

CLSG Detailed risk register

Report Author: Katie Kerr

Generated on: 08 September 2020

APPENDIX 1

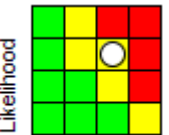




Rows are sorted by Risk Score

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

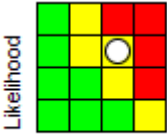
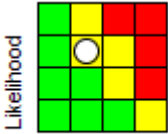

| Risk no, Title, Creation date, Owner | Risk Description (Cause, Event, Impact) | Current Risk Rating & Score | | Risk Update and date of update | Target Risk Rating & Score | | Target Date | Current Risk score change indicator |
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| CLSG-01 Loss of 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> | Likelihood Impact | 24 | <p>This risk is trending upwards despite mitigations as much is outside our control as the government navigates its way through the COVID-19 pandemic. Long term existential threats to income streams as parents struggle to pay school fees and question what they are getting for their money. Reduced registrations for 2021 entrance exam against same time in previous years. Evidence of increasing numbers of parents struggling with school fees. Potential additional challenge from CLSG location in the centre of the city.</p> <p>08 Sep 2020</p> | Likelihood Impact | 8 | 31-Dec-2020 | Constant |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
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| CLSG-01.01 Marketing Strategy | Ensure marketing strategy is updated to reflect latest achievements and why CLSG is an excellent learning establishment | Additional marketing required to ensure high level of awareness of CLSG amongst potential parents. Clear messaging about the advantages of a CLSG education. Additional resources being allocated for marketing including support from external consultant whilst more permanent staffing is considered. | Jenny Brown | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-01.02 Bursary Funding | Ensure that bursary funding is available for most needy pupils | The Head of Development initiated a fund raising campaign around the donation of the difference in the discounted Summer Term fees and normal Summer Term fees which netted £94k including match funding to support other parents who were struggling to pay fees this term. Online meetings for new parents interested in bursary places to take place in first half of autumn term. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-01.03 Brexit Impact | Monitor strength of student pipeline or for increase in numbers of parents giving notice of withdrawal due to jobs moving off shore. | Very few withdrawals before start of autumn term. No evidence of numbers of current students waning. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG01.04 COVID-19 threat to income | The threat to income from lower student numbers wanting to join the school or able to stay at CLSG | 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 Lower registrations of some concern. Virtual open days to take place in first half of autumn term. Additional marketing to be undertaken. | Jenny Brown | 08-Sep-2020 | 31-Dec-2021 |

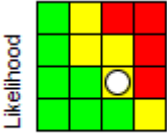
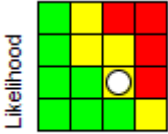

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| CLSG-07 Maintenance of Buildings and Site 13-Apr-2015 Katie Kerr | Cause: Failure to develop School in accordance with School Development Plan Event: Under investment in repairs and maintenance budget Effect: Reputational damage to School and CoL resulting in bad publicity/drop in pupil numbers |  Likelihood Impact | 12 | Summer works programme completely redrawn to focus on key maintenance issues. Disruption to supply chains due to Covid 19 mean that it is going to be very challenging to get the work completed this summer as lead times have increased considerably. Refurbishment works have been postponed until next summer. Some works outstanding at start of autumn term. To be completed by end of October half term. Ongoing significant problems with the building and getting satisfactory works completed. 08 Sep 2020 |  Likelihood Impact | 4 | 31-Dec-2020 |  Increasing |

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| 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 but have been pushed back to summer 2021. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-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 | Quality of some FM contractors can be very poor and means that almost nothing we want to get done is done right first time. This has been escalated with City Surveyors. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |

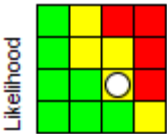
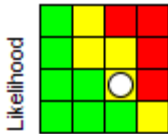

