



Hounslow  
Education  
Partnership

# ANNUAL REPORT 2019

**“ Coming together is a beginning, keeping together is progress, working together is success ”**

## **The HEP Promise:**

**‘By schools, for schools’**

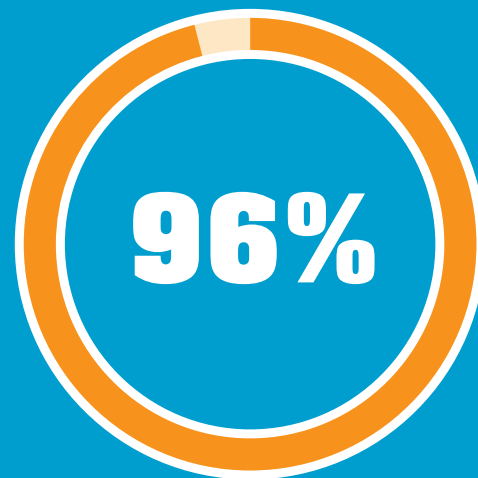
Our promise is to work with great energy to encourage our members’ shared responsibility, collective moral purpose and vision. We will build on deep and trusted relationships across our supportive, thinking and learning community to deliver excellence in all we do.

HEP schools will always be stronger together.

## **The HEP Vision:**

Our school-led school improvement partnership enables us to deliver the best possible educational experiences and outcomes for all the children and young people of Hounslow and drives our collective responsibility and ambition for their achievements.

Our approach is collaborative and inclusive of all Hounslow schools and promotes a rigorous culture of review, reflection, challenge and support drawing on the skills and expertise in our schools and beyond.



**of HEP schools are  
good or outstanding**



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## 1. Chair's introduction

Dear Fellow Members,

I am delighted to introduce the first Annual Report for members of Hounslow Education Partnership (HEP). This has been an exciting and successful first year of transition establishing our unique educational partnership for Hounslow schools.

From the earliest discussions about creating HEP, we were clear that as a group of schools we valued our strong history of working together for the greater good of all children and young people, in particular the most vulnerable, across the Borough. This year, therefore, an important focus has been on strengthening networks and establishing effective new ways of working and communicating with our members to ensure we can best meet your needs. The real strength of HEP is in its ownership by schools and the commitment of members to engage fully in shaping its direction and making things happen. Our culture is one of openness, trust and mutual accountability. On behalf of the Board, I would like to thank particularly the excellent work of the chairs and members of groups and networks who drive and facilitate HEP's activities and encourage any of you who would also like to take part to let us know!

The HEP Board is responsible for the strategic and financial oversight of the company. We work closely with Cormac Bourne, our Partnership Director, to shape HEP's strategic direction and to ensure sound business planning and financial sustainability for the future.

We will also be appointing two additional independent directors in the coming year to add to the Board's skills and expertise in order to best support that work. HEP's business priorities for the coming year are outlined in this report and are based on your feedback.

The aims and values of the Partnership are at the heart of the work of the Board. We measure HEP's success by how far we are building the capacity of the school system in Hounslow to support itself and respond to the needs of schools and the children and young people they serve. We know that a key way to achieve this is to ensure teachers have access to high quality best practice networks and effective Continuing Professional Development. Recognising the challenge of recruitment and retention in our schools, in the coming year we hope to maximise the potential of HEP as a vehicle to promote recruitment and leadership to the Borough and between our schools.

I look forward to working with you in the coming year to continue to shape the future of HEP, together.



Victoria Eadie  
Chair of Hounslow Education Partnership Board



## 2. Partnership Director's overview



Cormac Bourne  
Partnership Director

Dear Colleagues

Following our formal launch in September, this has been a productive first year for Hounslow Education Partnership.

As with any new company it has been important in this first year to get the basics right. We have focussed on ensuring an effective and coherent infrastructure for HEP; creating a new website and newsletter for member communications and establishing an efficient meetings' cycle. Most importantly, and key to the success of the Partnership has been the building of new relationships and new ways of working with members and external stakeholders such as the Local Authority and Teaching Schools. The success of HEP is reliant on partnership working and this lies at the heart of all of our work, underpinned by our shared aim of supporting HEP schools to provide the best possible education for children and young people in the Borough.

An important part of my role is supporting the Board in robust business planning to ensure financial stability. Without this we will be unable to meet our aims and deliver the HEP Promise to members. Recognising schools' wish to create a very cost-effective resource model for HEP, the work of the Partnership is based on brokerage, commissioning and the sharing of expertise across schools within the Partnership and beyond. I am pleased to say that in this first year, we have been successful in promoting this model and have already delivered a number of additional benefits and services to Member schools detailed in the report.

