UNIVERSITY OF CAMBRIDGE OUTBREAK MANAGEMENT PLAN

Version 4.0
27 SEPTEMBER 2021
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1. **Summary**

This plan summarises and provides high level guidance for the collegiate University’s response to suspected or confirmed COVID-19 cases/outbreaks at Cambridge and rising infection rates in the local community and nationally. The plan has been developed in conjunction with the Cambridgeshire County Council and Peterborough City Council Local Authority Public Health and Cambridge City Council Environmental Health teams and is aligned with their outbreak control plans.

Actions in this plan are not exhaustive and provide high level guidance only. The plan is supported by more detailed continuity and resurgence plans and processes. The plan is dynamic, with all actions subject to change\(^1\), especially in response to new advice and guidance received from the UK Government, Public Health England (PHE) and Local Authorities.

2. **Current context**

Following the government’s lifting of all legal restrictions on 19 July 2021 and the successful roll-out of the national vaccination programme, the UK has entered a new phase of living with COVID-19 as an endemic infectious disease. The emphasis is now on local risk-assessment and the ability to manage any necessary interventions to limit transmission and to keep case numbers manageable. This situation is reflected in the updates to this Outbreak Management Plan, in particular the addition of the ‘Business as Usual’ plan which is based on the original Response Framework (see section 3). The Response Framework itself remains part of the overall plan, as described below.

3. **Business as Usual plan and Response Framework**

The collegiate University’s framework for managing cases/outbreaks in the context described in section 2 is set out in its ‘Business as Usual’ plan (**Appendix 1**). The focus of this plan is to maintain activities in person, in particular supporting the continuation of face-to-face education and enabling staff to work on-site in Covid-secure environments. In the event that a new vaccine-evading variant was to emerge and the virus was to become pandemic again in the UK, the collegiate University would revert to its original Response Framework with five escalating phases for the management of outbreaks (**Appendix 2**). The collegiate University would move between its BAU Plan and Response Framework in accordance with government advice and regulations.

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\(^1\) Limited sections of the plan may include guidance that has since been updated and communicated through COVID communication channels (see **Appendix 7**).
The BAU Plan has been developed from the same principles and structure of the Response Framework and should therefore be read in conjunction with the latter. The Response Framework comprises five escalating phases and outlines the responsible teams and likely actions for each phase. Phases range from Green (isolated cases) through to Yellow and Amber (minor and significant outbreaks respectively) and finally Red/Red + (local restrictions/lockdown). The COVID-19 Gold Team, in consultation with PHE and Local Authority Public Health teams, assesses the risk relating to COVID-19 across the collegiate University. This risk-assessment is based on a range of data-driven and environmental factors and helps the COVID-19 Gold Team determine in which phase the collegiate University sits.

Further plans feed into the Response Framework. Resurgence plans are continuity plans for different parts of the University that detail actions which will be invoked in different scenarios. A communications plan is provided in Appendix 3. Together the plans address how the collegiate University responds to a range of scenarios. Testing of the Response Framework against complex ‘real-world’ scenarios took place on 24th September 2020, and plans were updated based on this. All plans are kept under review and continue to be updated as needed in light of changing circumstances, government guidance and experience.

4. Communication

The University and its Colleges recognise that clear and timely communications are key to managing the spread of the virus and dealing with outbreaks. Our outbreak communications strategy can be broken down into three core areas.

**Awareness-raising across the whole University community.** The communications actions identified in the Communications Plan (Appendix 3) are dependent on individual students and members of staff understanding what they need to do if they are symptomatic or test positive. It is also critical that Colleges and Faculties and Departments understand their responsibilities, and how they fit into a coherent communications response, if there is a significant outbreak. The University and Colleges have a wide variety of communications channels (including direct email, the weekly Key Issues Bulletin, websites, social media and online town hall meetings). Key actions and guidance are also available on our StaySafeCambridgeUni campaign website and supporting materials: www.cam.ac.uk/coronavirus/stay-safe-cambridge-uni.

**Communications actions as part of the outbreak plan.** The Communications Plan (Appendix 3) outlines the high-level communications required for each of the different response levels in the BAU plan (Appendix 1) and the Response Framework (Appendix 2). Members of the University’s internal communications team work with the University COVID-19 Helpdesk to support communications around the asymptomatic screening programme detailed in Appendix 4 and the processes for monitoring and managing cases detailed in Appendix 5.

**Crisis communications capability.** The collegiate University’s incident management teams (Gold for strategic decision-making, Silver for operational response) have key communications personnel and deputies as members, including the Director of Communications (Gold) and the Head of Internal Communications (Silver). These members are supported by various teams and channels – all tested in reactive and extremis situations – to ensure rapid communication to all staff and students, or specific University cohorts, as appropriate.

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2 Resurgence refers to the resurgence of COVID-19
5. **Key measures**

Our approach is to provide a COVID-19 secure environment for work and study, and to support our staff and students to understand and observe national guidance and prevention measures, thereby reducing the likelihood of contracting or spreading the virus.

