



Hounslow  
Education  
Partnership

## HEP Board of Directors 2021/22

**Cormac Bourne** –  
Partnership Director

**Ed Vainker (Chair)** –  
CEO, Reach Foundation

**Stephen Davis** –  
Lampton School

**Prit Hanspal** –  
Independent Director

**Kathryn Harper-Quinn** –  
Hounslow Heath Infant and Nursery

**Clare Longhurst** –  
Headteacher, Lindon Bennett

**Eileen Sheedy** –  
Isleworth Town

**Madeleine Storr** –  
Independent Director

**Helen Willis** –  
Fairholme Primary

**Sally Yarrow** –  
The Green School Trust



Hounslow  
Education  
Partnership

Cormac Bourne  
Partnership Director  
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# ANNUAL REPORT 2021

# Ten Fast Facts:

1.


97%

of members believe HEP is achieving its vision and partnership promise
2.

100%

100% of HEP training moved online with 95% of delegates rating HEP training and CPD as good or excellent
3.


Primary subject leader deep dive training welcomed nearly **650 participants** throughout the year
4.



**Develop Your A Level Teaching**

Over **180 teachers** attended online Develop your A level Teaching training
5.

**5539** primary pupils across 19 schools took part in a partnership project with the LA to quantify the impact of learning disruption during the Covid-19 pandemic
6.




**1188 starter packs** of books were delivered to 41 primary schools as part of Get Hounslow Reading involving 181 teachers in the first online workshops

7.

Over **50** Headteachers, Deputy Headteachers and Governors attended Secondary Exclusion Training

8.



HEP was awarded funding, through the **KICKSTART**, for **176 roles** across 36 schools

9.

Working with 42 schools, **£14,000** was raised by Hounslows' Promise to deliver 1700 gifts to children in Hounslow schools as part of the Christmas Present Campaign

10.

**£150,000** of new external funding secured to support projects for HEP schools

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*“Thank you for your continued support!”*

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## Chair's introduction - The Benefits of Partnership

Dear Fellow Members,

I am pleased to introduce the third and my final, annual report for Hounslow Education Partnership 2020/21 as Chair of the Board. When we, as a community of Hounslow schools, came together over three years ago we knew that, in an increasingly fragmented educational system, we wanted to ensure the future of our local partnership working for the benefit of the children and young people of the borough. The experience of the past 18 months of pandemic could not have been imagined three years ago, but it has shown clearly how well we have embedded the HEP culture of mutual support over that time and how HEP's infrastructure enables us to find solutions together. We can rightly be proud of the progress and achievements we have made together but scanning the horizon, there will no doubt be new challenges ahead. We will need to continue to think creatively together to build our school-led system further through our unique and successful partnership.

As a school owned and led organisation, HEP's work is shaped by your feedback and engagement. This includes the leadership of the board and, as my three year tenure as a founding director comes to an end, I would like to thank my fellow founding directors, John Norton and Caroline McKay, who, like me, will be stepping down from their roles this year. Their hard work and commitment in helping to establish HEP in its earliest days and shape its strategic direction has been invaluable. I am also very pleased to welcome the new chair of the HEP board, Ed Vainker, CEO, Reach Foundation. Ed is an experienced HEP director and will be joined by Eileen Sheedy, Isleworth Town Primary School and Kathryn Harper-Quinn, Hounslow Heath Infant & Nursery School. The HEP board also welcomes Sally Yarrow, The Green School Trust and Stephen Davis, Lampton School who have been part of this year's shadow director programme.

This year the HEP board has continued to drive the direction of the company in line with the three-year strategic business plan (2020-23) and it monitors progress regularly through the HEP dashboard. This annual report will outline some of the key developments and achievements of 2020/21 in line with those priorities. In the challenging context of this year of Covid-19 and lockdown, I would particularly like to thank our Partnership Director, Cormac Bourne, for his energy and commitment to sustaining HEP's services and to developing new partnerships which will bring additional expertise and resources to our schools. The local authority has been a long standing and important partner for HEP. I would like to take this opportunity on behalf of the Board to thank David Brockie for his support and wise counsel in the development and ongoing work of HEP and wish him well in his retirement.



**Victoria Eadie**  
Chair of HEP Board

## Partnership Director Overview of 2020/21 Sustaining and Growing our Partnership Together

Dear Colleagues,

In this third year of operation and amidst the unprecedented challenges faced by our members, the focus of HEP's work has been on the things that matter to you and that we were created to do. In this year's report, we detail how we have continued to put the HEP priorities and promise into practice to maximise the benefits of membership for Hounslow schools. At the heart of HEP's purpose is the building of a robust and sustainable school-led system which will benefit all the children and young people in Hounslow, particularly the most vulnerable.