Looking ahead to the coming year, we will be consolidating our progress so far and based on Member feedback, will be focussing our efforts on three major priorities which will continue to build towards a strong school led system in Hounslow:

broker a high quality training and CPD offer to meet the needs of Members to be delivered through partnerships with our schools and the best external providers

develop robust and effective quality assurance processes to underpin and promote the sharing of best practice across our schools and the services we commission

support recruitment and retention in Hounslow schools through promotion of the professional development benefits HEP offers to staff at all levels

I am delighted to say that across the course of the year I have met almost all of you now and I would like to thank all members for the warm welcome and engagement with our very special joint venture, Hounslow Education Partnership.





## A core part of HEP's work is enabling our members to make connections and share the best of local practice.

The annual HEP fee for schools (based on pupil number) enables Members to access:

- regular HEP partnership meetings appropriate to phase and area
- local supportive peer networks
- weekly HEP newsletters and website

Members are also able to:

- shape the development of new services to meet the needs of schools
- vote to appoint the HEP Board Directors
- benefit from discounted rates for HEP products and services

### HEP Partnership meetings – members working together

Partnership meetings are the driving force of HEP's work. Led by headteachers, the Primary, Secondary and Special school headteacher termly meetings set the strategic direction for HEP activity. The School Led Improvement groups, across phases identify and develop the HEP programmes of work. HEP also facilitates LA liaison meetings to ensure effective partnership working.

#### Partnership Headteachers

- Setting strategy
- Directing implementation
- Identifying future needs

#### School Led Improvement Groups

- Implementing strategy
- Identifying strengths and areas for joint development
- Analysing impact of activities

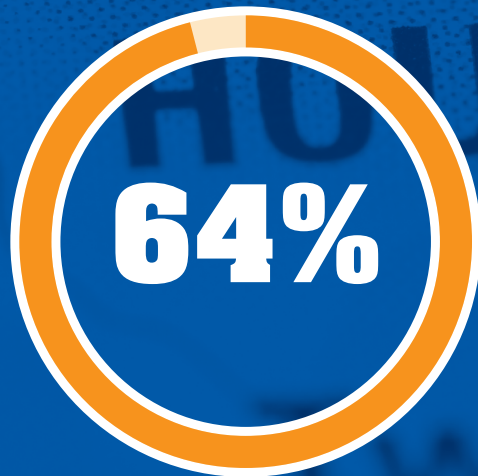
#### Lead Heads and SLTL

- Planning
- Implementation
- Reporting back



**36** editions  
of the  
newsletter

**230**  
subscribers



**of subscribers are  
highly engaged**

**average weekly  
open rate 48%**

**The School Led Improvement Groups** for Primary, Secondary and Vulnerable Student (**SLIPS/SLIGS/VSSG**) aim to deliver a strategic and coherent approach to school led improvement for Member Schools. In order to ensure the best outcomes for all secondary students in Hounslow Schools, **the Secondary Group (SLIGS)** focusses on:

- the quality of teaching and learning particularly in sixth forms
- professional development
- learning reviews and subject networks

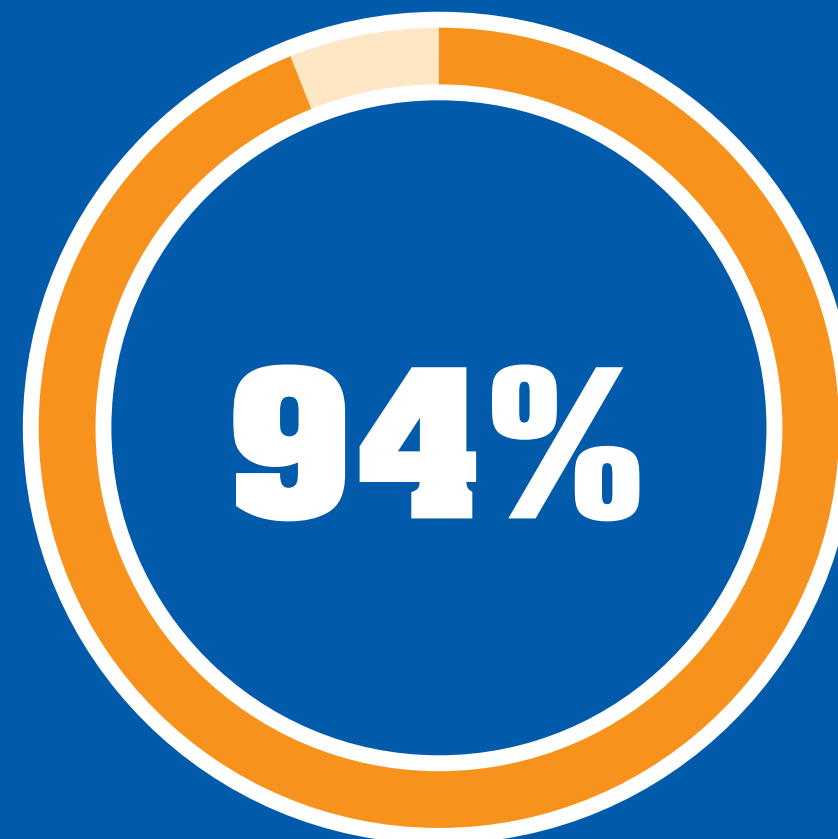
**The Primary Group (SLIPS)** works in partnership with the LA and meets a number of the LA's school improvement responsibilities through this school led model. It provides oversight and direction for the Hounslow School Improvement strategy and maintains an overview of school performance via Peer Challenge, including for schools causing concern.