Some of the key measures that the Collegiate University has put in place include:

- Establishing a COVID-19 Operations Centre (Helpdesk) to provide advice, support and oversight of COVID-19 related management. The Helpdesk is a single point of contact for positive cases and information sharing between the Local Authorities and PHE.
- The StaySafeCambridgeUni Information Campaign, which provides a range of guidance and resources, and reinforces key public health messages (see below);
- A comprehensive risk assessment programme for the safe opening of all University buildings, led by the University’s Estates Division in close cooperation with heads of institutions and the SafeSpace Team;
- A Return to the Workplace protocol, supported by individual risk assessments and the Safe Space Circles initiative, that puts flexibility and individual staff wellbeing at the heart of return to onsite working;
- The ability to pivot to a blended approach to teaching if necessary (e.g. the delivery of mass lectures online with small group teaching, lab and practical work delivered in person in a safe and secure manner);
- The creation of household bubbles for those students resident in Colleges. Our collegiate model helps us provide the support, guidance and information that students need to live and study safely while getting the most out of their education;
- A symptomatic testing programme for all staff and students and, where capacity allows, their households;
- Capability to deliver a weekly asymptomatic testing programme for all students resident in College accommodation, and some student households in private rented accommodation (see Appendix 4 for further details);
- Encouraging staff and students to take up vaccinations and working with the NHS Cambs and Peterborough Clinical Commissioning Group (CCG) to set up vaccination centres specifically targeted to students around the start of the new academic year.

6. **Surveillance and Response**

As we have experienced, even with stringent prevention measures in place cases of COVID-19 will arise amongst our staff and student population. Our goal is to identify cases quickly to be able to provide support to the individuals affected and to implement measures to reduce spread. The key steps in our processes for symptomatic individuals and cases (student and staff), ongoing monitoring and the management of outbreaks are described in high level process maps in Appendix 5.

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3 This testing programme will resume in Michaelmas Term 2021 until further notice. Lateral Flow Devices are also currently readily available free of charge to support individuals’ testing.
Early identification of cases is facilitated by our testing programmes - symptomatic testing is available for all staff and students and, where capacity allows, their households. Asymptomatic testing is available for students who are resident in the Colleges, as well as some students resident in private accommodation. Staff and students are encouraged to engage with the NHS Test and Trace process in all guidance and communications. A system that enables the Helpdesk to carry out ‘settings’ contact tracing has been developed in close consultation with local authority colleagues. We have worked with clinical colleagues in our Infectious Disease team to put in place processes for early identification of potential outbreaks in all data sources available to us, and continue to work with PHE and the Local Authorities in the management of outbreaks.

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4 Settings contacts are contacts beyond household and community contacts that the individual has not been able to provide the details of to NHS Test and Trace.
1. **Overarching approach**

This plan is based on the coloured Response Phase format of the Response Framework (*Appendix 2*) and should therefore be read in conjunction with that Framework. In particular, the COVID-19 Gold Team will continue to be informed by the factors to be taken into account in assessing risk in reference to the scenarios and 1) decide in which of the three phases the collegiate University sits and 2) determine movement between phases (in both directions). These factors are listed in *section 2 in Appendix 2*.

The responsibilities of each group involved in handling COVID-19 across the collegiate University (*section 4 in Appendix 2*) remain the same as far as they apply to the scenarios set out in the BAU Plan.

As in the case of the Response Framework, the University’s Covid-19 Gold Team will set the overall level of response (green-yellow, amber, or red) but, subject to local risk assessment, individual institutions and Colleges may wish to be more stringent because of their own particular circumstances. The COVID-19 Incident Management Team (CIMT) may also advise that additional restrictions be put in place, to help institutions and Colleges to respond to specific situations.

2. **Management of the risk relating to COVID-19 across the collegiate University (the BAU Plan)**

This framework is a broad guide to how the collegiate University will respond to different scenarios of COVID-19. The actions described may need to vary depending on the precise nature of the circumstances. It is therefore an indicative, rather than determinative, document.
<table>
<thead>
<tr>
<th>Response Phase</th>
<th>Responsibilities</th>
<th>Likely Impact/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COVID-19 Operations Centre</strong></td>
<td><strong>COVID-19 Incident Management Team</strong></td>
<td><strong>Silver Team</strong></td>
</tr>
<tr>
<td></td>
<td>Daily monitoring of cases.</td>
<td>Kept informed via weekly reports from the COVID-19 Operations Team.</td>
</tr>
<tr>
<td></td>
<td>Liaise with PHE and LA PH teams.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekly reporting to the DfE (via OfS) as necessary.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekly reporting to Silver Team and COVID-19 Gold Team.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide advice to affected institutions in how to respond to outbreaks and, if Head of COVID-19 Operations Centre deems necessary convene meeting(s) of CIMT.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with LA PH teams to monitor outbreaks and agree mitigation measures.</td>
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</tr>
<tr>
<td><strong>COVID-19 Gold Team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Responsibility for managing specific local outbreaks where deemed necessary by Head of COVID-19 Operations Centre, including providing advice to affected institutions in how to respond to outbreaks (e.g. enhanced cleaning of area, enhanced use of face-coverings or other social measures for temporary periods).</td>
<td></td>
</tr>
<tr>
<td><strong>Silver Team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kept informed via weekly reports from the COVID-19 Operations Team.</td>
<td></td>
</tr>
<tr>
<td><strong>COVID-19 Gold Team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kept informed via weekly reports from the COVID-19 Operations Team.</td>
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</tbody>
</table>

