

# Annual Report 2022



Hounslow  
Education  
Partnership

## Ten fast facts

**£910,000**

of Covid catch-up funding secured for schools to support the most vulnerable.

**16**

young people have successfully gone on to full time employment via Kickstart Scheme.

**45**

schools participating in the **9th year** of Peer Challenge, all actively involved in school improvement across the partnership.

**180**

teachers of **14 subjects**, from across **13 schools** for Develop your A level Teaching - **88%** of teachers felt that keynotes delivered by HEP expert practitioners were applicable and relevant to their teaching.

**£350,000**

funding over two years to Build School Capacity to Support Families in West Hounslow.

**300**

teachers involved in Primary Subject networks, **13 subjects** offered - **85%** of our subject leaders attended two or more network sessions.

**1300**

books delivered to schools for Get Hounslow Reading - **90%** of teachers value the importance to embed the Reading for Pleasure pedagogy in their practice.

**81%**

of Members agreed that Secondary Subject Network meetings provided examples of best practice from other school.

**£40,000**

funding from The Mayor's Office for Policing And Crime for the Focus30 programme with Brentford FC.

**2100**

views of HEP YouTube videos equating to **227** hours of watch time and **22,042** impressions.

*"Thank you for your continued support!"*

## Contents

Chair's introduction – The power of our network .....	4
Partnership director – Overview of 2021/22.....	5
Supporting you - HEP's strategic priorities for 2020-23.....	6
Working with you – Priorities into actions .....	15
Communicating with and between HEP members – Website and YouTube channel.....	16
Listening to you – Member consultation.....	17
Financial summary .....	18
HEP's membership offer .....	19
HEP board of directors .....	20

## The power of our network



**Ed Vainker**  
Chair of HEP Board

Dear Fellow Members,

I am very pleased to introduce HEP's Annual Report for 2021-22; my first in the role of Chair of the Hounslow Education Partnership board. In these times of change and uncertainty, it is reassuring and empowering to know that our unique partnership of Hounslow schools has been thriving. Established in 2018, HEP exists to promote and enable the collective ambition and responsibility of Hounslow schools for all children and young people, particularly the most vulnerable, through our school owned and led organisation. From feedback and recent consultations, members are clear that HEP is doing the job it set out to do and though the educational landscape will continue to evolve, the core moral purpose which brought us together remains. However, in what will be a challenging financial context for all in the future, it will be even more important for us to commit to our valued partnership to ensure that we continue to benefit from the stability of HEP's powerful network of mutual professional support, joint problem solving, maximising resources and advocacy for our schools, children and young people.

A key principle for HEP is close and regular member engagement and this year we began consultations with you on your vision for the next phase of the school-led system for Hounslow 2023-28. These discussions began with the report "Shaping the Future Together" jointly commissioned with the LA in Spring 2022 and will continue in the Autumn Term. The outcomes will inform our Strategic Business Plan and HEP Promise for 2023-28 and it will guide the HEP board which drives the company's strategic direction and has oversight of its finances on behalf of members. With Cormac Bourne, our Partnership Director, our priority is to ensure HEP's long term sustainability so that it can continue to deliver "the best possible educational experiences and outcomes for all the children and young people of Hounslow". As we have learned in recent years, one of HEP's strengths is its resilience and flexibility in adapting to changing contexts and needs and it will continue to do this as we shape HEP's future together. We look forward to hearing your views in the coming months.

The local authority has been a supportive partner to HEP since its inception agreeing, with Schools' Forum, an allocation of school improvement funding for HEP's first five years until April 2023. As we look towards our next Strategic Business Plan (2023-28), we recognise the LA's changing role but also our shared aims and values and so will be working closely with the council to agree how best to support our schools and ensure continued high standards and success for all Hounslow schools in the future.

I would like to take this opportunity to thank all our members for your ongoing work to support the children and young people of Hounslow throughout the challenges of recent years. I would also like to thank those headteachers who are retiring this year, in particular key founding members of HEP for their invaluable contributions. Welcome, too, to those headteachers who are new to Hounslow. I hope you will very quickly feel part of our supportive and dynamic community.

