

# CHILDREN AND EDUCATION OVERVIEW AND SCRUTINY SUB-COMMITTEE

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Tuesday, 25 June 2019 at 6.30 p.m.

C3 - Town Hall Mulberry Place

## SUPPLEMENTAL AGENDA - PRESENTATIONS

**This meeting is open to the public to attend.**

**Contact for further enquiries:**

Democratic Services

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an electronic  
agenda:



For further information including the Membership of this body and public information, see the main agenda.

**4 .2 SCHOOL ORGANISATION: Raines Foundation School**

**3 - 16**

A presentation by Christine McInnes, Service Head Education & Partnership and Terry Bryan, Head of Pupil Services

**4 .3 SCHOOL IMPROVEMENT**

**17 - 28**

A presentation by Tracy Smith, Chief Executive, Tower Hamlets Education Partnership.

# School Organisation (Raine's Foundation School)

**Terry Bryan**  
Head of Pupil Services and School Sufficiency

**Christine McInnes**  
Divisional Director, Education and Partnerships

# Statutory Duty

## LA duty to ensure that:

There are sufficient school places in its area and to promote parental choice through increasing the quality and diversity of provision.

- LA responsible for decisions relating to school reorganisation proposals for schools maintained by the authority.
- DfE the decision maker on proposals submitted by an academy or free school – **although the decision would generally be informed by the views of the LA.**

# LA Responsibilities

The LA when making decisions must have regard to statutory guidance on factors to be considered including:

- Contribution to local diversity that meets the aspirations of parents and helps to raise standards;
- Presumption in favour of expansion of popular and successful schools. (**The LA in these cases will need to consider parallel action to remove the surplus capacity**);
- Sustainability of provision;
- Availability of funding and land;
- Views of interested parties.

# Considering School Closure

## Reasons for closing a maintained school include:

- it is no longer considered viable;
- it is to be 'amalgamated' with another school;
- standards at the school have been persistently low;
- judged inadequate by Ofsted and there is no Academy Sponsor solution;
- it is to acquire, lose or change its religious character;
- medium and long term need for places in the area;
- school is surplus to requirements;
- it is being replaced by a new school.

# Raine's Foundation School

## **LA and Diocese proposal to close Raine's based on:**

- Low and falling number of pupils attending the school;
- The financial implications and the viability of the school;
- The need for a sustainable provision that is to able to provide high quality education for Raine's pupils;
- Strong performance and capacity of Oaklands and other nearby schools.

# Raine's historical trend

## Long term decline in applications and offers

Raine's	1st Pref	2nd Pref	3rd Pref	4th Pref	5th Pref	6th Pref	Total	PAN	Offers*
2011	96	106	107	46	34	36	425	150	150
2012	71	94	90	56	22	37	370	150	114
2013	63	61	72	46	37	28	307	150	102
2014	65	85	74	57	33	36	350	150	95
2015	62	64	62	44	24	22	278	150	89
2016	57	55	57	28	36	23	256	150	88
2017	62	54	37	37	30	13	233	150	91
2018	49	65	40	26	25	11	216	150	72
2019	29	23	35	17	13	16	133	150	36

PAN = Planned Admissions Number

\*Offers made to Raine's applicants on National Offer Day (1st March)

NB. Not all applicants would be offered a place at Raine's as the majority secured a place at a higher preference School





# Raine's performance and standards

## **School leadership, November 2015 Ofsted inspection report:**

- The governing body does not provide effective challenge to leaders and does not hold them to account...;
- Leaders have not focused enough on improving...teaching, learning and assessment...outcomes for pupils have not improved rapidly enough;
- Leaders monitoring and evaluation lacks structure, detail and sufficient rigour...;

The LA took action and a new GB was established in January 2016

# Raine's performance and standards

## School leadership, October 2017 Ofsted inspection report:

- Leaders do not ... monitor pupils progress effectively...**use external support effectively**... focus too much on systems and processes... evaluate the impact of their actions sharply enough;
- Leaders monitoring and evaluation lacks structure, detail and sufficient rigour...;
- Leaders have not focused enough on improving...teaching, learning and assessment...outcomes for pupils have not improved rapidly enough.

