

# CLS Detailed risk register

Report Author: Charles Griffiths

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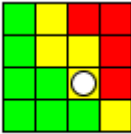
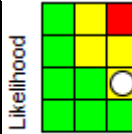



Rows are sorted by Risk Score

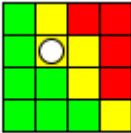
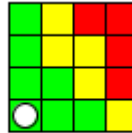

Code & Title: CLS City of London School Risk Register 12

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	Current Risk score change indicator
<b>CLS SPS 001</b> <b>Safety of pupils or staff - Protection of Staff and Pupils with heightened security threat</b>  19-Feb-2015 Charles Griffiths	<b>Cause(s):</b> External threat to School or City of London <b>Event:</b> Fire, deliberate / malicious / terrorist action, pandemic or industrial action etc. <b>Effect:</b> Major disruption to School Life and potential injury to Pupils and Staff	Likelihood  Impact	12	While the City generally remains on alert, CLS has undertaken considerable work to mitigate risks over the last 12 months. This includes access control, CCTV, external perimeter fence upgrades, and regular training in critical incident planning. In aggregate this has received considerable praise from City Police, as noted in recent Board meetings.  <b>13 Jan 2017</b>	Likelihood  Impact	4	31-Dec-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CLS-SPS-1a Action Plans	Ensure staff are aware of emergency plans and their roles in the event of a security incident	Critical Incident plans refreshed and exercised in late 2016. Further scenarios being developed. Staff shown Police guidance in the events of a weapons attack in Jan 16.	Richard Brookes	14-Jan-2016	31-Mar-2017
CLS-SPS-1b Access Controls	Improve physical access controls	Completed in mid-2016	Ellis Whitcomb	12-Jan-2017	29-Feb-2016
CLS-SPS-1c CCTV and Alarm Systems	Review and update CCTV coverage and alarm systems	Completed in mid-2016	<del>Michael Clarkson</del> ; Charles Griffiths	12-Jan-2017	30-Sep-2016
CLS-SPS-1d Perimeter Security	Main School perimeter secure	Completed mid-2016	Ellis Whitcomb	12-Jan-2017	30-Sep-2016
CLS-SPS-1e Staff security training	While heightened state of security exists, a regular programme of continuous training and security review will be maintained.	Underway in January 2017 with fire training and planned critical incident training for support staff.	Charles Griffiths		31-Dec-2017

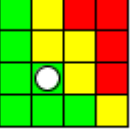
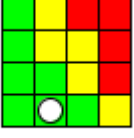

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<b>CLS SPS 002</b> <b>Safety of pupils or staff - Major failure of current Child Protection/Safeguarding Policies</b> 05-Mar-2015 Charles Griffiths; Coco Stevenson	<b>Cause(s):</b> Failure to adhere to relevant policies and procedures. <b>Event:</b> Pupil - or other Child while in the School's care - is not properly protected. <b>Effect:</b> Physical or mental injury to child; Adverse media coverage; Adverse effect upon pupil recruitment and retention.	 Likelihood Impact	8	Risk level has decreased because during 2016 extensive work on the Single Central Register has been completed, resulting in a positive recent inspection by ISI as noted by the Board of Governors.  <b>12 Jan 2017</b>	 Likelihood Impact	8	31-Dec-2017	  Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
CLS-SPS-002c Child protection policies	Update and review child protection policies, and report to Board of Governors.				Coco Stevenson		30-Jun-2017
CLS-SPS-2a Child Protection Policies	Continue to review and implement policies and comply with regulations	Child protection policy updated and new KCSIE (July 2015) document issued to all staff in Jan 16.			Coco Stevenson	14-Jan-2016	31-Aug-2016
CLS-SPS-2b Training	Child Protection Training for Staff and Governors	Training conducted for all support staff and new teaching staff at the start of the Spring Term			Coco Stevenson	14-Jan-2016	31-Oct-2016

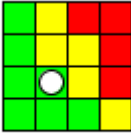
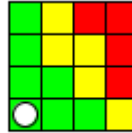

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CLS GOV 001 Governance - Board of Governors' skills-set</b>  14-Jan-2016 Sarah Fletcher	<b>Cause:</b> Inadequate skills or procedures to ensure good governance <b>Event:</b> Shortfall in skill-set of Board of Governors <b>Effect:</b> Strategic decisions suboptimal, due to inadequate debate by governors with relevant experience	Likelihood  Impact	6	The formation of the Governance sub-committee in 2016 and commencement of a review of Governor raining is underway. However this now needs to be embedded once Governor re-elections have occurred.  <b>12 Jan 2017</b>	Likelihood  Impact	1	31-Dec-2017	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
CLS-GOV-1a Governor Skills	Broaden skills base of governing Body	Governor training is on-going and will continue to be updated after spring elections for members.			Sarah Fletcher	12-Jan-2017	30-Jun-2017