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| CLSG-07.03 Inspections | Weekly inspections of ongoing works by City Surveyors. Monthly review of works programme with City Surveyors. Annual review with Board of Governors | Process of monthly meetings continue to be frustrating with little progress 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. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-07.04 CLSG Expansion | Manage communications surrounding possible expansion of CLSG Prep to minimise adverse political risk and reputational damage | With the Expansion Plans being cancelled we now have the opportunity to reset communications and relations with the Barbican Residents. This has not yet happened due to lockdown. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |

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| 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 | No change to threat level. Plans to install a tannoy system in school have had to be put on hold both due to financial constraints and the time constraints of getting this commissioned through the Covid-19 crisis 08 Sep 2020 |  Likelihood Impact | 6 | 31-Dec-2020 |  Constant |

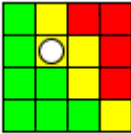
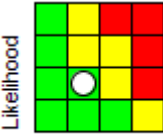

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| CLSG-08.01 Staff training | Ensure staff are aware of emergency plans and their roles in the event of a security incident | Staff briefed on fire evacuation at all staff INSET at beginning of autumn term 2020. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Oct-2020 |
| CLSG-08.02 Updated Plans | Update School Emergency plan to ensure it conforms to best practice | Critical Incident plan to be reviewed and updated last term. Further review before Bursar leaves in the summer term. Work on this has had to take a back seat during Covid-19 planning. It is still hoped that this will be completed by the middle of August 2020 Plan to be reviewed autumn term 2020 by interim Bursar. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-08.03 Exercise Plans | Hold annual exercise of School security emergency plan | Last desk top exercise autumn 2019. Next exercise to take place second half of autumn term 2020. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |

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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 | GCSE and A'level grades continue to be excellent. Online teaching was very well received by parents and pupils. No indication of concern re falling standards. Some resignations in autumn term due to COVID. A small amount of teaching is taking place from home. More may be required if staff need to isolate. 08 Sep 2020 |  Likelihood | 8 | 31-Dec-2020 |  Constant |

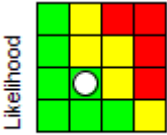
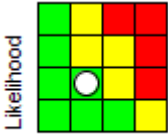

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| CLSG-02.01 Maintain entry standards | No erosion of selective entry standards to ensure students will cope with challenging learning environment | We once again had very good candidates to attend CLSG in September 2020. We also had the highest conversion rate of offers to places accepted which meant that we did not need to go far down our waiting list this year. | Neil Codd | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-02.02 High quality teaching staff | Continue to be able to recruit the brightest and best teaching staff | We continue to be able to recruit high calibre teaching staff. Turnover rates continue at similar levels to previous years. Despite the Covid-19 crisis we have been able to fill key positions for September 2020 with a mixture of internal appointments and external appointments made using video conferencing platforms. Additional support for teaching staff has been appointed through casual contracts for alumnae to provide cover and assistance in class where necessary if teaching staff are absent. | Justine Venditti | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-02.03 Succession Planning for key roles | Ensure that key positions have contracts in place to allow smooth replacement and transition | We will be reviewing staff requirements and succession planning as part of the refresh of the strategic plan for the school. In addition we are strengthening the HR team in the school who work on recruitment, payroll and HR casework as part of the staffing review of CLSG Support Staff. This has been challenging for some key roles e.g. replacing the Bursar where we will need to make an interim appointment until we are back in school and able to run a full recruitment exercise for this role. | Jenny Brown | 08-Sep-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) |  | 8 | Safeguarding protocols for on-line teaching and provision of pastoral care were updated in March 2020 to reflect the move to on-line education provision. The pastoral team have remained in touch with students of concern and form tutors with all students while we have been working remotely. Online provisions to remain in place for blended learning alongside return to the school's regular policies and procedures. 08 Sep 2020 |  | 8 | 31-Dec-2020 |  Constant |

