



Finance and Estates Sub Committee of the Board of Governors of the City of London School for Girls

Date: THURSDAY, 11 FEBRUARY 2021

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Peter Bennett (Chairman) Mark Bostock
Randall Anderson Alderman Emma Edhem
Nicholas Bensted-Smith Alderman Prem Goyal

Enquiries: Kerry Nicholls
kerry.nicholls@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/4vhA8k3dxww>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To consider the public minutes and non-public summary of the meeting held on 13 November 2020.

For Decision
(Pages 1 - 4)

4. **PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 5 - 6)

5. **SCHEDULE OF STANDING ITEMS**

Report of the Town Clerk.

For Information
(Pages 7 - 8)

6. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 9 - 12)

7. **CLSG HEALTH, SAFETY AND COMPLIANCE UPDATE**

Report of the Headmistress of the City of London School for Girls.

For Information
(Pages 13 - 26)

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

10. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2

11. **NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held 13 November 2020.

For Decision
(Pages 27 - 30)

12. **NON-PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 31 - 32)

13. **MANAGEMENT OF ARREARS OF FEES AT CLSG (TO FOLLOW)**

Report of the Bursar of the City of London School for Girls.

For Decision

14. **PROPOSED 2021/22 REVENUE BUDGET**

Joint report of the Chamberlain and the Bursar of the City of London School for Girls.

For Decision
(Pages 33 - 58)

15. **REPAIRS, MAINTENANCE & IMPROVEMENTS FUND 2021/22 AND 20 YEAR PLAN OF WORKS**

Joint report of the Chamberlain, the City Surveyor and the Bursar of the City of London School for Girls.

For Decision
(Pages 59 - 66)

16. **ESTATES UPDATES**

- a) Update on Preparation for Summer Works

The City Surveyor to be heard.

- b) Development in Estates Strategy

The Bursar of the City of London School for Girls to be heard.

For Information

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**FINANCE AND ESTATES SUB COMMITTEE OF THE BOARD OF GOVERNORS
OF THE CITY OF LONDON SCHOOL FOR GIRLS
Friday, 13 November 2020**

Minutes of the meeting of the Finance and Estates Sub Committee of the Board of Governors of the City of London School for Girls held via Microsoft Teams on Friday, 13 November 2020.

Present

Members:

Peter Bennett (Chairman)
Randall Anderson
Mark Bostock
Alderman Prem Goyal

Officers:

Jenny Brown	- Headmistress
Jane Elliott-Waine	- Compliance Manager
Katie Kerr	- Bursar
Joseph Anstee	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Aqib Hussain	- Chamberlain's Department
Nicholas Basye	- Chamberlain's Department
Steven Reynolds	- Chamberlain's Department
Warren Back	- City Surveyor's Department
Alison Bunn	- City Surveyor's Department
Peter Young	- City Surveyor's Department

1. APOLOGIES

Apologies for absence were received from Nicholas Bensted-Smith.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. TERMS OF REFERENCE

RESOLVED, that the terms of reference for the Finance and Estates Sub-Committee be received.

4. MINUTES

RESOLVED, that the minutes of the meeting held on 16 September 2020, be approved as an accurate record.

5. PUBLIC OUTSTANDING ACTIONS

Governors considered a report of the Town Clerk outlining Outstanding Actions and the following point was made:

- A Committee Member requested that target completion dates be included for all public and non-public Outstanding Actions in future and this was agreed by the Sub-Committee.

RESOLVED, that the Outstanding Actions report be noted.

6. **SCHEDULE OF STANDING ITEMS**

Governors considered a report of the Town Clerk outlining the Schedule of Standing Items.

RESOLVED, that the Schedule of Standing Items be noted.