In challenging financial times for the company, prudent forward financial planning and rapid adaptation has enabled us to maintain a successful professional development programme (now online) to support high quality classroom teaching, learning and leadership. Through programmes such as the Primary Subject Leaders Deep Dive, Develop your A level Teaching and subject network groups, we aim to help you to continue to raise standards and support the development of your curriculum leaders and senior leaders of the future. Drawing on the skills and expertise within schools, much of our training has been provided by practitioners in Hounslow schools and the report highlights the recent successes in SEND training provided by Hounslow special schools.

A cornerstone of HEP's work in building the school-led system has been the Peer Challenge programme. Although, unfortunately, it was unable to happen this year owing to Covid restrictions, we are very pleased to say that it will take place in 2021/22.

An important part of HEP's role is to act as an advocate and broker on your behalf. We aim to identify, facilitate and promote the opportunities and resources available for HEP members through external partnerships and connections. This year, HEP's involvement in programmes such as Hounslow's Promise and Get Hounslow

Reading has provided support to many children and young people and is of particular benefit to the most vulnerable.

Effective communications with and between our members is vital in continuing to build the networks within our partnership. Responding to feedback in last year's membership survey, we were very pleased to launch a new HEP members' website in the summer which offers much greater functionality and ease of use for the future. I am very pleased to see the positive feedback it is already receiving!

I would like to take this opportunity to thank our outgoing chair, Victoria Eadie and directors, Caroline McKay and John Norton for their visionary leadership in initially creating HEP and their unstinting support over the past three years.

I would also like to take this opportunity to thank all our members for continuing to support each other in these difficult times and enable us to be 'led by schools, for schools' into the future together.



**Cormac Bourne**  
Partnership Director

# HEP Promise and Vision

HEP aims to deliver excellence in all we do for all the children and young people of Hounslow. We work with great energy to encourage our members’ shared responsibility, collective moral purpose and vision. Achieved through a collaborative and inclusive school-led improvement partnership, we draw on the skills and expertise in our schools and beyond, promoting a rigorous culture of:

**Review / Reflection / Challenge / Support**  
*Together we will grow our success.*

## Supporting You - HEP’s Priorities for 2020-23



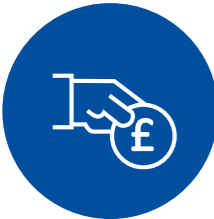
To raise standards through continued school improvement



By building and promoting beneficial connections and partnerships, within and outside HEP



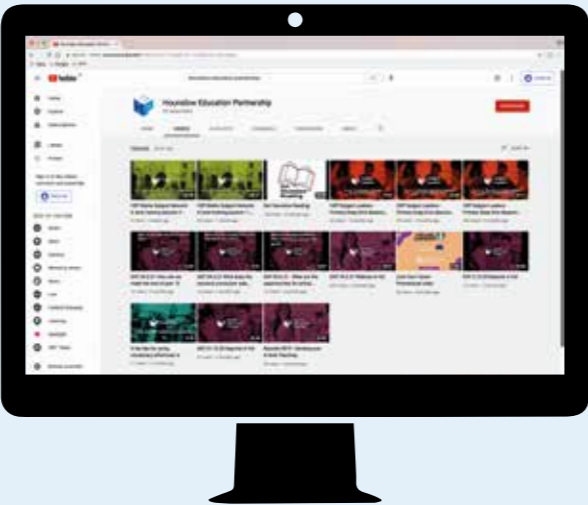
Through identifying and meeting the needs of our most vulnerable children and young people



By investing in support for high quality teaching and inspirational school leadership

## Adapting flexibly and rapidly to meet your needs

In 2020/21, HEP moved quickly to keep members connected to each other throughout the pandemic:



- All meetings online
- All training online
- HEP Headteachers WhatsApp group
- HEP YouTube channel
- Regular and increased communications through website posts and HEP newsletter
- Online primary curriculum resources made available

# HEP Priorities in Action

## HEP supports its members in:



- Raising standards and continued school improvement
- Investing in support for building and maintaining high quality teaching and inspirational school leadership

In 2020/21, these priorities have been promoted through –

## Primary Foundation Subject Leaders Deep Dive



Working in partnership with HEP, Andy Phillips delivers leadership and curriculum development programmes for schools, local authorities and multi-academy trusts. Following successful attendance and feedback from the 2019/20 subject leader programme, the 2020/21 programme prepared subject leaders for a ‘Deep Dive’ as part of an Ofsted inspection.

