

# **RISK MANAGEMENT AND RISK ASSESSMENT POLICY**

to support child protection and safeguarding

**COVERING BOTH SCHOOLS  
INCLUDING EYFS AND BOARDING**

<b>Governors' Committee normally reviewing:</b>	Governance Committee
<b>Date last formally approved by the Governors :</b>	Autumn Term 2018
<b>Date policy became effective :</b>	October 2015

<b>Period of Review:</b>	Annual
<b>Next Review Date :</b>	Autumn 2019

<b>Person responsible for implementation and monitoring :</b>	Bursar
<b>Other relevant policies :</b>	See Appendix 1

**The following Policy encompasses the Aims and Ethos of the Preparatory School and the Senior School**

**Mr Simon James  
Head, Preparatory School**

**Mr Chris Townsend  
Head, Senior School**

**[Aims and Ethos](#)**

***SAFEGUARDING STATEMENT***

***Felsted is committed to maintaining a safe and secure environment for all pupils and a 'culture of vigilance' to safeguard and protect all in its care, and to all aspects of its 'Safeguarding (Child Protection and Staff Behaviour) Policy'.***

***EQUAL OPPORTUNITIES STATEMENT***

***The aims of the School and the principles of excellent pastoral care will be applied to all children irrespective of their race, sex, disability, religion or belief, sexual orientation, gender reassignment or pregnancy or maternity; equally these characteristics will be recognised and respected, and the School will aim to provide a positive culture of tolerance, equality and mutual respect.***

## 1.1 Scope

This policy sets out Felsted Preparatory School and Senior School ('the School')'s approach to developing and implementing risk management strategies and undertaking risk assessments for activities that are under our control. It has regard to the requirements of the Independent Schools Inspectorate (ISI) Regulatory Requirements Handbook (September 2016), Independent Schools Standards Regulations (ISSRs) 2014, National Minimum Standards for Boarding and Early Years Foundations Stage.

## 1.2 Objectives

- 1.2.1 To ensure that major risks are identified and managed as part of an overarching policy with a view to promoting children's welfare.
- 1.2.2 To meet the ISSR requirement for a written risk assessment policy to be in place and to meet the requirement for leadership in, and management of, schools.
- 1.2.3 To ensure that suitable and sufficient risk assessments are undertaken for activities where there is likely to be significant risk including school trips.
- 1.2.4 That identified control measures are implemented to control risk so far as reasonably practicable.
- 1.2.5 That those affected by school activities have received suitable information on what to do.
- 1.2.6 That the risk management strategy and risk assessments are recorded and reviewed when appropriate.
- 1.2.7 To identify those in the School responsible for conducting risk assessments and monitoring their implementation.

## 1.3 Guidance

- 1.3.1 The Headmaster, Preparatory School Headmaster, and Governors will be responsible for the overarching risk management policy of the School. This overall policy will be formally reviewed on an annual basis by the Governance Committee. This Committee will review the schedule of all School policies each term, including evidence of how policy is translated into practice. This schedule forms Appendix 1 to this policy. The responsibilities of governors and/or senior managers may be delegated as set out in the relevant policy.
- 1.3.2 This policy covers, but is not limited to, the following risks:
  - (a) pupil supervision (including safeguarding and welfare requirements). This includes implementation of the School Designated Safeguarding Lead ("DSL") but also covers a range of responsibilities outside safeguarding
  - (b) school trips
  - (c) management of visitors on school premises
  - (d) fire and emergencies
  - (e) traffic and pedestrian interaction on site
  - (f) management of hazardous substances
  - (g) use of hazardous equipment
  - (h) the suitability of staff to undertake designated roles and checks to ensure that they are suitable, including staff not employed by the School who work with pupils on another site
  - (i) financial
  - (j) recruitment procedures including governing body oversight
  - (k) reputational
  - (l) terrorism, including the prevention of fundamentalism and extremism

- (m) pupil self-harming
- (n) security, specifically in boarding or EYFS areas

### 1.3.3 Implementation

The timescales of completion of risk assessments, responsibility for drafting and checking, the keeping of records and training requirements are all set out in the relevant policy. *Annex 1* sets out all the School policies, their owner, review timescales and reviewing body, and summary evidence of policy into practice.

