

# Woodford International School Strategic Policies Compendium

as adopted by the WIS Board, 1 June 2016

Note: Items in **green text** are documents that are under development or revision.

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# 1 THE SCHOOL AND ITS GOALS

## 1.1 Vision and Goals

### 1.1.1 Vision Statement

[The Board's Strategy Committee will lead development of a School **Vision Statement** in 2016.]

### 1.1.2 Core Beliefs

WIS will operate in a climate that is committed to:

- (a) Integrity;
- (b) Respect ;
- (c) Innovation;
- (d) Quality; and
- (e) Teamwork.

### 1.1.3 Parameters

WIS will:

- (a) use English as the primary language of instruction;
- (b) not tolerate behaviour that is detrimental to the safety, integrity, or dignity of any individual;
- (c) hire and retain qualified and adaptable faculty whose attitudes and actions reflect the school's vision, mission and core values;
- (d) adhere to a sustainable and transparent financial plan;
- (e) maintain a strong international identity while respecting our host country's cultures;
- (f) only approve and maintain programs that are consistent with the strategic plan, are financially justified, and make provision for professional development and assessment; and
- (g) ensure that the school enrolment is aligned with resources and capacity, and maintains a sense of community and attention to individuals.

### 1.1.4 Mission Statement

To provide a dynamic learning environment through an internationally recognised curriculum that encourages and fosters the intellectual, social, emotional and physical development of our diverse school community.

## 1.2 Non-Discrimination

WIS prohibits discrimination on the basis of race, religion, gender, nationality, sexual identity/orientation, or ethnicity. All employment procedures will comply with applicable laws of the Solomon Islands.

## 1.3 Environment and Sustainability

WIS considers the environmental impacts of its decisions, actions, and purchases with the aim of minimizing the school's negative impact on the environment. WIS will strive to conduct its activities in an ecologically sound and economically viable manner.

## 1.4 School Calendar

The Head of School prepares the school calendar for the ensuing academic year by July for approval by the Board. The calendar lists student contact days (defined as a day when students are in school).

## 1.5 School Day

The Head of School sets and structures the school day to support the instructional program. S/he may schedule release time for special activities for students or teachers when such activities are deemed beneficial to the instructional program.

## 1.6 Accreditations, Memberships and Affiliations

WIS maintains national authorisation and an international accreditation and may maintain other accreditations, memberships and affiliations as the Head of School deems to be beneficial to WIS. Any change to accreditation agencies requires Board approval.

## 1.7 Community and the Parent Association

### 1.7.1 The Parent Teacher Association

The Parent Teacher Association (PTFA) provides a structure for parents to become involved in, and enhance, the WIS community experience, as well as to support the school's Mission and Vision. WIS believes that a vibrant Parent Teacher Association contributes to the health of the school and encourages school leadership, faculty and staff to work cooperatively with the PTFA.

### 1.7.2 The Parent Teacher Association's Structures and Procedures

The PTFA exists as an entity subject to the full legal framework of WIS and the Head of School is, therefore, responsible for overseeing and approving all PTFA activities. The PTFA's Mission and accompanying By-Laws must be in alignment with the school's **Vision**, **Core Beliefs**, **Parameters**, **Mission** and all school policies detailed in the **Strategic Policies Compendium**.

## 2 GOVERNING BOARD

### 2.1 Purpose

The WIS Board is responsible for the long-term sustainability of the school. It sets the Mission, Vision, Core Beliefs, Parameters, and strategic direction of the school, as well as school policy. It is also responsible for the hiring, retention and annual evaluation of the Head of School, ensuring a quality educational program and approving the annual budget. Details of the Board's structures, responsibilities and procedures are contained in the WIS Constitution, and the [WIS Board Governance Handbook](#). The Board is committed to transparency and good governance. It welcomes contributions and insight from the WIS community at large and encourages this by providing a variety of opportunities for public participation.

### 2.2 Board Liability

WIS provides comprehensive liability insurance to all Board Members to the fullest extent allowed by law.

## 3 POLICY DEVELOPMENT

### 3.1 Responsibility of the Board and Head of School

The Board is responsible for policy development for WIS. The Head of School is responsible for the development and implementation of guidelines and procedures to execute policy, as detailed in section 3.4.

### 3.2 Policy Resolutions

A “policy resolution” is any resolution of the Board that establishes parameters for the exercise by the Board, the Head of School or others of powers or responsibilities under the WIS Constitution.