*“A deep dive ... involves gathering evidence on the curriculum intent, implementation and impact over a sample of subjects, topics or aspects. This is done in collaboration with leaders, teachers and pupils.”* Inspecting the Curriculum, May 2019

**Autumn 2020** – Subject-specific Introductory sessions for over 150 new subject leaders

**Spring 2021** – Deep Dive sessions for primary subject leaders, delivered in three parts. Approximately 300 teachers attended the three-session deep-dive training for subject leaders during the spring term. Feedback from participants included:

*“Thank you for the very detailed and thorough subject leader checklist. It is an extremely useful and much necessary exercise, although quite painful as it exposes some cracks and some canyons in the system. It’s been an eye opener. Thank you”*

*“After attending all three deep dive sessions and the follow-up session, I feel I have a great bank of resources and feel more confident in my role now.”*

**Summer 2021** – Subject-specific deep dive, extending to the core curriculum subjects with 176 subject leaders who attended a spring term subject specific deep dive:

- 91% have a clearer understanding of information available to support them
- 85% feel online training met their expectations
- 93% think the quality of training met their expectations

*“Delivering training on behalf of HEP, especially through extended periods of lockdown, has been highly efficient. The advertising and recruitment to courses is seamless as are the online evaluation systems which provide instant feedback to trainers. Using the HEP website to store training materials (presentations, handouts and key resources) makes it easier to demonstrate to participating teachers where and how to access resources.”* Andy Phillips

**Primary Subject Leader – programme 2021/22**  
 In 2021/22, as identified through Joint Practice Development this popular and highly successful programme will continue with three meetings throughout the year to keep subject leaders up-to-date with the national perspective and good practice developments within their subject. Each subject will be led by a specialist within that subject, with a perspective beyond Hounslow.

## **Develop Your A Level Teaching**

Develop your A level Teaching (DAT) is a forum for Hounslow teachers and leaders with a passion for excellent provision at post-16, to share their expertise and champion best practice in their subject. This programme is driven by a shared acknowledgement of historic underachievement at post-16 across the borough, despite impressive performance at KS4.

Following a successful first year, in 2020/21 HEP welcomed over 180 teachers from across its schools to three online sessions of the Develop your A level Teaching programme. All keynote speakers were recorded and shared via HEP's YouTube channel. The final webinar, was a huge success and highlighted three key areas for discussion:

- What are the opportunities for online learning in a post-Covid world?
- What will the recovery curriculum look like for Year 11 into Year 12?
- How can we make the rest of Year 13 great?

In addition, members have been able to access resources, webinars and key information to support best practice in A level teaching on a dedicated HEP website page.

Feedback from delegates:

*"I know it's simple but I thought posting material in the classroom at the exact same time, every week, so that students get into a routine was a really good idea ..."*

*"Really interesting to hear what other schools are thinking of doing by way of a recovery curriculum when we return."*

*"I think the discussions around wellbeing were very pertinent."*

### What happens next ...

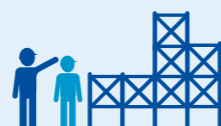
Building on a successful second year and guided by HEP's 4 Principles, Develop your A level Teaching (DAT) will continue in 2021/22, focusing on:

- Academic reading, writing and speaking
- Stretching the most able; what does academic excellence look like?
- Provision of further DAT resources on HEP website

### HEP's 4 Principles



**1. Introducing new knowledge:**  
small steps and questioning



**2. Application:**  
models and scaffolds



**3. Reviewing material:**  
daily, weekly and monthly



**4. Guided independent practice:**  
How to set it, monitor it and check it

## **Subject Networks**

Subject networks have been established to assist the development of subject teaching in Hounslow whilst supporting the CPD of middle leaders. The Networks aim to:

To develop professional relationships between colleagues from different schools which facilitates ongoing peer support (i.e. outside the formal meeting structure);

To support Subject Leads/Heads of Department/ Curriculum Leads (SLs) in keeping up to date with emerging policy and consider with their subject colleagues the implications for strategy and practice;

To facilitate sharing and development of good practice related to subject teaching, learning and assessment;

To provide a mechanism for efficient and effective consultation and information flow between SLs and HEP

### Feedback from Subject Network Leads:

**82%** of Leads agreed that members felt supported.

**82%** of Leads agreed that member engagement during, and communication outside of calendared meetings was high.

### Feedback from Subject Network members:

**94%** of members, on average, agreed that remote meeting arrangements met their expectations.

**72%** of members, on average, were satisfied with the content of the meetings, with 81% appreciating the links made with colleagues from other schools and the chance to share practice.