7. **CLSG COMPLIANCE UPDATE**

Governors considered a report of the Headmistress providing an update on compliance matters at the City of London School for Girls and the following points were made:

- Accessing up-to-date building statutory compliance documentation held on the Micad Property Management System remained a challenge. The School continued to liaise with the City Surveyor's Department which had provided verbal assurance that all centrally managed records required for an ISI inspection could be made available on request. The Micad Property Management System would be updated shortly which would enable documentation to be uploaded faster.
- Good progress had been made in completing the Fire Risk and Health and Safety Audits and it was anticipated that all remaining outstanding actions would be completed by February 2021. An action plan was being developed to introduce further health and safety improvements in key areas, including science laboratories. In response to a question from the Chairman, the Compliance Manager confirmed that staff training would be delivered by both the City of London Corporation and the Compliance Manager. The School was working with the City of London School to develop a business case to establish a shared Health and Safety Apprentice position.

RESOLVED, that the current position be noted.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other urgent business.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED, that under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

11. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 16 September 2020 be approved as an accurate record.
12. **NON-PUBLIC OUTSTANDING ACTIONS**
Governors considered a report of the Town Clerk outlining non-public Outstanding Actions.
13. **PROPOSED REVENUE BUDGET**
Governors heard an update of the Bursar and the Chamberlain on the proposed Revenue Budget for the City of London School for Girls for the 2021/22 financial year.
14. **REPAIRS, MAINTENANCE AND IMPROVEMENT FUND**
Governors heard an update of the Bursar, the Chamberlain and the City Surveyor on the Repairs, Maintenance and Improvement Fund.
15. **CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2020 UPDATE**
Governors considered a report of the City Surveyor on City of London School for Girls' Summer Works 2020.
16. **CLSG RISK REGISTER**
Governors considered a report of the Bursar on the CLSG Risk Register.
17. **PROGRESS ARISING FROM ESTATE STRATEGY DISCUSSIONS**
Governors considered a report of the Headmistress on progress arising from Estate Strategy discussions.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of urgent business.

The meeting ended at 11.55 am

Chairman

Contact Officer: Kerry Nicholls
kerry.nicholls@cityoflondon.gov.uk

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CITY OF LONDON SCHOOL FOR GIRLS
Finance and Estates Sub-Committee – Outstanding Actions - Public

Action Number	Date	Action	Responsible Officer	Progress Update	Target Completion Date
3/20/FE	14 February 2020	Progress updates on closing the remaining outstanding Audit recommendations to be e-mailed to Committee Members	Bursar/Compliance Manager	In progress.	February 2021
4/20/FE	14 February 2020	A proposal to merge the Schools' Bursary Fund and Scholarships and Prizes Fund to maximise the efficient use of these funds to be presented to a future meeting of the Finance and Estates Sub-Committee.	Chamberlain/Bursar	When available.	To be confirmed.

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CITY OF LONDON SCHOOL FOR GIRLS
Finance and Estates Sub-Committee
SCHEDULE OF STANDING ITEMS – ACADEMIC YEAR

September	November	February	May
Receive Terms of Reference	Management of Arrears of Fees at City of London School for Girls (if required)	Review Terms of Reference	Management of Arrears of Fees at City of London School for Girls
Management of Arrears of Fees at City of London School for Girls	Proposed Revenue Budget report (covering the forthcoming financial year and including the school's 10-year financial plan and the fee increase from the start of the new academic year)	Management of Arrears of Fees at City of London School for Girls	Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring
Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring 	Repairs, Maintenance and Improvement Fund report (including the school's 20-year RM&I plan)	Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring 	Estates: Update on preparation for Summer works
Revenue outturn report (covering the previous financial year)	Draft Annual Report and Financial Statements of the City of London School for Girls Bursary Fund incorporating the City of London School for Girls Scholarships and Prizes Fund (covering the previous financial year)	Estates: <ul style="list-style-type: none"> Review contracting for summer works Review progress against strategic plan 	Health and Safety report (to provide assurance of the School's situation)
Cash Available in the School's Charity: The City of London School for Girls Bursary Fund Incorporating the City of London School for Girls Scholarships and Prizes Fund	Health and Safety report (to provide assurance of the School's situation)	Risk Register for The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund	CLSG Risk Register
Estates: Review summer works programme	CLSG Risk Register	CLSG Risk Register	
CLSG Risk Register			

Note: Some items may be brought forward to an earlier meeting where information becomes available.

