

Bloxham School



16a Risk Management Policy

ISI	Part 3
NMS (if applicable)	N/A
Policy Owner (SLT)	CEJL
Governor Responsible	Carol Shaw
Gov Annual Review Date	Lent H&S Meeting
Next Gov Annual Review Date	H&S Lent 2021
Policy Last Updated	20.01.2020
On the Website	Yes

Review of Policy:

- 31.03.2016 – NU (including Health & Safety Policy)
- 19.10.2016 – CEJL
- 10.10.2017 – CEJL
- 17.12.20.19 – CEJL
- 20.01.2020 - CEJL

Please read in conjunction with:

- A9 Health & Safety Policy
- A10 Risk Assessment Policy
- A11 Fire Risk Prevention Policy

Introduction

At Bloxham School we recognise the risks in running an educational establishment, charity and business. The whole responsible school community – governors and staff – are encouraged to embrace the school's integrated risk management culture. Whilst we do not attempt to eliminate all risks, the intention is to identify and manage all significant risks that may impact on the strategic or day-to-day operation of the school.

Responsibility

Overall responsibility for risk management lies with the **Council of Governors** (Council) who will consider risk at least annually as part of its compliance review process. A Governor is nominated with responsibility for overseeing the management of risk in the school. The **Risk Management Team (RMT)** is made up of the Senior Leadership Team with support from the Bursary Management Group (**BMG**), The Health & Safety Manager & the Risk Management Advisor (**RMA**), Mr Martyn Kelham from Martyn Kelham Risk Management Ltd.

Day to day responsibility for risk and operational safety rests with the **Health & Safety Manager** and the Risk Management Focal Point (RMFP). This person is required under our interpretation of the Management of Health and Safety at work Regulations 1998.

Additionally, there is a Health & Safety Committee, which meets termly. It is chaired by a Governor and its membership covers the main areas of risk in school activities.

Governance

The Governors recognise their responsibilities in their corporate capacity as company directors of Bloxham School Ltd and its subsidiary companies and as trustees of Bloxham School as a charity.

The responsibilities of Council includes:

- Determining the aims of the school;
- In conjunction with the Head, putting in place policies, plans and procedures to ensure that these aims are met;
- Ensuring that the School's finances are properly controlled;
- Ensuring compliance with the School's governing document, the Articles of Association, and relevant legislation.

Council has produced its own Handbook for School Governors to assist it in executing its responsibilities.

Structure of Risk Management Manual

The Risk Management Manual is the compendium of all policies and procedures relevant to normal school activities unless these are covered in one of the other files mentioned below. It is available online through firefly (intranet), these are the:

- Risk Assessment file, which provides a ready reference to most risk assessments;
- Health and Safety file, which contains certificates of routine inspections and safety information;
- Fire safety file which holds fire safety risk assessments and other supporting information (records of fire checks are kept online).

Other relevant handbooks can be found on the Policies folder on the staff intranet and include:

- Staff employment manual containing employment related policies
- Critical incident plan
- Risk assessment policy
- School trips policy

Risk Management Schedule

Major risks to which Bloxham School is exposed have been identified by the Council, have been reviewed and systems are established to mitigate those risks. Risks are considered in relation to the following overarching objectives:

- Provision of a sound academic boarding education;
- Ensuring commercial viability of the School so that this provision can be maintained.

The Risk Register is at **Appendix A**. The purpose of this schedule is to identify the major risks to which the School is exposed and to ensure that all reasonably practicable steps are taken to mitigate these risks to an acceptable level in the day to day operations of the School. This will be reflected in the annual Directors' Report.

The schedule summarises the areas where Council considers there is a possibility of material risk. The criteria for selection is that the event should count as a major risk with a significant impact on one or both of the objectives set out above.

The likelihood of an occurrence is graded 1 to 5 from very unlikely (score of 1) to very likely (score of 5)

The impact, of an occurrence is graded 1 to 5 from very insignificant (score of 1) to very significant (score of 5)

The two gradings are multiplied together to get a classification of risk which ranges from negligible to intolerable. For example, fraud may involve a small sum of money or many thousands of pounds; the expulsion of a pupil may attract no media attention or a great deal of it. The grading attributed in the schedule has been assessed at the highest end of the scale for that risk and insignificant risks have not been considered.