5 Outbreaks defined as 5+ cases or 10% of individuals (whichever threshold is reached first) who are likely to have mixed closely within a 10-day period. ‘Minor outbreaks’ are outbreaks that do not fall under the definition of ‘Significant Outbreaks’ (see Amber).
<table>
<thead>
<tr>
<th>Response Phase</th>
<th>Responsibilities</th>
<th>Likely Impact/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COVID-19 Operations Centre</td>
<td>COVID-19 Incident Management Team</td>
</tr>
<tr>
<td>Amber</td>
<td>Significant outbreak(s) in collegiate University</td>
<td>As above.</td>
</tr>
<tr>
<td></td>
<td>Outbreaks in a significant number(^6) of Colleges and Institutions that are geographical dispersed across the collegiate University estate</td>
<td></td>
</tr>
<tr>
<td>Red</td>
<td>Rapidly rising local community and/or national rates</td>
<td>As above.</td>
</tr>
<tr>
<td></td>
<td>High prevalence of Covid infection in the local community/nationally</td>
<td></td>
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</tbody>
</table>

\(^6\) Not a set number as depends on the different factors to take into consideration (for factors, see section 2 in Appendix 2).
APPENDIX 2: RESPONSE FRAMEWORK FOR MANAGING COVID-19 OUTBREAKS (THE RESPONSE FRAMEWORK)

1. Overarching approach

The collegiate University has adopted a partnership model for the management and containment of any outbreaks of COVID-19, working with Public Health England (East of England) and the Local Authorities’ (LA) Public Health (PH) and Environmental Health teams. The collegiate University has a five-phase framework for the management of outbreaks.

The University’s Covid-19 Gold Team will set the overall level of response (green, yellow, amber, or red/red+) but, subject to local risk assessment, individual institutions and Colleges may wish to be more stringent because of their own particular circumstances. The COVID-19 Incident Management Team (CIMT) may also advise that additional restrictions be put in place, to help institutions and Colleges to respond to specific situations.

2. Assessment of the risk relating to COVID-19 across the collegiate University

The collegiate University’s COVID-19 Gold Team, in consultation with PHE and the LA PH teams, will be responsible for making a determination as to the risk relating to COVID-19 across the collegiate University at any one time. They will do this by reviewing a number of factors, as set out below. Their assessment will then determine in which of the five phases the collegiate University sits. Those phases in turn define in broad terms how the situation is to be managed. A risk-based approach will be taken to deciding what specific action will be taken under each phase and may need to vary depending on the precise nature of the circumstances. The phases are set out at section 3.

Factors to be taken into account when deciding in which of the five phases the collegiate University sits

Data driven:

1. What is the incidence rate in the collegiate University – the proportion of positive cases amongst the student population and the staff population? This should include the daily and cumulative figures of positive cases per total number of students and the same for staff. It should also give consideration to the ‘setting’ – i.e. caseload per College, Department or Faculty etc.).
2. What is the geographical spread of cases? This information will include a heatmap of the collegiate University.
3. Evidence of linkage between cases – are there reasonable grounds to suspect, or reliable evidence of linkage e.g. a reported contact?
4. Has there been a sudden increase in the reporting of symptoms to the COVID-19 Helpdesk?
5. What is the rate of change – how quickly are cases increasing within a particular setting?
6. Is the number of outbreaks increasing – how quickly is this changing?
7. What is the incidence rate in the local community – how quickly is this changing?

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7 Defined as five or more linked cases.
8 The COVID-19 Gold Team, in consultation with PHE and the LA PH teams, will have overall responsibility for determining in which of the five phases the collegiate University sits.
9 There may be situations where the COVID-19 Gold Team needs to make a decision in response to externally imposed restrictions.
8. What is the level of vaccination uptake in the local community / student population?

Environmental:

9. Have there been any suspected point source events (i.e. a single setting with a large number of linked cases) or other apparent linked causes of transmission?

10. What is the risk to the local community of rising cases in the collegiate University?

11. Are there concerns about compliance with any prevailing restrictions or guidance, in particular the following of social distancing guidance, e.g. within a particular setting or group?

12. Will the proposed actions have an impact on the routes of transmission (both within the collegiate University and the local community)? This will include consideration of the reputational impact of taking or not taking particular actions.

If the COVID-19 Gold Team decides to move to a higher phase, it will also consider (a) how long the phase is intended to stay in place (e.g. for a set period initially, with dates set for future review) and (b) what changes the COVID-19 Gold Team would need to have evidence of to decide to move down again. This information will be provided to the COVID-19 Gold Team by the COVID-19 Operations Centre in line with the escalation process set out in section 2.1. The COVID-19 Gold Team will also receive a weekly data report from the COVID-19 Operations Centre so that they are aware of the current position.

2.1. Escalation Process

The COVID-19 Operations Centre will monitor case data on a daily basis, reviewing data from the asymptomatic testing programme, internal symptomatic testing and NHS Test and Trace. The Head of the COVID-19 Operations Centre (or, in her absence, the Director of Health, Safety and Regulated Facilities (Director of H&S)) will decide, with input from the LA PH team, to take one of three actions on a daily basis:

1. Maintain a watching brief (e.g. if cases are remaining relatively low or stable);

2. Stand up the COVID-19 Incident Management Team to manage any outbreaks and identify any additional members that need to attend;

3. That further escalation is required (e.g. if the collegiate University may need to move into the next response phase because of more significant outbreaks) in which case the Director of H&S or Head of COVID-19 Operations Centre will alert the Chair of the Silver Team, who will in turn alert the COVID-19 Gold Team.

