



CHRIST'S  
HOSPITAL

A SCHOOL LIKE NO OTHER

# Environmental, Social and Governance Policy

Christ's Hospital is a remarkable school; it is the UK's leading charitable school and largest bursary charity. The school was established in 1552 and provides free or substantially reduced cost places to over 660 of its 900 pupils each year. Our pupils come from a wide range of socio-economic backgrounds, which brings a social and cultural diversity that enriches our school community and makes us unlike any other independent school in the UK. Through first-class education and exceptional pastoral support, Christ's Hospital provides each pupil with stability and the opportunity to thrive and fulfil their potential. 96% of pupils go on to university and leavers take with them the confidence and resilience they will need to achieve success at university and beyond and to make a meaningful contribution to society.

# **Executive Summary**

## **Introduction**

The adoption of an Environmental, Social, and Governance (ESG) policy is driven by the school's recognition of the increasing importance of climate change, social progress, and good governance in the modern world. The ESG policy aligns with the school's mission to operate responsibly and make a measurable positive impact on society and the environment.

## **Strategic plan and key priorities**

The school's strategic plan (which is currently under development) encompasses various areas including financial sustainability, pupil and staff experience, infrastructure, and digital empowerment. A significant emphasis is also placed on environmental sustainability, with the aspirational goal to "serve as a green lung" in the community.

## **ESG policy framework**

The ESG policy framework details specific themes and criteria across environmental, social, and governance dimensions. Environmental objectives include reducing the carbon footprint, sustainable construction, waste management, and conserving natural resources and biodiversity. Social objectives focus on promoting social mobility, exceptional education, community support, and staff wellbeing. Governance objectives aim to maintain and continue to strengthen the governance structure, ensure compliance and manage risks effectively.

## **Environmental Sustainability**

Christ's Hospital is committed to reducing its environmental impact and, as an educational institution, fostering a culture of environmental awareness and responsibility within the school community.

## **Social impact and mission**

The school is dedicated to challenging inequality and fostering social mobility through its transformative educational approach. The school's social objectives include extending its mission delivery, enhancing its profile, delivering a top-tier educational experience, and developing a leading commitment to Equity, Diversity, and Inclusion (EDI).

## **Governance and oversight**

The governance structure of Christ's Hospital is designed to support and develop its mission effectively. This involves increasing diversity in council membership, maintaining compliance with the Charity Governance Code, ensuring good financial governance and adherence to internal and external policies and regulations. The school's governance also extends to overseeing environmental and social aspects, with a focus on risk management and compliance.

## **Conclusion**

This ESG policy reflects Christ's Hospital's deep commitment to environmental stewardship, social responsibility, and robust governance. The school aims to continually adapt and improve its practices to meet the evolving standards of responsible operation and make a meaningful, sustainable impact on its community and beyond.

## Why we need an ESG policy?

ESG is a collective term covering a range of criteria that businesses, schools and other organisations can use to help operate responsibly and to measure their impact on the environment and society. ESG credentials matter in today's world and Christ's Hospital is in a good position to articulate powerfully how it acts on all three of these fronts but also how we will continue to challenge ourselves through our future strategy to meet the expectations of a changing world - where climate, social progress and good governance are increasingly important.

## Strategic Plan

The Christ's Hospital emerging strategy recognises that we live in a fast-changing world. Areas that are being reviewed will address the size and shape of the school; our long-term financial sustainability; our pupil and staff experience; our sustainability and infrastructure plans and our digital development.

A key priority is a strong commitment to **environmental sustainability**. Specifically, we aim to **act as a long-term "green lung" for our locality**. To that end we will:

- Protect and enhance the natural environment by reducing our direct environmental impact. This means reducing carbon emissions and conserving natural resources and biodiversity.
- Develop a culture where the Christ's Hospital community is engaged, empowered and supported in improving its individual and collective environmental sustainability practices. This means increasing knowledge and understanding of sustainability in the whole school community.

Our longstanding commitment to addressing **social issues** is undimmed. As we move forward, our next stage strategy will examine how we can **maximise our mission**. To that end we will:

- Ensure the size and shape of the school maintains and extends our mission delivery
- Secure our funding into the future
- Grow our profile
- Deliver an unparalleled student experience and education in a dynamic world
- Continue to develop our sector-leading commitment to EDI

Our good governance of the school and the specific areas of environmental and social progress underpins our work and is further explained in this document, which we recognise will need to be updated and refined on a regular basis to reflect the fast pace of change that we are likely to continue to see with ESG policy and delivery.

## ESG Policy Framework

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# Environmental

## Overarching aim

- To be carbon neutral from energy use by 2050 and to conserve natural resources

## 2023-2040 strategic objectives

- Reduce carbon footprint/greenhouse gas emissions – through a change of working practices, a renewable energy strategy and responsible investment of the endowment
- Conserve natural resources
- To ensure that our actions do not have a negative impact on biodiversity or ecosystems and to seek opportunities to use our resources to enhance this where possible
- To integrate sustainability into our community through developing within staff and students a high sense of responsibility towards the planet at large

**CH is committed to making a positive impact through significantly improved performance on issues of environmental sustainability.** Making a positive impact is a more ambitious objective than simply having a “net zero” impact, which in turn is a considerable advance on making a negative impact, which is where we find ourselves today. This is a level of ambition that presents a huge challenge that will take time and resources to meet. It will mean that the way we deliver some activities will need to be different, many behaviours changed and projects redefined. Whilst there are risks and initial additional costs involved, there will be long-term benefits and the reputational risk of poor performance will be averted. This approach provides a focus for action and decision-making; we will monitor our progress by regularly benchmarking our performance against a baseline data set and peer institutions as such information becomes more widely published.

To make progress in achieving this vision we have defined a policy framework which contains two underpinning principles:

1. To protect and enhance the natural environment by reducing our direct environmental impact. This means reducing carbon emissions and conserving natural resources and biodiversity.
2. To develop a culture where the Christ's Hospital community is engaged, empowered and supported in improving their personal and collective environmental sustainability practices. This means increasing knowledge and understanding of sustainability in the whole school community.

Energy consumption, sustainable travel, water usage and waste management have been the subject of management attention and discussion over the last few years and baseline data is

generally available. Some of the other issues are at a considerably less advanced stage of development and the school will have to feel its way to understanding the appropriate level of ambition. The implementation action plan that has been created for the various elements of the environment section will guide us along the way.