*"The best part is feeling like you are making decisions in line with other schools. When so much was up in the air about exams it was an amazing relief to talk to everyone and compare notes."*

*"The support from other Heads of Department not just in the meetings but the rest of the year also. The range of expertise also within the team means that there is always someone who can give help and guidance."*

*"I've really appreciated sharing practice, discussing challenges with colleagues and having a sense of being part of a wider team for small departments."*

# Back on Track



Peer Challenge remains a cornerstone of the HEP membership offer. However, owing to the Covid pandemic and the nature of the programme, it has been unable to take place this year. In the absence of Peer Challenge, HEP, in partnership with the Education Performance & Data Team in the local authority, supported a borough-wide approach to quantify the potential adverse impact of learning disruption during the Covid-19 pandemic and the subsequent catch-up required throughout the 2020/21 school year and beyond. There was a positive response and Primary Lead Headteachers and 19 primary schools participated in the project in November 2020 providing data for 5539 pupils in Years 2 to 6, which was a good sample size on which to base the analytical work. Data was collected from

participating schools on the pupils’ baseline assessments in Reading, Writing and Maths from early in the 2020 Autumn term. This has enabled the establishment of pupils’ starting points in the 2020/21 school year. The Education Performance & Data Team have matched the assessments to pupils’ contextual information (eg FSM and SEND) to help identify whether disadvantaged or vulnerable children have experienced greater learning disruption than other pupils. End of year assessments have further identified which pupils have overcome any learning disruption and if any are still falling behind the school’s expectations. These pupils will continue to be tracked in subsequent school years.

HEP will continue to support schools to meet the needs of these pupils through partnership meetings, school improvement groups and specialist training.

## The Peer Challenge programme will resume in 2021/22

The Peer Challenge programme was designed with and for local Hounslow Headteachers and is a partnership between schools that promotes collective responsibility and shared accountability for the educational outcomes of children and young people in Hounslow. The quality assured programme, now entering its 8th year, has 45 schools actively involved in school improvement across the partnership. This sustained engagement of schools and leadership teams across Hounslow schools is a direct result of the positive outcomes and benefits that participating schools have experienced.



### Aims of the programme:

- Foster and embed ambition, high aspiration and achievement for all the children and young people educated in Hounslow
- Establish a distinctive and sustainable ‘Hounslow’ approach to support for school improvement, created, developed and owned by Hounslow schools, and founded on the principles of ‘system leadership’, in which school leaders contribute to school improvement beyond their own school

Adopt an approach to school improvement that supports and challenges all schools – not just those at risk – at whatever stage of their improvement journey.



In response to previous Peer Challenge outcomes, the LA’s Back on Track initiative and HEP’s ongoing commitment to delivering excellence for all the children and young people of Hounslow, this Joint Practice Development funded programme was launched in June 2021. Get Hounslow Reading is a long term project using the Open University Reading for Pleasure Pedagogy to grow teacher knowledge and confidence and to inspire and coach teachers to read and know children’s literature intimately, including non-fiction and poetry. 80% of HEP primary schools registered for the programme and 181 teachers took part in the first set of workshops. HEP partnered up with the Just Imagine Story Centre to deliver 1188 starter packs of diverse and carefully curated books to 41 participating primary schools.

Here is what some of our delegates said about the introductory workshops:

*“So excited about this!!!! Great session!!!! Charlotte was so refreshing and inspiring!!! Thank you.”* EYs Leader

*“Thank you, it really got me thinking and it was interesting to think about our own experiences of books during childhood as a reminder for how we should think about the needs of children today.”* KS1 Teacher

*“An enjoyable first session. I am looking forward to choosing the three books to read and the rest of the workshops.”* LKS2 Teacher

*“Excellent session, Charlotte has extensive knowledge and understanding and I am really looking forward to being involved in the project.”* UKS2 Teacher

# HEP Priorities in Action

HEP supports its members to:



- Identify and meet the needs of our most vulnerable children and young people
- Build and promote beneficial connections and partnerships

In 2020/21, these priorities have been promoted through –

## HOUNSLOW'S PROMISE

HEP has worked with Seema Malhotra MP and Hounslow's Promise to help deliver two local projects:

### Laptops for Schools

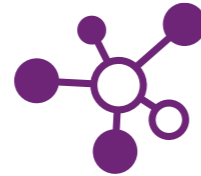
The ConnectingKids@Home project was launched during the first lockdown to address the digital divide for young people in Hounslow and has successfully provided laptops and connectivity for home-schooling to many local families in need. This campaign has helped to provide laptops as well as raise around £20,000 for over 1000 of the most vulnerable primary and secondary students across the borough. As a result of the very positive feedback from young people the project will continue into 2021/22.

