# HANDBOOK

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## Part One PEOPLE – ROLES AND RESPONSIBILITIES

### 1. The County Executive Committee

**a)** The **County Executive Committee** shall consist of the following membership:

**Chair**
**Vice-Chair**
**Treasurer**
**Professional Officer**
The **Area Chair and Vice-Chair** from each of the four Areas: West, North-East, Mid and South.
The **Local Delivery Group** representatives from
**West:** Epping Forest Rural, Epping Forest South, Uttlesford North, Uttlesford South, Harlow;
**North-East:** Colchester West, Colchester East, Colchester South, Tendring Mid, Tendring North, Tendring South, Harwich and Dovercourt;
**Mid:** Braintree, Chelmsford (North, South and West), Maldon, Dengie, Witham, South Woodham Ferrers, Halstead;
**South:** Wickford, Billericay, Castle Point & Benfleet, Rochford, Rayleigh, Brentwood, Canvey Island, Basildon East/Pitsea, Basildon West
**The four quadrant Partnership Lead Headteachers**

**b)** The current list of the Executive Committee membership can be found on the EPHA website.

**c)** All members of the County Executive Committee must be serving primary headteachers in Essex.

Each Area shall have its own **Area Association**. Representatives (including Chair, Vice-Chair and LDG representatives) who shall be elected annually at the Area Association AGM to form the **Area Steering Group** and will serve on the County Executive Committee.

**d)** The Chair, Vice-Chair and Treasurer of the County Executive Committee will be elected annually at the Annual General Meeting. Members of EPHA will be invited to nominate themselves for an office and, where there is more than one nomination for an office, the result will be determined by secret ballot at the Annual General Meeting.

**e) EPHA County Chair**
The Chair of EPHA (currently *Harriet Phelps-Knights, Headteacher at Janet Duke Primary School* ) will conduct all meetings of the County Executive Committee except that in his/her absence, the chair will be taken by the Vice-Chair (currently *Nick Hutchings, Headteacher at Hamilton Primary, Colchester*)

The Chair (and Vice-Chair) will represent the Association when required, and will meet regularly with senior LA Officers. All press releases issued on behalf of County EPHA should be ratified by the Chair and two additional members of the EPHA Executive Committee.

The term of office for the Chair and Vice-Chair will be one year, and s/he may be re-elected for further terms of office.

The Chair and Vice-Chair are required to attend the termly Executive meetings and other meetings (whenever possible) as required by the County Executive Committee. The Chair will review and clear the minutes of the meeting.

**f) EPHA County Treasurer**

The term of office for the Treasurer (currently *Pam Langmead – County Treasurer, EPHA Professional Officer*) will be one year (or until the occasion of the next AGM), and s/he may be re-elected for further terms of office.

The EPHA Treasurer manages the County EPHA bank accounts and is responsible for:

- approving and paying agreed expenses claims from headteachers;
- paying for claims from the EPHA Professional Officer and the EPHA Executive Director, approved by the Chair;
- paying for venues and refreshments for the Area Headteacher meetings;
- approving and paying the costs arising from EPHA conferences, events and seminars and managing an associated bank account for conferences;
- liaising with Area Treasurers to ensure that subscriptions are collected and that an agreed percentage is forwarded to the County EPHA bank account;
- producing a report for the termly County Executive meeting and the County AGM;
- ensuring that the accounts are audited on an annual basis for presentation at the County AGM.
- attending the termly Executive meetings and other meetings (whenever possible) as required by the County Executive Committee.

The EPHA treasurer has the delegated power to approve expenditure of up to *£5,000 with the exception of conference venue costs*. Expenditure over *£5,000* needs to be approved by the EPHA Executive committee.

**g) Area Chairs and Vice-Chairs**

The **Chair of each Area**:
West (currently *Chris Jarmain, Headteacher at St Mary's CE Primary, Saffron Walden*);
North-East (currently *Nick Hutchings, Headteacher at Hamilton Primary, Colchester)*;
Mid *(currently Dawn Dack, Headteacher at Wentworth Primary);*
and South (currently *Richard Green, Headteacher at Grove Wood Primary School*)
is elected at the Area AGM in the summer term. The term of office for the Area Chair will be one year, and s/he may be re-elected for further terms of office.

The Area Chair is responsible for:

- Representing their Area on behalf of EPHA;
- Chairing the termly Area meeting, including the Area AGM;
- Responding to the queries, views and opinions of headteachers in their Area and ensuring that (where appropriate) these are communicated to the County Executive Committee;
- Ensuring that the business, actions and decisions of the County Executive Committee are communicated to local headteachers;
- Making decisions about funding and the purpose and location of local meetings, in collaboration with the EPHA Professional Officer;
- Ensuring that the Vice-Chair (or another Executive member) makes contact with new headteachers in their Area at the beginning of each term;
- Attending the termly Executive meetings and other meetings (whenever possible) as required by the County Executive Committee.

