

## Norwich Steiner School – Structure and Function of the School

Purpose of Document: **Ensure clear lines of leadership & accountability**

Updated: August 2026

| Name of group & FUNCTION                        | MEMBERS & RESPONSIBILITIES                                                                                                                                                                                                                                                  | PURPOSE - REMIT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | MEETINGS                                                                                                                                                                                                                                             |
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| <b>Trustees</b><br><br><b>GOVERNANCE</b>        | Lucy Parker – Chair, Finance, Safeguarding, Early Years, SEND<br>Sue House - Health & Safety, HR, Premises<br>Barbara Bennett - Concerns                                                                                                                                    | <b>To ensure effective governance through:</b> <ul style="list-style-type: none"> <li>• Holding management team to account</li> <li>• Overview ‘health’ of school functions</li> <li>• Long term planning</li> <li>• Reviewing policies</li> <li>• Overview of support team functions (ie teaching and service groups)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Approximately once per half term<br><br>Minutes to MT and available for display                                                                                                                                                                      |
| <b>Management team</b><br><br><b>MANAGEMENT</b> | Rob Brown – Chair, Finance, Premises, HR, Quality of Education, SEND, deputy H&S, HR, Concerns<br><br>Gabrielle Pinnock – Lead DSL, Attendance Lead, Alternate Concerns<br><br>Adam Dyson – H&S<br><br>Andrea Lord – Quality of Education<br><br>Lucy Newman - Kindergarten | <b>To ensure effective management through:</b> <ul style="list-style-type: none"> <li>• Effective reporting to the trustees</li> <li>• Holding members of the group responsible and accountable for all functions for which they are mandated</li> <li>• Holding teaching and non-teaching staff to account</li> <li>• Ensuring staff are aware of policies and are guided in their consistent use and implementation of such</li> <li>• 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 &amp; safety or child protection.</li> <li>• Make decisions on the viability or not, of proposals made by staff or parents.</li> <li>• Responsibility for ensuring development and improvement plan is reviewed and implemented</li> <li>• SEND – regular screening of literacy/numeracy progress, supporting teachers to differentiate appropriately; individual assessments; IDP administration, drawing up, reviewing &amp; communicating (responsibility delegated to Caitlin Gull, Inclusion officer)</li> </ul> | Weekly or fortnightly as appropriate, usually Mondays<br><br>Minutes sent to trustees only<br><br>Relevant actions shared appropriately<br><br>Staff from kindergarten, lower school, upper school, premises, and SEND to be invited as appropriate. |

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| <b>Faculty group</b><br><br><b>PEDAGOGICAL EXCELLENCE</b> | All staff<br><br>Teaching, administrative, ancillary and support staff   | <b>To work towards pedagogical excellence through:</b> <ul style="list-style-type: none"> <li>• Participating in Child and Class studies</li> <li>• Engaging in other studies relevant to Steiner-Waldorf pedagogy</li> <li>• Engaging in teaching discussions</li> <li>• Discussing and working to resolve general matters arising that relate to the day-to-day management and support of the children, including behaviour, use of the premises, individual children or logistical and practical issues.</li> <li>• Sharing in the planning of school festivals and events</li> <li>• Receiving and engaging with any safeguarding, health &amp; safety and SEND training or updates</li> <li>• Decision regarding acceptance of trialling children</li> </ul> | Weekly during term time<br><br>Thursdays from 4-6pm<br><br>Minutes handwritten in faculty note pad and available in staff room, and generally scanned and emailed to all staff. |
| <b>Upper school team</b><br><br><b>TEACHING PRACTICE</b>  | Any staff who work with upper school teaching, support or administration | <b>To work towards teaching excellence through:</b> <ul style="list-style-type: none"> <li>• Sharing &amp; discussing pupils' work from upper school classes, in order to track and evaluate progress</li> <li>• Discussing individual pupils and developing Individual development plans and ideas for differentiating work where needed</li> <li>• Planning trips of pedagogical importance</li> <li>• Discussing general issues relating to assessments, timetabling, facilities &amp; qualification</li> </ul>                                                                                                                                                                                                                                                | Wednesdays 3.45-5.15pm<br><br>Upper school minutes taken and kept in notepad available in staffroom                                                                             |
| <b>Lower school team</b><br><br><b>TEACHING PRACTICE</b>  | Any staff who work with lower school teaching, support or administration | <b>To work towards teaching excellence through:</b> <ul style="list-style-type: none"> <li>• Sharing &amp; discussing pupils' work from lower school classes, in order to track and evaluate progress</li> <li>• Planning support for main lessons &amp; peer working</li> <li>• Discussing individual pupils and developing Individual development plans and ideas for differentiating work where needed</li> <li>• Planning trips of pedagogical importance</li> <li>• Discussing general issues relating to assessments, timetabling, facilities</li> </ul>                                                                                                                                                                                                    | Tuesdays 3.45-5.15pm<br><br>Lower school minutes taken and kept in notepad available in staffroom                                                                               |