### Christmas Present Campaign

Working with our schools, HEP supported this local community campaign focused on families who would struggle to provide presents for their children. Wrapped by Logic Studio students and staff, and delivered by the DPD Group, HEP was able to –

- Source over £14,000 from business and community donations
- Work with 42 schools across Hounslow
- Buy, wrap and deliver over 1700 gifts for children in Hounslow in need

**Hounslow's Promise** is a charity founded on the belief that all children are capable of learning and thriving and the whole community shares a responsibility to help young people succeed.



**894**

Total number of school families in Hounslow who urgently require connectivity vouchers



**1508**

Total number of student/pupils in Hounslow who still urgently require a laptop to connect to their online school classroom

*"Once I received my laptop it was easier to do my work and access help online. I am very grateful for the laptop; my mum is also very grateful as my little brother also uses it for his learning."*

*"After a very difficult year, every child deserves a gift this Christmas. Thank you for helping us give children in Hounslow a Christmas to remember."*  
**Seema Malhotra MP**

**Feedback from participating schools was very positive:**

*"We'd like to say thank you very much to all of the donors for making this happen."*  
**HEP Primary Headteacher**

*"From everybody, thank you so much for your donations. It means such a lot to the children."*  
**HEP Secondary Headteacher**

The borough-wide initiative was set up in 2017 by the Member of Parliament for Feltham and Heston, Seema Malhotra MP, with Member of Parliament for Brentford and Isleworth, Ruth Cadbury MP.



# HEP Working in Partnership with others for the benefit of members

## The Local Authority

HEP continues to work productively with the local authority, on behalf of schools, across all phases of our membership. Through this positive partnership, HEP has secured additional funding for a number of projects to support the most vulnerable in our schools.

## Springboard Pilot – programme 2020/21

Reach Academy Feltham and Springwest are collaborating to realise their vision that all young people will be invested in their own educational outcomes and will fulfil their potential. This provision is for vulnerable students from Y7-Y9. Many young people in our community have transient lives and are surrounded by uncertainty and trauma. Some suffer from anxiety due to previous life experiences. The programme creates an emotionally and physically safe environment where individuals can have their emotional needs supported and re-engage with their learning. Families are key to the therapeutic programme approach, which aims to build capacity for young people and their families.

### Impact and outcomes

- 40 referrals in total over 2020/21
- 80% of young people, who have reached the threshold for exclusion, supported to remain in school
- 80% of young people displaying improved behaviour
- 80% of young people engaged in positive activities

## Bridging the Reading Gap

The HEP Transition Support Pilot Programme aims to improve the educational outcomes of those who are reading below the age of 10 upon entry to secondary school through a common framework of support that bridges primary and secondary schools. This project uses a proven teaching scheme to

support the transition of struggling readers from the end of their KS2 education into KS3. While primary and secondary schools in Hounslow are supporting children well, there is not yet a common approach in place to support reading education transition between schools. The scheme is designed to be age appropriate to best engage the identified learners and raise attainment.

## SEND Training School-to-school & external

The HEP Vision promotes “a rigorous culture of review, reflection, challenge and support drawing on the skills and expertise in our schools and beyond”.

HEP is proud to work in partnership with its member schools and external providers to supply high quality SEND training for our members. Last year, HEP was able to offer the following training events online, reaching teachers across phases throughout the borough.



The Rise School for pupils with Autism has a school-wide positive behaviour support model. Using a multi-tiered framework to achieve academic and social outcomes for all pupils this programme trains staff to enable them to provide teaching environments that allow pupils with Autism to thrive and achieve their potential.



Lindon Bennett is a primary school for children with severe or profound and multiple learning difficulties, some of whom also have an additional diagnosis of autism. This year training was delivered to primary practitioners who are required to support SEND pupils with toileting needs.

The sessions were well received and the response from over 30 delegates was very positive.

### Feedback included:

- “Great session”
- “Really helpful session”
- “Lots of good information to take away”
- “I’ve taken some great tips away from these sessions”
- “Great session and a huge thank you to Claire for leading the session”



Oaklands School offers cross phase training giving practical and inclusive ideas for students’ with SEND. The most recent course was Zones of Regulation curriculum and strategy, suitable for SENCOs, teachers and teaching assistants. This focused on sensory processing, emotional regulation, social cognition and executive functioning.

HEP was very pleased to be able to facilitate training offered by AVA (Against Violence and Abuse) to support children affected by Domestic Abuse. The focus was behavioural, emotional and cognitive effects on children, as well as the impact on parenting. Owing to popular demand this training was repeated during the spring and

summer term and will be run again in 2021/22.