**The Vulnerable Student and SEND Group (VSSG)** focusses on:

- the agreed placement of the most vulnerable students at Key Stage 4
- budget management and reporting on the Gold Service bought by secondary members
- quality assurance of Woodbridge Park and Gateway services, Fresh Start and Trading Places on behalf of member schools
- identifying and maximising more effective partnership opportunities
- liaison with the LA SEND teams
- improved outcomes for special school HEP members.

**The Secondary Leaders Teaching and Learning (SLTL)** group provides a forum to

- share best practice and collaborate on common areas of need
- support the implementation of the HEP/LA 14-19 priorities
- discuss the impact of and formulate effective local responses to educational reform



**of members have attended  
3 or more Partnership  
meetings**

# “Positive feedback for you on the PSL - we reminded an agency that we were a HEP member - I reckon that saved us heading toward £5,000 over the year”

Working for you - HEP brokers new services and benefits for members and this year HEP has enabled the following:

- free PSHE Association membership for all members
- free PSHE training for both primary and secondary

**PSHE**  
Association

- a Preferred Suppliers' List of recruitment and supply agencies operating across Hounslow providing transparency of rates and fees.

**35 agencies submitted proposals, 15 selected for HEP PSL**



- free Think Ninja app for all secondary schools as part of support for student Mental Health and Well Being (supported by LA funding)

- free Download for all HEP secondary schools



On your behalf, HEP has negotiated Member discounts on the following programmes:

- London West Alliance Teaching School (LWA)
- Outstanding Teacher Programme
- Reach Curriculum
- West London Speech and Language Therapy support



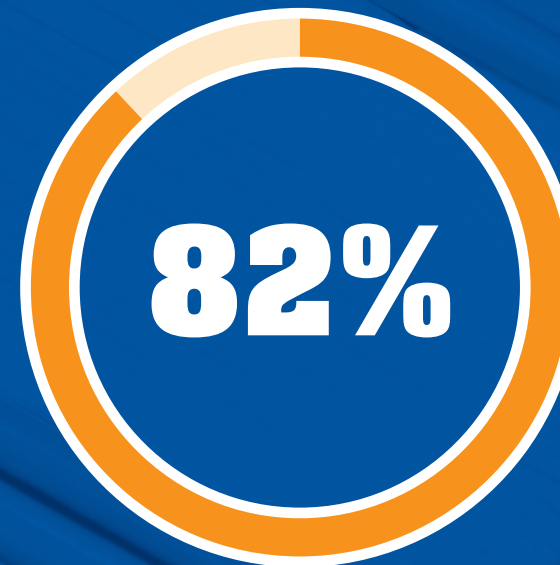
# Because of our unique Partnership model, HEP is able to facilitate effective working across our schools, building capacity in the school-led system...

Working together for Vulnerable Students across Hounslow, HEP represents schools on the Fair Access Panel (FAP) for the Borough and manages the pooled secondary budget on their behalf.

This group has established an operational guide which is designed to secure conflict-free Managed Transfers of pupils for whom permanent exclusion would be otherwise necessary.

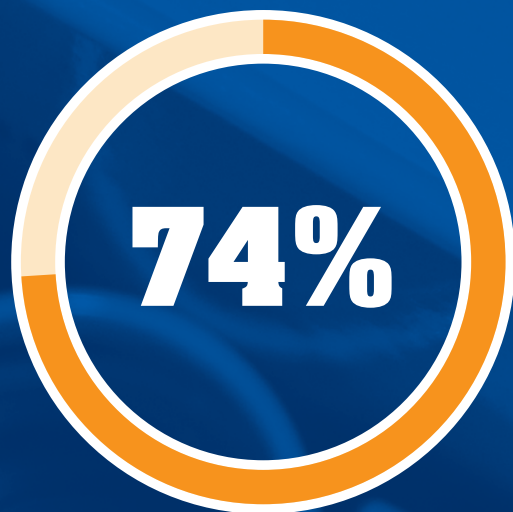
The well-established, primary Peer Challenge programme is purchased annually by individual primary schools – HEP members benefit from a 50% price reduction compared to non-HEP members. Developed, delivered and owned by HEP member schools, the programme drives improvement

in the quality of primary education for Hounslow children and young people. Administered by HEP, lead Headteachers run the programme which includes a successful and effective peer review model. Schools are also able to benefit from Joint Practice Development (JPD) in which schools work together to identify solutions and strategies to address issues and challenges identified through the Peer Challenge programme, LA and Challenge Partner reviews.

