

Bloxham School



16a Risk Management Policy

ISI	Part 3
NMS (if applicable)	
Policy Owner (SLT)	CEJL
Governor Responsible	Carol Shaw
Gov Annual Review Date	Lent H&S Meeting
Next Gov Annual Review Date	H&S Lent 2024
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On the Website	Yes

Review of Policy:

- 31.03.2016 – NU (including Health & Safety Policy)
- 19.10.2016 – CEJL
- 10.10.2017 – CEJL
- 17.12.2019 – CEJL
- 08.12.2021 – CEJL
- 09.06.2022 – CEJL
- 24.11.2022 – CEJL
- 06.02.2023 - MGP

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 SharePoint 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 Controller, and the Headmaster. 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 for Bloxham School Ltd and its subsidiary businesses.

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 either 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 and on an individual's personal file.

The Governors also receive training and a handbook when starting their first term of office. Appropriate training is provided by AGBIS and/or Woodard Corporation to facilitate their specific role within Council. Training updates and records are held on file by the Bursar as Clerk of the Governors.

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

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:

Appendix A

Risk Management Registers for:

- Finance & General Purpose Page 5
 - Education, Boarding & Pastoral Page 11
 - Council Page 14
 - Communication & Development Page 15

Appendix B

Authorisation Procedure Page 18

Appendix C

Credit Control Procedure Page 23

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		
1. FINANCIAL						
Drop in Income caused by drop in number of pupils. Since opening of day house in 2017, numbers now around 500 with capacity at 540	F&GP reviews annual budget in Michaelmas Term using actual numbers. Improved marketing resulting in improved numbers across all year groups would mitigate risk	3	4	12	Y	Possible actions if fall below budget include: delay special projects; review salary budget (overtime, recruitment, redundancy); increase the number of full-paying, overseas pupils. Manage fee remission levels to ensure pupils are covering fixed costs
Effects of a recession with major drop in numbers	Termly KPIs allow Bursar/Council/F&GP 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.
Effects of a pandemic that affects numbers and therefore income	Proposed parent contract now allows for home learning and normal fees	3	4	12	Y	Issue new contract to then go live from September 2022
Drop in income from Bloxham Enterprises Ltd	New contract with ISC in place to 2022; Numbers strong in 2022 considering Covid and recontract for '23 to '25 if positive experience.	2	2	4	N	Examine other income streams to provide alternatives in other holidays and alongside ISC in Summer. Concentrate on profitable business. Use property portfolio with external tenants to gain from maximum rent.
Change in product mix & a growth in day pupils at expense of boarders	Increase in day boarders and day pupils at expense of boarders and overseas now very apparent. Growth in size of school to offset loss of income	4	3	12	Y	Manage costs by having day boarding only houses or offer weekly boarding to keep numbers in houses high. Open a further day house will require school capacity to grow beyond 600
Member(s) of staff ignore the authorisation process and commit the school to spending that exceeds budget and affordability	There is an authorisation procedure listed as an appendix of this policy. Policy updated in line with moving to iFinance from Sept 2022. Staff are made aware of this as part of the induction process or by	2	4	8	N	Authorisation procedure shared with all staff and updated to include products, services, utilities and financial sign-off with the bank. Sign off in new system is pro-active prior to purchase.

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		
	SLT. Audit is in place and reporting to Charities Commission required			High		
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. Work with industry bodies to help support a generic education campaign for parents/prospective parents Build relationship with local opinion formers, including local MP
Unexpected rise in costs. Increases in CPI by greater than 5% over a term.	Improved budget control and monitoring by Finance Controller. Monthly reporting and accurate updates on financial position from Sept 2022.	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. Reduce KPI on fee remission to accommodate rises.
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.
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.
HMRC Audit into VAT treatment on School and subsidiaries	Accounts audited annually	2	4	8	N	Employ VAT specialists to review practices operated and intercompany transfers. Become group VAT registered to draw a line under previous interco charges.
School activities come under scrutiny due to Bribery Act	Anti-corruption and bribery policy adopted May 2013 and updated as required	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						

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		
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). Sell assets if cash is required – for example 4 Old Bridge Road – that has less strategic importance in its location
4. FEE REMISSION						
Unsustainable increase in level and number of staff discounts on fees	Monitor discounts every three years. Review due in Lent 2023 however part of ongoing staff benefits review linked in with TPS action	2	3	6	N	Review discounts between Triennial Reviews to include current staff having phased out benefits or to reduce levels to all new staff coming in to Bloxham
Unsustainable increase in level of bursaries and scholarships	Monitor discounts through termly KPIs. Head, Bursar, Finance Controller 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. Introduce annual reviews rather than appraisal at end of academic blocks and use external agency to complete works.
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.