Policy resolutions must be discussed at a minimum of two Board meetings. Changes in policy are introduced by the Board itself or by the Head of School to the Board in accordance with the [Board Governance Handbook](#). Draft policy resolutions will be made available to the WIS community as soon as practicable after the first meeting at which a resolution is discussed and written submissions to the Board invited. The Board will give due consideration to any written submissions from parents, staff or students before finalising and adopting policy resolutions. Once adopted, policy resolutions are included in the WIS Strategic Policies Compendium.

### 3.3 Policy Review

WIS's Strategic Policies are reviewed at least annually. The review is the responsibility of the Board's Policy Committee, and any changes must be approved by the full Board. Technical changes may be approved by the Board at the first meeting at which they are proposed. Proposed substantive changes in policy require a policy resolution, as detailed in section 3.2.

## 3.4 Policy Implementation

### 3.4.1 Head of School's Responsibility

The Head of School is responsible for implementation of school policy and the detailed documentation and implementation of procedures and practices through the development and maintenance of procedural handbooks. The handbooks cannot be in contravention of any of the strategic policies as approved by the Board. In the event of a conflict, the strategic policy will prevail.

### 3.4.2 Handbook Revisions

Handbook revisions are on-going and the electronic version most recently approved by the Head of School and made available to those to whom it applies prevails over any earlier versions. Initial drafts and any significant changes to handbooks must be presented to the Board, for information. All changes to the Financial Procedures Handbook are reviewed by the Finance Committee and must be approved by the Board. In the case of Board procedures, the Executive Committee is responsible for the development and maintenance of a Board Member Handbook, on advice from the Board's Policy Committee. The Head of School will annually review the procedural handbooks and the Executive Committee will annually review the [Board Member Handbook](#).

## 3.5 Policy Exceptions

Any deviation from the Strategic Policies requires the prior approval of the Board, which will only be granted in exceptional circumstances. In general, if there is a problem with the policy, it should go through the policy resolution process outlined in 3.2.

# 4 FISCAL MANAGEMENT

## 4.1 Fiscal Year

The fiscal year of WIS runs from January 1 to December 31.

## 4.2 General Policy

WIS will adhere to the letter and spirit of all applicable laws and regulations in the Solomon Islands. The Head of School is responsible for ensuring this compliance.

### 4.2.1 Board's Responsibilities

The Board recognizes that sound fiscal management provides the foundational support of the overall WIS program. To make that support as effective as possible, the Board is responsible for:

- (a) maintenance of an ongoing five-year financial forecast and capital plan;

- (b) ensuring advance planning through the best possible budget procedures and the strategic plan;
- (c) exploring practical and feasible sources of income;
- (d) ensuring appropriate risk management;
- (e) ensuring the school's finances are managed so that adequate financial strength is maintained;
- (f) ensuring quality accounting and reporting procedures are observed;
- (g) maintaining the level of expenditure required to provide high quality education and attain and maintain recognised international accreditation; and
- (h) maintaining responsible reserve funds.

#### 4.2.2 Annual Budget

The annual budget, once approved, will be considered a controlled spending plan for the ensuing fiscal year. The Head of School must advise the Board of significant variations from the budget, as detailed in the [Financial Procedures Handbook](#).

### 4.3 Funds Management and Insurance

#### 4.3.1 Head of School's Responsibilities

The Head of School is responsible for:

- (a) the day-to-day management of WIS's funds; and
- (b) arranging and maintaining adequate insurance cover for the school's buildings and property and for any liabilities it or its employees or Board members may have under law.

S/he will meet regularly with the Audit Committee to inform it of the school's current financial status and to seek its advice concerning management of funds and financial risk.

The Head of School will present to the Audit Committee for its approval, on an annual basis, the proposed insurance package for the following fiscal year.

#### 4.3.2 Board Audit Committee's Responsibility

Financial management by the Head of School must ensure sufficient liquidity to enable WIS to operate efficiently and maintain solvency. The allocation of short-term surplus and management of cash flow will be monitored by the Audit Committee quarterly. The allocation of year-end surplus and determination of reserve levels will be recommended by the Head of School, reviewed by the Audit Committee and approved by the Board annually.

### 4.4 Preparation and Approval of Budget Documents

The preparation of the budget is the responsibility of the Head of School. The budget is initially reviewed by the Audit Committee prior to submission to the Board for final approval every fiscal year.

#### 4.5 Budget Adoption

The Board approves the preliminary annual operating budget parameters for the ensuing school year by May of the current school year and approves the final budget by November. The budget should adequately finance ongoing programs and provide for additions or alterations as dictated by the projected needs of the school and reasonable allowances for the uncertainties of forecasting.