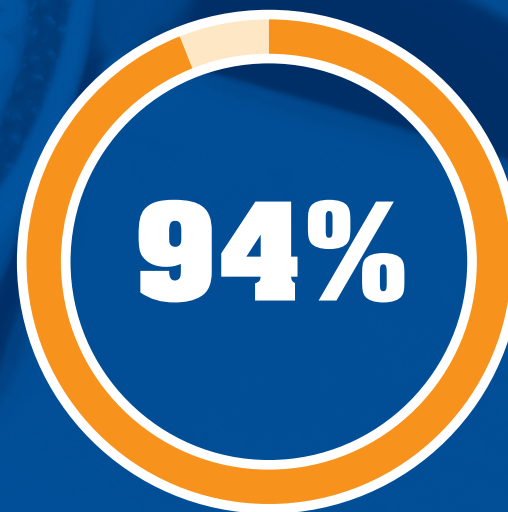


**of HEP primary members also took part in Peer Challenge**





**of HEP primary members attended the new Attendance Officer network**



**of delegates agreed or strongly agreed the network had clear objectives and supported knowledge sharing and peer support**

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**This year, Joint Practice Developments have resulted in:**

- a new Attendance Officer network
- a new Outstanding Teacher programme
- training and support for staff in effective transition from nursery to reception
- senior and middle leader training offer

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**“Communities of Interest “**

In 2018/19, the Local Authority funded a range of activities to address areas of need identified through the 2017/18 Peer Challenge programme. Known as “Communities of Interest” and delivered by third party suppliers, HEP, in partnership with the LA, has managed the finances and administration of the projects on behalf of schools. Programmes have been developed and delivered in

**the following areas:**

- Rapidly Improving Schools
- mathematics
- reading
- core subject improvement and bespoke leadership development
- primary senior and middle leader training

# In addition, this year, HEP School Led Improvement groups - have developed new networks of support and additional training to meet identified needs in the following areas:

## **Student Wellbeing network –** launching September 2019

Supported by LA funding, this will be a strategic forum for schools in Hounslow which provides the opportunity for schools to work collectively and with the LA, to develop school-led approaches to safeguarding and early help in this important and growing area of need for schools and young people.

## **Senior Business Professional network** – launched June 2019

This FREE to access cross phase network aims create a local support network of School Business Professionals and to provide opportunities for:

- sharing good practice
- joint CPD events/keynote speakers/workshops

- mentor/support to new SBP's
- sharing and signposting relevant information and CPD opportunities
- economies of scale – joint/collaborative purchasing, negotiating discounts, special prices
- income generation

## **Develop your A level Teaching –** launching in October 2019

This new structured forum for sharing good practice in A Level teaching has been developed through the SLTL group to enthuse and empower A Level teachers across Hounslow to learn from each other.

Already well established in some subjects in Secondary, a recent survey of members shows that networks are viewed as generally very effective and valuable in terms of training and sharing of good practice. Over the coming year, HEP will review and refresh with members the focus and scope of the meetings to ensure they continue to meet needs.

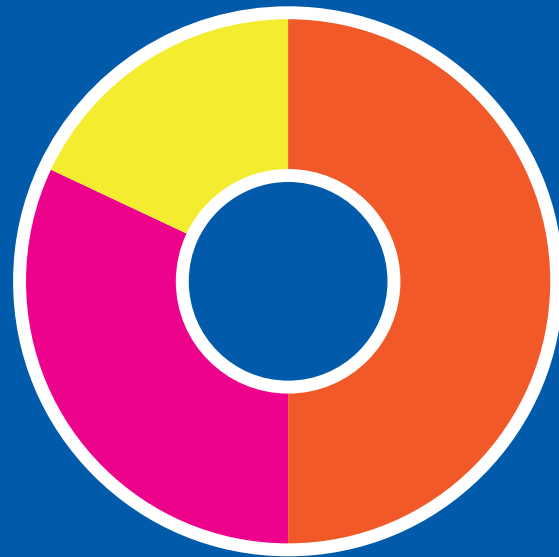
## **Subject Networks in Primary and Secondary**

Primary networks for mathematics and English have now begun in the West and Central areas. This will be an important area of growth for HEP in the coming year.

HEP will also be aiming to ensure an effective QA process for subject networks across both primary and secondary, supporting networks with training, agenda structuring, and measuring impact.