The relevant committee or sub-committee of Council reviews its sections of the schedule at least annually and consider what actions may be made to further reduce risks and what elements should be added or removed from the schedule. They should report on their findings to Council. Ultimate responsibility for the schedule rests collectively with Governors.

Financial Risk Management

With a consolidated income of over £12million a year, the School recognises the importance of managing financial risk. The consideration of financial risk forms a significant part of the Risk Register.

Executive responsibility for financial matters sits with the Leadership Team, and in particular the Bursar, along with the Finance Manager. The F&GP Committee meets at least termly. It considers the termly management accounts, including cash flow forecast and balance sheet, and the budget forecast.

The school accounts are audited annually by auditors appointed by the Woodard Corporation. These are approved at a meeting of Council before being submitted to the Woodard Corporation.

Cash Reserves. The school has a Revolving Credit Facility (RCF) to provide cashflow security during the development plan which sits within the termly income and expenditure cycle.

Authorisation Procedure. The School has in place an authorisation procedure related to: payments, pupil matters, and personnel matters. This is at **Appendix B**. It is reviewed annually by the F&GP Committee along with the Risk Register

Insurance. The School is insured by Ecclesiastical Insurance Office as part of the Woodard Schools' insurance. The following are covered:

- Employers' liability (limit of any one loss £25m)
- Public liability (limit of any one loss £25m)
- Governors' liability (limit of any one loss £2m)
- Legal expenses including employment practices protection (limit of indemnity £1m)
- Hirers' liability (limit of any one loss £2m)

- Material damage to buildings and computer equipment (total value of buildings and contents £74m)
- Material damage for works in progress, if required (up to a maximum of £1m)
- Business interruption – 48 months revenue cover (£43m)
- Loss of money (£250k)
- Fidelity Guarantee, covering governors and employees (£100k)
- Engineering insurance (£500k)

Travel insurance for overseas school trips is covered under a separate Zurich Municipal policy.

All school vehicles are insured by Marsh Education Insurance.

Training

All new staff receive induction training. Responsibility to initiate this rests with the HR Manager in coordination with the Deputy Head (Staffing and Operations) for teaching staff, and Bursar for support staff. A record of induction training is retained on the personnel file. Induction training includes an introduction to risk management and fire safety.

In accordance with the Safeguarding Policy all new staff and volunteers receive child protection training from the Designated Safeguarding Lead (DSL) as soon as possible after joining. They read Part 1 of Keeping Children Safe in Education (KCSIE) and complete an online Prevent module. The DSL maintains a record of this training.

Other risk related training and refresher training is carried out by the Health & Safety Manager, or by specialists if necessary. This is targeted towards those staff whose job requires them to have such training. Records of this are kept in the Risk Management Manual.

Communication

Risk management decisions made by Council and its committees are recorded in minutes which are retained by the Bursar. Decisions made by the Leadership Team are recorded in minutes which are available for staff to read.

In some cases policies or statements will be disseminated to all staff.

Conclusion

In order to be effective, the risk management process must be relevant to school activities. It must be understood by all governors and managers with buy-in from all staff.

Appendices:

- A. Risk Management Register
- B. Authorisation Procedure

Risk Management Register

F&GP Committee

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level	Yes or No	
1. FINANCIAL						
Drop in Income caused by drop in number of pupils. Numbers were consistently above 420 until Sep 13; trend is now upwards again with opening of day house in Sep 17	F&GP reviews annual budget in Michaelmas Term using actual numbers. Improved marketing resulting in improved numbers, particularly at 11+.	3	4	12	Y	Possible actions if fall below budget include: delay special projects; review salary budget (overtime, recruitment, redundancy); more reliance on overseas pupils.
Effects of a recession with major drop in numbers	Termly KPIs allow Bursar/Council to monitor trends indicating onset of recession.	3	5	15	Y	Instigate measures to reduce staff costs (recruitment, pay freeze, overtime freeze, redundancy); limit maintenance to essential for H&S; cease discretionary projects.
Drop in income from Bloxham Enterprises Ltd	New contract with ISC in place to 2022; their numbers look strong in year 1. Dedicated resource now put to income growth	2	2	4	N	Examine other income streams to provide alternatives in other holidays and alongside Bell in Summer. Monitor Bell for early signs of financial problems/risk.
2. POLITICAL						
Change of Government Policy	Changes to VAT on fees or introduction of new grammar school in location.	4	4	16	Y	Manage affordability issues with Bursar and Finance Manager and develop strong relationships with local schools.
Unexpected rise in costs (inflationary)	Improved budget control and monitoring by Finance Manager with feedback if necessary, to Bursar	2	4	8	N	Impose stricter controls on expenditure; limit use of external contractors for routine jobs. Leave decision on annual salary increase until Michaelmas Term backdated to September.
Unexpected rise in costs (non-inflationary)	E.g. TPS Contributions to increase – Meet F&GP regularly termly. Guidance from ISBA	4	4	16	Y	Manage budgets accurately. Impose stricter controls on expenditure.

