



Membership Offer

2023-24

THE
Partnership

THE Partnership

- a force for improvement

Our Purpose

- To provide 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 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 Key Drivers

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

“THE Partnership provides unique support, especially for Headteachers, if there is a problem there is always someone to listen. THE Partnership is really strong and I think has been invaluable in maintaining the high standard of education across Tower Hamlets.”

St. Anne's and Guardian Angels Primary

For our Member Schools, we will

- ⦿ Work in a truly collaborative partnership with you
- ⦿ Horizon scan and keep you up to date with regional and national developments
- ⦿ Invest in our own professional learning so we are able to give the best possible support, advice and guidance
- ⦿ Welcome your challenge and feedback
- ⦿ Conduct ourselves in a way that demonstrates integrity and professionalism
- ⦿ Deliver a high quality and reliable service
- ⦿ Respect confidentiality and build relationships on trust
- ⦿ Respond to requests as promptly as possible

We ask our Member Schools to

- ⦿ Commit to growing the wider system as well as your own school
- ⦿ Volunteer your time and energy, investing in the wider system
- ⦿ Collaborate and share knowledge for the benefit of all your colleagues in Tower Hamlets
- ⦿ Act in the best interests of all schools in Tower Hamlets, building a culture of high trust and support

“THE Partnership has been invaluable in helping us survive and at times thrive. With the current and expected future increased pressures on schools, we need THE Partnership more than ever!”

Manorfield Primary School

“THE Partnership has transformed the ways schools are supported, how they receive professional development. Everything is professional, high-quality and delivered with integrity. THE Partnership is far more than just value for money.”

Central Foundation for Girls' School

Welcome to THE Partnership

The Partnership exists to support schools to continually strive to be better and we do this in collaboration with the 90 member schools that make up THE Partnership. Our vision is that Tower Hamlets is the best place to learn, teach and lead and our role is to provide the best school improvement support, leadership development and professional learning to realise that ambition.

As a collaborative partnership, we collectively ensure that no school or school leader is left isolated and unsupported; all schools contribute in a way that not only enables them to benefit but also enables the whole partnership to benefit.

Our membership offer is built on the principles of collaboration, challenge and support and supports all our schools to effectively meet their priorities for improvement.

In addition to the core membership offer, schools also benefit from discounted fees for our comprehensive and highly valued Professional Learning Offer and Additional Services Offer.

The support of all our member schools in contributing to our whole membership offer has been invaluable, whether through Phase meetings, our Headteacher Reference Group or direct input and feedback from you all. We will, of course, respond to any requests from you as members and seek to adapt our offer throughout the year to meet your changing needs.

We are proud to be part of, and working in collaboration with, the Tower Hamlets education community. We look forward to strengthening our partnership and continuing to work together to make a difference to all the children, families and communities we serve.

Tracy Smith

Executive Director



Our Membership Offer

Summary

As members of THE Partnership in 2023-24, and in return for an annual subscription fee of £9 per pupil, you will benefit from our high-quality Membership Offer as well as access to our Professional Learning Offer and Additional Services Offer at significantly discounted rates.

Core Offer

All member schools benefit from...

Challenge and Support

- ✓ Headteacher Support *inc. Executive Coaching & New Headteacher Support*
- ✓ Support and Intervention
- ✓ On-Demand Advice and Guidance
- ✓ Keeping in Touch/Communication
- ✓ Ofsted Inspection Support
- ✓ Brokering School-to-School Support

Knowledge Exchange and Collaborative Research

- ✓ Peer Learning
- ✓ Networks *inc. subject and leadership*
- ✓ Curriculum Projects and Research
- ✓ Think Tanks & Roundtable Discussions

Leadership Development

- ✓ Subsidised Conferences *inc. Headteachers' & Deputy/Assistant Heads*
- ✓ Spotlights

Discounted Professional Learning

Average fee discounts over 40%

- ✓ Early Career Programmes
- ✓ Classroom Practitioner Training
- ✓ Leadership Programmes

Additional Services Offer

All member schools benefit from...