## Recovery and looking to the future



**Cormac Bourne**  
Partnership Director

Dear Colleagues,

In a busy year of recovery, this year's Annual Report details HEP's continued success in identifying and supporting projects which realise our priorities and maximise the benefits of HEP membership for Hounslow schools. We have highlighted a snapshot of some of those achievements in Ten Fast Facts and give more detailed case studies throughout the report. My role as Partnership Director is to support the HEP board in delivering on the priorities of HEP's Strategic Business Plan (2020-23) and in robust financial planning to ensure HEP's sustainability for the future.

With a focus, as always, on supporting high quality teaching and helping schools to raise standards, this year has seen the further growth of HEP's professional pedagogical networks such as the primary and secondary subject groups and a return to a full Peer Challenge programme. As the rate of Ofsted inspections returns to pre-pandemic numbers, we have aimed to support members with briefings and information-sharing to help

schools prepare. I am also very pleased to report that acting as a broker and advocate, HEP has accessed and distributed significant additional funding and resources to schools, particularly to meet the needs of our most vulnerable children and young people. This included a successful bid to the Mayor's Office (MOPAC), to secure £40,000 of funding for the Focus30 intervention programme to support secondary students facing barriers to learning and, through liaison with Department of Work and Pensions (DWP), supporting 23 young people at risk of long term unemployment into the Kickstart Scheme for job placements. HEP's long standing partnership with the LA has also facilitated over £1.25m additional funding for schools through a range of projects; £910,000 in Catch-up funding for those most impacted by the pandemic; £350,000 over two years for Building School Capacity to Support Families in West Hounslow; and the "Get Hounslow Reading" project funded through Joint Practice Development funding grows from strength to strength.

As we learned through the pandemic, HEP is a lean and adaptive organisation which can act on your behalf and respond quickly and cost effectively to meet your needs. Good communications are vital in maintaining our networks and infrastructure and both the HEP website and YouTube channel have continued to prove popular with members this year as sources of up-to-date information and as flexible tools for training and development. Looking to the future, and in a context of change nationally and locally, we have also begun the process of consultation with our members and partners to ensure that HEP continues to be the organisation you need it to be in support of the Hounslow family of schools.

I would like to thank the excellent work of the Chairs of all our groups and all members whose active involvement make HEP a success. The heart of HEP is its members and it is a pleasure to work with you to provide the best possible outcomes for the children and young people of Hounslow.

# HEP's strategic priorities 2020-23

## HEP's 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.*

### HEP's priorities for 2020-23



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



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



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



To raise standards through continued school improvement



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 2021/22, these priorities have been promoted through –

#### Focus30 project in partnership with Brentford Football Club Community Sport Trust (BFCCST)

HEP secured £40,000 funding from The Mayor's Office for Policing And Crime (MOPAC) for a weekly intervention programme to support secondary students facing barriers to learning and struggling to manage their own behaviour, impacting on their achievements in school. BFCCST coaches work with small groups of targeted students (Year 7-9) for half a day each week for 8 weeks. Focus30 has two elements which sees students take part in a classroom lesson working through key identified topics, followed by a practical sports session. BFCCST coaches deliver the full programme in school.

#### Project target outcomes:

- Remove barriers to learning
- Develop skills and strategies to manage own behaviour for improved learning
- Reinforce positive attitude to learning
- Raise aspirations and a sense of achievement

#### Statistics:

72% of students said that they were better at taking responsibility for their own behaviour.

70% felt having completed the programme that they could now manage their own feelings and emotions.

70% stated that they were better at taking responsibility to owning up to their own actions which often get them in trouble.

#### Feedback from participating schools:

*"Prior to the programme starting we sat down with the BFCCST staff, we discussed the criteria of the programme and then went back to look over our behaviour reports from the start of the year. We wanted to select students who were currently struggling with barriers to learning due to a range of different factors including neighbourhood deprivation as we felt they would gain so much from this programme. As a school we measured the impact through student feedback and observation of students' overall behaviour during lesson time and unstructured time."*

#### The Local Authority - HEP working in Partnership with others for the benefit of members

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 over £1.25m additional funding for a range of projects to support the most vulnerable in our schools.

#### Building School Capacity to Support Families in West Hounslow

Working in partnership with the council, HEP developed a proposal to support Schools in West Hounslow, to act as a catalyst and enhance the anchor role schools play in supporting the most vulnerable families, securing £350,000 funding over two years to build the expertise and capacity to do even more to ensure that every child can flourish and succeed.