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Committee(s) Finance and Estates Committee of the City of London School for Girls	Dated: 11 February 2021
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8 & 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk	For Decision
Report author(s): Kerry Nicholls, Committee and Member Services Officer	

Summary

This report calls for the annual review of the Committee's own Terms of Reference, for recommendation to the Board of Governors of the City of London School for Girls for final approval.

Recommendation(s)

Members are invited to:

- Approve, subject to any comments, the terms of reference of the Committee (as set out in **Appendix 1**) for submission to the Board of Governors of the City of London School for Girls for final approval; and,
- Consider whether any change is required to the Committee's frequency of meetings.

Main Report

1. As part of the implementation of the 2011 Governance Review, it was agreed that all Sub-Committees of Grand Committees of the Court of Common Council review their Terms of Reference on an annual basis. The Committee is therefore requested to consider the relevance and effectiveness of its own Terms of Reference in the discharging of its delegates responsibilities as set out in **Appendix 1**.
2. The Committee is also requested to consider whether any change is required to frequency of meetings. At present the Committee is scheduled to meet on a quarterly basis.

Corporate & Strategic Implications

3. Members are asked to consider the current scope of the Committee's Terms of Reference, and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.

Conclusion

4. The Committee is requested to approve, subject to any comments, its terms of reference for submission to the Board of Governors of the City of London School for Girls for final approval.

Appendix 1 – Terms of Reference

Kerry Nicholls

Committee and Member Services Officer

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TERMS OF REFERENCE

Finance and Estates Sub-Committee

Composition

- Chairman and Deputy Chairman of the Board of Governors of the City of London School for Girls; and,
- Up to seven other Governors appointed by the Board of Governors.

All Governors on the Board are eligible to serve.

The Chairman of the Finance and Estates Sub-Committee should not be the Chairman of the Board (as per AGBIS guidelines) and will be appointed by the Board.

Quorum

- The quorum shall be any three Governors.
- Any decision taken by the Committee shall require the agreement of a majority of Governors present at the meeting and voting.

Terms of Reference

To monitor and take an advisory role relating to financial matters impacting the School finances, identifying any financial problems before they become serious and recommending a course of action to the Board to take any relevant decisions.

To consider arrears of school fees, sabbatical leave for posts up to the level of SMT and associated cost estimates (with power to act) and other such matters as the Board may from time to time decide for the year ensuing.

To meet four times each academic year sufficiently in advance of Board of Governors' meetings to report on any matters that need agreement.

Membership

- Peter Bennett (Chairman)
- Randall Anderson
- Nicholas Bensted-Smith
- Mark Bostock
- Alderman Emma Edhem
- Alderman Prem Goyal

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Committee(s)	Dated:
Finance and Estates Sub-Committee of the City of London School for Girls	11 February 2021
Subject: CLSG Health, Safety and Compliance Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1d; 1e; 2a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Jenny Brown, Headmistress	For Information
Report author: Jane Elliott-Waine, Compliance Manager (CM)	

Summary

This report provides members of the Finance and Estates Sub-Committee with an update on health and safety compliance matters at City of London School for Girls.

Outlined in the report is the continuing scope of work to ensure that levels of compliance are well co-ordinated across key areas of the schools function including meeting the requirements of health and safety, fire safety, risk management, Independent Schools Standards Regulations and the our approach to manage the risks of the Covid-19 pandemic.

Recommendation(s)

The Sub-Committee is requested to note the current position.

