Hughes Hall Crisis Recovery Planning

Introduction
We created a task force in early May to plan and coordinate the College’s recovery from the COVID-19 crisis. It was made up of staff and fellows and had student representation to ensure we took account of a range of experience and perspectives to implement the best possible recovery plan for our College and all its communities.

The University also led a recovery task force and developed four scenarios to help those planning for recovery under different circumstances. These scenarios helped our College to navigate the range of challenges ahead and be as prepared as we could for different outcomes.

Principles
The University is clear about the principles guiding its recovery planning and these are shared by Hughes Hall. The safety and health of our staff and students is of the upmost importance and we are determined to remain inclusive, welcoming and attentive to the changing social, economic and educational needs of everyone within our community. We are also committed to keeping Cambridge extraordinary in terms of learning, research and innovation, and to ensuring that our academic communities continue to make a significant contribution to local, national and global wellbeing, in terms of health, social and economic development, and social cohesion.

Developing the Plan
Detailed strategic plans were developed for the two most likely scenarios. An optimum, combined plan was subsequently generated and agreed by College Council on 24th June. We have included a short version of it below to help our communities understand how we are addressing the crisis.

Putting our recovery plan into action has required an acceleration of implementation work well beyond anything the College has managed to date. We introduced a new Project Management Office reporting to Council, which is still in operation to oversee delivery of the plan. Importantly, our future strategy combines crisis response activities with our major initiatives and our top priorities here remain:

- Accelerating the programme of action to enhance equality and diversity across the College
- Integrating sustainability actions into all that we do.
- Continuing with estate development plans, pushing for early land purchase
- Building the Bridge further and integrating it into the student experience

The key challenges
The five key challenges we have sought to address in our recovery are:

- Providing safe accommodation, public space and appropriate catering at all times
- Managing our finances carefully, however many students are in residence
- Supporting all students, including a commitment to meet their needs in residence during potential ‘lockdown’
- Rebuilding the community and networks, anticipating an ongoing reliance on virtual platforms whilst also facilitating an early, short-term prioritisation of in-person opportunities
- Providing educational support to cohorts that may have lost the full range of traditional teaching opportunities.
The Hughes Hall Recovery Plan 2020/21

Vision
We will position the College for the post-crisis period by weathering the storm and regaining strategic momentum on our major initiatives.

Mission
To provide the best possible student education and experience under variable approaches to social distancing and other safety measures, while operating within our means, and being prepared to open up more and faster if there is no serious second wave.

Five imperatives to deliver our mission and achieve our vision
1. Innovate to provide space and communal catering according to student need and health guidance
2. Engage our staff and Fellows, and other Colleges, to replace lost Departmental educational support
3. Rebuild the community through enhanced pastoral care and social activities, with a focus on the first 8 weeks
4. Adopt flexible, resilient, and cost-effective approaches to transitioning in and out of lockdown
5. Invest selectively in technology, communications, fundraising and income generation

1. Innovate to provide space and communal catering according to student need and health guidance
   a. Erect cost-effective temporary structures for short-term or medium-term use
   b. Reopen catering, by September 1, with a focus on communal eating
   c. Deploy a pragmatic balance, consistent with PHE advice when allocating accommodation, between living with students on the same and different courses, given the risk of frequent lockdowns and the potential benefit to studying
   d. Repurpose existing space as necessary to support student wellbeing
   e. Facilitate social distancing for those on-site

2. Engage our staff and Fellows, and other Colleges, to replace lost Departmental educational support
   a. Continue to adapt Tutorial role away from being a “one-stop shop” for all pastoral matters, to being also a gateway to other College mentors and experts.
   b. Provide opportunities for students from around the world to meet each other including others on their course as well as relevant seniors and alumni
   c. Provide a stimulating range of scholarly pursuits (on- and off-line with in-person opportunities facilitated where possible, especially for first 8 weeks)

3. Rebuild the community through enhanced pastoral care and social activities, with a focus on the first 8 weeks
   a. Define and communicate the student experience ‘package’ for those returning
   b. Develop the best possible community building opportunities for September and October
   c. Support regular calendar of social events for residential students and others while not locked down
   d. Develop hybrid online/in person social opportunities for residential students and others
   e. Increase resource to promote wellbeing

4. Adopt flexible, resilient and cost-effective approaches to transitioning in and out of lockdown
   a. Develop contingency plan for the major implications of a second wave in advance of it happening
   b. Sustain student support while coming in and out of lockdown, if necessary
   c. Minimise increase in staff costs per student, through greater volunteering by seniors and more flexible staff work arrangements
   d. Operate prudently
5. **Invest selectively in technology, communications, fundraising and income generation**
   a. Improve communications on all fronts and with all communities
   b. Invest selectively in “off the shelf” technological solutions
   c. Generate increased support through fund-raising