The **Vice-Chair of each Area:**
West (currently *Marne Reynecke-Raybould, Headteacher at Ashdon Primary*);
North-East (currently *Richard Potter, Headteacher at Home Farm Primary, Colchester*);
Central (Mid) (currently *Amanda Reid, Headteacher at Perryfields Infants*);

and South (currently *Luke Bulpett, Headteacher at Brightside Primary*)
is elected at the Area AGM. The term of office for the Area Vice-Chair will be one year, and s/he may be re-elected for further terms of office.

The **Area Vice-Chair** is responsible for:

- Contacting new headteachers in their Area at the beginning of each term to offer support and communicate information about EPHA;
- Attending the termly Executive meetings and other meetings (whenever possible) as required by the County Executive Committee.

## 2. The EPHA Professional Officer

The EPHA Professional Officer *(currently Pam Langmead)* is appointed by the County Executive Committee. S/he is not required to be a serving headteacher and this is a paid position.

The roles and responsibilities of the EPHA Professional Officer are to:

- Attend termly meetings of the County Executive and the Area Headteacher meetings and to produce the minutes for those meetings, which are cleared for distribution by the Chair of the meeting and then circulated to the County Executive Committee and posted on the EPHA website;
- Manage the annual calendar of meetings, briefings and events; maintain the dates and events list on the EPHA website; organise and book venues for meetings;
- Attend meetings with LA and other groups, as required by the Executive, and to provide notes and a termly report of the meetings attended;
- Follow up action and tasks as a result of those meetings;
- Produce the agendas for EPHA meetings (see Part 3 -1) and ensure that they are circulated to the County Executive Committee, Area Headteachers (as appropriate) and posted on the EPHA website;
- Research, write and deliver briefings each term for groups of headteachers across the county, to ensure that they are kept up to date with local and national issues;
- Liaise with and support the Chair of EPHA, the EPHA Executive Director *(if appointed),* and other members of the Executive Committee, and primary headteachers in Essex;
- Attend a termly management meeting with the EPHA County Chair and Vice-Chair;
- Organise and manage on behalf of EPHA the annual Headteachers' Conference, the annual Deputy/Assistant Headteachers' Conference, the Small Schools Headteachers' Conference, and other conferences as determined by the County Executive Committee;
- Manage the EPHA website;
- Manage the Colleague Supporter programme;
- Manage the Small Schools Support Group and the Small School Governors' Network;
- Write and deliver online and face to face training, as required, for headteachers, staff and governors;
- Produce reports, surveys and other papers as required by the County Executive Committee;
- Distribute information to headteachers, by email or by post;
- Update the EPHA Welcome Pack on a termly basis and send out to new headteachers;
- Update the EPHA Support Directory on a termly basis and send out to new headteachers;
- Update the EPHA handbook regularly and post on the website;
- Write and distribute the termly EPHA newsletter;
- Seek and assign headteachers to represent EPHA on various committees and working groups;
- Maintain a label and email database of Essex primary headteachers;

- Communicate information about EPHA to interested parties and represent EPHA when required by the County Executive Committee;
- Maintain a spreadsheet of claims for professional fees, mileage and expenses for submission to the EPHA County Treasurer;
- Undertake any other duties as determined by and agreed with the County Chair/ County Executive Committee.

## 3. Area Treasurers

There are no longer area treasurers as EPHA funds are managed centrally.

The subscription/funding for EPHA is currently provided by de-delegated funding from the DSG, at a rate of £400 per school.

## 4. Headteacher representatives

Headteachers from all areas of Essex and representing all phases and types of primary, infant, junior and special schools are appointed to represent EPHA on a wide range of committees, working parties and consultative groups. These groups are often set up by the Local Authority, and the intention is to ensure that Essex primary headteachers have a proper and informed opportunity to shape and influence local policy and procedures.

In many cases the EPHA Professional Officer will make contact with a headteacher to ask if they would be prepared to become involved with a committee, working party or consultative group. Once a headteacher has joined a group they will be expected to liaise with the organiser (chair or secretary of the group) in relation to the dates and venues for meetings.

Representative headteachers are asked to report to EPHA (either via the EPHA Professional Officer, through the County Executive Committee or their Area Steering Group) to enable effective communication and feedback on a wide range of issues.

Representative headteachers have the right to claim expenses from the County Treasurer using the agreed Expenses Claim form (which can be found on the EPHA website), and at a rate determined by the County Executive Committee.

## Part Two MEETINGS – FREQUENCY AND PURPOSE

### 1. County Executive Committee meetings

The County Executive Committee will hold at least one meeting a term, in advance of the Area Headteacher meetings. At the regular termly meeting the Executive Committee will meet, and this meeting will then immediately be followed by a meeting with Local Authority officers and any invited contributors. Following the global pandemic the Executive has now returned to face to face meetings, but may run meetings online when required.

