

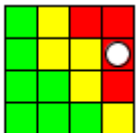
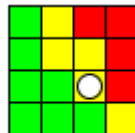
## CLSG Detailed risk register with Flight path (EXCLUDING COMPLETED ACTIONS)

**Report Author:** Katie Kerr

**Generated on:** 24 November 2020



Rows are sorted by Risk Score

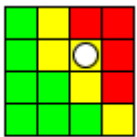
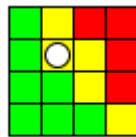
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CLSG-01 Loss of income due to drop in student numbers  30-Mar-2015 Jenny Brown	<b>Causes:</b> Socio-economic changes/ greater competition from other private schools for top class education <b>Event:</b> Significant reduction in student applications to attend CLSG to point where we have more places than suitable applicants <b>Effect:</b> income falls to a level where it puts in jeopardy the services offered by the school or its overall viability as an institution.	 Likelihood	24  Impact	Risk is greater as a result of Covid-19. However, registrations have been maintained at near to pre-Covid levels despite earlier concerns. Evidence of increasing numbers of parents struggling with school fees. Sympathetic view of difficulties with fees being taken to try and ease parents through current crisis without withdrawing pupils.  <b>05 Nov 2020</b>	 Likelihood	8  Impact	31-Aug-2021	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-01.01 Marketing Strategy	Ensure marketing strategy is updated to reflect latest achievements and why CLSG is an excellent learning establishment	Additional marketing required to ensure high level of awareness of CLSG amongst potential parents. Clear messaging about the advantages of a CLSG education. Additional resources being allocated for marketing including support from external consultant whilst more permanent staffing is considered.	Jenny Brown	05-Nov-2020	31-Dec-2020

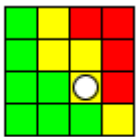
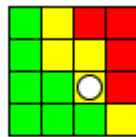
CLSG-01.02 Bursary Funding	Ensure that bursary funding is available for most needy pupils	<p>The Head of Development initiated a fund raising campaign around the donation of the difference in the discounted Summer Term fees and normal Summer Term fees which netted £94k including match funding to support other parents who were struggling to pay fees this term.</p> <p>Online meetings for new parents interested in bursary places to take place in first half of autumn term.</p>	Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-01.03 Brexit Impact	Monitor strength of student pipeline or for increase in numbers of parents giving notice of withdrawal due to jobs moving off shore.	Very few withdrawals before start of autumn term. No evidence of numbers of current students waning. Small number of relocations to Europe during autumn term but primarily as a result of Covid-19 and a wish to be closer to family.	Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG01.04 COVID-19 threat to income	The threat to income from lower student numbers wanting to join the school or able to stay at CLSG	<p>Keep parents supportive of school through comprehensive and regular communication. Demonstrate continued delivery of on-line teaching. Financially support most needy parents through short period of economic disruption and be agile in responding to rapidly changing education environment</p> <p>Following virtual open days and additional marketing registrations</p>	Jenny Brown	05-Nov-2020	31-Dec-2021



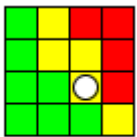
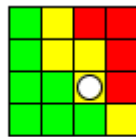
CLSG-07.03 Inspections	Weekly inspections of ongoing works by City Surveyors. Monthly review of works programme with City Surveyors. Annual review with Board of Governors	Process of monthly meetings continue to be frustrating with little progress being made from month to month on issues e.g. the building heating controls. Quotes are also frustratingly high for what is being supplied leading to constant push back by the school. A real question about the value added by having FM team in Guildhall.	Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-07.04 CLSG Expansion	Manage communications surrounding possible expansion of CLSG Prep to minimise adverse political risk and reputational damage	Relationship with Barbican Residents much improved since cancellation of expansion plans.	Katie Kerr	05-Nov-2020	31-Dec-2020

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<b>CLSG-08</b> <b>Threat from raised security level</b>  06-May-2015 Katie Kerr	<b>Cause:</b> We do not respond appropriately to threat arising from raised security level <b>Event:</b> Pupils and staff may be put at unnecessary risk <b>Effect:</b> Pupils and staff may suffer physical harm and CLSG and CoL may suffer reputational damage	Likelihood  Impact	12	Plans to install a tannoy system in school have had to be put on hold both due to financial constraints and the time constraints of getting this commissioned through the Covid-19 crisis  Threat level increased w/c 2/11/2020. External doors to remain closed and not be used for additional ventilation.  <b>05 Nov 2020</b>	Likelihood  Impact	6	31-Aug-2021	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CLSG-08.01 Staff training	Ensure staff are aware of emergency plans and their roles in the event of a security incident	Staff briefed on fire evacuation at all staff INSET at beginning of autumn term 2020.  Staff attention drawn to increased threat level.			Katie Kerr	05-Nov-2020	31-Oct-2020
CLSG-08.02 Updated Plans	Update School Emergency plan to ensure it conforms to best practice	Critical Incident plan to be reviewed and updated last term. Further review before Bursar leaves in the summer term. Work on this has had to take a back seat during Covid-19 planning. It is still hoped that this will be completed by the middle of August 2020  Plan to be reviewed autumn term 2020 by interim Bursar.			Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-08.03 Exercise Plans	Hold annual exercise of School security emergency plan	Last desk top exercise autumn 2019. Next exercise to take place second half of autumn term 2020.			Katie Kerr	05-Nov-2020	31-Dec-2020

