



Tower Hamlets Education Partnership Annual Report

Period from 1st September 2017 to 31 July 2018

Ms Tracy Smith – Executive Director

Signed _____

Date _____

Mr Rob Crothers – Chair of Board

Signed _____

Date _____

Foreword

It has been an exceptional year for THE Partnership. The organisation has developed ever stronger foundations, with a clear focus on school improvement and supporting our schools' aspirations to be even better. Our member schools have been actively engaged in our development and fully involved in the innovative projects and professional learning on offer, with many making noteworthy contributions to supporting these projects.

I would like to thank all of our schools for their commitment and support and my fellow trustees who have overseen and steered THE Partnership's direction and development. Their support has been invaluable. Finally, I would particularly like to thank Tracy and her team for their hard work, dedication and leadership over this last year. Through their efforts, THE Partnership is in a very strong position to continue to build a very successful future.

Robert Crothers
Chair

THEP End of Year Report 2017 – 2018 Ms Tracy Smith – Executive Director

At 3pm on the 21st June at Bonner School, 60 school leaders were engaged in an initial coaching conversation about leadership. The noise in the room was almost deafening and at the same time exhilarating, encapsulating and exemplifying all that we aimed to achieve this year; the development of a learning community, based on trust and a commitment to the Tower Hamlets community.

Tower Hamlets has a rich history with many teachers and leaders having served the LA for a significant number of years and so there is a real sense of place and belonging.

However, there is also a need for greater collaboration and trust in the face of changing educational landscapes and increasing pressure on school budgets.

One of the key aims of The Partnership is to encourage that trust and collaboration. We have made it a priority to establish positive relationships with the schools in our Partnership, as well as those who are currently not members. I have visited 70 schools this year to meet with Headteachers and to get a sense of their schools and their priorities. These conversations have enabled us to create a membership offer that meets their needs but also which offers things that add value beyond that. As a result, schools and colleagues have supported the work we have been doing and are not only engaging with the programmes and events, but are also committing to help lead The Partnership and shape the agenda going forward.

‘The excitement is back in Tower Hamlets. We lost it for a number of years, so it feels great again to work here. We know there is a fantastic support network there for us should we need it’.
Primary Headteacher

The fact that 30 headteachers are giving of their time to support future leaders by coaching them for a year and offering a shadowing experience in their own school is testament to that (and we had more offers for help than

we needed); we also have a commitment from colleagues to work with us to design a peer review model and several schools are leading subject, curriculum and professional learning networks. There is a real sense of schools and Teaching School Alliances working together with THEP to grow the organisation, take responsibility for the direction and success of what we do and engage fully in the notion of school led improvement.

‘Brought heads and schools together –provided a positive, thought provoking and well lead partnership; supported and encouraged heads and schools to collaborate; created a valuable forum where heads feel they have a voice; provided quality professional development’

Secondary Headteacher

We have aimed to create a sense of excitement about learning, teaching and leadership. We know that what happens in the classroom has the biggest effect on outcomes (EEF Key Lessons Learned), that leadership is second only to teaching (Seven Strong Claims about Successful School Leadership; NCSL) and that sharing effective practice between schools and building capacity and effective mechanisms for doing so are key to closing achievement gaps (EEF Key Lessons Learned). This has been the focus of our work and will continue to be so.

Through our subject networks, grammar research project, peer review and leadership programmes, we are focusing on the things that matter.

The Grammar Research project and the bid to the Strategic School Improvement Fund for a KS4/KS5 Maths project are a statement of intent; our outcomes in these areas are positive but we want to raise the bar and improve both pedagogy and standards.

'I feel much stronger going forward knowing that we are going to collaborate and learn how to get it right together.'

Middle Leader

We are developing our professional learning programme which supports and challenges at all stages of a teacher's development, under the umbrella of 'Teach Tower Hamlets'. This will bring together all the professional learning opportunities across our Teaching School Alliances, clusters of schools and through THEP into a more coherent whole so that we are learning from and with each other, harnessing and sharing the excellent practice that we know exists in our schools and promoting to the wider education community to attract the best teachers and leaders to work in Tower Hamlets.

'I have found the support through the leadership consultants invaluable. I appreciate having an honest, supportive and challenging point of view from colleagues with great expertise and experience.'

