



THE
Partnership

Strategic Plan
2019-22

INTRODUCTION

THE Partnership, which was established by the schools in Tower Hamlets in partnership with the Local Authority and other stakeholders, is building on over 20 years of collaborative working among schools, the LA and the community to deliver excellent education. Our primary focus is on school improvement that continually raises outcomes for all our pupils.

After our first two years of development, we have established credibility across our members and a reputation for the high quality of all our work. We have clearly achieved "proof of concept" with schools saying that they "cannot afford not to be members". Our aim over the next three years is to make significant strides in improving outcomes for our children and young people.

We will make use of the best available data to keep abreast of the key issues both locally and nationally, to challenge schools to continue to improve and to identify schools that may be at risk to inform our school improvement support.

We have no single model for school improvement as different situations call for different solutions and our mix of strategies is a great strength.

- We deliver some of our work ourselves – using our full-time team members or consultants.
- We broker collaboration between schools and, where appropriate, with other organisations.
- Some of our services are provided as part of the core offer to all members.
- There is also the opportunity for schools to purchase additional services.

Our focus is primarily on Tower Hamlets' schools but we will work with other schools, partnerships and local authorities where appropriate e.g. on peer review. All our programmes will be subject to rigorous review, evaluation and reporting processes.

OUR VISION

To support schools to ensure that all children and young people in Tower Hamlets achieve the best possible opportunities, outcomes and life chances.

OUR VALUES

The core values to which THE Partnership members are committed, and which underpin our activities, are:

Aspiration

- Promoting and striving for excellent outcomes for all children
- Continuous improvement in the quality of teaching and learning
- Developing best practice
- At the forefront of school improvement, both nationally and internationally

Trust and support

- Collegiality and mutual support as part of a family of schools
- Investing in collaborative working within THE Partnership
- A voice for all members
- Supporting one another as critical friends to improve teaching and learning and outcomes for children and young people
- Innovation through working together

Equality and inclusion

- Equal opportunities
- Fairness in operation and decision-making
- Fair admissions and fair access policies
- Promoting and supporting cohesion and integration
- A voice and involvement for parents, for children and young people, for school staff and for the wider community

Transparency and accountability

- Open and transparent partnership governance and decision-making
- Welcoming challenge from each other, local people and elected representatives
- Working to agreed accountability measures



OUR ASPIRATIONS

By 2022:

- All our member schools to be good or outstanding with attainment that puts Tower Hamlets in the top quintile nationally in all key stages.
- Teaching and learning to be at the heart of our work and our high quality professional and leadership development making Tower Hamlets one of the most attractive places to work in the UK.
- Support and challenge for our schools so that they drive their own and each other's improvement agenda.
- All the partners and stakeholders in Tower Hamlets working collaboratively to secure improved outcomes for our young people.
- To be recognised as a leading partnership, not only by our member schools and our community, but also nationally and internationally.

OUR PRIORITIES

Priority	Broad Description
1. 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.
2. 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.
3. 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.
4. 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 changing contexts.
5. 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 support and galvanise our schools in responding to change by continuing to be an outward facing partnership; working with other organisations, understanding the national & global context and bringing that wider intelligence to benefit Tower Hamlets' schools.

OUR PLANNING

As we start each year covered by this Strategic Plan, we intend to produce an annual plan that sets out in more detail (with KPIs and target dates) the expected actions for that year. This annual plan will be derived from the following detailed breakdown of our priorities:

Priority 1: Knowing our Schools		
Understand the performance, capability and capacity of all schools in Tower Hamlets, using data and other information		
Objectives	Actions	Outcomes
<ol style="list-style-type: none"> 1. Obtain and provide accurate and timely data on school performance (including specific groups of pupils) 2. Undertake analysis and risk assessment 3. Provide a high-quality Leadership Consultancy service 	<ul style="list-style-type: none"> • Negotiate contract with specific providers on an annual basis • Agree specific timelines for data publication • Agree protocol with members and LA for data sharing • Devise a system to identify and categorise schools which includes wider potential risks (e.g. falling rolls/finance), using a range of available information (including audit information) • Set up Challenge Group and School Review Group. Calendar regular meetings to analyse data and risk assess schools • Formally notify the LA of our findings • Employ and deploy Leadership Consultants (LCs) • Design appropriate framework and provide appropriate training and advice to LCs • Work collaboratively with members to design a bespoke THEP peer review model 	<ul style="list-style-type: none"> • THEP has a clear understanding of the performance of all schools, including strengths and areas for development • Effective risk assessment is in place • Identification of priorities for intervention • Identification of capacity givers



Priority 2: Support & Intervention

Monitoring, challenging and supporting schools to ensure the highest possible standards of education for Tower Hamlets’ children and young people