Access to Shared Services

- ✓ Tower Hamlets Education Recruitment Service (THERS)

Bespoke support

- ✓ Primary In-School Support
- ✓ Headteacher Appraisal Facilitation
- ✓ Bespoke Consultancy Support

LA Commissioned Services

We are commissioned by the local authority to carry out statutory school improvement functions for maintained schools using de-delegated funding. This is based on risk assessment, monitoring and appropriate intervention (see Appendix).

“An outstanding offer, exceptionally led. Always innovative... Training is always thoughtful and well planned. The speakers at conference are amazing!”

Blue Gate Fields Junior School

At A Glance

**THE Partnership
Membership**
- All Schools

**LA Commissioned
Functions**
- Maintained Schools¹

Challenge and Support

Executive Coaching for Headteachers	✓✓✓	
Enhanced Support for New (Y1/2) Headteachers	✓✓✓	
Support and Intervention (C&S / TIG)	✓✓✓	
On-Demand Support, Advice and Guidance	✓✓✓	
Keeping in Touch/Communication	✓✓✓	
Ofsted Inspection Support (Continuous)	✓✓✓	
Ofsted Inspection Support (Inspection Meetings)		✓✓✓
Risk Assessment		✓✓✓
Comparative Data Analysis		✓✓✓
Leadership Consultancy		✓✓✓
KS1/2 Teacher Assessment Moderation		✓✓✓
Brokered Support	✓✓✓	

Knowledge Exchange & Collaborative Research

Peer Learning	✓✓✓	
Networks (Subject, Leadership & Others) ²	✓✓✓	
Curriculum Projects and Research	✓✓✓	
Think Tanks and Roundtables	✓✓✓	

Leadership Development

Subsidised Conferences ²	✓✓✓	
Leadership Spotlights	✓✓✓	
Sustainable Leadership Task & Finish Group	✓✓✓	
BAME Leadership Strategy Steering Group	✓✓✓	
Governor Development	✓✓✓	

Discounted Professional Learning

Average 40% discounted fees ²	✓✓✓	
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Additional Services

Temporary staffing cost savings from THERS ³	✓✓✓	
Bespoke support	✓✓✓	

¹Academies can purchase these services if required

²Non-members pay full fees/rates ³THERS not available to non-members

Core Offer

Challenge and Support

We provide challenge and support to all our member schools, regardless of where they are in their improvement journey. Benefits to member schools include:

➤ Executive Coaching for Headteachers

We believe in the transformational impact of coaching and the feedback from Headteachers suggests that you agree. We will again be providing access to coaching as part of our membership offer in 2023-24.

- ★ All Headteachers will benefit from the opportunity to work with one of our experienced Leadership Coaches. These are all ex-Headteachers or system leaders who are working across the country
- ★ Every Headteacher receives three coaching sessions per year
- ★ Coaching sessions are conducted online or face-to-face to meet Headteachers' needs

➤ Enhanced Support for New Headteachers

Taking on a headship is both exciting and challenging. We understand the need for advice and to have access to colleagues who can help you. We believe it is vital to be part of a supportive and collaborative network of Headteachers as you start your headship in Tower Hamlets. New Headteachers will benefit from an excellent induction and support package covering the first two years of headship, including:

- ★ New Headteacher Induction Programme
- ★ Headteacher mentor and buddy from within our member schools
- ★ New Headteacher network 'Meet Ups'
- ★ Finance training
- ★ 3 additional Leadership Consultant visits in each of the first two years
- ★ 3 additional Executive Coaching sessions in each of the first two years

➤ On-demand Support, Advice and Guidance

We understand the importance of being able to get in touch to seek advice on a range of issues. Being a member of THE Partnership means you are never alone - we are always at the other end of an email or phone. We will try to provide the support, advice and guidance you need or will signpost you to the right agencies or people to help if we believe that will provide the best solution.

