



Tower Hamlets Education Partnership
IMPROVING SCHOOLS TOGETHER

Annual Review 2018-19



“THEP has brought schools together, provided a positive, thought provoking and well-led partnership, supported and encouraged schools to collaborate and provided quality professional development.”

Tower Hamlets Headteacher

Building a learning community



Tracy Smith
Executive Director

Tower Hamlets schools are very successful; 97% of our schools are good or outstanding while outcomes for children & young people are good and consistently exceed national averages. These achievements are a credit to the hard work of all those involved.

All of us at Tower Hamlets Education Partnership have continued to work collaboratively with teachers, headteachers, governors and other partners to drive improvement and to ensure we seize every chance for every child and young person to learn, achieve and enjoy success. During 2018-19, we made very good progress in building our capacity and developing greater capacity for a self-improving system.

It is vital that schools work together, and with us, so that we are learning from and with each other. In 2018-19, there were many examples of the harnessing and sharing of the excellent practice that exists in our schools. We took opportunities to promote this practice to the wider education community and to use it to attract the best teachers and leaders to work in Tower Hamlets. We worked hard to create a sense of excitement about learning, teaching and leadership and, through our subject networks, research projects, peer-review and leadership programmes, we focused on the things that matter.

We are ambitious for our schools and learners. The progress they have made since we were established is highlighted in this review and we are committed to continuing this trajectory. We want to close even further the remaining attainment gaps and continue to improve outcomes for all, but especially the more vulnerable. We also want to cement our position among the best performing local authorities in London, where the bar is highest.

The real sense of community and belonging in Tower Hamlets is something of which we are proud to be a part. We are committed to providing strong, value-led leadership to help drive the agenda with our member schools and in partnership with the local authority.

We would like to express our thanks for all the support from our members, the local authority and the wider community and we look forward to continuing to work with you all in 2019-20 to make a difference for schools and for the young people of Tower Hamlets.