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action Yes or No	Suggested further action to be taken
		Likelihood	Impact	Risk Level		
Loss of charitable status	Meeting charity sector public benefit requirements. Articles of Association re-written 2013.	2	4	10	N	Continue to develop community links and respond to proactive specialist advice from ISC, ISBA, Woodard.
Retrospective taxation on employment benefits	Payroll bureau monitors benefits and issues P111Ds.	2	4	8	N	Procedures are kept under review. Take professional advice if necessary.
School activities come under scrutiny due to Bribery Act	Anti-corruption and bribery policy adopted May 2013.	1	4	4	N	Bursar to monitor trade press for possible impacts and manage arrangements with other schools or overseas agents to comply with policy.
3.	BANKING					
Banking Crisis leading to a) withdrawal of RCF b) loss of deposited funds	Regular liaison with Barclays on performance to budget, cash flow and forward projections.	2	4	8	N	If there are overdraft problems or unwillingness to lend, demonstrate ability to repay through surpluses and/or sale of buildings. Monitor market trends in banking. Investigate alternative banking facilities.
Cash flow/banking problems	Cash flow forecast showing different income streams reviewed by F&GP/Council each term. RCF in place and budget tightened to improve position.	2	5	10	N	Manage projects to maintain reserve level. Aim towards position whereby cash reserves not to drop below £500k (F&GP 9 May 14).
4.	FEE REMISSION					
Unsustainable increase in level and number of staff discounts on fees	Monitor discounts every three years. Review in Lent 2020.	2	3	6	N	Review discounts between Triennial Reviews to include current staff.

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action Yes or No	Suggested further action to be taken
		Likelihood	Impact	Risk Level		
Unsustainable increase in level of bursaries and scholarships	Monitor discounts through termly KPIs. Head, Bursar, Finance Manager review bursary applications through Blue Form. Any bursaries over 50% require F&GP approval (except Raymond Scholarships).	2	4	8	N	If necessary, place tighter controls on scholarship and bursary awards. Longer term use income from other sources to fund bursaries. Review all bursaries for children in 2 nd and 5 th Forms.
5.	NATURAL DISASTERS / HEALTH & SAFETY					
Major fire/disaster	Policies, risk assessments and training are in place and termly inspections and evacuation practices are carried. Budgets to allow for upgrade of fire safety systems. Insurance cover in place including reinstatement contingency plans.	2	5	10	N	LG review emergency plan on an annual basis (Michaelmas Term).
Non-compliance with Health & Safety legislation	IRM well established. H&SC meets termly. Consider advice given by ISBA, Independent Consultant and solicitors. H&S policy statement reviewed annually.	2	4	8	N	Further develop risk management library and procedures in consultation with RMC.
Non-compliance with fire regulations	Fire officer established comprehensive programme of regulatory checks supported by RAs.	1	4	4	N	Be aware of changes to fire regulations. Upgrade alarms and monitoring equipment as required.
Major incident/ accident disaster such as serious injury/death of pupil	Emergency plan and telephone tree in place for notification of all interested parties, police, press, parents. Insurance in place.	2	5	10	N	LG to review Emergency Plan each year
6.	STAFF PERFORMANCE					
Cash flow/banking problems	Cash flow forecast showing different income streams reviewed by F&GP/Council each term. RCF in place and budget tightened to improve position.	2	5	10	N	Manage projects to maintain reserve level. Aim towards position whereby cash reserves not to drop below £500k (F&GP 9 May 14).
Increase in number of doubtful fee debts	Debtors reviewed termly by F&GP. Bursar/Finance Manager proactive over managing debts.	2	5	10	N	Call in parents in difficulty before half term. Refer cases to solicitors/debt recovery agency immediately if no agreement is reached. Increase bad debt provision if necessary, in line with Woodard guidelines.