3. Management of the risk relating to COVID-19 across the collegiate University (the Response Framework)

This framework is a broad guide to how the collegiate University will respond to different cases of COVID-19. The actions described may need to vary depending on the precise nature of the circumstances. It is therefore an indicative, rather than determinative, document.
<table>
<thead>
<tr>
<th>Response Phase</th>
<th>Responsibilities</th>
<th>Likely Impact/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Individual confirmed positive cases, or five or more linked cases where these are confined within a household. | - Daily monitoring of cases.  
- Liaise with PHE and LA PH teams.  
- Weekly reporting to the DfE (via OfS) as necessary.  
- Weekly reporting to Silver Team and COVID-19 Gold Team.  
**Head of COVID-19 Operations:**  
- Alert Chair of Silver Team if the collegiate University’s response may require escalating to the next phase. | - Stay Safe Cambridge Uni guidance in place.  
- Any University-wide guidance/restrictions in place as agreed by the Gold Team (e.g. adequate ventilation, social distancing, use of face coverings)  
- Buildings open with COVID-secure measures in place.  
- Remote working and COVID-secure on-site working subject to risk assessments and as agreed with line-managers. Enhanced cleaning measures in place throughout buildings.  
- Teaching and assessment delivered in person subject to local risk assessments of educational spaces.  
**Communications:** see [Appendix 3 - Outbreak communications plan](#) |
| COVID-19 Operations Centre | COVID-19 Incident Management Team | Silver Team | COVID-19 Gold Team |
| N/A | Kept informed via weekly reports from the COVID-19 Operations Team.  
Chair of the Silver Team to convene the Gold Team if the response requires escalating to the next phase. | Kept informed via weekly reports from the COVID-19 Operations Team.  
Decide on whether to move to the next phase of the response framework. |
<table>
<thead>
<tr>
<th>Yellow</th>
<th>Minor outbreak(s) Five or more(^{10}) linked cases within a specific setting (outside household groups).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response Phase</strong></td>
<td><strong>Responsibilities</strong></td>
</tr>
<tr>
<td><strong>COVID-19 Operations Centre</strong></td>
<td><strong>COVID-19 Incident Management Team</strong></td>
</tr>
</tbody>
</table>
| As in Green, plus:  
- Regular liaison (via the Head of the COVID-19 Operations Centre and Director of H&S) with the Silver Team.  
- Provide advice to affected institutions on how to respond to outbreaks and, if Head of COVID-19 Operations Centre deems necessary for particular outbreaks, convene meeting(s) of CIMT.  
- Increased reporting to Silver Team and COVID-19 Gold Team, as necessary. | Responsibility for managing specific local outbreaks where deemed necessary by Head of COVID-19 Operations Centre, including providing advice to affected institutions on how to respond to outbreaks. | As in Green. | As in Green. |

**Unaffected institutions operate as in Green, plus:**  
- Any enhanced University-wide guidance/restrictions as agreed by the Gold Team (e.g. increased social distancing) Enhanced vigilance and on-site monitoring of numbers in buildings.  

**Affected institutions likely to implement further restrictions, for example enhanced cleaning of the affected area, pivot to remote working for a period.**  

**Teaching and assessment as in Green:** delivered in person subject to local risk assessments of educational spaces.  

**Communications:** See Appendix 3 - Outbreak communications plan.

\(^{10}\) Or 10% of individuals (whichever threshold is reached first) who are likely to have mixed closely within a 10-day period.
<table>
<thead>
<tr>
<th>Response Phase</th>
<th>Responsibilities</th>
<th>Likely Impact/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amber</strong></td>
<td></td>
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</tr>
<tr>
<td>Significant</td>
<td>As in Yellow.</td>
<td>Unaffected institutions operate as in Yellow.</td>
</tr>
<tr>
<td>outbreak(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Five or more¹¹ linked cases, linked across multiple or non-residential settings.</td>
<td>As in Yellow but engagement likely to be more intense.</td>
<td>Affected institutions will be advised by CIMT on appropriate action/implementations. More widespread restrictions are likely.</td>
</tr>
<tr>
<td><strong>Red</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City/Local</td>
<td>As in Amber.</td>
<td>As in Amber, plus:</td>
</tr>
<tr>
<td>Area restrictions imposed.</td>
<td></td>
<td>• Lead on organisational/operational management issues across the collegiate University.</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

¹¹ Or 10% of individuals (whichever threshold is reached first) who are likely to have mixed closely within a 10-day period.
<table>
<thead>
<tr>
<th>Response Phase</th>
<th>COVID-19 Operations Centre</th>
<th>COVID-19 Incident Management Team</th>
<th>Silver Team</th>
<th>Likely Impact/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red + Lockdown</td>
<td>Lockdown</td>
<td>As in Red.</td>
<td>As in Red.</td>
<td>- Implement actions decided by COVID-19 Gold Team.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>- Lead on all decision-making for the collegiate University.</td>
</tr>
<tr>
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<td></td>
<td>Widespread restrictions are likely, including:</td>
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<td>- All University staff, excepting those needed for business-critical activity, to work from home.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- All buildings to be soft-closed (i.e. put into hibernation), except those that have to remain open to some members of staff for basic maintenance, IT functionality, security, key research or other business-critical activities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No in-person teaching or assessment with the exception of identified critical teaching courses.</td>
</tr>
</tbody>
</table>

Communications: See Appendix 3 - Outbreak communications plan.