**“HEP were incredibly supportive in helping set up the first Senior Business Professional network. The HEP team enabled us to reach out to colleagues and allowed us the freedom to plan and implement our ideas; supporting us with communications, admin and a venue to host - feedback from those who attended was extremely positive.”**



Moderately  
effective



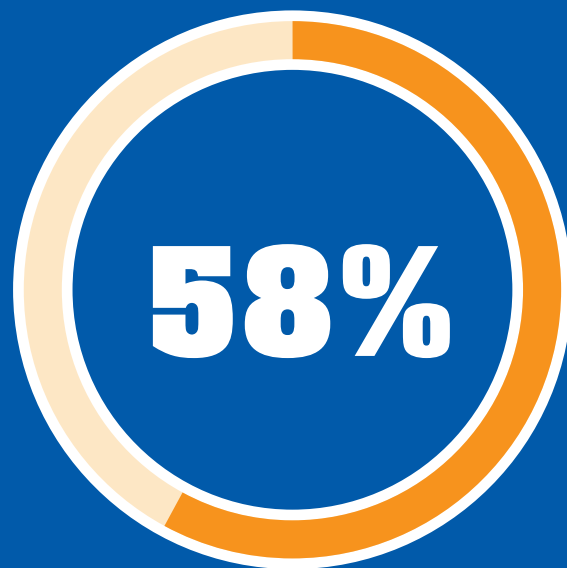
Effective



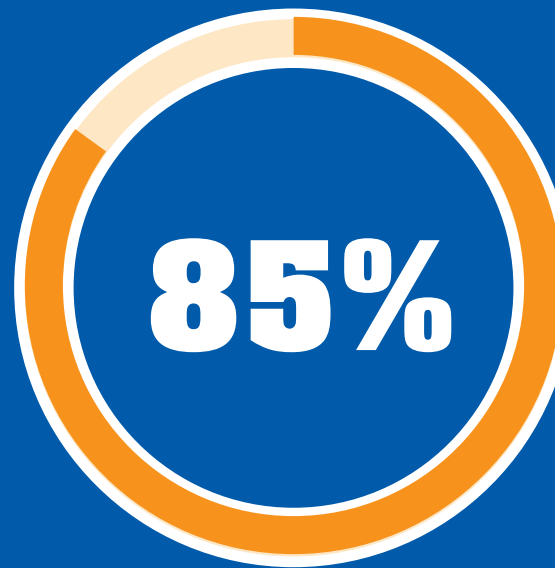
Highly  
effective

**35** members from **Primary, Secondary**  
and **Special schools** attended the  
launch meeting

## HEP facilitates access to external expertise and training for members...



**of HEP primary members attended the PHSE training**



**of delegates rated the training either very good or excellent**

The successful John Yates leadership training programme for primary leaders.

PSHE Association training for primary schools in March 2019 and for secondary schools in June 2019.

Ofsted briefings - this year's well attended briefing for primary schools from Julia Coop on new framework will be a regular feature in future programmes.

Primary senior and middle leader training – these development programmes ran across the year and focussed on leadership, teaching and learning and evaluating the quality of education and impact of school improvement strategies.

Over **90** delegates attended each of the six John Yates programmes

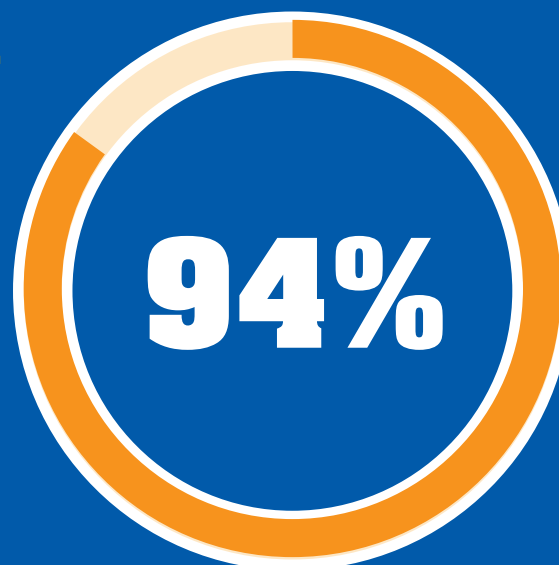
**583** Secondary teachers attended Subject Networks during 2018/19

**42** Primary Members participate in Peer Challenge across 13 triads

**74** schools are members of HEP

**30** Fair Access Panel meetings

**58** Primary Headteachers and senior leaders attended HEP Ofsted briefing



of schools have attended 3 or more Partnership meetings

**14** Cross Phase Headteacher Partnership meetings

**1** Secondary Conference

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THANK YOU FOR YOUR SUPPORT!