Robert Crothers
Independent Chair

Knowing learners

42,957

learners in our member schools

90%

from BAME backgrounds

72.4% London

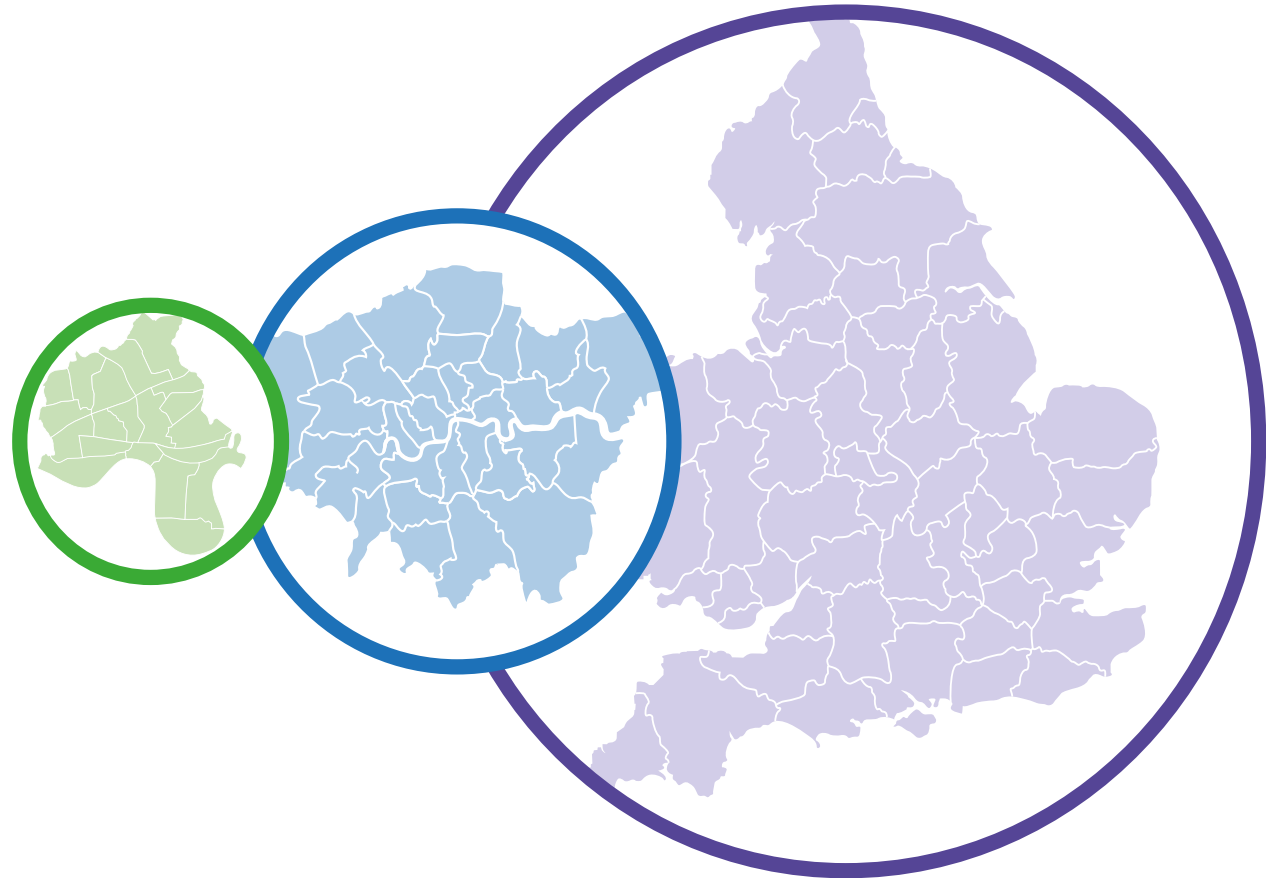
31.9% England

72%

don't have English as a first language

46% London

19.2% England

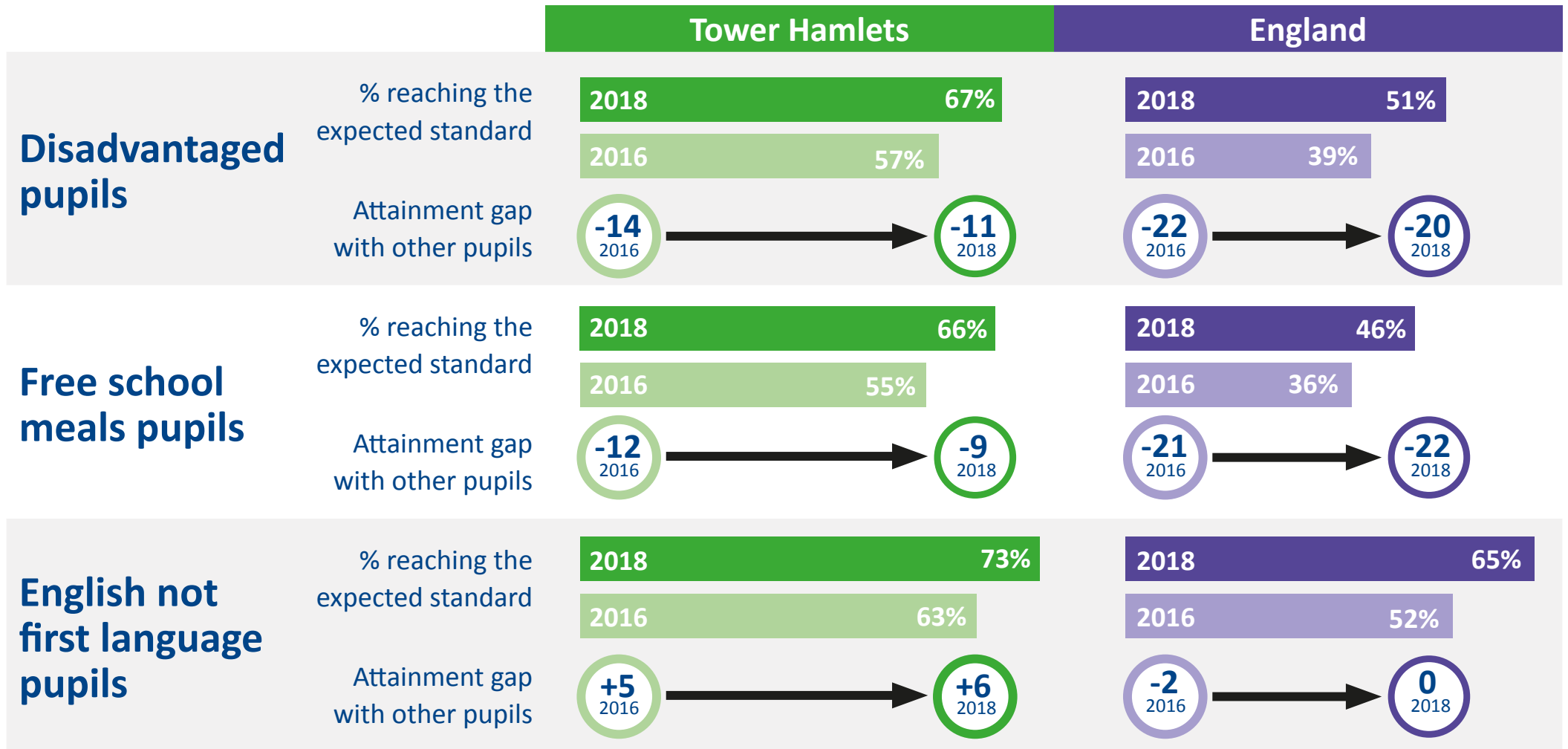


Living and learning in one of the most deprived areas in the country

Area	% of low income families	% eligible for free school meals
Tower Hamlets	32.5%	33.8%
London	19.3% (1st of 33 boroughs)	16.4% (1st of 33 boroughs)
England	17.0% (1st of 151 authorities)	14.2% (1st of 151 authorities)

Improving learners

At Key Stage 2 (Reading, Writing and Mathematics), disadvantaged Tower Hamlets learners outperformed their peers and improved their own attainment from 2016 to 2018. Moreover, their attainment gap with others learners was lower than the national average and getting smaller.