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12 Those buildings may include research labs where research is being undertaken relating to COVID-19 or other areas in the immediate national interest; buildings where business-critical activity needs to take place on site; buildings where animal or plant care is necessary or buildings required for other academic imperatives as approved by the COVID-19 Gold Team.
4. Groups involved in the handling of COVID-19 across the collegiate University

There are six principal bodies referred to in the response framework. Three include College representation. The table below summarises the roles, responsibilities and the membership of each group.

<table>
<thead>
<tr>
<th>Group</th>
<th>Role</th>
<th>Key Responsibilities</th>
</tr>
</thead>
</table>
| COVID-19 Gold Team         | Overall responsibility for decision-making relating to COVID-19, including specific responsibility for all decisions which will have a significant impact on the collegiate University, including reputational impact. | • Making all decisions that will have a significant impact on the collegiate University, including reputational impact and the level of teaching restrictions in place;  
• Ownership of the Outbreak Plan;  
• Directs external and significant internal communications  
• Decides when to escalate, or de-escalate, the University’s response and move, either up or down to a different phase in the response framework.  
• Confirm that the University’s Accountable Officer should report to the Office for Students when Gold takes the decision to move teaching and assessment online |
|                            |                                                                      | Membership                                                                            |
|                            |                                                                      | Vice-Chancellor (Chair)  
Senior PVC (Education)  
PVC (Institutional and International Relations)  
PVC (Business and Enterprise and Business Relations)  
Chief Financial Officer  
Registrary  
Head of the Clinical School  
Head of the School of Biological Sciences  
Interim Director of Communications  
Chair of Colleges’ Committee  
Chair of the Advisory Group on Communicable Diseases/CVMT  
Secretary of Senior Tutors’ Committee  
Chair of Bursars’ Committee  
PHE (East of England) and Public Health Team representatives from the Local Authorities (see Silver) attend for discussions and to inform decisions on outbreak response, |

Each member has at least one deputy. The Team is supported by the Head of the Vice-Chancellor’s Office.
<table>
<thead>
<tr>
<th>Group</th>
<th>Role</th>
<th>Key Responsibilities</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>University</td>
<td>Silver Team</td>
<td>Responsible for leading on operational management issues across the collegiate University. It is also responsible for implementing actions decided by Gold.</td>
<td>• Registrary (Chair of the Silver Team, Gold liaison)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ongoing assessment of the scale, duration and impact of the incident</td>
<td>• Head of the Governance and Compliance Division</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Oversight of routine internal communications, including the Key Issues Bulletin</td>
<td>• Head of Internal Communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Alerting legal advisors and insurers.</td>
<td>• Head of Research Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Head of Education Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Director of Estates</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Director of Human Resources</td>
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<td></td>
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<td></td>
<td>• Director of H&amp;S</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• University Senior Security Operations Manager</td>
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<tr>
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<td></td>
<td>• Head of Strategic Partnerships Office</td>
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<td>• Academic Secretary (Deputy Chair)</td>
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<td>• Director of UIS</td>
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<td></td>
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<td>• Group Financial Controller</td>
</tr>
<tr>
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<td></td>
<td>• Interim Head of Legal Services</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Representative of Non-School Institutions</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Public Health Team representatives from the Local Authorities (Cambridgeshire County Council and Peterborough City Council and Cambridge City Council) attend for discussions and to inform decisions on outbreak planning.</td>
</tr>
</tbody>
</table>

Each member has one or more deputies. The Team has a dedicated Support Officer.
<table>
<thead>
<tr>
<th>Group</th>
<th>Role</th>
<th>Key Responsibilities</th>
<th>Membership</th>
</tr>
</thead>
</table>
| COVID-19 Incident Management Team (CIMT)   | The CIMT is responsible for coordinating and managing the collegiate University’s response to all outbreaks, following public health guidance for managing outbreaks. | • Manage specific local outbreaks and provide advice to affected institutions in how to respond to outbreaks.  
• Liaise with local teams (e.g. in Colleges and/or Departments/Faculties) to identify and put in place measures to control the source of infection;  
• Monitor the effectiveness of interventions intended to contain the increase in numbers;  
• Recommend changes as necessary to prevent a recurrence;  
• Issue regular situation reports to the Silver Team and COVID-19 Gold Team;  
• Record details considered/advice given with respect to outbreaks and share learning with other Colleges. | Core membership:  
• Head of COVID-19 Operations Centre OR the Director of H&S (Chair of the CIMT, Silver Team Liaison)  
• Public Health representative, Cambridge County Council and Peterborough City Council  
• Public Health representative, East of England Public Health England  
• Environmental Health Manager, Cambridge City Council  
• Chair of the COVID Management Team (CVMT) (who is also a College representative)  
• Secretary  