#### In particular, the project aims to:

- Help children in West Hounslow to achieve and thrive by removing barriers to learning that they face as early as possible
- Support families in West Hounslow to access support through relational work with trusted local partners, in the form of newly appointed and networked specialist home-engagement leads (in their children's school)
- Build schools' capacity to work in different ways with their community and strengthen their ability to access the full range of support and partnerships available locally
- Enable the Local Authority to focus on its statutory work and build capacity in the community

The project launched in September across seven Primary, Secondary and Special schools where social care referrals and caseloads are concentrated and where the impact of Covid on economic activity has been most acutely felt. Over the next two years, the aim is to dramatically increase the capacity of schools to support families across the west of the borough. We anticipate that this project will create a cluster of West Hounslow schools working collaboratively with specialist home engagement leads (SHELs) in each school.

## SUPPORTING YOU

# HEP's strategic priorities 2020-23

### Catch up funding for those most impacted by the pandemic

The council identified and allocated £910,000 of Covid catch-up funding for schools to support the most vulnerable. Working in partnership with HEP, each Hounslow school was allocated a share of the funding based on Spring Census Ever 6 Pupil Premium numbers. To access the funding, schools identify specific catch up support for pupils/students directly linked to the core curriculum - this could be for any cohort of pupils that the school believes has been affected by the pandemic. The impact of the funding must be measurable at pupil/student level with baseline data provided in the application process as well as an end-of-programme data capture to measure improvement. At the time of going to press HEP had received **64 school plans for the roll out of their specific catch-up programmes**. Funding will be distributed to schools in November followed by a full programme analysis in the summer term 2023.

### Christmas Present Campaign

Working with our schools for the second year running, a three-week campaign was initiated by Hounslow's Promise in partnership with HEP. It was funded by the campaign's Just Giving page, company donations and local community support to ensure that every vulnerable child in a Hounslow school, whose family would struggle to afford a Christmas present this year, would receive a gift.

- 37 schools involved
- 2,251 presents requested by schools for families across Hounslow
- Over £10,000 spent on presents to support families
- Great help offered by DPD, for delivery along with support from Logic School students, TPET and HEP staff who volunteered to wrap the presents

### Here's what our schools said about the project:

*"This is the 2nd year that we have been fortunate enough to be allocated presents for our pupils and we would like to pass on our heartfelt thanks to all involved. The number of pupils within our school that we identified; either through their pupil premium status or through knowledge of the family circumstances continues to increase each year. I don't think it can ever be understood the impact an act of kindness such as this can make to some of our more vulnerable families. It is also worth noting that when the parcels were delivered to us, the DPD driver commented that delivering these boxes to school was the best job of the year for him, so the happiness spreads far and wide."*

**HEP Primary Headteacher**

*"On behalf of everyone here, we would like to send our heartfelt thanks for the presents. The children receiving these would have had nothing at all or next to nothing so your time and effort is going to make a huge difference to these children's Christmas. Thank you!"*

**HEP Secondary Headteacher**

## KICKSTART SCHEME

The Kickstart Scheme provided 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 **supported 23 roles** across **14 schools** starting in Autumn 2021. HEP was 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 received 6 months of funding for the roles and we are delighted to report that **16 young people** have successfully gone on to full time employment.

HEP supports its members to:



Raise standards through continued school improvement.



Invest in support for building and maintaining high quality teaching and inspirational school leadership.

In 2021/22, these priorities have been promoted through –



### Get Hounslow Reading

This long term **Joint Practice Development** funded programme was launched in June 2021.

Get Hounslow Reading (GHR) uses 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.

#### 2021/22 The story so far ...

- 75% of HEP primary schools registered 181 teachers
- Over 1300 books delivered to schools
- 44 hours of training
- 13 Padlets created to share books, case studies and widen teachers' knowledge
- Parent Padlets created for schools to share with their community
- 40 case studies written by teachers
- Most vulnerable pupils in Early Years supported to develop language and strong relationships through Contingent Talk with books
- Get Hounslow Reading newsletter launched



Here is what facilitator Charlotte Raby said about the programme this year:

*"There can be no doubt of the enthusiasm of Hounslow teachers and the impact of their hard work on growing a Reading for Pleasure practice in their schools over this academic year. It has been a pleasure to facilitate the growing pedagogy of so many committed teachers. Over the year we have worked together to explore children's literature, case studies of practice and discussed the impact of teachers' own practices in their schools. Growing a reflective practice can be hard, but many teachers said that the time to talk and share practice was what they valued most highly."*