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CLS FS 003 <b>Financial Strength - Inadequate financial plans</b>	<b>Cause(s):</b> Inadequate data for major cost centres, poor management, uncertainty over levels of support <b>Event:</b> Significant unforeseen expenditure, incorrect assumptions on financial support or R&M costs <b>Effect:</b> Difficulty in planning ahead, difficulty in setting surplus targets, inability to build up reserves or to set fees levels for future	Likelihood  Impact	4	During H2 2016 considerable work was undertaken to create a forward looking 5 year financial forecast, which has become central to the school's financial planning. Additional financial disciplines have also been instilled in 2016 including regular cash flow updates and budget holder reviews.  In addition school fee rises in 2016, and planned for 2017, are successfully rebuilding surpluses and financial reserves in the near term. Governance has also improved in 2016 with the establishment of a Governors finance and premises sub-committee, feeding into the Board of Governors.	Likelihood  Impact	2	31-Dec-2017	
12-Jan-2016 Charles Griffiths				<b>05 Jan 2017</b>				No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CLS-FS-003c Financial reporting	Monitoring the implementation of the new financial reporting system to ensure its effectiveness.		Charles Griffiths		30-Jun-2017
CLS-FS-2c Fee levels	Maintain competitive fees that deliver a sustainable income to the school	Fee level action completed during 2016	<del>Michael Clarkson;</del> Phillip Everett; Charles Griffiths	12-Jan-2017	31-Mar-2017
CLS-FS-3b Investment strategy	Develop an investment strategy for the School	Plans underway and financial resources improved to implement them	Sarah Fletcher	12-Jan-2017	30-Nov-2017
CLS-GOV-1a Governor Skills	Broaden skills base of governing Body	Governor training is on-going and will continue to be updated after spring elections for members.	Sarah Fletcher	12-Jan-2017	30-Jun-2017
TT FS 001b Review of Scholarships and Bursaries	A review of the School's commitment to scholarships and bursaries along with the introduction of means-tested for scholarships.	Scholarship and Bursary rule changes are now being implemented for this year using means testing.	Sarah Fletcher	12-Jan-2017	31-Oct-2017

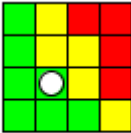
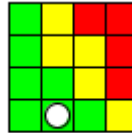

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<b>CLS GOV 002 Governance - Committees</b>  14-Jan-2016 Sarah Fletcher	<b>Cause:</b> Inadequate time for debate of issues <b>Event:</b> Issues not fully debated with decision either being suboptimal or delayed <b>Effect:</b> Strategic decisions suboptimal with a range of potential negative outcomes	Likelihood  Impact	4	Key sub-committees for finance and premises, academic, and Governance now established and operational. These have been successfully utilised in 2016 and will be further embedded in the Governance structure in 2017.  <b>12 Jan 2017</b>	Likelihood  Impact	1	31-Dec-2017	  Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
CLS-GOV-002a Governance committees	Embed sub-committee for Governors requiring Governor training.				Charles Griffiths		30-Jun-2017

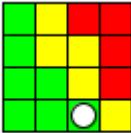
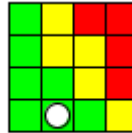



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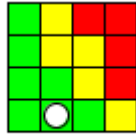
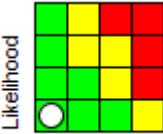

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CLS-RF-001c Monitoring asset register	Reviewing and ensuring update of asset register		Charles Griffiths		31-Dec-2017

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<b>CLS RF 004</b> <b>Resources and Facilities - Administrative support</b>  03-Feb-2016 Sarah Fletcher	<b>Cause(s):</b> Failure to invest in the administrative support needed to operate efficiently and effectively. <b>Event:</b> Insufficient administrative capacity. <b>Effect:</b> Middle and senior management unable to focus on core roles. Management and administrators overloaded.	Likelihood  Impact	4	An overhaul of administrative functions is underway with staff recruited for core roles. Further optimisation and some changes will be pursued in 2017. However core support roles are now either established or planned.  <b>12 Jan 2017</b>	Likelihood  Impact	2	31-Dec-2017	  Decreased Risk Score

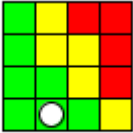
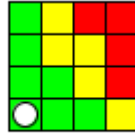

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
CLS-RF-4a Review of Administrative support	Review administrative support requirements	Actions should be completed by June 2017 with further staff hires.			Michael Clarkson; Charles Griffiths	12-Jan-2017	30-Jun-2017

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<b>CLS SPS 003</b> <b>Safety of pupils or staff - Failure of health and safety procedures</b> 27-Feb-2015 Richard Brookes	<b>Cause(s):</b> Failure to adhere to policies re trips and visits, onsite security, etc. <b>Event:</b> Accidents, Security Alerts, Fire, etc. <b>Effect:</b> Injury to pupils, staff, parents, etc.; damage to buildings and equipment.	Likelihood  Impact	4	Deputy Head continues to implement robust H&S policies, including regular H&S committees for reporting and airing issues, and a good H&S reporting framework has been established and embedded in the school. <b>13 Jan 2017</b>	Likelihood  Impact	2	01-Sep-2016	  No change