Others will be asked to attend CIMT meetings dependent on the nature and location of the outbreak (for example, the COVID leads or chairs of departmental Silver or Gold Teams and/or nominated representatives from Colleges as necessary depending on the outbreak). The Team is supported by a member of the COVID-19 Operations Centre. |
| COVID-19 Operations Centre                 | The COVID-19 Operations Centre is responsible for handling all matters relating to the management of positive COVID-19 cases and being the principal source of advice for the collegiate University on COVID related matters. | • Daily monitoring of cases;  
• Liaison with PHE and LA PH teams, Colleges and Departments.  
• Weekly reporting to the Department for Education (via the Office for Students) as necessary;  
• Weekly reporting to CIMT, Silver Team and COVID-19 Gold Team. | n/a |
<table>
<thead>
<tr>
<th><strong>Group</strong></th>
<th><strong>Role</strong></th>
<th><strong>Key Responsibilities</strong></th>
<th><strong>Membership</strong></th>
</tr>
</thead>
</table>
| COVID-19 Management Team (CVMT) | The CVMT is responsible for advising on principles, policies and protocols in relation to the Colleges’ operational planning and in alignment with the University’s operational planning. | - Liaise and collaborate with the Colleges (via intercollegiate Committees and the Office of Intercollegiate Services) on specific advice in relation to the Colleges’ response to issues arising from COVID-19  
- Respond to specific queries raised by the Colleges and Student Unions  
- Share information on University operational planning and national and local guidance and advice | - Chair of Advisory Group of Infectious Diseases (Chair of CVMT)  
- Director of H&S  
- Head of COVID-19 Operations Centre  
- Occupational Health Nurse Manager  
- Head of Education Services  
- Secretaries, Senior Tutors’ Committee  
- Deputy Chair of Advisory Group of Infectious Diseases  
- GP Advisor to COVID-19 Helpdesk  
Representatives of:  
- College nurses  
- College Bursars  
- PHE, East of England  
- LA Public Health teams  
- Senior Tutor representative  
- Student Union  
- Office of External Affairs and Communications  
Other officers from across the collegiate University may attend meetings for specific items. The Team is supported by a member of the administrative staff of the collegiate University.
1. Ongoing action at all response levels

- Ensure there is a good level of awareness across the University and Colleges of the StaySafeCambridgeUni campaign and other collegiate University guidance, and that staff and students are aware of their responsibilities if they have COVID-19 symptoms or test positive (see table below)
- Engage with trade unions and the Cambridge Student Union on a regular basis, and inform both bodies of any decision to change the outbreak response level
- Any change to the collegiate University's current response phase to be published on external and internal channels, including the Stay Safe Cambridge Uni webpages, the weekly Key Issues Bulletin and on the COVID Recovery SharePoint site
- A change in status to be communicated by email to all staff and students, via the Key Issues Bulletin, and via the Office of Intercollegiate Services with a request to cascade to staff (institutions) and students (Colleges). This may be reinforced via the Vice-Chancellor’s regular message to staff and students.
- Link to the latest version of the Outbreak Management Plan made available on the staff Sharepoint site and University coronavirus webpages.

2. Checklist of communications actions by response phase

**BAU Plan**

*Green-Yellow*

- Be ready to move either to Amber, which would include:
  - Temporary wider measures across affected institutions (measures may range from enhanced safety measures to building closure)
  - or to Red, which would include:
    - Local or national guidance/restrictions (national measures may include use of face-coverings, Covid-certification and remote working).

*Amber*

- Confirm status using channels described above
- Be ready to move to Red, which would include:
  - Local or national guidance/restrictions (national measures may include use of face-coverings, Covid-certification and remote working).

---

13 Appendix last updated 20.09.21
Red
- Confirm status
- Respond to decision and actions arising from Gold and Silver team meetings
- Second member of communications team to Covid Incident Management Team to provide dedicated advice and support

Readiness to move down phases also to be considered for each phase.

Response Framework

Yellow
- Be ready to move to Amber

Amber
- Confirm status using channels described above
- Institutions, staff and students should be ready to move into Red phase, which would include:
  - Remote working for the majority of staff where possible

Red
- Confirm status
- Respond to decision and actions arising from Gold and Silver team meetings
- Second member of communications team to Covid Incident Management Team to provide dedicated advice and support
- Institutions, staff and students should be ready to move to Red+ phase, in which:
  - All staff, except those providing business critical onsite support, would work from home
- Reminder to University institutions to activate, or be prepared to activate, local incident management plans

Red+
- Confirm status
- Gold and Silver teams directing communications across the University
- All University institutions to implement local and line manager communications.

Readiness to move down phases also to be considered for each phase.
3. Table summarising COVID Operations Centre (Helpdesk) interactions with staff and students

<table>
<thead>
<tr>
<th>Reporting symptoms:</th>
<th>Student</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student informs College, household, any close contacts and Faculty/Department</td>
<td>Student fills out COVID Monitoring Form to say they are symptomatic&lt;br&gt;COVID-19 Helpdesk writes to student explaining actions that they need to take and how to access support&lt;br&gt;Helpdesk writes to College&lt;br&gt;On notification of cases from COVID-19 Helpdesk, College writes to student to tell them to self-isolate (and reminds them to advise fellow household members to self-isolate, unless fully vaccinated in the UK in which case they must take a PCR test), take a test and update COVID Monitoring Form to say that they are self-isolating</td>
<td>Staff member informs line manager, having filled out COVID Monitoring Form&lt;br&gt;COVID-19 Helpdesk writes to staff member with instructions and advice.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>If test positive:</th>
<th>Student</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>If informed positive via symptomatic testing pathway, student tells College, updates online form. Student will also be informed by Helpdesk to self-isolate for required period.&lt;br&gt;Helpdesk tells student and College of positive result via asymptomatic testing pathway and advises of requirement to self-isolate&lt;br&gt;Helpdesk reminds College of student who has tested positive (through any pathway) of responsibilities with respect to household isolation and cleaning requirements</td>
<td>Informs line-manager having updated online form.</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 4: OVERVIEW OF RESULTS PATHWAYS FOR ASYMPTOMATIC TESTING PROGRAMME