### Success & Impact

A baseline survey conducted in October and March showed the following changes in reading practices:

- In Early Years we saw boys benefit the most with 100% believing that they are good at reading (a 30% increase from October)

Across all year groups:

- 78% of boys and 97% of girls now think they are good at reading - a 13% and 12% increase respectively since October
- More pupils are selecting picture books, graphic novels and comics – so they are widening their reading habits
- More pupils read at home – a 16% increase in boys and 26% increase in girls, with more choosing after school and bedtime to do their reading
- 76% of boys (8% increase) and 98% of girls (2% increase) agree that reading is fun
- 90% of teachers value the importance of making time to continue to embed the RfP pedagogy in their practice next year
- Teachers
  - Are reading more often
  - Have an increased knowledge of children's literature
  - Have a better understanding of children's reading practices
  - Are more confident with their Reading for Pleasure practice

# HEP's strategic priorities 2020-23

### Contingent Talk with books

Participating schools reported a wide range of benefits of contingent talk for participating children in Nursery and Reception including:

- Increased use of the reading corner
- Increased interest and excitement about books
- Greater confidence in talking with adults
- Wider language
- Better pronunciation of words
- Greater confidence in social situations

Here is what delegates said about the programme:

*“Reading for Pleasure has been an absolute pleasure. The enthusiasm from the team leading the sessions is infectious and it has helped to develop so many tips for inspiring my work in the classroom and for me to help others in my school.”*

*“We are a SEND school but our teachers adapted and really promoted it in school, especially the English Lead. Book corners have been developed with relevant reading. Very successful comic books project has been launched and created a real buzz. Staff are reading and sharing book experiences with the children more and more. One of the teachers has also run very successful parent workshops on early reading.”*



### Get Hounslow Reading – 2022/23

- 43 schools involved
- Over 120 new teachers already registered
- Over 800 books delivered
- 55 teachers signed up as Ambassadors

The evidence from the surveys is clear – teachers want to continue and are motivated to do so. As ambassadors, they have already been in action by welcoming the new cohort to the project. In addition, GHR will be running a termly twilight session for ambassadors to stay up-to-date with Reading for Pleasure (RfP) information and developments. This will also provide opportunities to share practice and network with colleagues across Hounslow.

### Half-day conference

Some teachers identified that they would like more face-to-face contact. There are ambitions to run a half-day conference to meet this need, with ambassadors from the 2021/22 cohort running workshops and sharing their practice. This will also help Hounslow teachers take full ownership of the project and, grow long term teacher networks and ensure that the RfP pedagogy in Hounslow remains authentic, sustainable and rooted in teaching.

### Parents, EAL and SEND

The Get Hounslow Reading project will continue to support schools with choices of books for EAL and SEND pupils as well as find more support and case studies to help teachers see how to reach these groups of children.

### Develop your A level Teaching

**Develop your A level Teaching (DAT)** is a forum where HEP teachers and leaders with a passion and responsibility for excellent provision at post-16 can share their expertise and champion best practice in their subject.

Following a successful second year, in 2021/22 HEP welcomed over 180 teachers of 14 subjects, from across 13 schools, to three online sessions of the **Develop your A level Teaching** programme.

The content of each meeting, based around the central theme of ‘Academic reading, writing and speaking’ was planned by the working group. This comprised SLT and Heads of Sixth forms across three HEP schools and the Lead Headteacher for the programme.

Keynotes from meetings one and two were pre-recorded by HEP expert practitioners and released on the HEP YouTube channel . A live keynote was delivered during meeting three. Subject breakout groups that followed the keynotes were held virtually and facilitated by expert practitioners within HEP schools nominated by their SLT.

### What happens next?

Building on a successful third year, and using recalled papers as tangible evidence of student performance from the first exam season for three years, the Develop your A level Teaching (DAT) programme for 2022/23 will focus on the overarching theme:

**What can we learn from the 2022 exam series to better prepare students for the 2023 exam series?**

### Feedback from delegates:

**87% of teachers** found the opportunity for discussion with colleagues was valuable.

**88% of teachers** felt that keynotes delivered by HEP expert practitioners were applicable and relevant to their teaching.

