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
Trustees **GOVERNANCE**	Lucy Parker – Chair, Finance, Safeguarding, Early Years, SEND Sue House - Health & Safety, HR, Premises Barbara Bennett - Concerns	**To ensure effective governance through:** • Holding management team to account • Overview 'health' of school functions • Long term planning • Reviewing policies • Overview of support team functions (ie teaching and service groups)	Approximately once per half term Minutes to MT and available for display
Management team **MANAGEMENT**	Rob Brown – Chair, Finance, Premises, HR, Quality of Education, SEND, deputy H&S, HR, Concerns Kelly Bird – Lead DSL, Attendance Lead, Alternate Concerns Adam Dyson – H&S Andrea Lord – Quality of Education Lucy Newman - Kindergarten	**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 • SEND – regular screening of literacy/numeracy progress, supporting teachers to differentiate appropriately; individual assessments; IDP administration, drawing up, reviewing & communicating (responsibility delegated to Caitlin Gull, Inclusion officer)	Weekly or fortnightly as appropriate, usually Mondays Minutes sent to trustees only Relevant actions shared appropriately Staff from kindergarten, lower school, upper school, premises, and SEND to be invited as appropriate.

Faculty group **PEDAGOGICAL EXCELLENCE**	All staff Teaching, administrative, ancillary and support staff	**To work towards pedagogical excellence through:** • Participating in Child and Class studies • Engaging in other studies relevant to Steiner-Waldorf pedagogy • Engaging in teaching discussions • 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. • Sharing in the planning of school festivals and events • Receiving and engaging with any safeguarding, health & safety and SEND training or updates • Decision regarding acceptance of trialling children	Weekly during term time Thursdays from 4-6pm Minutes handwritten in faculty note pad and available in staff room, and generally scanned and emailed to all staff.
Upper school team **TEACHING PRACTICE**	Any staff who work with upper school teaching, support or administration	**To work towards teaching excellence through**: • Sharing & discussing pupils' work from upper school classes, in order to track and evaluate progress • Discussing individual pupils and developing Individual development plans and ideas for differentiating work where needed • Planning trips of pedagogical importance • Discussing general issues relating to assessments, timetabling, facilities & qualification	Wednesdays 3.45-5.15pm Upper school minutes taken and kept in notepad available in staffroom
Lower school team **TEACHING PRACTICE**	Any staff who work with lower school teaching, support or administration	**To work towards teaching excellence through:** • Sharing & discussing pupils' work from lower school classes, in order to track and evaluate progress • Planning support for main lessons & peer working • Discussing individual pupils and developing Individual development plans and ideas for differentiating work where needed • Planning trips of pedagogical importance • Discussing general issues relating to assessments, timetabling, facilities	Tuesdays 3.45-5.15pm Lower school minutes taken and kept in notepad available in staffroom

Kindergarten team **TEACHING PRACTICE**	Debora Walker (Mentor) Kerr Bessent (Assistant) Lucy Newman (Manager & Teacher) Supply and support: Andy Duncan, Susan McGurk, Claire Duncan	**To work towards teaching excellence through:** • Discussing the needs of groups and individual pupils, planning differentiation and developing IDPs where needed • Discussing and planning for joint teaching, sharing good practice • Cross pollination of ideas • Maintaining a Year Plan overview	After session briefing daily. Weekly review meeting on Fridays. Twice termly supervision meeting
Safeguarding team **SAFEGUARDING**	Kelly Bird (Lead DSL) Nick Sanchez-Ray (Alternate DSL) Rob Brown (Alternate DSL) (Lucy Parker, Trustee for Safeguarding)	**To ensure effective safeguarding through:** • Discussing any current safeguarding issues, monitoring progress and planning actions • Discussing any new information (e.g. from the NSCB or the NSPCC) or changes to legislation and planning any actions arising • Reviewing and discussing staff training needs • Discussing and planning support for parents (e.g. online safety presentations, email briefings on topical issues)	DSLs aim to meet weekly or as needed Lead DSL meets Safeguarding Trustee regularly Minutes confidential
Services team **FINANCE** **PREMISES** **HEALTH & SAFETY** **ADMIN** **PERSONNEL**	According to the particular service, different combinations of: Rob Brown & Sandie Tolhurst (Finances) Tony Goodswen (Maintenance) Carol Ainsworth (Admin) Suzy Raw (Cleaning) Susan McGurk (Concessions) Carlotta Lizier (Payroll, overseas)	**To ensure excellence in non-teaching services in support of the school through:** • Ensuring finances are well managed; • Ensuring the building is kept clean, safe and well-presented • Ensuring good communication lines with parents, staff and pupils • Preparing well all the aspects of school administration that ensure the school runs well: e.g. timetabling • Appropriate process development and implementation for human resources matters (e.g. contracts, appraisals) • Ensuring health & safety issues are regularly reviewed	Regular, as needed Minutes only taken if needed Actions emailed as appropriate
NZCSE Coordinator	Carlotta Lizier With other staff as appropriate	**To co-ordinate with SEDT (qualification provider) and staff:** • To ensure standards through appropriate pre and post moderation of assessments and student guidance. • To provide support for staff • To alert management team regarding any issues.	As needed.