#### 4.6 Budget Amendments

Amendments can be made at any time to the approved budget where significant changes to income or expenditure have occurred or are expected. The Head of School is authorized to approve these changes within prescribed limits, as detailed in [the Financial Procedures Handbook](#). All other amendments are reviewed by the Audit Committee before they are submitted to the Board for approval.

#### 4.7 Authorization and Limits of Authority for Expenditures of Money

All financial procedures, authorizations and levels of expenditures are set out in the [Financial Procedures Handbook](#). This handbook is reviewed annually by the Head of School. Any proposed changes to the Financial Procedures Handbook are considered by the Audit Committee and must be approved by the Board.

#### 4.8 Signatures

At its first meeting following the Annual General Meeting, and thereafter as required, the Board designates a minimum of three persons who are authorized to act as bank signatories at any given time, including the Financial Controller, and the Head of School. All disbursements or movements of school funds require at least two authorized signatures. Further details on signature requirements are provided in the [Financial Procedures Handbook](#).

#### 4.9 Audit

The Board commissions an annual audit at the conclusion of the fiscal year, overseen by the Financial Controller.

The preparation of materials for the audit is the responsibility of the Head of School. The audited Annual Financial Statements and accompanying Management Letter are reviewed by the Audit Committee prior to submission to the Board for approval of the Annual Financial Statements. The Annual Financial Statements must be completed and approved by March 1st, and presented to the WIS community at the AGM.

#### 4.10 Tuition and Other Fees

The Board will approve annually a tuition Schedule detailing tuition and fees payable as per the [Financial Procedures Handbook](#). The establishment of any new fees requires the approval of the Board.

#### 4.11 Donations, Gifts and Bequests

WIS may accept donations, gifts or bequests from any person, institution, trust or estate. Any offers of monies or property, by individuals or groups, which might, in the view of the Head of School, limit, restrict or redirect the vision, goals or policies of the school, or may compromise its assets, shall be directed to the board for its consideration and action. The Board or Head of School may refuse donations, gifts or bequests offered to WIS if, in their view, such acceptance would compromise the vision, goals or policies of WIS.

The Head of School will inform the Board of any donations, gifts and bequests. Only the Board may approve naming rights within WIS premises or with respect to WIS assets.

#### 4.12 Advertising and Sponsorship

The Head of School must approve any advertising in/on the school's facilities or in the school's publications and any sponsorship proposals or agreements.

#### 4.13 Fundraising

Solicitations, canvassing and fundraising activities conducted on the school premises and/or in the name of the school or in association with the school require the prior approval of the Head of School. The Head of School will only approve such activities if funds generated are for the furtherance of the objectives of the school and if accepting such funds would not limit, restrict or redirect the vision, goals or policies of the school, nor compromise its assets. The Board must authorize any capital fundraising activities directly for the School.

#### 4.14 Reserves

Reserves are to be maintained at appropriate levels as recommended by the Audit Committee and approved by the Board, as documented in the [Financial Procedures Handbook](#).

#### 4.16 Periodic Financial Reports

WIS will maintain its financial books and records in accordance with International Financial Reporting Standards and in the manner required under Solomon Islands law. The Head of School will ensure the proper maintenance of the books and records of the School, as well as the preparation of all fiscal and financial reports as documented in the [Financial Procedures Handbook](#).

## 5 SAFETY

### 5.1 General Safety and Security

In alignment with the WIS Mission, the Board will strive to ensure a safe, healthy and drug-free learning and working environment and promote responsible behaviour in students and staff. The Head of School is responsible for the development of detailed safety, security and emergency procedures. Final responsibility for the timing and nature of emergency action rests with the Head of School. The Head of School will designate management personnel to act in his/her absence.

## 5.2 Emergency School Closings

The Head of School is authorised to close the school, delay the opening time of school, dismiss students early, or hold students in school past dismissal time if, in his/her judgment, actual or potential hazards to the safety and well-being of the students and staff make it necessary to change normal school schedules.

- a. If the Head of School considers it necessary to close the school for longer than one day, s/he will confer with the Board Chair before announcing the closing of the School.
- b. If the Head of School considers it necessary to close the school for longer than one week, s/he must make this recommendation to the Board. With the Board's approval, this action will be taken in accordance with the requirements of the Emergency Plan.
- c. Instructional days lost due to emergency closings may be rescheduled by the Head of School in consultation with the Board.
- d. The Head of School is required to maintain an accurate and updated School Emergency Plan and file.

