Principles**

- People’s safety is the top priority: PHE advice and guidance must be followed at all times.
- Disruption to our activities should be as little as practicable.
- Where possible, activities will be structured and managed to minimise the number of interactions that would lead to individuals meeting the definition of a close contact.
- Whilst parts of the College may be inaccessible at times (e.g. for cleaning or where individuals are self-isolating) whole building closures will be avoided as far as possible.
- Speed of response is important but must be balanced with the involvement of all appropriate parties and informed by relevant advice and guidance.
- The inter-connected nature of the collegiate University will be recognised: staff or students with suspected/confirmed COVID-19 may regularly interact with more than one college or department, etc.
- Communication with and between all areas affected by a case or localized outbreak is essential; but must maintain patient confidentiality and comply with GDPR principles.
- Decisions about actions required in the event of an outbreak or disruption to activities will be taken as close to an incident as possible but in accordance with levels of authority as determined by Governing Body.
- The College’s BCP status will not be lower than the University BCP status.
SECTION 3: PRECAUTIONARY MEASURES TO KEEP THE WADHAM COMMUNITY SAFE

Our preventative measures underpinning our core objectives include the following:

- Publishing our COVID-Secure risk assessment on our website in line with UK Government advice.

- Provision of hand sanitisers around the College, including in all meeting rooms.

- An enhanced cleaning programme in frequently used areas, including between teaching sessions in meeting rooms.

- Clear signage to remind people about social distancing, hand hygiene and wearing face coverings in required settings unless exempt.

- Introduction of one-way systems where it is possible and will help maintain social distancing.

- Using screens or barriers to help separate people from each other where appropriate and/or where 2m is not viable.

- Reducing the number of people in areas to maintain 2m distance.

- Introduction of measures to avoid people needing to raise their voices to each other, for example avoiding playing loud music.

- Wellbeing support available to all College members.

- Access to the University’s in-house testing service for all students, non-academic staff and academic staff.

- Updates via e-mail and our website.

- Regularly reviewing our operations and welcoming feedback.
SECTION 4: COLLEGE PANDEMIC EXECUTIVE GROUP

The College Pandemic Executive Group (PEG, chaired by the Warden, is responsible to Governing Body for planning and reviewing procedures within the College, assessing outcomes, and amending plans and procedures relating to COVID-19.

<table>
<thead>
<tr>
<th>Members of the Pandemic Executive Group</th>
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</thead>
<tbody>
<tr>
<td>Warden (Chair)</td>
</tr>
<tr>
<td>Sub-Warden</td>
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<tr>
<td>Domestic Bursar</td>
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<tr>
<td>Finance Bursar</td>
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<tr>
<td>Deputy Domestic Bursar</td>
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<tr>
<td>Senior Tutor</td>
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<tr>
<td>Development Director</td>
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<tr>
<td>Head of Website &amp; Communications</td>
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<tr>
<td>Welfare Dean</td>
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<tr>
<td>Tutor for Undergraduates</td>
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<tr>
<td>Dean</td>
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<tr>
<td>Tutor for Graduates*</td>
</tr>
<tr>
<td>Chaplain*</td>
</tr>
<tr>
<td>Nurse*</td>
</tr>
<tr>
<td>HR Manager*</td>
</tr>
<tr>
<td>Head of ICT*</td>
</tr>
</tbody>
</table>

* Invited to specific meetings where items are relevant.

Mailing lists:
Pandemic Executive Group - wadham-executive@maillist.ox.ac.uk
Gold Team - wadham-gold@maillist.ox.ac.uk
Silver Team - wadham-silver@maillist.ox.ac.uk
Bronze Team – wadham-bronze@maillist.ox.ac.uk

Email account for COVID-19 related enquiries/concerns - pan@wadham.ox.ac.uk
## SECTION 5: COLLEGE BUSINESS CONTINUITY FRAMEWORK

The University’s COVID-19 Business Continuity Framework comprises four levels/stages. In broad terms, these are as follows:

<table>
<thead>
<tr>
<th>Planning stage</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>Physical closure of the majority of University and College buildings. Parks and open spaces open to the public. Departments physically closed. Staff work remotely where possible. Only core support functions continue</td>
</tr>
<tr>
<td>3</td>
<td>No public access to the University or College buildings (except museums, where allowed to open under the government guidance) On-site activity permitted where it cannot be undertaken remotely, Teaching and assessment are undertaken remotely where possible, and gatherings for staff and students only permitted where essential for teaching and assessment to take place.</td>
</tr>
<tr>
<td>2</td>
<td>University operates in line with social distancing restrictions with as full a student cohort as possible on site; teaching and assessment taking place with the optimum combination of face-to-face teaching and online learning; and a fully operational research programme underway. Some areas of the University open to public in line with social distancing restrictions.</td>
</tr>
<tr>
<td>1</td>
<td>Emphasis on face-to-face vs remote learning and assessment, and on-site working vs remote working. Increased public access including to public spaces; colleges (including conference facilities); and non-teaching and education related events.</td>
</tr>
<tr>
<td>0</td>
<td>The University operates as usual</td>
</tr>
</tbody>
</table>

The College is following the University in planning to start the 2020/21 academic year under COVID-19 BCP Stage 2. The College is operating in line with social distancing restrictions with as full a student cohort on site as possible, teaching and assessment taking place with the optimum combination of face-to-face teaching and online learning; and other activities operating with some adaptations where necessary (for example enhanced cleaning in communal areas).

### Response framework

In the event of a suspected or confirmed case of coronavirus within the College, the immediate priority is to protect the wellbeing of students and staff, and to minimise the risk of transmission. The College has a protocol to be followed for suspected and confirmed cases. The College carried out a table top exercise on 15 September to test its protocol with input from a cross-section of the College’s community.
High-level summary of the College’s response framework

Individual (Index) develops symptoms

- **Index seeks test**
  (via Early Alert System or NHS Test & Trace)

- Immediate College response. Follow College defined case/outbreak protocol, including self-isolation where applicable.
  - Support from PHE if test = positive (PHE manages contact tracing)

- Assess local effects and implement contingency arrangements as applicable

- Convene College Pandemic Executive Group

- Review College BCP status and change if necessary

- Escalate the response

If applicable

Where necessary

- Local outbreak or restrictions
- National restrictions
- Change in University BCP
SECTION 6: LIKELY COVID-19 SCENARIOS

There is a realistic possibility that the College may experience some disruption due to COVID-19 during the 2020/21 academic year.

