

**Imperial College Union
Board of Trustees / 24 March 2021**

Roadmap to Exiting Lockdown

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Purpose: This paper provides an initial analysis of the roadmap to the easing of lockdown measures, released by the Government on 22 February 2021.

To note a formal 'return to the office' plan regarding staff will be considered by the Board once further discussions with the College have taken place.

1. Context

On 22 February 2021 the Government announced a stepped approach to the easing of current lockdown restrictions. Full details can be found here:

<https://www.gov.uk/government/publications/covid-19-response-spring-2021>

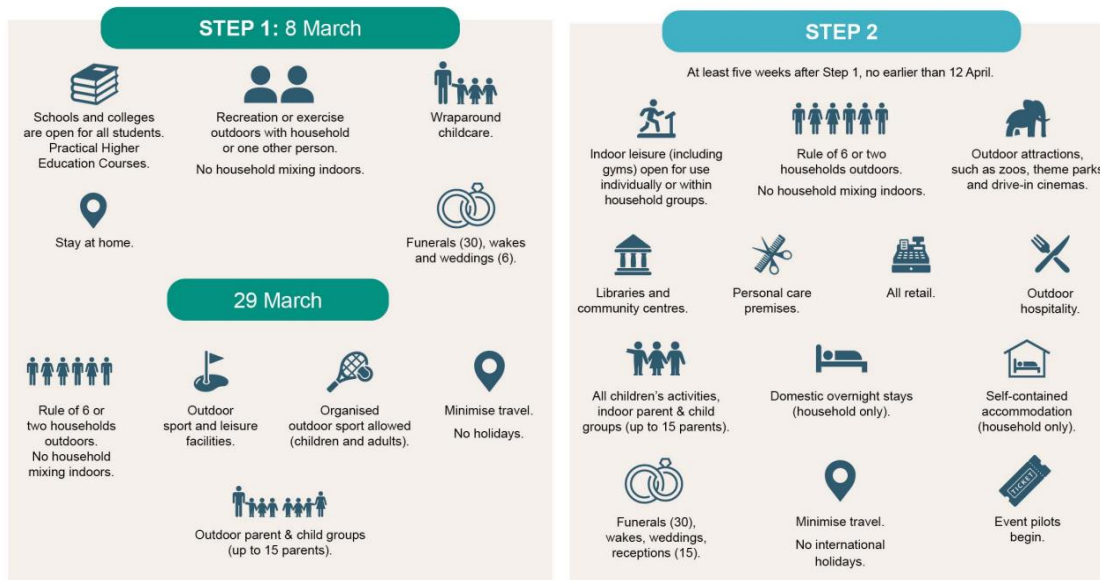
Specific guidance for Higher Education was also updated to reflect this:

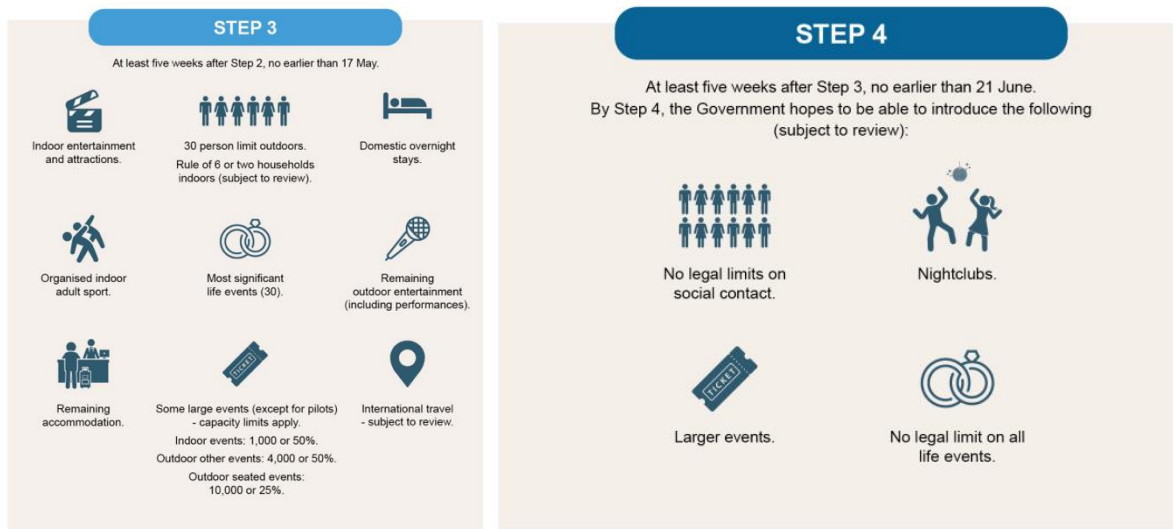
<https://www.gov.uk/government/publications/higher-education-reopening-buildings-and-campuses/higher-education-reopening-buildings-and-campuses>

2. Steps

The roadmap proposes four distinct steps to moving from the current set of restrictions to (essentially) a position where there are no restrictions on social contact and economic activity. These four steps will be separated by at least 5 weeks and subject to review of the data evidencing the success of the preceding steps.