### Feedback from delegates:

“There was plenty of time for discussion which was valuable.”

“Learning points – strategies to help support, and ideas to consider, if children have been impacted. It allowed me to think about the issues more than before and indicators of the impact.”

HEP will continue to support its members by working with the LA’s ‘Learning to Respect’ programme to promote key resources and links via the HEP website.

## Secondary Exclusion Panel Training

In April and May 2021, over 50 Headteachers, Deputy Headteachers and Governors attended high quality training, provided by the Advisory Centre for Education (ACE) on exclusion panels and independent review panels. This type of training enables us to deliver the best possible educational experiences and outcomes for all the children and young people and particularly our most vulnerable students.



The Kickstart Scheme provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. HEP applied, on behalf of its members, and was awarded funding to support 176 roles across 36 schools starting in Autumn 2021.

HEP is the central point of contact for all matters relating to the Kickstart scheme including communication with the Department for Work and Pensions (DWP) and the employability programme partners. Each school will be allocated a Kickstart project manager to support the employees’ success in the role, additional training support and their future employability.

# Communicating with and between HEP members – new improved website

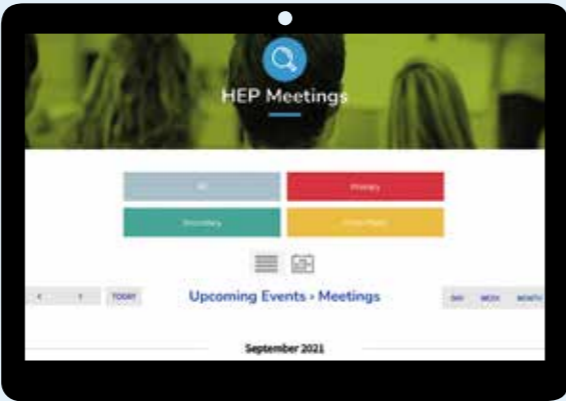
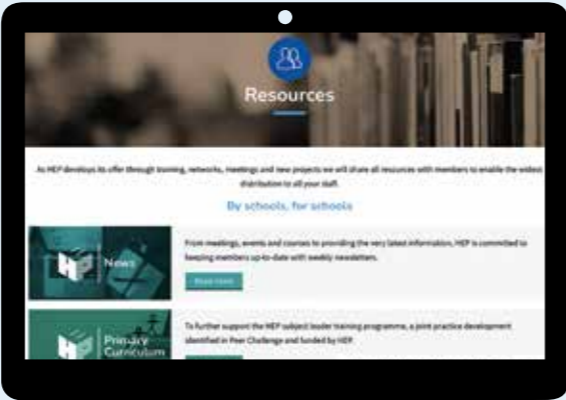
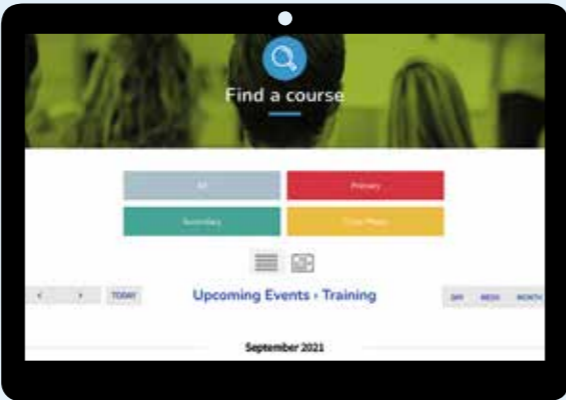
Since its launch three years ago, HEP’s website [hounsloweducationpartnership.co.uk](https://hounsloweducationpartnership.co.uk) has provided Headteachers and other stakeholders with an overview of the work of the company, the services on offer to members and a password-protected area for school-specific information.



HEP has listened to comments and feedback from members and, with approval from the board, redesigned the HEP website which launched in the summer term, to better meet the needs of members. Whilst retaining key content from the original site, the new website highlights the HEP membership offer and better enables HEP’s commitment to provide opportunities for collaborating, networking, sharing and supporting.

The new HEP website will provide...

- An improved user experience
- Signposting to key **meetings** and **training**
- Booking facility for all **events**
- Showcase for **new projects**
- High quality up-to-date **resources** for teachers



# Listening to our members

Regular member feedback informs everything we do and as part of HEP’s annual review process, members are asked in the summer term to provide feedback through an online survey.

It is very encouraging to see that, particularly this year, the membership survey is again overwhelmingly positive with all respondents indicating a “very favourable” impression of HEP. Overall, members judge that HEP is achieving its vision and partnership promise and they feel well-informed by the partnership meetings, weekly newsletter and the new website. In addition, this year’s online training and access to resources have been appreciated and valued.