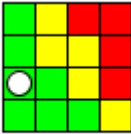
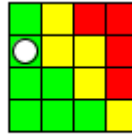

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
CLS-SPS-3a Health and Safety Policies	Continue to review and implement Health and Safety Policies	New Deputy Head conducting review of H&S policies and their implementation			Richard Brookes; <del>Michael Clarkson;</del> Charles Griffiths	12-Jan-2016	31-Mar-2017

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<b>CLS EA 001 Educational Activities - Failure to maintain and/or improve academic standards</b> 20-Feb-2015 Noeleen Murphy	<b>Cause(s):</b> Due to decline in quality of teaching and/or quality of incoming pupils, or complacency on the part of CLS <b>Event:</b> Academic standards as assessed by the regulator/inspectors as poor/unsatisfactory, and/or significant drop in OXBRIDGE/university entrance success, and/or drop in A Level/GCSE results <b>Effect:</b> Declining school numbers, reduction in income, damage to reputation inability to recruit and/or retain staff and pupils.	 Likelihood	2	Continued emphasis on teaching has once again generated excellent GCSE and A level results. Inspection criteria are regularly reviewed.  <b>13 Jan 2017</b>	 Likelihood	1	01-Sep-2016	  Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CLS-EA-1a Academic standards	Continue to review and monitor academic standards through professional and departmental reviews as well as tracking and monitoring of pupils.	New teaching staff appraisal system being trialled. Tracking and monitoring of pupils being developed further.	Richard Brookes; <del>Michael Clarkson</del> ; Charles Griffiths; Noeleen Murphy; Joe Sylvester	14-Jan-2016	31-Oct-2017
CLS-EA-1b High quality teaching staff	Continue to be able to recruit and retain the brightest and best teaching staff, noting a declining pool of teachers nationally, teacher training offered 'on the job' in the State Sector and the rising costs of living/transport in the London area.	This is an on-going target and while the London market remains competitive for staff, and living costs high, the ability to increase pay will need to be continually reviewed to ensure this action can be completed.	Sarah Fletcher	13-Jan-2017	11-Jun-2017
CLS-EA-1c Maintain Entry Standards	No erosion of selective entry standards to ensure students will cope with challenging learning environment	Entry standards remain very high, as noted by external review and the strong and unsated demand for school places.		13-Jan-2017	11-May-2017
CLS-EA-1d Training and Development	Provide training and development opportunities for staff	Significant budget for staff development is in place. Training evaluation process has been introduced. Greater use of INSET for ALL staff to ensure a wider exposure to training opportunities.	Andrew McBroom	14-Jan-2016	30-Sep-2017

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<b>CLS EA 002 Educational Activities - Pandemic</b> 14-Jan-2016 Richard Brookes	<b>Cause(s):</b> Pandemic or serious illness within school community <b>Event:</b> Staff and/or pupils affected by notifiable illness <b>Effect:</b> School closed in part or whole - educational activities conducted remotely	 Likelihood	2	The pandemic plan is considered as part of critical incident planning.  <b>13 Jan 2017</b>	 Likelihood	1	01-Mar-2016	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CLS-EA-2a Travel Plan	Continue to review and update School Travel Plan including identification of alternative routes	Travel routes constantly under review - current restrictions from Cycle-superhighway being managed	Richard Brookes	12-Jan-2016	31-Mar-2017
CLS-EA-2b Virtual Learning Environment	Creation of a VLE to aid remote learning	Part of the 2016-20 Strategic Plan	Noeleen Murphy; Joe Silvester	14-Jan-2016	31-Mar-2017
CLS-RF-3a IS planning	Develop and implement a whole School IS Strategic Plan to include an assessment of our server security and resilience in the event of a major incident.	Draft plans being developed	Ellis Whitcomb	12-Jan-2016	31-Mar-2017

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<b>CLS EA 003 Educational Activities - Major disruption to public transport system</b>  12-Jan-2016 Richard Brookes	<b>Cause(s):</b> Strikes or system failure. <b>Event:</b> Major disruption to public transport. <b>Effect:</b> Staff and/or pupils unable to access the School readily or at all.	 Likelihood Impact	2	The likelihood of strikes and system failures remains, and strikes have been regularly experienced (rail/transport), but the effects have proven manageable. With respect to systems, robust back-ups continue to be invested in. As such, improving IT systems continue to reduce the likelihood that this will have a material effect on the school.  <b>13 Jan 2017</b>	 Likelihood Impact	3	01-Jan-2017	  Decreased Risk Score

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CLS-EA-2a Travel Plan	Continue to review and update School Travel Plan including identification of alternative routes	Travel routes constantly under review - current restrictions from Cycle-superhighway being managed	Richard Brookes	12-Jan-2016	31-Mar-2017
CLS-EA-2b Virtual Learning Environment	Creation of a VLE to aid remote learning	Part of the 2016-20 Strategic Plan	Noeleen Murphy; Joe Silvester	14-Jan-2016	31-Mar-2017