Improving schools

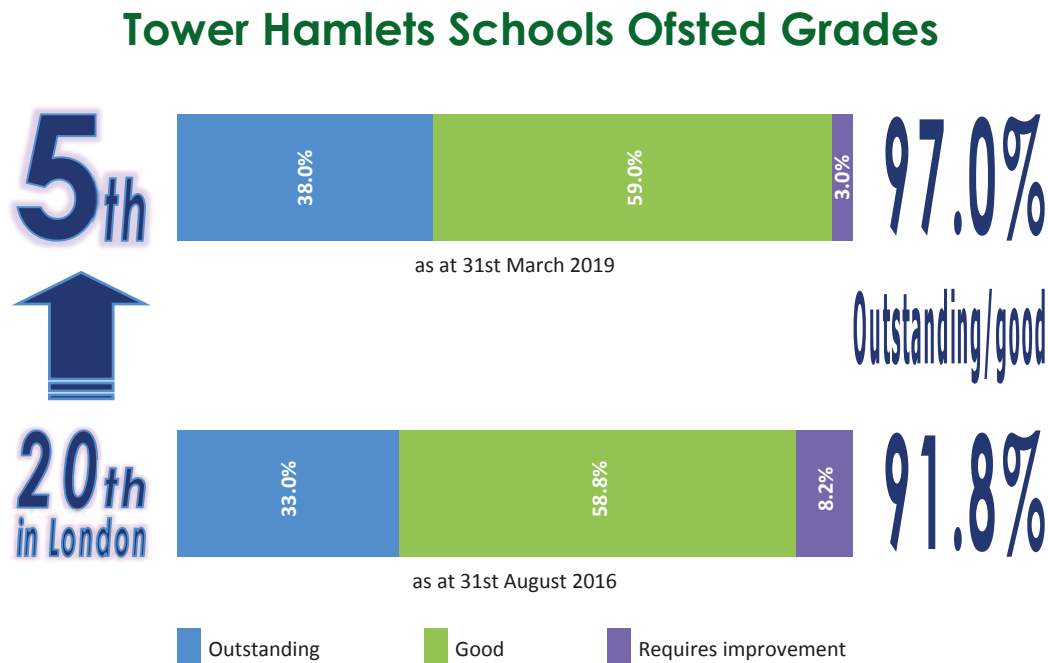
Challenge and support

We offer challenge and support to all our member schools, regardless of where they are in their improvement journey. Our school improvement model is underpinned by a robust understanding of our schools based on detailed quantitative and qualitative data analysis and assessments.

Individually tailored support is provided to all our member schools through a network of leadership consultants with challenge being co-ordinated by a School Review Group. This group regularly considers the analysis and assessments of all schools in order to identify strengths and areas for development and to co-construct the most appropriate support package for each individual school. The group also identifies any good practice that can be shared across the partnership to the benefit of all schools.

