The First 100 Days of Headship

Rationale

Taking on the challenge of a new school for the first, second or third time is exciting but tough. You only have one go at making those first impressions and the finding out stage is vital if you want to implement change quickly. The landscape is littered with leaders who made the wrong changes too soon, whilst the level 5 leader (Jim Collins-Good to Great) knows that you need to build the cultural capital with colleagues so that they develop trust and confidence in the leader and their vision. This paper looks at an outline structure for the new school leader, and how they might go about understanding the first 100 days of headship in their new school.

Where do you need to be at the end of the 100 days? What are the critical questions? The outline plan below will get you to the answers to these 7 key questions.

1. Draft 1 of a Development plan should be ready to write
2. You should know how to add 10% to your GCSE Results
3. You should be able to segment your staff into these categories
   a. Change agents and leaders—your future implementers and creators
   b. Sound, Solid, Successful practitioners—challenge is to add the 5% to make them category 1 colleagues
   c. Resistant lip servants—sounds great boss as long as it doesn’t need me to engage
   d. Blockers and Mavericks—only one way to work and that’s my way
4. What curriculum changes are needed for next academic year?
5. How well do the behaviour and reward systems work?
6. How good is teaching and learning and how good are the results that the school gets? (2 different questions)
7. What do the stakeholders think of the school?

Personal Diary

This is hard to maintain and will probably be the thing that gets left off your list but if you can, discipline yourself to do it. There is value in the rigour of reflection and consideration of how things went. It does not have to be a literary masterpiece, just use WWW (What Went Well) and EBI (Even Better If) to look at what worked and what needs more attention.

The 100 Day Plan-

1. Senior Leadership Team
   a. Need to do 1 to 1 session asap to establish work practices and role and responsibilities
   b. Need a blue skies day early in the process-Friday evening into Saturday morning-ask them for their vision for the school rather than you tell them yours at this stage—Blue Skies 1
   c. Do a vision session in week 16 as you formulate your thinking ahead of the end of the 100 days—Blue Skies 2
2. Staff
   a. Meet every person on payroll-do 1 per day for 15 mins
   b. Staff Questionnaire to inform vision in week 21
   c. Staff Meetings to do feedback sessions on what you are seeing
   d. Open Door sessions-twice weekly open door sessions where staff can make appointments to
come and meet and share issues they want to discuss

3. Curriculum
   a. Shape and Structure-What does it look like and how far is it away from your expectations
   b. Syllabi and Courses in KS4 and 5
   c. Where is the Best Practice in AFL?

4. Students
   a. Work sample 20 classes across the school-4 per year in 7 to 11
   b. Who and where are your challenging students? Who has their timetables? Can you schedule
SMT to visit them?

5. Teaching and Learning-start in week 3
   a. Publish to staff your lesson observation protocols
   b. Do 20 cover lessons-1 per week to get sense of how well cover is planned and delivered and
get an insight into displays and student attitudes
   c. Observe 40 lessons across range of subjects-2 per week-40-50% of the teachers-use the
OFSTED criteria to give a benchmark-do this with SMT and middle leaders to QA their
judgements

6. ICT and E Learning
   a. Infrastructure and Network capability
   b. Who are the 10 best e-learning teachers?
   c. What is the ICT resource in classrooms?

7. Subject Leaders & Welfare and Guidance Team
   a. Meet in small groups-3 max-and look at their developmental journey
   b. Developmental session-their vision for their departments
   c. How do they build teams?
   d. Do the Leadership audit matrix with them to get a self assessment of training and
development needs

8. Parents
   a. Parent Surgeries –involve SMT and governors-4 over the first 100 days
   b. Meet the Principal meetings-do 3 in the first 100 days-informal but key messages
   c. Principal’s newsletters-fortnightly across the first 100 days
   d. Parent Voice Group-cross section to get parent views in more detail-launch at Meet the
Principal
   e. Parents and Student Questionnaire to inform vision in week 21
9. Governors
   a. Need to set up an informal session with each of them, visiting them in their workplace to build relationships but to open up the community dimension

10. The Building
    a. Layout and Design-do the walk with the building services team
    b. Areas for Improvement-where do kids go that you do not want them to go?
    c. Refurbish Reception-first thing that visitors, students and parents see-your chance to make a mark-get pictures of learning all over the reception

11. Assemblies and Student Voice
    a. Set up a student voice access group-25-30 students from Y7 to Y13 to get feedback on a range of issues and to pick up themes and areas for development from the student questionnaire
    b. Do 3 sets of assemblies
       i. Week 1-My Standards and Expectations
       ii. Week 4-What I like about this school and what I might want to change
       iii. Week 10-How I want to improve this school

12. Things to get to know
    a. Budget
    b. Exam Results
    c. Baseline Data & Targets
    d. Attendance

13. Community
    a. Meet Primary Heads-invite to a breakfast or tea session
    b. Get a visit in to the main feeder schools within first 50 days
    c. Who are the main employers in the area? Organise a breakfast meeting for local business and industry people
    d. Invite the local residents-use the school postcode-to a session in the school-use music and drama to provide intro performance-get some key messages

14. SEF
    a. How good is the current SEF-when was it last updated? Who owns it?
    b. What were the main themes in the last OFSTED report? Are still current?
    c. Give sections of the SEF to SMT to complete-good way to check how efficient they are and they probably know the school better