Objectives	Actions	Outcomes
<ol style="list-style-type: none"> 1. Establish a high-quality professional learning programme in partnership with schools 2. Intervene early where the performance of a school is deemed at risk or declining 3. Support good and outstanding schools to take responsibility for their own improvement and to support other schools 4. Support schools to secure a positive outcome in the event of an Ofsted inspection 5. Support schools to develop capacity for new models of leadership and governance in response to Pupil Place Planning 	<ul style="list-style-type: none"> • Develop a coherent plan for intervention, based on LC support, Challenge & Support Groups, TIGs • Provide information and advice to the LA where there is a need for formal intervention • Attend regular meetings with RSC and Ofsted (with the LA) and liaise with them in relation to academies deemed to be at risk • Broker and commission appropriate support for schools as required • Through the dissemination of best practice and signposting, help schools to work together to drive improvement and access appropriate support • Work collaboratively with members to design a bespoke THEP peer review model • Provide appropriate support to schools on notification of an Ofsted inspection and represent the LA in meetings and feedback • Carry out a needs analysis in relation to PPP and commission appropriate support • Develop an action plan for Post-16 	<ul style="list-style-type: none"> • Our professional learning offer meets the needs of schools, contributes to school sustainability and is valued by them • Improved school outcomes demonstrate the impact of targeted and timely support and challenge for schools • All schools are graded Good or better by Ofsted • The percentage of schools rated Outstanding by Ofsted increases • High satisfaction from schools with the service offered by THEP • The THEP offer is perceived as good value for money by Tower Hamlets’ schools, the LA and other organisations



Priority 3: Teaching & Learning Supporting the development of high quality teaching and learning to impact on outcomes for children and develop the professional expertise of staff		
Objectives	Actions	Outcomes
<ol style="list-style-type: none"> 1. Promote the sharing of knowledge and best practice across schools, enabling leaders and staff at all levels to learn from each other and improve practice through the development and provision of effective networking opportunities 2. Develop and deliver a professional learning offer which improves the quality of teaching and learning 3. Signpost and commission appropriate professional learning 4. Raise the profile of Tower Hamlets as an exciting place to teach, lead and develop a career in education 	<ul style="list-style-type: none"> • Establish, support and lead subject, phase and leadership networks • Develop good practice journals and directories, enable opportunities for schools to work collaboratively and share knowledge and expertise • Provide a professional learning programme across all phases through central training and in-school support • Develop the <i>Teach Tower Hamlets</i> concept and brand 	<ul style="list-style-type: none"> • Our professional learning offer meets the needs of schools and is valued by them • Improved attainment, progress and Ofsted outcomes for Tower Hamlets' schools • Improved recruitment and retention of staff • The work and achievements of Tower Hamlets' schools is shared widely and recognised as outstanding practice • Raised profile of THEP beyond Tower Hamlets

Priority 4: Leadership Providing high quality leadership programmes and support to ensure succession planning and to impact on outcomes		
Objectives	Actions	Outcomes
<ol style="list-style-type: none"> 1. Ensure high quality leadership at all levels within Tower Hamlets’ schools 2. Retain and recruit the very best leaders in and to Tower Hamlets’ schools 3. Support Governors to ensure they are best placed to lead Tower Hamlets’ Schools 	<ul style="list-style-type: none"> • Provide a professional learning programme for all levels of leadership for all aspects of the role, including financial best practice • Ensure that all new Headteachers receive effective induction and on-going support • Develop and commission coaching and mentoring programmes for leaders and senior staff • Develop and implement systems to support Headteacher recruitment • Support the development and sustainability of a Chairs of Governors’ Forum • Work with governors (in collaboration with the LA's Governors' Services team) to implement a development programme that meets identified needs to drive school improvement 	<ul style="list-style-type: none"> • Schools are sustainable • Improved attainment, progress and Ofsted outcomes for Tower Hamlets’ schools • Improved recruitment and retention of staff • There is a sustainable pipeline of leaders through the development of staff and successful succession planning • All schools increase their confidence in taking responsibility for their own success and that of other partner schools • High quality training for governors promotes school improvement and leads to improved school and pupil outcomes



Priority 5: Innovation, Collaboration & Outward Facing

Develop a culture amongst THE Partnership schools of participation in innovative action-research, collaboration and evidence-based practice and an outward facing approach to school improvement

Objectives	Actions	Outcomes
<ol style="list-style-type: none"> 1. Create the climate and practical opportunities for schools to collaborate and innovate 2. Leverage the expertise within Tower Hamlets to create new learning 3. Learn from other high performing organisations and share new ideas around the system 4. Create opportunities for teachers and leaders in Tower Hamlets' schools to work with colleagues on a national and international level 	<ul style="list-style-type: none"> • Deliver and host conferences, bringing new ideas from beyond Tower Hamlets and education • Facilitate professional networks between a range of partners (including Associate Members) to encourage sharing of best practice and collaboration • Bring the latest education research to Tower Hamlets' schools through newsletters, conferences and professional learning • Seek out opportunities for Tower Hamlets' leaders and teachers to visit other schools and jurisdictions • Be alert to opportunities for TH leaders and teachers to contribute to local, national and international projects and initiatives • Support and contribute, as appropriate, to the successful delivery of the LA's Children and Families Plan and 14-25 Strategy (as part of the Tower Hamlets' Partnership Strategy) 	<ul style="list-style-type: none"> • Tower Hamlets schools are leading and participating in research-based activity and are at the forefront of research-led professional development • Improved collaboration between sectors to improve outcomes for children • Raised profile of THEP beyond Tower Hamlets • Tower Hamlets schools and leaders produce resources and literature that is shared more widely • THEP is recognised by schools as a facilitator of innovative practice • THEP is well represented on expert groups





Tower Hamlets Education Partnership
IMPROVING SCHOOLS TOGETHER