1.3.4 This guidance is applicable to general risk assessment. Where specialist skills are required, eg asbestos, fire, water quality and hazardous substances, there is separate policy guidance in place. Teaching area risk assessment checklists are also in place.

1.3.5 All staff will receive guidance on risk assessment as part of their induction. For staff responsible for risk assessments, this will be refreshed on a regular basis. Risk assessment training will be provided on specific areas where identified as set out in the relevant policy.

1.3.6 All risk assessments will take into account:

- (a) hazard - something with the potential to cause harm
- (b) risk - an evaluation of the likelihood of the hazard causing harm
- (c) risk rating - assessment of the severity of the outcome of an event
- (d) control measures - physical measures and procedures put in place to mitigate the risk

1.3.7 The risk assessment process will consist of the following 6 steps:

- (a) what could go wrong
- (b) who might be harmed
- (c) how likely is it to go wrong
- (d) how serious would it be if it did
- (e) what are we going to do to stop it
- (f) how we are going to check that your plans are working

1.3.8 Risk assessments will be reviewed annually, and:

- (a) when there are changes to the activity or the physical location of that activity
- (b) after a near miss or accident
- (c) when there are changes to the type of people involved in the activity
- (d) when there are changes in good practice
- (e) when there are relevant legislative changes
- (f) when there are changes that could affect risk
- (g) (h) when any other relevant factor arises
- (i) when there are changes of personnel in the department

## Legal Requirements & Education Standards

References:

A: Handbook for the Inspection of Schools – Commentary on the Regulatory Requirements, Part 3 (<http://www.isi.net/>)

B: Health & Safety Executive, Five steps to risk assessment (<http://www.hse.gov.uk/risk/fivesteps.htm>)

C: Health and Safety Advice on Legal Duties and Powers for Local Authorities, Head Teachers, Staff and Governing Bodies (2013), DfE website.

D: Health and Safety at Work" Section H of the ISBA Model Staff Handbook,

E: "Health and Safety and Welfare at Work" Chapter N of the ISBA Bursar's Guide

F: "Insurance" Chapter K of the Bursar's Guide by HSBC Insurance Brokers Ltd

G: Early Years Foundation Stage: Statutory Framework

H: Charities and Risk Management, The Charities Commission ([www.charity-commission.gov.uk](http://www.charity-commission.gov.uk))

I: Risk Management framework: A Ten Point plan and What is Risk Management by the NCVO ([www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk))

J: Home Office guidance on duties under the Counter Terrorism Act 2015 ([www.gov.uk/government/publications/prevent-duty-guidance](http://www.gov.uk/government/publications/prevent-duty-guidance))