Recognising that this vision is inevitably a long-term process, where some of the key enablers are not yet available, we cannot at this stage identify every milestone in the journey. But what we can already do is articulate our long-term target as well as a more immediate set of strategic objectives for the period 2023 to 2040, broken down into short, medium and long-term targets. The more short-term objectives can then be regularly updated and iterated as progress is made, lessons are learned from experience, and as new external developments arise. An internal implementation action plan citing more detailed proposals to implement our objectives and targets has also been developed and this will form the basis of our work over the coming years.

## Reduce carbon footprint/greenhouse gas emissions

### Key Implementation mechanisms:

Energy consumption

Sustainable  
construction and  
refurbishment -  
methods and  
outcomes

Sustainable travel

Waste management

Investments



# Energy consumption

## Overarching aim

- To be carbon neutral from energy use by 2050

## 2023-2040 strategic objectives

- To reduce carbon emissions from energy use by 80% by 2040 against a 2023 baseline
- Increase on-site renewable energy generation to 50% by 2040 against a 2023 baseline of 24%

## Key performance indicators

- Carbon emissions from energy use (tonnes CO<sub>2</sub> equivalent)
- Carbon emissions from energy use per staff and student (tonnes/FTE)
- Percentage of appliances that have an A-rated energy certificate
- Percentage of energy generated from onsite renewable or low carbon sources (%)

## Key implementation mechanisms:

- Implement energy efficiency and carbon reduction projects and policies within existing buildings;
- Transition away from the use of fossil fuels across the school site;
- Complete feasibility study and plan for increasing onsite renewable energy generation;
- Upgrade end-of-life appliances and equipment to be more energy-efficient;
- Develop a communication “dashboard” to encourage buy-in from students and staff.

## Case study – Solar Farm

In March 2016, Christ's Hospital installed and commissioned a ground mounted 1.17 MWp solar array on one of the Endowment's agricultural fields to the south of the school. As a result, currently around 24% of the school's electricity is generated on site annually and the school uses approximately 86% of the total generation. Feasibility work is already underway to look at options to increase our on-site generation of renewable energy and battery storage.



# Sustainable construction and refurbishment - methods and outcomes

## Overarching aim

- To reduce the environmental impact of our construction and refurbishment projects and to improve the long-term sustainable performance of each building

## 2023-2040 strategic objectives

- To review and adopt an accepted standard for sustainable construction
- All new-build construction to achieve the potential for net zero carbon in operation
- All staff and privately let residential accommodation (excluding accommodation attached to boarding houses or listed properties) to achieve a minimum EPC rating of C by 2028
- To achieve a minimum DEC rating of 'C' on all school buildings (excluding listed buildings) by 2040
- To achieve net zero carbon by 2050 in line with government targets

## Key performance indicators

- Percentage of new buildings that are BREEAM-certified or equivalent
- Percentage/floor area of existing staff accommodation (excluding listed buildings) achieving a minimum of EPC C by 2028
- Percentage/floor area of buildings (excluding listed buildings) that have a minimum Display Energy Certificate rating of 'C' by 2040
- Percentage/floor area of buildings achieving net zero carbon

## Key implementation mechanisms:

- Consideration is to be given to adopt the BREEAM (Building Research Establishment Environmental Assessment Methodology) sustainable construction assessment scheme for all large-scale construction and refurbishment projects over 1000m<sup>2</sup>;
- Explore and implement ways to improve energy efficiency in all buildings (new and existing), including those that are exempt from EPCs/DECs.

# Sustainable travel

## Overarching aim

- To provide viable and accessible sustainable travel options for staff and students for travel to school (low relevance unless the boarder/day student mix changes)
- To address modes of transport for student trips outside of school to result in a reduction of carbon emissions

## 2023-2040 strategic objectives

- Gradually to “green” the school’s vehicle fleet, to further develop facilities for charging electric vehicles (including staff vehicles) onsite and to subject external trips to an environmental decision-making matrix

## Key performance indicators

- Total coach miles travelled per annum on trips/visits
- Electric vehicles as a % of the school’s vehicle fleet
- Electric vehicle charging demand on site overall
- Kg CO<sub>2</sub> per km travelled by petrol car
- Flights (number of miles)/donations for carbon offsetting

## Key implementation mechanisms:

- Develop mechanism for certifying greenness of trips and visits;
- Purchase of electric vehicles to replace end-of-life/lease vehicles in the fleet;
- Purchase of electric/battery operated equipment to replace end-of-life equipment;
- Increase number of EV charging points to meet demand;
- Review staff incentives to encourage sustainable travel;
- Consider carbon offsetting measures for school trips and international travel that involve flights;
- Continue to improve video conferencing/remote IT access facilities to help facilitate staff flexible working arrangements, which will, in turn, reduce daily travel.

# Waste management

## Overarching aim

- To minimise and actively manage waste through elimination, reduction, re-using and recycling in order to reduce our environmental impact

## 2023-2040 strategic objectives

- To achieve continuous year-on-year reductions in waste (including food waste)
- To implement all available recycling methods across site
- To target 25% of all recyclable material to be managed and composted and re-used on site

## Key performance indicators

- Waste sent to landfill (tonnes)
- Waste mass generated per FTE staff and students (tonnes/FTE)
- Percentage of waste generated that is recycled or composted (construction and non-construction waste) (%)
- Food waste generated (tonnes)

## Key implementation mechanisms:

- Provision/expansion/promotion of appropriate recycling infrastructure for students and staff; guidelines (See Sustainable construction and refurbishment - methods and outcomes);
- Better education of students and staff about recycling at school possibly with incentive schemes/competitions;
- Look for further opportunities to avoid single-use items;
- Minimise environmental impact from waste arising from construction projects in line with BREEAM
- Reduce paper-based processes and transition to a more digital approach;
- Seek opportunities to repurpose, reuse and donate items;
- Work in conjunction with our catering contractor and our students to continue to identify strategies to reduce food waste.

# Endowment - responsible investing

## Overarching aim

- To ensure that the school and endowment as an investor are part of the solution to climate change and biodiversity loss

## 2023-2040 strategic objectives

- To work closely with the school's investment advisers to implement a comprehensive, responsible investment policy for the whole endowment with a focus on reducing the carbon footprint of the portfolio
- To monitor this policy through an ESG and Impact dashboard

## Key performance indicators

- Scope 1 and 2 portfolio carbon footprint (tonnes) in comparison to the MSCI index or equivalent
- Property Energy Performance Certificates (EPCs) and Display Energy Certificates (DECs) scores comparable with MSCI index or equivalent
- Portfolio exposure to fossil fuels versus MSCI index or equivalent

## Key implementation mechanisms:

- Formation of a Responsible Investment Sub-Committee to oversee the drafting, adoption and future amendments of a responsible investment policy that continues to allow the endowment to achieve its investment and total return objectives;
- Divest of both securities and property investments over a managed time period that do not meet the responsible investing policy;
- Future investment purchases will be made in line with the responsible investing policy;
- The policy will be monitored through an ESG and impact dashboard maintained by the Endowment's Property and Securities advisors. This will be reviewed on a quarterly basis by the Sub-Committee and Investment Committee.

