**[Insert school banner/letterhead here]**

|  |
| --- |
| **This is a sample Long Term Planning document to support school-based planning. Information populated under each heading is for reference only and should be updated to suit your school’s local arrangements provided they are in accordance with the Victorian Government Schools Agreement 2022 (VGSA 2022). Long term planning decisions must be provided to all staff in writing by the end of the last week of November each year (clause 12(5)(c). Please contact your sub-branch organiser or principal class organiser for additional support.** |

**Exampleville Secondary College**

**Long Term Planning Document**

As per VGSA 2022 clause 12(5), please find the following information regarding the 2024 long-term planning and workforce plan for Exampleville Secondary College.

The VGSA 2022 seeks to ensure that employees have the opportunity to perform all their duties within a reasonable timeframe and have fair and reasonable conditions. This long- term plan supports that objective.

1. **Long-term planning** means:
* development of workforce plans;
* the planning and organisation of the program of instruction in the school (including the timetable and allocation of allotments and classes, transition arrangements, and any changes to school programs, including avoiding grade splitting where possible);
* organisation of teacher work consistent with clause 22, including time in lieu for activities as set out in clause 24;
* organisational duties, including the allocation of time release and/or an allowance for the duty as set out in clause 22(11);
* organisation of education support class (ES) work, including time in lieu for any work required outside the ordinary hours of work consistent with clause 24(9) and time to participate in the performance and development process;
* organisation of teacher work in their first twelve months of teaching as set out in clause 22 (6) (b);
* the recognition of the work performed by an Aboriginal and/or Torres Strait Islander employee associated with a cultural responsibility as set out in clause 24(17);
* the schedule of meetings occurring in addition to the seven hours attendance requirement set out in clause 24(3)(a);
* organisation of classes including class sizes. In determining class sizes, staff or the union at the school may provide the principal, as the Employer’s representative, with alternatives and, following consultation, staff or the union at the school may request that the principal provide reasons in circumstances where the principal, as the Employer’s representative, determines class sizes in excess of the planning guidance set out in clause 25(3);
* the structure of selection and other panels for the purpose of making recommendations to the principal;

the process for access to external professional development opportunities.

1. **Workforce plan** means:
* a document setting out the projected staffing needs of a school having regard to factors such as the education program of the school, predicted enrolment increase or decrease, predicted staff absences due to leave or other reasons and any predicted departures of existing staff and the consequent mix of ongoing and fixed term teaching and non-teaching staff and the number of fixed term employees eligible for translation to ongoing employment in accordance with clauses 21(2)(f) to (h).
1. **Exampleville Secondary College Workforce plan**

|  |  |
| --- | --- |
| 2023 Enrolment  | 550 |
| 2024 Projected enrolment  | 525 |
| 2025 Projected enrolment  | 535 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NAME** | **CLASS** | **TIME FRACTION/SUBJECT** | **STATUS** | **REPLACING** | **REASON** | **Intended return date** |
| Ava | Principal | 1.0 | Ongoing |  |  |  |
| Rong | Assistant Principal | 0.8 | Ongoing |  |  |  |
| Kamala | LT3 | 1.0 Sci/Math | Ongoing |  |  |  |
| Lin | LT3 | 1.0 Tech | Ongoing |  |  |  |
| Djenana | LT3 | 0.6 Eng | Ongoing |  |  |  |
| Aisha | CT2  | 1.0 Math | Fixed- term – 12 months | Cate and new position | 0.5 backfilling Cate’s return from leave and 0.5 increase in Maths classes at Years 8 and 9 | 2025 |
| Lou | CT1 | 1.0 Eng/Hums | Fixed Term – Up to 7 years | Angela  | Family Leave | 2025 |
| Allira | CT2 | 1.0 PE | Fixed Term - 12 mths | Boris  | LWOP replacement | 2025 |
| Silvia  | CT2 | 1.0 Italian | Fixed Term - 6 mths | Carlotta | LSL | July 2024 |
| Janet  | CT1 | 1.0 Art | Fixed Term - 3 mths | Des | Personal leave | Not known |
| Marg  | CT1 | 0.8 Eng | Fixed Term - 12 mths |  | Potential excess (declining enrolments) |  |
| Ahmed | CT2 |  | Fixed-term - 6 mths |  | Potential excess (Uncertain elective enrolments) |  |
| Kim | ES 1.4 | 1.0 | Ongoing |  |  |  |
| Ernie | ES 1.2 | 0.8 | Ongoing |  |  |  |
| Alexis | ES 1.2 | 0.6 | Fixed Term - 12 mths |  | Predicted enrolment decrease |  |
| Linda | ES  | 1.0 | Ongoing |  |  |  |
| Kenny | ES  | 1.0 | Ongoing |  |  |  |