Over 40%
of Tower Hamlets learners are in Outstanding schools

including **100%** of those in Nursery schools and **83%** of those in Special schools



Over 97%
of Tower Hamlets learners are in Good/Outstanding schools

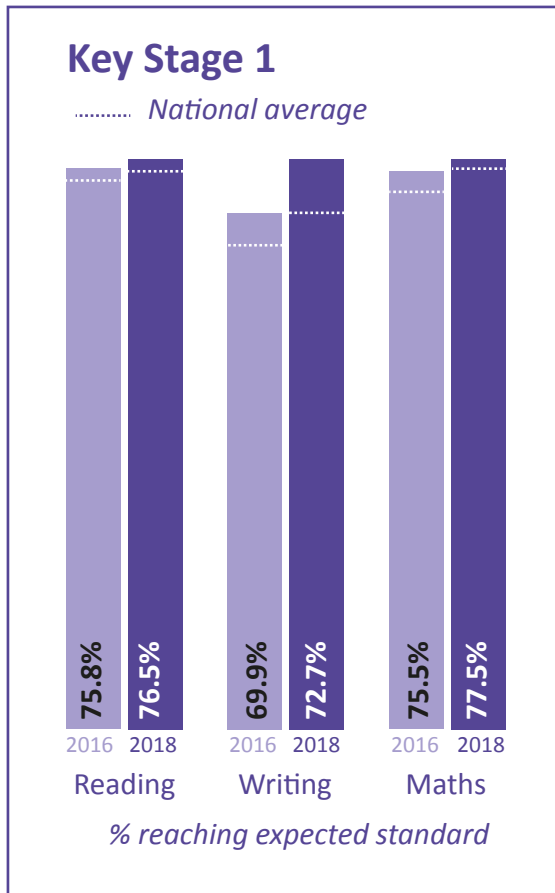
UP more than **4%** since 2016

UP from **19th** to **6th** in London boroughs

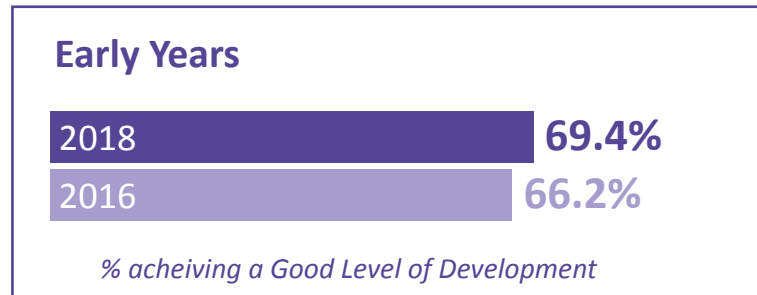
Attainment and progress

Primary School Support

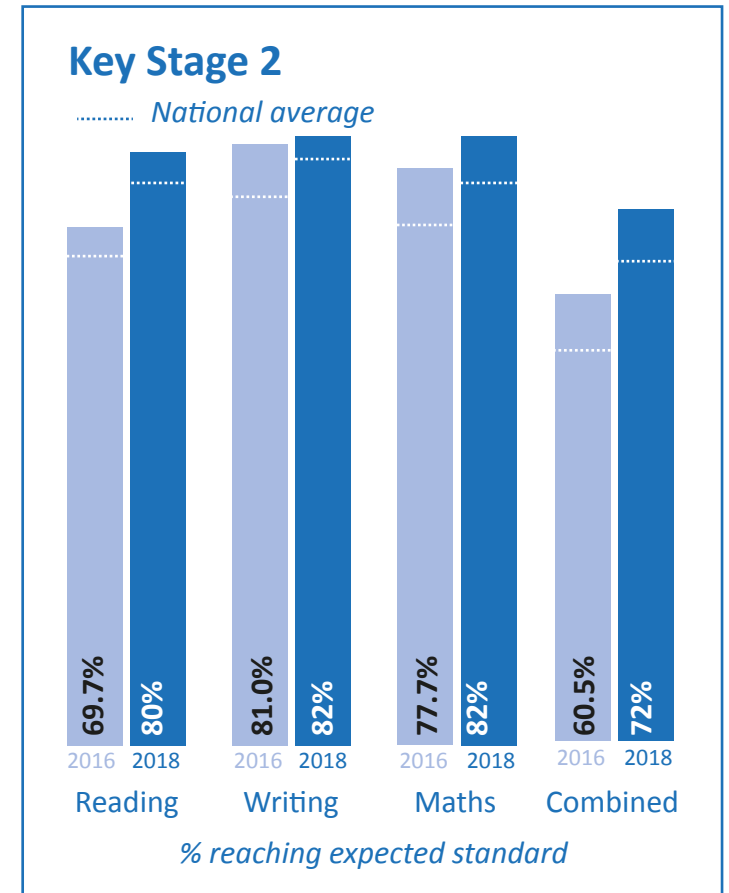
In addition to the support available to our member schools through an annual subscription, our nursery and primary schools are offered tailored support packages and 63 member schools, around 90% of those eligible, took up this offer in 2018-19.



