



School Resilience Policy

Audience	All students, parents/ carers, staff & governors
Date for renewal/updates/review	November 2024
Named person responsible for monitoring	Headteacher
Agreed by Personnel, Engagement & Compliance Committee	November 2021

1. STATEMENT OF INTENT

In light of the duty of care placed on Sir William Ramsay School, the School recognises and accepts its responsibility to ensure that the school develops and maintains a school Emergency Response and Business Continuity Plan (ER&BCP) to safeguard the provision of a high standard of education to those in their care in the event of anticipated or unexpected disruptive challenges to school business and / or emergencies.

2. SCOPE

In recognition of its duty of care to the school community, the School will have an Emergency Response Plan and Business Continuity Plan ("resilience plans") to mitigate the impacts of life/ limb threaten emergencies and disruptive incidents to the school's business.

A school Emergency Response Plan (ERP) will be prepared to mitigate the impact of an emergency affecting or threatening to affect the life and / or health of the school community both on and off school premises. The ERP will ensure that there is an incident management system in place that will be able to manage the response to any incident.

A school Business Continuity Plan (BCP) will be prepared to mitigate the impact of disruptive incidents to the school that, although not necessarily threatening the life or health of the school community, may have a negative impact on the effective functioning of the school.

It should be noted that, due to the overlap of the plans, and the potential requirement to run them concurrently, they have been merged into a single Emergency Response & Business Continuity Plan (ER&BCP) for clarity and compatibility.

3. RESPONSIBILITIES

The Headteacher has overall responsibility for ensuring that there are appropriate and effective plans in place.

The Headteacher must nominate an individual (the Resilience Planner) to prepare both ERP and BCP, following appropriate risk assessments and procedures which they will undertake.

The Governors are responsible for oversight of the resilience planning programme and its delivery.

4. RISK ASSESSMENT

To inform the resilience planning, a formal risk assessment process (see Appendix A) and actual assessment of hazards / threats (see Appendix B) has been undertaken.

The output of the risk assessment is two-fold:

- a) A list of hazards which must be covered by the ERP. Further analysis of these hazards will provide guidance for the emergency response.
- b) A list of key consequences of hazards / threats that together form the Business Continuity Planning Assumptions for the school Business Continuity Plan.

All staff should be aware of new hazards / threats to the school. New hazards must be properly risk assessed and where necessary appropriate planning needs to be incorporated into the school ERP or BCP.

The risk appetite for school operations has been agreed as 'moderate tolerance' within the school's Risk Management Policy.

5. BUSINESS CONTINUITY MANAGEMENT

In order to prepare the BCP, the following table lists the "Mission Critical Activities" (MCAs) that must be continued within their allocated timeframe or the school will suffer unacceptable consequences:

Critical Activity	RTO	MTPD
Capability to activate the school ERP	Immediate	Immediate
Protection/ recovery of critical documents	Immediate	3 days
Incident Management Capability (non-emergency)	0-3 hours	3 hours
Capability to continue national examinations	0-3 hours	8 hours
Capability to continue routine education	3 days	2 weeks
Maintain site safety and security	1 day	1 week
Provision of free school meals or voucher/ cash equivalent to national standards	1 day	1 week

Timeframes are defined as:

- Recovery Time Objective (RTO) – the target time for the critical activity to be restored.
- Maximum Tolerable Period of Disruption (MTPD) – the maximum length of time the critical activity is not continued after which the school will suffer significant / intolerable penalties.

Critical activities are those activities that the school considers to be so critical that they must be restored. Critical activity criteria includes:

- a) Where failure to continue the core activity may cause death or injury to a member of the school community or visitor to the school.

- b) Where failure to continue the core activity may have a significant impact on the education of the students in the school.
- c) Where failure to continue the core activity may violate a statutory duty.
- d) Where failure to continue the core activity may cause significant reputational damage.
- e) Where failure to continue the core activity may result in substantial financial losses.

6. REVIEW & MAINTENANCE

The school ER&BCP and accompanying paperwork must be reviewed by the author every 6 months or more regularly under the following conditions:

- To update contact information.
- Following reorganisation of the school.
- In response to a significant newly identified hazard and risk assessment.
- In response to lessons learned from an incident or exercise, experienced either directly or indirectly.