## Conserve natural resources

### Key implementation mechanisms:

Sustainable  
procurement

Water  
management

A more digital  
approach

Reducing energy  
demand

Please note, in order to avoid duplication, this section is in addition to the measures covered in the section: 'Reducing carbon footprint/greenhouse gas emissions'.

# Sustainable procurement

## Overarching aim

- To positively influence the sustainability performance of suppliers and the sustainability credentials of the goods and services that we purchase

## 2023-2040 strategic objectives

- To ensure that 75% of our relevant annual spend (by value) occurs with suppliers whose sustainability credentials have been validated in relation to their processes and the goods they produce

## Key performance indicators

- Percentage of key suppliers whose sustainability credentials have been approved
- Value of such purchases as a % of total relevant purchases
- Value of sustainable products as a % of total of all products purchased

## Key implementation mechanisms:

- Develop and implement a targeted supplier engagement programme to promote continual improvements by both suppliers and purchasers;
- Provide appropriate training and guidance to staff involved in purchasing decisions;
- Review sustainability policies of suppliers as part of our procurement process;
- Choose local suppliers wherever possible to reduce embodied carbon resulting from transportation.



# Water management

## Overarching aim

- To conserve water through efficient use and management

## 2023-2040 strategic objectives

- To reduce water consumption by 15% against a 2023 baseline
- To achieve water neutrality for all future capital building projects requiring planning permission. This is a statutory requirement for the Horsham District Area

## Key performance indicators

- Total water consumption (m<sup>3</sup>)
- Total water consumption per staff and student (m<sup>3</sup>/FTE)

## Key implementation mechanisms:

- Implement projects to monitor water usage across site;
- Implement a programme of water efficiency projects with the aim to reduce and re-use, which would also help us to achieve water neutrality for our capital projects.

## A more digital approach

### Overarching aim

- To transition to a more digital approach to reduce our environmental impact

### 2023-2040 strategic objectives

- To reduce paper consumption by 50% for staff
- To reduce paper consumption by 25% for students
- To implement a strategy to meaningfully reduce energy consumption across IT infrastructure

### Key performance indicators

- Total paper consumption (sheets or tonnes)
- Total carbon emissions released to produce paper to meet our paper consumption (kg/CO<sub>2</sub>)
- Total energy consumption of photocopier and printer assets (bulb hours)

### Key implementation mechanisms:

- Explore and implement opportunities to reduce paper-based processes;
- In conjunction with the IT team, explore end-to-end digital solutions;
- Use sustainably sourced (Forest Stewardship Council (FSC) certification or equivalent) or recycled paper where paper is deemed necessary;
- Consider offsetting options for residual paper consumption.

# Ecology

## Key implementation mechanisms:

Biodiversity and  
ecosystems

Minimise  
pollutants

# Biodiversity and ecosystems

## Overarching aim

- To positively influence and enhance the biodiversity and ecosystems of the school site and wider endowment land ownership

## 2023-2040 strategic objectives

- To ensure that we systematically consider biodiversity and our local ecosystems when planning the maintenance and future development of our site
- Engage with our agricultural tenants to promote biodiversity, particularly in the context of planned environmental land management schemes

## Key performance indicators

- Biodiversity unit value of CH land
- Biodiversity net gain assessments
- Percentage of agricultural land dedicated to biodiversity and ecosystems

## Key implementation mechanisms:

- Implement further schemes to increase areas of biodiversity and ecosystem within the school grounds;
- Implement further schemes to increase areas of biodiversity and ecosystems on the tenanted farmland;
- Ensure that all future construction projects within the school grounds and wider land ownership comply with statutory requirements on biodiversity net gain;
- Seek win-win situations for offsetting new carbon emissions and having beneficial biodiversity impacts through locally delivered offsetting schemes on CH land;
- Implement findings (where reasonable) of recently completed Estate Wide Woodland Creation Scoping Exercise for the endowment's land;
- Assess soil health and carbon stock in order to calculate a soil carbon baseline and footprint.

## Case study – Biodiversity and ecosystem enhancements

Areas of our land at Christ's Hospital have been sown with wildflower seed to create more pollinator friendly habitats for bumblebees and other insects. This initially began in 2014 in conjunction with the Bumblebee Conservation Trust but our commitment to dedicating a meadow for wildflower planting has continued ever since. Separately, planters around the school's grounds have been populated with aesthetically pleasing flowers, lavender and grasses, often received as donations, further enhancing our biodiversity and ecosystems. Christ's Hospital also has a bug hotel, multiple barn owl boxes and an eco-pond, which has been incorporated into the science curriculum.



## Minimise pollutants

### Overarching aim

- To reduce pollutants from school activities such as travel, procurement, waste, swimming, sewerage and water

### 2023-2040 strategic objectives

- Plan for the adoption of nutrient neutrality policy across Horsham District by adopting a nutrient neutrality policy for the school and endowment-owned agricultural land
- Consider alternative farming methods such as no-till and reduced use of carbon intensive fertilisers
- To reduce the use of pesticides and insecticides across the endowment's farmland in collaboration with our tenants and appointed Land Agents

### Key performance indicators

- Total coach miles travelled per annum on trips/visits
- Electric vehicles as a % of school vehicle fleet
- % use of toxic products such as pesticides, insecticides on our land

### Key implementation mechanisms:

- See above 'sustainable travel' section to mitigate vehicle emissions;
- Regularly review with the Head of Grounds ways to reduce our environmental impact and use of pesticides and artificial fertilisers on sports pitches and surrounding school areas;
- Take necessary steps to ensure we can meet the requirements of future nutrient neutrality policies;
- Regularly review with the school's tenant farmer ways to reduce our environmental impact on the tenanted farmland surrounding Christs Hospital;
- Explore ways to reduce the amount of chlorine required in the BCS swimming pool.