Within their overall package, schools receive core services such as assistance with teaching, learning and assessment strategies (including SATs and phonics screening checks) and support with moderation and inspection.



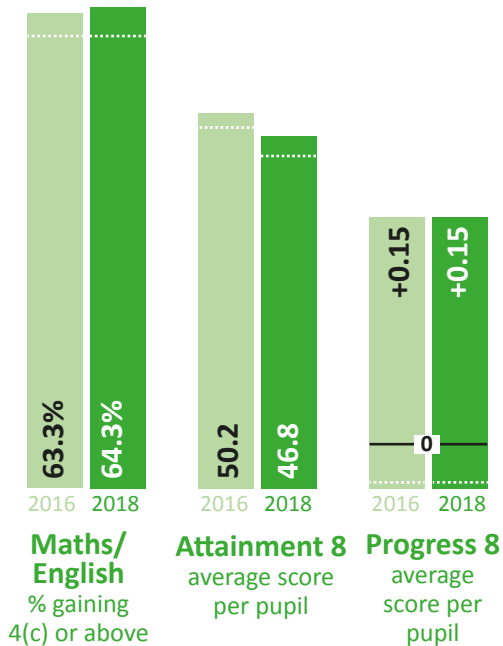
In addition, all schools are able to tailor further support to their needs. This year that bespoke support has covered areas such as leadership coaching, leadership interviews, performance management, governor training, learning walks, book-looks and outdoor learning. Our ultimate aim is an improvement in pupil outcomes and we recognise the improved outcomes, across Early Years and Key Stages 1 and 2, that have been achieved by schools.



Attainment and progress

Key Stage 4

..... National average



Leadership Consultants

We have established a team of highly experienced leadership consultants who provide support to all our member schools. The nature of the support is agreed with each school and this year has ranged from curriculum reviews to leadership team building, from scrutiny of the effective use of performance data to approaches to improving attendance.

Our leadership consultants also meet together to quality assure their own and each other's work to ensure that the standards of support are consistent across all our schools.

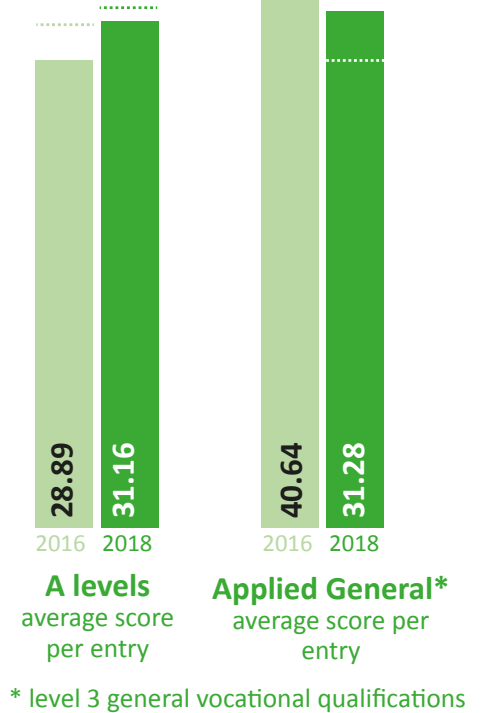
“I have found the support through the leadership consultant invaluable”

Tower Hamlets Headteacher



Key Stage 5

..... National average



Leadership and development

Fundamental to our approach to supporting schools to deliver the best possible outcomes for their learners is people development: not only developing classroom teachers and school leaders but also building effective mechanisms for those teachers and leaders to share good practice and to strive continually to improve.