The proposed changes to regulations in each step are detailed below:





3. Implications for ICU

The table below illustrates the key considerations for ICU:

	Commercial Activities	Student Activities	Other
Step 1 (8/29 March)	No change	Organised outdoor sport allowed from 29 March ¹	More students may start to return to campus
Step 2 (not before 12 April)	Retail can open Hospitality (outdoor only) ²	Student groups could organise outdoor activity for up to 6	Indoor leisure facilities (inc gyms) open for individual use only
Step 3 (not before 17 May)	Hospitality ³	Organise indoor sport allowed Student groups could organise outdoor activities with limits defined by approved College risk assessment Student groups could organise indoor activities with limits defined by approved College risk assessment Domestic tours could happen (subject to restrictions above)	Some large events, including conferences, theatre and concert performances and sports events

¹ Should be compliant with guidance issued by national governing bodies

² Subject to 'rule of 6' / 2 households; table service required but no need for food or a curfew in place

³ Outdoor max 30; indoor subject to 'rule of 6' / 2 households; table service required but no need for food or a curfew in place

Step 4 (not before 21 June)	All restrictions lifted, BAU resumed ⁴		The Government will review whether COVID-status certification could play a role
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⁴ Nightclubs might be subject to testing requirements

4. Union Ways of Working

The Union will continue the term one & two blended approach to how we deliver services for the remainder of the academic year until all social restrictions are lifted in step three.

The Union's planning will continue to be based on a three-tier service approach:

- Level 1: Service delivered in person on campus, staff are required to be onsite
- Level 2: Blended service that can be delivered on campus and remotely
- Level 3: Fully remote service

As the Government eases restrictions and it is safe for more in person and on site activity the Union will shift an increased number of its services and functions into in person delivery. The Union will continue to make use of the Governments furlough scheme and will commit to providing at least one weeks' notice to staff on furloughed hours about changes to their arrangements. The Leadership Team will review its approach to flexible working and ensure our people's welfare remains our number one consideration. The Union recognizes that current government timeframes could be delayed depending on national and localized data, therefore planning will remain flexible.

4.1 Provisional Timelines for Decisions

	Return to In Person Decision Date	Earliest Service Operational Date	Alternative Service Operational Date
Helpdesk	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Union Shop	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
568	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Return to Union Office Space (for OTs)	5/3/2021	8/3/2021	n/a
Return to Union Office Space (for OTs + level 1 service staff)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Return to Union Office Space (for OTs + level 1&2 service staff)	11/5/2021	17/5/2021	n/a
Return to Union Office Space (all OTs + all staff)	31/5/2021	21/6/2021	n/a
Union Spaces Bookable for CSP (for authorized activity)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term

West Basement Bookable for CSP (for authorized activity)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
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4.2 Level 1 Services

Service	Step One (8/29 March)	Step Two (not before 12 April)	Step Three (not before 17 May)	Step Four (not before 21 June)
Union Helpdesk	<p>Building remains closed, helpdesk continues remote operating.</p> <p>Union staff check building twice weekly with some additional staff on site to deliver key projects. All additional staff on site to be authorized by line manager.</p>	<p>Certain CSP activity like martial arts will be able to take place in the Union building.</p> <p>The Helpdesk will open to facilitate CSP bookings for Union space and access to storage.</p>	<p>The Union Helpdesk will continue to operate from the ground floor at Beit in order to provide a visible presence and central help point.</p> <p>Members who are 'lead bookers' for spaces must also report to the Union Helpdesk to sign out keys and key cards. Only 'lead bookers' will be able to access rooms, there will be no ability for students to freely access spaces with all the building having card access restricted.</p> <p>Members who are arriving at the building will not be required to sign in at the Helpdesk, instead they will be advised to travel directly to the relevant room where their activity is taking place and complete track and trace in their booked room.</p> <p>Signage will be provided to detail the required interaction for visitors and members during their visit to the Union building.</p>	<p>BAU returns, Union Helpdesk will continue to operate on the ground floor of Beit North.</p>

			The Union Helpdesk will be provided with Perspex screening, appropriate sanitisation functions, enhanced cleaning services and if requested personal protective equipment for Helpdesk staff.	
Student Opportunities and Development	<p>Organised outdoor sport allowed from 29 March, collaborative work with Move Imperial to ensure risk assessments completed for eligible activity for external venues.</p> <p>College sports venues to be used for outdoor sport from the 7th April.</p>	<p>Change to a blended working model for the team, risk assessment of all eligible activity to be undertaken with all student groups able to organise additional (non-sporting) outdoor activity for up to 6 people.</p> <p>Some indoor activity will be able to be authorized, this will be reviewed on a case by case basis and in line with government, college and any relevant governing body guidance.</p>	<p>In person CSP activity will provisionally be allowed to happen with restrictions as defined by College and Government guidance. The guidance for what in person activity can take place will be reviewed and adjusted to be in line with latest government and college guidance.</p> <p>In order to deliver CSP support the staff team will operate in a blended model of home and office working, to ensure student group committees are supported effectively.</p>	BAU should return, CSPs will allowed to operate all activity including domestic tours and trips, all support services will be operational. A review of overseas travel will take place prior to step 4.
Retail	The Union shop will remain closed and only offer an online order system.	<p>The Union Shop will reopen and will continue to operate with the following guidance:</p> <ul style="list-style-type: none"> i. Revised layout and one-way system ii. Signage based on the College's model iii. Maximum five customers in the shop, with face masks required 	Appropriate risk assessment to be undertaken and revision to maximum numbers if appropriate, in line with college and government guidance.	BAU to return for the Union Shop. Leadership to undertake commercial review prior to further decisions on retail operations.