## Integrate sustainability into our community

### Key implementation mechanisms:

Educate and promote sustainable habits and routines in our staff

Educate and promote sustainable habits and routines in our students

Educate and promote sustainable habits and routines in our third party visitors

## Educate and promote sustainable habits and routines in our staff

### Overarching aim

- To maximise the opportunities where staff engage with and contribute effectively to achieving CH's environmental sustainability aspirations

### 2023-2040 strategic objectives

- To have achieved a culture whereby staff are actively contributing to the realisation of the CH vision

### Key performance indicators

- Numbers of staff involved in Christ's Hospital Environmental Action Group (CHEAG)
- Number of new ideas/initiatives received and adopted from staff
- Achievement of KPIs relating to land-fill waste reduction; more recycling; water usage reduction
- Achievement of eco-school status

### Key implementation mechanisms:

- Provide incentives for new ideas from staff;
- Increase interest and awareness in environmental issues in order to encourage active participation;
- Actively consult with staff and other stakeholders on the development and implementation of operational policies and plans e.g. through Green Lung Project Board meetings;
- Display signs to encourage everyone to engage in good practice, for example turning lights off when leaving a room; shutting down computers at the end of the day;
- Provide appropriate, targeted information to staff to allow for enhanced engagement with, and contribution to, CH's environmental sustainability aspirations to include modelling best practice;
- Provide improved information at a granular and school level to support staff in understanding the environmental performance of their own departments and to help inform appropriate actions at institutional level;
- Staff and students to seek eco-school status.



# Educate and promote sustainable habits and routines in our students

## Overarching aim

- To maximise the opportunities where students engage with and contribute effectively to achieving CH's environmental sustainability aspirations

## 2023-2040 strategic objectives

- To have achieved a culture whereby students are actively contributing to the realisation of the CH vision

## Key performance indicators

- Numbers of students involved in the Green Blues
- Number of new ideas/initiatives received from and adopted by students
- Achievement of KPIs relating to land-fill waste reduction; more recycling; water usage reduction
- Achievement of eco-school status

## Key implementation mechanisms:

- Provide incentives for new ideas from students;
- Increase interest and awareness in environmental issues in order to encourage active participation in the Green Blues group;
- Actively consult with students and other stakeholders on the development and implementation of operational policies and plans e.g. via the Green Blues representatives, who attend the Green Lung Project Board meetings;
- The Green Blues to promote their ideas and rally support at school fairs and other events;
- Display signs to encourage everyone to engage in good practice, for example turning lights off when leaving a room and turning taps off when brushing teeth;
- Provide appropriate, targeted information to students to allow for enhanced engagement with, and contribution to, CH's environmental sustainability aspirations;
- Integrate environmental sustainability into the curriculum. This can include achievements that Christ's Hospital has already made, for example, the solar farm and wildflower planting and ideas for the future;
- Provide improved information at a granular and school level to support students in understanding the environmental performance of their boarding houses and the school in general and to help inform appropriate actions at institutional level;
- Staff and students to seek eco-school status.

# Educate and promote sustainable habits and routines in our third party visitors

## Overarching aim

- To maximise the opportunities where third party visitors engage with and contribute effectively to achieving CH's environmental sustainability aspirations

## 2023-2040 strategic objectives

- To have achieved a culture whereby the school community encourages engagement in sustainable practices for third party visitors to the site, contributing to the realisation of the CH vision

## Key performance indicators

- Achievement of KPIs relating to land-fill waste reduction; more recycling; water usage reduction
- See KPIs for sustainable procurement

## Key implementation mechanisms:

- Ensure sustainable procurement for contractors working on the school site;
- Encourage a green approach to waste management, recycling and energy efficiency etc. whilst working on our site and include guidance in the site induction;
- Display signs to encourage everyone to engage in good practice, for example turning lights off when leaving a room.

# Social

## Overarching aim

- To maximise our mission to challenge inequality by providing a nurturing and transformative education for young people from all backgrounds

## 2023-2040 strategic objectives

- Ensure we maintain and, ideally, extend our mission and delivery
- Secure our funding into the future
- Grow our profile
- Deliver an unparalleled student experience and education in a dynamic world
- Be a destination for talented staff
- Continue to develop our sector-leading commitment to EDI

**Christ's Hospital is the leading charitable independent school and largest bursary charity in the UK. For nearly five centuries, the school's mission has been to pioneer social mobility and challenge inequality. As economic and social inequality continue to grow in the UK, Christ's Hospital's mission is ever more relevant.**

We provide access to independent education for students whose families could not otherwise afford it, challenging inequality by providing a nurturing, transformative education for young people from all ethnic and socio-economic backgrounds. Opportunities and outcomes for all such students are improved, helping to create a fairer society where everyone can achieve their potential. Of the school's main intake in 2022/2023, 90% were from state primaries (ref: table on page 31) and we have a focus on boarding which helps students from challenging domestic circumstances. Christ's Hospital's commitment to the public good is clear. The school has been widely recognised as a national exemplar for driving social mobility – awarded gold status in the 2022 UK Social Mobility Awards and the judges' special award for contribution to social mobility at the 2022 Independent Schools of the Year Awards.

The judges' **special award** of 2022 was presented to Christ's Hospital as the school '**which has social mobility in its very DNA and has a seriously impressive bursary programme**' (Dr Helen Wright, Chair, Independent School of the Year Awards).

The transformational impact of the school's work is notable in the diversity of our students, their future outcomes and their community engagement during and after their time at school.

As we move forward with our strategic planning for the next period, we will not deviate from our core mission and will seek out opportunities to expand our impact in today's and tomorrow's world.

To do this successfully we will need to secure our funding into the future through responsible investment, refresh our admissions strategy to ensure we continue to reach the most in need, address aspects of the student experience, drive forward our sector-leading EDI work and

ensure the benefits of our staff package are reviewed, revised and well-articulated. The strong sense of community at (and beyond) CH and engagement with staff on ESG and wider issues are keys to our success.

In terms of the specific areas for focus under the Social aspect of our ESG policy, these are grouped under the following headings:

- Social mobility
- Stakeholder voice
- Community support
- Staff wellbeing and benefits

## Social Mobility

### Key implementation mechanisms:

Bursaries  
(and other financial  
support)

Equality, diversity  
and inclusion

Exceptional  
teaching, pastoral  
support and  
personal  
development

Building social  
capital

## Bursaries and other financial support

### Overarching aim

- To ensure the long-term health of our bursary funding and ensure that it reaches a wide range of children in need

### 2023-2040 strategic objectives

- Review size and shape of school including bursary and scholarship type
- Model and nuance implementation of VAT on fees if there is a change of government to try and safeguard bursary provision
- Engage politically regarding impact of loss of business rates relief to protect bursaries
- Maintain and grow the endowment

### Key performance indicators

- Maintain and grow the endowment in line with the target return set by the Investment Committee and Council
- Within that envelope, maintain position as Number 1 educational bursary provider
- Maintain and, if possible, increase breadth of backgrounds from which students are drawn
- Extent and range of bursary and/or increased scholarship provision
- Reduce loss of business rates relief

### Christ's Hospital financial support for students – background

Although CH is constituted as an independent school, the majority of fees and operating costs are covered by an endowment and charitable contributions. In the academic year 2022-2023, over 75% of students were supported through means-tested bursaries<sup>1</sup>, a far greater proportion than in any other independent school in the UK (see Table 2).

