Norwich Steiner School

Management Team – Terms of Reference

September 2012

Members of Management Team & their appointment

Management team has been appointed directly by and is accountable to the School Trustees. The current members of management team are: Jeremy Nowell, Rachel Hales, Debora Walker and Sandie Tolhurst.

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.

In order to keep management team 'fresh' it is intended that there should be small changes made each year, which could include one or more of the following happening:

- New additional members
- Rotating chair/facilitator
- Within 3 years one member should step down or be replaced, providing there is a suitable appropriate person to replace the skills they bring

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. However, if a member steps down particularly at short notice, they are not entitled to withdraw from stepping down, unless the whole of the rest of management team agree to them being re-instated.

Chair or Secretary

Management Team will have a rotating 'secretary', each of who shall hold this role for one term before the role gets circulated on to another members; alternately and for practical reasons, the team may decide to rotate the 'secretary' for each meeting. Ideally, all members will be involved in taking turns at this role.

The secretary for each meeting will be responsible for taking minutes and then writing up and distributing them to other team members; the secretary will also normally put together an agenda and send out reminders for meetings.

In the case of any decision needing a casting vote, this will fall to the secretary at the time the vote is taken.

Frequency of meetings

The Management team will meet once a month 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.
3. Where there is an equal divide in a voting decision, the Secretary will carry the casting vote.

Reporting mechanism

Members of Management team share responsibility for taking minutes at meetings. All notes taken will be written up, ideally within one week of the meeting and circulated to the other management members for checking before wider circulation or publication. Ideally 48 hours for feedback or corrections should be allowed; but if this time is exceeded and there are no special circumstances, the minutes may be considered as 'approved' by other members and circulated/published where necessary.

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

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

- Minutes – with confidential or sensitive items removed
- Through updates in the half-termly school newsletter, Talking Trees

Functions of Management Team & Delegated authority

The primary functions of the Interim Management team are as follows:

- To formalise existing lines of responsibility and accountability;
- To work on improving lines of communication throughout the organisation
- To ensure that staff are aware of policies and procedures and to guide them in appropriate following of policies where necessary
- To ensure that where problems are identified, that a process is set in place to rectify them, regardless of whether these are personnel, parent concerns, health & safety or child protection.
- Coordinate and make decisions on the viability or not of proposals made by staff or parents

Management Team are empowered to make decisions relating to the above functions.

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.

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:

Jeremy	Lesson planning and child assessment in school; initial contact for events proposals
Debora	Organisation and planning in kindergarten;
Sandie	Finance, Personnel, Concerns and Policies.
Rachel	Staff pastoral care; compliance with lesson planning in school & kindergarten.