Leadership Development

At the heart of our 'Teach Tower Hamlets' strategy is a commitment to provide outstanding leadership development programmes for established, new and aspiring leaders across all our schools. In 2018-19, we offered LEAD (Leadership Exploration and Development) for Middle Leaders, Next Generation Senior Leaders and Future Headteachers programmes with a number of delegates going on to secure more senior roles in their current schools and across the borough. In addition, we ran a High Performance Leadership programme for established Headteachers and launched a new Leadership Forum to provide school leaders with opportunities to network, share and learn. The Forum kicked off with an event supported by the Chartered College

of Teaching where Prof. Paul Browning led a workshop on developing a culture of trust. Other Forums featured high profile presenters such as Dr Lee Elliot Major (CEO, Sutton Trust) and Sir Tim Brighouse.

99

school leaders attended our leadership programmes in 2018-19

30

Headteachers coached our Future Headteachers delegates

What the Future Headteachers delegates thought:

“Coaching sessions were powerful and thought provoking”

“It helped me move...to greater focus on leadership”

“I feel empowered and confident”

“I really enjoyed the programme and the impact it had on me”

Teacher development

Networks

We continue to facilitate the establishment of an increasing number of professional networks across a range of curriculum areas in both the primary and secondary phases. These networks provide excellent opportunities for sharing good practice, building expertise and keeping up to date with the latest developments. As our leadership development programmes become more established and extensive, we are now establishing leadership networks to provide space for school leaders to challenge and support each other.



Subject Leader Development

To enhance their networking opportunities, we offered subject leaders in primary schools the chance to develop themselves and their curricula through a series of short courses. These provided subject leads with the opportunity to work collaboratively with other schools to share best practice around teaching and assessment and to keep up to date with curriculum developments in their subject areas.

1,128

school staff took part in our **Primary development programmes** in 2018-19

2018-19 Networks

Primary

EYFS Co-ordinators
English, Maths, MFL, RE, Science

Secondary

English, Humanities (cross-phase),
Maths, MFL, PE, RE, Science

Leadership

Primary DHT/AHT
Secondary DHT
CPD Leaders
Governors' Forum
Leadership Forum

Collaborative research

Research Projects

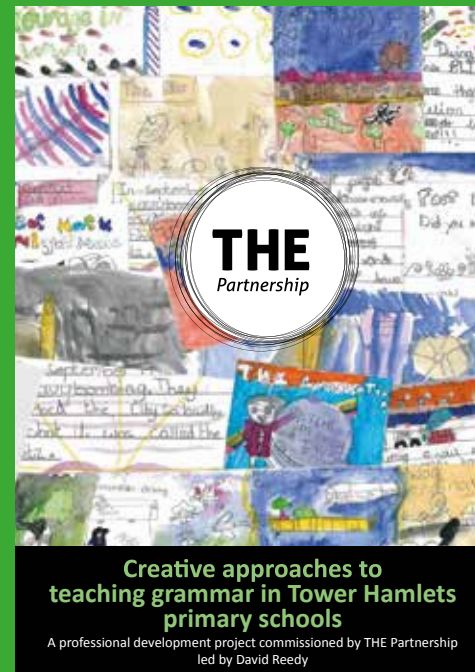
During 2018-19, we commissioned our first research project to explore how creative approaches to teaching grammar can be developed across the primary curriculum. Led by David Reedy, former General Secretary and past President of the United Kingdom Literacy Association, the collaborative project brought together ten primary schools and twenty teachers from across Tower Hamlets to carry out the action-research.

In addition to attending five workshops to share and develop ideas, the teachers who comprised the project group took those ideas back into their classrooms. Each teacher produced a case study detailing the innovative approaches they had implemented and the impact those approaches had on pupil outcomes. Through their case studies, they were all able to demonstrate pupils' progress in using grammar effectively in their writing including gains in technical competence, fluency, organisation of materials, motivation and awareness of how to engage a reader.

Through the project the importance of using 'authentic' texts to provide rich contexts for exploration and models for writing was identified as key in delivering the improved outcomes. A further significant factor in generating improvements was time: for modelling and scaffolding by teachers and for exploration, experimentation and discussion by pupils.

Just as important, the teachers involved were able to demonstrate their own development in terms of pedagogy and practice.

