



# **Improving Schools Together**

Strategy for school improvement and support  
2023-24

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# Introduction

THE Partnership carries out the statutory school improvement function for all maintained Tower Hamlets schools as part of the commission from the Local Authority. This includes maintained schools that are not members of THE Partnership. Academies and free schools also have the option to purchase school improvement services from THE Partnership.

This document sets out our approach to school improvement and our strategies for supporting schools where risks or concerns are identified.

## Our Approach to School Improvement

Our approach to school improvement is founded on the principles of collaboration, challenge and support. These principles underpin the work of our highly experienced leadership consultants who work alongside Headteachers to support continuous school improvement.

We also bring together information from key stakeholders in the Local Authority to ensure we have a comprehensive understanding of schools and their needs.

## Leadership Consultants

An essential part of school improvement is providing the right balance of support and challenge for school leaders. We need knowledge about our schools so we can fulfil our commissioned role to monitor schools. We also need to know our schools in detail so we can work together with Headteachers to identify appropriate improvement priorities and design relevant and impactful professional learning.

Our vision for the Leadership Consultant role is that it is done *'with'* and not *'to'* Headteachers as part of our commitment to building collaborative partnerships with schools. Whilst some aspects of the programme are common to all schools, for example the diagnostic review of performance and priorities at the start of the academic year, our commitment to a co-constructed approach means that leadership consultants may work differently with each school they support, reflecting our belief in a school-led system.

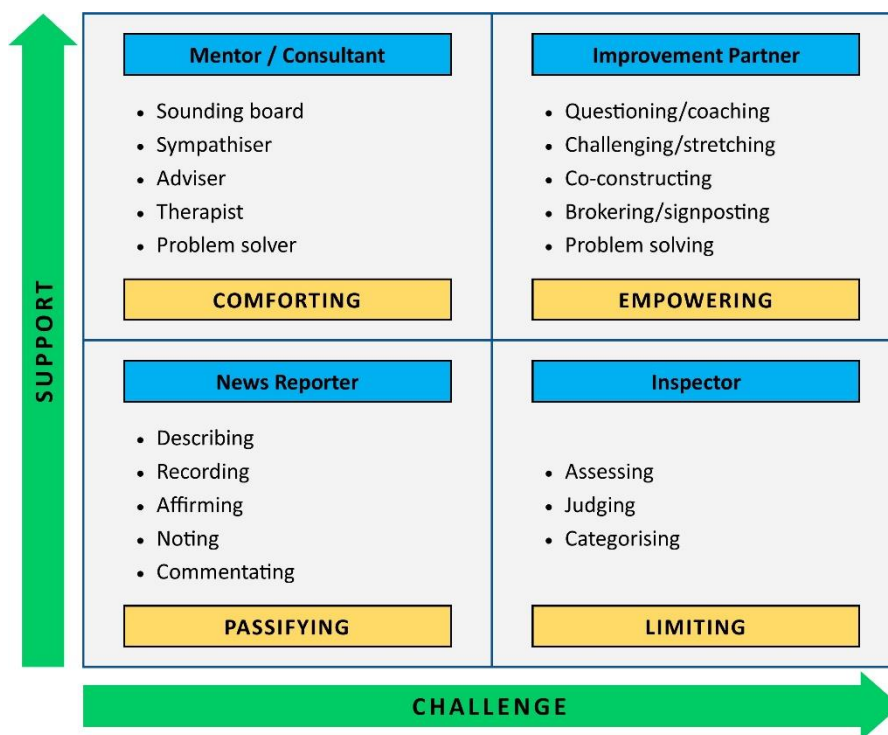
Key to this work is the quality and professionalism of the relationships between Headteachers and Leadership Consultants. These relationships are based on mutual trust and respect. In this context, our leadership consultants are focused on providing the best service they can to support and challenge the headteacher in their work.

The key objectives of the Leadership Consultancy Programme are to:

1. provide an independent review of the effectiveness of schools and leadership
2. provide challenge and support for Headteachers
3. celebrate and share innovation and good practice
4. provide coaching and mentoring as appropriate.