**Table 2: Sunday Times analysis – Top five schools spending most on scholarships and bursaries<sup>2</sup>**

Top five spenders on scholarships and bursaries (S&Bs)	Total spend on S&Bs (2020-21)	Avg. spend on S&Bs per student (2020-21)
Christ's Hospital, Horsham	£21.6m	£24,088
Taunton School, Taunton	£6.5m	£6,969
Eton College, Windsor	£7.1m	£5,284
Wellington College, Crowthorne	£6.0m	£4,039
Dulwich College, London	£5.4m	£2,945

<sup>1</sup> [CH, Our Impact 2022/2023](#)

<sup>2</sup> [Sunday Times Analysis](#), Dec 2022

Although bursaries are offered in many independent schools, the selection process and bursary funding model at CH are quite unlike any other.

### Application and selection

When selecting applicants to the school, CH actively seeks out those with a greater level of need, even where their academic performance is lower than applicants from other backgrounds.

The CH admissions' model identifies and prioritises students from challenging home environments that are likely to impede their ability to study – for example single parent households, overcrowded housing, siblings with severe disabilities, family physical or mental illness, bereavement, no outdoor space, addiction, abuse and criminality in the family. Our boarding model creates an opportunity for students to focus on their learning and development away from these environments.

### The bursary funding model

The analysis by the Sunday Times revealed that, in 2021-22, CH spent nearly as much per student on fee remission as the next four schools combined (see Table 2). In 2022-2023, 651 bursaries were received by students averaging 84% remission of fees.<sup>3</sup>, including all auxiliary costs (uniform, sports clothing and travel to/from home). The CH bursary funding model allows the school to provide access to education for a diverse population of students (see below)

### Comparison of student characteristics at CH compared to the national average

Student characteristic	Students at CH <sup>4</sup>	National average <sup>5</sup>
Intake from state schools <sup>6</sup>	90%	35%*
Special educational needs and disabilities	16%	18%
English as an additional language	20%	21%
Eligible for the student premium	20%	27%
Eligible for the student premium (London only)	47%	33%

\*The general admission rate of state school children into independent schools.

### Key implementation mechanisms:

- Strategic review of relevant areas and consequent action planning
- Additional data and expert resource where required
- Fund-raising focus
- Political influencing

<sup>3</sup> [CH, Our Impact 2022/2023](#)

<sup>4</sup> Insights extracted from internal CH analysis; [CH, Our Impact 2022/2023](#); and ISI, [Regulatory Compliance Inspection Report](#), Apr 2023

<sup>5</sup> Insights extracted from Gov.uk, [Schools, pupils and their characteristics](#), Jun 2023; House of Commons Library, [The Pupil Premium \(England\)](#), Dec 2022; Gov.uk, [Special Education Needs in England](#), Jun 2023; based on 2021/2022 data for accurate comparison with CH figures

<sup>6</sup> To note, this refers to UK-based students only.

## Equity, diversity and inclusion (EDI)

### Overarching aim

- To continue our sector-leading EDI work, ensure it becomes better known and underpins all our strategic initiatives

### 2023-2040 strategic objectives

- EDI to remain at heart of our current and future thinking
- Continue to respond to new needs for current and future prospective pupils
- Increase profile/partnerships in this area to encourage others to follow our lead and open up new opportunities to our pupils
- Increase diversity of applications for staff vacancies
- Increased diversity of Council and Committee membership

### Key performance indicators

- Number of and success of EDI initiatives
- National recognition in EDI including leading-edge work – EDI report/handbook/our story
- Number of EDI-related partnerships
- Further diversification of international students and staff

### Key implementation mechanisms:

- Continuation of EDI role and embedding of best practice
- Increasing diversity of governance bodies
- Targeted advertising to increase diversity of staff applications
- Increasing range of countries from which international students apply



# Exceptional teaching, pastoral support and personal development

## Overarching aim

- Continuously improve the pupil experience across all aspects of the academic and broader curriculum and maintain excellent levels of pastoral support to give all our pupils the best possible outcomes

## 2023-2040 strategic objectives

- Implement recommendations from Sports Review
- Expand sports facilities
- Review A-level curriculum to ensure ongoing relevance
- Continue investment in Expeditionary Education
- Invest in staff development to upskill
- Ensure staff package is sufficient and well-articulated to attract and retain excellent teachers
- Revise digital and data strategy vis-a-vis students and teaching
- Ensure boarding house redevelopment will meet future needs

## Key performance indicators

- Numbers of children engaged in inter-school sport competition
- Completion of Sports Expansion Project
- Refreshed A-level offer
- Continued university application success
- Growing expeditionary programme
- Continued levels of pastoral support and increased range of initiatives to address diverse needs
- Maintain Grecian year survey outcomes
- Maintain impact (evidenced in Impact Report)
- Staff development targets developed and achieved
- Completion and implementation of remuneration workstream
- Refreshed Digital and Data Strategy vis a vis T&L
- Completion of appropriate BH plans

## The Christ's Hospital curriculum - background

Every student at Christ's Hospital enjoys an extended day or 24/7 residential experience, spending many hours in the company of peers from a diverse range of backgrounds, cementing their societal skills in a profound and enduring way. Currently, over 90% students board. Their growth in self-awareness and the school's culture of social cohesion is vividly clear.

To these young people, CH delivers a vibrant curriculum that comprises three interwoven parts; a stimulating academic curriculum, an extensive broader curriculum and a dynamic 'Learning for Life' programme.

Despite the heightened level of challenge faced by CH students – bereavement, foster care contexts, trauma, anxiety and general mental health issues – they achieved strong exam results in 2022-23<sup>7</sup>:

- 96% pass rate in GCSE results (national average of 67.8%<sup>8</sup>)
- 98.9% pass rate at A level, compared to a (national average of 97.3%<sup>9</sup>)
- An average of 142 UCAS points (equivalent of AAB)

Students' experiences outside the classroom are stimulating, varied and rewarding. The diverse curriculum encourages the development of life skills and determination. Activities include music, art, drama, chess, sport and outward-bound activity, including the Duke of Edinburgh's Award. Many students take part in the Combined Cadet Force (CCF), in which cadets work together to develop leadership skills. Entrepreneurship, Model United Nations, debating and public speaking have a prominent place in the curriculum, enabling students to grow the confidence and oracy skills that are so vital to success in today's world.