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<b>CLSG-02</b> <b>Failure to maintain and improve academic standards</b>  30-Mar-2015 Jenny Brown	<b>Cause:</b> Due to decline in quality of teaching staff, or pupils on admission, or complacency on the part of CLSG <b>Event:</b> Academic standards assessed by the regulator as poor/unsatisfactory <b>Effect:</b> Declining school numbers, reduction in income, damage to reputation of school and CoL	Likelihood  Impact	8	GCSE and A'level grades continue to be excellent. Online teaching was very well received by parents and pupils. No indication of concern re falling standards.  Some resignations in autumn term due to COVID. A small amount of teaching is taking place from home. More may be required if staff need to isolate.  <b>05 Nov 2020</b>	Likelihood  Impact	8	31-Aug-2021	

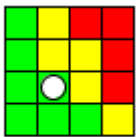
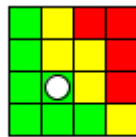

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-02.01 Maintain entry standards	No erosion of selective entry standards to ensure students will cope with challenging learning environment	We once again had very good candidates to attend CLSG in September 2020. We also had the highest conversion rate of offers to places accepted which meant that we did not need to go far down our waiting list this year.	Neil Codd	05-Nov-2020	31-Dec-2020
CLSG-02.02 High quality teaching staff	Continue to be able to recruit the brightest and best teaching staff	We continue to be able to recruit high calibre teaching staff. Turnover rates continue at similar levels to previous years. Despite the Covid-19 crisis we have been able to fill key positions for September 2020 with a mixture of internal appointments and external appointments made using video conferencing platforms. Additional support for teaching staff has been appointed through casual contracts for alumnae to provide cover and assistance in class where necessary if teaching staff are absent.	Justine Venditti	05-Nov-2020	31-Dec-2020
CLSG-02.03 Succession Planning for key roles	Ensure that key positions have contracts in place to allow smooth replacement and transition	We will be reviewing staff requirements and succession planning as part of the refresh of the strategic plan for the school. In addition we are strengthening the HR team in the school who work on recruitment, payroll and HR casework as part of the staffing review of CLSG Support Staff. This has been challenging for some key roles e.g. replacing the Bursar where we will need to make an interim appointment until we are back in school and able to run a full recruitment exercise for this role.	Jenny Brown	05-Nov-2020	08-Jul-2022

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<b>CLSG-04</b> <b>Failure of child protection procedures</b>  30-Mar-2015 Susie Gilham	<b>Cause:</b> Lack of appropriate termly staff training, ineffective management and supervision of staff re safeguarding. <b>Event:</b> Failure to deliver actions under the School's safeguarding policy. <b>Effect:</b> Physical or mental harm suffered by a student, damage to the School and City of London's reputation, possible legal action, investigation by regulator(s)	Likelihood  Impact	8	Safeguarding protocols for on-line teaching and provision of pastoral care were updated in March 2020 to reflect the move to on-line education provision. The pastoral team have remained in touch with students of concern and form tutors with all students while we have been working remotely.  Online provisions to remain in place for blended learning alongside return to the school's regular policies and procedures.  <b>05 Nov 2020</b>	Likelihood  Impact	8	31-Aug-2021	

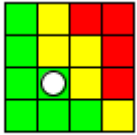
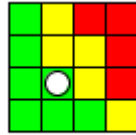
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CLSG-04.01 Child protection procedures	Strict adherence to child protection policies	Training provided at the start of the new academic year in September 2020			Susie Gilham	05-Nov-2020	31-Dec-2020
CLSG-04.02 Training and awareness programme	Termly training of staff, safer recruitment training undertaken by all hiring managers, changes to relevant legislation drawn to the attention of all staff within a week	Mandatory safeguarding completed by all staff in September following update of KCSIE. No further updates since then			Susie Gilham	05-Nov-2020	31-Dec-2020



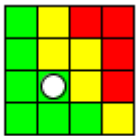
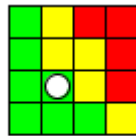