# Raine's performance and standards

## School standards at GCSE:

- Attainment 8 well below TH and national average
  - 2015/16 41.3 (this is 8.9 below the TH average of 50.2)
  - 2016/17 39.8 (this is 7.4 below the TH average of 47.2)
  - 2017/18 34.9 (this is 11.9 below the TH average of 46.8)
- English and maths combined 2017-18
  - 33% Raine's pupils v 64.3% TH average at grade 4 & above
  - 22% Raine's pupils v 44.8% TH average at grade 5 & above
- Progress 8 2017-18 well below average
  - 0.84 Raine's pupils v 0.14 TH average

# Options Considered

## The other options considered as follows:

- Academy Conversion
- Federation
- Amalgamating with an existing church school
- Reducing the School's intake
- Expanding the school

Relocation to London Dock not considered as no option to relocate a faith school to a site designated for a new non-denominational 'free' school.

# Oaklands School Expansion

## **Oakland's School expanding because:**

- in the right geographical location;
- popular with local families;
- 4FE School that is able to add more capacity;
- effective governance and strong leadership;
- well placed to provide a good education to additional pupils
- ensure that existing Raine's pupils are able to transfer to an alternative school nearby.

**Oaklands not the only option for parents.** Parents can apply for places at alternative schools, including nearby faith schools.

**Diocese has made special arrangements** for Raine's pupils who meet church admission requirements to be placed at top of the list for places at nearby Urswick C of E School in Hackney

# Plans for no Year 7 entry at Raine's

Not practicable or reasonable to expect a School to provide a broad and balanced curriculum to such a small group and in the particular circumstance of significant challenge with regard to its resources and standards. DfE is fully aware of the LA's position.

## **Current pupil position:**

36 pupils originally offered places at Raine's. So far the parents of:

- 19 have accepted offers at alternative preference schools;
- 8 are awaiting offers at alternative preference schools;
- 7 have accepted the LA's offer of a place at Oaklands;
- 2 have not yet confirmed whether they will accept the offer a place at Oaklands or would like to apply for a place elsewhere.

