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Mr S Fraser
Headteacher
St Michael's Church of England Primary School
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Dear Mr Fraser

Ofsted 2008-09 survey inspection programme: good practice in the development of leadership skills and effectiveness

Thank you for your hospitality and co-operation, and that of your staff, during my visit on 15-16 June 2009 to look at the work that you are doing to develop and sustain high quality leadership in your school and in one of your partner schools.

The visit provided valuable information which will contribute to our national evaluation and reporting. Published reports are likely to list the names of the contributing institutions but individual institutions will not be identified in the main text without their consent.

The evidence included: lesson observations, scrutiny of selected pieces of documentation and meetings with you, the deputy headteacher, the assistant headteacher, the Early Years Foundation Stage leader, the school administrator, three governors and several members of the school council. In addition, evidence was also used from my visit on 16 June to your current partner school.

Features of good practice

- The school's work to develop the skills and effectiveness of leaders is outstanding. Pupils' academic achievement and their personal development are at the heart of all decisions made and actions taken.
- You are an excellent role model and other leaders in the school follow your example. You provide strong and authoritative leadership. You have high expectations and an infectious drive for excellence. You treat everyone with respect and dignity, and demand that all behave in a similar

manner. These qualities inspire and motivate, and all who work in the school feel valued.

- Your strong interpersonal skills and high degree of emotional intelligence enable you to recognise, build upon and use individual's leadership strengths for the benefit of the pupils in your school and in the school you are supporting.
- There are clear expectations that all staff develop their leadership skills through external courses and opportunities provided within the school.
- Teamwork and support are strengths of the school.
- Rigorous self-evaluation systems enable leaders at all levels to know the school well and set a clear direction for school improvement.
- Leaders are clear about their roles and responsibilities and, within their designated areas, feel trusted and empowered to make decisions.
- Excellent coaching skills have helped the school to play a very effective role in the development of leadership in other schools.

Area for development:

- implement the plans to develop the leadership capacity of the school to accommodate the imminent changes to the leadership team.

I hope these observations are useful as you continue to develop your work in this area.

As I explained previously, a copy of this letter will be sent to your local authority and will be published on Ofsted's website. It will also be available to the team for your next institutional inspection.

Yours sincerely

Roy Bowers
Her Majesty's Inspector