*“A much appreciated forum to apply pedagogy to a subject-specific domain, with such rich professional talk after the keynotes in the Economics breakout session.”*

*“It was really nice to be able to talk to other A level German teachers as there aren’t very many and we could share our experiences.”*



# HEP's strategic priorities 2020-23



## Primary Subject Leaders Networks and Workbooks

Following successful attendance and feedback from the 2020/21 subject leader programme, **Preparing for a 'Deep Dive' as part of an Ofsted inspection**, it was clear that creating a platform for subject leaders to share good practice and network with their Hounslow colleagues, was the best course of action for 2021/22.

As identified through Joint Practice Development, this popular and successful programme has been designed to keep subject leaders up-to-date with the national perspective and good practice developments within their subject.

Meeting three times in 2021/22, each subject network took place, online and on the same day, led by a specialist within that subject and offering a perspective beyond Hounslow. Working in partnership with London West Alliance (LWA), HEP was able to source high quality facilitators to lead the sessions.

- Over **300 teachers** involved
- **13 subjects** offered
- **Over 85%** of our subject leaders attended two or more network sessions
- **89%** of subject leaders have a clear understanding of the information available to support them in their role
- **86% agreed** that the quality of the facilitator met their expectations



## Feedback from participants:

*"The information shared by all the speakers has been excellent. They have all been extremely useful sessions."*

*"We are amending our plans and updating them with ideas from the network meetings so massively grateful for the advice and support."*

*"So helpful, being able to chat to other subject leaders, especially those new to the role like myself."*

*"Listening to colleagues' experiences and expertise is helpful when you are new to the role of a Subject Leader."*

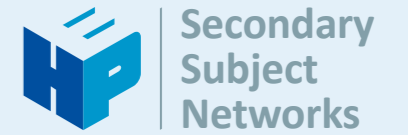
In addition to the network sessions, HEP published Subject Leader Workbooks, in partnership with Andy Phillips. These workbooks have proved very popular with subject leaders as they deliver step-by-step guidance on:

- Curriculum auditing
- Curriculum intentions
- Monitoring
- Self-evaluation
- Recording CPD
- Writing a subject leader development plan

Ofsted Research Reviews have also been added to the workbooks and HEP's website where available.

## Primary Subject Leader – programme 2022/23

It is expected that as the network meetings continue in 2022/23, the agenda will be agreed by the Subject Leaders under the expert guidance of the facilitators.



## Secondary Subject Networks

Secondary Subject Networks have been established for over a decade to develop and further cultivate the collaborative potential of middle leaders aiming to:

- Develop professional relationships between colleagues from different schools which facilitates ongoing peer support
- Facilitate sharing and development of good practice related to subject teaching, learning and assessment
- Provide a mechanism for efficient and effective consultation and information flow between Subject Leads and HEP

## New for 2021/22:

- Health & Social Care Network
- Creation of shared documents containing registers and contact lists for SLTL representatives and Subject Network Leads thus ensuring these are kept up-to-date and that attendance can be reported back to SLTL in a timely manner
- Transition from LBH facilitation to HEP overseeing Subject Networks

## Feedback from Subject Network Leads:

**93% of Leads** agreed that members' engagement within meetings is high, contributing ideas and sharing best practice.

**80% of Leads** agreed that attendance at all meetings was high and apologies were sent when colleagues could not attend.

## Feedback from Subject Network members:

**84% of Members** agreed that Subject Network meetings helped develop links with colleagues from other schools.

**81% of Members** agreed that Subject Network meetings provided examples of best practice from other schools.

*"There are so many useful takeaways from the meeting to help improve teaching and learning and they are things which can easily be put into place after the meeting."*

*"I really enjoy the content and the supportive group of fellow Geography leaders discussing ideas in a non-judgmental, relatively informal way. The group certainly helps each other and fundamentally discusses relevant topics which are benefiting me."*



## What happens next?

Secondary Subject Networks will be solely facilitated by HEP from September 2022. Responding to feedback from Leads and Members, we will look to find ways to boost the collaboration and contribution from all, for example via shared agenda planning documents. A new Designated Safeguarding Lead (DSL) network will be launched. All networks will meet face-to-face for their first meeting in November and the remaining meetings will be virtual.

