



Tower Hamlets Education Partnership

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

Strategic Plan 2022-25

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Introduction to THE Partnership

THE Partnership is building on over 20 years of collaborative working among schools, the local authority and the community to deliver excellent education. Our principal purpose is providing school improvement and professional learning services to schools in Tower Hamlets.

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 Key Drivers

- ▶ Cultivating trust and collaboration
- ▶ Creating excitement about learning, teaching and leadership
- ▶ Confidence and capacity building in a school-led system

Our Core Values

- ⊙ Equality and Inclusion
- ⊙ Aspiration and Ambition
- ⊙ Trust and Support
- ⊙ Transparency and Accountability

Our Proposition

- ✓ We know there is a better way, but we can't do it alone
- ✓ We are laser-focused on creating excellence in learning, teaching and leading, and aim to connect the right people in order to deliver on this mission
- ✓ We are single-minded in helping pupils and teachers alike to learn and teach in the most effective way possible and in enabling school leaders to acquire the skills to make a difference
- ✓ We do this with people who share our vision, have the same passion as we do, taking bold moves to make progress and see an impact

Our Partnership

- We are a truly collaborative partnership of schools
- Schools commit to our partnership through membership
- We are our members and we strive to make them proud to be members

Our Priorities

1. Knowing Our Schools

Understanding the performance, capability and capacity of all schools in Tower Hamlets, using data and other information

Through data analysis and collaborating with schools, we will thoroughly understand the strengths and needs of each of our schools individually, as well as any wider trends.

2. Support and Intervention

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

We will support all schools to improve, regardless of their starting point, aiming to support them before they get into difficulty and provide more intensive support as required.

3. Learning and Teaching

Supporting the development of high-quality learning and teaching to impact on outcomes for children and develop the professional expertise of staff

Research consistently demonstrates that improving teaching has the greatest direct effect on improving pupils' learning and outcomes. We will make certain that our work is rooted in ensuring pedagogy impacts on outcomes for pupils.

4. Leadership

Providing high quality leadership programmes and support to ensure succession planning and to impact on outcomes

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 and Outward-Facing

Developing a culture of participation in innovative action-research, collaboration and evidence-based practice and an outward facing approach to school improvement

We will challenge schools 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 be an outward facing partnership, working with other organisations, understanding the national and global context and bringing that wider intelligence to benefit Tower Hamlets' schools

6. Sustainability and Viability

Ensuring we provide schools with sustainable, value for money services by making efficient and effective use of the resources available to us

We will strive to secure sufficient resources of sufficient quality to deliver the services our schools and the local authority request, to the standard they require so that we remain sustainable. We will use our resources efficiently in order to remain viable.

Our Aspirations

We are ambitious for ourselves and for our member schools. We always seek to do things better and we are accountable for what we deliver and what we enable our member schools to deliver.

We will measure the progress we make over the next three years towards delivering our priorities against the following aspirations:

- All our member schools are good or outstanding
- Attainment at all key stages puts Tower Hamlets in the top quartile nationally
- The support and challenge we provide enables schools to drive their own and each other's improvement agenda
- Our high-quality professional and leadership development offer makes Tower Hamlets one of the most attractive places to work in the UK
- All the partners and stakeholders in Tower Hamlets work more collaboratively for the benefit of the whole education community
- We are widely recognised as a leading education partnership locally, regionally and nationally

Both quantitative and qualitative measures will be developed, where appropriate, that will enable us to establish the base position at the start of the strategic plan period and ultimately compare this with the position at the end of the three years of the plan.

Our Objectives

In making progress towards delivering our priorities we have identified a number of objectives.

Priority 1: Knowing our Schools

Understanding the performance, capability and capacity of all schools in Tower Hamlets, using data and other information

- 1.1. Understand how well our schools are performing and their capacity for sustained strong performance.
- 1.2. Identify the strongest leadership and education practice in member schools so that it can be shared more widely.
- 1.3. Identify, quickly and accurately, any schools that need additional support to perform well.
- 1.4. Understand how well schools are meeting the needs of their most vulnerable and disadvantaged pupils including closing attainment gaps.
- 1.5. Understand how well our schools are responding to and implementing statutory policies and guidance against which they will be held to account.

Priority 2: Support and Intervention

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

- 2.1 Provide timely, structured and effective support to schools deemed to be at risk or causing concern.
- 2.2 Enable good and outstanding schools to drive their own improvement and provide support to other schools, as appropriate.
- 2.3 Ensure all schools are Ofsted-ready.
- 2.4 Support schools to improve A level performance.
- 2.5 Provide schools with a high-quality professional learning offer that meets their needs, contributes to their sustainability and is valued by them.
- 2.6 Support schools to develop capacity for new models of leadership and governance in response to Pupil Place Planning.

Priority 3: Learning and Teaching

Supporting the development of high-quality learning and teaching to impact on outcomes for children and develop the professional expertise of staff

- 3.1 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.
- 3.2 Develop and deliver a professional learning offer which improves the quality of learning and teaching and improves teacher subject knowledge.
- 3.3 Signpost and commission appropriate professional learning within and outside Tower Hamlets.
- 3.4 Promote Tower Hamlets as an exciting place to teach, lead and develop a career in education.
- 3.5 Respond to the impact of the pandemic on learning and teaching and pupil outcomes especially for those vulnerable and disadvantaged pupils who are likely to have been disproportionately affected.