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| 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 | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-04.02 Training and awareness programme | Termly training of staff, safer recruitment training undertaken by all hiring managers, changes to relevant legislation drawn to the attention of all staff within a week | Mandatory safeguarding completed by all staff in September following update of KCSIE. No further updates since then | Susie Gilham | 08-Sep-2020 | 31-Dec-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. A head of coaching and a supporting team have now been appointed to deliver this in CLSG. 08 Sep 2020 |  Likelihood | 4 | 31-Dec-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 | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-03.02 Staff welfare programme | Maintain a staff welfare programme, enable their continued professional development | Despite working remotely since March, we have continued to provide wellbeing support to staff, whether this is phone support from managers, community activities such as a photo challenge over the Easter holidays, to bread making and knitting activities. We have worked hard to maintain a sense of community. Staff have been consulted on return to work arrangements for September and individual risk assessments have been completed for those with concerns. Staff may continue to submit individual assessments as required. | Katie Kerr; Justine Venditti | 08-Sep-2020 | 31-Dec-2020 |

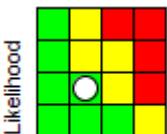


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| CLSG-05 IT failure 08-Apr-2015 David Libby | Cause: Loss of server/security breach or virus denies access to vital IT services Event: Physical damage to servers (e.g. fire/flood) or virtual damage (hacking or virus) takes down services Effect: Teaching and support services compromised for an extended period |  Likelihood | 4 | 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 or on-line scams at this time. 08 Sep 2020 |  Likelihood | 4 | 31-Dec-2020 |  Constant |

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| CLSG-05.01 Back Up | Off-site back up of critical data | School's data robustly backed in the cloud | David Libby | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-05.02 Firewalls and virus software | Ensure firewall security is reviewed termly and virus software updates run weekly | Latest hardware and software all updated and running security updates regularly. External and Internal penetration testing took place with the recommendations now being acted on. | David Libby | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-05.03 IT Strategy | Regular review of IT strategy to ensure that it remains congruent with overall strategic goals of school and supports the teaching programme in particular | As part of Cyber Security Audit IT strategy and related documents were all updated and approved by Internal Audit | David Libby | 08-Sep-2020 | 31-Dec-2020 |

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| 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 Impact | 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. 08 Sep 2020 | Likelihood Impact | 4 | 31-Dec-2020 | Constant |

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| CLSG- 06.04 Testing | Regular testing of fire alarms and evacuation procedures | The site has remained occupied over the summer and systems have continued to be tested. Fire evacuation drill has been scheduled in the first two weeks of term to test our procedures. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-06.01 H&S policies | H&S policies flow from overarching CoL policies, H&S manager ensures that they are fit for purpose for school environment | CLSG Policies have been reviewed and rewritten by the Compliance Manager over the summer to ensure they are legally compliant and compliant with the overarching CoL policies, they are awaiting Governor approval. Introductory H&S meeting held at the start of term primarily to review COVID procedures. Second meeting planned before end of September for regular business. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-06.02 Staff awareness | Termly briefings to all staff on H&S issues | H&S training delivered as part of induction training with mandatory on line training completed before probation confirmed. H&S audit identified that a more formal suite of training and record keeping would benefit the school. Compliance Manager is carrying out a training needs analysis with a view to identifying and then arranging training for staff across the school. H&S briefing included in start of term INSET. | Jane Elliott-Waine; Katie Kerr | 08-Sep-2020 | 31-Dec-2020 |
| CLSG-06.03 | Regular audits of H&S arrangements and food quality | Food services suspended during lock down. Out of date food stocks disposed of. Catering | Jane | 08-Sep- | 31-Dec- |

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| Inspections | standards | audit suspended until Autumn Term. H&S checks instigated prior to reopening school All electrical and water testing undertaken and confirmed as safe to open. Revised CLSG H&S Policy provides additional information and guidance regarding proactive monitoring. Limited catering on site at beginning of term. Expanded service to be reviewed with provider. | Elliott-Waine; Katie Kerr | 2020 | 2020 |
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| 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 08 Sep 2020 |  Likelihood Impact | 4 | 31-Dec-2020 |  Constant |

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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 | 08-Sep-2020 | 31-Dec-2020 |