

SICI

The Standing International
Conference of **Inspectorates**
Better Inspection, Better Learning



Planning for improvement

Effective planning and plans

P2.1/2



Aims of this presentation

- Outline the features of effective planning for improvement
- Introduce SMART objectives
- Identify the features of good school improvement plans



Planning for improvement

- Planning for improvement is established in most schools, although its quality varies
- It is often described in an annual cycle or programme
- Robust and effective planning for improvement is part of good leadership and management
- Poor improvement planning [is] often present in schools that struggle to move out of being inadequate [Ofsted Annual Report 2010]



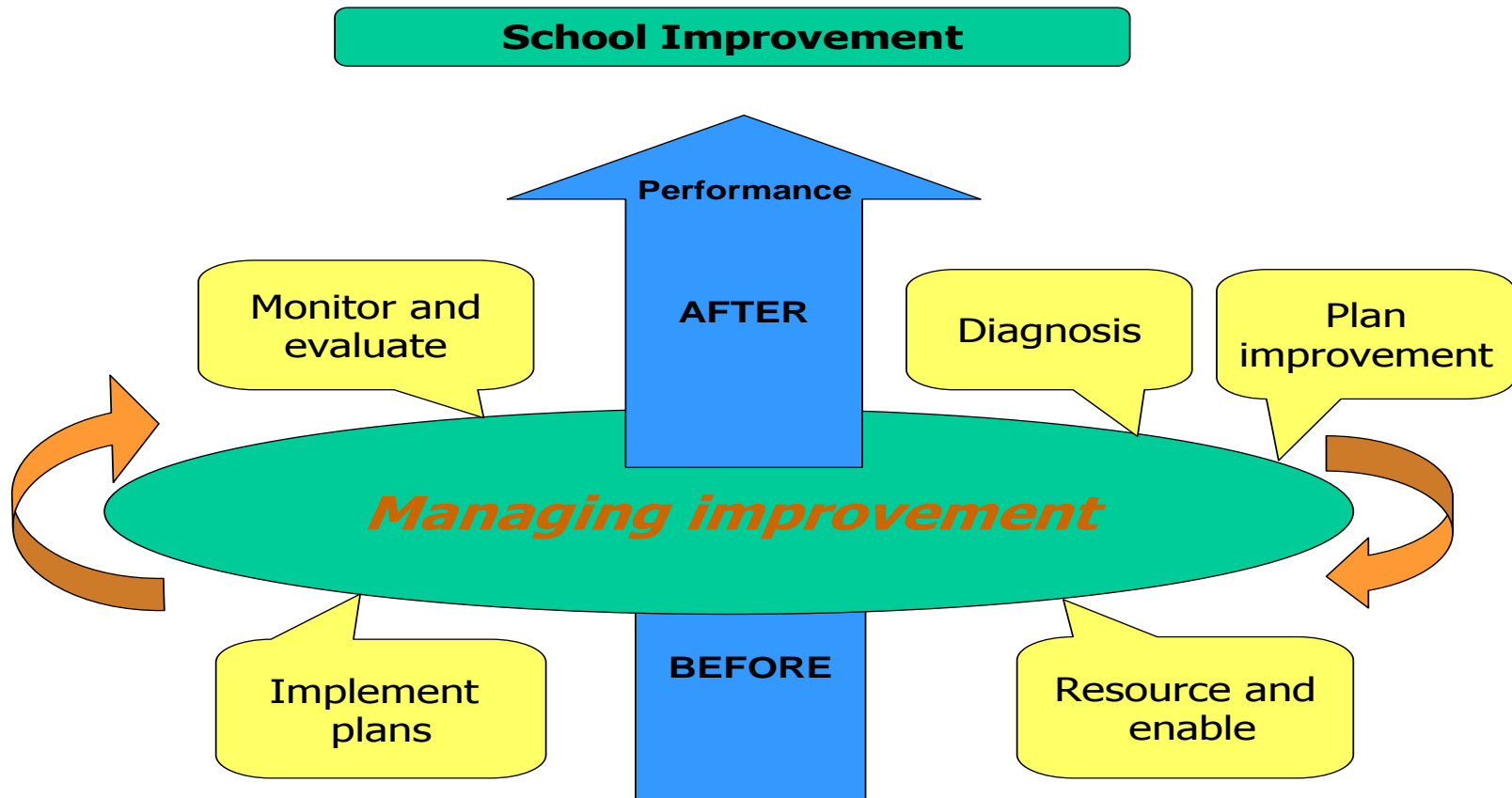
Improvement planning process

Involves:

- identifying **priorities or objectives** for improvement
- strategically **planning action**
- **managing resources** for action to be taken
- **implementing** plans
- **monitoring** progress
- **evaluating** the effectiveness of action
- **adjusting plans and priorities**



School improvement cycle





Good planning for improvement

- Firm leadership and systematic management
- Not a one-person activity – it will often involve teams of people
- Owned and shared by staff
- Focus on things that matter and will have an impact on the learning and achievement of pupils
- Priorities for improvement are based on inspection, self-evaluation and any other information about the school
- Continuous process; the plan is a working document
- ineffective unless it leads to demonstrable and sustainable improvement



SMART objectives

- Effective planning and plans are based on SMART objectives
- SMART objectives are:
 - S** Specific
 - M** Measureable
 - A** Achievable
 - R** Realistic
 - T** Time-limited



Characteristics of a good plan

- No prescribed format, but common features
- Provides an agenda, a timetable and a checklist for improvement
- Shows for each SMART objective:
 - actions to taken
 - who is responsible
 - timescales and deadlines
 - how progress will be monitored
 - success measures



Evaluating planning and plans

- Evaluating planning involves ‘show me’ as well as ‘tell me’
- The test of effective planning is seeing successful outcomes to priorities for action
 - this involves inspection trails following through intentions and processes to outcomes
- Inspectors explore why planning is effective or not
 - process – systematic or not? understood by all or not?
 - plans – specific and important objectives, measurable, achievable and realistic or not? Monitored and evaluated or not?



Summary

- Planning for improvement should be systematic in moving from priorities to planned action and improvement
- Effective plans are based on SMART objectives and include components to ensure secure action and improvement
- Improvement plans are working documents
- Effective planning for improvement is a facet of good leadership and management