1. **Organisation of classes including class sizes (VGSA 2022, clause 25)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Predicted enrolments  | No of classes  | Planned Class Sizes  |
| Year 7 | 83 | 4 | 20-21 |
| Year 7 Pracs | 83 | 4 | 20-21 |
| Year 8 | 101 | 4 | 25  |
| Year 8 Pracs | 101 | 4 | 25  |
| Year 9 | 103 | 4 | 25  |
| Year 9 Electives  | 103 | 5 or 6 | 20 |
| Year 10  | 110 | 5 | 22 |
| Year 10 Electives  | 110 | 5 or 6 | Up to 25 |
| Year 11  | 74 | 3 | 23-25 |
| Year 12 | 54 | 3 | 18 |
|  | Total 525 |  |  |

The VGSA 2022 recognises that there are varied forms of teaching arrangements (including practical classes, team teaching and lecture tutorials) that optimise student learning opportunities. In addition, the organisation of teaching should provide and maintain, so far as is practicable, a working environment that is safe and without risks to health.

As agreed at Exampleville Secondary College maximum class sizes in 2023 will be:

* Years 7-12 core classes: up to 25
* Practical classes (Technology – metalwork, woodwork and robotics): 22 except for Year 8 and 9. (Consideration has been given to the availability of facilities and it has been determined in consultation with the relevant teachers and domain/learning area heads that equipment and space will still allow for a safe and productive learning environment.)
* If a class exceeds 25, due to an unexpected enrolment(s) in 2024, the following options will be available for a teacher and principal to consider in recognition of the size of the class:
	+ reduction in yard duty
	+ no extras to be given
	+ one period less of face to face per week (covered by another teacher)

reduced attendance at meetings.

1. **Teacher attendance (VGSA 2022, clause 24)**

The ordinary hours of work for a full-time teacher is 38 hours per week across five days. A full time teacher will be in attendance for a minimum of seven hours per day. The ordinary hours of work will be pro rata for a part time employee.

|  |  |
| --- | --- |
| 8.35am: | Teacher attendance time commences |
| 8.45am:  | Classes begin |
| 8.45am - 10.45am:  | Class time |
| 10.45am - 11.15am:  | Recess  |
| 11.15am - 1.15pm:  | Class time  |
| 1.15pm - 1.55pm: | Lunch  |
| 1.55pm - 3.15pm: | Class time (including pastoral program) |
| 3.15pm:  | School finishes |
| 3.35pm: | Teacher attendance concludes (Monday & Friday) |
| 4.35pm: | Teacher attendance concludes (Tuesday – Thursday) |

The first pupil instruction session begins at 8:45am. Pupil instruction ends at 3.15 pm. Teachers are on duty from 8:35 am, ten minutes prior to the first pupil instruction session. Teacher attendance finishes seven hours later at 3:35 pm, except for three days per week where teachers may be required to remain in attendance at school for an additional hour. Teachers attend a maximum of two, hour long, meetings per week which will be adjacent to the school day. The remaining hour will be taken up by professional duties undertaken at school adjacent to the school day.

1. **Education support staff attendance (VGSA 2022, clause 24)**

Education support employees attend for maximum of 7.6 hours daily between 7am and 6pm from Monday to Friday. Individual ES attendance arrangements, including starting and finishing times, and break times are agreed at the commencement of employment based on the requirements of the position and the availability of the employee and can be varied where both the principal and the employee agree. All part-time staff arrangements will be pro-rata. In the absence of agreed arrangements, daily start and finish times will be 8:30am and 4:36pm, respectively.

1. **Teachers – breaks**

Teachers are entitled to a paid lunch break of not less than thirty minutes free from assigned duties between the hours of 11.30am and 2.30pm. A lunch break is part of the 8-hour component of the 30 + 8 model.