Main Report

COVID

1. Background

The DfE required all educational establishments to produce a Covid-19 – School Reopening Risk Assessment to confirm that adequate controls were in place to ensure that the School was, and continues to be, Covid Secure. The Risk Assessment has been reviewed regularly since the start of the Academic year.

2. Current state of play

Following the announcement of the current National Lockdown in January the School closed to all but a skeleton staff and contractor once a very small number of critical workers moved to other schools’ supervision. The Risk Assessment was

reviewed in early January stating our move to remote learning and we will be introducing some additional cleaning controls in readiness for reopening. At the end of December, the DfE announcement arrangements for a Covid-19 National Testing Programme for staff and pupils in schools. They provided a detailed Handbook and training programme that we are currently assessing. We are not currently offering testing onsite as are utilising the CoL Lateral Flow Testing facility for any staff wishing to take part. When we have greater clarity of our return date, we will follow the guidance set out on the Handbook to introduce a safe testing facility in School.

3. Anything we are asking their guidance/approval on?

The updated Covid RA will be shared with Board of Governors at the next meeting.

Audits and inspections

1. Background

The School has continued to address recommendations arising from:

- Fire risk assessment November 2019
- CoL Fire Safety Compliance Audit Sept 2019
- CoL Health and Safety Audit report July 2019

2. Current state of play

The Fire Risk Assessment was reviewed and Mandated by the Facilities Manager in January 2021 and the action plan was discussed at Health and Committee on 22 January 2021. The electrical issues remain the most significant unresolved risks. However these are under the management of the City Surveyors and being addressed through the Gateway Process with works required in the summer works programme for 2021.

We have seen improvements in housekeeping in the Science Department and we will continue to monitor progress on an ongoing basis. Further work will be done once the technicians are back on the school site. However, progress is limited with the current facilities provided, particularly in relation to the Chemistry prep room. An interim solution is being identified for the 2021/22 academic year. A major redevelopment of the Science department is planned for summer 2022 when a new Chemistry prep room will be created.

The common areas of the school were inspected in December with report submitted to the Bursar, Senior Deputy Head and Facilities Manager. The Facilities Team confirmed at Safety Committee that all actions have been completed.

All staff were asked to complete the mandatory Health and Safety modules on City Learning in January 2021. The training reports will be reviewed in the second half of term. There were unforeseen challenges with the system that are being investigated with the CoL Learning and Development Department which prevented some staff members from completing the training on the allocated day.

3. Plan for addressing remaining risks

- Identify means of ensuring managers are held accountable for the timely completion of actions plans to drive improvement.

- Compliance Manager to follow up outstanding Science Department inspection actions with Bursar and Senior Deputy Head upon return to School.
- School development plan to ensure the need for improved facilities for the Science Department is addressed.

4. Anything we are asking their guidance/approval on?

- Whilst there has been significant progress in many areas, ongoing compliance with the full range of standards and regulations which apply to schools remains difficult given the comparatively limited resources in key areas of the school. Additional staff have now been appointed for HR and a further post has been included in the budget for Facilities Management but there will be continuing challenges given the levels of compliance required.
- It is likely that additional resources will be required to improve the training of staff and record keeping to ensure that the School is reaching an appropriate standard of compliance.
- The level of work that is required on the site is significant. Large tasks, such as resolving the electrical issues, take a long time to resolve, partly because of the restrictions involved on working on a functioning site. Previous postponements of redevelopment work, including those for the Science Department have contributed to the scale of the problems. Issues of this nature cannot be resolved quickly or without major financial commitment.

Risk Register

1. Background

We are asked to provide the risk register to this Sub-Committee, copy attached as appendix 1.

2. Current state of play

There are currently nine risks identified. During the last year the School's risk profile has deteriorated as a result of the Covid pandemic as well as underinvestment.