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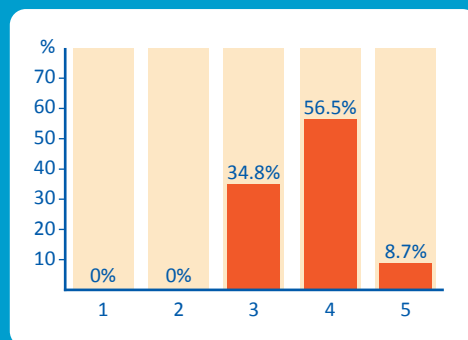


# Feedback from Members

HEP is owned by its members and so regular feedback informs everything we do. In May, all members were able to access an online survey reviewing HEP's first year. The results were very positive.

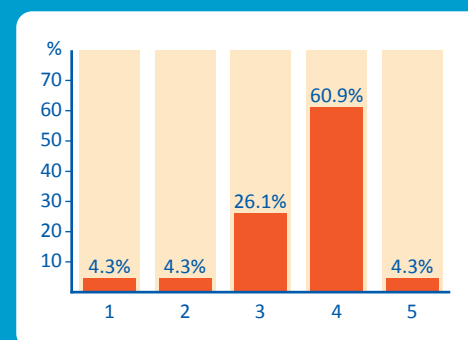
In its first year of operation, how far do you feel HEP is achieving its vision and partnership promise?

1 = NOT VERY FAR  
5 = VERY FAR



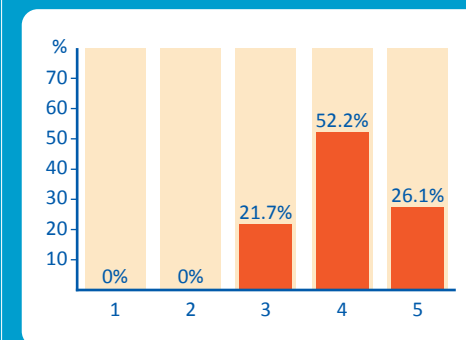
HEP is owned by its members. How well do you think you understand HEP's organisation structure and decision making process?

1 = NOT VERY WELL  
5 = VERY WELL



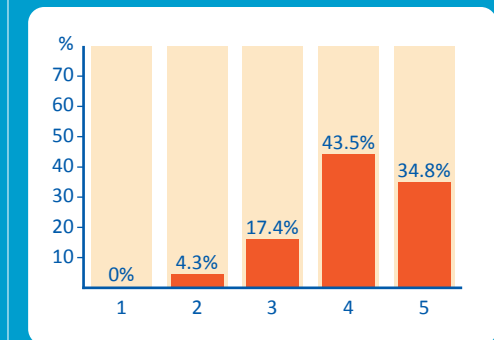
How well informed do you feel you are about HEP and its services?

1 = NOT VERY WELL  
5 = VERY WELL



Taking everything into account you think is important, what is your overall impression of HEP?

1 = NOT FAVOURABLE  
5 = VERY FAVOURABLE



This was followed by a more in depth sample telephone survey across Members to identify more specifically both what is going well and what areas HEP should focus on for the future.

The findings were overall very positive showing overwhelming goodwill for HEP to succeed. Those interviewed recognised and highlighted:

- coherent transition from previous arrangements
  - continuity and stability maintained through complex change processes
  - the importance of establishing an infrastructure – efficient management of meetings, new website, succinct newsletter, recruiting chairs of groups
  - strong sense and appreciation that “Hounslow Heads are working together”, HEP is “listening” and beginning to develop opportunities to increase capacity in the system e.g. links with Teaching Schools
- Vulnerable Learners’ group –a recognition of the time needed to establish this complex and important area of work
  - new added value offers responding to school needs – support for student Mental Health, Supply Agency preferred providers, PSHE subscription, Ofsted briefings

## Challenges?

some things have taken longer than expected to establish this year because of the need to set up new ways of working

meeting the needs of all phases and sectors given differing expectations and needs across members

communications –clarity of roles and responsibilities both across HEP structure and in relation to the LA, particularly in primary.

# What should HEP's future priorities be?

**“Consolidate and cement what we already have – don’t go off on lots of new enterprises”**

**“Make the priorities big and bold.”**

**“Be explicit about success criteria for the coming years. Resources are limited so be clear about what can actually be done”**

**“Drive the school led system”**

## Maximise opportunities for schools to address their biggest concerns:

- support recruitment and retention in HEP schools
- identify and bring in additional, external resources and opportunities e.g. charities, government funded pilots
- facilitate collaborative working and the sharing of quality assured good practice
- focus on providing value added products for HEP members

# HEP Strategic Priorities for 2019/2020 – Building Capacity in the System

As a result of feedback, the Board has identified 3 key Strategic Priorities – which are additional new areas of development for the coming year:

## 1. Bring together the best in training and CPD as the HEP offer

- facilitate and promote the sharing of local expertise
- continue to build a strong and mutually beneficial relationship with LWA on behalf of schools
- broker the best external third party providers at best value prices for members

## 2. Quality Assurance of all HEP products and Services

- develop and implement robust quality assurance processes for all aspects of the HEP Offer internal and external

## 3. Support Recruitment and Retention in HEP schools

Articulate and promote the unique benefits of HEP membership to support the recruitment and retention of staff in Hounslow through -

- an established culture of schools working together
- access to strong and supportive professional networks at all levels
- professional development opportunities across local schools
- high quality local training opportunities
- “Build a career in Hounslow” – a HEP offer to new and early stage teachers



## 5. HEP Board – who we are and what we do

# The role of the HEP Board is to:

- uphold HEP's Vision and Values
- have strategic oversight of company, including financial and performance management
- maintain an overview of impact of company activities
- report to members via Annual General Meeting

HEP's Articles of Association allow for 9 Directors in total -

Six directors elected from HEP schools, (2 x Secondary 3 x Primary, 1 x Special), a Partnership Director and two independent directors (yet to be appointed) who can add to the expertise of the Board. The founding directors have a two year tenure and subsequent directors are in post for three years. A Chair is elected by the Board from the directors.

**Cormac Bourne**  
Partnership Director

**Victoria Eadie (Chair)**  
CEO Tudor Park Trust

**Clare Longhurst**  
Headteacher Lindon Bennett

**Caroline McKay**  
Headteacher Ivybridge Primary

**John Norton**  
Headteacher Alexandra Primary

**Helen Willis**  
Headteacher Fairholme Primary

**Ed Vainker**  
Executive Headteacher, Reach Academy

## The Board meets regularly and its key achievements this year have included

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"><li>• preparation and delivery of the company launch in September 2018</li><li>• the recruitment of a Partnership Director</li><li>• setting up a robust business planning schedule for the company</li></ul> | <ul style="list-style-type: none"><li>• Board self evaluation and identification of skills gaps</li><li>• agreeing decision making criteria for all HEP activity</li><li>• monthly financial monitoring and analysis</li></ul> | <ul style="list-style-type: none"><li>• project oversight and evaluating success and impact</li></ul> |
|---|--|---|

**In 2019/20**, the Board will aim to recruit the two additional independent Directors to strengthen the skills and expertise available for governing the company.



# Board Schedule for 2019/20



## Board Decision making criteria for HEP projects

1. Is there a clear need?
2. Does it fulfil HEP's moral purpose?
3. Is it viable
  - financially?
  - likely to achieve the desired impact?
  - risk assessed?
4. Is HEP the right organisation to deliver this project?

## Annual Report and Meeting

Each year in October, the directors of the Company will call a general meeting ("Annual Meeting") for Members to present a report and review of the activities of the Company over the preceding 12 months. The Annual Meeting is also where any other company business which requires the approval of Members is conducted and where Directors are formally approved in their roles.

# HEP Organisation Chart

## Membership

### Company Board

9 x Directors, Partnership Director, 2 x Secondary Heads, 3 x Primary Heads, 1 x Special Head, 2 x skills gap professionals.

#### School-Led Improvement: Primary

- Partnership Director
- Lead Headteachers
- Primary Headteacher - Director
- LA rep school effectiveness - Primary and Early years

#### School-Led Improvement: Secondary

- Partnership Director
- Chair of Teaching Deputy Heads Group
- Secondary Headteacher - Director
- Secondary Headteacher x 2
- LA Lead Secondary

#### Cross Phase Vulnerable Pupils and SEND

- Partnership Director
- Woodbridge Park & West Thames College
- Special, Secondary and Primary Headteacher
- LA FAP Team & SEND