Secondary Headteacher

Our focus on exceptional leadership development programmes will help us to grow the next generation of leaders, some of whom may become system leaders with roles that go beyond the traditional Headteacher role. We have developed networks for new and emerging system leaders to ensure we are 'growing our own' and investing in the staff who will continue to lead The Partnership as part of the school led system. It has been a priority to invest in

supporting, challenging and developing our Headteachers and we have done this through the Leadership Consultancy offer, where the more traditional SIP role has been tweaked to allow Heads to co-construct agendas and focus on the issues they know need to be addressed.

This is supported through the work of the Challenge Group and School Review Group who carry out the desk top analysis and risk assessments of schools and ensure that schools that need support are identified and appropriate intervention brokered. Our close working relationship with

'The Future Heads Programme is exciting and is a great strategic opportunity to sustain the strong school leadership force already in the Borough. Well done and thank you, what a great year.'

Primary Headteacher

the Local Authority, particularly in relation to those schools that require more intensive support, has been invaluable and we have established clear systems and structures to ensure that we are sharing information and working collaboratively to support school improvement.

Schools in Tower Hamlets have achieved great success: 100% of our Nursery, Primary and Special schools and the vast majority of our Secondary schools are rated 'good' or 'outstanding' by OFSTED. There are now only 2 schools in the LA that are not rated good or outstanding and the percentage of schools with a judgement of 'outstanding' continues to increase. These achievements reflect the passionate ambition of school leaders who are committed to working collaboratively to improve the outcomes for, and the life chances of, our children and young people.

The real sense of community and belonging to Tower Hamlets is something we are championing. In the changing landscape of education in which we find ourselves, powerful, collaborative leadership is needed more than ever, and we are committed to providing strong, value-led leadership to help drive the agenda with school leaders. Our aim this year was to build a learning community to ensure the best outcomes for children and the best professional experience for staff; we are at the beginning of the journey but have achieved much. We know that there are huge challenges and areas we need to address but are confident that together we can make a difference through building social and professional capital and the right balance of challenge and support.

‘Tackled some key issues like workload / CPD /curriculum – all of which give confidence to Heads and also stop the feeling that Heads are working in isolation.’ Primary Headteacher

‘Brought everyone together – re-built bridges; run some really useful INSET with prestigious speakers – made me feel challenged; Set up sustainable CPD & subject networks; acted as a very good voice for schools; created a sense of momentum and a vision for education in TH.’ Secondary Headteacher

‘You have gone from 20mph to 120mph! The THEP offer has expanded to cover more aspects of professional development and developments in leadership training are particularly exciting. The dynamic style and leadership energy of the new CEO builds on the strong foundations set in the early days. We are now clearer about the form and function of the organisation helped by the tangible offer showing value for money (SLA contributions)’. Primary Headteacher

Key Performance Indicators May 2018

Membership

	2018 – 2019	2017 – 2018	Notes
Nursery	6/6	6/6	
Primary	66/71	67/71	71 schools in total in the LA SPWT Primary included as a separate school this year Blue Gate counts as 2 Cubbit Town counts as 2 1 school less than last year (Old Palace) Schools not in THEP: Paradigm Trust, St Edmunds, Old Palace
	Total 67/71	68/71	Includes 1 out of borough school Sir John Cass (City of London)
Secondary	18/21	17/21	Green Springs have joined Schools not in THEP: Mulberry UTC, Bishop Challoner (boys and girls)
Special	5/6	5/6	
Total	96 schools		

Associate membership

Associate Membership	21 (6 still to renew)
New members	Institute of Imagination

Membership Participation & Engagement

Activity/Event	No of schools	
	2018 - 2019	2017 - 2018
PEP Packages	Bronze 36 (+2)	Bronze 33
	Silver 14	Silver 16
	Gold 6	Gold 10
	Nursery 5	Nursery 6
	Total: 63 Schools	Total: 65 Schools
	Total income: £327,600	Total income: £368,600
	Extra income: £1250	Extra income: £4500
	Total income: £328,850	Total income: £373,100
	NON-SLA - 11 Schools	NON-SLA - 9 Schools
	Networks	
Primary Subject Networks	EAL, English, Maths, MFL, RE, Science	
Secondary Subject Networks	English, Geography, History, Maths, Media Studies, MFL, PE, RE, Science	