1. **Education Support Staff – breaks**

Education Support staff are entitled to a 30-minute unpaid lunch break and free from assigned duties between the hours of 11.30am and 2.30pm. The break will be scheduled no later than 5 hours after the scheduled starting time. A lunch break roster will be developed by the relevant leader in consultation with ES staff. In exceptional circumstances when an education support class employee is required to undertake duties and not able to take a lunch break free from assigned duties within the hours of 11.30am and 2.30pm, that employee will be provided with an alternate break within five hours of the employee’s commencement of work on that day.

1. **Time in lieu for teachers and ES (VGSA 2022, clauses 24(8) and (9))**

Teachers

Time in lieu (TIL) will be granted to a teacher where attendance is required at a structured school activity outside the normal hours of attendance (i.e., in excess of 38 hours for a full-time teacher and pro-rata for a part-time teacher). TIL will accrue for the period of time that a teacher’s required attendance is greater than the normal hours of attendance. A teacher may request not to attend the school activity outside the normal attendance of the teacher where this will unreasonably affect the teacher’s personal or family commitments. The Employer may only refuse the request on reasonable grounds. Where a teacher has not been granted time in lieu by 1 December in the year it was accrued, the teacher can vary their attendance time on any school day prior to the end of the school year equivalent to the time owed, provided that the teacher provides not less than three (3) working days’ notice. If there are a number of teachers seeking to vary their attendance on the same day and that would result in the dismissal of students, then the principal is responsible for determining the timing of the absences to avoid dismissal of students.

Every effort will be made for time in lieu to be taken in the fortnight in which it is accrued. Where that is not possible, TIL will be acquitted before the end of the school year in which it was accrued, otherwise VGSA 2022 clauses 24(8)(c) and (e), and 24(9)(d) will apply. As an alternative to TIL, the principal and a teacher may agree to payment for TIL owed at the teacher’s normal rate of pay. All time in lieu will be recorded via eduPay.

Education Support staff

Time in lieu will be accrued when an ES is required to undertake work in excess of 38 hours per week for a full-time employee (or on a pro-rata basis for a part time employee). This will only occur when the work is unavoidable and reasonable notice is provided. As an alternative to time in lieu an ES and the principal can agree to payment for TIL at the ES’s normal rate of pay where the time in lieu was for work performed within the normal span of hours (7am–6pm). Where the time in lieu was accrued for work performed outside the normal span of hours, then it will be paid at 150% of the employee’s normal rate of pay. All TIL will be recorded via eduPay.

For ES and Teachers

Unless otherwise agreed between the principal and the staff member, if TIL is not granted by 1 March of the following school year, the staff member may elect to take the time owed commencing immediately or receive pay at time and a half (150%) of the employee’s normal rate of pay.

 TIL for Camps clauses 24 (8)(iii) and (9)(v)

Teachers and ES required to attend camp will be regarded as being on call for the overnight period (i.e. between 11pm and 7am) which accrues time at 50% equating to four hours of accrued time in lieu. TIL will be provided as an on call overnight payment at the following rates of pay:

* Teachers – 100% of their normal hourly rate of pay
* ES – 150% of their normal hourly rate of pay

A staff member can choose to receive TIL rather than payment.

If required to perform duties during an overnight period (such as attending to an unwell student,) a staff member will receive the on call overnight payment, and in addition accrue a further 50% TIL so that for the period they are on duty the total amount of compensation they receive is 100% (i.e. 50% on call payment plus 50% for undertaking duties.)

For the period of time that exists between the period that occurs outside of normal hours of attendance and the ‘overnight period’, Teachers and ES will accrue hour for hour TIL.

All TIL (other than the overnight on call hours) will be recorded via eduPay.

The arrangements outlined above apply to external camps and school sleepovers on school grounds.