15. Development Plan
    a. Leave this until Day 101-the purpose of the 100 days is to get a clear picture of the development needs of the school
16. Website
   a. How out of date is it?
   b. What does the home page say?
   c. Make the Home Page different even if it is outstanding so that there is a message of newness from the new Head

17. Learning Walk
   a. This is time consuming but vital-I would set aside 3 hours per week for this and target or focus on different areas of the school so it is a more detailed look rather than a skim across the surface
   b. This gives purpose to the walkabouts that you must do. Good idea to focus on themes and tell staff and students this is what you are looking for-take a different member of your SMT or middle leaders each time you do it. Take a camera so that you can get images of really good work or students engaged in learning-do not forget to tell parents you are doing this!

For Example:
   i. Week 1-do lessons have good starters
   ii. Week 2-do you see objectives being used
   iii. Week 3-student engagement
   iv. Week 4-Use of ICT
   v. Week 5-Quality of Work
   vi. Week 6-Group Work
   vii. Week 7-Q and A
   viii. Week 8-Student Behaviour
   ix. Week 9-Marking and Feedback
   x. Week 10-do lessons have good endings
   xi. (Week 11-20-do it again)

Creating a Timetable over the 100 Days (these are the main building blocks of the process-not everything from the 100 day checklist is here)

<table>
<thead>
<tr>
<th>Week</th>
<th>Activity Checklist</th>
<th>On Going</th>
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<tbody>
<tr>
<td>1</td>
<td>Staff 1 to 1 session (SMT) 2 Open Door Sessions for staff Staff Meeting 1 Assembly 1</td>
<td>Themed Learning Walks &amp; Personal Diary</td>
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<tr>
<td>2</td>
<td>5 staff 1 to 1 sessions 2 Open Door Sessions for staff Publish to staff your lesson observation protocols Principal’s newsletter 1 Do site walk with grounds team</td>
<td>Themed Learning Walks &amp; Personal Diary</td>
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| 3    | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Meet with Welfare and Guidance to find out which students are the blockers to learning and meet them  
Start programme of 1 cover lesson and 2 lesson observations per week (repeat Week 4-20)  
Refurb plans for reception | Themed Learning Walks & Personal Diary |
| 4    | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Parent Surgery 1  
Meet subject leaders in groups of 3  
Blue Skies session 1 with SLT  
Principals Newsletter 2  
Assembly 2 | Themed Learning Walks & Personal Diary |
| 5    | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Meet the Principal 1 (parents)  
Staff Meeting 2  
Work Sample Year 11  
Meet subject leaders in groups of 3  
Meet Primary Heads | Themed Learning Walks & Personal Diary |
| 6    | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Meet target students from Week 3 and review progress since meeting  
Meet subject leaders in groups of 3  
Principals Newsletter 3  
Reception refurb booked for half term | Themed Learning Walks & Personal Diary |
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<td>7</td>
<td>5 staff 1 to 1 sessions 2 Open Door Sessions for staff Work Sample Year 10 Meet subject leaders in groups of 3 First meeting of Parent Voice Group Breakfast Meeting for Business and Industry leaders</td>
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<td>8</td>
<td>5 staff 1 to 1 sessions 2 Open Door Sessions for staff Parent Surgery 2 Meet subject leaders in groups of 3 Principals Newsletter 4 Parents and Student Questionnaire</td>
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<tr>
<td>10</td>
<td>5 staff 1 to 1 sessions 2 Open Door Sessions for staff Meet target students from week 3 and 6 Meet subject leaders in groups of 3 Parents Newsletter 5 Assembly 3</td>
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| 11   | 5 staff 1 to 1 sessions  
Staff Questionnaire  
Meet the Principal 2 (parents)  
2 Open Door Sessions for staff  
Work Sample Year 8  
Local Residents Concert and getting to know you session | Themed Learning Walks & Personal Diary |
| 12   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Parent Surgery 3  
Parents Newsletter 6  
Student Voice Conference-issues from parent/student questionnaire | Themed Learning Walks & Personal Diary |
| 13   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Staff Meeting 4  
Work Sample Year 7  
Meet target students from week 3, 6 and 10  
Meeting 2 of Parent voice group-feedback to 3rd Meet the Principal session in week 15 | Themed Learning Walks & Personal Diary |
| 14   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Leadership Conference with middle leaders developing themes from sessions in weeks 4-9  
Parents Newsletter 7 | Themed Learning Walks & Personal Diary |
| 15   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Meet the Principal 3 (parents) | Themed Learning Walks & Personal Diary |
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2 Open Door Sessions for staff  
Parent Surgery 4  
Blue Skies Session 2 with SLT  
Parents Newsletter 7 | Themed Learning Walks & Personal Diary |
| 17   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Staff Meeting 5 | Themed Learning Walks & Personal Diary |
| 18   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Parents Newsletter 8 | Themed Learning Walks & Personal Diary |
| 19   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff | Themed Learning Walks & Personal Diary |
| 20   | 5 staff 1 to 1 sessions  
2 Open Door Sessions for staff  
Meet the Principal 4 (parents)  
Parents Newsletter 9 | Themed Learning Walks & Personal Diary |