

Norwich Steiner School

Management Team – Terms of Reference

Reviewed January 2019

Management team has been appointed directly by and is accountable to the School Trustees. The current members of management team are: Sarah Higgins, Debora Walker, Sandie Tolhurst, Michael Higgins, Sarah Brocklehurst and Jacqui Armour.

Changes to Membership

New members may be appointed by the Trustees or be co-opted to join Management Team by those already serving on it.

At least 75% of management team will comprise employees.

The maximum size of Management Team will be 6 members, with a minimum of 3.

Members are usually chosen because of responsibilities they either hold as part of their job, or when they have evolved or taken on a role in problem solving which goes beyond the specifics of their own work.

There is currently no formal application process for management team; this may change over time. Additional members may be co-opted onto the management team, particularly if it becomes apparent that someone is performing a role central to the well-being of the organisation.

Drastic or dramatic changes have been avoided in the above, in order to ensure stability is retained in the organisation's running & that valuable experience in management isn't sacrificed in the process of effecting change.

Resignation from membership

Ideally any member wishing to stand down from Management Team should give as much notice as possible; however, it is understood that circumstances may dictate and so members will be entitled to step down with as little as one weeks notice if necessary.

Frequency of meetings

The Management team will generally meet weekly during term time or more frequently if the need arises.

Decision Making

Management team will follow the process below when making decision:

1. Where possible, decisions will be taken on the basis of finding a consensus.
2. Where no consensus is reached and in the event of a decision needing to be taken, a majority vote will be used.

Reporting mechanism

Members of Management team share responsibility for ensuring minutes are taken at meetings.

Management team will report to the Governors by the following methods & frequencies:

- Minutes – the full confidential version
- Verbally – by a nominated member of staff attending the Governors meetings as requested or necessary
- Via special reports – which will be written by whichever management team member is most appropriate

Functions of Management Team & Delegated authority

To ensure effective management through:

- Effective reporting to the trustees
- Holding members of the group responsible and accountable for all functions for which they are mandated
- Holding teaching and non teaching staff to account
- Ensuring staff are aware of policies and are guided in their consistent use and implementation of such
- Ensuring that where problems are identified, a process is set in place to rectify them, regardless of whether they relate to personnel issues including teaching quality, parent concerns, health & safety or child protection.
- Make decisions on the viability or not, of proposals made by staff or parents.
- Responsibility for ensuring development and improvement plan is reviewed and implemented

Individual members of management team carry individual responsibility for carrying out certain roles and it is the responsibility of the rest of management team to hold one another accountable for fulfilling agreed roles. Each management team member is responsible for reporting to and keeping their trustee counterpart informed.

Where Management team identifies decisions or actions that require knowledge or training that they do not collectively possess, they will notify the trustees and ask for assistance.

Decisions that affect the short and medium term will generally fall within the remit of the Management Team. Decisions that clearly affect the long-term future of the organisation will be referred to the Trustees.

Current Areas of Individual responsibility within Management team:

- Sarah Higgins - Lesson planning and quality of teaching in lower school; initial contact for events proposals
- Sarah Brocklehurst - Lesson planning and quality of teaching in upper school
- Debora Walker - Organisation and planning in kindergarten;
- Sandie Tolhurst - Finance, Personnel, Premises, Health & Safety.
- Jacqui Armour - Designated Safeguarding Lead
- Michael Higgins - Safeguarding and quality of teaching in school