### **University places**

96% of students from CH go on to university; in 2022-2023 studying 89 subjects across 63 universities<sup>10</sup>. (The national average university entry rate is 35.8%.<sup>11</sup>)

Many are the first in their family to study at university.

### **Pastoral care**

Alongside the educational curriculum, all students at CH are provided with wrap-around care. As of February 2024, we have three on-site therapists with 10% of students accessing mental health support and counselling on a regular basis. These services relieve strain on the national Child and Adolescent Mental Health Services (CAMHS). The school's safeguarding team works closely with social services in support of a number of students, supporting those classified as 'looked after children'.

CH also offers short term hardship bursaries to students where there is a sudden, catastrophic change in their parents' or guardians' financial or personal circumstances. The Benevolent Society of Blues, a charity based at the school and funded by alumni donations, provides additional financial and practical support for students, former students, parents, staff and dependents.<sup>12</sup>

As part of the day-to-day residential experience at CH, a strong emphasis is placed on creating a safe and pastorally supported space for all students. In this environment, students develop

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<sup>7</sup> [CH, Exam Success, Aug 2023](#)

<sup>8</sup> Gov.uk, [Infographics for GCSE results, 2023 \(accessible\) - GOV.UK \(www.gov.uk\)](#) - Aug 2023

<sup>9</sup> [Results day 2023: Everything you need to know about A level, AS level and T Level results day - The Education Hub \(blog.gov.uk\) – Aug 2023](#)

<sup>10</sup> [The Blue 2022 - 2023](#)

<sup>11</sup> House of Commons Library, [Higher education student numbers](#), Jan 2024

<sup>12</sup> Benevolent Society of Blues, [About](#), Jul 2023

essential life skills, confidence and personal relationships which in turn provide the vital driver of social mobility highlighted by the Social Mobility Commission (SMC)<sup>13</sup> namely social capital.

### **Outcomes in later life**

When looking at the socio-economic position of CH students compared to their parents:

- median household income of CH alumni is 3x higher than their parents by the time they are 40;<sup>14</sup>
- though many students are brought up in local authority housing, they are 7x less likely to live in local authority accommodation themselves as adults;<sup>15</sup>
- students go on to a broad range of professions, including a quarter who go into medicine and education (see Figure 2)<sup>16</sup>.

### **Key implementation mechanisms:**

- Strategic review of relevant areas through workstreams structure
- Action planning where required
- Additional expert resource where required
- Better data capture to harness outcome evidence

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<sup>13</sup> SMC, [State of the Nation 2022: A fresh approach to social mobility](#), Jun 2022

<sup>14</sup> Old Blues Survey 2019

<sup>15</sup> Old Blues Survey 2019

<sup>16</sup> Old Blues Survey 2019

## Building social capital

### Overarching aim

- Provide students with skills and networks to establish social capital

### 2023-2040 strategic objectives

- Continue all initiatives that build confidence, resilience and oracy regardless of background
- Increase partnerships and opportunities, through City of London and Old Blues in particular to expose pupils to new, helpful networks

### Key performance indicators

- Numbers of social capital-building opportunities for pupils – Internal skill development together with partnerships, internships and other external opportunities  
Student survey

CH, too, has found that broader personal development is just as important as academic achievement in preparing students for a successful future. The Independent Schools Inspectorate<sup>17</sup> has recognised that this is an area of strength at CH, in particular that students:

- make rapid progress in relation to their ability;
- develop excellent knowledge and skills across a wide curriculum;
- display excellent communication and social skills, within and beyond the classroom;
- demonstrate outstanding attitudes to learning, showing initiative and independence;
- are resilient, confident and prepared to take risks without fear of failure;
- make an excellent contribution to the school and local community;
- show exceptional tolerance and respect for a wide range of beliefs and cultures.

When surveyed, final year students expressed a similar appreciation for the personal development outcomes achieved at CH, believing that these had positively impacted their lives and prospects:

- 100% said that CH helped them integrate with others from different backgrounds;<sup>18</sup>
- 96% said that the school helped them to face challenges;<sup>18</sup>
- 92% said it has had a positive impact on their lives.<sup>18</sup>
- 97% said that CH allowed them to develop new skills and interests.<sup>19</sup>
- 81% said that their experience at CH helped them set and achieve goals.<sup>19</sup>
- 89% said CH gave them a strong foundation for the future.<sup>19</sup>

### Key implementation mechanisms:

- Successful replacement of Assistant Head Broader Curriculum following retirement of current incumbent
- Continuation and deepening of Broader Curriculum activities in previous section
- Partnerships with City of London, Livery Companies etc

<sup>17</sup> ISI, [Focused Compliance and Educational Quality Inspection Reports for Schools with Residential Provision](#), Nov 2018

<sup>18</sup> [CH, Our Impact 2021/2022](#)

<sup>19</sup> [CH, Our Impact 2022/2023](#)

## Student/parent/staff voice

### Overarching aim

- To maintain, and, where possible, increase stakeholder engagement

### 2023-2040 strategic objectives

- Ensure ESG (in particular) aspects of the school are well understood and additional voices are drawn in as these aspects are developed e.g. CHEAG and Green Blues (our staff and student environmental interest groups) as focus groups for the sustainability strand
- Ensure staff/pupil/stakeholder engagement around other key strategic workstreams

### Key performance indicators

- Absolute number of staff and students engaged

### Key implementation mechanisms:

- Regular communication on BAU and strategy
- Engagement plan for each strategic workstream and other areas of development
- Focus groups and surveys on specific strategic topics
- CHEAG/Green Blues representation at regular 'Green Lung' Project meetings to provide a dedicated forum for feedback, communication and involvement in ESG/sustainability

## Support communities

### Overarching aim

- To continuously improve CH internal and external community relations

### 2023-2040 strategic objectives:

- Continue to improve the cohesion of our CH community
- Continue to improve relations with local and wider public community
- Continue to build student community action programme

