

City of London School Risk Tracker	Owned By	Phillip Everett	Version	7
	Administered By	Phillip Everett	Date	13/05/13

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
1	Crisis event	1	4	Second Master	Critical Incident Plan, Influenza Pandemic Contingency Plan and Arson Policy	1	3	G ↓	Continue to review and implement action plans	G
2	Failure to maintain and improve academic standards	3	4	Director of Studies	Review, monitoring and development of staff	1	4	A ↔	Head of Professional Development recently appointed.	G
3	Major failure of Health and Safety Procedures	3	4	Second Master	Adherence to Health and Safety policies, trips and visits guidance etc.	1	4	A ↔	Continue to review and implement policies	G
4	Major disruption to public transport system.	2	4	Assistant Headmaster	Identification of alternative access routes, IS communication strategies, School Travel Plan etc.	2	3	A ↔	Continue to review alternative access routes and communication strategies.	G
5	Major failure of Child Protection Policies	1	5	Second Master	Adherence to relevant policies and regulations and staff training.	1	4	A ↔	Continue to review and implement policies and comply with regulations.	G
6	Prolonged and widespread economic downturn	3	4	Director of Finance	Proactive marketing, excellent relationships with feeder schools, competitive fee levels etc.	3	2	A ↔	Continue with current strategies which have been very successful in recent years.	G
7	Failure to maintain and operate reliable and efficient IS systems	3	3	Director of Studies and Head of ICT	Recently formed IS Steering Group provides strategic planning throughout the School.	2	3	A ↔	Continue to develop and implement a whole School IS strategic plan. Apply appropriate security policies etc.	G
8	Inadequate resources and facilities.	3	3	Director of Finance	Robust Financial Procedures and Controls. Effective budgeting and review. School Strategic Plan.	2	3	A ↑	School will contribute constructively to the City's review of its Education Portfolio.	G
9	Failure to recruit and retain high quality teaching and support staff.	3	3	Head	Maintenance of attractive terms and conditions, training and regular appraisal.	1	3	G ↔	Appropriate procedures have been put in place for the recruitment and induction of a new Head.	G

KEY	1	2	3	4	5	Control Evaluation: R: Existing controls are not satisfactory A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully G: Robust mitigating controls are in place with positive assurance as to their effectiveness
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain	
Impact	Insignificant	Minor	Moderate	Major	Catastrophic	

*Direction relates to change in assessment since last review (up/down/no change)

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10	Uncertainties regarding 13+ recruitment for September 2014 entry	3	4	Director of Admissions	Appropriate contingency plans have been made in the event that take up of places is either significantly lower or higher than the School would ideally like.	3	3	A ↑	Review position when actual take up is known	G
11	Failure to maintain adequate maintenance and cleaning standards in the School because of corporate contracts	3	4	Facilities Manager	Centralised Contract Administrators oversee contract together with input from various members of School staff.	3	3	A ↑	Review position once Centralised Contract Administrators and Contractors have improved service.	A

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City of London School Risk Summary

Risk Owner: Second Master

Risk	Crisis event	Gross Risk	A
		Likelihood	Impact
		1	4

Detail	Terrorist incident or pandemic and impact on service delivery
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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
Reduced timetable and extracurricular activities. Recruitment difficulties.	Critical Incident Plan - including regular all school drills Influenza Pandemic Contingency Plan Arson Policy

<u>Summary</u> All appropriate mitigating actions have been put in place to control this risk. No problems were incurred during either the Olympics or Paralympics and in the absence of a similar event the net risk has been reduced from amber to green.	Net Risk	G
	Likelihood	Impact
	1	3
	Control Evaluation	
	G	

City of London School Risk Summary

Risk Owner: Director of Studies

Risk	Failure to maintain and improve academic standards	Gross Risk	A
		Likelihood	Impact
		3	4

Detail	Failure to maintain and improve academic standards
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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
Damage to reputation Loss of fee income Recruitment and retention difficulties	Review, monitoring and development of staff Audit assessment to be carried out. The appointment of a new Head of Professional Development - including a survey of staff needs - will help to ensure standards are maintained.