# HEP's strategic priorities 2020-23

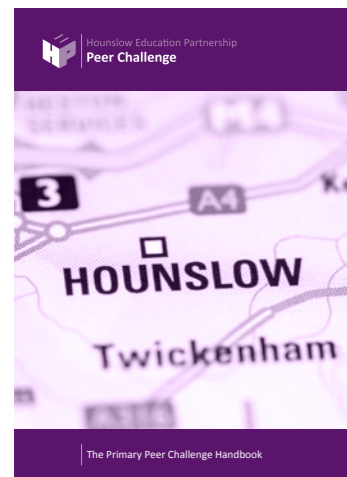


## Peer Challenge

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 9th 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



## Why Peer Challenge Works

### Primary Peer Challenge

- Participating schools work in triads, coordinated by a Lead Headteacher
- Each school undertakes self-assessment, which is challenged by other headteachers in the triad at a peer challenge visit
- Two peer challenges a year: Autumn (Teaching and Learning); Summer (Leadership)
- Peer challenge process includes handbook and support materials, including data: Hounslow Performance Challenge, 'Raise on a Page', based around the agreed Public Value Proposition Statement
- Outcomes from peer review considered by School Improvement Committee - shared with local authority at quarterly meeting
- Sample of peer reviews quality assured in each cycle

### Joint Practice Development

Developed in response to interest from schools and paid for separately

### HEP Commissioned Activities

Key area of future business development to be led by the Partnership Director

### School Improvement Committee

- Oversight and review of overall programme, with customer feedback
- Operational Framework with clear roles and responsibilities
- Partnership Director accountable for delivery of service offer in-line with business case and plan approved by the HEP Board

### Local Authority

- Data and intelligence
- Development funding
- Commissioning and Brokerage

# Priorities into actions

## SEND Training – school-to-school & external

The HEP Vision promotes:

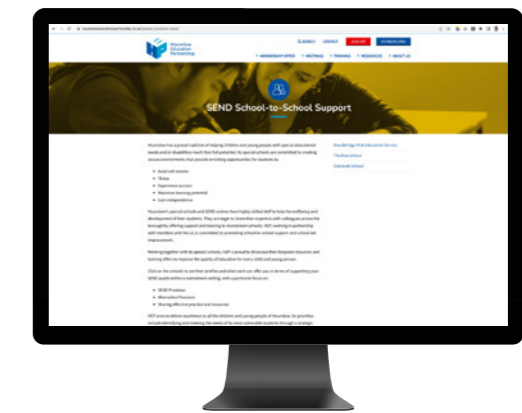
*"a rigorous culture of review, reflection, challenge and support drawing on the skills and expertise in our schools and beyond."*

Hounslow's special schools and SEND centres have highly skilled staff to help the wellbeing and development of their students. They are eager to share their expertise with colleagues across the borough by offering support and training to mainstream schools. HEP, working in partnership with members and the LA, is committed to promoting school-to-school support and school-led improvement.

Working together with its special schools, HEP has begun to develop an area on the website to showcase schools' bespoke resources and training offers to

improve the quality of education for every child and young person. In terms of supporting SEND pupils within a mainstream setting, training has focused on:

- SEND Provision
- Alternative Provision
- Sharing effective practice and resources



**Oaklands School** offers cross phase training giving practical and inclusive ideas for students' with SEND within a mainstream setting. The most recent course was 'Adapting stories, books and texts using a multisensory approach'. This focused on supporting delegates to build their confidence in creating and using sensory stories in their own setting and promoting a love of reading for pleasure for pupils with complex additional needs.

they can be tailored by individual mainstream schools to support those children displaying challenging behaviour. The most recent courses were:

- Using the Pupil Passport Toolkit to develop practical strategies for supporting pupils in distress
- Using Staff and Pupil Post-Incident Reflection as a tool for reducing challenging behaviour

### Feedback from delegates:

*"Useful to see how the Pupil Passport can support the children. Useful to talk in break out rooms with other teachers."*

*"Great training, thank you for all your expertise and advice. I learnt lots of things about different ways that can affect pupils' behaviour and how to deal with different situations."*

### What's next?

HEP will continue its work with SEND schools to build further training offers and share resources, reaching teachers across phases throughout the borough.



**Woodbridge Park Education Service (WPES)** offers an effective relational model to support children and young people in crisis. WPES seeks to share its resources and best practices widely in the hope that



# Communicating with and between HEP members

## Website and YouTube Channel

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.



The HEP website has continued to meet the needs of members, highlighting the **HEP membership offer**. This better enables HEP's commitment to provide opportunities for **collaborating, networking, sharing and supporting**.