➤ Keeping in Touch/Communication

Our member surveys identify that what members most value from us is communication - keeping in regular touch and providing opportunities for you to connect and keep in touch with each other. This highly valued member service will continue in 2023-24 through:

- ★ Regular Keep in Touch (KiT) bulletins including DfE, Ofsted and Public Health updates
- ★ The fortnightly THEP Bulletin with information about training and events
- ★ Regular THE Partnership Headteacher Meetings including leadership thinking and practical takeaways
- ★ Headteacher virtual coffee mornings responsive to emerging issues and your needs
- ★ Increasing use of social media and online forums

➤ Ofsted Inspection Support

Drawing on the wealth of experience in our team, including first-hand and recent inspection experience, we will continue to support member schools as they prepare for Ofsted inspections, through:

- ★ Regular Ofsted Briefings and updates on the Education Inspection Framework
- ★ Signposting to Ofsted research, webinars and training and dissemination of key findings from Ofsted reports
- ★ Sharing of learning and intelligence from recent member schools' inspections
- ★ On-call responses to queries from schools anticipating an Ofsted inspection
- ★ Support with preparation for inspection, including the Ofsted pre-inspection telephone call
- ★ On-call support from the moment your inspection is announced through to publication of your inspection report

➤ Brokering Support

We believe that a school-led system is the best way to improve outcomes for all young people in Tower Hamlets and so, if the need arises, we use our knowledge of all member schools to broker school-to-school support, finding the best partnership for you. Leaders and schools providing the support are able to contribute to the system whilst also building their professional experience. If appropriate, we will also draw upon our wide pool of high-quality and vastly experienced associate consultants and networks.

Knowledge Exchange and Collaborative Research

We are committed to promoting collaboration and joint practice development between our member schools particularly where they may be working on similar projects or tackling common challenges. Learning with, and from, each other is a cornerstone of our work as a professional learning community and helps build capacity in the system. All our 90+ member schools have exemplary practice to share, through:

➤ Peer Learning

We believe that schools thrive when they learn from and with each other in a spirit of trust and collaboration. Peer learning is integral to effective collaboration and is complementary to other components of our school improvement offer. In 2023-24, our Peer Learning Model will continue to facilitate sharing practice and learning from each other collaboratively, whereby:

- ★ All member schools are strongly encouraged to play an active role in the Peer Learning process with over 70% of all our member schools engaged in 2022-23
- ★ Working within clusters enables colleagues to build professional networks, engage in joint-problem solving and share best practice
- ★ Peer Learning enables schools to bring in externality and peer-to-peer challenge and support

➤ Networks

Working as part of a collaborative subject network provides a rich opportunity to share good practice, build expertise and keep up to date with the latest developments in curriculum areas. Leadership networks provide the space for colleagues to challenge and support each other. All network meetings provide excellent professional learning and information-sharing opportunities. Our networks include:

- ★ 5 Primary subject networks
- ★ 9 Secondary subject networks
- ★ 6 Leadership networks
- ★ Secondary Headteachers' Collaborative
- ★ Special Schools Learning Partnership

Member schools are able to access all networks FREE of charge – even if you only have 3 staff attending network meetings, membership will save your school £1,000 a year. For those networks led by our member schools, an annual payment is made to schools for each network lead.

➤ Curriculum Projects and Research

We believe in the value of evidence-based school improvement strategies and will seek out and create opportunities for schools to be involved in a range of projects.

Over the last two years, working with nationally recognised experts, our member schools have had the opportunity to participate in a range of projects including in grammar, oracy, mathematics, science, history and geography. Research undertaken in some of these projects has been published and disseminated.

We intend to offer further project opportunities to our member schools in 2023-24.

➤ Think Tanks & Roundtable Discussions

We will provide opportunities to engage in Think Tanks and collaborative Roundtable events and, where possible, include leading educationalists and policy makers.

Our partnership with Sam Freedman enables us to horizon-scan and explore the education context with termly Think Tanks.

Previously, we have also had Sir Tim Brighouse, Mick Waters, Sir Kevan Collins, Sir Alasdair Macdonald, Maggie Farrar and Dame Alison Peacock join our discussions.

Leadership Development

We are committed to creating an environment where Tower Hamlets is the best place in the country to grow and be challenged as a leader and teacher. To this end, we are committed to designing and offering a high-quality professional learning offer for all our schools. Alongside the leadership programmes included in our Professional Learning Offer, we provide the following opportunities through the Membership Offer:

➤ Leadership Conferences

We are delighted to work together with the Headteachers' Committee in supporting the annual Tower Hamlets Headteachers' Conference. The programme for 2023 will be decided later in the year but we will work with the Headteachers' Committee to provide another strong line-up and we will continue to subsidise the cost of attending for Headteachers of member schools.