The outcomes of the project were published and shared not only across Tower Hamlets but also to other parts of the UK and as far as China - with a member of our team being invited to present the project findings to an international school in Shanghai.



“...the idea of letting children play with grammar and giving them a purpose for their writing stayed with me.”

Tower Hamlets
Teacher

Partnering innovation

Peer Review Model

The Tower Hamlets Peer Review model has been developed by our school leaders for all schools and is built on the principles of trust and collaboration. Our model supports schools to develop the confidence, capability and capacity to challenge and support each other as part of a culture of continuous school improvement. The schools engaging in peer review have benefited from:

- ✓ Creating a bespoke Tower Hamlets model that is better suited to our schools needs
- ✓ Sharing with, and learning from, each other within a culture of joint problem solving
- ✓ Engaging in CPD opportunities for school leaders and in professional networks
- ✓ Developing a culture of continued school-led improvement
- ✓ Creating a culture of high support and high challenge
- ✓ Building a culture of trust between schools

The 60+ schools involved will work in smaller clusters over a 2-year period to carry out an annual review of each school, identifying the school's strengths and areas for improvement. We will work with the schools to capture good practice and identify common themes across Tower Hamlets to support the wider system and inform our future strategy.

We are driven by what unites us. Through the creation of a collaborative, school-led improvement system incorporating our own peer review model, we will benefit all children and adults who are invested in education in Tower Hamlets.



“Peer review was one of the most useful things this school has done. Thank you.”

Tower Hamlets
Headteacher

Opportunities, outcomes and life changes

Our Purpose

We are a “school company”, established by school leaders to deliver high quality school improvement services to all Tower Hamlets schools. As a school-led partnership, we are rooted in the highly successful collaboration that has characterised and underpinned education in the borough over the last two decades. Our schools operate as a family to support, challenge and encourage each other in their determination to do the very best for every child.

Our member schools share a rich collaborative ethos and have access to a strong model of school improvement. We are independent of the local authority but work closely with it and are supported by it.

We also work closely with a range of other local organisations, many of whom are associate members, who are determined to give our children and young people the best possible start in life.

Our aim is to meet the challenge of ensuring that all children and young people in Tower Hamlets achieve the best possible outcomes and flourish through effective collaboration between schools.

Our Vision

All children and young people in Tower Hamlets will experience the best possible educational opportunities, outcomes and life chances.

Our Core Values

- ✓ Aspiration
- ✓ Trust & support
- ✓ Transparency & accountability
- ✓ Equality & inclusion

Our Offer

Our offer is built around three key themes:

- school **improvement**
- people **development**
- collaborative **innovation**

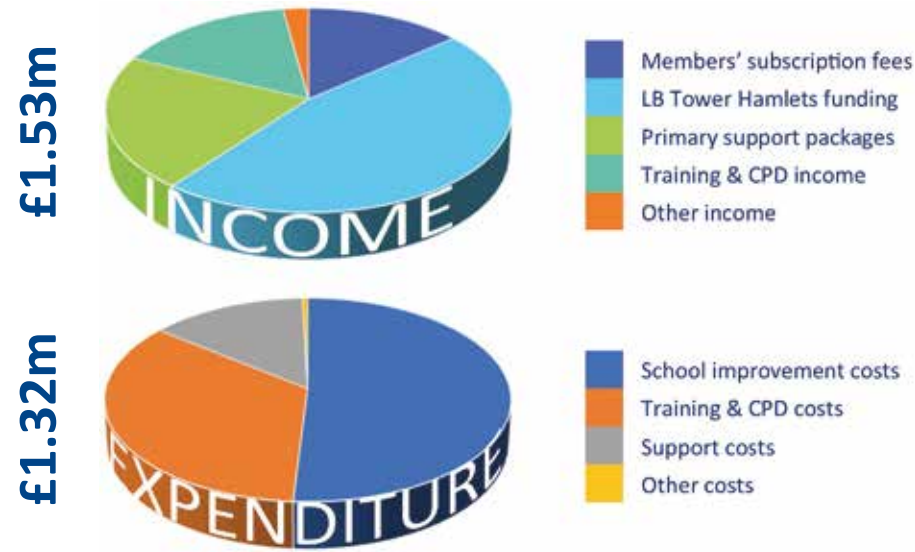
Our key activities include delivering a school improvement model based on: knowing our schools and their learners; building their capacity to assess their own, and each others, strengths and areas for development; providing leadership consultancy and support to drive school improvement.