## 5.3 Drugs and Alcohol

WIS is a drug free school. Alcohol may be served at predominantly non-student events and requires the prior approval of the Head of School. Specific procedures regarding Drugs and Alcohol are found in the [Staff/Faculty and Parent/Student Handbooks](#).

## 5.4 Child Protection Policy

The School recognizes the impact of abuse, neglect and bullying on learning. Any staff at WIS must report suspected incidences of child abuse, neglect or bullying whenever the staff member has a reasonable cause to believe a child has suffered, or is at risk of suffering abuse, neglect or bullying. Reporting and follow up of all suspected incidents will proceed in accordance with the [Staff/Faculty Handbook](#).

### 5.4.1 Annual Training for Staff

WIS will annually train our staff to recognize and report child abuse, neglect and bullying.

## 6 PERSONNEL

## 6.1 Appointment of the Head of School

The Head of School is hired by the Board, which may utilise the advice of consultants or professional services as needed. The Board determines the Head of School's salary and benefits package. Further detail on the appointment of the Head of School is set out in the [Board Governance Manual](#).

## 6.2 Function and Responsibility of the Head of School

As the Chief Executive Officer of WIS, the Head of School is responsible for administering WIS within the limits imposed by policy adopted by the Board. The Head of School is responsible for the administration and supervision of the education program and pastoral care, selection and assignment of all WIS employees, maintenance of school-community relations and management of the plant and equipment. The Head of School should inform the Board of any promotions, significant personnel changes and resignations.

## 6.3 Staff Recruitment and Evaluation

The school will endeavour to employ dynamic, well-qualified and efficient personnel to carry out a constantly improving educational programme.

All personnel positions are appointed by the Head of School. S/he is responsible for promoting a positive working environment that supports the welfare and development of all employees. The Head of School will maintain job descriptions for all staff positions detailing desirable experience and specific job tasks. The Head of School will maintain a process for evaluating performance in a fair and non-discriminatory manner as detailed in the [Faculty Handbook](#).

## 6.4 Personnel Ethics

The WIS Core Beliefs commit the Board, Head of School and all WIS employees to integrity and responsibility in their professional actions. The Board and Head of School expect the highest standard of personal and professional conduct from school faculty and staff. Specific guidelines are set forth in the [Staff/Faculty Handbook](#).

## 6.5 Salary Scales/Benefits

The Head of School will review the teacher and administration salary scales and benefits annually. Changes require Board approval.

## 6.6 Disciplinary Measures and Grievances of Employees

The Head of School will inform the Board, either directly or through the Chair of the Board, of the suspension or dismissal for cause of any staff member within three working days of such suspension or dismissal. The Head of School will inform the Board of any appeal of disciplinary decisions or grievances. The Board will act as the final arbiter in the event of any such appeal, as detailed in the [Contract and Faculty Handbooks](#).

## 7 INSTRUCTIONAL PROGRAM

### 7.1 Curriculum

WIS offers the IB Primary Years Program, the Cambridge IGCSE International Certificate of Education, and the Pacific Secondary Schools Certificate. The Head of School is responsible for providing a complete and balanced educational program reflecting WIS's core beliefs.

(a) Changes to the curriculum which have a significant financial impact on the school budget require the approval of the Board.

(b) The Head of School will maintain a comprehensive plan for qualitative and quantitative assessment of student learning.

(c) The Head of School is responsible for designing and implementing regular communication regarding student progress.

### 7.2 Religion

WIS is secular. The school will respect specific student or teacher absences to observe documented religious holidays.

### 7.3 Graduation Requirements

The Head of School sets graduation requirements as per accreditation standards.

### 7.4 Class Sizes

WIS will maintain the following class size in any given year. The Head of School may make short-term adjustments to class sizes (not to extend beyond the current academic year) if unusual circumstances exist or class balance requires adjustment and s/he will inform the Board of any such exceptions. In some specific subjects, class size may be increased to enhance the learning environment.

Early Childhood Education	25 pupils
Primary School	25 pupils
Secondary School	20 pupils

### 7.5 After School Activities

WIS recognizes that a strong After School Activities Program is an essential part of a student's education. The Head of School is authorized to approve and administer all activities programs. No academic credit will be given unless an activity is part of an approved academic course.