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action Yes or No	Suggested further action to be taken
		Likelihood	Impact	Risk Level		
Poor funding and management of major projects	Use QS and professional support for major projects. Recent major projects managed well.	2	4	8	N	Establish formal project management structure as required.
Poor maintenance and management of School buildings and estate	Estates Manager establishing maintenance schedule. Annual impairment review submitted to Summer Term meeting of F&GP.	2	4	8	N	Consider likely state of the building fabric for next 5 - 10 years to aim off for major expenditure.
Financial loss arising from internal theft/fraud	Authorisation procedures updated in place. Annual audit.	2	3	6	N	Review insured risk (£100,000 limit). Review procedures.
7.	PERSONNEL					
Loss of key personnel and failure to recruit suitable replacements	Tested recruitment process in place with safer recruitment process.	2	4	8	N	LG will re-advertise rather than recruiting unsuitable staff.
Dissatisfaction leading to high staff turnover	Staff induction, mentoring and regular appraisal in place. Regular management/staff meetings at all levels. HR Manager in place from Sep 17.	2	4	8	N	Review personnel practices with external consultancy if necessary.
Failure to settle employment disputes	Grievances and disciplinary policies in place; take legal advice where necessary.	2	2	4	N	Further training required in carrying out investigations. Maintain records of matters which may lead to dispute.
Employee/pupil negligence claims	Integrated risk management becoming embedded in school culture. H&SC reviews safety, accidents and near misses, taking appropriate action, and reporting to Council. Risk assessments done when required. Governor appointed to oversee risk management.	2	5	10	N	Ensure effective paper record in place for any potential claims. Review insured risk £25m.
8.	CYBER & IT					
Financial loss arising from external fraud	Check banking detail request changes with parent company. Invoices not paid until authorised. Receive scam updates cyber risk from bank regularly. No change of bank details without verbal confirmation.	4	4	16	Y	Be aware of new scams.

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level		
Failure/obsolescence of IT systems: loss of data and/or equipment	Full back up and system redundancy in place.	2	4	8	N	ICT Strategy Group to monitor.
Possible adverse effect on health of wireless and other technology	Safety policy in place.	3	3	9	N	Continue to monitor latest advice and update policy as appropriate.
Security of data held on IT systems	Finance system is independent of School network. School network is fire walled with segregation of sensitive data via separate VLANs, secure IP address lists and passwords. Anti-virus, spyware and anti-hacking software installed and updated regularly.	3	5	15	Y	Ongoing updates to network security systems. Review IT element of Emergency Plan. Following guidance of new GDPR from May 2018.
9. REPUTATIONAL						
Complaints/problems from parents re general issues such as increase of fees, treatment of themselves and their children.	Matters reviewed promptly by Chairman in conjunction with Headmaster and Bursar and action taken where necessary or as instructed. Complaints procedure in place.	3	3	9	N	Monitor

Key

BACS	Bankers' Automated Clearing Services		HMC	Headmasters' and Headmistresses' Conference
BPC	Boarding & Pastoral Committee		H&SC	Health & Safety Committee
CDC	Communications & Development Committee		IRM	Integrated Risk Management
F&GP	Finance & General Purposes Committee		ISBA	Independent Schools' Bursars Association
DCD	Director of Communications & Development		ISI	Independent Schools Inspectorate
DfE	Department for Education		ISC	Independent Schools Council
EC	Education Committee		LG	Leadership Group
HsMs	Housemasters and Housemistresses group		RMC	Risk Management Consultant
HoD	Head of Department		* Residual Risk	The level of risk remaining taking into account the existing control measures employed.