K: National Minimum Standards for Boarding Schools April 2015

## Appendix 1

Policy Name	Relevant to?	Owner	Effective From	Date Last Approved	Which Committee Approved?	Cycle	Term of Review	Next Review Year
ADMINISTRATIONS OF MEDICINES POLICY	Both Schools	Deputy Head (Welfare)	Jan-10	Summer 2018	Senior LT	Annual	Autumn	2019
ADMISSIONS POLICY	Both Schools	Heads	2007 (Prep) 2009 (Senior)	Spring 2018	Academic	Annual	Spring	2019
ATTENDANCE POLICY	Both Schools	Heads	Nov-12	Autumn 2018	Academic	2 Yearly	Autumn	2019
BRIBERY ACT 2010 POLICY	Both Schools	Bursar	Jan-12	Summer 2018	Governance	2 Yearly	Summer	2020
BURSARY POLICY*	Both Schools	Bursar	Dec-09	Nov-15	Board	3 Yearly	Autumn	2018
BUSINESS CONTINUITY PLAN	Both Schools	Bursar	May-12	May-18	Governance	Annual	Summer	2019
CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE POLICY (CEIAG)	Both Schools	Director of Professional Guidance	Nov-18	Autumn 2018	Academic	2 Yearly	Autumn	2020
CATERING & HYGIENE POLICY- BOTH SCHOOLS*	Both Schools	General Services Manager	Jan-12	Jan-16	Governance	3 Yearly	Spring	2019
CLASS SIZE POLICY	Both Schools	Heads	Sep-06	Oct-18	Academic	Two Yearly	Autumn	2020
COMPLAINTS POLICY AND PROCEDURE- BOTH SCHOOLS*	Both Schools	Bursar	Jan-12	Jan-18	Governance	Annual	Spring	2019
CONFLICT OF INTERESTS POLICY	Both Schools	Bursar	Nov-10	Mar-17	Board	3 Yearly	Spring	2020
CRISIS MANAGEMENT PLAN*	Both Schools	Bursar	Nov-09	Autumn 2018	Governance	Annual	Autumn	2019
CURRICULUM POLICY	Both Schools	Headmaster (Prep) Assistant Head Academic (Prep)	May-18	Summer 2018	Academic	Annual	Summer	2019
DATA PROTECTION POLICY	Both Schools	Compliance Manager	Nov-09	Summer 2018	Governance	Annual	Summer	2019
DISABILITY AND SPECIAL EDUCATIONAL NEEDS POLICY AND ACCESSIBILITY PLAN*	Both Schools	Bursar	Sep-09	Summer 2018	Academic	Annual	Summer	2019
EDUCATIONAL VISITS POLICY*	Both Schools	Senior Deputy Head and Prep EVC	Nov-07	Spring 2018	Governance	3 Yearly	Spring	2021
E-SAFETY AND COMPUTER USAGE POLICY	Both Schools	Head of ICT, DSLs and E-Safety Leads	Jan-11	Autumn 2018	Governance	Annual	Autumn	2019
ENERGY POLICY	Both Schools	Bursar	Jan-09	Feb-14	Operational Management Team	3 Yearly	Autumn	2018
EQUAL OPPORTUNITIES POLICY (Staff)	Both Schools	Head	Nov-09	Summer 2018	Governance	2 Yearly	Summer	2020
EQUALITY POLICY (Pupils)	Senior	Heads	Nov-18	Nov-18	Senior LT (includes Prep School Head)	3 Yearly	Autumn	2021

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FEE DEBT POLICY	Both Schools	Bursar	May-11	May-17	House & Finance	2 Yearly	Summer	2019
FINANCIAL REGULATIONS	Both Schools	Finance Manager	Aug-10	Feb-16	House & Finance	3 Yearly	Spring	2019
FIRE SAFETY & EMERGENCY EVACUATION POLICY*	Both Schools	HSO	Nov-09	Spring 2018	Governance	Annual	Spring	2019
FIRST AID POLICY*	Both Schools	HSO	Nov-11	Jan-18	Governance	Annual	Spring	2019
GOVERNOR RECRUITMENT AND INDUCTION PROCESS	Both Schools	Bursar	Nov-15	Nov-15	Board	3 Yearly	Autumn	2018
HEALTH AND SAFETY POLICY*	Both Schools	HSO	Feb-10	May-18	Governance	Annual	Summer	2019
INVESTMENT POLICY	Both Schools	Bursar	Mar-12	Nov-15	House & Finance	3 Yearly	Autumn	2018
LANGUAGE POLICY	Both Schools	Assistant Head (Academic)	May-16	May-16	Academic	3 Yearly	Summer	2019
MEDICAL POLICY*	Both Schools	Deputy Head (Welfare)	Jan-10	Jun-18	Governance	Annual	Summer	2019
NQT INDUCTION POLICY	Both Schools	Assistant Head (Senior) & Deputy Head (Prep)	Nov-08	Dec-16	Joint Leadership Teams	3 Yearly	Autumn	2019
PANDEMIC FLU POLICY	Both Schools	Heads	Nov-10	Nov-10	Governance	Review when threat imminent	N/A	N/A
PARENT AND GUARDIAN RELATIONSHIP POLICY	Both Schools	Head (Prep) & Senior Deputy Head	Nov-18	Nov-18	Senior LT (includes Prep School Head)	3 Yearly	Autumn	2021
PROMOTING THE WELFARE OF BOARDERS POLICY	Both Schools	Safeguarding Officers & Senior Deputy Head	October 2017 (New Joint) Prep - Jan 2011 Senior - Oct 2008	Autumn-16	Governance	Annual	Autumn	2018
PREVENTING RADICALISATION POLICY	Both Schools	DSLs	Sep-15	Nov-15	Governance	3 Yearly	Autumn	2018
RECORD KEEPING POLICY	Both Schools	Heads/ Compliance Manager	Sep-06	Spring 2018	Governance	2 Yearly	Spring	2020
RISK ASSESSMENT POLICY	Both Schools	Bursar	Oct-15	Oct-17	Governance	Annual	Autumn	2018
PROMOTING THE WELFARE OF VISITING STUDENTS ON SITE AND WITH HOST FAMILIES	Both Schools	Senior Deputy Head, Head (Prep)	Jan-11	Summer 2018	Senior LT (includes Prep School Head)	Annual	Summer	2019