In 2024, the following structured school activities will require staff attendance:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Term**  | **Structured School Activity** | **Day** | **Time** | **Staffing** | **Estimated time accrued** |
| Term one: | Welcome BBQ – New families | Monday | 3.35 – 6.35pm (parents attend 5.00 – 6.30) | 8 teachers & 2 ES staff  | 3 hours teachers2 or 3 hours for ES depending on normal attendance |
| Year 7 camp (3 days) | Tuesday, Wednesday and Thursday | 3 days, 2 nights | 5 teachers & 2 ES & 1 Principal or AP | 16 hours maximum per teacher and ES member (actual roster required) plus overnight payment  |
| Year 11 Camp (5 days) | Tuesday, Wednesday, Thursday and Friday | 4 days, 3 nights | 4 teachers & 2 ES staff | 24 hours maximum per teacher and ES member (actual roster required) plus overnight payment  |
| First After School Staff Meeting | Tuesday | 3.30 – 4.30 | ES to attend | 1 hour for ES staff who normally finish work at 3:30pm. None for ES staff who finish at 4.36 pm |
| Parent teacher interviews^ | Thursday | 11 am – 8 pm | All teachers | 1 hour. Attendance on day is shifted to 11 am - 8 pm. No classes run. |
| Term two: | Year 9 camp (3 days) | Tuesday, Wednesday and Thursday | 3 days, 2 nights | 4 teachers and 2 ES  | 16 hours maximum per teacher and ES member (actual roster required) plus overnight payment |
| VCE Outdoor Ed Camp(3 days) | Tuesday, Wednesday and Thursday | 3 days, 2 nights | 2 teachers and 1 ES  | 16 hours maximum per teacher and ES member (actual roster required) plus overnight payment |
| Winter concert | Friday | 3.35pm – 7.35pm | 6 teachers & 3 ES | Up to 6 hours rehearsal time per IMT in addition to the event.4 hours per teacher on the night4 hours per ES on the night (depending on normal attendance) |
| Term three: | Parent teacher interviews^ | Thursday | 11 am – 8 pm | All teachers | 1 hour. Attendance on day is shifted to 11 am - 8 pm. No classes run. |
| Subject and Careers Expo | Wednesday | 4.35 – 8.35 pm | 10 teachers & 2 ES | 4 hours per teacherApprox 4 or 5 hours per ES (depending on normal attendance) |
| Inter-school debating  | Day to be determined | Debating to be finished by 6 pm | 1 teacher | 2 hours 25 minutes maximum. Confirmed once day and date known |
|  | VCE Outdoor Ed Camp(3 days) | Tuesday, Wednesday and Thursday | 3 days, 2 nights | 2 teachers and 1 ES  | 16 hours maximum per teacher and ES member (actual roster required) plus overnight payment |
| Term four: | Year 12 Graduation | Monday | 3.35 – 6.35 pm (Ceremony from 4.35) | 6 teachers & 2 ES\* | 3 hours for teachers or 3 hours for ES depending on normal attendance  |
|  | Summer concert | Friday | 3.35pm – 7.35pm | 6 teachers & 3 ES | Up to 6 hours rehearsal time per IMT in addition to the event.4 hours per teacher on the night4 hours per ES on the night (depending on normal attendance) |
| All year | Regional and state level sporting competition – staff supervision |  |  | As required | To be confirmed and included in consultative committee minutes once dates and times are known |

\* Other staff interested in attending the Year 12 graduation will not be required to perform duties

^ Time in lieu accrued for attendance at parent teacher interviews is acquitted by shifting the attendance on the day, and by releasing teachers from duty for the Tuesday meeting. The Wednesday meeting is also cancelled but teachers are still required to be in attendance on that day.

1. **Time-in-lieu – acquittal**

Time in lieu accrued for attendance at student learning conferences is acquitted by varying attendance for the remainder of the week – i.e., shifting attendance time on the day of the conferences and reducing the number of meetings held that week.

Teachers and ES staff with accrued time in lieu in relation to other structured school activities, such as camps, parent information BBQ, etc. can apply to take accrued time in lieu or seek payment by following the requirements set out in the VGSA 2022 clause 24(8) and (9).

For teachers, time in lieu is to be acquitted at a time that is least disruptive to the educational program, and for ES at a time following consideration of the operational needs of the school. Where possible, TIL should be acquitted at a time that is mutually agreed upon by the teacher or ES and principal.

Where time in lieu is acquitted without CRT replacement, it will be provided at a time where the staff member does not need to be on site at the school, such as at the beginning or end of the school day. When a staff member is not required to attend work to perform duties (i.e., acquitting time in lieu) they will have the number/amount of duties which are required, reduced, relevant to the TIL taken.