Risks have increased to some degree in the following areas:

- CLSG-01 Loss of income
- CLSG-07 Maintenance of Buildings and Site
- CLSG-08 Threat from raised security level

Mitigation plans have been put in place as described in the risk register. We are currently reviewing our internal processes and approach to the risk register to develop its effectiveness in managing current risk and horizon scanning for future events that may have an impact on the school and/or Corporation. We plan to increase its alignment with the CLSG strategic plans, aims and ethos to enhance its usefulness. This work should be completed in time for the CoL Informal Risk Challenge which is scheduled for May 2021.

Implications

Failure to improve compliance could have implications of not meeting the standards required during an ISI inspection, which could lead to reputation damage to the school and corporation. The risks associated with not meeting health, safety and fire legislation include legal, financial and property damage implications to the Corporation and school communities.

Conclusion

The Compliance Manager will continue to work closely with department managers within the school and the City of London Corporation to ensure that levels of compliance increase and to provide assurances that we, CLSG, are doing all that is necessary to mitigate levels of risk to the School and the City of London Corporation.

Appendices

Appendix 1 – Risk Register

Jane Elliott-Waine

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

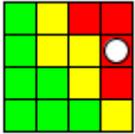
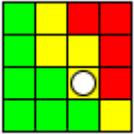
Report Author: Katie Kerr

Generated on: 02 February 2021

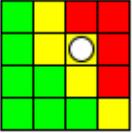
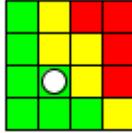
Rows are sorted by Risk Score

Risk Level Description Departmental

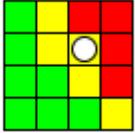
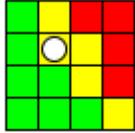
Department Description: City of London Schools for Girls 9

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	<p>Causes: Socio-economic changes/ greater competition from other private schools for top class education</p> <p>Event: Significant reduction in student applications to attend CLSG to point where we have more places than suitable applicants</p> <p>Effect: income falls to a level where it puts in jeopardy the services offered by the school or its overall viability as an institution.</p>		24	Risk is greater as a result of Covid-19. However, registrations have been higher than pre-Covid levels despite earlier concerns. There is some 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. 02 Feb 2021		8	31-Dec-2021	

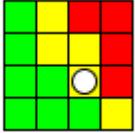
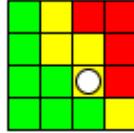
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-01.01 Marketing Strategy	Ensure marketing strategy is updated to reflect latest achievements and why CLSG is an excellent learning establishment	Marketing required to ensure high level of awareness of CLSG amongst potential parents. Clear messaging about the advantages of a CLSG education. Additional support is being provided by a Communications Consultant and a number of alumnae on temporary contracts and who have an excellent understanding of the school.	Jenny Brown	02-Feb-2021	31-Dec-2021
CLSG-01.02 Bursary Funding	Ensure that bursary funding is available for most needy pupils	New Development Manager now in post (1 Jan 2021) and reviewing Development Strategy	Rebecca Thomas	02-Feb-2021	31-Dec-2021
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.	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	02-Feb-2021	31-Dec-2021
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	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.	Jenny Brown	02-Feb-2021	31-Dec-2021

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-07 Maintenance of Buildings and Site 13-Apr-2015 Katie Kerr	Cause: Failure to develop School in accordance with School Development Plan Event: Under investment in repairs and maintenance budget Effect: Reputational damage to School and CoL resulting in bad publicity/drop in pupil numbers	Likelihood  Impact	12	Major development plan to increase pupil numbers and refurbish sections of the school alongside move to satellite provision for some functions under consideration by COL. 02 Feb 2021	Likelihood  Impact	4	31-Dec-2021	