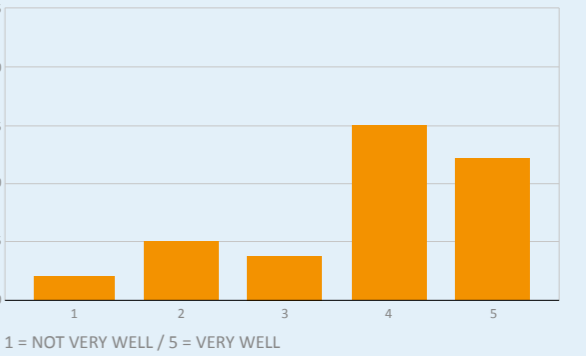
## Members have commented:

*“great to work in a borough where heads are supportive of each other”*

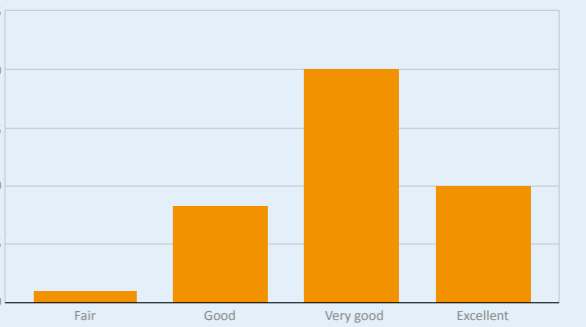
*“really like the idea of subject specialists leading subject leader meetings”*

Of course, the challenge remains to continue to engage all members and to respond to changing contexts and needs. We are appreciative of member feedback so that we can continue to shape our services appropriately and facilitate the school-led system which is at the heart of HEP.

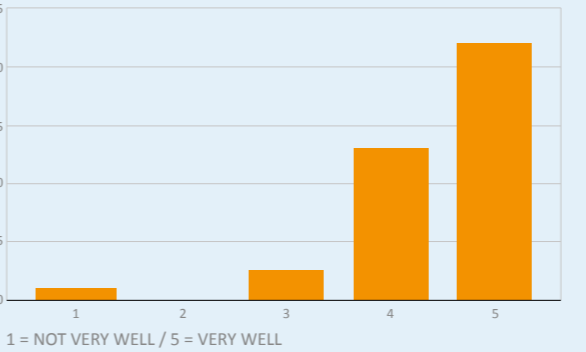
HEP is owned by it’s members. How well do you think you understand HEP’s organisational structure and decision-making process?



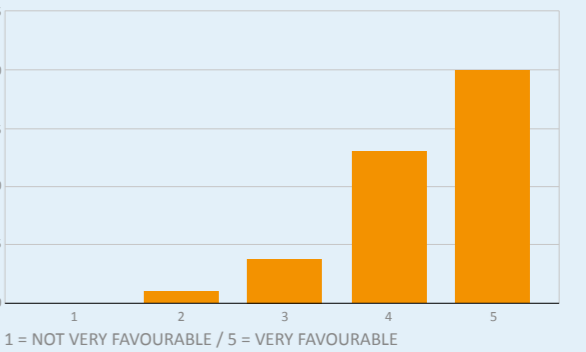
How would you rate the HEP Partnership meetings, website and newsletter? (website)