Our annual Assistant and Deputy Headteachers' Conference in Spring brings together renowned speakers, local school leaders and THEP to invest in our senior leader talent pipeline. In 2023 we welcomed Dr Emma Kell and Thahmina Begum as our keynote speakers. This is valuable opportunity to grow professional networks and share knowledge across the system.

➤ Leadership Spotlights

Following the success of these events in recent years, we will continue to run them in 2023-24. The aim of Spotlight events is to bring colleagues from member schools together to explore in-depth an element of leadership thinking and current research. These online, hour-long events help us to feed our leadership learning and share ideas with colleagues in breakout rooms. At a time when so much of our energy gets drawn down and in, Spotlights are designed to help you look up and out. Recent themes have included Courageous Conversations, Recruitment and Retention Strategies and Managing Industrial Action.

➤ Sustainable Leadership Task and Finish Group

We know that as many as 40-50% of school leaders, nationally, have indicated that they intend to leave the profession in the next 3-5 years (T. Greany et al 2021). This group, made up of current Headteachers and senior leaders from our member schools is working to explore how we retain our current school leaders and develop our talent pipeline of future school leaders effectively. A THEP White Paper will be published in 2023 along with the launch of the TH_IS strategy and Senior Leadership Internship Programme.

➤ BAME Leadership Strategy Steering Group

Building a workforce of school leaders that reflect the diversity of our communities is a priority for Tower Hamlets. This group, made up of current Headteachers and senior leaders from Tower Hamlets is exploring the barriers, challenges and opportunities for BAME colleagues and how we can grow this talent pool, ensuring that school leadership is an exciting and desirable ambition for which they are prepared and equipped. Our third cohort of the BAME Middle Leader programme, in partnership with Swanlea School, is underway; we have identified a team of leadership coaches to support senior leaders and are working closely with the LA and wider organisations in Tower Hamlets to identify good practice in recruitment and retention. A networking conference is planned for 2023.

➤ Governor Development

We work in partnership with Tower Hamlets Governor Services to offer all our schools professional learning for Governors that focuses school improvement including leadership, including:

- ★ Holding your school leaders to account: data, evidence, support & challenge
- ★ Understanding school finances
- ★ Ofsted and governance
- ★ Sustainable Leadership and Talent Development
- ★ Workshops at the Annual Governors Conference

Discounted Professional Learning

We are committed to providing the highest quality professional learning that supports schools to drive improvement, train and develop staff and provide professional challenge.

What's more, member schools benefit from access to our high-quality professional learning at significantly discounted fees – on average, over 40% below non-member prices.

Our 'Professional Learning Offer' brochure is published termly and contains a wide range of programmes, workshops and events, including:

➤ Early Career Programmes

For teachers at the start of their career, we currently offer:

- ★ A Primary Enhanced ECT Induction Offer, working in collaboration with East London Teaching School Hub, covering the first two years of teaching
- ★ Primary and Secondary bespoke sessions for teachers to strengthen and develop pedagogy

➤ Classroom Practitioner Training

Our primary team offer a range of training courses to support classroom practice including:

- ★ Subject knowledge development and improving pedagogy in key areas such as English, Mathematics and Science
- ★ Subject leader development courses in the wider curriculum, in response to the Education Inspection Framework and, skilling up middle leaders
- ★ Phonics and Early Reading training
- ★ Moderation training and understanding national expectations

➤ Leadership Programmes

From aspiring through to experienced school leaders, at middle or senior levels, our leadership programmes encourage colleagues to work with their peers from within Tower Hamlets and beyond. We offer programmes for colleagues at all stages of their leadership journey, including:

- ★ High Performance Leadership
- ★ Future Headteachers

- ★ Next Generation Senior Leaders
- ★ Primary Subject Leadership
- ★ BAME Leaders
- ★ Support Staff Leaders
- ★ Leadership Lab Series including Leading People and Courageous Conversations
- ★ Empowering Leadership: Influencing Through Coaching

➤ **School Business Manager Support**

In addition to supporting the work of the SBM Forum, we work with School Business Managers to offer professional learning that meets their needs and the needs of their staff. For example, in 2022-23 we offered Leading Teams and People programmes for support staff.