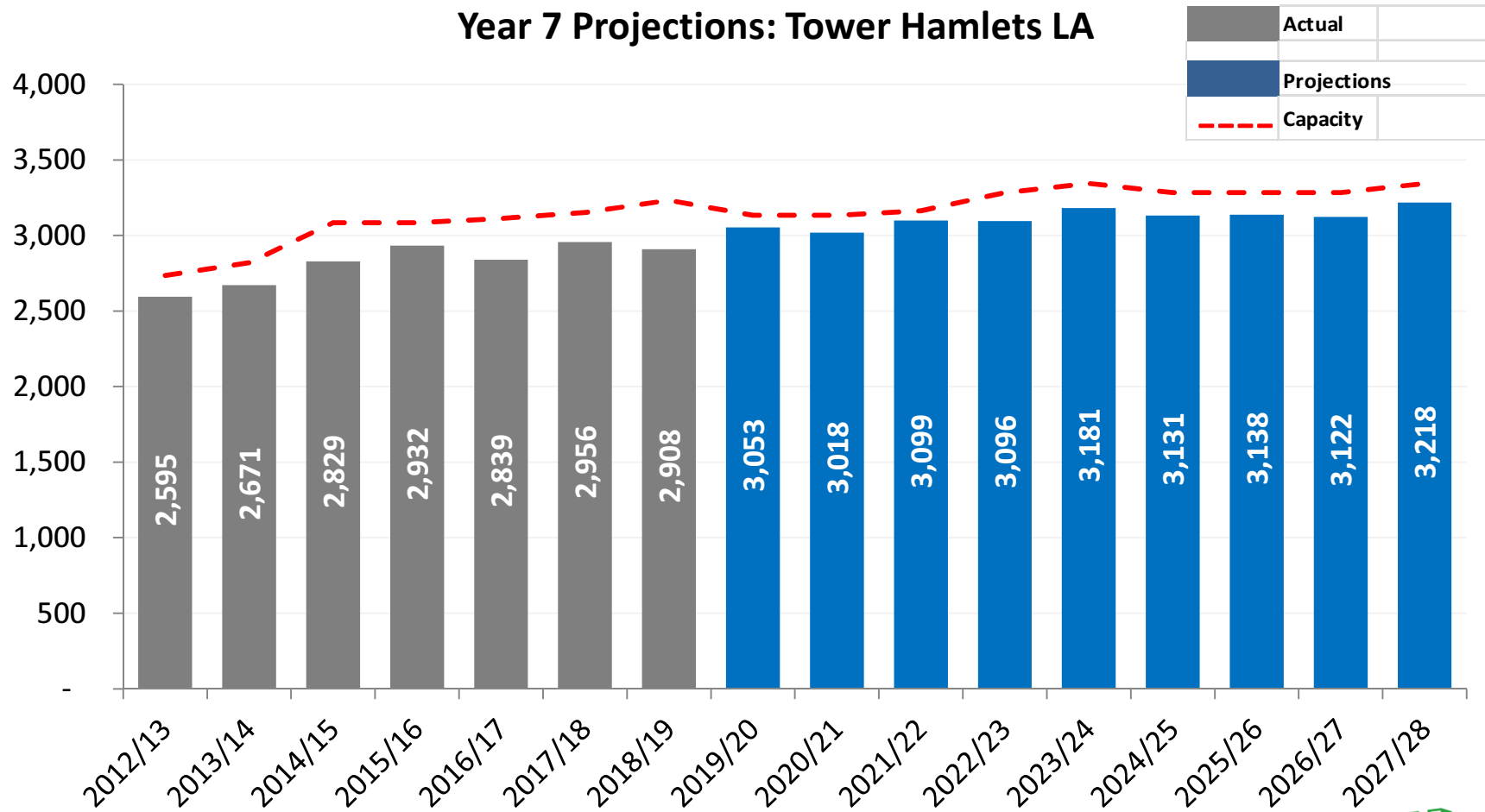
# Latest Pupil Projections

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Actual</b>	2,595	2,671	2,829	2,932	2,839	2,956	2,908
<b>Projection</b>							
<b>Capacity</b>	2,735	2,819	3,084	3,084	3,112	3,152	3,233
<b>Surplus Pupils</b>	140	148	255	152	273	196	325
<b>/ FE</b>	4.7	4.9	8.5	5.1	9.1	6.5	10.8
<b>shortfall %</b>	5%	5%	8%	5%	9%	6%	10%

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Actual</b>									
<b>Projection</b>	3,053	3,018	3,099	3,096	3,181	3,131	3,138	3,122	3,218
<b>Capacity</b>	3,133	3,133	3,163	3,283	3,343	3,283	3,283	3,283	3,343
<b>Surplus Pupils</b>	80	115	64	187	162	152	145	161	125
<b>/ FE</b>	2.7	3.8	2.1	6.2	5.4	5.1	4.8	5.4	4.2
<b>shortfall %</b>	3%	4%	2%	6%	5%	5%	4%	5%	4%

# Latest Pupil Projections

Year 7 Projections: Tower Hamlets LA



Source: GLA 2019 School Roll Projections, based on GLA 2017-based population projection model (UPC) and Local Plan + LLDC housing development trajectory. Produced in May 2019.







# Tower Hamlets Education Partnership

## Overview & Scrutiny Committee

# Tower Hamlets Education Partnership (THEP)

## Context

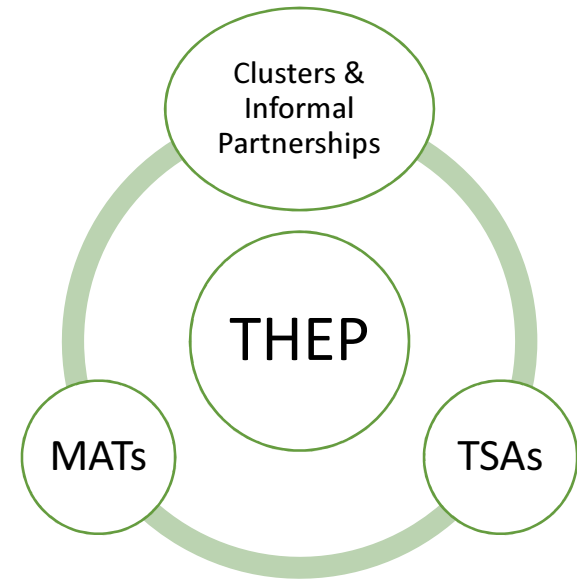
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⇒ 2016 White Paper

⇒ Legacy Issues

⇒ Vision & Values

⇒ LA Support & Partnership



# THEP



> Company limited by guarantee/charity

> Membership – 98/104 schools

> Associate Membership – 19 organisations

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> Governance:

Board of Directors

HT Reference Group

Advisory Group (CoGs, Associate Members, Interfaith Forum, Union reps, Heath & Social Ca

# What we do: Statutory functions on behalf of Tower Hamlets LA



A local authority must exercise its education functions with a view to promoting high standards and in doing so should:

- ⇒ Understand the performance of maintained schools in their area, using data as a starting point to identify any that are underperforming, while working with them to explore ways to support progress;
- ⇒ Work closely with the relevant RSC and other local partners to ensure schools receive the support they need to improve;
- ⇒ Where underperformance has been recognised in a maintained school, proactively work with the relevant RSC, combining local and regional expertise to ensure the right approach, including sending warning notices and using intervention powers where this will improve leadership and standards; and
- ⇒ Encourage good and outstanding maintained schools to: take responsibility for their own improvement; support other schools; and enable other schools to access the support they need to improve.