Our people development is focused on the best: attracting and retaining the best people; being the best place to learn, teach and lead; delivering the best outcomes for all young people.

Our collaborative approach is aimed at creating exciting working and learning environments by promoting involvement in innovative projects and programmes.

Accountability

Our Finances



Our Plans

Our Strategic Plan 2019-22, shared with our member schools, contains exciting plans to continue to improve, develop & innovate:

- ✓ Embedding our new peer review model as a foundation for further school-led improvement
- ✓ Develop a 'Teach Tower Hamlets' brand to promote the borough as the best place to teach and lead
- ✓ Involve more schools in innovative action-research

Our Governance

The Board provides strategic oversight to our work and is led by the Chair, Robert Crothers. The current directors bring extensive experience and expertise across education, local government, finance and business and are committed to ensuring we provide the best possible services to our members. Since the end of the year, we have further enhanced our Board with the appointment of two local Headteachers as directors.



Shahanaz Begum



Aziz Choudhury



Sir Kevan Collins



Debbie Jones



Robert Crothers



Christine Gilbert



Michael Keating



Sir Alasdair Macdonald



Stephen Purse

By schools, for schools

Our members

We are a membership organisation and in 2018-19 almost all Tower Hamlets' schools were members. The City of London's only state school was also a member.

Nursery schools

Alice Model Nursery
Children's House Nursery
Columbia Market Nursery
Harry Roberts Nursery
Old Church Nursery
Rachel Keeling Nursery

Special schools

Beatrice Tate
Bowden House
Phoenix Primary & Secondary
Stephen Hawking
The Cherry Trees

97
member schools
representing
94%
of learners

Primary schools

Arnhem Wharf Primary	Cubitt Town Junior	Marion Richardson Primary	St Peter's CofE Primary
Bangabandhu Primary	Cyril Jackson Primary	Marner Primary	St Saviour's CofE Primary
Ben Jonson Primary	Elizabeth Selby Infants	Mayflower Primary	Seven Mills Primary
Bigland Green Primary	English Martyrs RC Primary	Mowlem Primary	Shapla Primary
Blue Gate Fields Infants	Globe Primary	Olga Primary	Sir William Burrough Primary
Blue Gate Fields Junior	Guardian Angels RC Primary	Osmani Primary	Smithy Street Primary
Bonner Primary	Hague Primary	Our Lady & St Joseph RC Primary	Stebon Primary
Bygrove Primary	Halley Primary	Redlands Primary	Stepney Greencoat CofE Primary
Canary Wharf College (East Ferry)	Harbinger Primary	St Agnes RC Primary	Stewart Headlam Primary
Canary Wharf College (Glenworth)	Harry Gosling Primary	St Anne's RC Primary	Thomas Buxton Primary
Canon Barnett Primary	Hermitage Primary	St Elizabeth's RC Primary	Virginia Primary
Cayley Primary	John Scurr Primary	St John's CofE Primary	Wellington Primary
Chisenhale Primary	Kobi Nazrul Primary	St Luke's CofE Primary	William Davis Primary
Christ Church CofE Primary	Lansbury Lawrence Primary	St Mary & St Michael RC Primary	Woolmore Primary
Clara Grant Primary	Lawdale Junior	St Matthias CofE Primary	Sir John Cass Foundation Primary
Columbia Primary	Malmesbury Primary	St Paul's Whitechapel CofE Primary	
Cubitt Town Infants	Manorfield Primary	St Paul with St Luke CofE Primary	

Secondary schools

Bishop Challoner Boys' School	London East Alternative Provision	St Paul's Way Trust School (4-18)
Bishop Challoner Girls' School	London Enterprise Academy	Sir John Cass & Redcoat CofE School
Bow School	Morpeth School	South Quay College (14-19)
Canary Wharf College (Crossharbour)	Mulberry Academy Shoreditch	Stepney Green MCS College
Central Foundation Girls' School	Mulberry School for Girls	Swanlea School
George Green's School	Oaklands School	Wapping High School
Langdon Park School	Raine's Foundation School	



“What a great year with many new and exciting initiatives. Well done and thank you.”

Tower Hamlets Headteacher

**info@the-partnership.org.uk
020 7364 6846**