

Section 3 - Building your action plan to further develop your school

'Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organisation. When that happens people feel centered and that gives their work meaning.'

Warren Bennis, *Learning to Lead* (Perseus Books, 2003)

You've all written action plans, post Ofsted development plans and no doubt a thousand other different types of plans for the future throughout your career, but this one is slightly different because it is founded on the successes of all those other plans, and as a result you can take your time to plan something that truly encompasses the thoughts and suggestions of your entire school community. You and your team have already identified the areas that needed improving and then you went about and improved them, so this time you can confidently plan out the future, safe in the knowledge that you have a working staff team who know how to make change happen.

Don't be afraid in this action plan to think creatively and imaginatively as you and your team plot out some of their suggestions for improvement. Remember though, and this is of pivotal importance, that your school has been judged on its current position and how you have managed to introduce and deal with all that the current education system has had to offer, but as sure as eggs is eggs, education will change. Don't be tempted to cruise in any area of your school's life. Never assume that a teacher will always get it right or that everything will stay the same the next time that Ofsted come knocking, because it most certainly will not.

Therefore, you will need to keep your staff on their toes, keep them accountable through designated release time, performance management and TLR points, keep them fresh and up to date, keep the elements of change occurring year in and year out so that the school has no option but to evolve, and give a bubbling sense of vibrancy to all who work, attend or visit there.

So how should you be planning out the future and maintaining the drive that has made your school successful in the first place? Obviously, a good place to start is to look at the Ofsted suggestions about where the school can improve further and see them as the challenge that they are. They have been pointed out for a reason, but in giving you your grade, the team who inspected you have already stated that you have the capacity to improve things further and so of course their suggestions will need to be addressed. These tips and guidelines need to be seen to be being improved, if only to tick the 'how has the school improved since its last inspection' box, but it would be a mistake to only give them lip service. You need to plan out how you are going to improve as meticulously as you would for any proposed changes given by staff, parents and children.