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		
Major incident/ accident disaster such as serious injury/death of pupil	Critical Incident Plan would be implemented with comms plan in place for notification of all interested parties, police, press, parents. Insurance in place.	2	5	10	N	SLT review Critical Incident Plan annually with next review in Lent 2022.
6. STAFF PERFORMANCE						
Increase in number of doubtful fee debts	Debtors reviewed termly by F&GP. Bursar/Finance Manager proactive over managing debts. Revised credit control mechanic in place and increased resource in finance dept to ensure process is adhered to	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.
Poor funding and management of major projects	Use QS and professional support for major projects. Recent major projects managed well. Major projects to be signed off by Council along with a project management timeline and cost overview	2	4	8	N	Establish formal project management structure as required.
Poor maintenance and management of School buildings and estate	Estates Manager establishing 5-year maintenance schedule. Annual impairment review submitted to Summer Term meeting of F&GP. Close control of planned maintenance and reactive works in monthly accounts set against budget	2	4	8	N	Consider likely state of the building fabric for next 5 - 10 years to aim off for major expenditure. Provide more resource in estates team to then allow estates manager to be proactive.
Financial loss arising from internal theft/fraud	Authorisation procedures updated in place. Annual audit in place. Regular meetings with Bursar and Head	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. Yoga, swimming and Common Room socials to improve wellbeing and team ethos.	2	4	8	N	Review personnel practices with external consultancy if necessary. Increase internal communications and concentrate on staff welfare. Reward staff retention and loyalty.

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		
						Have dedicated HR Officers to look after teaching and non teaching staff
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. Appropriate resource will enable the senior HR person to concentrate on dispute settlement
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	Enhanced cyber insurance now in place from June 1 st 2022. Will include business interruption and management	4	3	12	Y	Be aware of new scams. Regular communication from Head of IT informing staff and Bursar monitoring ISBA updates.
Works carried out not to standard	Three quotes to be provided for all sizeable external purchases not on contract. Warranties to be obtained and British Standards met. References obtained	2	5	10	N	Independent audit available if works perceived not to be of standard
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.

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			
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. Marketing to be informed due to the levels of social, community management and press interest	3	3	9	N	Monitor

Education, Boarding & Pastoral Committee

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		
1.	Academic	Poor academic results affect reputation of school.	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 universities, vocation training or careers.	From Sep 14 have in place a careers officer to provide advice & work with students and families. Since 2019 have dedicated 6 th Form tutors with revised timeframe for UCAS entries (incl personal statements)	2	3	6	N	Review universities and careers advice provision. Look at work experience programme and career advice speakers	
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. Review messaging from marketing and amend strategy	2	4	8	N	Maintain proactive marketing of successes using website. Review extra-curricular provision if necessary.	
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 and to monitor social channels.	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	
3.	Change in market demands						

Description of Risk	Existing Control Measures in place to mitigate the risk	Residual Risk*		Action	Suggested further action to be taken	
		Likelihood	Impact			
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. Consideration given to evening and weekend activities programme to incentivise boarding	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).

4. Change in market demands

Flu Pandemic/MRSA and other infectious 'bugs'	Generally good awareness in School over hygiene measures including use of handwashes. Critical Incident Plan in place. Online capabilities improved to ensure home learning if required using Microsoft Teams. Increase in pastoral care/welfare with remote education/bubble living	3	4	12	N	Take specialist advice if necessary and make a record of this advice. Communication with Woodard, Woodard Schools, and industry bodies to understand best practice within schools and from those recently affected.
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 and to monitor social channels.	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

5. Security

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	2	4	8	N	Risk Assessments, approval forms etc to be reviewed on a regular basis by Deputy Head (Curriculum).

