

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



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



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.

SUMMER

What? (action)	Why? (is the change needed)	Success (what will it look / sound like?)	Evaluation (sources of impact feedback)
CPLD with external provider is delivered with an evaluation at the end which shows impact and identifies next step	To ascertain the potential impact of targeted CPLD on quality of service	Customer services and etiquette are improved and consistent across team members, context and time.	CPLD records Observation PDC records
Reorganisation of admin roles to ensure better skills match and more efficient people and budget management	To ensure that individual roles are targeted to skills and that role distribution is streamlined and makes efficient use of the admin time.	Workload is managed more efficiently and targeted to the strength of the existing team in the most budget efficient way.	Reorganisation documentation PDC records
Incorporate non class based role for current TA to support office capacity and allow her continued employment	A current TA has an identified health need. Office team has needed to use additional hours and bank receptionist this year.	Reduced expenditure because workload has been distributed to new role. The TA remains in employment.	Job description Record of HR processes

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

Develop a system for office work experience for existing employees where this has been identified as an area of interest in their PDC	To ensure there is equity in development opportunities	There is an application process which is transparent which will provide a development opportunity which currently does not exist	Feedback from staff PDC record Process records
Employability routes for young people with additional needs have been explored with a view to future employment opportunities	Employment opportunities for young people with additional needs are hard to find. Willow Dene has capacity to offer employment within central teams in the future	There is understanding of the route that potential employers can take and commitment from the leadership team to explore this further	Meeting minutes
Premises team organisation has developed to take into account the growing footprint of Oakmere Road	The Oakmere Road premises continues to grow with the addition of the Sixth Form building. The main building is operating at full capacity	Oakmere Road environment is in good repair and systems for identifying where work is needed means that this is done in a timely way	Meeting minutes Premises work record
There is an early plan to create an appropriate working space for the premises team which may involve future use of premises house at Swingate Lane	The premises team is larger. Their current office / workspace is extremely small and not conducive to effective working	There is effective use of unused space. The premises team are accommodated in a fit for purpose workspace	Meeting minutes Team meetings
Alternatives to communication mode between Admin and Premises have been explored and a way forward identified	Current system of two-way radios is inefficient and can easily create miscommunication	Communication between Admin and Premises has improved because the mode of communication used is less invasive and less open to interpretation	Meeting minutes

SPRING			
What? (action)	Why? (is the change needed)	Success (what will it look / sound like?)	Evaluation (sources of impact feedback)
New Premises team members are supported to grow and develop as part of the team	To create additional capacity to manage the growing need.	Premises team planned work increases and responsive work decreases or is more easily absorbed into growing caseload.	Premises meeting discussions induction records
There is a programme of Premises work for Oakmere Road which is agreed through joint walk arounds	To support the location of a Premises team member at Oakmere Road	The Oakmere Road learning environment continues to develop, is safe and the move to the sixth form is supported by the Premises team	Records of walkarounds at OMR Sixth form learning environment
Develop system for Admin email management	So that email correspondence is prioritised and is dealt with in a timely way and does not dominate Admin workload	Emails which need replies are dealt with swiftly so that communication is improved. Non important emails are responded to with a holding email. All team members consider which emails are important and are not and why.	Email evidence Email traffic data Admin team meeting minutes
There is an Admin team structure graphic which explains the role of each team member	There is clarity for the wider team for whom to contact regarding what. Each member of the team has their own professional identity	Each team member feels valued in their role. The wider team is clear where they go for support. There is 'less' message carrying between admin team members.	The visual structure Communication records
There is a review of how internal telephone calls are managed by the Admin team, including how Swingate Lane, Oakmere Road and Sixth Form interface with each other and how contact with Premises is managed	To reduce unnecessary internal calls, therefore causing less disruption to classrooms and more efficient internal communication	All team members know where the admin team are located on any given day, reception and back office communicate effectively so that internal calls are dealt with effectively. Unnecessary internal calls are	Admin telephone records Anecdotal evidence from classroom teams

		reduced because admin team consider their impact on learning	
The component part of Admin team roles are discussed and agreed with team members	There is collective agreement that roles are cohesive and allocated to the most appropriate skill set	There is clarity about what comprises each person's role and this is articulated by team members	Role descriptions PDC records
To discuss at Admin team strategic level a structure for knowledge sharing between team members	So that collaborative working is encouraged as a matter of course and that there is a structure to this	Admin team members are working constructively and effectively together. Knowledge bodies are not reliant on a single person	Record of strategic admin discussions Admin meeting minutes
Next steps in admin etiquette and customer services are identified through CPLD with external provider	So that there is an external perspective and development points for customer services	Customer services and etiquette are consistent across team members, context and time.	CPLD records
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
There is a premises and admin plan in place for the spring term which prioritises Sixth Form need as the new building is completed	There is active growth of physical premises and occupancy, which will be particularly pressured in the spring 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
Each team member's role, which is regularly reviewed with the line manager	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	Admin structure document PDC records Meeting minutes Admin team feedback

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

Pauline, Diviya and Noel are well-placed within teams and their roles are also clearly defined		knowledge is shared. People know who to go to when needing advice/expertise	
--	--	---	--

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 meetings. The meetings are productive	Meeting minutes Feedback from Premises team Evidence of actions
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	This is a new role, the function of which needs to be clear to the	The Executive Assistant and other central team leaders are	Team meeting minutes EA action plans

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

which are communicated to the wider central team	wider admin team to ensure that there is a consistent leadership narrative and that leadership roles are viewed equitably	working cohesively, and the team are receiving consistent messaging. The EA role is having positive impact.	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 there is commitment to all team members buying into these	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. There is a focus on ideas and innovation with agreed actions. The whole team attend and commit to the time.	Meeting minutes
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

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

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 jobs portal at Oakmere Road is working well	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
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