Potential scenarios (one or more of):

A. A (single) suspected or confirmed case of COVID-19 within the College.
B. A localized outbreak of COVID-19 within the College.
C. A localized outbreak in another College or department within the Collegiate University.
D. A local outbreak outside the Collegiate University – in Oxford or in another area where staff are resident – which leads to local restrictions.
E. A national ‘second wave’ leading to England-wide or UK-wide restrictions.

Likely impacts (one or more of):

- Unavailability of staff due to illness, self-isolation, or shielding.
- Unavailability of staff due to caring responsibilities, if schools or childcare providers are subject to restrictions, or concerns about personal safety.
- Students unable to attend planned face-to-face teaching due to illness, self-isolation, or shielding.
- Temporary unavailability of specific spaces pending additional cleaning.
- Full or partial closure of a building.
- A consequential need to reschedule teaching or switch to alternative modes of delivery.
- Restrictions imposed by a Local Authority (Oxfordshire County Council for the Oxford area) or by Government, which impact on ability of staff to work/travel to work, prohibit certain types of event, or limit the size of gatherings.
SECTION 7: SINGLE POINT OF CONTACT (SPOC)

The University has asked colleges to identify a Single Point of Contact (SPOC), and one or more deputies, for COVID-19 cases.

Wadham’s SPOC: **The Lodge** as the *initial SPOC* contact. The Lodge will contact the **Domestic Bursar** or the **Deputy Domestic Bursar** (deputy) as the *secondary SPOC* contact.

The College has set up eas@wadham.ox.ac.uk to receive communication from the Results Liaison Team (see below).

**The role of the Lodge as the initial SPOC:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive direct notification from individuals who report COVID-19 symptoms.</td>
<td>Advise the individual to book a test and self-isolate with household members. Ask the individual if they have accessed any College or University buildings in the 48 hours before the onset of symptoms to assist with contact tracing if the test is positive and the college is contacted by the local Health Protection Team.</td>
</tr>
<tr>
<td>If the individual is a student: contact the household members and ask them to self-isolate.</td>
<td></td>
</tr>
<tr>
<td>Complete the Suspected COVID Case spreadsheet on the shared drive.</td>
<td></td>
</tr>
<tr>
<td>Notify the Domestic Bursar or Deputy Domestic Bursar of individuals who report COVID-19 symptoms and confirmed cases.</td>
<td></td>
</tr>
<tr>
<td>Receive notification of COVID-19 test results from the Results Liaison Team (via EAS).</td>
<td></td>
</tr>
<tr>
<td>Receive notification of COVID-19 test results from individuals (via NHS test and trace service). If the test is negative the individual will receive an e-mail and they must notify the Lodge.</td>
<td></td>
</tr>
<tr>
<td>To receive notification of confirmed cases from other parts of the University, where applicable under the Cases and Outbreaks protocol.</td>
<td></td>
</tr>
<tr>
<td>At all times to handle information about suspected or confirmed cases of COVID-19 – especially the identity of individuals – in a manner consistent with GDPR which maintains patient confidentiality.</td>
<td></td>
</tr>
</tbody>
</table>

**Role of the Domestic Bursar/Deputy Domestic Bursar as the secondary SPOC contact**

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive notification from the Lodge of individuals who report COVID-19 symptoms.</td>
<td></td>
</tr>
<tr>
<td>Receive notification of COVID-19 test results from the Lodge.</td>
<td></td>
</tr>
<tr>
<td>Update the Pandemic Executive Group on suspected and confirmed cases to enable the group to assess the impact on operations.</td>
<td></td>
</tr>
<tr>
<td>Through the <a href="mailto:eas@wadham.ox.ac.uk">eas@wadham.ox.ac.uk</a> e-mail, receive notification of confirmed cases from other parts of the University, where applicable under the Cases and Outbreaks protocol.</td>
<td></td>
</tr>
<tr>
<td>To co-ordinate a response to requests for information from the local Health Protection Team. This may include data to assist with contact tracing or to aid analysis of possible transmission routes.</td>
<td></td>
</tr>
<tr>
<td>To maintain an overview of the COVID-19 picture across the College: and to notify the CoC in the event of a confirmed or suspected local outbreak (defined as two or more cases).</td>
<td></td>
</tr>
<tr>
<td>At all times to handle information about suspected or confirmed cases of COVID-19 – especially the identity of individuals – in a manner consistent with GDPR which maintains patient confidentiality.</td>
<td></td>
</tr>
</tbody>
</table>
SECTION 8: HIGH-LEVEL RESPONSE TO AN INDIVIDUAL WITH COVID-19 SYMPTOMS

Students, staff and Fellows have received a detailed document and flowchart on what to do and what will happen if they display COVID-19 symptoms. The description below is a summary of the process as at 23 September 2020. This summary should not be referred to when responding to an individual with COVID-19 symptoms as the process may have changed.

1. **Symptoms:** Index should call the Lodge and e-mail pan@wadham.ox.ac.uk

2. **Self-isolation:** The Index should self-isolate immediately and log on to the Early Alert System website to see if they should book a test and if their household members should also self-isolate immediately, pending the test result.

3. **Booking a test:**
   a. For students in residence or staff able to access the EAS: The Index logs on to Early Alert System website and answers question about their symptoms. If they meet the clinical threshold, Index books a test and they will receive e-mail confirmation. The e-mail will indicate whether the Index’s household should self-isolate immediately, pending the test result. It will be necessary if Index has any primary symptoms of COVID-19; but may not be necessary in the case of more minor symptoms.
   b. Anyone unable to access the EAS: Index requests test via NHS Test and Trace service.

4. **Self-isolation:** The Index should self-isolate.
   - **If the Index is a student, they should:**
     a. Forward the EAS notification to the Lodge and advise the Lodge if they were in any College buildings at any point from 48 before the on-set of the symptoms to the present.
     b. Notify their Department SPOC, advising if they were in department buildings at any point from 48 before the on-set of the symptoms to the present.
     c. Contact their Tutor and/or Academic Office if they are due to attend face-to-face teaching in the period from now until they receive the test result (EAS results should be available within 24 hours of a test).
     d. Think about anyone they may have come into close contact with from 48 hours before the on-set of symptoms. They may wish to notify those people and advise them to stay alert for possible symptoms.
   - **If the Index is a member of staff, they should:**
     a. Notify the Lodge. They should advise if they were working on site at any point from 48 before the on-set of symptoms to the present.
     b. Notify their line manager by following the normal absence reporting procedures (indicating if they can/are well enough to work remotely).
     c. Think about anyone they may have come into close contact with from 48 hours before the on-set of symptoms. They may wish to notify those people and advise them to stay alert for possible symptoms.
SECTION 9: HIGH-LEVEL RESPONSE TO A NEGATIVE CASE

Students, staff and Fellows have received a detailed document and flow chart on what to do and what will happen if they display COVID-19 symptoms. The description below is a summary of the process as at 23 September 2020. This summary should not be referred to when responding to a negative case as the process may have changed.