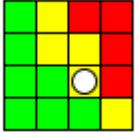
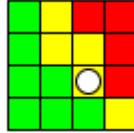
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
Page 19 CLSG-07.01 R&M Budget	R&M Budget prepared and agreed before start of financial year building on long term rolling programme of works	R & M budget increased significantly to address bow wave of outstanding maintenance works required on site. Works to be completed over several years to allow for restrictions of working predominately in the summer period. Major refurbishment plans under consideration by COL.	Katie Kerr	02-Feb-2021	31-Dec-2021
CLSG-07.02 FM Contractor	Ensure that FM contractor delivers to standard. Participation in CoL working groups. Provide monitoring evidence to City Surveyors to enable good management of the contract	City Surveyors continuing to manage difficulties with contractors through an improvement plan.	Katie Kerr	02-Feb-2021	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	Remains difficult to achieve timely progress on key issues, e.g. the building heating controls. Staff, parents and pupils have high expectations and further consideration is required to establish how works might be best progressed given the difficulties with working when pupils are in school.	Katie Kerr	02-Feb-2021	31-Dec-2021
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	02-Feb-2021	31-Dec-2021

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-08 Threat from raised security level 06-May-2015 Katie Kerr	Cause: We do not respond appropriately to threat arising from raised security level Event: Pupils and staff may be put at unnecessary risk Effect: Pupils and staff may suffer physical harm and CLSG and CoL may suffer reputational damage	Likelihood  Impact	12	Threat level increased w/c 2/11/2020. External doors to remain closed and not be used for additional ventilation. Tannoy system included in summer 2021 works plan. 02 Feb 2021	Likelihood  Impact	6	31-Dec-2021	

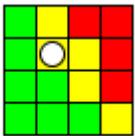
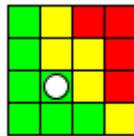
Action no, Title	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-08.01 Staff training Page 20	Ensure staff are aware of emergency plans and their roles in the event of a security incident	Staff briefed on fire evacuation at all staff INSET at beginning of autumn term 2020. Staff attention drawn to increased threat level.	Katie Kerr	02-Feb-2021	31-Dec-2021
CLSG-08.02 Updated Plans	Update School Emergency plan to ensure it conforms to best practice	Review of critical incident plan delayed – to take place Spring 2021.	Katie Kerr	02-Feb-2021	31-Dec-2021
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 spring term 2021.	Katie Kerr	02-Feb-2021	31-Dec-2021

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-02 Failure to maintain and improve academic standards 30-Mar-2015 Jenny Brown	Cause: Due to decline in quality of teaching staff, or pupils on admission, or complacency on the part of CLSG Event: Academic standards assessed by the regulator as poor/unsatisfactory Effect: Declining school numbers, reduction in income, damage to reputation of school and CoL	 Likelihood	8	GCSE and A'level grades continue to be excellent. Online teaching has been very well received by parents and pupils. No indication of concern re falling standards. 02 Feb 2021	 Likelihood	8	31-Dec-2021	

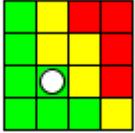
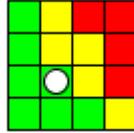
Action no, Title	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-02.01	No erosion of selective entry standards to ensure students will cope with challenging learning environment	We once again had very good candidates to attend CLSG in September 2020. We also had the highest 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	02-Feb-2021	31-Dec-2021
CLSG-02.02	High quality 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 and January 2021 with a mixture of internal appointments and external appointments made using video conferencing platforms and during the autumn term in school. 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	02-Feb-2021	31-Dec-2021
CLSG-02.03	Succession Planning for key roles	We will be reviewing staff requirements and succession planning as part of the refresh of the strategic plan for the school. An HR Manager has been appointed and started in post at the beginning of January 2021. Additional support is being provided through a temporary agency appointment to cover a member of staff absent through illness.	Jenny Brown	02-Feb-2021	31-Dec-2021

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-04 Failure of child protection procedures 30-Mar-2015 Susie Gilham	Cause: Lack of appropriate termly staff training, ineffective management and supervision of staff re safeguarding. Event: Failure to deliver actions under the School's safeguarding policy. Effect: 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	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. These have been updated again for the Spring 2021 lockdown. 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. 02 Feb 2021	 Likelihood	8	31-Dec-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	02-Feb-2021	31-Dec-2021
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	02-Feb-2021	31-Dec-2021