### Key performance indicators

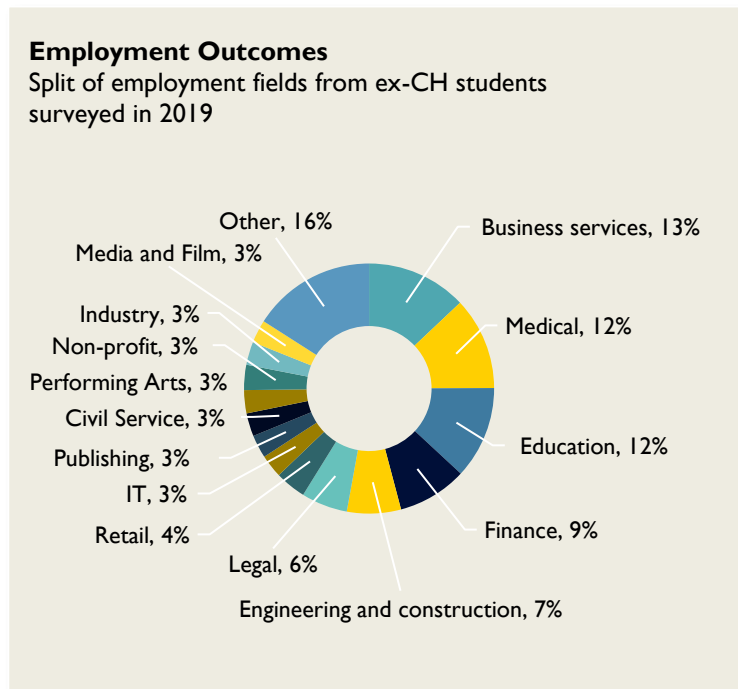
- Absolute number of community-facing events across full range: from school Maths Challenges to community Christmas lunches to weekly volunteering
- Absolute numbers of students involved in Community Action
- Increasing availability of CH facilities to other schools and community groups
- BCS membership numbers and visiting team numbers
- Old Blues (OB) alumni involvement in charities over time

## Community support - Background

CH school leavers demonstrate a notable charitable and social awareness in later life – making the most of opportunities to contribute to addressing social need:

- 46% of recent alumni have served on boards for charities or community groups;<sup>20</sup>
- 43% volunteer for charities or community groups each month (compared to the 22% national average);<sup>20</sup>
- 29% have set up businesses, each generating an average of 25 jobs;<sup>20</sup>
- 10% set up charities;<sup>20</sup>
- Many alumni donors choose to sponsor individual students to 'pass on' the advantage that they were given, acting as mentors and supporting families in addition to making a financial contribution.<sup>20</sup>

Figure 2: Breakdown of employment fields in ex-CH students



<sup>20</sup> Old Blues Survey 2019

Though we recognise that, as a single institution, it is difficult to achieve impact on a national scale, Christ's Hospital places a significant emphasis on both local engagement and promotion of the transformative value of education.

The school has established relationships with communities in areas that have been identified by the Social Mobility Commission as having the poorest outcomes for disadvantaged children in the UK. We have developed strong referral networks in these areas through charities, church groups and schools. We also work with local authorities, school leaders and children's services to help us engage the 'hard to reach'.

This is not simply to enable us to encourage children to come to the school but also to support education more broadly. Example initiatives include joint events with state schools such as maths challenges, other subject workshops and a 'Solving Crime through Science' Day.

CH also runs a vibrant community action programme to widen its outreach, providing students with an opportunity to engage with members of the community outside school. Each week many students are involved in such activities, helping, for example, in care homes and schools. Members of the local and wider community also share in our grounds, sports facilities and resources.

Our commitment to building students' social capital through a boarding experience and local networks helps prepare them for their future and fosters a sense of social responsibility, leading to students 'giving back' over their lifetimes, particularly to help other young people in need.

The Independent School's Council (ISC) reported that 936 ISC member schools partnered with local state schools in 2021-22. CH partnership initiatives include joint teaching workshops and lecture programmes, sports and music events, book days and careers events.

Through COVID, in the wider community, ISC schools offered boarding accommodation to NHS workers and donated PPE from science and design labs. CH hosted a major vaccination centre and used its design technology resources to manufacture PPE for local NHS providers.

Independent schools can, and should, play a vital role in their local communities. The School Partnership Alliance (SPA) outlines the broad range of benefits that can be delivered through inter-school partnerships:

SPA: Benefits to partnering <sup>21</sup>		
1.	Relationship building	Connecting with other schools and building mutually beneficial relationships
2.	Community impact	Amplifying impact of schools in the community and building a positive reputation
3.	Complementarity	Bringing together essential complementary resources
4.	Diversity	Creating representative and inclusive solutions; breaking down social barriers
5.	Innovation	Combining diverse thinking and approaches
6.	Shared learning	Collective learning and capability building
7.	Economies of scale	Aligning resources or activities and exploiting synergies

Partnerships with other local bodies bring similar benefits. Engaging with charities, faith groups, local authorities and public services helps independent schools advocate for education in the community, sharing learning, ideas and resources for the benefit of children and families.

It is our view that effective partnerships between schools and communities must be driven by local needs and ambitions.

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<sup>21</sup> SPA, [Impact Guide](#), Jan 2023



## Staff wellbeing/employee benefits

### Overarching aim

- To maintain and, where possible, improve staff wellbeing and benefits ensuring the benefits of CH are well articulated and accessed as needed

### 2023-2040 strategic objectives

- To review staff wellbeing and implement measures to increase sense of wellbeing at (or linked to) work
- To review 'Total Reward Package' and make positive adjustments where possible within the available financial envelope
- To increase flexibility to meet requests and desires for new models of working
- To invest in staff professional development particularly digital skills

### Key performance indicators

- Staff satisfaction levels
- Levels of staff churn
- Levels of staff absence
- Absolute amount of training accessed

### Key implementation mechanisms:

- Strategic workstream and subsequent action planning
- Enhanced training offer
- Digital devices and systems to support specific roles/tasks

# Governance

## Overarching aim

- To provide a governance structure that is sufficiently robust and rigorous, in line with best practice, to support and develop our mission

## 2023-2040 strategic objectives

- To increase the diversity of Council and committee membership
- To maintain and improve compliance with the Charity Governance Code
- To maintain and improve financial governance
- To maintain and improve compliance with internal and external policy and regulation

**CH is committed to excellent governance in all school matters including oversight of those areas pertaining to our environmental and social commitments.**

## Governance structure and culture

### CORPORATE GOVERNANCE

A robust governance structure ensures both support and challenge for the executive, underpinning our mission and providing confidence to external stakeholders. A restructure in 2017 resulted in a unitary structure which makes best use of the time and skills available on our governing body (the Council of Christ's Hospital). Nomination rights granted to the City of London and the Court of Governors of Christ's Hospital provide vital links with our past, whilst bringing in external viewpoints and expertise to complement internal skillsets. Council is supported by a comprehensive committee structure:

- Audit and Risk Committee
- Campaign Board
- Education Committee
- Equity, Diversity and Inclusion Committee
- Finance and General Purposes Committee
- Heritage Committee
- Investment Committee
- Nominations and Remuneration Committee

Council Members are appointed to committees according to their experience, expertise and availability; individual committees have the authority to co-opt other individuals to ensure that sufficient external challenge and a wider range of skills are available. Such co-options can also provide a source of contacts and provide a route to Council membership.