The quadrant below (Figure 1) identifies a range of approaches which Leadership Consultants will typically take. We intend that they operate in the top righthand quadrant most often as this is the most empowering for schools and is likely to have the most impact.

**Figure 1**



As part of our commitment to a collaborative model of school improvement, we support and facilitate schools sharing their practice and working together. Hence, an important aspect of the role of the Leadership Consultant is to capture good practice and innovation so that THE Partnership can share it across schools in Tower Hamlets.

## Leadership Consultant Visits

Each school has three visits per year, usually one per term. Newly appointed Headteachers receive six visits, one per half-term, for a period of two years.

Each visit last between 2 – 3 hours, although it is for the Leadership Consultant and Headteacher to agree the exact timings of visits and how they can be used to best support the school. Additional days can be purchased from THE Partnership.

Leadership Consultants contact the school prior to any visit to request any relevant documentation where this is appropriate.

The first visit at the start of term will be based on a discussion with the Headteacher about the context of the school and priorities for the year. It should take the form of a diagnostic review of available evidence and include a discussion of any potential risks to performance. The Leadership Consultant and Headteacher should agree the support and actions for the term and, if appropriate, the year ahead.

Subsequent visits will be shaped by this process.

VISIT	FOCUS	POSSIBLE ACTIVITIES
Visit 1: Autumn Term	<p>Contracting / re-contracting between HT and LC:</p> <ul style="list-style-type: none"> <li>○ What are our shared goals?</li> <li>○ What do I need from you?</li> <li>○ What do you need from me?</li> <li>○ What is likely to make this most successful?</li> <li>○ What might get in the way?</li> <li>○ How will we know this has had an impact in July 2024?</li> </ul> <p>Diagnostic review of the school's current position, likely to include:</p> <ul style="list-style-type: none"> <li>○ Review of outcomes from most recent national assessments</li> <li>○ Areas of strength, including practice that could usefully be shared more widely</li> <li>○ Potential risks or pressures in the year ahead, including: <ul style="list-style-type: none"> <li>○ Staffing (recruitment, retention, HR)</li> <li>○ Budgets</li> <li>○ Pupil place planning</li> <li>○ Safeguarding</li> <li>○ Curriculum</li> <li>○ Learning and Teaching</li> <li>○ SEND</li> <li>○ Attendance, including for different groups of pupils and rates of persistent absenteeism</li> <li>○ Behaviour including exclusions, Fair Access arrangements and use of any internal provision</li> <li>○ Pupil mobility</li> <li>○ Parental complaints</li> <li>○ Ofsted</li> </ul> </li> <li>○ Actions to address risks and any additional support requested</li> <li>○ Priorities for the year ahead</li> <li>○ Timing and focus of subsequent visits</li> </ul>	<p>Meeting with HT and SLT</p> <p>Tour of the school / visits to lessons</p> <p>Review of range of data</p> <p>Review of curriculum structure</p> <p>Review &amp; discussion of SEF &amp; SIP</p> <p>Review of budget &amp; staffing structure</p>
Visit 2: Spring Term & Visit 3: Summer Term	Areas of focus informed by previous visit in agreement with the headteacher.	

## Leadership Consultant Reporting

Leadership Consultants complete a written report following each visit, with the draft report shared and agreed with the Headteacher within two weeks of the visit. The Leadership Consultant submits the final report directly to the Director of Primary or Director of Secondary at THE Partnership.

Reports are for the school and are not shared with the Local Authority.<sup>1</sup>

<sup>1</sup> See Appendix 2 for the Report Template

Leadership Consultants meet with THE Partnership Directors of Primary and Secondary regularly to review their work with schools and to identify emerging themes to inform our wider work to support schools across Tower Hamlets.

## School Review Group

The School Review Group brings together the Executive Director and the Directors of Primary and Secondary at THE Partnership with key personnel from the local authority. The purpose of the School Review Group is to share information about schools facing particular risks and/or challenges. The group is chaired by the LA's Divisional Director for Education. Members includes the LA leads for Safeguarding, Governance, SEND, Behaviour and Attendance, Parent and Family Support, Pupil Services and School Sufficiency, Finance and Early Years.

