



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

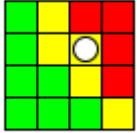
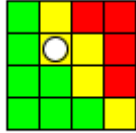
Department Description: City of London Schools for Girls 9

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>	<p>Likelihood</p> <p>Impact</p>	24	<p>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.</p> <p>02 Feb 2021</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Dec-2021	

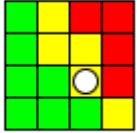
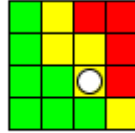

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-01.01 Marketing Strategy	Ensure marketing strategy is updated to reflect latest achievements and why CLSG is an excellent learning establishment	Marketing required to ensure high level of awareness of CLSG amongst 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

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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	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	4	31-Dec-2021	

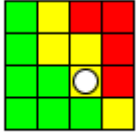
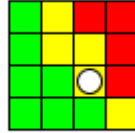
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLSG-07.01 R&M Budget	R&M Budget prepared and agreed before start of financial year building on long term rolling programme of works	R & M budget increased significantly to address bow wave of outstanding maintenance 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

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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	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	

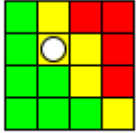
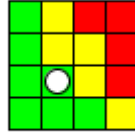
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CLSG-08.01 Staff training	Ensure staff are aware of emergency plans and their roles in the event of a security incident	Staff briefed on fire evacuation at all staff INSET at beginning of autumn term 2020. Staff attention drawn to increased threat 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

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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  Impact	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  Impact	8	31-Dec-2021	

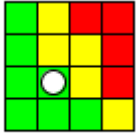
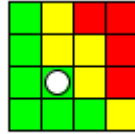

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CLSG-02.01 Maintain entry standards	No erosion of selective entry standards to ensure students will cope with challenging learning environment	We once again had very good candidates to attend CLSG in September 2020. We also had the highest conversion rate of offers to places accepted which meant that we did not need to go far down our waiting list this year.	Neil Codd	02-Feb-2021	31-Dec-2021
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 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	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. 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

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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  Impact	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  Impact	8	31-Dec-2021	

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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	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

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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  Impact	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. 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  Impact	4	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

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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  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	

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

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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	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	

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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

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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	4 Impact	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	4 Impact	31-Dec-2021	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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. 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