1. **Test:** Index takes test (if via EAS agreement to share test results is obtained).

2. **Automatic e-mail notification:**
   a. If via EAS, automatic e-mail notification is currently received only by the Index. The Index should notify the Lodge and their Department. It is shortly planned for the notification to be sent to the Index, to the Lodge, and to the Department.
   b. If via NHS Test and Trace, notification is received only by the Index. The Index should notify the Lodge and their Department.

3. **Stopping self-isolation:** If the index is a student, the Domestic Bursar or Deputy Domestic Bursar will advise the household that they can stop self-isolating. The Index should only return to on-site activity once they are symptom free.

**False negative**

If there are concerns the result may be a false negative, the Index may be asked to repeat the test after 48 hours. The Index (and, if previously advised to so, their household) should continue to self-isolate until the results of the repeat test are known.

**Confirmed negative**

If the result is a confirmed negative (and no re-test is required), members of the household can stop self-isolation in relation to this case – but should continue to self-isolate if there are other suspected cases within the household.

The Index should only return to on-site activity once they are symptom free.
SECTION 10: HIGH-LEVEL RESPONSE TO A POSITIVE CASE

Students, staff and Fellows have received a detailed document and flow chart on what to do and what will happen if they display COVID-19 symptoms. The description below is a summary of the process as at 23 September 2020. This summary should not be referred to when responding to a positive case as the process may have changed.

1. **Communication of the test result:** If via EAS, the Results Liaison Service/Team will contact the Index, the Lodge, and the department by phone. This may be out of hours/at weekends but is unlikely to be in the middle of the night. E-mail confirmation will follow to the Index, the Lodge and the department. The EAS will notify the duty local Public Health Officer.

2. **Self-isolation:** The Index continues to self-isolate for 10 days from the onset of the symptoms or until symptom free, whichever is later. Household continues to self-isolate for 14 days from the onset of the symptoms.

3. **Pandemic Executive Group convenes:** If the case is a part of confirmed localized outbreak, the Pandemic Executive Group must be convened.

4. **Cleaning:** A specific additional clean is not mandatory if the area has been regularly cleaned as part of the College’s cleaning protocols for touch points and surfaces. However, it is advisable to carry out a precautionary clean to reassure other staff and students. Extra cleaning must be undertaken if advised to do so by PHE.

5. **Contact tracing:** This is undertaken by PHE who will liaise with the Index and the SPOC. The College will check its records for any documented/likely close contacts, in anticipation of a call from PHE. **The College should NOT inform the close contacts.**

6. **Operational notifications:** If the Index is a member of staff, the Domestic Bursar/Deputy Domestic Bursar/HR Manager will inform the Index’s line manager (or the Academic Office in case of a student). The reason for the absence should NOT be disclosed to line managers unless the situation requires the line manager to undertake a specific action.

7. **Wider communication:** The Pandemic Executive Group will refer to the pre-prepared communication plan. The College will issue a ‘Stay Alert’ notice to staff and students, which:
   - Indicates that a member of the College has tested positive (but does not name the person).
   - Emphasises that PHE will directly notify anyone considered to be at possible risk as close contact and advise them on the action they should take (which may include self-isolation for at least 14 days).
   - Everyone else should continue to work as normal, but pay increased attention to social distancing, hand hygiene, and other risk control measures in the College.

8. **Assessing College operational impacts:** The Pandemic Executive Group will consider the operational effects of the absence of the Index and any close contacts required to
self-isolate. This assessment will be informed by the contingency arrangement. These arrangements will include:

- The relevant contingency plan, including associated communication strategy.
- Move to ‘Standby’ if the index or self-isolating close contact is currently well enough to work remotely (in case they become unwell).
- Review working arrangements for any staff/students on site who are known to be at higher risk of COVID-19.
- Depending on the scale of business impacts, the Pandemic Executive Group may change the College BCP status.

9. **Escalation:** The Registrar’s office should be notified:
   - In the event of a localized outbreak.
   - If the College confirms that any cases within the College are connected to a case in another part of the collegiate University.

   Notify the HSE if it is suspected that a member of staff has contracted COVID-19 in the College.

10. **Incident review:** The Pandemic Executive Group will undertake a light-touch review at the end of the immediate response phase; and at a defined point after completion of the Phase actions. These will identify any lessons learned (good or bad) and document them to inform the response to any future cases.
SECTION 11: CHANGES TO THE COLLEGE’S BCP STATUS

The Pandemic Executive Group is responsible to Governing Body for setting the College’s BCP Stage status, and for decisions to move to a different Stage. Any decision to send students away from Oxford is reserved, ultimately, to the University’s Silver Team (to be taken only after careful consideration and in consultation with Conference of Colleges).

The overarching principle is that the College BCP status will not be lower than the University’s status. The College can operate at a higher level BCP stage than the University where it is appropriate to local circumstances.

The College will advise students which teaching would switch to remote delivery under BCP 3. It will also advise staff which roles can, or should, continue to work on-site under BCP 3 and BCP 4.

Convening the Pandemic Executive Group

The Pandemic Executive Group will regularly meet when the College is operating at BCP stage 2, 3 or 4. The group may arrange an urgent meeting due, but not limited, to the following:

- If there is a concern that a suspected case, or a cluster of members of the College are displaying symptoms of COVID-19 which may signify the possibility of a localized outbreak, but that has not yet been confirmed by PHE.
- Absence (due to illness or self-isolation) of a member of staff who is a single point risk and for whom cover is not available, resulting in significant disruption to College activities or services.
- Disruption to external supply chains, due to COVID-19, results in a shortage of critical supplies within the College. This could include unavailability of cleaning supplies, PPE or food.
- If any additional cleaning, or other measures considered necessary to assure staff and students, would lead to significant disruption to College activities (either in duration or scale).

The frequency of meetings will be kept under regular review.

Factors that may warrant a change to the College’s BCP status

Contingency arrangements are in place for most individual activities without the need for a change in BCP status. The need may arise due, but are not limited to:

- If the College is concerned about a cumulative impact of several unrelated cases (e.g. if a number of staff are, independently, required to self-isolate due to confirmed cases in their household or a close contact that occurred outside of work).
- Or due to restrictions imposed by national or local government, for example the ability of staff to travel to work.

Sections 12, 13 and 14 contain information on how the College may operate at BCP Stage 2, BCP Stage 3 and BCP Stage 4. BCP Stage 1 has been excluded as it is likely to be close to BCP Stage 2 with a few changes.
The College’s operations at BCP Stage 2 will depend on the specific circumstances at the time. The following information is a guide on how the College may operate. The list is not exhaustive.

