



CLSG Detailed risk register

Report Author: Alan Bubbear

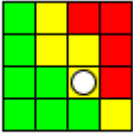
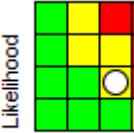

Generated on: 24 October 2019

Rows are sorted by Risk Score

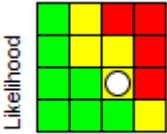
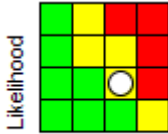

Code & Title: CLSG City of London School for Girls Risk Register 9

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	Current Risk score change indicator
CLSG-08 Threat from raised security level 06-May-2015 Alan Bubbear	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	No change to threat level. We are intending to install a tannoy system in school over the summer holiday to facilitate communication around the site. A bomb drill was carried out earlier this month. 31 January 2020	 Likelihood Impact	6	03-Jul-2020	 Constant

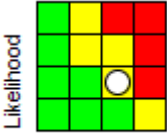
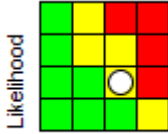

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-08.01 Staff training	Ensure staff are aware of emergency plans and their roles in the event of a security incident	Table top exercise for Crisis Management Team held last term. First aid training for staff delivered last term	Alan Bubbear	31-Jan-2020	03-Jul-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	Alan Bubbear	31-Jan-2020	03-Jul-2020
CLSG-08.03 Exercise Plans	Hold annual exercise of School security emergency plan	Nothing new to report. Desktop exercise took place last term as planned	Alan Bubbear	31-Jan-2020	03-Jul-2020

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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>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Outcome of general election seems to have provided some stability to families choosing an independent education for their daughters. We are seeing strong application numbers in the 11+ entrance process</p> <p>31 Jan 2020</p>	 <p>Likelihood</p> <p>Impact</p>	8	03-Jul-2020	 Constant

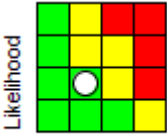
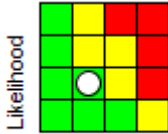
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-01.01 Marketing Strategy	Ensure marketing strategy is updated to reflect latest achievements and why CLSG is an excellent learning establishment	We will be reviewing the marketing for the school as part of the wider strategic review for the school. We are due to update our website and content this coming year. We have commissioned some independent advice on our Marketing operations to help strengthen this area	Samantha Robson	31-Jan-2020	03-Jul-2020
CLSG-01.02 Bursary Funding	Ensure that bursary funding is available for most needy pupils	The Head of Development continues to make good progress with the fundraising and development of the strategy to support this in the coming months. We will have exceeded our match funding ceiling this year (as we did last year). We are working towards a strategy of needs blind admission to CLSG but we are some way off having sufficient funds to be able to do this yet. New sources of funding continue to be identified.	Alan Bubbear	31-Jan-2020	03-Jul-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.	We have had good numbers of pupils sitting the 11+ entrance exams this year. Numbers alone are only one indicator though and we are reviewing the quality of the candidates and how we can further increase our conversion rate (the rate at which offers made are accepted).	Alan Bubbear	31-Jan-2020	31-Oct-2019

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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	Though academic results were down slightly on previous years they were still very good. We continue to see strong levels of interest from parents in sending their daughters here. We are still able to recruit high quality staff and investment in training and coaching teachers is going well 31 Jan 2020	 Likelihood	8	03-Jul-2020	 Constant

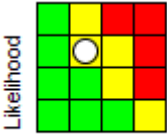
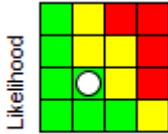

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CLSG-02.01 Maintain entry standards	No erosion of selective entry standards to ensure students will cope with challenging learning environment	There did not appear to be any significant erosion of standards of pupils taking up places here in Year 7 last September. We will carry out further monitoring of this year's intake through the 11+ admissions process	Neil Codd	31-Jan-2020	03-Jul-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.	Justine Venditti	31-Jan-2020	03-Jul-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	Jenny Brown	31-Jan-2020	08-Jul-2022

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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	Staff training in emergency treatment of medical conditions such as allergies, asthma and epilepsy provided in January as part of ongoing safeguarding training 31 Jan 2020	 Likelihood	8	03-Jul-2020	 Constant

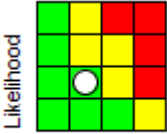
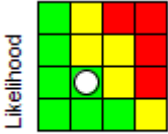
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CLSG-04.01 Child protection procedures	Strict adherence to child protection policies	Latest training given in January 2020 to all staff during INSET at the start of term.			Susie Gilham	31-Jan-2020	03-Jul-2020
CLSG-04.02 Training and awareness programme	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.			Susie Gilham	31-Jan-2020	03-Jul-2020

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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	4	Recommendations from a recent Cyber Audit of the school have largely been completed. External resource is being brought in to help with addressing issues identified during system penetration testing by an external consultant 31 Jan 2020	 Likelihood	4	03-Jul-2020	Decreasing