		<p>Much consideration has been given to maintaining staff morale during the autumn term 2020 which has been made particularly challenging as a result of Covid-19. A longer half term was appreciated by the teaching staff. Many support staff have been unable to take their leave during 2020 and some leave will be paid for the worst affected</p>			
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<b>CLSG-05 IT failure</b>  08-Apr-2015 David Libby	<b>Cause:</b> Loss of server/security breach or virus denies access to vital IT services <b>Event:</b> Physical damage to servers (e.g. fire/flood) or virtual damage (hacking or virus) takes down services <b>Effect:</b> Teaching and support services compromised for an extended period	Likelihood  Impact	4	The School's IT systems have proven to be incredibly robust. We have not lost a single day of teaching due to IT issues as a result of moving to on-line provision. The IT team have been able to maintain the servers remotely with only very occasional visits to site. We have reminded staff of on-line scams at this time.  <b>05 Nov 2020</b>	Likelihood  Impact	4	31-Aug-2021	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CLSG-05.01 Back Up	Off-site back up of critical data	School's data robustly backed in the cloud			David Libby	05-Nov-2020	31-Dec-2020
CLSG-05.02 Firewalls and virus software	Ensure firewall security is reviewed termly and virus software updates run weekly	Latest hardware and software all updated and running security updates regularly. External and Internal penetration testing took place with the recommendations now being acted on.			David Libby	05-Nov-2020	31-Dec-2020
CLSG-05.03 IT Strategy	Regular review of IT strategy to ensure that it remains congruent with overall strategic goals of school and supports the teaching programme in particular	As part of Cyber Security Audit IT strategy and related documents were all updated and approved by Internal Audit			David Libby	05-Nov-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
<b>CLSG-06 Breakdown in Health and Safety Policies results in harm and reputational damage</b> 13-Apr-2015 Katie Kerr	<b>Cause:</b> Failure to adhere to H&S policies <b>Event:</b> Food Hygiene compromised/risk assessments not done/fire tests not carried out <b>Effects:</b> Harm sustained by staff/pupils, reputational damage and possible financial claims and prosecution	 Likelihood	4	Good progress was made on the H&S and Fire Risk audits before lockdown. However, other issues e.g. keeping the site ticking over, maintaining fire checks and water chlorination on a skeleton staff, took priority. We are now starting to pick up the outstanding recommendations that need to be dealt with.  <b>05 Nov 2020</b>	 Likelihood	4	31-Aug-2021	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CLSG- 06.04 Testing	Regular testing of fire alarms and evacuation procedures	Alarm tested weekly. Evacuation drill undertaking in first half of Autumn term			Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-06.01 H&S policies	H&S policies flow from overarching CoL policies, H&S manager ensures that they are fit for purpose for school environment	CLSG Policies have been reviewed and approved by governors at meeting in October 2020 Reconstituted H and S Committee due to meet 11 Nov 2020.			Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-06.02 Staff awareness	Termly briefings to all staff on H&S issues	H&S training delivered as part of induction training with mandatory on line training completed before probation confirmed. H&S audit identified that a more formal suite of training and record keeping would benefit the school. Compliance Manager is carrying out a training needs analysis with a view to identifying and then arranging training for staff across the school.  H&S briefing included in start of term INSET.			Katie Kerr	05-Nov-2020	31-Dec-2020
CLSG-06.03 Inspections	Regular audits of H&S arrangements and food quality standards	H&S checks instigated prior to reopening school All electrical and water testing undertaken and confirmed as safe to open. Revised CLSG H&S Policy provides additional information and guidance regarding proactive monitoring.  Limited catering on site at beginning of term. Catering now relocated to Guildhall in Gild Restaurant until end of Spring term in first instance. Prep dining continues on site with food transferred from Gild. School kitchen now largely out of use. RAs completed for offsite dining and reviewed by Guildhall employees.			Katie Kerr	05-Nov-2020	31-Dec-2020

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<b>CLSG-09 Adverse political context</b>  14-Mar-2017 Jenny Brown	<b>Cause:</b> Increasing perception of independent schools as "elitist and privileged" <b>Event:</b> Change to the DfE requirement for schools, reintroduction of grammar schools or introduction of VAT on school fees <b>Effect:</b> School's business model becomes unviable, or school has to significantly increase outreach or school's ability to recruit affected	Likelihood  Impact	4	Political threats to the sector have receded somewhat and the economic threats look much more serious. The outcome of the Tomlinson Review and Fundamental Review in the City may have some impact on the Independent Schools  <b>05 Nov 2020</b>	Likelihood  Impact	4	31-Aug-2021	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CLSG-09.01 Outreach Programme	Ensure we continue to develop and record our outreach work with City Academies and other local schools.	Partnership (as outreach is going to be described in the new strategy) is going to form a major strand of the strategic plan for CLSG over the next five years with senior staff being recruited to lead this and significant resources being dedicated to this work.  New Director of Partnerships appointed jointly with CLS has made impressive start in role. Partnership activity has continued where possible despite Covid-19.			Jenny Brown	05-Nov-2020	31-Dec-2020