1. CONTROL AND MANAGEMENT
   - Convene Pandemic Executive Group (PEG).
   - PEG meets regularly and assesses the current situation, including information from the University, local and national developments, to ensure that the College responds appropriately.
   - Warden and College Officers keep in regular contact with Conference of Colleges and other relevant groups.
   - PEG reports to Governing Body.

2. GENERAL
   - College COVID-19-secure risk assessment.
   - Department protocols and risk assessments.
   - Hand sanitisers located around College.
   - Wadham-branded signage in place to remind members about social distancing, hand hygiene, wearing a face covering in required settings unless exempt, and one-way systems.
   - Enhanced cleaning programme in place.
   - Staff wearing suitable PPE where required and following protocols to help prevent infection and spreading the virus.
   - Returning to work on-site process for all staff and Fellows.
   - Administrative/service departments working collaboratively and flexibly in whichever section needs most help at any particular time.
   - All students encouraged to register with the College Doctor (or another local Doctor). This is requirement under the College Regulations.

3. VISITORS AND MEMBERS OF THE PUBLIC
   - The College is closed to members of the public.
   - Students are not permitted to bring guests into the College.
   - Alumni and prospective students are welcome and will be notified of on-site protocols. They will be accompanied on-site.

4. COMMUNICATION
   - College members advised that the College is operating at BCP Stage 2.
   - Regular communications to College members, including the basic measures to reduce transmission:
     - Social distancing
     - Good hand hygiene
     - Getting a test if they have symptoms.
     - Wearing a face covering in indoors unless they or the required setting is exempt.
   - College members kept informed of evolving pandemic situation to enable them to respond appropriately and to provide reassurance. Members aware what to do and what will happen if they develop COVID-19 symptoms. Protocol circulated to all members.
• Drafted external communications in the event of an outbreak in the College.
• Agreed a media strategy. Use the web, e-mail and social media.
• Members aware of what changes may apply if the College moves to BCP Stage 3.

5. STAFFING
• Phased return of staff working on site. Some staff are continuing to work from home for some or all of their contracted hours.
• ‘Key on-site staff’ identified in each team and record kept in HR. List will identify staff able to work from home if they (or their household) have to self-isolate and are well.
• Review department operating procedures to ensure these are clearly written for others to follow in the event of staff absences.
• Monitor staff absence levels.
• Each department to review their contingency plan to operate a minimum level of service provision that could be provided with 30% of their staff absent at any one time.
• Consider the staff to be reallocated to support front-line service if required.

6. HOMEWORKING
• Arrangements in place to support staff homeworking where this is operationally possible, including support with IT and the provision of appropriate equipment and furniture.
• Line managers keeping in touch with staff working from home.

7. VULNERABLE MEMBERS
• Record of College members at higher risk of complications from COVID-19 maintained by HR (non-academic staff) and Academic Office (Fellows and lecturers).
• Vulnerable members are working in the College where they are not able to work from home unless advised to shield by their GP.
• Regular contact with vulnerable members to ensure they are supported and any concerns are handled as soon as possible.

8. MEMBERS SELF-ISOLATING IN COLLEGE
• Procedures in place for members self-isolating in College accommodation.
• Accurate record kept of members self-isolating (including their location, when they started their self-isolation and when it should end) and communicated to relevant departments.
• Support from domestic departments with bedding, food and water, cleaning and supplies.
• Regular contact during self-isolation.
• Support from SU and MCR volunteers to students self-isolating. Volunteers help bring supplies to the students as well as keeping in touch remotely.
• Support to students self-isolating from the College’s Welfare Team.
• Members advised to the call the Lodge if they develop COVID-19 symptoms or otherwise feel unwell.
• University’s in-house COVID-19 testing service: Early Alert System.
• Support from the College Nurse if the College member has COVID-19 symptoms.
9. ACADEMIC PROVISION

- Some overseas placements postponed until Hilary Term.
- Procedures in place to safely complete enrolment/induction of Freshers.
- Mix of face-to-face and online teaching.
- Arrangements in place for collections, assessments, marking and confirming results.
- Procedures for covering absence of academics.
- Planning underway for admissions, including processing of applications and interviews.
- Students aware of methods of communication on academic issues.

10. LIBRARY

- Open 7 days a week with timed Study Sessions booked in advance.
- Photocopier/printer/scanner taken out of the Library and available from a temporary, alternative location.
- A 'Click & Collect' system to order SOLO catalogue books.
- Library Discussion room temporarily unavailable as it will be used for the 'Click & Collect' system.

11. SERVICE PROVISION

11.1. Lodge

- Two members of the team on duty at all times. Staff are working in a ‘fixed team’.
- Cover arrangements in place in the event of staff absence, including night time cover.
- Mobile telephone numbers for all students are kept securely at the Lodge.

11.2. Housekeeping

- Enhanced cleaning and disinfection programme in place.
- Extended operational hours; on the main site: 08:00 to 18:00.
- Staff and Fellows’ offices cleaned unless requested not to clean.
- Appropriate supplies of PPE have been purchased.
- Sufficient supplies of cleaning materials have been purchased in case of supply disruption.
- Consideration given to a contingency arrangement with a contract cleaning company for use if staff absences reach critical levels.
- All team members are working on-site.

11.3. Catering

- Student, staff and SCR meals served.
- Operational 7 days a week.
- Takeaway and dine-in service.
- Households are able to sit together in the Hall.
- All members of the catering team are working on-site.
11.4. Works
- Department ensures all compliance is up-to-date and repairs and maintenance tasks are completed.
- All members of the Works Department are working on site.

11.5. Accounts and Payroll
- Backup plan is in place to process invoices and run payroll if staff are unable to work.
- Accounts and payroll functions are working remotely except when they need to complete on-site operations.

12. STUDENTS IN COLLEGE ACCOMMODATION
- Students allocated to households. Maximum of 8 students.
- Notified students about student households and College Arrangements for Michaelmas Term 2020.
- Students responsible for cleaning their own bedrooms for the health and safety of students and staff, and to enable the housekeeping team to focus on communal areas.
- Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.

13. STUDENTS IN PRIVATE HOUSING
- Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.
- Students responsible for informing household (some students could be living with non-Wadham members).

14. FINANCIAL SUPPORT TO STUDENTS
- Mechanisms in place to provide financial support for students, for example students unable to open a bank account.
- Regular communication that financial support is available.
- Provision of remote meetings to discuss financial support where required.