		<p>iv. A staff member managing the entrance to make sure no queue builds up along the walkway</p> <p>Additional cleaning and PPE for all staff.</p>		
Venues	Venues to remain closed.	<p>568 will operate in a covid secure manner with an outdoor table service.</p> <ul style="list-style-type: none"> i. A fully managed Beit Quad site 5pm – 11pm during Monday to Friday. (12-11pm out of term time) ii. Students are only sat at outdoor tables of six (max) and where these are full, students will be asked to leave iii. One-way system and table service ordering application based on government guidelines, and clearly displayed House Rules iv. No large-scale party type events, with limited low-key entertainment offered. v. Track and trace in operation 	<p>568 will operate in a covid secure manner.</p> <ul style="list-style-type: none"> i. A fully managed Beit Quad site 5pm – 11pm during Monday to Friday. ii. Students are only sat at tables of six (max) and where these are full, students will be asked to leave iii. One-way system and table service ordering application based on government guidelines, and clearly displayed House Rules iv. No large-scale party type events, with limited low-key entertainment offered. v. Track and trace in operation. 	<p>All restrictions on hospitality are lifted, Union to undertake business review to determine operational model applied.</p>

4.3 Level 2 Services

<p>Student Voice (Academic Reps, Policy, Research and Student Representation)</p>	<p>Training and support for student representatives will be delivered online. ERB and CWB, Leadership Elections and all Union campaigns will be delivered online.</p>	<p>No change, team to continue remote working.</p>	<p>This team will move to a blended approach with controlled access to in office working.</p>	<p>Return to BAU.</p>
<p>Leadership Group</p>	<p>Remote working to continue.</p>	<p>Blended working to be introduced. Leadership to work in office hours Monday and Tuesdays.</p>	<p>This will operate in a blended model of home and office working.</p>	<p>Return to BAU.</p>
<p>Advertising Sales</p>	<p>Remote working to continue.</p>	<p>Remote working to continue.</p>	<p>Advertising will require some on site presence to support advertising on site, any external presence will require college sign off.</p> <p>The budget for advertising sales has been developed with term one delivered remotely, opportunities will be taken advantage of for in person activity. It is proposed that any on site activity is approved using the following process:</p> <ul style="list-style-type: none"> i. Sales and Sponsorship Manager presents proposal detailing financial reward and includes risk assessment, which demonstrates adequate controls to 	<p>Return to BAU.</p>

			<p>reduce the spread of Covid19, to Head of Membership Services</p> <ul style="list-style-type: none"> ii. Head of Membership Services authorises alongside Operations Manager based on student activity in the building iii. Union seeks final sign off by sharing proposal and risk assessment from Building Manager and Director of Estates iv. All bookings to be logged and provided to Leadership on a routine basis. <p>Any external visitor to be signed in as per Union track and trace procedure</p>	
Felix	Remote working to continue.	Remote working to continue.	Felix has been relocated to MR5 in the main Union building. The office will operate with a blended approach, a limited capacity and a sign in process to control numbers accessing the space.	Return to BAU, Felix to be relocated back to its West Basement office suite.
Constituent Unions	Remote working to continue.	Remote working to continue.	<p>RSM, ICSMSU, CGCU, and RCSU all have on campus office space at South Kensington.</p> <p>The Union position will continue to be supportive of controlled access for all CUs to access their office space.</p>	Return to BAU.

			<p>All CUs have been offered support by ICU to undertake an office risk assessment, and limit capacity based on a 2-metre social distancing principle.</p> <p>CUs will all provide a list of executive members who will access the office, and CUs will keep an access log of these named members access to the office space to satisfy track and trace requirements. Completed risk assessments will be sent to the Director of Estates and relevant building manager for sign off and authorisation.</p>	
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4.4 Level 3 Services

Finance	All processes and systems can be delivered remotely. The finance team will remain working from home until step four.
Systems	All processes and systems can be delivered remotely. The HR and admin team will remain working from home until step four. The only exception will be for the senior web developer to provide onsite support one day per week to the tier one services primarily EPoS when retail and hospitality return to in person operations.
Marketing and Communication	This will continue to operate remotely with the team working from home for the majority of the time until step four.
Advice Service	This will continue to operate remotely, with the team offering appointments via email, telephone and video conferencing until step four. Some staff may be required to work from their private offices if home working solutions are inadequate.