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| <b>Kindergarten team</b><br><br><b>TEACHING PRACTICE</b>                                                                        | Debora Walker (Mentor)<br>Kerr Bessent (Assistant)<br>Lucy Newman (Manager & Teacher)<br><br>Supply and support: Andy Duncan, Susan McGurk, Claire Duncan                                                                                                           | <b>To work towards teaching excellence through:</b> <ul style="list-style-type: none"> <li>• Discussing the needs of groups and individual pupils, planning differentiation and developing IDPs where needed</li> <li>• Discussing and planning for joint teaching, sharing good practice</li> <li>• Cross pollination of ideas</li> <li>• Maintaining a Year Plan overview</li> </ul>                                                                                                                                                                                                                                                                | After session briefing daily. Weekly review meeting on Fridays.<br>Twice termly supervision meeting                   |
| <b>Safeguarding team</b><br><br><b>SAFEGUARDING</b>                                                                             | Gabrielle Pinnock (Lead DSL)<br>Nick Sanchez-Ray (Alternate DSL)<br>Rob Brown (Alternate DSL)<br><br>(Lucy Parker, Trustee for Safeguarding)                                                                                                                        | <b>To ensure effective safeguarding through:</b> <ul style="list-style-type: none"> <li>• Discussing any current safeguarding issues, monitoring progress and planning actions</li> <li>• Discussing any new information (e.g. from the NSCB or the NSPCC) or changes to legislation and planning any actions arising</li> <li>• Reviewing and discussing staff training needs</li> <li>• Discussing and planning support for parents (e.g. online safety presentations, email briefings on topical issues)</li> </ul>                                                                                                                                | DSLs aim to meet weekly or as needed<br><br>Lead DSL meets Safeguarding Trustee regularly<br><br>Minutes confidential |
| <b>Services team</b><br><br><b>FINANCE</b><br><b>PREMISES</b><br><b>HEALTH &amp; SAFETY</b><br><b>ADMIN</b><br><b>PERSONNEL</b> | According to the particular service, different combinations of:<br><br>Rob Brown & Sandie Tolhurst (Finances)<br>Tony Goodswen (Maintenance)<br>Carol Ainsworth (Admin)<br>Suzy Raw (Cleaning)<br>Susan McGurk (Concessions)<br>Carlotta Lizier (Payroll, overseas) | <b>To ensure excellence in non-teaching services in support of the school through:</b> <ul style="list-style-type: none"> <li>• Ensuring finances are well managed;</li> <li>• Ensuring the building is kept clean, safe and well-presented</li> <li>• Ensuring good communication lines with parents, staff and pupils</li> <li>• Preparing well all the aspects of school administration that ensure the school runs well: e.g. timetabling</li> <li>• Appropriate process development and implementation for human resources matters (e.g. contracts, appraisals)</li> <li>• Ensuring health &amp; safety issues are regularly reviewed</li> </ul> | Regular, as needed<br><br>Minutes only taken if needed<br><br>Actions emailed as appropriate                          |
| <b>NZCSE Coordinator</b>                                                                                                        | Carlotta Lizier<br><br>With other staff as appropriate                                                                                                                                                                                                              | <b>To co-ordinate with SEDT (qualification provider) and staff:</b> <ul style="list-style-type: none"> <li>• To ensure standards through appropriate pre and post moderation of assessments and student guidance.</li> <li>• To provide support for staff</li> <li>• To alert management team regarding any issues.</li> </ul>                                                                                                                                                                                                                                                                                                                        | As needed.                                                                                                            |