Policy Name	Relevant to?	Owner	Effective From	Date Last Approved	Which Committee Approved?	Cycle	Term of Review	Next Review Year
SAFEGUARDING (CHILD PROTECTION AND STAFF BEHAVIOUR) POLICY	Both Schools	Prep - Head Senior - Deputy Head (Welfare)	October 2017 (New Joint) Prep - Sept 2004 Senior - Oct 2008	Autumn-18	Governance	Annual	Autumn	2019
SAFER RECRUITMENT POLICY AND PROCESS (INCLUDES DBS POLICY)*	Both Schools	HR Manager	Jan-10	Spring 2018	Governance	Annual	Spring	2019
SAFETY & SUPERVISION OF PUPILS ON SCHOOL JOURNEYS*	Both Schools	Heads	Sep-12	Summer 2018	Senior LT (includes Prep School Head)	Annual	Summer	2019
SEARCH POLICY	Both Schools	Heads	May-16	Summer 2018	Governance	2 Yearly	Summer	2020
SITE SECURITY POLICY*	Both Schools	Bursar	Jun-10	Oct-17	Governance	2 Yearly	Autumn	2019
SCHOLARSHIP POLICY	Both Schools	Heads	Autumn Term 2017	Autumn 2018	Board	3 Yearly	Autumn	2020
SOCIAL MEDIA POLICY	Both Schools	Safeguarding Officers (DSL 2 for Senior School)	May-15	May-17	Governance	2 Yearly	Summer	2019
STAFF FEE DISCOUNT POLICY	Both Schools	Bursar	Sep-10	Summer 2018	House & Finance	2 Yearly	Summer	2020
STAFF HANDBOOK (including all Policies within)	Both Schools	HR Manager	May-12	Autumn 2018	Governance to note	2 Yearly	Autumn	2020
STAFF HOUSING POLICY	Both Schools	Bursar	May-10	Summer 2018	House & Finance	2 Yearly	Summer	2020
SUSTAINABILITY POLICY (Was Green Policy)	Both Schools	Bursar	Feb-11	Jun-15	Joint Leadership Teams	3 Yearly	Autumn	2018
SWIMMING POOL POLICY	Both Schools	Bursar/Assistant Bursar	Apr-05	Jan-18	Senior LT (includes Prep School Head)	Annual	Spring	2019
TAKING, STORING, AND USING IMAGES POLICY	Both Schools	Heads	Summer 2018	Summer 2018	Governance	2 Yearly	Summer	2020
TRANSGENDER POLICY	Both Schools	Safeguarding Officers	Sep-15	Nov-15	Senior LT (includes Prep School Head)	3 Yearly	Autumn	2018
WHISTLEBLOWING POLICY	Both Schools	Head	Nov-09	Summer 2018	Governance	Annual	Summer	2019
BEREAVEMENT POLICY	Prep	Head	Nov-09	Mar-15	Prep LT	3 Yearly	Spring	2020
COLLECTIVE WORSHIP POLICY	Prep	Head	Jan-08	Mar-15	Academic	3 Yearly	Spring	2019