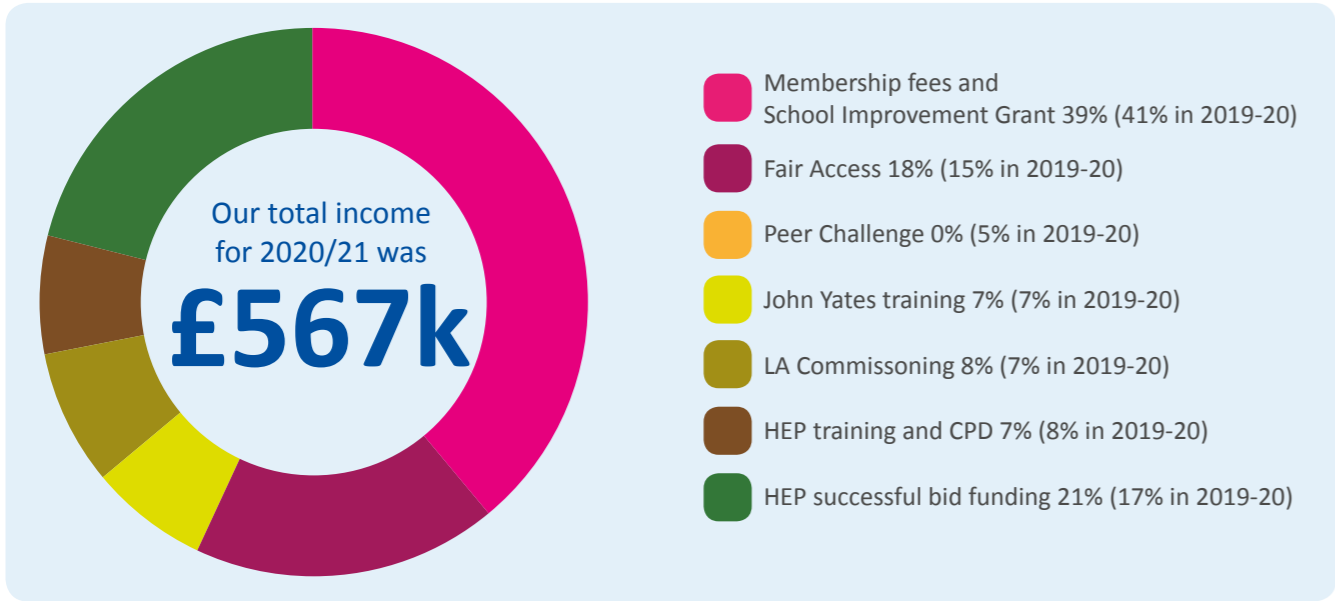
How well-informed do you feel about HEP and it’s services?



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



# Financial Summary



Our total income for 2020/21 was £567k, £58k below the original budget. This included income from schools of £391k, LA income of £166k and £10k from Hounslow Promise for the purchase of laptops for disadvantaged students. In addition to membership fees and School Improvement Grant totalling £223k, income from schools comprised the following work streams: £103k Fair Access, £39k John Yates training, £21k Secondary 14-19 facilitation fees and £5k subject network funding. LA income comprised £46k for primary joint practice development, £47k for reducing exclusions and violence projects, £47k for primary to secondary transitions projects, and £25k for the Stepping Stones programme. A number of income streams have been impacted by Covid including Peer Challenge (down £30k), HEP training and CPD (down £40k), Fair Access (down £47k) and John Yates training (down £16k).

Costs of sale were £543k, comprising staff costs of £162k, partnership meeting costs of £8k and £373k that is directly attributable to specific income streams. This was a saving of £37k against budget, including a £20k saving against partnership meeting costs due to Covid. We were able to reduce cost of sales against the majority of work streams to reflect a reduction in income,

with the exception of Peer Challenge which incurred irrecoverable costs of £61k.

General overheads were £53k, £11k below the budget due to some unspent contingency.

The full year position is a net deficit of £29k, against a budgeted deficit of £20k. Unspent balances of £61k are held as ring-fenced funds within the overall carry forward of £219k. These include Domestic Abuse project funding, John Yates income, joint practice development and subject network funds, which we plan to spend on relevant projects over the next 1-3 years.

The majority of HEP income streams are exempt from corporation tax and we do not expect to incur a tax liability for 2020/21.

A summary of our income for 2020/21 is presented in the charts. These figures are based on those to be included in the full, audited accounts for the period ending 31 August 2021. The full Annual Report and accounts will be made available via the members section of the HEP website in due course.

# HEP's Membership Offer



**Meet**  
Partnership meetings and the associated working groups, led by Headteachers are the driving force of HEP's work -

- Termly after work meetings set our strategic direction
- HEP facilitates LA liaison meetings to ensure



**Share**  
HEP creates opportunities for sharing practice

- Secondary Subject Networks -
- Subject-specific Deep Dive sessions
- Develop your A level Teaching
- Partnership Meetings
- Primary Peer Challenge
- Primary Curriculum Resources
- HEP YouTube Channel
- Newsletter
- News posts
- Handbooks



**Train**  
HEP supports high quality teaching, learning and leadership through its training programmes which draw on the best skills and expertise within and beyond our schools.



**Identify**  
HEP School Improvement Groups meet to identify the needs of its members.



**Invest**  
In response to schools' emerging needs from across the partnership, HEP is committed to growing its services with the support of member schools, the local authority and external funders.

This year we have invested in:

- DAT and Primary Subject Leader programmes
- Website redesign, more detailed analytics, new and improved booking system

New projects have started this year:

- Get Hounslow Reading
- Bridging the Reading Gap
- Kickstart
- SixIntoSeven



**Impact focusing**  
HEP listens to its members through:

- Delegate feedback
- Member survey
- HEP board – Dashboard reviewed quarterly on business and member performance
- Annual Report



**Respond**

- Online training
- Meetings
- Targeted joint practice development