## 8 STUDENTS

## 8.1 Admissions

### 8.1.1 General Policy

WIS is an inclusive, diverse, non-discriminatory international school. All interested students are encouraged to apply. The admission process is guided by WIS's [core beliefs](#), [school parameters](#) and mission statement. WIS views students as individuals and evaluates their ability to succeed in the classroom and WIS's capacity to support and enable them to reach their fullest potential.

### 8.1.2 Admission Review Panel

A review panel of appropriate staff members from each division are responsible for making an admissions recommendation; however, final admissions decisions are made by the Head of School. In making a decision, the review panel is informed by a set of factors or criteria that addresses the diverse characteristics and capacity of the particular grade for which a student is applying. These factors would include in no particular order:

- (a) Gender;
- (b) Citizenship;
- (c) Language proficiency;
- (d) Parent's employer;
- (e) Learning differences;
- (f) Current schooling situation;
- (g) Family links with the school; and
- (h) Date the complete application is submitted.

### 8.1.3 Admissions for Students with Learning Support Needs

In cases where a student may need additional support, the admissions review panel will evaluate the student's needs and WIS's capacity to offer accommodations within its [Learning Support Services Guidelines](#). Students entering high school are expected to be able to meet graduation requirements.

## 8.2 Guardianship Requirements

Students must reside with at least one parent or legal guardian in the Honiara area to be admitted and maintain enrolment status.

## 8.3 Student Removal from School

### 8.3.1 General Policy

The Head of School reserves the right to remove a student if his/her medical condition, learning progress or behaviour is detrimental to his/her own or other students' learning or safety.

### 8.3.2 Student Suspension or Expulsion

The Head of School may suspend or expel any student in accordance with the [Parent/Student Handbook](#) at his/her sole discretion.

### 8.3.3 Parent or Student Appeal for Student Removal

A student or his/her parent(s) or guardian(s) may appeal to the Head of School in writing within one (1) week after notification of suspension or expulsion of the student. The appeal should set out why the appellant believes that the suspension or expulsion is not in accordance with the Parent/Student Handbook or WIS Strategic Policy.

In the case of a suspension, the Head of School will serve as final arbiter, after giving due consideration to any points of appeal.

In the case of an expulsion or any suspension of longer than five school days, the Board will serve as the final arbiter, giving due consideration to any points of appeal and points in response by the Head of School.

## 8.4 Age at time of Enrolment

To be eligible for enrolment at WIS, students must be

- (a) Three years old to enter Kindy;
- (b) Four years old to enter Preschool;
- (c) Five years old to enter Prep; or
- (d) Six years old to enter Year 1.

on or before March 31st of the year of enrolment.

The Head of School may exercise his/her discretion to make exceptions in unusual circumstances.

## 8.5 Placement

Academic placement will be determined by the Head of School, Principal and professional staff. The best interest of the student will be the primary determining factor.

## 8.6 Conduct

Students are expected to be responsible for their own behaviour and to follow all rules and regulations while on WIS premises, during WIS functions and while on WIS-sponsored trips. Behavioural expectations are outlined in the [Parent/Student Handbooks](#).

## 8.7 Student Records

### 8.7.1 Collection, Maintenance and Dissemination of Student Records

A cumulative record will be maintained for each student which includes such administrative and supplementary information as may be necessary to provide an academic record.

### 8.7.2 Duration of Record Maintenance

Elementary and Middle School (K-8) cumulative academic records are to be kept for two years beyond a student's anticipated high school graduation date. High School (9-12) academic records are to be kept for thirty-nine years beyond withdrawal.

### 8.7.3 Privacy of Data

Unless required by law, data collected with regards to a student and his/her family will be strictly protected and access to such data will only be available to authorized school personnel who require the data for their job function.

## 9 FACILITIES

### 9.1 Master Plan

The Board is responsible for the development and maintenance of a [five-year Master Facilities Plan](#). All major capital developments must be in line with the Master Facilities Plan and are recommended by the Facilities Committee for Board approval.

#### 9.1.2 Annual Maintenance Plan

The Head of School is responsible for the appropriate and prudent upkeep and maintenance of all WIS facilities. As part of this responsibility the Head of School will develop an annual maintenance plan with appropriate proposed allocations from the capital and operational budgets.

### 9.2 Faculty Housing

WIS will provide reasonable, furnished accommodation for teachers and administrators who have been recruited overseas and hired on an overseas contract and provides locally-recruited staff an allowance to contribute to their housing costs.

The Head of School is responsible for annually updating the [housing procedures](#), allocations and allowances. Any changes to the housing benefits that have significant financial implications must be approved by the Board.