Updated 21/9/2021 in accordance with current UK national guidelines (NM)

1. In general, College households correspond with testing pools
2. All members of a positive testing pool should temporarily self-isolate until the results of individual confirmatory tests are known (typically 24 hours, or 48 hours if repeat individual tests required)
3. Follow UK national guidelines. Cases and non-exempt contacts should isolate for 10 days from the date of the positive individual confirmatory test/s. All contacts should take an individual ‘Test to check’ test the following week, and have a low threshold for seeking a symptomatic test in the meantime, even for minor symptoms. Contacts who are not required to self-isolate should consider limiting their social interactions and/or taking daily LFTs unless and until their ‘Test to check’ test is negative.
<table>
<thead>
<tr>
<th>Situation</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some students from the same College household did not participate in pooled screening*, and the testing pool is positive</td>
<td>What action should the students who did not participate in pooled screening take?</td>
<td><strong>Non-exempt</strong> students who did not participate in pooled screening should temporarily self-isolate until the results of individual confirmatory tests are known (then follow UK national guidelines). If at least one individual confirmatory test is positive, all students who did not participate in pooled screening should take an individual test for enhanced contact tracing (or a PCR test from the NHS if it’s a Friday). **</td>
</tr>
<tr>
<td>Students from the same College household are split between two or more testing pools, and only one testing pool is positive</td>
<td>What action should the students from the negative testing pool take?</td>
<td><strong>Non-exempt</strong> students from the negative testing pool should temporarily self-isolate, until the results of individual confirmatory tests are known (then follow UK national guidelines). **</td>
</tr>
<tr>
<td>Students from two or more College households are merged in the same testing pool, and the testing pool is positive</td>
<td>What action should the students from the positive testing pool take?</td>
<td><strong>All members</strong> of a positive testing pool (who contributed swabs) should temporarily self-isolate until the results of individual confirmatory tests are known (then follow UK national guidelines). **</td>
</tr>
</tbody>
</table>

* either because they have not signed up to the Asymptomatic COVID-19 Testing Programme, or because they did not contribute a swab (for whatever reason)
The key steps in our processes for symptomatic individuals and cases (student and staff), ongoing monitoring and the management of outbreaks are described in the high level process maps that follow.

**COVID19: Outbreak Response Plan Process Maps – Key**

- Activity including responsibility
- Output from previous action
- Start of process
- Decision

---

15 Appendix last updated 22.09.21
1a. Record Suspected Symptomatic Student COVID-19 Case

Version updated 22/09/2021
2a. Record Suspected Symptomatic Staff COVID-19 Case

COVID-19 symptoms experienced

- RECOMMENDED
  - Take University symptomatic test
    - Staff member
    - Staff member
  - Take NHS COVID-19 Test
    - Staff member
    - Staff member

- Staff member awaiting results
  - Complete COVID Monitoring Form
    - Staff member
    - Online form completed

- Self-isolate pending results
  - Staff member
  - Staff member in self-isolation
    - Follow current gov't guidance relevant to domestic situation
      - Staff member
      - Localised situation control as necessary

- If working onsite, inform line manager
  - Staff member
  - College/Dept aware of suspected case
    - Follow current gov't guidance relevant to domestic situation
      - College/Dept

Version updated 22/09/2021
2b. Manage Receipt of Positive Symptomatic Staff Test Result

Test negative
- Provide further details and test results via COVID Monitoring Form
- Staff member

Test positive
- Inform dept or college of positive result
- Staff member

- Self-isolate for 10 days from test date
- Staff member

- Helpdesk database updated

- All relevant university contacts identified
- Helpdesk
- LA PH Team notified

- Contact close contacts: CDC to advise PCR testing and self-complete COVID monitoring form
- Helpdesk

- Is contact fully vaccinated?
- Helpdesk

- Expose contact isolation and test result

- Complete COVID Monitoring Form
- Helpdesk
- Confirmed self-isolation requirements
- Confirm PCR test initiated

Version updated 22/01/2021
Non-tested, asymptomatic Staff/Student required to self-isolate

Staff

Inform line manager/dept

Inform college

Inform colleague

Continue to self-isolate and complete form

Symptoms start?

Yes

No

Continue to follow self-isolation guidance

Symptoms reported COVID-19 case?

Yes

No

Draft: Last edited 12:00, 25/09/2020

Outbreak identified (e.g., 5 or more linked cases, or 10% of whole unit whichever is lower)

Outbreak identified

Meeting with COVID incident management team to agree outbreak requirements

Measures to manage outbreak agreed

An outbreak significantly impacts the campus or wider national systems

University

Improve/evaluate measures

Helpdesk

Implement agreed measures

CMT measures implemented

Notify other alert stream

Helpdesk

Implement localised measures where necessary

Helpdesk

Log measures implemented

Colleges/dep notiﬁed

Helpdesk

Notify colleagues/dep of applicable

Helpdesk

Create and involve communications plan

© University

Version updated 22/08/2021
4. COVID-19 Helpdesk Monitoring and Reporting

[Flowchart diagram showing the process of outbreak identification, daily monitoring reports, weekly monitoring reports, providing weekly updates to Chairs of Silver and Gold teams, COVID Case weekly update, escalating any concern internally according to agreed protocol, and taking appropriate action.]