Additional Services Offer

Access to Shared Services

We are committed to working with our member schools to identify opportunities for them to benefit from access to shared services that deliver improved quality and reduced cost.

➤ **Tower Hamlets Education Recruitment Service (THERS)**

In September 2020, through our contract with Reed Specialist Recruitment Ltd, our member schools were given access to THERS. THERS is a managed service meeting schools' temporary staffing requirements: short-term and long-term, teaching and non-teaching. Schools are charged fixed rates by all the agencies that are part of the service and we have estimated that schools using the service have saved around half a million pounds. All our member schools are free to access THERS at any time but it is not available to non-member schools.

Bespoke Support

We offer a range of additional services that are continually being adapted and enhanced to meet the expressed needs of our schools. We make use of our own team, our experienced, quality assured associates and the pool of high-quality leaders already working within our schools to support the delivery of these services.

Whilst these services are additional to those provided as part of schools' membership of THE Partnership, our member schools normally benefit from being able to access these services at lower rates than non-member schools.

Our 'Additional Services Offer' brochure is published annually and contains details of the additional services we offer, including:

➤ Primary In-School Support

This is accessed by over two-thirds of our primary schools. Cost-effective, focused support is offered to strengthen and develop teacher subject knowledge and pedagogy, as well as support and development for leaders at all levels.

➤ Headteacher Appraisal Facilitation

An increasingly popular service, we offer preparation for and meeting with the Headteacher through to a review meeting with Governors and a summary report.

➤ Headteacher Appointment Packages

A service offering a range of support from assisting with shortlisting to organising assessments to managing the whole process.

➤ Leadership Coaching Packages

We offer 1-2-1 and group coaching support with leaders and staff at all levels to reflect on their leadership and improve performance.

➤ Additional Leadership Consultant Visits

Schools can purchase additional Leadership Consultant support to address specific issues such as Ofsted readiness, mentoring, coaching, data evaluation or support with key post recruitment.

➤ Focussed Reviews

Bespoke reviews to meet a specific need identified by the school. Examples include external validation of an area of the Ofsted framework or a theme identified in your self-evaluation. Include verbal feedback and a written summary with agreed actions for further improvement.

➤ Bespoke Training and Development

Increasingly schools are asking us for bespoke leadership development and professional learning inputs. Examples include strategic away days for leadership teams, leadership development programmes for senior and middle leaders, staff INSET days and governing body training.

Examples from 2022-23 include:

- ★ Working with two school SLTs to explore together high-performance leadership (six 0.5-day sessions across the school year)
- ★ Developing scripts and scaffolds for all leaders in three schools around the theme of Courageous Conversations
- ★ Working with individual school SLTs to develop how they work as a team
- ★ Group Coaching for SLTs
- ★ Middle and Senior Leader development in a large primary school
- ★ 1-2-1 leadership coaching for senior leaders
- ★ Facilitating SLT strategic away days

Appendix

LA Commission

We are commissioned by LB Tower Hamlets to carry out its statutory school improvement function for maintained schools. From 2023-24 this will be funded through de-delegation.

The commission includes:

➤ Risk Assessment

- ★ A desktop analysis and review of a school's data
- ★ A comprehensive school risk assessment

➤ Comparative Data Analysis Pack

- ★ Data headlines will be provided towards the end of the Summer Term for primary and by the end of August for secondary
- ★ A data analysis pack for all maintained schools, including student level analysis, to support collaboration and school improvement

➤ Leadership Consultancy

- ★ 1.5 days per year (one half-day visit per term)
- ★ The first visit includes a diagnostic review to establish and agree priorities for the year ahead

➤ Ofsted Inspection Support

- ★ Meeting with the Lead Inspector
- ★ Attendance at the feedback meeting

➤ Primary Assessment, Monitoring & Moderation

- ★ Regular updates on statutory primary assessments
- ★ Monitoring visits to 10% of schools delivering the Phonics Screening Check and KS2 SATs papers
- ★ Moderation visits to 25% of schools for KS1 teacher assessment in reading, writing and mathematics and 25% of schools for KS2 teacher assessment in writing

➤ Headteacher Recruitment

- ★ Attendance at the final session of the interview process to approve the appointment on behalf of the LA

Our Members

Nursery



Primary



Secondary



Special





**Improving
Schools
Together**

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

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