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		
	approval sought where feasible. Reviewed annually at BPC Committee Meeting. Marketing to be informed for communication requirements					

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		
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. Governor training if required via AGBIS is available	2	5	10	N	Council to carry out internal audit review with external support if necessary. Extra / refresh of training through AGBIS
Breakdown of relationship with Woodard	School maintains close contact with Woodard Corporation at all levels. Attendance at all Woodard conferences and events as required	2	5	10	N	Take steps to maintain a presence on the Woodard Board

Communication & Development 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		
1. Market Forces						
Drop in number of pupils below budget	Improved marketing resulting in improved numbers, in all year groups. 11+ numbers increased significantly in recent years as 90 pupils now in Lower School. 90 in each other year group.	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 currently but concern would be raised if 5 pupils from one year group chose collectively to move to one school. Introduction of day house should have opposite effect. Bursar contributes to relevant benchmarking surveys. Monitored at CDC meetings as part of risk register review and then strategy group duly notified.	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. Increase in digital marketing and geo targeting. Update on paid social.
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. Review messages and admissions data	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 and community management of all social channels	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.

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		
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. Monitor messaging and look at a specific communications campaign to address.	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. Community monitoring of all social channels	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
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IMPACT	LIKELIHOOD				
	Very Unlikely 1	Unlikely 2	Possible 3	Likely 4	Very Likely 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

Authorisation Procedure**Appendix B**

Description	Authorisation
1. Payments by Bloxham School, Bloxham Enterprises Ltd and Bloxham School Library Services Ltd	
Cheques	<p>Up to £2,500, to be signed by no less than 2 members of the finance and/or bursary team, that are held as signatories with the bank and of which one must be either the Finance Controller or Bursar.</p> <p>Over £2500, to be signed by Finance Controller and Bursar.</p> <p>Over £10,000 to be signed by Bursar and mandated Governor</p>
Cash	<p>Issued by Finance Assistant, on the authority of the Headmaster, Bursar or Finance Controller;</p> <p>Daily cash/bank reconciliation by Finance Assistant. Weekly cash/bank reconciliation by second member of finance staff. Termly reconciliation by Finance Controller. All reconciliations to be shown to the bursar as part of weekly finance meeting,</p>
Payment to Suppliers, Refunds to Parents, Salaries and Wages	<p>Paid by BACS electronic transfer using individual passwords so two operators are required to carry out each transaction; Finance Assistant, Finance Controller or Bursar.</p> <p>Suppliers' payments report prepared by Purchasing Assistant, checked by a Finance Assistant, and counter signed by either the Finance Controller or Bursar. Payment made either individually or as a batch, using the BACS electronic transfer system (as above).</p> <p>Refunds to parents to be processed in line with supplier payments above but authorised, in writing, by Headmaster or Bursar. Similarly, the waiving of a contracted Fees In Lieu of Notice (FILON) can only be made at the discretion of the Headmaster or Bursar.</p> <p>A payroll meeting will take place prior to process involving Deputy Head of Staffing, Bursar, HR Manager and Finance Controller. Information submitted to payroll bureau and all salary reports collated and checked by Finance Controller. Payroll reports must be counter-signed by Bursar (or in his absence Deputy Head) prior to authorisation email to and transmission by payroll bureau.</p>

Description	Authorisation
Transfers between Bloxham School's bank accounts and direct transfers from Bloxham School's bank accounts to Bloxham Enterprises Ltd and Bloxham School Ltd	Made by Finance Controller or Assistant Finance Manager. Journals and/or statements to be signed by Bursar
2. Purchases made by Bloxham School, Bloxham Enterprises Ltd and Bloxham School Library Services Ltd	
a. Total Order Value (TOV) up to £250	Requested By - The budget holder (or the next available higher authoriser for that department) Quotes Required - 1 Authorised by - The budget holder (or the next available higher authoriser for that department) Ordered By – The Purchase Manager
b. TOV between £250 and £1000	Requested By - The Head of Department (or the next available higher authoriser for that department) Quotes Required - 1 Authorised by - The Head of Department (or the next available higher authoriser for that department). Ordered By – The Purchase Manager
c. TOV between £1,000 and £2,500	Requested By - The Senior Leadership Team (or the next available higher authoriser for that department) Quotes Required - 1 Authorised by - The Senior Leadership Team (or the next available higher authoriser for that department). Ordered By – The Purchase Manager
d. TOV between £2,500 and £10,000	Requested By - The Bursar (or the next available higher authoriser for that department) Quotes Required - 3 Authorised by - The Bursar (or the Headmaster if the Bursar is unavailable). Ordered By – The Purchase Manager
e. TOV between £10,000 and £50,000	Requested By - The Headmaster (or the next available higher authoriser for that department) Quotes Required – 3