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DRUGS (SUBSTANCE) & DRUG EDUCATION POLICY	Prep	Heads of Department	Nov-06	Autumn-18	Academic	2 Yearly	Autumn	2020
HEALTHY BODY, HEALTHY MIND and DRINK TO THINK POLICY	Prep	Head of PSHCE	Sep-05	Mar-18	Prep LT	2 Yearly	Spring	2020
INTERNATIONAL & INTEGRATION POLICY	Prep	Head	Sep-07	Nov-18	Prep LT	2 Yearly	Autumn	2020
INTIMATE CARE POLICY AND PRACTICE	Prep	Head	May-16	Spring-18	Academic	Annual	Spring	2019
LEADERSHIP POLICY	Prep	Head	Jun-08	Feb-15	Prep LT	2 Yearly	Spring	2019
LEARNING AND TEACHING POLICY	Prep	LT	Jan-08	Jun-18	Academic	Yearly	Summer	2019
LIBRARY POLICY	Prep	Director of Learning & Librarian	Sep-07	Mar-18	Prep LT	2 Yearly	Spring	2020
MISSING CHILD (FPS) CRISIS MANAGEMENT PLAN/PROCEDURE	Prep	LT	Sep-07	Sep-18	Prep LT	Annual	Autumn	2019
PASTORAL CARE PLAN INCLUDING ANTI-BULLYING AND THE BEHAVIOUR AND DISCIPLINE POLICY*	Prep	Head	Sep-08	Oct-18	Academic	Annual	Autumn	2019
POSITIVE HANDLING POLICY	Prep	Head	Feb-08	Mar-17	Prep LT	2 Yearly	Spring	2019
POSITIVE LANGUAGE POLICY	Prep	Head	Apr-16	Spring-18	Academic	Annual	Spring	2019
PRIVACY POLICY FOR BOARDING	Prep	Head	Sep-08	Jun-15	Prep LT	2 Yearly	Spring	2019
PSHE POLICY	Prep	Head	Oct-17	Oct-17	Governance	2 Yearly	Autumn	2019
PUPIL REVIEW POLICY	Prep	Head	Feb-08	Feb-18	Prep LT	2 Yearly	Spring	2020
SAFETY & SECURITY OF PUPILS POLICY	Prep	Head	Sep-08	Sep-18	Prep LT	Annual	Autumn	2019
SEX AND RELATIONSHIP EDUCATION	Prep	Heads of Year	Nov-06	Mar-18	Prep LT	2 Yearly	Spring	2020
SPORTS, GAMES & ACTIVITIES	Prep	Head of Sports	Feb-05	Jun-18	Prep LT	2 Yearly	Autumn	2020
SUN PROTECTION POLICY	Prep	Head of PSHCE	Apr-07	Mar-18	Prep LT	2 Yearly	Autumn	2020
SUPERVISION OF PUPILS POLICY	Prep	Head	Nov-09	Feb-17	Academic	2 Yearly	Spring	2019
TREATMENT & MEDICATION POLICY	Prep	Head	Sep-09	Autumn-18	Prep LT	2 Yearly	Autumn	2020
ACADEMIC HONESTY POLICY	Senior	Deputy Head (Academic)	Feb-18	Feb-18	Academic	3 Yearly	Spring	2021
ACCESS ARRANGEMENTS FOR EXTERNAL EXAMINATIONS POLICY	Senior	Assistant Head (Daily Administration)	Nov-10	Nov-15	Academic	3 Yearly	Autumn	2018
ALCOHOL POLICY*	Senior	Senior Deputy Head	Oct-08	Apr-16	Senior LT	3 Yearly	Autumn	2019
ANTI BULLYING POLICY*	Senior	Senior Deputy Head / Deputy Head (Welfare)	Sep-09	Oct-17	Academic	Annual	Autumn	2018

