

City of London Corporation

City of London School Risk Register

May 2012

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CLS Department Risk Register	Owned By	Phillip Everett	Version	3
	Administered By	Phillip Everett	Date	16/5/12

Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	↔	Crisis event – e.g. terrorist incident – or pandemic and impact on service delivery	Second Master	Critical Incident Plan, Influenza Pandemic Contingency Plan and Arson Policy School	Possible	Moderate	Amber	Follow existing procedures. School access and operational plan developed for 2012 Olympics and Paralympics. Access to building reduced during summer holidays – reduced programme of refurbishment.
2	↔	Failure to maintain and improve academic standards	Director of Studies	Review, monitoring and development. HMC has accepted the School's response to ISI.	Rare	Major	Amber	New monitoring systems in place and plans to investigate assessment underway.
3	↔	Major failure of Health and Safety procedures, including Educational Visits and Food Hygiene, resulting in fatality or serious accident/illness.	Second Master	Adherence to H&S Policy. Trips and Visits Guidance and Food Hygiene Regulations. Safety Assurance Inspections and Catering Audits	Rare	Major	Amber	In forthcoming tender of school catering contract ensure that H&S and other quality issues are properly addressed

Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
4	↔	Major disruption to public transport system making access to school difficult for all stakeholders	Assistant Headmaster	Identification and publication of alternative access routes, School Travel Plan, IT communication strategies and various marketing initiatives	Likely	Moderate	Amber	School access and operational plan developed for 2012 Olympics and Paralympics
5	↔	Major failure of Child Protection Procedures	Second Master	Adherence to Child Protection Policy, Criminal Record Bureau Checks, training and Second Master's membership of Hackney and City Safeguarding Board	Rare	Major	Amber	In forthcoming tender of school catering contract ensure that Child Protection issues are properly addressed
6	↓	Prolonged and widespread economic downturn	Director of Finance	Maintain proactive marketing, maximum use of funds available for widening access and hardship cases, keeping fees at competitive levels	Likely	Moderate	Amber	Although both recruitment and retention have remained at high levels in recent years the situation will be kept under constant review
7	↓	Industrial Action interfering with smooth running of the School	Headmaster	Plan arrangements for covering lessons. Maintain good channels of communication with union representatives.	Rare	Moderate	Green	Respond effectively to any future instances of industrial action
8	↔	Failure to develop external communications including with feeder schools	Headmaster	Marketing, publications and extensive outreach programme	Rare	Moderate	Green	Maintain and develop existing good relationships with a wide number of feeder schools

Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
9	↔	Failure to maintain and operate reliable and efficient IS systems	Director of Staff Development and IT	Strategic planning for the development of IS services – in particular newly formed IS Steering Group Appropriate security policies and procedures to minimise possibility of data leakage and/or corruption.	Possible	Moderate	Amber	Continue to implement findings of recent IT review by Sayer Vincent
10	↔	Failure to recruit and retain high quality teaching and support staff	Headmaster	Maintenance of attractive terms and conditions, training and regular appraisal	Rare	Moderate	Green	Particular issue may arise if it is necessary to recruit for “shortage subjects” where attractive packages will need to be offered
11	↔	Inadequate resources and facilities to allow delivery of service and maintenance of reputation	Director of Finance	Review and development Effective budgeting – including regular meetings with Heads of Department Timely and accurate financial information Proper financial controls	Rare	Moderate	Green	Continue to apply existing controls

Risk Supporting Statement [risk ref 1]

Risk	Crisis Event	Status	Amber
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Detail	Crisis event – e.g. terrorist incident – or pandemic and impact on service delivery	Previous Status	Amber
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<u>Specific Issues</u>	<u>Mitigating Actions</u>
<p>Increased risk of event during 2012 Olympics and Paralympics</p> <p>Reduced timetable and extracurricular activities</p>	<p>Critical Incident Plan</p> <p>Influenza Pandemic Contingency Plan</p> <p>Arson Policy</p> <p>School access and operational plan developed for 2012 Olympics and Paralympics</p>
<u>Summary</u>	
<p>Although increased risk during 2012 Olympics and Paralympics this is not considered to alter risk status because (i) an access and operational plan has been developed and (ii) only a few days of the events coincide with school term.</p>	