Risk Management Table

BPC Committee

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level	Yes or No	
Swing from boarding to day	LG/HsMs review regularly. Use of flexible boarding to encourage move to full boarding. Day/ boarding will include 2 nights fee. Day house will filter out purer day pupils	4	4	16	Y	Head of Admissions & Marketing and Headmaster to adapt marketing strategy where practical. Increase percentage of pupils from overseas (10% maximum); consider whether to focus more on services children (although the pool is reducing).
Flu Pandemic/MRSA and other infectious 'bugs'	Generally good awareness in School over hygiene measures including use of handwashes. Emergency plan in place.	3	3	9	N	Take specialist advice if necessary and make a record of this advice.
Problems arising out of relationships (staff/pupil; pupil/pupil; staff/staff)	Policies are in place and reviewed. LG will deal promptly with any incidents. Head of Admissions & Marketing prepared for media brief if necessary.	2	4	8	N	Consider such relationships when reviewing policies particularly safeguarding and staff handbook. Consider these relationships when planning social events involving staff/pupils.
Parent negligence claims on a wide basis e.g. drugs, injury	Headmaster monitors through HSM's and Department Heads. Parent contract covers expectations	2	4	8	N	Keep parent contract up to date. Keep School policies up to date. Prompt involvement by Chairman of Governors where necessary
Security/wellbeing of pupils and staff prejudiced on school site including Water Lane and High Street	Safeguarding Policy in place and reviewed annually by Council. Pupils must only cross High Street at pelican crossing. Improved CCTV coverage across site. Liaison with Parish Council. Ongoing improved building security procedures in place including Access Control.	3	4	12	Y	Continue to review policy and procedures. Expand CCTV system, lighting levels, building and site security. Re-consider application for closure of Water Lane.
Security/wellbeing of pupils and staff prejudiced on school site during trips, especially overnight trips	Visits closely monitored by experienced staff with risk assessments or completion of visit proforma. Parents notified of potential risks and prior approval sought where feasible. Reviewed annually at BPC Committee Meeting.	2	4	8	N	Risk Assessments, approval forms etc to be reviewed on a regular basis by Deputy Head (Curriculum).

Risk Management Table
Council

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level	Yes or No	
1. Governance						
Weak governance	Chairman appointed Jul 16. Governor handbook regularly updated. Skill set established for governor succession planning. Termly meetings of Council and all committees. Governors encouraged to attend seminars and school events.	2	5	10	N	Council to carry out internal audit review with external support if necessary.
Breakdown of relationship with Woodard	School maintains close contact with Woodard Corporation at all levels.	2	5	10	N	Take steps to maintain a presence on the Woodard Board

Risk Management Table

EC Committee

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level	Yes or No	
1. Academic						
Poor academic results affect reputation of school.	Academic results are not sole objective but improving academic results is a Development Plan objective which is reviewed on a regular basis by EC. Increasing focus on value added scores. Review teaching methods in consistently weak subjects	2	4	8	N	Continue to recruit and retain top quality staff and continue to upgrade facilities both academic, sporting and extra curricular.
2. Reputation						
Worsening reputation for placing pupils in suitable universities, vocation training or careers.	From Sep 14 have in place a careers officer to provide advice & work with students	2	3	6	N	Review universities and careers advice provision.
Worsening reputation for producing well rounded pupils with strong extra-curricular interests.	Full programme of sports and activities with developing outdoor education programme. Added value analysis in place.	2	4	8	N	Maintain proactive marketing of successes using website. Review extra-curricular provision if necessary.

Risk Management Table

CDC Committee

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*			Action	Suggested further action to be taken
		Likelihood	Impact	Risk Level	Yes or No	
1. Market Forces						
Drop in number of pupils below budget	Improved marketing resulting in improved numbers, particularly at 11+.	3	4	12	Y	Possible actions if fall below budget include: delay special projects; review salary budget (overtime, recruitment, redundancy); more reliance on overseas pupils.
Loss of pupils to competitor schools	No signs of this. Introduction of day house should have opposite effect. Bursar contributes to relevant benchmarking surveys. Continue to monitor.	2	5	10	N	Consider how to enhance school's attractiveness to prospective pupils: use of website; relationship with past parents and pupils; advertising; local and national demographics; fee structure.
Swing from boarding to day	LG/HsMs review regularly. Use of flexible boarding to encourage move to full boarding. From Sep 17 day/boarding will include 2 nights included in fee. Day house will filter out purer day pupils	4	4	16	Y	CDC and Headmaster to adapt marketing strategy where practical. Increase percentage of pupils from overseas (10% maximum); consider whether to focus more on services children (although the pool is reducing).
2. Reputation						
Problems arising out of relationships (staff/pupil; pupil/pupil; staff/staff)	Policies are in place and reviewed. LG will deal promptly with any incidents. Head of Marketing & Admissions is prepared for media brief if necessary	2	4	8	N	Consider such relationships when reviewing policies particularly safeguarding and staff handbook. Consider these relationships when planning social events involving staff/pupils.
Worsening reputation for producing well rounded pupils with strong extra-curricular interests.	Full programme of sports and activities with developing outdoor education programme. Added value analysis in place.	2	4	8	N	Maintain proactive marketing of successes using website. Review extra-curricular provision if necessary.
Publicity arising from scandal (sex; drugs) expulsion of pupils, dismissal of staff	Central register covers appointment procedures for all staff. Policies in place on sex, drugs, alcohol and reviewed on annual basis. DCD will issue press notices if required.	3	4	12	Y	Continue to respond to proactive advice given by Social Services, ISBA, School's solicitors, and the DSL. Continue to improve School website and report positive issues in the press etc.

