


## WILLOW DENE School Development Plan 2023-24

 To realise the potential of the growing central admin and premises teams through developing new roles, and improving communication and collaborative working at all levels

 Why

Willow Dene is expanding. The larger workforce and premises necessitate growth within the central teams. Larger teams over a greater location need to be able to work with increased efficiency and collaboration.

 Success

Willow Dene's premises and admin teams have expanded so there is sufficient capacity. Within teams there is good job satisfaction and people have what they need to do their jobs well. Teams are communicating and working well internally and externally with other teams.

AUTUMN			
What? (action)	Why? (is the change needed)	Success (what will it look / sound like?)	Evaluation (sources of impact feedback)
Individual meetings with premises team members establish parameters for future meetings	Premises team need to feel that the needs of the team are prioritised and that team meetings have purpose	Agreement is reached about how premises team meet school leaders for information sharing. There is shared understanding about what will be achieved. Leaders are committed to actioning what is agreed in	Meeting minutes Feedback from Premises team Evidence of actions

		meetings. The meetings are productive	
Premises team members identify key areas for action which would support them in their roles	There is a shared understanding of what would improve support the team and a timeline for agreed actions	Premises team are prioritised for collaborative working to improve support. They have considered what could make positive difference to their role and there is a commitment to change from school leaders	Meeting minutes Feedback from Premises team Evidence of actions
Premises and admin teams profile are raised through morning briefings with items raised by the teams	The day-to-day work, challenges and achievements of the teams are not shared consistently with the wider school, therefore less is known about their roles in comparison to child-facing teams	There is wider understanding of the role and priorities of premises and admin teams including successes, challenges and priorities. The premises team feel included in the wider school community.	Briefing meeting videos Feedback from briefing meetings
New Executive Assistant role has clear parameters for working which are communicated to the wider central team	This is a new role, the function of which needs to be clear to the wider admin team to ensure that there is a consistent leadership narrative and that leadership roles are viewed equitably	The Executive Assistant and other central team leaders are working cohesively, and the team are receiving consistent messaging. The EA role is having positive impact.	Team meeting minutes EA action plans Feedback from team members
Office etiquette document is finalised and shared with admin team	In order for seamless collaboration amongst admin team members, standards for office etiquette need clarity and expectation	There is an office etiquette visual guide in place. Expected etiquette is clear, agreed and consistently applied. Incidences which do not comply with agreed standards are addressed promptly	Etiquette document Meeting minutes PDC records
The purpose of whole admin team meetings is reframed as time for co-construction and	The direction of admin team meetings over the last year has been variable. Timing has often been challenging.	There is a clear purpose to each meeting. There are terms of reference with regard to expectations within meetings.	Meeting minutes

there is commitment to all team members buying into these		There is a focus on ideas and innovation with agreed actions. The whole team attend and commit to the time.	
Line Management gives clear lines of communication for individuals, and PDCs and interim meetings focus on answering questions, managing workload and growing relationships	Line management has been widespread and admin team members have not had a forum to regularly feedback on issues that affect them in a consistent way	There is regular dialogue between admin team members and their line-mangers, leading to mutually responsive relationships and positive impact	PDC records Feedback from team members and line managers
Any queries about pay and conditions from existing teams are raised with HR and resolved	There may be historical issues concerning pay, affecting how team members feel about their roles	The opportunity for team members to raise any queries about pay is given to all team members, raised with HR and feedback actions/shared transparently. Where further work is needed, this is done in a reasonable timescale	Email records from HR/EPM Feedback from team members JDs/contracts
Planned recruitment is completed and there is a further plan for the next tier of recruitment	There are active vacancies for premises team and admin team and further roles currently undergoing evaluation	HR admin, reception, additional member of premises team and facilities support have been recruited to. JDs are completed for potential further roles (i.e., premises traffic management, outside housekeeping). A timeline for recruitment is in place.	Advert/JD/Person spec Recruitment records Feedback from Compass HR
There is a premises and admin plan in place for the autumn term which prioritises need at Oakmere Road. This will include refining practice to ensure the	There is active growth of physical premises and occupancy, which will be particularly pressured in the autumn term before the new building is ready	The demand for admin and premises at Oakmere Road is met and is sufficient to meet the increased need with responsive services	Feedback from staff and parents

FOCUS AREA: Collaborative Working LEADS: Rachel Harrison, Barbara Box, Joshua Garrett-Smith, Claire Celisse, Sara Courtney

jobs portal at Oakmere Road is working well.			
Each admin team member has a clearly defined role, which is regularly reviewed with the line manager. There is a plan in place to ensure that role knowledge is shared with another team member to support capacity. Pauline, Diviya and Noel are well-placed within teams and their roles are also clearly defined.	Roles were reviewed with team members some time ago but have not been summarised for individuals or a wider audience	Roles within the admin team are clearly defined. They consider previous review of roles. Team working means that specialist knowledge is shared. People know who to go to when needing advice/expertise	Admin structure document PDC records Meeting minutes Admin team feedback