Description	Authorisation
f. TOV more than £50,000+	<p>Authorised by - The Headmaster. Headmaster to get written approval from the Bursar. Ordered By – The Purchase Manager</p> <p>Requested By - The Headmaster (or the next available higher authoriser for that department) Quotes Required – 3 Authorised by - The Headmaster. Headmaster to get written approval from the Bursar, Woodard and SLT directly. Must be presented to F&GP Committee members. Ordered By – The Purchase Manager</p>
Minimum purchase order amount	£250, the budget holder limit
Minimum amount for purchase invoice authorisation	£50, the parental authorisation limit
Minimum amount for purchase invoice re-authorisation	£1, the difference between the purchase order and purchase invoice
3. Pupils	
a. Fee increase b. Bursary offer c. Scholarship offer d. Exclusion for educational reasons e. Exclusion for financial reasons	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
4. Changes in process	
Supplier Information	Changes to any financial information and/or including bank details provided to the School must be verbally proven to be correct through direct contact with the supplier contact. Mobile and telephone numbers must also be proven to be accurate
Parent information	If a parent contacts the school with a change of bank details then these must also be checked by contacting the parents on the telephone numbers provided to the HSM and held on ISAMS

Description	Authorisation
School information	The school will not change bank details and inform parents or suppliers by simply sending an email. Further communication and evidence will be required and this message should be repeated in the Headmaster's termly letter.
5. Personnel	
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 increases for staff	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
6. Parents	As defined in full within the Parent Contract
	<p>Fees are charged termly in advance and are due for payment on the first day of that term but are asked to be paid 7 days before the start of each term.</p> <p>Fees can be paid in advance, termly or by direct debit.</p> <p>The fee bill will be sent electronically to the appropriate parent(s)and/or guardians as agreed with the school within 10 working days of the preceding term ending, except for the Michaelmas Fee Bill which will be 20 working days of the preceding term ending.</p> <p>Four working days prior to the due date, a statement email will be sent to the paid in advance appropriate payer</p> <p>Communication will be made as per the credit control procedure</p> <p>Communication will be made as per the credit control procedure, from Sales Ledger to Finance Controller to Bursar to Headmaster to Legal.</p> <p>Legal action will be undertaken to recover debts as per the credit control procedure, these costs will be invoiced separately.</p>

Credit Control Procedure

Appendix C

This procedure is for debt incurred from 1st September 2022.

Sales ledger controller to follow this credit control policy, unless they receive written communication from the Headmaster, Bursar or Finance Controller to an alternative temporary credit control procedure. Written communication to include:

- The name of the bill payer
- The date the temporary procedure ends
- The credit control stage the debt will be at when the temporary procedure ends.

Sales Ledger

1. 4 working days before the date of invoice (date of invoice is 1st day of term)
 - a) Sales ledger sends a PDF statement.
2. 2 weeks from the date of invoice
 - a) Sales ledger sends an email with attached PDF statement (iFinance template 1). The email advises that interest is being accrued as per parental contract
3. 3 weeks from the date of invoice
 - a) Phone call chase from sales ledger
4. 4 weeks from the date of invoice
 - a) Phone call chase from sales ledger

Escalate to the Finance Controller

5. 5 weeks from the date of invoice
 - a) Letter from the Finance Controller (iFinance template 2) advising the amount of interest that has accrued since the 1st day of term and that interest is continuing to be accrued. Also, that the child may not be allowed to participate in activities unless payment is received within 7 days.

Escalate to the Bursar

6. 6 weeks from the date of invoice
 - a) Letter from the Bursar (BS template 1) advising that a payment plan must be agreed within 7 days and adhered to, or the child may not be allowed to attend school. Also advises that the child has been removed from activities.

Escalate to the Headmaster

7. 7 weeks from the date of invoice
 - a) Letter from the headmaster (BS template 2) stating that a payment plan has not been adhered to or agreed, so the child can no longer attend school until all fees and interest are paid in full. Payment must be received in full within 7 days or legal action will commence with legal fees and interest being applied

Escalate to Legal

8. 8 weeks from the date of invoice
 - a) Chasing leaver debt under £10,000. Online small claims court by the sales ledger
 - b) Chasing leaver debt over £10,000. No win no fee solicitors assigned to debt.

Credit Control Notes

- When part payment is received, an alternative temporary credit control procedure to be considered by the person whose stage it is..
- All communications concerning charges and payment arrangements with someone other than Sales Ledger, to be put in to writing and sent to the Sales Ledger.
- All credit control notes, emails and letters to be attached to the customer account on iFinance, including parental and laptop agreements