Priority 4: Leadership

Providing high quality leadership programmes and support to ensure succession planning and to impact on outcomes

- 4.1 Build high quality leadership at all levels within Tower Hamlets' schools.
- 4.2 Attract, recruit and retain the very best leaders in and to Tower Hamlets' schools.
- 4.3 Build a sustainable and diverse talent pipeline of high-quality senior leaders and Headteachers with a focus on those who are currently under-represented.
- 4.4 Support Governors to equip themselves to carry out their roles effectively.

Priority 5: Innovation, Collaboration and Outward-Facing

Developing a culture of participation in innovative action-research, collaboration and evidence-based practice and an outward facing approach to school improvement

- 5.1 Create the climate, conditions and enabling structures for schools to collaborate and innovate, within Tower Hamlets and beyond.
- 5.2 Learn from other high performing organisations and share innovative ideas across the system.
- 5.3 Celebrate and share system and school-led innovation and best practice within and beyond Tower Hamlets.
- 5.4 Review the Associate Membership scheme as a method of increasing collaboration.

Priority 6: Sustainability and Viability

Ensuring we provide schools with sustainable, value for money services by making efficient and effective use of the resources available to us

- 6.1 Regularly review the staffing structure to ensure it remains appropriate for the delivery of our offer to schools and our support services.
- 6.2 Develop medium-term financial planning tools to support delivery of the strategic plan.
- 6.3 Ensure that systems and processes remain fit for purpose in enabling the best use of our resources
- 6.4 Assess the opportunities for, and risks of, expanding activities beyond Tower Hamlets as a means to improving our long-term viability

Our Challenges

If we are to drive the organisation forward to deliver our priorities and achieve our objectives, we must be aware of the challenges we are likely to face.

Public Policy

In response to Covid-19, new policies will be introduced in the coming months whilst the government has also pressed on with the implementation of other policies. The Government has announced plans for a Schools White Paper in 2022.

Further, the education services provided by the local authority, including school improvement, are currently under review.

Risk	Impact
<ul style="list-style-type: none"> Examinations & Assessment policy for 2021-22 onwards 	<p><i>May need to be reflected in schools' curriculum delivery and performance measurement and how THE Partnership supports schools</i></p>
<ul style="list-style-type: none"> Regulatory framework implemented by Ofsted for 2021-22 onwards 	<p><i>May impact on which schools are inspected and how with implications for how we support them</i></p>
<ul style="list-style-type: none"> Academisation policy to encourage/enforce expansion of MATs Early Career Teacher Framework 	<p><i>Role of THE Partnership may need to change and/or number of member schools may fall</i></p> <p><i>Our role in the delivery of ECT programmes may change and the LA may not continue to be an Appropriate Body</i></p>
<ul style="list-style-type: none"> Review of local authority service offer to schools from 2022-23 	<p><i>Potential changes to commissioned services and funding</i></p>

Service Delivery

In times of significant change, there is a constant requirement for our services to adapt appropriately so that they remain fit for purpose. The challenge for us is to identify the need for change in a timely manner and to implement this change without disruption to schools using those services.

Risk	Impact
<ul style="list-style-type: none"> In a period of change, service offer doesn't remain relevant 	<p><i>Demand for our services may fall and, in the extreme, schools may terminate their membership</i></p>
<ul style="list-style-type: none"> Services delivered on our behalf by consultants/ contractors are not managed effectively 	<p><i>The quality of service delivery falls and our reputation is diminished</i></p>
<ul style="list-style-type: none"> Lack of clarity in which services are being commissioned by the local authority 	<p><i>Gaps arise in service provision and funding doesn't match services delivered</i></p>

Viability & Value

There are currently a number of risks to our long-term viability based on the fact that we are highly dependent on commission and other income from the local authority which may come under pressure from 2022-23. Further, if school funding is reduced in response to public spending pressures, then another major source of income may be affected. The Government is currently undertaking a Comprehensive Spending Review that will inform education spending from 2022-23 onwards.

If we seek to grow the organisation through alternative income sources this will generate additional risks.

Risk	Impact
<ul style="list-style-type: none"> • Over dependency on income from limited sources (TH council & schools) 	<p><i>A reduction in income from either/both of these sources has a significant impact on long-term viability</i></p>
<ul style="list-style-type: none"> • Insufficient capacity and capability to diversify and generate alternative income sources 	<p><i>Unable to either mitigate reductions in income or grow income</i></p>
<ul style="list-style-type: none"> • Failure to convince members of benefits of diversification and growth 	<p><i>If members believe diversification/growth is to the detriment of services to them, our reputation with them may suffer</i></p>

Workforce

As our single most valuable resource, we need to ensure our people have the necessary skills and motivation to deliver the high-quality services our members require and to operate in an efficient and effective way. The challenge for us is to ensure our staffing structures remain appropriate to deliver the services required, both internally and externally, and that we provide sufficient, appropriate development opportunities to enable staff to maintain and enhance their capacity to deliver services.

Further, it is important to recognise, particularly in a relatively small organisation, that key individuals leaving may have a significant impact on the ability to deliver services, provide effective leadership and/or maintain our reputation with our members.

Risk	Impact
<ul style="list-style-type: none"> • Staffing structures hinder the delivery efficient and effective services both internally & externally 	<p><i>Quality and value of service delivery deteriorates</i></p>
<ul style="list-style-type: none"> • Key individual(s) leave with no effective succession plan in place 	<p><i>Leadership becomes less effective and reputation is diminished</i></p>

Operational Plans

For each year of the strategic plan, we will develop an annual operational plan.

Our annual operational plans will identify the actions we will take to:

- ✓ Achieve our objectives as expressed in the 6 Priorities
- ✓ Address our challenges as expressed in identified risks requiring active management.



**Improving
Schools
Together**

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benefit of the whole school community**

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