

The City of Edinburgh Council

Schools and Lifelong Learning

Covid-19 Risk Management Framework

This document sets out the approaches to ensuring the safe reopening of schools and school-based activities within The City of Edinburgh Council. It adheres to guidance set out by the Scottish Government and Health Protection Scotland directly relating to schools.

What is a Risk Based Approach?

A risk-based approach is taken to decision making to balance the risk threats and opportunities.

Primarily risks are managed using the risk management process (diagram below) this sets out the requirements to make risk decisions and ensure appropriate mitigation is in place.

The service also follows the **PACED** principles of risk management ensuring we manage risk as follows:

P- Proportionate approaches, not over/under managing the risk

A – Aligned, the management of risk is aligned to objectives (risks are managed that would stop us achieving our objectives)

C- Comprehensive, we manage risk to ensure for example everyone does the same good things and for example knows and follows the same policy

E- Embedded, risk management isn't an add on, it's how we think and manage

D – Dynamic, we respond and improve dependant on what we need to do to manage risk within the risk context

What is our Risk Appetite?

The Council's risk appetite for compliance (health and safety risk) is low.

Schools and Lifelong Learning ensure staying within appetite is a key consideration and is factored into risk decision making.

Council Risk Management

The Council has a range of governance structures to manage risk as indicated below. Meetings are held quarterly, the service risk and assurance committees escalate risks where required to either the Council Leadership Team, Governance Risk and best Value (sometimes both):

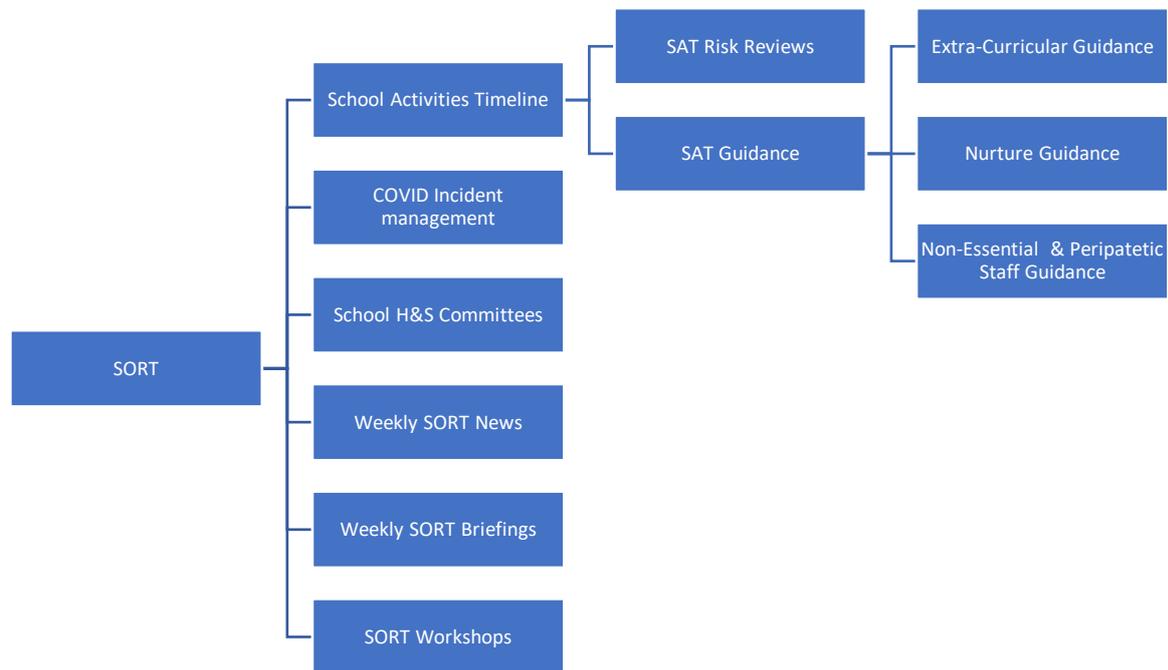
Governance Risk and Best Value Committee

Council Leadership Team Risk and Assurance Committee

Service Risk and Assurance Committee's

Council Risk Forum (meets weekly)

School Operation Risk Toolkit Framework



SORT is a risk framework that effects the risk management process. Management teams continually assess and respond to the Covid-19 risk context, assessing and mitigating risks through actions required.