Appendix A – Resilience Planning Risk Assessment Process

Overview

To inform of the hazards and threats for which the school must prepare Resilience Plans, the school has undertaken the following risk assessment.

The purpose of this risk assessment is to identify which hazards / threats are most likely, or with a higher impact, and therefore need to be considered for resilience planning purposes.

Hazards are generally considered to be either accidental or non-malicious man-made events, whereas threats are considered to be malicious events.

Hazards

There are a number of hazards that, because of their nature and the vulnerability of the school community, must be considered, and planned for, in the school ERP. These are:

- Fire/ explosion/ gas leak at the school
- Incident during school activities off the school premises (eg school trip)
- Accidental death or injury on school premises
- Violent intrusion into the school
- Multiple illness / contagious disease during school hours
- Criminal threat reported in the vicinity of the school
- Industrial hazard / toxic plume in the vicinity of the school
- Accidental death / injury not during school hours and not on school premises
- Public Health Pandemic

Due to the nature of Business Continuity Management, with its focus on the continuation of Critical Activities rather than response to life/ limb threatening incidents, a wider range of business disruptions will be considered. Therefore, on top of these already identified in the ERP, the risk assessment includes the following causes of business disruptions:

- Flooding at school (pipes) not life threatening
- IT server failure
- Telephone/ mobile phone failure
- Electricity failure
- Water shortage
- Staff illness/ flu epidemic
- Severe weather event – snow, storm, heat wave etc
- Fuel shortage / disruption
- Boiler failure
- Malware attack
- Union strike action

Further analysis of these hazards will identify their generic consequences. The BCP will identify strategies / activities that will mitigate these consequences whilst continuing the delivery of Critical Activities within the allocated timeframe.

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Method

The risk assessment has been based on a standard risk matrix utilising scales of impact and likelihood. The resulting risks will range from:

- Low (L)
- Medium (M)
- High (H)
- Very High (VH)

The following table shows the risk matrix with the scales and respective risk level:

IMPACT	Catastrophic (5)	M	H	VH	VH	VH
	Significant (4)	M	H	VH	VH	VH
	Moderate (3)	M	H	H	H	H
	Minor (2)	L	M	M	M	M
	Insignificant (1)	L	L	L	L	L
		Negligible (1)	Rare (2)	Unlikely (3)	Possible (4)	Probable (5)
		LIKELIHOOD				

Risk Appetite

Risk appetite is the name given to the formally accepted decision about what level of risk is "acceptable" to the school based on the prioritisation of risks – "very high" being the highest priority.

The school policy states that the risk appetite for 'operations' is 'moderate tolerance' and for 'IT and Data' is 'zero tolerance' therefore the Resilience Planner will need to plan for all risks that are "very high", "high" and "medium".

Risk Assessment for Business Continuity Planning (BCP)

With regards to BCP, the key feature is the consequence of a hazard, not the hazard itself. This is because the focus of BCP is the continuation of the Critical Activity and not specifically the mitigation of the hazard. The same consequence could be caused by a number of different hazards – for example, an evacuation could be caused by fire, explosion flooding etc.

BCP focuses on continuing whatever is critical to the school – for example, continuation of activities, rather than how the fire is put out. To that end, there are a number of generic consequences that will be used by the BC Planner. These are:

- Large scale temporary absence of staff – up to 35% over a 2-3 week period or more
- Denial of site or geographical area
- Loss of Information Technology (IT)
- Loss of electronic communications

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- Loss of mains electricity
- Loss of hot water/ heating
- Disruption to transport
- Loss of mains water and sewerage
- Loss of availability of oil and fuel
- Loss of gas

If the analysis of risk raises other consequences, then these should also be included.