15. STUDENT WELFARE
- Welfare provision for students through the Welfare Advisor, Chaplain, Nurse, Sub-Deans and Peer Supporter Network.
- Additional support and guidance is also available via the Welfare Dean, the Senior Tutor, the Harassment Advisors, and the Tutors for Race, Equality & Diversity, and Women.
- Most of the provision will be offered remotely.

16. COLLEGE EVENTS
- Consideration given to internal events being held remotely where this will not impact on the event.
- Where in-person internal events are organised the numbers are limited to facilitate social distancing and other control measures are in place.
- Any authorised, larger gatherings will be are held outdoors wherever possible and social distancing will be maintained. Marquee in the Fellows’ Garden during Michaelmas Term.
• Student events signed off by the Dean with a specific COVID-secure risk assessment for the event in place.
• Development Office events held remotely.

17. CONFERENCES/EXTERNAL EVENTS
• No external conferences until Easter 2021.
• Taking bookings for Easter and Summer 2021.
• Continue to keep clients informed.
Summary of services/facilities and status when operating at BCP Stage 2. This list is subject to change and is not exhaustive.

<table>
<thead>
<tr>
<th>Service/Facility</th>
<th>Status</th>
<th>Additional information</th>
<th>Can different households use the space at the same time with social distancing measures in place?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting rooms</td>
<td>Open</td>
<td>Reduced capacity, social events in the evenings and weekends only (room layout must not be changed)</td>
<td>Yes</td>
</tr>
<tr>
<td>Library</td>
<td>Open</td>
<td>Reduced capacity and timed slots</td>
<td>Yes</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Open</td>
<td>Available with adaptions – students allocated to households up to 8 students, some rooms on the main site do not have access to a kitchenette</td>
<td>No – households are not permitted to enter each other’s areas</td>
</tr>
<tr>
<td>Catering</td>
<td>Open</td>
<td>Reduced capacity to dine in Hall, introduction of takeaway service</td>
<td>Yes – in the Hall</td>
</tr>
<tr>
<td>JCR Bar</td>
<td>Open</td>
<td>Reduced capacity, introduction of takeaway service, open during the day and evenings</td>
<td>Yes</td>
</tr>
<tr>
<td>JCR</td>
<td>Open</td>
<td>Reduced capacity</td>
<td>Yes</td>
</tr>
<tr>
<td>Graduate Centre, including MCR and Library</td>
<td>Open</td>
<td>Reduced capacity</td>
<td>Yes</td>
</tr>
<tr>
<td>Printing/copying Room</td>
<td>Open</td>
<td>Temporarily located in the Snug Room</td>
<td>No – one in, one out</td>
</tr>
<tr>
<td>Laundry</td>
<td>Open</td>
<td>Reduced capacity</td>
<td>No – one in, one out</td>
</tr>
<tr>
<td>Holywell Music Room</td>
<td>Open</td>
<td>Reduced capacity</td>
<td>No – one at a time unless booked for group rehearsal</td>
</tr>
<tr>
<td>Moser Theatre</td>
<td>Open</td>
<td>Reduced capacity, weekend only for social activities (set up for teaching during the week)</td>
<td>Yes</td>
</tr>
<tr>
<td>SU Welfare Room</td>
<td>Temporarily closed</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>SU Guest Room</td>
<td>Temporarily closed</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>SU Snug Room</td>
<td>Temporarily closed</td>
<td>Room temporarily repurposed as printing/copying room – see above</td>
<td>n/a</td>
</tr>
<tr>
<td>College Gym</td>
<td>Open for authorised users</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Squash Court</td>
<td>Open</td>
<td>Only members in the same household can play</td>
<td>No</td>
</tr>
<tr>
<td>Location</td>
<td>Access</td>
<td>Sport risk assessment</td>
<td>Capacity/Restrictions</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------------------</td>
<td>-----------------------</td>
<td>------------------------------------------------------------</td>
</tr>
<tr>
<td>Sports Ground</td>
<td>Open for authorised users</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Boathouse</td>
<td>Open for authorised users</td>
<td>Reduced capacity</td>
<td>Yes</td>
</tr>
<tr>
<td>Chapel Organ</td>
<td>Open for authorised users</td>
<td></td>
<td>No – one at a time</td>
</tr>
<tr>
<td>Ante-Chapel Piano</td>
<td>Open for authorised users</td>
<td></td>
<td>No – one at a time</td>
</tr>
<tr>
<td>Hall Piano</td>
<td>Open for authorised users</td>
<td></td>
<td>No – one at a time</td>
</tr>
<tr>
<td><strong>Additional, temporary facility</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marquee in the Fellows’ Garden</td>
<td>Open</td>
<td>Temporarily available during MT</td>
<td>Yes</td>
</tr>
</tbody>
</table>
SECTION 13: COLLEGE OPERATIONS AT BCP STAGE 3

The College’s operations at BCP Stage 3 will depend on the specific circumstances at the time. The following information is a guide on how the College may operate. The list is not exhaustive.

Changes between BCP Stage 2 and BCP Stage 3 are indicated for clarity.

1. CONTROL AND MANAGEMENT
   - Convene Pandemic Executive Group (PEG).
   - PEG meets regularly and assesses the current situation, including information from the University, local and national developments, to ensure that the College responds appropriately.
   - Warden and College Officers keep in regular contact with Conference of Colleges and other relevant groups.
   - PEG reports to Governing Body.

2. GENERAL
   - Department protocols and risk assessments.
   - Hand sanitisers located around College.
   - Wadham-branded signage in place to remind members about social distancing, hand hygiene, wearing a face covering in required settings unless exempt, and one-way systems
   - Enhanced cleaning programme in place.
   - Staff wearing suitable PPE where required and following protocols to help prevent infection and spreading the virus.
   - Returning to work on-site process for all staff and Fellows.
   - Administrative/service departments working collaboratively and flexibly in whichever section needs most help at any particular time.
   - All students encouraged to register with the College Doctor (or another local Doctor). This is requirement under the College Regulations.

3. VISITORS AND MEMBERS OF THE PUBLIC
   - The College is closed to members of the public.
   - Students are not permitted to bring guests into the College.
   - The College is closed to Alumni and prospective students.

4. COMMUNICATION
   - College members advised that the College is operating at BCP Stage 3.
   - Regular communications to College members, including the basic measures to reduce transmission:
     - Social distancing
     - Good hand hygiene
     - Getting a test if they have symptoms.
     - Wearing a face covering in indoors unless they or the required setting is exempt.
   - College members kept informed of evolving pandemic situation to enable them to respond appropriately and to provide reassurance. Members aware what to do and
what will happen if they develop COVID-19 symptoms. Protocol circulated to all members.