Risk Supporting Statement [risk ref 2]

Risk	Failure to maintain and improve academic standards	Status	Amber
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Detail	Failure to maintain and improve academic standards	Previous Status	Amber
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<p><u>Specific Threats/Issues</u></p> <p>Damage to reputation Loss of fee income Recruitment difficulties</p>	<p><u>Mitigating Actions</u></p> <p>Review, monitoring and development A new monitoring system for books is in place and an investigation of the latest assessment methods is underway.</p>
<p><u>Summary</u></p> <p>Although such a failure is highly unlikely it remains an amber risk because of the major impact which any such failure would have on the School.</p>	

Risk Supporting Statement [risk ref 3]

Risk	Major Failure of Health and Safety Procedures	Status	Amber
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Detail	Major failure of Health and Safety procedures, including Educational Visits and Food Hygiene, resulting in fatality or serious accident/illness.	Previous Status	Amber
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<p><u>Specific Threats/Issues</u> Damage to reputation Loss of fee income Failure to care for pupils Catering Contract Renewal</p>	<p><u>Mitigating Actions</u> Adherence to H&S policies Trips and Visits Guidance Safety Inspection Audits Ensure Health and Safety issues in particular and Quality issues in general are appropriately addressed during tender</p>
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<p><u>Summary</u> Although the likelihood of a major failure of Health and Safety Procedures is extremely low this remains an amber risk due to the major impact which any such failure would have on the School</p>
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Risk Supporting Statement [risk ref 4]

Risk	Major Disruption to Public Transport	Status	Amber
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Detail	Major disruption to public transport system making access to school difficult for all stakeholders	Previous Status	Amber
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<p><u>Specific Threats/Issues</u> Disruption to School Life</p> <p>Recruitment difficulties</p> <p>Will be major disruption during the 2012 Olympics and – to a lesser degree – during the 2012 Paralympics</p>	<p><u>Mitigating Actions</u> Identification and publication of alternative access routes</p> <p>School Travel Plan. School Access and Operational Plan developed for 2012 Olympics and Paralympics</p> <p>IT communication strategies and various marketing initiatives</p>
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<p><u>Summary</u> Although there will inevitably be major disruption during 2012 Olympics and Paralympics this is not considered to alter risk status because (i) an access and operational plan has been developed and (ii) only a few days of the events coincide with school term.</p>

Risk Supporting Statement [risk ref 5]

Risk	Major Failure of Child Protection Procedures	Status	Amber
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Detail	Major Failure of Child Protection Procedures	Previous Status	Amber
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<p><u>Specific Threats/Issues</u></p> <p>Damage to reputation</p> <p>Loss of fee income</p> <p>Catering contract renewal</p> <p>Adverse effects upon pupil behaviour, examination performance and results</p>	<p><u>Mitigating Actions</u></p> <p>Adherence to Child Protection Policies</p> <p>Criminal Record Bureau Checks</p> <p>Ensure Child Protection issues are properly addressed during tender</p> <p>Staff Training</p>
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<p><u>Summary</u></p> <p>Although a major failure of Child Protection policies is highly unlikely this remains an amber risk due to the major impact which any such failure would have on the School.</p>
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Risk Supporting Statement [risk ref 6]

Risk	Prolonged and Widespread Economic Downturn	Status	Amber
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Detail	Prolonged and Widespread Economic Downturn	Previous Status	Red
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<p><u>Specific Threats/Issues</u> Loss of fee income due to reduced number of applicants and lower retention rates – especially at the end of the Fifth Form.</p> <p>School may need to “fill up” with boys who are less academically able.</p>	<p><u>Mitigating Actions</u> Maintain proactive marketing</p> <p>Maximum use of funds available to widening access and hardship cases</p> <p>Keeping fees at competitive levels</p>
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<p><u>Summary</u> A prolonged and widespread economic downturn is still likely. However, the School’s recruitment and retention have remained very good in recent years despite difficult economic conditions. Therefore, this risk has been downgraded from red to amber status. The School will, of course, remain very vigilant in these difficult economic times.</p>