Cross Phase Subject Network	History/Geography
Leadership Networks	Post 16 Forum, CPD Leaders, Subject Network Leaders
Projects	
Peer Review	56 – 36 (SSAT), 17 (EDT), 3 (Challenge Partners)
Peer Review Strategy Group	13 schools
Creative Grammar	10 schools
Workload Working Group	9 schools
Winchester Heritage Project	5 schools
Open City Project	10 schools
Conferences	
Primary Curriculum Conference	70 delegates
Secondary Curriculum Conference	8 schools
Leadership Programmes	
New HT Induction	6 Headteachers
Middle Leader	18 delegates (3 schools)
Leadership Forum	40 schools
Heads Up	6 schools
Future HT programme	30 delegates; 30 HT Coaches
Chair of Governors Forum	19 schools
Leadership Consultancy	15 schools (secondary)

Ofsted

29 schools have had Ofsted; 1 school has also had a themed visit on curriculum (primary):

	No of Ofsted
Nursery	2
Primary	21
Secondary	4
Special	1
AP	1

All primary schools are now good or outstanding; 2 schools moved out of RI this year (Bigland Green from RI to outstanding and Shapla from RI to Good). There are now 2 secondary schools with a judgement of RI (Wapping High School moved from RI to Good).

2017 – 2018 changes in Ofsted outcomes:

	Primary	Secondary
RI to Good	1 Shapla	1 Wapping
RI to O/S	1 Bigland Green	
Good to O/S	2 Globe, Mowlem	

September 2016 – July 2017

	THEP Membership	Outstanding		Good		RI		Good & O/S	
		Nos	%	Nos	%	Nos	%		
Nursery	6	6	100%	-	-	-	-	100%	
Primary	66	20	30%	44	67%	2	3%	97%	
Secondary	18	4	27%	8	53%	3	20%	80%	3 with no grade
Special	5	4	80%	1	20%			100%	

September 2017 – July 2018

	THEP Membership	Outstanding		Good		RI		Good & O/S	
		Nos	%	Nos	%	Nos	%		
Nursery	6	6	100%	-	-	-	-	100%	
Primary	66	23	35%	43	65%	-	-	100%	
Secondary	18	4	27%	9	60%	2	13%	87%	3 with no grade
Special	5	4	80%	1	20%			100%	

September 2017 – July 2018 (Inc. national comparisons 2017 data)

	THEP Membership	Outstanding		Nat	Good		Nat	RI		Nat	Good & O/S	Nat
		Nos	%		Nos	%		Nos	%			
Nursery	6	6	100%	63%	0	-	37%	0	-	0%	100%	94%
Primary	66	23	35%	19%	43	65%	72%	0	-	8%	100%	90%
Secondary	18	4	27%	23%	9	60%	56%	2	13%	6%	87%	79%
Special	5	4	80%	38%	1	20%	55%	0	-	5%	100%	89%

Of the 2 RI schools, 1 is a free/academy, 1 is a LA school

Visits to Schools

Nursery	Alice Model, Children's House, Columbia, Harry Roberts, Rachel Keeling
Primary	Bangabandhu, Ben Jonson, Bigland Green, Bonner, Chisenhale, Clara Grant, Cyril Jackson, Elizabeth Selby Infants', Globe, Halley, Harbinger, John Scurr, Kobi Nazrul, Lansbury Lawrence, Lawdale, Malmesbury, Manorfield, Marion Richardson, Mayflower, Mowlem, Old Palace, Olga, Osmani, Redlands, St Anne's, St Lukes, St Matthias, St Paul's Whitechapel CE, St Paul's with St Luke's, St Saviours, Seven Mills, Sir William Burrough, Smithy Street, Stebon, The Stepney Greencoat CE, Thomas Buxton, Virginia, Wellington, William Davies, Woolmore Sir John Cass Primary (City)
Secondary	Bishop Challoner, Bow, Central Foundation, City Gateway, George Green's, Green Springs, Langdon Park, London East AP, London Enterprise Academy, Morpeth, Mulberry, Mulberry UTC, Oaklands, Raines, St Paul's Way, Sir John Cass, Stepney Green, Swanlea, Wapping
Special	Beatrice Tate, Cherry Trees, Ian Mikardo, Phoenix, Stephen Hawking

Visits with Associate Members

Bow Arts, HEC Global Learning Centre, LBTH Parent and Family Support Service, Spitalfields Music, The Virtual School for Looked After Children, Tower Hamlets Arts and Music Education Service (THAMES), V&A Museum of Childhood

Other

I have presented at the Hillingdon Secondary Headteachers' Conference and the SSAT School Improvement Conference about my work leading THEP.

I have become part of a network for London partnership leads (Association of London Partnerships) convened by Christine Gilbert, the aim of which is to share and support each other.