- Drafted external communications in the event of an outbreak in the College.
- Agreed a media strategy. Use the web, e-mail and social media.
- Members aware of what changes may apply if the College moves to BCP Stage 4.

5. STAFFING

- Phased return of staff working on site. Some staff are continuing to work from home for some or all of their contracted hours. Staff move to working from home where this is operationally possible.
- ‘Key on-site staff’ identified in each team and record kept in HR. List will identify staff able to work from home if they (or their household) have to self-isolate and are well. ‘Key on-site staff’ continue working in the College.
- Review department operating procedures to ensure these are clearly written for others to follow in the event of staff absences.
- Monitor staff absence levels.
- Each department to review their contingency plan to operate a minimum level of service provision that could be provided with 30% of their staff absent at any one time.
- Consider the staff to be reallocated to support front-line service if required.

6. HOMEWORKING

- Arrangements in place to support staff homeworking where this is operationally possible, including support with IT and the provision of appropriate equipment and furniture.
- Line managers keeping in touch with staff working from home.

7. VULNERABLE MEMBERS

- Record of College Members at higher risk of complications from COVID-19 maintained by HR (non-academic staff) and Academic Office (Fellows and lecturers) contacted to recommend they work from home where possible. If they are unable to work from home the College will explore all options on a case-by-case basis.
- Vulnerable members are working in the College where they are not able to work from home unless advised to shield by their GP.
- Regular contact with vulnerable members to ensure they are supported and any concerns are handled as soon as possible.

8. MEMBERS SELF-ISOLATING IN COLLEGE

- Procedures in place for members self-isolating in College accommodation.
- Accurate record kept of members self-isolating (including their location, when they started their self-isolation and when it should end) and communicated to relevant departments.
- Support from domestic departments with bedding, food and water, cleaning and supplies.
- Regular contact during self-isolation.
- Support from SU and MCR volunteers to students self-isolating. Volunteers help bring supplies to the students as well as keeping in touch remotely.
- Support to students self-isolating from the College’s Welfare Team.
• Members advised to the call the Lodge if they develop COVID-19 symptoms or otherwise feel unwell.
• University's in-house COVID-19 testing service: Early Alert System.
• Support from the College Nurse if the College member has COVID-19 symptoms.

9. ACADEMIC PROVISION
• Some overseas placements postponed until Hilary Term.
• Procedures in place to safely complete enrolment/induction of Freshers.
• Mix of face-to-face and Move to online teaching.
• Arrangements in place for collections, assessments, marking and confirming results.
• Procedures for covering absence of academics.
• Planning underway for admissions, including processing of applications and interviews.
• Students aware of methods of communication on academic issues.

10. LIBRARY
• Open 7 days a week with timed Study Sessions booked in advance. Library closed.
• Photocopier/printer/scanner taken out of the Library and available from a temporary, alternative location.
• A ‘Click & Collect’ system to order SOLO catalogue books will be maintained if feasible.
• Library Discussion room temporarily unavailable as it will be used for the ‘Click & Collect’ system if it is feasible to maintain this service.

11. SERVICE PROVISION

11.1. Lodge
• One or two members of the team on duty at all times depending on the situation. Staff are working in a ‘fixed team’.
• Cover arrangements in place in the event of staff absence, including night time cover.
• Mobile telephone numbers for all students are kept securely at the Lodge.

11.2. Housekeeping
• Enhanced cleaning and disinfection programme in place in communal areas only.
• Extended Normal or reduced operational hours as the meeting rooms and most offices will not be used and students will be responsible for cleaning their own communal facilities in their household accommodation on the main site: 08:00 to 18:00.
• Staff and Fellows’ offices responsible for cleaning their own offices if they are working on site cleaned unless requested not to clean.
• Appropriate supplies of PPE have been purchased.
• Sufficient supplies of cleaning materials have been purchased in case of supply disruption.
• Consideration given to a contingency arrangement with a contract cleaning company for use if staff absences reach critical levels.
• All team members working on site.

11.3. Catering
• Student, staff (working on-site) and SCR meals served.
• Operational 7 days a week.
• Takeaway and dine-in service service only.
• Hall is closed. Households are able to sit together in the Hall.
• All members of the catering team are working on-site.

11.4. Works
• Department ensures all compliance is up-to-date and only urgent and emergency repairs and maintenance tasks are completed.
• All members of the Works Department are working on site.

11.5. Accounts and Payroll
• Backup plan is in place to process invoices and run payroll if staff are unable to work.
• Accounts and payroll functions are working remotely except when they need to complete on-site operations.

12. STUDENTS IN COLLEGE ACCOMMODATION
• Students allocated to households. Maximum of 8 students.
• Notified students about student households and College Arrangements for Michaelmas Term 2020 updated College Arrangements.
• Students responsible for cleaning their own bedrooms and communal facilities (toilets/bathrooms and kitchens where applicable) for the health and safety of students and staff, and to enable the housekeeping team to focus on communal areas.
• Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.

13. STUDENTS IN PRIVATE HOUSING
• Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.
• Students responsible for informing household (some students could be living with non-Wadham members).

14. FINANCIAL SUPPORT TO STUDENTS
• Mechanisms in place to provide financial support for students, for example students unable to open a bank account.
• Regular communication that financial support is available.
• Provision of remote meetings to discuss financial support where required.

15. STUDENT WELFARE
• Welfare provision for students through the Welfare Advisor, Chaplain, Nurse, Sub-Deans and Peer Supporter Network.
• Additional support and guidance is also available via the Welfare Dean, the Senior Tutor, the Harassment Advisors, and the Tutors for Race, Equality & Diversity, and Women.
• Most of the provision will be offered remotely.

16. COLLEGE EVENTS
• No internal events. Consideration given to internal events being held remotely where this will not impact on the event.
• Where in-person internal events are organised the numbers are limited to facilitate social distancing and other control measures are in place.
• Any authorised, larger gatherings will be held outdoors wherever possible and social distancing will be maintained. Marquee in the Fellows’ Garden during Michaelmas Term.
• Student events signed off by the Dean with a specific COVID-secure risk assessment for the event in place.
• Development Office events held remotely.

17. CONFERENCES/EXTERNAL EVENTS
• No external conferences until Easter 2021.
• Taking bookings for Easter and Summer 2021.
• Continue to keep clients informed.

Summary of services/facilities and status when operating at BCP Stage 3. This list is subject to change and is not exhaustive.