SORT enables effective risk communication and learning for example through a weekly newsletter including a Microsoft Teams briefing with all headteachers, business managers and other stakeholders and a suite of Covid-19 specific training.

An emphasis of SORT is on risk isomorphic learning (learning from within the organisation). SORT briefings involve headteachers sharing good practice in terms of incident management where they have had a positive case. There is also a good practice zone where colleagues share useful information, SORT promotes this.

SORT effects the business continuity cycle, through regular reflections looking backwards and forwards we aim to improve by learning from the past and anticipating future requirements through for example regular scenario planning.

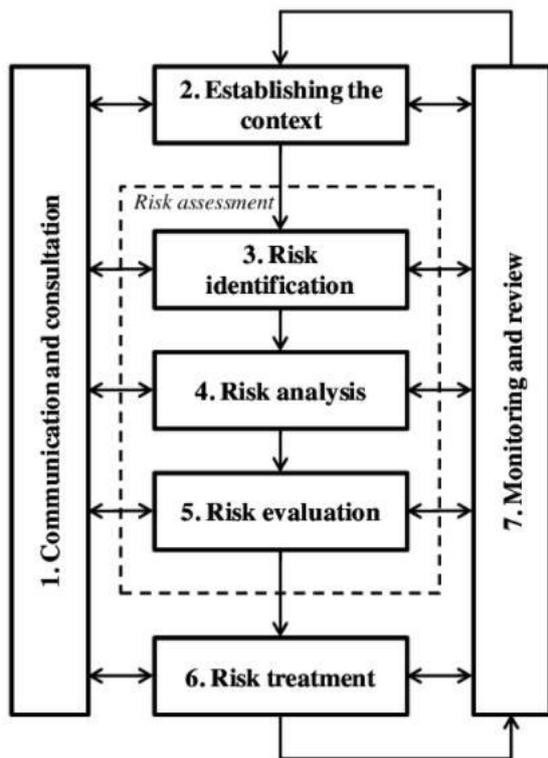
The current rise in infections, increasing R rate and subsequent government decisions to limit contact by for example closing pubs means that at this time every risk has to be managed from a life and limb infection control perspective.

Increasing contact in the community risks spread of the virus which is out with risk tolerance and risk appetite (the amount of risk we are willing to take to achieve our objectives) for the service.

Covid-19 Incident Management

The service works with Health Protection Lothian in terms of incident management. Through SORT headteachers and business managers are trained in incident management/scenarios and asked to develop these approaches within schools to ensure incident roles and responsibilities are known and understood.

Learning from Incident Management processes are assimilated into SORT news, briefings and guidance. This includes liaison with partner local authorities.



Key Considerations

During the management of COVID, 3 reflective questions are applied to qualify decision making for School Activities

1. Is the activity essential to develop the literacy, numeracy and/or health and wellbeing of the child or young person?
2. Is the activity important to develop the L, N, HWB and risks can be mitigated successfully?
3. Is the R number increasing, decreasing or stable?

Quality Assurance

We ensure that processes are fit for purpose and adhere to the organisation's appetite for risk by quality assuring all processes. This includes

- Authority H&S visits
- Reflection from HSE inspections
- Stakeholder feedback
 - Union and Teacher Professional Association weekly meetings
 - Head Teacher Executive weekly meetings
- Stakeholder surveys
- Reflection integrated into weekly School Activity Timeline Reviews

Governance

SORT decisions are reported to the Schools Reopening Incident Management Team. Relevant decisions are then forwarded to Corporate Incident Management Team for approval.

In summary risk management is key to our response and how we move forward mitigating the virus and ensuring the health, safety and wellbeing of staff and pupils is the core focus of what we do