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# What?

## Strategic Plan 2019 - 2022



<u>Priority</u>	<u>Broad Description</u>
Knowing our Schools	Through data analysis and working with schools, we will thoroughly understand the strengths and needs of each of our schools individually as well as any wider trends.
Support & Intervention	We will support all schools to improve, regardless of their starting point. We will aim to support schools before they get into difficulty and provide more intensive support as required.
Teaching & Learning	Data consistently demonstrates that improving teaching has the greatest direct effect on improving pupils' learning and outcomes. Our work is rooted in ensuring that pedagogy impacts on outcomes for pupils.
Leadership	A school can only be as good as its leaders. We will grow and develop leadership at all levels with the skills to lead and manage challenging contexts.
Innovation, Collaboration & Outward Facing	We will challenge schools individually or collectively to seek innovative solutions to the problems they face. In a rapidly changing educational environment we will make sure that we support and galvanise our member schools in responding to change by continuing to build an outward facing partnership, working with other organisations, understanding the national and global context and bringing that wisdom and intelligence to benefit Tower Hamlets' schools

# The Core Offer

- ⇒ Monitoring, Risk Assessment & Intervention
- ⇒ Sharing good practice & brokering school to school support
- ⇒ Core Professional Learning offer

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# The Additional Offer

- ⇒ Primary Packages
- ⇒ Professional Learning

# Professional Learning

## THEP Offer 2019 – 2020

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- ❖ Primary Packages: Bronze, Silver, Gold
  - ❖ NQT Programmes: Primary, Secondary
  - ❖ RQT Programme (All Phases )
  - ❖ Middle Leader Programme (LEAD)
  - ❖ Secondary Pastoral Leaders Programme
  - ❖ Next Generation Senior Leader Programme
  - ❖ Empowering Leadership: Influencing through Coaching
  - ❖ Leadership: Plain and Simple Programme
  - ❖ Future Headteachers' Alumni Conference
  - ❖ High Performance Leadership Conference
  - ❖ Future Headteachers' Programme
  - ❖ High Performance Leadership Programme



### Bespoke Training Sessions

- ❖ Additional Leadership Consultant Visits
- ❖ Leadership Coaching Packages
- ❖ Headteacher Appraisal Facilitation
- ❖ Focussed School/Subject/Themed Reviews
- ❖ Website Checking Service
- ❖ Appropriate Body (NQTs)

# Funding

## ⇒ LA Commission

⇒ 2017 – 2018: £120k (September – March)

⇒ 2018 – 2019: £285k

⇒ 2019 – 2020: tbc

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## ⇒ Membership Fees

⇒ 2017 – 2019 £5 per pupil; 2019 £7 per pupil

⇒ 2018 – 2019 = £212,860; 2019 – 2020 = £297,890

## ⇒ Traded Services



# Impact

- ⇒ 97.3% of TH children attend a good or outstanding school (6<sup>th</sup> in UK)
- ⇒ 97% of TH schools are good or outstanding
- ⇒ Engagement with schools

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<b>THEP Peer Review</b>	57 schools
<b>Primary NQT</b>	60 participants
<b>Science Research Project</b>	12 schools
<b>Maths NRich</b>	18 schools
<b>New HT Induction</b>	9 Headteachers
<b>Leadership Consultancy</b>	98 schools
<b>Middle Leaders</b>	28 participants
<b>Next Generation Senior Leaders</b>	9 schools
<b>Future Headteacher Programme</b>	30 participants , plus 30 Heads as coaches
<b>High Performance Leadership</b>	31 Heads
<b>Governors Forum</b>	13 schools

# Impact

⇒ Leadership Development

*The Future Heads Programme is exciting and is a great strategic opportunity to sustain the strong school leadership force already in the Borough*  
Primary HT

⇒ Research Projects

*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 HT

⇒ National Recognition

⇒ Feedback from schools

*We know there is a fantastic support network there for us should we need it*  
Primary HT



# Invitation - visit to schools and to THEP

⇒ Wednesday 10<sup>th</sup> July

⇒ 10am - Children's' House Nursery

⇒ 12pm – THEP Offices (PDC)

⇒ 1.30pm – Swanlea School

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