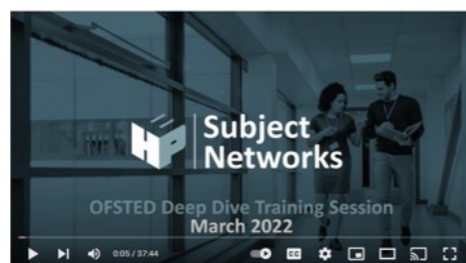
The HEP YouTube channel was launched in October 2020 in response to Covid and the need to offer training virtually. We have continued to grow this platform in 2021/22 and it has proved to be a valuable tool to host training for our members.

**24 videos** available to view

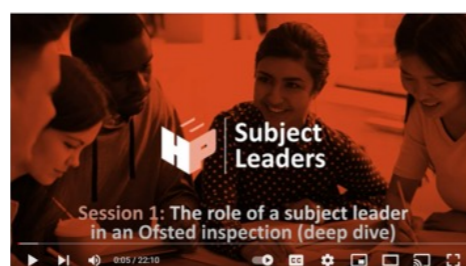
- Over **14 hours** of content available
- Over **6 hours** of new content added this year
- Over **2100 views**
- **227 hours** of watch time
- **22,042 impressions** (number of times the video content has reached a potential viewer)

The most watched videos this year were:

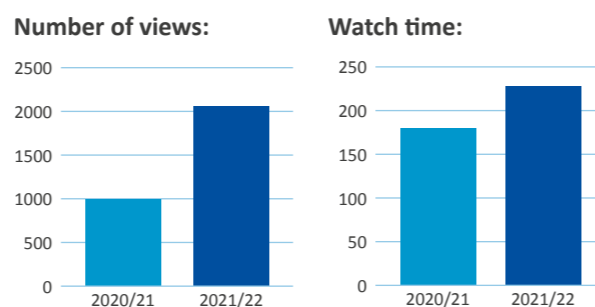
**HEP Subject Leaders - Primary Deep Dive session 1**  
535 views this year / 725 views since published



**Secondary OFSTED Deep Dive training March 2022**  
264 views in less than 4 months



The data below clearly shows the Youtube channel's impact.



## Headteacher Handbooks

HEP has continued its work in collaboration with Hounslow's Local Authority (LA) to produce an easy access guide to support all Headteachers, in particular those new to the role or to Hounslow. The latest additions to the handbooks include information about key services from Children Affected by Domestic Abuse (CADA) and Mental Health Support Teams (MHST).

## LISTENING TO YOU

# Members to shape the future of HEP

A report was commissioned jointly in Spring 2022 by the London Borough of Hounslow (LBH) and Hounslow Education Partnership (HEP) to:

- Provide an overview of how the school improvement system in Hounslow currently functions (in particular, the roles and responsibilities of key stakeholders - schools, HEP and LBH)
- Review challenges and opportunities facing the partnership between LBH and HEP and the Hounslow school system for the future
- Recommend next steps in shaping the LBH/HEP partnership

The past four years, since HEP's inception, have seen:

- A continued national drive towards a school-led system and a recent White Paper underlining the government direction towards "a fully Trust led system" and the reducing role of local authorities
- The Covid pandemic which has placed unprecedented pressures on the school system
- A reduction in government funding for local authority to support School Improvement in maintained schools (School Improvement Grant) by 50% in 2022 reducing to zero in 2023

Schools in Hounslow have been well supported by the HEP networks and the adversity of the pandemic has in many ways strengthened the partnership, however both organisations face financial challenges:

- As part of the initial business planning for HEP, the council and Schools Forum agreed the allocation of school improvement funding to HEP for its first five years and this ends in April 2023
- The council has reducing resources, including the loss of the School Improvement Grant (SIG) to meet a wide range of competing demands across Children's Services

It was timely, therefore, to take this opportunity to ensure that the partnership between Council and HEP is fit for the next 5 years, to reshape a new relationship for the future and establish the next steps in maturing the school-led system in Hounslow together.

## Key Findings:

- Everyone values HEP
- It is delivering what it set out to do
- Given the direction of education nationally, the challenge is how will HEP continue to ensure strong locality-centred practice in the interests of pupils, schools and communities?