<u>Summary</u>	Although such a failure is highly unlikely it remains an amber risk because of the major impact which any such failure would have on the School	Net Risk	A
		Likelihood	Impact
		1	4
		Control Evaluation	
		G	

City of London School Risk Summary

Risk Owner: Second Master

Risk	Major Failure of Health and Safety Procedures	Gross Risk	A
		Likelihood	Impact
		3	4

Detail	Major failure of Health and Safety Procedures, including Educational Visits and Food Hygiene, resulting in fatality or serious accident/illness.
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<u>Specific Threats/Issues</u> Failure to care for pupils Damage to reputation Loss of fee income	<u>Mitigating Actions</u> Adherence to Health and Safety policies Trips and visits guidance Safety Inspection Audits Health and Safety issues specifically addressed during recent catering corporate catering tender exercise
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<u>Summary</u> Although the likelihood of a major failure of Health and Safety Procedures is extremely low this remains an amber risk due to the major impact which any such failure would have on the School.	Net Risk	A
	Likelihood	Impact
	1	4
	Control Evaluation	
	G	

City of London School Risk Summary

Risk Owner: Assistant Headmaster

Risk	Major disruption to public transport system.	Gross Risk	A
		Likelihood	Impact
		2	4

Detail	Major disruption to public transport system making access to school difficult for all stakeholders.
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<u>Specific Threats/Issues</u> Disruption to school life Recruitment difficulties	<u>Mitigating Actions</u> Identification and publication of alternative access routes IT communication strategies and various marketing initiatives. School Travel Plan updated early 2013
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<u>Summary</u> All possible steps to mitigate the effect of major disruption to the public transport system have been taken. However, this remains an amber risk due to the likelihood of such disruption and the potential effect upon the School.	Net Risk	A
	Likelihood	Impact
	2	3
	Control Evaluation	
	G	

City of London School Risk Summary

Risk Owner: Second Master

Risk	Major Failure of Child Protection Policies	Gross Risk	A
		Likelihood	Impact
		1	5

Detail	Major failure of Child Protection Procedures
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<u>Specific Threats/Issues</u> Damage to reputation Loss of fee income Adverse effects upon pupil behaviour, examination performance and results	<u>Mitigating Actions</u> Adherence to Child Protection Policies Compliance with Disclosure and Barring Service Regulations Child Protection issues properly addressed during staff recruitment and tender exercises Staff training
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<u>Summary</u> Although a major failure of Child Protection Procedures is highly unlikely this remains an amber risk due to the major impact which any such failure would have on the School.	Net Risk	A
	Likelihood	Impact
	1	4
	Control Evaluation	
	G	

City of London School Risk Summary

Risk Owner: Director of Finance

Risk	Prolonged and Widespread Economic Downturn	Gross Risk	A
		Likelihood	Impact
		3	3

Detail	Prolonged and Widespread Economic Downturn
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<u>Specific Threats/Issues</u> Loss of fee income due to reduced number of applicants and lower retention rates School may need to "fill up" with boys who are less academically able	<u>Mitigating Actions</u> Maintain proactive marketing and excellent relationships with feeder schools Keeping fees at competitive levels Maximum use of funds available to increase access and assist in cases of hardship.
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<u>Summary</u> A prolonged and widespread economic downturn is possible. However, the School's recruitment and retention have remained very high despite recent difficult economic times. However, this remains an amber risk because of the likelihood of such an event and its potential impact on the School.	Net Risk	A
	Likelihood	Impact
	3	2
	Control Evaluation	
G		

City of London School Risk Summary

Risk Owners: Director of Studies and Head of ICT

Risk	Failure to maintain and operate reliable and efficient IS systems	Gross Risk	A
		Likelihood	Impact
		3	3

Detail	Failure to maintain and operate reliable and efficient IS systems
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<u>Specific Threats/Issues</u> Unreliable and inefficient IS services impeding delivery of core administrative and academic functions Data leakage leading to damage to reputation and possible legal action. Failure to keep pace with educational IS developments	<u>Mitigating Actions</u> The recently formed IS steering group provides strategic planning throughout the School. Appropriate security policies and procedures to minimise the possibility of data leakage and/or corruption.
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<u>Summary</u> The recently formed IS steering group has provided strategic planning throughout the School and is implementing a number of projects. However, due to the high significance of IS matters this remains as an amber risk.	Net Risk	A
	Likelihood	Impact
	2	3
	Control Evaluation	
G		

