

Committee(s)	Dated:
Finance and Estate Sub-Committee of the City of London School for Girls	13 May 2021
Subject: CLSG Health, Safety, Compliance and Risk 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, along with risk management 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 our approach to manage the risks of the Covid 19 pandemic.

Recommendation(s)

We ask the committee to note the current position.

Main Report

COVID

1. Background

The School reopened on the 8th March with onsite covid lateral flow tests for pupils and home testing for staff following guidance from the DfE. Pupils were subsequently provided with home test kits and at present we envisage this will continue for the remainder of the academic year.

2. Current state of play

We are closely following the Roadmap out of lockdown and the lifting of restrictions as they apply to the School. The DfE has eased restrictions on education visits, extra-curricular activity, inter-school sports but the requirement for face coverings will

remain until at least step 3 of the Roadmap, 17 May 21. We continue to review the Covid RA at least fortnightly, sooner if necessary, as the guidance changes. We shared the Whole School Covid Risk Assessment to the CoL Head of Facilities Management in March 21 for review and comment, their observations were noted and actioned where required.

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

The updated Covid RA will be shared with Board of Governors for review and approval 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

I can confirm that all the actions from the 2019 CoL Health and Safety / Fire audits have now either been completed, are within the gateway process or are part of the planned improvements works to CLSG i.e. new laboratories.

As part of our proactive monitoring of Health and Safety I have recently completed a H&S inspection of the Art Department and we are in the early stages of planning an internal audit of the CLSG Facilities statutory compliance documentation. This will be completed using the CoL Safety Management Building Standards as well as requirements outlined in the DfE Advice on Standards for School Premises. This will provide a level of assurance that we can demonstrate compliance with ISSR Part 5 – Standards of Premises and Accommodation when we are inspected by ISI. The inspection and Audit reports will be submitted to the Health and Safety Committee upon completion where the action plans can be discussed by the committee and scrutinised by the Health and Safety Governor.

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

To note the remaining outstanding audit actions has been completed.

General Health, Safety and Compliance update

1. Current State of play

We continue to use the Health and Safety Committee to update staff on safety management at CLSG and to ensure two-way communication is maintained. In line with our Health, Safety and Wellbeing Policy the Health and Safety Governor attends these meeting to offer advice and scrutinise our processes. Date of next Committee 20th May 2021.

Policies required to ensure compliance with the Independent School Standards Regulations continue to be reviewed, as required, and to demonstrate effective leadership and management, the Board of Governors will be asked to scrutinise and approve these policies on a rolling basis.

We continue to engage with training offered by CoL, including the new mandatory modules ACT and Fire awareness. We are reviewing additional online training for Health and Safety to enable us to offer staff continuing development.

Ongoing building improvements continue to be challenging and works initially commissioned for summer 2019/20, that were postponed to Easter 2021 including key suiting and fire door replacements failed to be completed due to orders not being placed by City Surveyors causing insufficient lead times. Poor planning also led to PAT testing not being fully completed. The Facilities Manager continues to work closely with City Surveyors on the completion of these outstanding works and this is noted in the risk register CLSG – 07 Maintenance of Buildings and Site.

2. Current State of play

To note the current position.

Risk Register Summary

1. Background

Risk management is a quarterly agenda item for the School's Senior Management Team (SMT), where the risk register is reviewed and agreed, semi-annually horizon scanning will be undertaken. The risk register is also presented quarterly to the Board of Governors for discussion and sign off. The risk register is subsequently submitted to this Sub-Committee where relevant risks are reviewed and discussed, attached as Appendix 1.

2. Current state of play

Over the last few months, we have reviewed our approach to risk management to better reflect the current situation at CLSG. The risk landscape and strategic vision has altered significantly over the last few years and although there are commonalities in terms of the risk profile the cause, events and effect have and will require updating. We have also reassessed the owners to better reflect the key members of SMT with responsibility for managing the strategic outcomes.

The risk register will be reviewed by the City's audit and risk management committee via a chief officer informal risk challenge session on 12th May 2021. The findings of this informal challenge will be considered and fed into the risk register over the summer.

The School's risk categories have been summarised below in Table 1, with a comparison of the risk profile from the same time a year ago in April 2020.

Table 1: Current risks compared with risk 12 months ago

Risk	Red	Amber	Green	Total
April 2020	1	4	4	9
April 2021	1	5	3	9

The School has one red risk which is 'Inadequate finances or financial plans' (CLSG-01). Action taken to increase fees and raise a loan are expected to reduce this risk over the next 12 months. However, this could be counterbalanced by failing to

establish appropriate cost control, further unanticipated COVID-19 related spend, and financial distress amongst the parent body.

CLSG-07 - Maintenance of Buildings and Site risk rating was increased over the last 12 months due to outstanding maintenance works and ongoing dialogue regarding expansion plans. Actions to improve difficulties with contractors, site access and management of historical underinvestment are being closely monitored and the R & M budget being significantly increased to address maintenance works.

The following risks areas may become increasingly salient over the next 12 months:

- **CLSG-07 - Failure to Maintain Buildings and Site:** Historic underinvestment in the building may cause unexpected failures that thwart the planned maintenance programme to bring the building up to standard in the limited time windows a school has to execute such works.
- **New - Expansion and relocation of Prep School:** The new CJS school is a medium risk project that must be delivered within a short timescale to hit its key objectives and increases the risk exposure of CLSG and CJS (as it is a joint venture). City Surveyors have a register of construction related risks but the wider risk register for the initiative is now being set up.
- **New – Governance:** Ongoing concerns with Governance Structure that prevent agility.
- **New – IT Cyber Security:** Lack of awareness regarding security of data and systems not appropriately protected could lead to an increase in data theft, system hacking and/or the system being compromised.
- **Emerging - Final Salary Pension Scheme Contribution Increases:** Final salary pension schemes are no longer the norm in the UK workforce and the School is starting to model the impact of future increases on the School's finances.

COVID-19 has been a discontinuity that has united efforts behind imaginative mitigation actions that have been a credit to the staff and pupils of the School. However, in the return to education-as-usual, capturing the lessons of a high impact, low probability risk that became a global issue will take effort. In particular looking to be imaginative and purposeful in ensuring risk management is well integrated into the business-as-usual activities of the school is a key commitment ahead.

Implications

Failure to maintain 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 positive changes made by staff at CLSG have had significant impact on improved compliance over the last 12 months. The Compliance Manager continues to work closely with department managers within the school and colleagues at the Corporation to ensure we can demonstrate continuous improvement in all aspects of compliance and to mitigate levels of risk to the school and the City of London Corporation.

Appendices

Appendix 1 – Risk Register (non-public)

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