Risk Supporting Statement [risk ref7]

Risk	Industrial Action by Staff	Status	Green
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Detail	Industrial action interfering with the smooth running of the School	Previous Status	Amber
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<p><u>Specific Threats/Issues</u> Current concerns of both teaching and public sector unions mean that industrial action is likely in the near future Impact on teaching and learning Impaired ability to cover all classes Recruitment and retention issues</p>	<p><u>Mitigating Actions</u> Plan arrangements for covering lessons Maintain good channels of communication with union representatives</p>
<p><u>Summary</u> Although industrial action occurred on 30 November 2011 it is not expected to reoccur to the same extent in the foreseeable future as a new pension agreement for teaching staff has been reached. Action by support staff is easier for the School to deal with in the short-term than action by teaching staff. It is also noted that only relatively small numbers of staff have chosen to take industrial action on recent dates of national action.</p>	

Risk Supporting Statement[risk ref 8]

Risk	Failure to develop External Communication	Status	Green
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Detail	Failure to develop external communications including with feeder schools	Previous Status	Green
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<p><u>Specific Threats/Issues</u> Recruitment problems Reduced numbers in school and/or reduced academic ability of intake</p>	<p><u>Mitigating Actions</u> Marketing Publications External outreach programme Personal relationships</p>
<p><u>Summary</u> The School has built up good relationships with a wide variety of feeder schools and external sponsors and will continue to seek to do so</p>	

Risk Supporting Statement[risk ref 9]

Risk	Failure to maintain IS systems	Status	Amber
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Detail	Failure to maintain and operate reliable, secure and efficient IS systems	Previous Status	Amber
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<p><u>Specific Threats/Issues</u> Unreliable and inefficient IS services impeding delivery of core administrative and academic functions</p> <p>Data leakage leading to damage to reputation and possible legal action.</p> <p>Data corruption leading to failure of core administrative and academic processes.</p>	<p><u>Mitigating Actions</u> Strategic planning for the development of IS services – in particular newly formed IS Steering Group</p> <p>Appropriate security policies and procedures to minimise possibility of data leakage and/or corruption.</p>
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<p><u>Summary/Further Action</u> The IS Steering Group will plan the strategic development of IS services and resources to meet the needs of the School. It is clear that the risks associated with a significant failure in IS systems would be great. This is an area of constant attention by the Director of ICT and by the SMT.</p>
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Risk Supporting Statement [risk ref 11]

Risk	Failure to recruit and retain High Quality Staff	Status	Green
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Detail	Failure to recruit and retain high quality teaching and support staff	Previous Status	Green
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<p><u>Specific Threats/Issues</u></p> <p>Erosion of teaching standards leading to damage to reputation and loss of income</p> <p>Decline in staff morale</p> <p>School Location and implications for staff travelling time and costs</p>	<p><u>Mitigating Actions</u></p> <p>Maintenance of attractive terms and conditions</p> <p>Training and regular appraisal</p>
<p><u>Summary/Further Action</u></p> <p>Difficulties can particularly be experienced in some “shortage subjects” and it is particularly important to be able to offer an attractive pecuniary and non-pecuniary package in these instances</p>	

Risk Supporting Statement [risk ref 11]

Risk	Inadequate Resources and Facilities	Status	Green
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Detail	Inadequate resources and facilities to allow delivery of service and maintenance of reputation	Previous Status	Green
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<p><u>Specific Threats/Issues</u></p> <p>Insufficient financial resources to provide appropriate facilities</p> <p>Failure to plan ahead and anticipate future requirements</p>	<p><u>Mitigating Actions</u></p> <p>Proper financial controls Regular review of financial performance Review of budgets in the light of actual performance and changing priorities Value for money reviews School Strategic Plan drawn up annually and reviewed regularly during the year Zero based budgeting with top level reviews with all major budget holders</p>
<p><u>Summary/Further Action</u></p> <p>The School will continue to seek to ensure that it has adequate resources and facilities.</p>	