City of London School Risk Summary

Risk Owner: Director of Finance

Risk	Inadequate resources and facilities.	Gross Risk	A
		Likelihood	Impact
		3	3

Detail	Inadequate resources and facilities to allow delivery of service and maintenance of reputation.
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<p><u>Specific Threats/Issues</u> Insufficient financial resources to provide appropriate facilities Failure to plan ahead and anticipate future requirements City's Education portfolio is being reviewed by the Education Strategy Working Party.</p>	<p><u>Mitigating Actions</u> Proper financial controls and regular review of performance. Appropriate and robust budgeting procedures. Various value for money initiatives. School Strategic Plan drawn up annually and reviewed regularly during the year. Constructive input to Education Strategy Working Party.</p>
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<p><u>Summary</u> The City Corporation has set up an Education Strategy Working Party to review its Education portfolio. The School will contribute constructively to this review mindful of its role in helping the City to achieve both its strategic aims and key priorities. However, in the light of the review this risk has been increased from green to amber.</p>	Net Risk	A
	Likelihood	Impact
	2	3
	Control Evaluation	
		G

City of London School Risk Summary

Risk Owner: Head Teacher
Board for Head Teacher appointment

Risk	Failure to recruit and retain high quality teaching and support staff	Gross Risk	A
		Likelihood	Impact
		3	3

Detail	Failure to recruit and retain high quality teaching and support staff
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<p>Specific Threats/Issues</p> <p>Erosion of teaching standards leading to damage to reputation. Decline in staff morale. School location and implications for travelling time and costs. Recruitment of a new Head Teacher as from January 2014 is underway.</p>	<p>Mitigating Actions</p> <p>Robust and successful recruitment procedures Maintenance of attractive terms and conditions Training and regular appraisals Appropriate procedures for the recruitment and induction of Head Teacher.</p>
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<p>Summary</p> <p>Appropriate procedures have been implemented for the recruitment and induction of a new Head Teacher. These include extensive involvement by the Board of Governors with support from both the City's Corporate HR department and professional consultations. Consequently this remains a green risk.</p>	Net Risk	G
	Likelihood	Impact
	1	3
	Control Evaluation	
	G	

City of London School Risk Summary

Risk Owner: Director of Admissions

Risk	Uncertainties regarding 13+ recruitment for September 2014 entry	Gross Risk	A
		Likelihood	Impact
		3	4

Detail	The School has followed its major competitors in making offers for entry at 13+ two years in advance of the actual entry date. In March 2012 the School made offers for 13+ entry in September 2014. Parents will have to confirm whether they wish to take up these places for their sons in Autumn 2013. This is a new procedure and it is possible that the number of places taken up is either significantly higher or lower than the School would ideally like.
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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
A low level of take up could lead to a decline in income. A high level of take up could lead to a need for additional staffing and/or other resources. The ongoing effect of the new procedure in future years needs to be considered.	May be an opportunity to "fill up" if take up rates are significantly low. Budgetary planning in terms of both finances and resources will be flexible to take account of any significantly high take up rates. Future recruitment will be reviewed in the light of actual take up rates in Autumn 2013.

<u>Summary</u> The new procedures outlined above have given the School a stronger position in the highly competitive 13+ recruitment market and it is encouraging that places have been provisionally accepted for a number of very able pupils. However, there are inevitably some risks involved with such a major change of recruitment procedures. The School has taken appropriate steps to mitigate these risks.	Net Risk	A
	Likelihood	Impact
	3	3
	Control Evaluation	
G		

City of London School Risk Summary

Risk Owner: Facilities Manager

Risk	Failure to maintain adequate maintenance and cleaning standards in the School because of corporate contracts	Gross Risk	A
		Likelihood	Impact
		3	4

Detail	Maintenance and cleaning standards have deteriorated significantly in the School since corporate contracts were introduced for maintenance and cleaning.
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<u>Specific Threats/Issues</u> If not addressed the low standards of maintenance and cleaning could seriously affect both school life and future recruitment.	<u>Mitigating Actions</u> The School has worked with the Centralised Contract Administrators to try and improve standards; for example, new arrangements regarding cleaning staff will be introduced in Autumn 13. Additional staff are being recruited into the Centralised Contract teams.
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<u>Summary</u> The School is providing constructive support to the Centralised Contract Administrators as they seek to improve maintenance and cleaning standards at the School.	Net Risk	A
	Likelihood	Impact
	3	3
	Control Evaluation	
		A