

Staff Roles and Responsibilities

Structure



Senior Leadership Team (SIP)

Proprietor (JC – overall responsibility for everything)

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Deputy Head Teacher (NR)

Deputise for Principal

Head of Care (FM & SS)

Management of the home

Head of Admin (TB)

Finance, HR, Data

Lead Therapist (?)

Therapy

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Liaison with virtual school

Second exams moderator

Safeguarding

Examinations

Reflective Practice

DDP, CBT

Functions – Support for Proprietor

Policy and Procedures

Oversight of strategic direction of company

Staffing

Departmental issues

Wellbeing of young people

Secondary duties across the company (Governor roles)

Complaints & Investigations

Lines of Accountability

Principal – Overall responsibility for the school – line manages everyone

Deputy Principal – Stands in for the Head Teacher when not available – usually line manages from tutors down

Education Leadership Team – QTS, GCSE teaching, &/or High-level Secondary duty (SENCO, DSL, Exams Officer)
- line manages TAs

Teachers – QTS, GCSE teaching, Secondary duty

Tutors – Btec teaching, delivers curriculum with support, Secondary duties

HLTAs – Extra-ordinary duty, (Subject specialism, Key Holder Role, Secondary Duties), Curriculum, Family Liaison,

TAs – Delivers set lessons and logs how the lesson went, support across the school, secondary duties

Support Staff – Cleaning, Lunchtime duties, H&S logs, Reprographics, Maintenance, Painting, Archiving, etc

(Secondary Duties – Curriculum, Assessment, Wellbeing Officer, Pastoral Care, SEN specific, Antibullying, Behaviour, Assistant DSL, Assistant Exams Officer, Behaviour Officer, Housekeeping, H&S, Crafts, etc.)

Sub-committees

SIP – Heads of services – weekly

ELT – Senior Teachers - weekly

Safeguarding – Integrated with care – JC, TB, FM, HSH, - 3 weekly

Internal Safeguarding – JC, DSL, deputy DSLs – weekly

Examinations – JC, RP, TB, BH – oversight of examinations – as necessary (at least 6 weekly)

Curriculum – JC, AL, JB, BH, oversight of GCSE subjects, exams entries, specifications – 3 wkly

SEN – JC, JB, All SEN matters, EHCP reviews – 3 weekly

Wellbeing – JC, AH, TB – oversight of wellbeing, training and quality mark – 6 weekly

Enderby site meeting – JC, TB, RP, AH – OFSTED, site H&S, overview – 6 weekly

Therapy – Integrated – JC, NR, FM, SALT, Counsellor, psychotherapist – 6 weekly

Administration – JC, TB, RP, HB – oversight of administration - 3 weekly

Training meeting – JC, TB, HB – oversight of training – 6 weekly

Seniors meeting – JC, FM, SS, LJ, JP, AH, - (Home seniors) – strategic planning – 6 weekly

Individual Supervisions – all staff – support – 6 weekly

Appraisal – all staff – review of progress – replaces one supervision – 1x year

PAY and Progression

All staff will have annual appraisals.

Appraisals will not be linked directly to pay increases.

Appraisals are linked to the supervision system, but are used to determine annual targets and monitor performance.

If pay increases are given, these will usually be in May for TAs and support staff, and September for tutors and teaching staff.

At no time are people allowed to discuss their salary with anyone except myself and Tamlyn. (This is specified in your terms and conditions and is causing problems.)

Staff are supported individually in supervision.

Staff have performance targets annually through appraisal.

Tamlyn does compliance checks at least annually.

When times are difficult, (e.g. COVID), wellbeing measures are put in place

All staff have individual training plans.

Clovelly House School, Pay and Performance Structures, 2021/2022

Role	Qualifications	Experience	Behaviour/relationships/ therapeutic working	Secondary Responsibilities	Report writing	Teaching role (qualifications)	Performance	Pay band
	/3	/3	/5	/4	/3	/3	/4	/25
Deputy Head Teacher	Degree	Deputy experience	Overall management of behaviour Relationship with pupils Pastoral care for staff Liaison with therapists	Principal Support Pastoral care Leadership accountability Supervising teachers/tutors	Lead investigations Incident monitoring	GCSE	Appraisal Additional hours Engagement Training	£28,000 - £30,000
Teachers	Degree QTS	UK Teaching	Management of behaviour Relationships with pupils Application of PACE/DDP	SENCO, DSL Family Liaison Curriculum Officer Supervising Support staff	SoW Reports Incident Assessment	GCSE	Appraisal Additional hours Engagement Training	£26,000 - £28,000
Trainee teachers	Degree w/t QTS	Teaching	Management of behaviour Relationships with pupils Application of PACE/DDP	Deputy DSL Deputy Exams Officer Behaviour Officer Deputy SENCO	SoW Reports Incidents Assessment	GCSE	Appraisal Additional hours Engagement Training	£19,000 - £24,000
Tutors	Degree or QTS	Tutoring	Management of behaviour Relationships with pupils Application of PACE/DDP	Equalities Officer Key holder/H&S Officer Medical Officer Food Tech Officer	Reports Incidents Assessment	BTEC, ASDAN,	Appraisal Additional hours Engagement Training	£18,000 - £21,000
HLTAs	TA L3	TA	Management of behaviour Relationships with pupils Application of PACE/DDP	Subject Tutoring Housekeeping Well-being Officer H&S role	Reports Incidents Assessment	BTEC, ASDAN, UA	Appraisal Additional hours Engagement Training	£18,000
TAs	None	None	Management of behaviour Relationships with pupils Application of PACE/DDP	Subject support Anti-bullying officer SEN support Housekeeping	Incidents	Subject support	Appraisal Additional hours Engagement Training	£16,000 - £17,000
Apprentices	w/t NVQ	None	Emerging behaviour management Developing relationships Understanding PACE/DDP	Voluntary roles	Incidents	Classroom support	Appraisal Additional hours Engagement Training	£8000

Key: Engagement – attitude, bringing agenda items to meetings, performance, enabling others, supporting colleagues

Appraisal - securing outcomes for children, relationships, achieving targets, hitting budgets, contributing to SDP, resilience

Supervisions

JC – NR, HSH, AL, KS, JB, BH, AH

NR – NM, SS, KC

HSH – GB, VG

KS – ML,

Issues

The children are central to our work – we want to ensure staff wellbeing, but staff performance cannot negatively impact on the children

No-one on the team is more important than any other – some staff have more responsibilities in terms of line management, but we will struggle to function without every person's contribution, skills and knowledge

Having an appraisal system removes any discretion we have to reward performance – but if there are trust issues – eliminates grievance

Staff discussing salary increase – resentment – 'I work harder than them, why did they get and increase'

Progression – anyone willing to take on secondary responsibility – encouraged – grateful

Not likely to have progression during the first year

Small school – little chance of vertical seniority progression – school is developing more laterally

'Jennifer doesn't tell us anything!' – unpick what needs to be communicated, what is gossip and what is essential information – staff leaving, impact of COVID

Training = generous budget – staff are encouraged to participate

QTS – 3 staff on route over 2 years

Grievance – spreading it is gossip = toxic & infectious – if you have a grievance bring it to JC or TB – please don't make your colleagues unhappy because of your grievance

Appraisal targets are linked to budget and SDP

Appraisal tools

- 1. CPD targets – annual - 1x year**
- 2. Supervision books - 5x year**
- 3. Appraisal form - 1x year**
- 4. Lesson Observation - 1x year**
- 5. Standards for teachers, Tutors, HLTAs and TAs**
- 6. Pay & performance structure document**