The group meets termly.

## Supporting schools

If specific risks and/or challenges are identified by the school and/or the Leadership Consultant, we will work collaboratively with school leaders to ensure the school receives the support needed to navigate and overcome the risks identified.

## Strategy for schools with an Ofsted judgement of Requires Improvement

If a school receives an RI judgement, we will provide support and challenge to aid school improvement. This targeted support will include:

- A strategy meeting with the Local Authority to identify how best to support the school, the actions needed, roles and responsibilities and appropriate accountability measures
- A Targeted Intervention Group, usually chaired by one of THE Partnership Executive Team
- An agreed resourcing and reporting strategy

The school's progress will be regularly reviewed with the headteacher and the Chair of the Governing Body.

# Key Issues for 2023 - 2024

Based on information from LCs and our knowledge of national and local priorities, these are key areas that you will need to incorporate into your visits this year over and above the usual agenda items:

## 1) Financial Concerns:

- Budgets: audits; licensed deficits and loans; HR issues

## 2) Pupil Roll and Place Planning:

- Analysis of current context and potential future triggers; numbers across all year groups
- Financial viability
- Any amalgamations/ potential closure of schools and how this may impact on other schools

## 3) Inclusion, including SEND Needs and Provision

- High needs funding
- Response and plans for increasing numbers of SEND, with or without EHCPs and resource
- Pending LA SEND Area Review and implications for schools
- High numbers of new arrivals to schools

## 4) Recruitment and retention of staff:

- Trends in staff turnover; proportion of staff leaving/joining; retention strategy
- Challenges re support staff: pay, flexible working, more opportunities in the wider job market
- Talent identification and succession planning at headship level

## 5) LA Review of Post-16 provision and implications for schools

# LBTH School Ofsted Dates and Outcomes

▲ denotes that the school is not a member of THE Partnership

♣ denotes that the school is not in LBTH

● denotes that the school is an academy

Nursery		Overall effectiveness	Inspection date
1.	<a href="#">Columbia Market</a>	1	24/09/19
2.	<a href="#">Alice Model</a>	1	07/10/21
3.	<a href="#">Children's House</a>	1	04/05/23
4.	<a href="#">Rachel Keeling</a>	1	15/06/23

Special		Overall effectiveness	Inspection date
1.	<a href="#">Phoenix</a>	1	11/12/18
2.	<a href="#">Stephen Hawking</a>	1	01/10/19
3.	<a href="#">Beatrice Tate</a>	1	26/05/21
4.	<a href="#">Ian Mikardo</a>	2	27/06/23
5.	<a href="#">Bowden House</a>	2	06/11/23

Primary		Overall effectiveness	Inspection date
1.	<a href="#">Bygrove</a> ▲ ●	1	17/01/12 Before Jan 25 (g)
2.	<a href="#">St Agnes</a>	1	14/06/12 Before Jan 25 (g)
3.	<a href="#">St Paul's (Whitechapel)</a>	1	08/05/13 Before Jan 25 (g)
4.	<a href="#">Manorfield</a>	1	11/07/13 Before Jan 25 (g)
5.	<a href="#">Culloden</a> ▲	1	30/06/15 Before Sept 25 (g)
6.	<a href="#">Cyril Jackson</a> ●	1	08/07/15 Before Sept 25 (g)
7.	<a href="#">Bigland Green</a>	1	26/09/17 Before Jan 25 (u)
8.	<a href="#">Mowlem</a>	1	31/10/17 Before Jan 25 (u)
9.	<a href="#">Ben Jonson</a>	2	31/10/17 Before July 24
10.	<a href="#">Globe</a>	1	08/11/17 Before Jan 25 (u)
11.	<a href="#">Canon Barnett</a> ●	2	27/03/18 3 <sup>rd</sup> Acad Year
12.	<a href="#">The Aldgate School</a> ♣	1	18/04/18 Before Jan 25 (u)
13.	<a href="#">Chisenhale</a>	2	05/03/19 Before Sept 25
14.	<a href="#">St Peter's</a>	1	26/03/19 Before July 25 (u)
15.	<a href="#">St Saviour's</a>	1	08/05/19 Before July 25 (u)
16.	<a href="#">Cubitt Town</a>	2	09/05/19 Before Sept 25
17.	<a href="#">Blue Gate Fields Inf</a>	2	11/06/19 Before Sept 25
18.	<a href="#">Bonner</a>	2	16/10/19 Before Sept 25