<table>
<thead>
<tr>
<th>Service/Facility</th>
<th>Status</th>
<th>Additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting rooms</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>Temporarily closed</td>
<td>Delivery of books will be maintained if feasible</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Open</td>
<td>Households are not permitted to enter each other’s areas</td>
</tr>
<tr>
<td>Catering</td>
<td>Open</td>
<td>Takeaway service only</td>
</tr>
<tr>
<td>JCR Bar</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>JCR</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Graduate Centre, including MCR and Library</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Printing/copying Room</td>
<td>Open</td>
<td>Temporarily located in the Snug Room. One in, one out</td>
</tr>
<tr>
<td>Laundry</td>
<td>Open</td>
<td>One in, one out</td>
</tr>
<tr>
<td>Holywell Music Room</td>
<td>Open</td>
<td>One at a time</td>
</tr>
<tr>
<td>Moser Theatre</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Welfare Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Guest Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Snug Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>College Gym</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Squash Court</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Sports Ground</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Boathouse</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Facility</td>
<td>Access</td>
<td>Availability</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Chapel Organ</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
<tr>
<td>Ante-Chapel Piano</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
<tr>
<td>Hall Piano</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
</tbody>
</table>

**Temporary, additional facility**

<table>
<thead>
<tr>
<th>Facility</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquee in the Fellows’ Garden</td>
<td>Temporarily closed</td>
</tr>
</tbody>
</table>
SECTION 14: COLLEGE OPERATIONS AT BCP STAGE 4

The College’s operations at BCP Stage 4 will depend on the specific circumstances at the time. The following information is a guide on how the College may operate. The list is not exhaustive.

Changes between BCP Stage 3 and BCP Stage 4 are indicated for clarity, as well as changes between BCP Stage 2 and BCP Stage 3.

1. CONTROL AND MANAGEMENT
   - Convene Pandemic Executive Group (PEG).
   - PEG meets regularly and assesses the current situation, including information from the University, local and national developments, to ensure that the College responds appropriately.
   - Warden and College Officers keep in regular contact with Conference of Colleges and other relevant groups.
   - PEG reports to Governing Body.

2. GENERAL
   - Department protocols and risk assessments.
   - Hand sanitisers located around College.
   - Wadham-branded signage in place to remind members about social distancing, hand hygiene, wearing a face covering in required settings unless exempt, and one-way systems.
   - Enhanced cleaning programme in place.
   - Staff wearing suitable PPE where required and following protocols to help prevent infection and spreading the virus.
   - Returning to work on-site process for all staff and Fellows.
   - Administrative/service departments working collaboratively and flexibly in whichever section needs most help at any particular time.
   - All students encouraged to register with the College Doctor (or another local Doctor). This is requirement under the College Regulations.

3. VISITORS AND MEMBERS OF THE PUBLIC
   - The College is closed to members of the public.
   - Students are not permitted to bring guests into the College.
   - The College is closed to Alumni and prospective students.

4. COMMUNICATION
   - College members advised that the College is operating at BCP Stage 4.
   - Regular communications to College members, including the basic measures to reduce transmission:
     - Social distancing
     - Good hand hygiene
     - Getting a test if they have symptoms.
     - Wearing a face covering in indoors unless they or the required setting is exempt.
• College members kept informed of evolving pandemic situation to enable them to respond appropriately and to provide reassurance. Members aware what to do and what will happen if they develop COVID-19 symptoms. Protocol circulated to all members.
• Drafted external communications in the event of an outbreak in the College.
• Agreed a media strategy. Use the web, e-mail and social media.
• Members aware of what changes may apply if the College moves to BCP Stage 4.

5. STAFFING
• Phased return of staff working on site. Some staff are continuing to work from home for some or all of their contracted hours. Staff move to working from home where this is operationally possible.
• ‘Key on-site staff’ identified in each team and record kept in HR. List will identify staff able to work from home if they (or their household) have to self-isolate and are well. ‘Key on-site staff’ continue working in the College. Skeleton team from the list of ‘Key on-site staff’ continue working in the College, possibly on a rota, to provide essential support, including cleaning of communal areas where they are currently in use, and compliance checks (e.g. testing fire alarms, flushing outlets and checking emergency alarms).
• Review department operating procedures to ensure these are clearly written for others to follow in the event of staff absences.
• Monitor staff absence levels.
• Each Department operating essential services to continue to review their contingency plan to operate a minimum level of service provision that could be provided with 30% of their staff absent at any one time.
• Consider the staff to be reallocated to support front-line essential services if required.
• Line managers keeping in touch with all team members, including any staff unable to work because the College does not have work for them to do.

6. HOMEWORKING
• Arrangements in place to support staff homeworking where this is operationally possible, including support with IT and the provision of appropriate equipment and furniture.
• Line managers keeping in touch with staff working from home.

7. VULNERABLE MEMBERS
• Record of College Members at higher risk of complications from COVID-19 maintained by HR (non-academic staff) and Academic Office (Fellows and lecturers) contacted to recommend they continue to work from home where possible. If they are unable to work from home the College will explore all options taking on a case-by-case basis.
• Vulnerable members are working in the College where they are not able to work from home.
• Regular contact with vulnerable members to ensure they are supported and any concerns are handled as soon as possible.

8. MEMBERS SELF-ISOLATING IN COLLEGE
9. ACADEMIC PROVISION

- Some overseas placements postponed until Hilary Term.
- Procedures in place to safely complete enrolment/induction of Freshers.
- Mix of face-to-face and Move to Online teaching.
- Arrangements in place for collections, assessments, marking and confirming results.
- Procedures for covering absence of academics.
- Planning underway for admissions, including processing of applications and interviews.
- Students aware of methods of communication on academic issues.

10. LIBRARY

- Open 7 days a week with timed Study Sessions booked in advance. Library closed.
- Photocopier/printer/scanner taken out of the Library and available from a temporary, alternative location.
  - A ‘Click & Collect’ system to order SOLO catalogue books will be maintained if feasible.
  - Library Discussion room temporarily unavailable as it will be used for the ‘Click & Collect’ system if it is feasible to maintain this service.

11. SERVICE PROVISION

11.1. Lodge

- One or two members of the team on duty at all times depending on the situation. Staff are working in a ‘fixed team’.
- Cover arrangements in place in the event of staff absence, including night time cover.
- Mobile telephone numbers for all students are kept securely at the Lodge.

11.2. Housekeeping

- Enhanced cleaning and disinfection programme in place in communal areas only.
Extended Normal or reduced operational hours as the meeting rooms and most offices will not be used and students will be responsible for cleaning their own communal facilities in their household accommodation if they remain in College accommodation. on the main site: 08:00 to 18:00.