## Key Recommendations:

- Create a vision for the next phase of the school-led system for Hounslow 2023-2028
- Consult and keep HEP members engaged and involved in decision making. Current membership numbers are a real strength but challenges will come – growth of MATs? Changing role of LA?
- Ensure robust business planning and financial viability for HEP
- Revisit terms of reference for HEP groups – support for Chairs

## Consultation Timeline

### HEP members – Summer 2022

All members received a presentation during the primary and secondary partnership meetings in July. Delivered by Gillian Cawley, the report's author, members were provided the key findings and recommendations. Headteachers were then invited to start discussions on creating a vision for the next phase of the school-led system for Hounslow 2023-2028.

### HEP AGM – Autumn 2022

The outcomes from the July Headteacher discussions will start to form the 2023-2028 strategy and will be presented to members at the HEP AGM. The board will continue discussions with the LA over coming months.

# Financial summary

## HEP's business targets will support our schools and by 2023 we aim to:

- Work with all schools in Hounslow, evaluating the impact of everything we do
- Grow our services in response to schools emerging needs, introducing at least two new programmes each year
- Consistently be the partner of choice for our schools, resulting in an increase in the value of school to school services and support
- Maintain a minimum annual surplus which can be reinvested on behalf of our schools

Our total income for 2021/22 was £720k, £104k above the original budget. This included income from schools of £389k, LA income of £129k, £200k from the Department for Work and Pensions for Kickstart and £2k from Hounslow Promise for the Christmas present campaign. In addition to membership fees and School Improvement Grant totalling £228k, income from schools comprised the following work streams: £75k Fair Access, £62k Primary Peer Challenge, £15k John Yates training and £11k HEP training and CPD. LA income comprised £50k for Reducing Exclusions and Violence projects, £47k for Primary to Secondary Transitions projects, £25k for the Stepping Stones programme and £6k to cover admin costs and consultancy charges.

Costs of sale were £604k, comprising staff costs of £164k, partnership meeting costs of £28k and £412k that is directly attributable to specific income streams. This was a saving of £21k against the budget.

Kickstart salaries of £143k, which are 'in and out' to HEP, have inflated both total income and total cost of sales.

General overheads were £61k, £6k below the budget due to savings and some unspent contingency.

The full year position is a net surplus of £55k, against a budgeted deficit of £76k. Unspent balances of £121k are held as ring-fenced funds within the overall carry forward of £313k. These include Primary to Secondary Transitions funding, Reducing Exclusions and Violence funding, Domestic Abuse Project funding, Fair Access income and Subject Network funds, which we plan to spend on relevant projects over the next 1-3 years. We have also designated £7k from reserves towards costs relating to Primary Joint Practice Development. Unrestricted reserves, after eliminating ring-fenced and committed funds, are £184k, a surplus of £23k against the budget.

The majority of HEP income streams are exempt from corporation tax and we do not expect to incur a tax liability for 2021/22.

A summary of our income and expenditure for 2021/22 is presented in the charts opposite. These figures are based on those to be included in the full, audited accounts for the period ended 31 August 2022. The full Annual Report and Accounts will be made available via the HEP website once published.



- Membership fees and School Improvement Grant 32% (39% in 2020-21)
- Fair Access 10% (18% in 2020-21)
- Peer Challenge 9% (0% in 2020-21)
- John Yates training 2% (7% in 2020-21)
- HEP training and CPD 1.5% (7% in 2020-21)
- HEP successful bid funding 45.5% (29% in 2020-21)

# HEP's membership offer



## Meet

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

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



- Partnership Meetings
- Primary Peer Challenge
- Primary Curriculum Resources
- Get Hounslow Reading
- HEP YouTube Channel
- Newsletter
- News posts
- Handbooks



## Identify

HEP School Improvement Groups meet to identify 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
- HEP Service Brochure

### New projects have started this year:

- Get Hounslow Reading
- Kickstart
- SixIntoSeven



## Respond

- Online training
- Meetings
- Targeted joint practice development



## Train

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



## Impact

HEP listens to its members through:

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



## Share

HEP creates the opportunities for sharing practice.

- Secondary Subject Networks
- Primary Subject Networks
- Develop your A level Teaching

## HEP board of directors 2022/23

**Cormac Bourne**  
Partnership Director

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

**Stephen Davis**  
Lampton School

**David Brockie**  
Independent Director

**Clare Longhurst**  
Headteacher, Lindon Bennett

**Eileen Sheedy**  
Isleworth Town

**Madeleine Storr**  
Independent Director

**Sally Yarrow**  
The Green School Trust



Hounslow  
Education  
Partnership

**Cormac Bourne**  
Partnership Director

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