Primary		Overall effectiveness	Inspection date
19.	<a href="#">Harbinger</a>	3	06/11/19 <b>Before Jan 24</b>
20.	<a href="#">St Paul with St Luke</a> ▲	2	19/11/19 <b>Before Sept 25</b>
21.	<a href="#">William Davis</a>	2	26/11/19 <b>Before Sept 25</b>
22.	<a href="#">Kobi Nazrul</a>	2	27/11/19 <b>Before Sept 25</b>
23.	<a href="#">St Anne's and Guardian Angels</a>	2	28/01/20 <b>Before Sept 25</b>
24.	<a href="#">Virginia</a>	1	19/10/21
25.	<a href="#">Olga</a>	2	17/11/21
26.	<a href="#">St John's</a>	2	23/11/21
27.	<a href="#">Osmani</a>	2	11/01/22
28.	<a href="#">English Martyrs</a>	2	23/02/22
29.	<a href="#">The Clara Grant</a> ●	2	02/03/22
30.	<a href="#">St Elizabeth's</a>	2	01/03/22
31.	<a href="#">Canary Wharf East Ferry</a> ▲ ●	2	12/09/22
32.	<a href="#">Sir William Burrough</a> ●	3	21/9/22 <b>Within 2.5 Years</b>
33.	<a href="#">Hague</a>	2	27/09/22
34.	<a href="#">Woolmore</a>	1	27/09/22
35.	<a href="#">Our Lady &amp; St Joseph</a>	2	28/09/22
36.	<a href="#">Wellington</a>	2+	11/10/22
37.	<a href="#">Lansbury Lawrence</a>	2+	17/10/22
38.	<a href="#">Old Ford</a> ▲ ●	1	08/11/22
39.	<a href="#">Cayley</a>	2	09/11/22
40.	<a href="#">Marnar</a>	2	09/11/22
41.	<a href="#">Mayflower</a>	1	06/12/22
42.	<a href="#">Old Palace</a> ▲	2	11/01/23
43.	<a href="#">Marion Richardson</a>	2+	17/01/23
44.	<a href="#">St Edmund's</a>	2	18/01/23
45.	<a href="#">Lawdale</a>	2	24/01/23
46.	<a href="#">Harry Gosling</a>	2	08/02/23
47.	<a href="#">Christchurch</a>	2	22/02/23
48.	<a href="#">Stepney Greencoat</a>	2	22/02/23
49.	<a href="#">John Scurr</a>	2	13/03/23
50.	<a href="#">Blue Gate Fields Jnr</a>	2	28/03/23
51.	<a href="#">St Mary &amp; St Michael</a>	2	25/04/23
52.	<a href="#">Hermitage</a>	3	10/05/23 <b>Within 2.5 Years</b>
53.	<a href="#">Elizabeth Selby</a>	2	28/03/23
54.	<a href="#">Halley</a>	2	28/03/23
55.	<a href="#">Thomas Buxton</a>	1	28/03/23
56.	<a href="#">Solebay</a> ▲ ●	1	10/05/23
57.	<a href="#">Malmesbury</a>	2	06/06/23

Primary		Overall effectiveness	Inspection date
58.	<a href="#">Stepney Park</a>	2	16/05/23
59.	<a href="#">Arnhem Wharf</a>	2	20/06/23
60.	<a href="#">Columbia</a>	2	03/07/23
61.	<a href="#">Seven Mills</a>	2	11/07/23
62.	<a href="#">Bangabandhu</a>	2	18/07/23
63.	<a href="#">Stewart Headlam</a>	1	18/07/23
64.	<a href="#">Stebon</a> ●	1	18/07/23
65.	<a href="#">Canary Wharf Glenworth</a> ▲ ●	1	11/10/23
66.	<a href="#">St Luke's</a>	2	01/11/23
67.	Mulberry Wood Wharf ●	NA	Not inspected yet 3 <sup>rd</sup> Acad Year