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-03 Teaching standards drop 30-Mar-2015 Jenny Brown	Causes: School terms and conditions of service are uncompetitive Event: unable to recruit good quality teaching staff Effect: Existing staff leave, erosion over time of academic standards, school and CoL reputation adversely affected	 Likelihood	6 Impact	The latest parent and pupil survey recognised the very high standard of teaching at the school. Staff are being supported with coaching training rolling out widely across the school and the considerable efforts around Teaching and Learning bearing fruit. A head of coaching and a supporting team have now been appointed to deliver this in CLSG. Recruitment of suitable support staff is challenging with salaries offered unable to attract staff of the required calibre. This is particularly obvious in Facilities but also an issue elsewhere in the School. Not enough support staff to effect efficient, safe, and modern running of school. 02 Feb 2021	 Likelihood	4 Impact	31-Dec-2021	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-03.01 Terms and Conditions	Consult staff on terms and conditions, carry out benchmarking of wider market	The latest benchmarking exercise which compares teacher salaries and allowances across the sector shows that we continue to offer a competitive package for teaching staff	Justine Venditti	02-Feb-2021	31-Dec-2021
CLSG-03.02 Staff welfare programme	Maintain a staff welfare programme, enable their continued professional development	The Wellbeing Committee and Senior Staff continue to work on staff morale during the Spring 2021 lockdown. The results of the wellbeing survey conducted in the autumn term are under review and will result in an action plan.	Katie Kerr; Justine Venditti	02-Feb-2021	31-Dec-2021

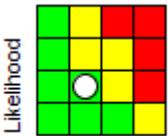
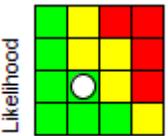
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CLSG-05 IT failure 08-Apr-2015 David Libby	Cause: Loss of server/security breach or virus denies access to vital IT services Event: Physical damage to servers (e.g. fire/flood) or virtual damage (hacking or virus) takes down services Effect: 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. 02 Feb 2021	Likelihood  Impact	4	31-Dec-2021	

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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	02-Feb-2021	31-Dec-2021
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	02-Feb-2021	31-Dec-2021
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	02-Feb-2021	31-Dec-2021

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-06 Breakdown in Health and Safety Policies results in harm and reputational damage 13-Apr-2015 Katie Kerr	Cause: Failure to adhere to H&S policies Event: Food Hygiene compromised/risk assessments not done/fire tests not carried out Effects: 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. Further progress has been made on the actions, particularly in relation to the Science Department. 02 Feb 2021	 Likelihood	4	31-Dec-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 undertaken in first half of Autumn term	Katie Kerr	02-Feb-2021	31-Dec-2021
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. H and S Committee meet 22 Jan 2021 and updates provided on CLSG and CoL policy reviews.	Katie Kerr	02-Feb-2021	31-Dec-2021
CLSG-06.02 Staff awareness	Termly briefings to all staff on H&S issues	Online H&S training undertaken in first half of Spring term 2021.	Katie Kerr	02-Feb-2021	31-Dec-2021
CLSG-06.03 Inspections	Regular audits of H&S arrangements and food quality standards	H&S inspection of common areas of the building undertaken in Dec 2020 and Facilities confirmed all action completed.	Katie Kerr	02-Feb-2021	31-Dec-2021

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-09 Adverse political context 14-Mar-2017 Jenny Brown	Cause: Increasing perception of independent schools as "elitist and privileged" Event: Change to the DfE requirement for schools, reintroduction of grammar schools or introduction of VAT on school fees Effect: 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 02 Feb 2021	 Likelihood Impact	4	31-Dec-2021	

Action no, Title	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-09.01 Outreach Programme Page 26	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	02-Feb-2021	31-Dec-2021

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