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Sir William Ramsay School

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Appendix B – Risk Assessment

Hazard	I	L	Risk	Consequences	Control Measures
Minor fire on premises	3	4	Medium	Threat to life/ limb Loss of access to school (up to 1 week) Permanent loss of files, equipment, resources, projects, coursework etc	Fire Evacuation Procedure First Aid Procedure ERP BCP
Serious fire on premises	4	3	Very High	Threat to life/ limb Loss of access to school (over 1 week) Loss of IT Permanent loss of files, equipment, resources, projects, coursework etc Serious impact on ability to carry out education	Fire Evacuation Procedure First Aid Procedure ERP BCP
Gas leak on premises	3	4	Medium	Threat to life/ limb Loss of access to school (up to 1 week)	Fire Evacuation Procedure First Aid Procedure ERP BCP
Explosion on premises	4	3	Very High	Threat to life/ limb Loss of access to school (over 1 week) Possible damage to IT server Damage to/ loss of files, equipment, resources, projects, coursework etc Serious impact on ability to carry out education	Fire Evacuation Procedure First Aid Procedure ERP BCP
Incident during school activities off the school premises	4	4	Very High	Threat to life/ limb Management of incident Management of remainder of school community Information to parents Media	ERP BCP Specific Educational Visit Plan First Aid Procedure
Accidental death or injury on	4	4	Very High	Threat to life/ limb	ERP

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school premises				Management of incident Management of remainder of school community Information to parents Media	BCP First Aid Procedure
Violent intrusion into the school	5	2	Medium	Threat to life/ limb Management of incident Management of remainder of school community Information to parents Media	ERP BCP Lockdown Procedure First Aid Procedure
Multiple illness/ contagious disease during school hours	4	3	High	Threat to life/ limb Management of incident Management of remainder of school community Information to parents Media	ERP BCP
Criminal threat reported in vicinity of school	2	4	Medium	Management of incident Management of remainder of school community Information to parents Media	ERP BCP Lockdown Procedure
Industrial hazard / toxic plume in the vicinity of the school	3	3	Medium	Threat to life/ limb Management of incident Management of remainder of school community Information to parents Media	ERP BCP Lockdown Procedure
Accidental death/ injury not during school hours and not on school premises	2	4	Medium	Management of information to school community Information to parents Media	ERP BCP
Flooding at school (pipes) – not life	2	3	Medium	Loss of access to part of premises	ERP

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threatening				Possible loss of files, equipment, resources Possible loss of electricity / ICT Possible Evacuation	BCP Fire Evacuation Procedure Routine School Closure Procedure
IT server failure	3	3	Medium	Loss of electronic files / coursework Email communication capability Possible loss of telephony Loss of intranet and internet publishing Loss of software including specific programmes Loss of access to student records Loss of school meal software Loss of ability to purchase	BCP Server back-up procedures
Telephony / mobile phone failure	3	2	Medium	Loss of communication Impact on emergency response capability Possible loss of some connectivity with customers/ parents/ public / staff	BCP
Electricity failure	3	4	High	Loss of IT Communications Loss of lighting – health & safety risk Loss of lifts Possible requirement to close	BCP Routine School Closure Procedure
Boiler failure	4	3	High	Health and hygiene Possible requirement to close	BCP Routine School Closure Procedure
Water Shortage	2	2	Medium	Health and hygiene	BCP Routine School Closure Procedure
Staff illness / flu pandemic	4	5	Very High	Lack of staff through illness or caring for ill Replacement staff may not be available due to illness in the community	BCP
Severe weather event – snow /	5	4	Very High	Loss of access to premises for school	BCP

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cold / storm / heat wave				community Loss of staff due to inability to get to school Health & safety	Routine School Closure Procedure
Fuel shortage / disruption	2	3	Medium	Some staff cannot get to school Some students cannot get to school Impact on school bus services Delivery of school meals to satellite schools	BCP Routine School Closure Procedure
Malware Attack	3	3	Medium	Loss of IT systems (see loss of IT server) Possible 'damson demand'	BCP Server back-up procedures
Union strike action	4	3	Very High	Lack of staff Replacement staff may not be available	BCP
National Pandemic	4	5	Very High	Threat to life/ limb Management of incident Continuity of high quality education Management of information to school community Lack of staff Replacement staff may not be available Media	ERP BCP COVID-19 Risk Management Plan and Outbreak Management Plan