Secondary		Overall effectiveness	Inspection date
1.	<a href="#">Swanlea School</a>	1	03/07/13 Before Jan 25 (g)
2.	<a href="#">Mulberry School for Girls</a> ●	1	AC 2017 (Predecessor School 9/7/13) Before Jan 25 (g)
3.	<a href="#">London East AP</a>	2	16/01/18 Before Sept 25
4.	<a href="#">Wapping High School</a> ●	2	27/06/18 Before Sept 25
5.	<a href="#">Canary Wharf College</a> ●	2	19/03/19 Before Sept 25
6.	<a href="#">Mulberry UTC</a> ●	2	10/3/20 Before Sept 25
7.	<a href="#">Stepney All Saints</a>	1	13/10/21
8.	<a href="#">Central Foundation Girls'</a>	2	03/11/21
9.	<a href="#">Bishop Challoner Catholic School</a>	2	24/11/21
10.	<a href="#">Mulberry Stepney Green MCS College</a> ●	2	30/11/21
11.	<a href="#">Oaklands School</a>	2	23/03/22
12.	<a href="#">George Green's School</a>	2	24/05/22
13.	<a href="#">London Enterprise Academy</a> ▲	3	04/07/22
14.	<a href="#">Mulberry Academy Shoreditch</a> ●	2	13/09/22
15.	<a href="#">Morpeth School</a>	2	08/03/23
16.	<a href="#">Langdon Park School</a>	2	19/04/23
17.	<a href="#">Bow School</a>	2	12/09/23

All-through		Overall effectiveness	Inspection date
1.	<a href="#">St Paul's Way Trust School</a>	2	29/09/22

## Appendix 1: Letter to Headteachers re. LC allocation

July 2023

Dear **(Insert HT Name)**

As part of the commission from the local authority, THE Partnership carries out the statutory school improvement function of all LA maintained Tower Hamlets schools, including those that are not members of The Partnership.

The way that we do this is through our Leadership Consultancy offer. THE Partnership has made a commitment to provide Leadership Consultants (LCs) to work with you to support school improvement. The aim of the LC programme is to provide effective support and challenge for you as school leaders, something you have made clear you welcome.

Our approach to school improvement and the way we fulfil the commissioned role is explained in 'Improving schools together: strategy for school improvement and support' which is attached to this letter.

We have employed a team of Leadership Consultants who will be undertaking this work alongside some members of THE Partnership team. You can find out more about them on our website.

The aim of the Leadership Consultancy offer is:

1. To provide an independent review of the effectiveness of schools and leadership.
2. To provide challenge and support for Headteachers.
3. To celebrate and share innovation and good practice.
4. To provide coaching and mentoring as appropriate.

Each school will be allocated a Leadership Consultant. The core offer is for three visits per year; one per term; for new Headteachers and those in their second year this is increased to six visits a year.

The first visit will include a diagnostic review of the school. The purpose of this diagnostic review is for you to identify, through discussion with your Leadership Consultant, potential areas of focus for subsequent visits. Our aim is for Headteachers to co-construct the agenda for school improvement with their Leadership Consultant.

Your Leadership Consultant will be **(Insert LC's Name)**. They will contact you shortly to introduce themselves and arrange the date for the first visit.

We very much hope that this will support you in your leadership.

Best wishes

A handwritten signature in black ink, appearing to read 'Tracy Smith'.

Tracy Smith  
Executive Director



## School Improvement Programme: Leadership Consultancy

<b>School:</b>	<b>Headteacher:</b>
<b>LC:</b>	<b>Date of visit:</b>
<b>FOCUS:</b>	
<b>Summary of discussion</b>	
<b>Strengths identified</b>	<b>Areas for development identified</b>
<b>Good practice worthy of signposting to other schools</b>	

**Agreed actions:**

**Challenge? Question to consider? Potential future lines of enquiry?**

**Any risks identified with the HT / Actions to address / Support needed**



**Building and leading a truly collaborative partnership for the  
benefit of the whole school community**

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