- Staff and Fellows’ offices responsible for cleaning their own offices if they are working on site cleaned unless requested not to clean.
- Appropriate supplies of PPE have been purchased.
- Sufficient supplies of cleaning materials have been purchased in case of supply disruption.
- Consideration given to a contingency arrangement with a contract cleaning company for use if staff absences reach critical levels.
- All Skeleton team members working on site on a rota.

11.3. Catering
- Kitchen closed or operating a significantly reduced service for students continuing to live on the main site.
- Student, staff (working on-site) and SCR meals served if the kitchen is operating.
- Review whether the kitchen should be operational 7 days a week.
- Review whether a takeaway and dine-in service or only-service should continue.
- Hall is closed. Households are able to sit together in the Hall.
- All Skeleton team members working on site on a rota.

11.4. Works
- Department ensures all compliance is up-to-date and only urgent and emergency repairs and maintenance tasks are completed.
- All Skeleton team members working on site on a rota.

11.5. Accounts and Payroll
- Backup plan is in place to process invoices and run payroll if staff are unable to work.
- Accounts and payroll functions are working remotely except when they need to complete on-site operations.

12. STUDENTS IN COLLEGE ACCOMMODATION
- Students in College accommodation may need to move rooms or sites.
- Students allocated to households. Maximum of 8 students.
- Notified students about student households and College Arrangements for Michaelmas Term 2020 updated College Arrangements.
- Students remaining in College accommodation are responsible for cleaning their own bedrooms and communal facilities (toilets/bathrooms and kitchens where applicable) for the health and safety of students and staff, and to enable the housekeeping team to focus on communal areas in use.
- Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.
13. STUDENTS IN PRIVATE HOUSING
- Students aware of what to do if they develop COVID-19 symptoms. Students asked to contact the Lodge if they are self-isolating and have booked a test.
- Students responsible for informing household (some students could be living with non-Wadham members).

14. FINANCIAL SUPPORT TO STUDENTS
- Mechanisms in place to provide financial support for students, for example students unable to open a bank account, unable to afford to travel home or other unforeseen expenditure.
- Regular communication that financial support is available.
- Provision of remote meetings to discuss financial support where required.

15. STUDENT WELFARE
- Welfare provision for students through the Welfare Advisor, Chaplain, Nurse, Sub-Deans and Peer Supporter Network.
- Additional support and guidance is also available via the Welfare Dean, the Senior Tutor, the Harassment Advisors, and the Tutors for Race, Equality & Diversity, and Women.
- Most All of the provision will be offered remotely.

16. COLLEGE EVENTS
- No internal events. Consideration given to internal events being held remotely where this will not impact on the event.
- Where in-person internal events are organised the numbers are limited to facilitate social distancing and other control measures are in place.
- Any authorised, larger gatherings will be are held outdoors wherever possible and social distancing will be maintained. Marquee in the Fellows’ Garden during Michaelmas Term.
- Student events signed off by the Dean with a specific COVID-secure risk assessment for the event in place.
- Development Office events held remotely.

17. CONFERENCES/EXTERNAL EVENTS
- No external conferences until Easter 2021.
- Taking bookings for Easter and Summer 2021.
- Continue to keep clients informed.
Summary of services/facilities and status when operating at BCP Stage 4. This list is subject to change and is not exhaustive.

<table>
<thead>
<tr>
<th>Service/Facility</th>
<th>Status</th>
<th>Additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting rooms</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>Temporarily closed</td>
<td>Delivery of books will be maintained if feasible</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Temporarily closed except for students unable to travel home</td>
<td>Households are not permitted to enter each other’s areas</td>
</tr>
<tr>
<td>Catering</td>
<td>Temporarily closed or limited service</td>
<td>Takeaway service only</td>
</tr>
<tr>
<td>JCR Bar</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>JCR</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Graduate Centre, including MCR and Library</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Printing/copying Room</td>
<td>Open</td>
<td>Temporarily located in the Snug Room. One in, one out</td>
</tr>
<tr>
<td>Laundry</td>
<td>Open</td>
<td>One in, one out</td>
</tr>
<tr>
<td>Holywell Music Room</td>
<td>Open</td>
<td>One at a time</td>
</tr>
<tr>
<td>Moser Theatre</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Welfare Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Guest Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>SU Snug Room</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>College Gym</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Squash Court</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Sports Ground</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Boathouse</td>
<td>Temporarily closed</td>
<td></td>
</tr>
<tr>
<td>Chapel Organ</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
<tr>
<td>Ante-Chapel Piano</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
<tr>
<td>Hall Piano</td>
<td>Open for authorised users</td>
<td>One at a time</td>
</tr>
</tbody>
</table>

**Temporary additional facility**

| Marquee in the Fellows’ Garden                | Temporarily closed                     |
SECTION 15: COMMUNICATION PLAN

In each communication, ensure inclusion of relevant elements of whether there is denial of access, duration of any interruption to normal operations and wider considerations of feedback/welfare/staff morale.

During office hours:
- Ensure any students/staff known to be present, or associated with the affected premises, are advised regarding what action they should take.
- Initiate emergency call-out/broadcast to notify staff/students according to agreed, scripted message. Social media can be used if appropriate.
- Contact all absent students/staff to advise them of action to take by email and social media as appropriate.
- Record whether contact was reached, or whether just a message (email or other means) has been left.
- If any affected staff are on holiday or away from their home, contact them by phone if possible, otherwise by email and social media. Post may be used as a last resort.

Outside office hours:
- If the incident occurs before [0600hrs], consider waiting until after [0600hrs] to notify staff at home. Otherwise, always default to primary contact on their mobile or home telephone.
- Give guidance on how long incident is likely to continue.
- Record whether member(s) of staff has been contacted, or a message left.
- Advise students/staff on how they will be kept updated on latest developments regarding the incident.
- Confirm when normal business has been resumed.

Press communications
- Unless specifically authorised by the Pandemic Executive Group, no comment should be made to the media. If approached, staff response should be "no comment" and enquiries should be referred to the Pandemic Executive Group.
- The default spokespersons in all situations will be the Warden or Sub-Warden. Should the Warden or Sub-Warden be unavailable, the Pandemic Executive Group shall nominate the most appropriate alternative.
- The Pandemic Executive Group shall agree on the content of what shall be communicated, via what channels and to whom, in what order. Prior to briefing the press, a decision should be made as to whether to provide an interview, conference or merely to issue a read press statement. The latter is the preferred method for most foreseeable circumstances. Proposed press releases should be discussed with the University Press Office.
- Wherever possible, staff and junior members should be notified first, University Press Office second and suppliers third. College has no specific obligations with respect to notifying the public concerning incidents.
- The policy is to stick to communicating facts and expressing sorrow at any personal loss, or injury suffered as a consequence of the situation.