1. **Teachers – meetings**

Teachers can be required to attend up to two hours of meetings adjacent to the seven hours of daily attendance. These meetings will not exceed one hour unless otherwise agreed via consultation, and where a meeting exceeds one hour, the total required afterschool meetings for that week will not exceed 2 hours.

Meetings adjacent to the school day will occur on Tuesdays and Wednesdays.

The following meetings will occur every three weeks on Tuesday and rotate:

* staff meetings
* learning area meetings
* whole staff professional development sessions.

PLCs occur each week on Wednesday.

Meetings will commence at 3.35 pm and end at 4.35 pm. Attendance at meetings for part-time staff is pro rata.

1. **Teacher Work 30 + 8 (VGSA 2022, clause 22(8))**

This section details the organisation of teacher work as described in the VGSA 2022.

* **30 + 8**

A full-time teacher will be provided with 30 hours of time to undertake the work directly related to the teaching and learning program of their class(es) (such as face-to-face teaching, planning, preparation, assessment of student learning and collaboration), ***with the duties undertaken within that time determined by the teacher.*** The remaining eight hours available for other activities (such as yard duty, meetings, and lunch). This will be pro rata for part-time teachers.

* **Organisation of teacher work including the face-to-face teaching requirements**

 Face-to-face teaching is a maximum of 18.5 hours and all face-to-face teaching is to be considered within the 30 hours of the 30+8 model.

A full-time face-to-face teaching allotment is:

* 21 x 50 minutes (1050 minutes)
* Up to 20 extras per year, one per fortnight

Under-allotted teachers can be given replacement classes up to a full-time teaching allocation. Wherever possible, these will be allocated before extras and could also consist of team-teaching, special programs or tutoring.

* **Pupil free days and teacher professional practice days**

In 2024 there will be five days over the year where teachers aren’t required to teach students, structured as follows:

* 29 January – pupil free day – AIP overview, school communication, OHS & teacher directed
* 9 June – pupil-free day – assessment and reporting (teacher directed)
* Term 3 – pupil-free day – (date and program to be confirmed)
* 4 November – pupil-free day –– PLCs and assessment
* 28 November – common professional practice day (all staff, teacher determined, but in time for reporting)\*

\* The work undertaken on professional practice days will be consistent with Departmental and school priorities and selected from the following areas: planning, preparation, assessment of student learning, collaboration, curriculum development, relevant professional development and peer observation including feedback and reflection (as outlined in VGSA 2022 clause 22(12)(b)).

* **Organisation of work of teachers in their first 12 months of teaching**

Teachers in their first 12 months of teaching will teach a maximum of 17.5 hours face to face per week and will not be required to take ‘extras’, with the usual arrangements for replacement classes to apply. In addition, teachers requested to act as mentor for a classroom teacher in their first 12 months will be allocated a one period time allowance per week per graduate mentored to support their mentee.

* **Teacher replacement classes and extras**

Where a teacher is absent or unavailable to take their class, a replacement teacher will be allocated to take the class. If a person is under-allotted and available, they will be allocated the class prior to a teacher being given an ‘extra’ class or a casual relief teacher being used.

Where a teacher’s normal class is absent (e.g., attending an excursion), that teacher may be assigned a replacement class on the day their class is lost. Where a teacher’s regular class has been dismissed for the year (e.g., Year 12s finish in October, Year 10s and 11s finish in November), a teacher may be assigned replacement classes of up to 80% of their timetabled allotment in any given week.

A teacher who teaches a Year 12 class(es) will not be allocated replacement classes until the students in that class(es) have completed the final exam for that subject. This is to ensure that a Year 12 teacher can continue to provide pre-exam support to students.

* **Allotment preferences at Exampleville Secondary College**

All teachers will be consulted through an allotment preference process at the end of Term 3 to enable them to identify their preferred allotment for the following year. Every effort will be made to provide each teacher their preferred allotment.

**Early commencement / Step Up Programs**

As senior classes are dismissed at the end of the year, Exampleville Secondary College will run a week long early commencement program for students entering Year 11 and Year 12 in the following year. Teachers required to teach these programs will be provided with an allotment of not more than 80% of the teacher’s dismissed classes, in the week those classes were dismissed.