The Audit and Risk Committee reviews the school's compliance with the Charity Code of Governance annually.

### COUNCIL MEMBERSHIP

#### Diversity

Council's terms of reference include guidance that membership should reflect the diversity of UK society. Current membership, as of February 2024, (14, with one vacancy) is split 8/6 male/female. There is some ethnic diversity amongst the membership, but this is not reflective of that in the CH student population. When seeking nominations from external bodies, Council makes clear the need to address its diversity challenge. Council Members have been asked to provide recommendations from within their own personal and professional networks.

#### Tenure

Council Members are appointed for an agreed length of term. This is currently four years, with a maximum of two terms to be served. Council Members can be reappointed, but only after a twelve-month interval. This ensures that the skills and experience available to the school are refreshed periodically and supports the ongoing development of the school's governance.

#### Training and development

Council Members receive a comprehensive induction to the school, its management and governance when joining the Council. All are offered regular opportunities to receive training from the Association of Governing Bodies of Independent Schools, the Boarding Schools Association and leading legal firms in the sector. Annual safeguarding training is provided at the school by the Designated Safeguarding Lead. Most Council meetings include a presentation by an academic Head of Department or another member of the professional service team, to ensure that Council Members have a full understanding of the operation of the school.

### **Succession planning**

The committee structure provides opportunities for individuals to become involved in the school's governance, offering their time and expertise to specific committees, without taking on the statutory responsibility of trusteeship. This can act as a stepping stone to Council Membership as a vacancy occurs.

### **Conflicts of interest**

Council and committee members (and some senior members of the executive) are required to complete a declaration of interest, detailing business or voluntary roles which may represent a conflict with their responsibilities to CH. The register of interest is updated annually; all meetings begin with confirmation of any conflicts that may arise from the business on the agenda. Council Members, whose interests bring them into conflict, will abstain from the relevant decision or recommendation.

## **FINANCIAL GOVERNANCE**

Oversight at governance level of the school's financial health and development sits with the Finance and General Purposes Committee and the Investment Committee, reporting and making recommendations to Council on budget, salaries, investment policy and long-term financial planning.

Operationally, financial authority levels and signatory requirements are governed by a scheme of delegation, approved by Council each year for all of the Christ's Hospital entities. Individual budget holders have relatively low levels of authority with further approval by senior managers or committee chairs as appropriate. The finance team, led by a professionally qualified Finance Director, provides a full service, based on written procedures and instructions, with appropriate division of duty to ensure that the school's resources are not vulnerable to theft or fraud.

## Compliance and regulation

The school undergoes an annual audit in line with the appropriate accounting standards for charities and limited companies. The school's current auditor is Crowe UK. CH has received a clean audit report each year since its establishment as a separate legal entity in 2007. Audit findings are reported to the Audit and Risk Committee, which reviews the annual report and financial statements in detail before recommending them for approval to Council.

Crowe UK provides specialist advice to the school on tax issues including VAT, income tax and National Insurance contributions.

The school is subject to inspection by the Independent Schools Inspectorate, most recently in 2023, when it was found to have met the standards laid down in the National Minimum Standards for Boarding Schools, with no further action required.

The school employs a professional Compliance and Data Protection Officer to ensure compliance with relevant legislation on health and safety, data protection and copyright. Detailed policies are in place to ensure that staff are aware of their duties and responsibilities. Annual updates and targeted training are provided to ensure that relevant staff groups have the appropriate skills and knowledge to undertake their roles effectively. The Compliance Officer maintains the policy register to ensure that policies are reviewed and updated at appropriate intervals.

Christ's Hospital conducts fundraising activity under the terms of its registration with the Fundraising Regulator. The Council receives an annual report of complaints raised. (2023: nil)

### **OTHER COMPLIANCE ISSUES**

The school's compliance mechanisms include policies covering anti-bribery, anti-money laundering, EDI, health and safety, procurement procedures, criminal record checks, expenses, flexible working, information security, parental leave, safer recruitment and sickness absence. Codes of conduct for students and staff provide clarity of expectation in relation to appropriate standards of behaviour to maintain a compliant workplace.

## Governance of environmental and social

Responsibility at governance level for environmental and social aspects of the school's operations sits primarily with the Finance and General Purposes Committee, reporting to Council. Where appropriate, specific work strands will link to other committees. Major projects are managed by steering groups or project boards appointed by F&GP, Council or another appropriate committee.

At executive level, the Estate Working Group meets regularly to discuss implementation issues and the prioritisation of projects for budget approval. The Chief Operating Officer oversees the school's commitment to environmental sustainability.

As a registered charity, the school is regulated by the Charity Commission and required to provide evidence of the public (and therefore social) benefit of its mission on an annual basis.

## Risk management

Governance of the school's risk management structure sits with the Audit and Risk Committee, which reports to Council annually, confirming that Council can report, in the annual report and financial statements, its confidence in the systems in place to identify, manage and mitigate risk.

The school's Compliance Officer maintains an online risk management package, used to record and rate a register risks and controls. Annual reviews, with meetings with all individual risk and control owners, ensure that rating and controls remain appropriate to the level of risk. Individual risk owners have access to the package and can update and amend their risks, adding or removing controls or action plans as necessary.

The Audit and Risk Committee receives, at each meeting, a 'deep dive' presentation by the risk owner into a specific area of risk. This gives, at governance level, the opportunity to the risk owner to engage and for committee members to interrogate the school's management of risk to support the committee's reports to Council.

The Senior Strategy Team, made up of SLT and senior support managers, identifies those risks which it considers key to the continued successful operation of the school. These risks are identified on the agenda for each Council meeting, cross-referenced to those items of business which address them. Risks will be added or removed from the list in response to external circumstances, ensuring that the register itself is maintained as a dynamic management tool rather than a passive list of challenges. SLT meetings at the start of each week in term time consider reports of health and safety incidents from the previous week.

The Compliance Officer and Business Manager meet fortnightly to review risk management issues, considering their impact on the ongoing operation of the school and taking decisions or making recommendations accordingly. This ensures that the school maintains a risk-focused approach to its day-to-day operations.

**Author: FTP**

**Authorised by: JCB**

**Date of last review: March 2024**

**Date of next review: March 2025**