TABLE 1 CLASSIFICATION OF RISK

RISK ANALYSIS/PRIORITY OF ACTION MATRIX

IMPACT	LIKELEHOOD				
	Very Unlikely	Unlikely	Possible	Likely	Very Likely
	1	2	3	4	5
Very Insignificant 1	Very Low 1	Low 2	Low 3	Low 4	Low 5
Insignificant 2	Low 2	Low 4	Low 6	Medium 8	Medium 10
Moderate 3	Low 3	Low 6	Medium 9	High 12	High 15
Significant 4	Low 4	Medium 8	High 12	High 16	High 20
Very Significant 5	Low 5	Medium 10	High 15	High 20	Very High 25

Description	Authorisation
<p>1. Payments by Bloxham School, Bloxham Enterprises Ltd and Bloxham School Library Services Ltd</p>	
<p>Cheques, Bloxham School</p>	<p>Up to £2500, to be signed by Management Accountant or Procurement Manager and countersigned by Finance Manager or Bursar. Over £2500, to be signed by Finance Manager and Bursar.</p>
<p>Cheques, Bloxham Enterprises Ltd, Bloxham School Library Services Ltd Cash</p>	<p>All cheques to be signed by Finance Manager or Management and counter signed by Headmaster or Bursar. Issued by Assistant Finance Manager, on the authority of Bursar or Finance Manager; Monthly cash/bank reconciliation by Management Accountant, once termly by Finance Manager.</p>
<p>Payment to Suppliers, Refunds to Parents, Salaries and Wages</p>	<p>Paid by BACS electronic transfer using individual passwords so two operators are required to carry out each transaction; Finance Manager, Bursar or Management Accountant.</p> <p>Suppliers' payments report checked by Finance Assistant, Management Accountant and counter signed by Finance Manager or Bursar prior to payment.</p> <p>Refunds to parents to be processed by Management Accountant and approved by Headmaster or Bursar</p> <p>Salaries prepared by Finance Manager and checked and counter-signed by Bursar prior to transmission by payroll bureau.</p>
<p>Transfers between Bloxham School's bank accounts and direct transfers from Bloxham School's bank accounts to Bloxham Enterprises Ltd and Bloxham School Ltd</p>	<p>Made by Finance Manager or Management Accountant.</p>

Description	Authorisation
2. Pupils <ul style="list-style-type: none"> a. Fee increase b. Bursary offer c. Scholarship offer d. Exclusion for educational reasons e. Exclusion for financial reasons 	<ul style="list-style-type: none"> Council at Lent Term meeting Head, Bursar , Finance Manager and Head of Admissions and Marketing in consultation up to 50%; F&GP greater than 50% (unless it is a Raymond Scholarship which is submitted Raymond Trust) Headmaster after consultation and recommendation with Bursar, Head of Admissions, Assistant Head of co-Curricular and Director of Scholars Headmaster, after consultation with Chairman, or in his absence the Deputy Chairman Bursar, after consultation with the Headmaster
3. Personnel <ul style="list-style-type: none"> a. Appointment of Head b. Appointment of Bursar c. Appointment of Chaplain d. Appointment of teaching staff e. Appointment of support staff f. Appointment of support staff senior managers g. Salary increase for staff 	<ul style="list-style-type: none"> Council in consultation with Provost and Woodard Corporation Council in consultation with Woodard Corporation Council in consultation with Provost Deputy Head (Operations and Staffing) after consultation with the Headmaster Bursar after consultation with the Headmaster Headmaster and Bursar Council