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APPEAL PROCEDURE FOLLOWING EXPULSION OR THE REQUIRED REMOVAL OF A PUPIL FROM FELSTED SCHOOL	Senior	Head	Nov-07	Oct-16	Academic	3 Yearly	Autumn	2019
ASSESSMENT POLICY	Senior	Assistant Head (Academic)	Jan-10	Dec-16	Senior LT	3 Yearly	Autumn	2019
BEHAVIOUR POLICY*	Senior	Head	Nov-10	Autumn 2017	Academic	Annual	Autumn	2018
BEREAVEMENT POLICY	Senior	Head	Feb-09	Oct-15	Senior LT	3 Yearly	Autumn	2018
CO-CURRICULAR POLICY	Senior	Senior Deputy Head	Autumn-17	Autumn-17	Academic	2 Yearly	Autumn	2019
CONTINUING PROFESSIONAL DEVELOPMENT POLICY	Both Schools	Senior Deputy Head & Prep Deputy Head	Jan-12	Summer 2018	Academic	2 Yearly	Summer	2020
DEATH OF A CHILD POLICY	Senior	Head	Feb-10	Mar-16	Senior LT	3 Yearly	Spring	2019
DRUGS AND DRUGS TESTING POLICY *	Senior	Head	Nov-09	Oct-16	Academic	3 Yearly	Autumn	2019
EMPLOYMENT AND DEPLOYMENT OF EXAMINATION INVIGILATORS AT FELSTED POLICY	Senior	Assistant Head (Academic)	May-10	Nov-15	Academic	3 Yearly	Autumn	2018
ENGLISH AS AN ADDITIONAL LANGUAGE POLICY*	Senior	Head	Nov-09	Summer 2018	Senior LT	3 Yearly	Summer	2021
HEALTH EDUCATION POLICY*	Senior	Head	May-11	Oct-15	Senior LT	3 Yearly	Autumn	2018
HEALTHY EATING POLICY*	Senior	Deputy Head (Welfare)	Nov-07	Mar-17	Academic	3 Yearly	Spring	2020
HOMELY REMEDY MEDICINES POLICY*	Senior	Deputy Head (Welfare)	Jan-10	Nov-15	Senior LT	3 Yearly	Autumn	2018
INTERVIEWING PUPILS POLICY	Senior	Head	May-11	Summer 2018	Senior LT	3 Yearly	Summer	2021
LEARNING AND TEACHING POLICY	Senior	Assistant Head (Academic)	Sep-10	Oct-16	Academic	3 Yearly	Autumn	2019
LIBRARY POLICY	Senior	Assistant Head (Academic)	Nov-10	Nov-15	Senior LT	3 Yearly	Autumn	2018
LITERACY POLICY	Senior	Assistant Head (Academic)	Jun-09	Dec-15	Senior LT	3 Yearly	Autumn	2018
MISSING PUPIL POLICY	Senior	Senior Deputy Head	Oct-08	Oct-16	Governance	3 Yearly	Autumn	2019
MORE ACADEMICALLY ABLE POLICY	Senior	Assistant Head (Academic)	Nov-10	Autumn 2018	Academic	3 Yearly	Autumn	2021
PASTORAL CARE POLICY*	Senior	Senior Deputy Head	Nov-10	Jun-16	Academic	3 Yearly	Summer	2019
PERMANENT EXCLUSION (EXPULSION) POLICY*	Senior	Head	Dec-10	Oct-16	Academic	3 Yearly	Autumn	2019
POSITIVE HANDLING (RESTRAINING) POLICY*	Senior	Deputy Head (Welfare)	May-10	May-16	Academic	3 Yearly	Summer	2019

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PROMOTING POSITIVE BEHAVIOUR FOR LEARNING AND CODE OF CONDUCT POLICY *	Senior	Senior Deputy Head	Nov-10	Oct-16	Academic	3 Yearly	Autumn	2019
PSHE Policy	Senior	Deputy Head (Welfare)	Nov-10	Feb-18	Academic	3 Yearly	Spring	2021
REPORTING POLICY	Senior	Assistant Head (Academic)	Oct-08	Dec-15	Senior LT	3 Yearly	Autumn	2018
ROUND SQUARE EXCHANGES POLICY	Senior	Head	Oct-10	Dec-16	Senior LT	3 Yearly	Autumn	2019
SAFEGUARDING AND PROMOTING THE WELFARE OF INTERNATIONAL STUDENTS *	Senior	Deputy Head (Welfare)	May-11	Oct-17	Governance	3 Yearly	Autumn	2020
SEX AND RELATIONSHIP EDUCATION POLICY	Senior	Deputy Head (Welfare)	Feb-11	Nov-15	Senior LT	3 Years	Autumn	2018
SPIRITUAL, MORAL, SOCIAL AND CULTURAL DEVELOPMENT OF PUPILS AT FELSTED POLICY *	Senior	Head	Feb-10	Jun-16	Academic	3 Yearly	Summer	2019
SUPERVISION OF PUPILS POLICY	Senior	Senior Deputy Head	Nov-10	Mar-16	Academic	3 Yearly	Spring	2019
SUPPORT FOR LEARNING (SPECIAL EDUCATIONAL NEEDS) POLICY*	Senior	Deputy Head (Welfare)	Oct-08	Nov-15	Academic	3 Yearly	Autumn	2018
TUTORING POLICY *	Senior	Senior Deputy Head	Oct-08	Autumn 2017	Academic	3 Yearly	Autumn	2020
WORSHIP POLICY *	Senior	Head	Nov-10	Mar-16	Academic	3 Yearly	Spring	2019