1. **Yard duty**

Yard duty will be shared equitably across the teaching staff (pro rata for part-time staff) and is to be considered as part of a teacher’s ‘other duties’ under the 30+8 model. Yard duty scheduled before and after school will occur with staff via consultation and agreement rather than allocation. The maximum yard duty allotment will be one lunch (30 minutes) and two recess or before/after school duties (15 minutes each).

Yard Duties will be allocated in a way that ensures that every member of staff is still able to take a 30 minute lunch break free from assigned duties. Efforts will be made to ensure a teacher does not have yard duty directly after a class, or directly before a class.

Education support staff will not undertake yard duty.

1. **Cultural responsibility and Aboriginal and/or Torres Strait Islander staff**

All staff at Exampleville Secondary College have a role in ensuring that the school is culturally safe for Aboriginal and/or Torres Strait Islander staff, students, families and visitors.

Where an Aboriginal and/or Torres Strait Islander staff member agrees to undertake work that requires a cultural responsibility, the impact of that responsibility will be considered in the context of the employee’s duties and will be recognised with time release and/or a special payment, in consultation with the staff member and consultative committee.

By the end of 2024, all staff will have had the opportunity to attend a school sourced and organised PL on Cultural Safety and Inclusion, within the normal meeting structure.

Exampleville Secondary College will begin each whole staff meeting with an Acknowledgement of Country.

1. **Organisational Duties**

Organisational duties, including any allocated time-allowance and special payment, will be reviewed through the consultative committee by the end of Term 3 as per the VGSA 2022 Clause (22) (11). A finalised list of positions of responsibility will be published during Term 4, to enable teachers to express interest, subject to a local merit-based selection process.

1. **The structure of selection and other panels for the purpose of making recommendations to the principal**

Selection panels for all staff positions (teachers and ES) will comprise a minimum of three people:

* principal or principal nominee
* an elected union representative
* an additional staff member

At least one panel member will have merit and equity training, and provision will be made for gender representation. Where possible the panel should include an employee from the same employment classification as the position being advertised.

1. **Accessing external professional development opportunities.**

All school staff – teachers, ES, and principal class – can benefit from accessing professional learning relating to their area of work. Applications to undertake external professional development should be completed using the Google form and submitted at least four weeks before the scheduled professional development.

The principal, in consultation with relevant leaders, will decide on attendance within one week of receiving the application and advise the employee the outcome in writing.

1. **Education support staff – duties**

The duties, responsibilities, and appropriate salary range of ES staff are outlined in the Dimensions of Work (VGSA 2022, Schedule 4). An ES employee can request that the principal undertakes a range review. Similarly, a range review may be initiated through a discussion at the consultation committee.

1. **Education support staff – contract dates and annual leave**

All ES fixed term contracts will include the December and January holidays i.e., January 2024 to January 2025. ES staff will attend for duty on the first day of Term 1 with teaching staff.

1. **Agreed consultation arrangements**

On 1 September, agreement was reached between the Exampleville SC Principal and AEU Sub-Branch Representative(s) on consultative arrangements. The consultative arrangements for 2024 will be:

* Composition:principal
* assistant principal (principal nominee)
* business manager (principal nominee)
* AEU CC teacher representative
* AEU CC ES representative
* staff representative

• the operational procedures including the chair, and schedule of meetings

* the chair will be the principal and we will follow ‘Exampleville College’s meeting norms’
* meetings will occur every 2 weeks and be within the normal hours of attendance. The schedule of meetings will include the consultative committee.

• the arrangements to enable committee members the opportunity and time to canvass views in their school:

* time will be provided at the end of each staff meeting for staff reps to canvass views. The AEU reps will schedule other meetings with the sub-branch where required. It has been agreed that additional time may be provided where needed and that request will come through the consultative committee.

• time release for one union nominee to enable consultation with the union sub-branch, which must not be less than provided in subclause (4)(d)(iii);

* the union rep will be provided with the equivalent of one period per week with additional blocks of time where a significant school change is occurring

• the treatment of confidential material as it relates to employees of the school:

* all consultative committee members understand and agree that ***personal*** information disclosed during discussions will be treated confidentially

• the method of recording and communicating decisions to staff:

* it is agreed that the minute taker role will be rotated each meeting. Each member of the consultative committee will take minutes except for the chair. These will be sent to the principal for finalisation and distributed to all staff