Version updated 22/09/2021
APPENDIX 6: KEY UNIVERSITY, LOCAL AUTHORITY PUBLIC HEALTH AND LOCAL CONTACTS\textsuperscript{16}

These contact details are not included in the publicly available version of the plan for confidentiality reasons. Members of the University can request a copy by emailing distmlmcov19@admin.cam.ac.uk

\textsuperscript{16} Appendix last updated 20.09.21
APPENDIX 7: KEY RESOURCES AND SOURCES OF INFORMATION

Publicly accessible webpages:

StaySafeCambridgeUni: plain English guidance on all aspects of staying safe while working and studying at Cambridge University. Aimed at staff and students.

Coronavirus webpages: More detailed guidance – primarily for students – on policies and procedures that may affect them in light of the pandemic.

Individual College websites: (see Newnham College as an example): General information about studying and living in College with links to University information.

Internal channels:

Note: some of these are restricted to members of the collegiate University so the hyperlinks provided will not work for everyone.

SharePoint site (access for members of the collegiate University only): Restricted section for heads of department, operational leads and equivalents in the Colleges, with access to new policies, protocols and key aspects of the University’s COVID-19 recovery plan. Separate all-staff section covering most of these issues.

Key Issues Bulletin (on restricted section of SharePoint site): Weekly internal news update informing Heads of Institutions, operational leads and equivalents in the Colleges of key developments.

Vice-Chancellor’s message: Regular community message to all staff and students.

Online briefings: ‘town hall’ style events for different audiences, including all heads of departments; all College heads and principal officers; all staff, to generate discussion and feedback on live issues

Social:

Twitter, Instagram, YouTube and Facebook.

Pastoral networks and student societies in the Colleges.

17 Appendix last updated 06.09.21
## APPENDIX 8: GLOSSARY

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full title</th>
</tr>
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<tbody>
<tr>
<td>CIMT</td>
<td>COVID-19 Incident Management Team (see Appendix 2)</td>
</tr>
<tr>
<td>CVMT</td>
<td>COVID-19 Management Team (see Appendix 2)</td>
</tr>
<tr>
<td>DfE</td>
<td>UK Government Department for Education</td>
</tr>
<tr>
<td>Director of H&amp;S</td>
<td>University’s Director of Health, Safety and Regulated Facilities</td>
</tr>
<tr>
<td>LA</td>
<td>Local Authorities (i.e. the local County and City Councils)</td>
</tr>
<tr>
<td>OEAC</td>
<td>Office of External Affairs and Communications (University of Cambridge)</td>
</tr>
<tr>
<td>PH team</td>
<td>Public Health team (the Local Authorities’ teams)</td>
</tr>
<tr>
<td>PHE</td>
<td>Public Health England</td>
</tr>
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### VERSION CONTROL

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Comments/updates</th>
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<tr>
<td>2.0</td>
<td>24.09.20</td>
<td>Version of plan first published on COVID Recovery SharePoint site and StaySafeCamUni pages. Plan submitted to Department for Education on 25.09.20</td>
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<tr>
<td>3.0</td>
<td>29.10.20</td>
<td>Principal updates:</td>
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<tr>
<td></td>
<td></td>
<td>• Appendix 4 Recording users of premises and services – updated in line with recent guidance.</td>
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<td>• Appendix 5 Response Framework - replaces both the previous Appendix 5 continuity plan and Appendix 7 Accountability Chart.</td>
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<td>• Appendix 7 new Communications Plan.</td>
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<td>• Former Appendix 8 Scenarios flow-chart - related to former continuity plan and therefore removed. Appendices re-numbered accordingly.</td>
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<tr>
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<td>• Appendix 10 - new glossary of acronyms</td>
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<td>Other updates are minor text changes made throughout the document.</td>
</tr>
<tr>
<td>3.1</td>
<td>27.01.21</td>
<td>Updated HMG Tiers from previous system of Medium, High, Very High covid alert levels to latest system of Tiers 1 to 4</td>
</tr>
<tr>
<td>4.0</td>
<td>27.09.21</td>
<td>Plan updated to reflect lifting of restrictions by UK Government in July 2019. Principal updates:</td>
</tr>
<tr>
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<td>• Appendix 1 (was Appx 5) Response Framework - updated to remove reference to obsolete HMG and DfE Tiers.</td>
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<td>• Appendix 2 Business as Usual Plan – new plan</td>
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<td>• Appendix 3 (was Appx 7) Communications Plan – minor updates.</td>
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<td>• Appendix 4 (was Appx 2) Overview of Results Pathways for Asymptomatic Testing Programme – updated to take account of self-isolation exemption for fully vaccinated individuals.</td>
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<td>• Appendix 5 (was Appx 3) High Level Process maps – updated</td>
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<td>• Appendix 6 (was Appx 8) Contacts – minor updates.</td>
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<td>• Appendix 7 (was Appx 9) Resources and Information – minor updates.</td>
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<td>• Appendix 8 (was Appx 10) Glossary – minor updates.</td>
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<td>Appendices removed as no longer relevant/required:</td>
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<td></td>
<td>• Appendix 1 Education Space: Safety Guidance for In-person Teaching - removed as this area is now subsumed under general space safety guidance.</td>
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<tr>
<td></td>
<td></td>
<td>• Appendix 4 Recording users of premises and services</td>
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<tr>
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<td></td>
<td>• Appendix 6 Tiers of Restriction for Teaching – removed as DfE Tiers now obsolete.</td>
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</table>