## HEP/LA Commissioning

### Primary Heads

Peer Review lead Heads

LA Liaison - Chairs of West East Central - LA Officers

### Secondary Heads

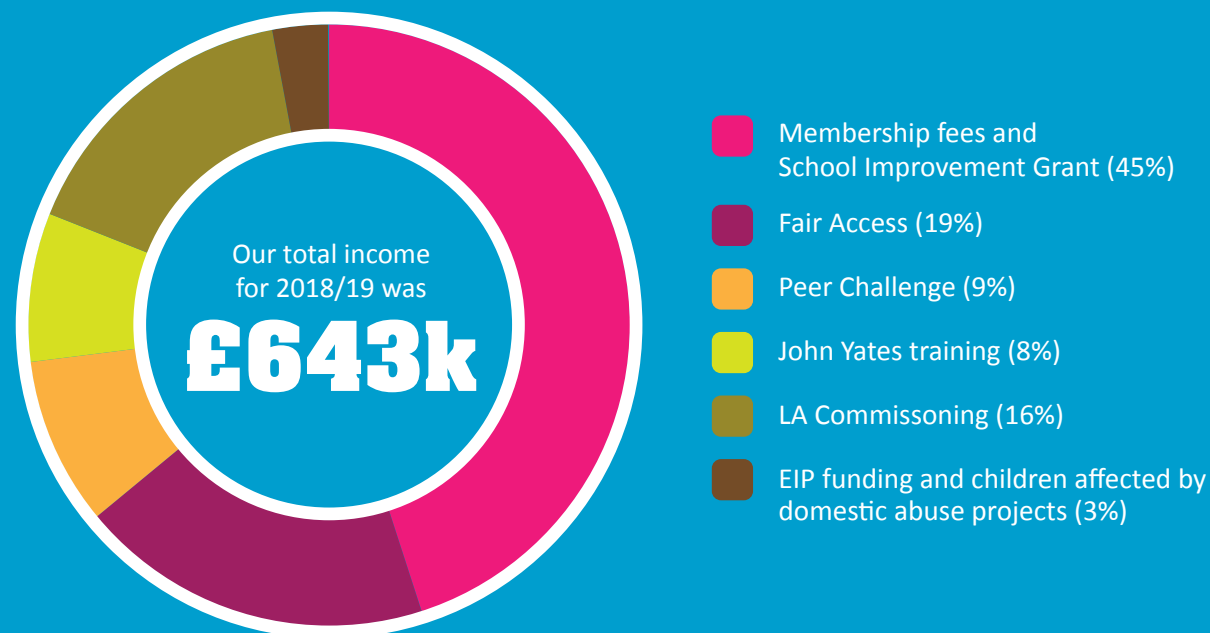
Secondary T and L Group

LA Liaison - Chair and Vice Chairs - LA Officers

### Special School Heads

Fair Access Panel

# Ensuring HEP's financial sustainability is key to our future.



Our total income for 2018/19 was £643k, £6k higher than our original budget. In addition to membership fees and School Improvement Grant totalling £288k, HEP received income from schools including £120k for Fair Access, £58k for Peer Challenge and £53k for Leadership Programme training. In addition, HEP received £80k from the LA for commissioned communities of interest projects, £24k LA priming grant, £10k EIP funding and £9k to support children affected by domestic abuse projects.

Our expenditure was broken down into cost of sales of £403k and general overheads of £82k. Cost of sales includes staff costs of £126k, £103k for primary school led improvement activities (peer challenge and communities of interest), £100k Fair Access cost, £41k Leadership Programme cost, £29k HEP partnership meeting venue hire and conferencing, £2k for children affected by domestic abuse project training and £2k PSHE Association membership.

Carried forward reserves of £157k include ring-fenced balances of £17k for communities of interest, £14k LA priming grant and £6k for children affected by domestic abuse projects. The remaining balance of £119k is largely the result of prudent budget underspend against staffing costs and overheads, and management fees charged on various income streams. The funds will be held in reserve and re-invested into HEP projects where specific investment is required. The majority of HEP income streams are exempt from corporation tax and we do not expect to incur a tax liability for 2018/19.

A summary of our income and expenditure for 2018/9 is presented in the charts above. These figures are based on those to be included in the full, audited accounts for the period ended 31 August 2019.

# HEP's Membership Offer

In 2019/20, HEP will continue to deliver its core offer to Members through the following Partnership meetings:

- Special School Partnership
- Primary Partnership
- Secondary Partnership
- SLIGS, SLIPS, VSSG
- LA Liaison
- Fair Access Panel
- Primary Peer Challenge and Secondary Peer Review
- Primary and Secondary Subject Network

It will also continue to maintain the identified Ongoing School Improvement projects begun this year:

- develop your A level Teaching programme - Secondary
- Student Wellbeing network – cross phase
- Senior Business Professional network – cross phase
- Attendance Officer network – primary
- Joint Practice Development – new primary priorities each year resulting from Peer Challenge

In addition, there will be three new priority activity areas in 2019/20

- quality assurance of all HEP products and services
- bringing together the best in training and CPD
- supporting recruitment and retention in HEP schools







If you have thoughts on the future development of HEP or would like to become involved further in working with your fellow HEP members and supporting the work of the Partnership, there are a number of opportunities available – please contact us to discuss:



Hounslow  
Education  
Partnership

Cormac Bourne  
Partnership Director  
email: [c.bourne@hounsloweducationpartnership.co.uk](mailto:c.bourne@hounsloweducationpartnership.co.uk)

HEP Chairs

Victoria Eadie – HEP board  
Euan Ferguson – HEP Secondary  
Caroline McKay – HEP Primary  
Ed Vainker – SLIGS

John Norton – SLIPS  
Steve Davis – VSSG  
Jay Lockwood – SLTL