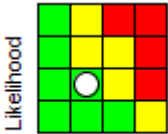
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CLSG-05.01 Back Up	Off-site back up of critical data	School's data robustly backed up now as demonstrated recently when we had to retrieve data we thought had been lost.	David Libby	31-Jan-2020	03-Jul-2020
CLSG-05.02 Firewalls and virus software	Ensure 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	31-Jan-2020	03-Jul-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	31-Jan-2020	03-Jul-2020

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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	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. 31 Jan 2020	 Likelihood	4	03-Jul-2020	 Constant

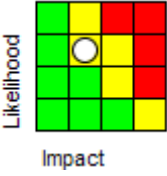
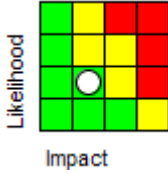
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CLSG-03.01 Terms and Conditions	Consult staff on terms and conditions, carry out benchmarking of wider market	The latest benchmarking exercise which compares teacher salaries and allowances across the sector shows that we continue to offer a competitive package	Justine Venditti	31-Jan-2020	03-Jul-2020
CLSG-03.02 Staff welfare programme	Maintain a staff welfare programme, enable their continued professional development	The staff wellbeing committee continues to generate events and initiatives to aid staff wellbeing. There is support from the School Counsellors and the City's wellbeing team and staff have been advertising these events across the school.	Justine Venditti	31-Jan-2020	03-Jul-2020

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CLSG-09 Adverse political context 14-Mar-2017 Jenny Brown	<p>Cause: Increasing perception of independent schools as "elitist and privileged"</p> <p>Event: Change to the DfE requirement for schools, reintroduction of grammar schools or introduction of VAT on school fees</p> <p>Effect: School's business model becomes unviable, or school has to significantly increase outreach or school's ability to recruit affected</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Political threats to the sector have receded somewhat with the outcome of the general election. The next point at which concerns might emerge is towards the end of 2020 when the details of the new trade agreement with the EU may impact. Independent education does not currently feature on the Conservative political agenda. The outcome of the Tomlinson Review and Fundamental Review in the City may have some impact on the Independent Schools</p> <p>31 Jan 2020</p>	 <p>Likelihood</p> <p>Impact</p>	4	03-Jul-2020	Decreasing

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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	Jenny Brown	31-Jan-2020	03-Jul-2020

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CLSG-06 Breakdown in Health and Safety Policies results in harm and reputational damage 13-Apr-2015 Alan Bubbear	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 Impact	6	The School had a Health and Safety Audit in the Summer Term. All red actions have been addressed and we are working through the remaining recommendations. An audit of the catering operation in November gave the caterers a very good report. The new compliance manager is tracking the recommendations from a recent Fire Risk Assessment and is working with the Facilities team to address these 31 Jan 2020	 Likelihood Impact	4	03-Jul-2020	Increasing

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	False fire alarms early in the term have meant we have practised fire evacuations a number of times. The fire alarm is tested weekly and the fire risk assessment has identified a number of other areas for us to improve. The Facilities Manager is making very good progress ensuring all the paperwork is in order for the school	Alan Bubbear	31-Jan-2020	03-Jul-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	H&S meeting held earlier this Term. H&S Policy updated and approved by the Board in October 2019. The new Compliance Manager is reviewing it again with a view to providing clearer guidance to key staff about their responsibilities under the policy	Alan Bubbear	31-Jan-2020	03-Jul-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	Alan Bubbear	31-Jan-2020	03-Jul-2020
CLSG-06.03 Inspections	Regular audits of H&S arrangements and food quality standards	H&S Audit carried out in Summer Term 2019. Recommendations being implemented. Externally run Fire Risk Assessment for the school took place in the Autumn Term with action plans to address the recommendations being drawn up.	Alan Bubbear	31-Jan-2020	03-Jul-2020

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CLSG-07 Maintenance of Buildings and Site 13-Apr-2015 Alan Bubbear	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		6	Summer works from last year still not fully completed. Works for next summer have been agreed by the Board and Project Sub. Additional works will be added to address need for improved dining (identified in Parent and Pupil survey) and additional office space. Issues with electrical distribution boards and raw sewage leaking into the swimming pool also have to be addressed. 31 Jan 2020		4	03-Jul-2020	Increasing

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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 continues to be sufficient to cover required works. Additional work resulting from the aborted expansion plan will need to be funded from Capital Reserves	Alan Bubbear	31-Jan-2020	03-Jul-2020
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	Currently experiencing significant problems getting FM issues addressed. The problem has been escalated particularly with regard to Building Management System which controls the heating in the school, the electrical distribution boards which (in some cases) are dangerous, and the swimming pool which a) has a leak and b) is being contaminated by sewage from the Barbican Estate	Alan Bubbear	31-Jan-2020	03-Jul-2020
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.	Alan Bubbear	31-Jan-2020	03-Jul-2020
CLSG-07.04 CLSG Expansion	Manage communications surrounding possible expansion of CLSG Prep to minimise adverse political risk and reputational damage	With the Expansion Plans being cancelled we now have the opportunity to reset communications and relations with the Barbican Residents. The Headmistress is due to meet with them this term	Alan Bubbear	31-Jan-2020	07-Sep-2020