Special meetings of the Executive may be convened at any time to consider urgent matters.

The quorum for any County Executive Committee meeting and vote must be one half (rounded up to a whole number) of the complete membership of the County Executive Committee, not including any vacancies. The agenda for the meetings will be sent by the EPHA Professional Officer to all Executive members (by email) at least 7 days in advance of the meeting, and minutes will be published to all Essex primary phase headteachers once produced and cleared for distribution. The minutes of the meeting will be confirmed by the County Executive Committee at the next meeting.

The County Executive Committee represents all primary phase headteachers in Essex and its purpose is to further the aims of the association, which are:

1. To provide a forum for the membership of the association.
2. To promote the advancement of Primary education in Essex and nationally.
3. To meet regularly to consider issues pertinent to Primary education in Essex.
4. To develop further effective communication and liaison between Essex primary Headteachers and those who have an interest in Primary education.
5. To work in partnership with the Local Authority to enhance Primary education.
6. To form a focus for collective knowledge.
7. To provide advice relating to Primary education matters.
8. To provide advice and guidance to the DfE.
9. To act as mutual support for the membership.

### 2. Area Headteacher meetings

The Area Headteacher meetings are held early in the second half of each term. Proposed dates are suggested by the EPHA Professional Officer and are agreed by the EPHA Chair and the LA Director of Education (currently *Clare Kershaw*), subject to their availability and the availability of suitable venues.

Meetings in the **South, Mid, West** and **North-East Areas** run from 9.00 am to either midday or 3.00 pm depending on the agenda for the meeting.

**Issues that should be included** for consideration and inclusion on the termly headteacher meeting are:

- Local, county and national issues of concern or interest;
- Feedback from local headteachers;
- Welcome to new headteachers and farewell to departing headteachers in the area;
- School improvement issues for feedback to the EPC;

- Feedback from the County Executive meetings;
- Local finance matters;
- Regular finance reports and annual review of audited accounts (Summer term meeting – AGM)
- The consideration of workshops, speakers and contributors at the termly Area meeting;
- Reference to the EPHA newsletter, website, conferences;
- Election of officers (summer term meeting -AGM);
- Feedback from the County AGM (autumn term);
- Update of headteacher representatives on group (autumn term);

The ECC Safeguarding Forum, run by Jo Barclay, generally take place in the afternoon following the EPHA meetings.

The EPHA Professional Officer will attend all meetings and will produce a summary of attendance and notes of each Area morning meeting, and composite minutes of the four meetings held with LA Officers.

Currently the **West Area** holds a "pay as you go" termly conference for headteachers (organised, attended and minuted by the EPHA Professional Officer).

## 3. The Annual General Meeting

Each Area will hold an Area AGM as part of their summer term headteachers' meetings, which will include the annual election of members of the Area Steering Group, as well as receiving a report from the Area Chair.

The County AGM will be held as a separate meeting early in the Autumn term, after the Area AGMs have been held. The County AGM will provide an opportunity to receive a report on the year's activities and business, to present the audited accounts for the Essex Primary Headteachers' Association and to elect the County Chair, Vice-Chair and Executive Treasurer.

## 4. Small Schools Support Group

A sub-group of EPHA which was established March 2022

The purpose of the group is to offer the following to small- school headteachers in Essex:

- Support and reassurance
- Advice and guidance
- Shared experience and expertise
- Opportunities
- Developing and promoting the understanding of the unique challenges of the role
- A voice, locally and nationally

Membership

- All headteachers of mainstream primary-phase schools with 120 or fewer pupils
- Other headteachers of small schools, by invitation or with the agreement of the group (such as schools with slightly higher numbers, independent schools etc)
- EPHA Professional Officer
- EPHA Chair

The meetings will be held half-termly.

Meetings will usually be held online, but in-person meetings and an annual conference will be planned. The time of day is a challenge for small-school heads, but it was agreed that after-school tends to work best for the majority.
Agendas and minutes will be drafted by the Professional Officer, and agreed with the Chair. They will be then be circulated to the whole membership.
The Chair of the group will report back to the EPHA Executive on a termly basis.
An annual conference for Small Schools headteachers is held in October.

The Professional Officer also organises and facilitates a network group for Small School Governors. They meet online on a half termly basis and consider a range of themes, enabling them to share good practice and offer support.

## 5. Conferences

EPHA currently holds an annual conference for Essex primary-phase headteachers (in March) and for Essex primary phase deputies and assistant headteachers (in October) as well as an annual Small School Headteachers' conference (in October). The aim of the conferences is to provide events which

- are enjoyable, stimulating and informative;
- provide an opportunity for headteachers/deputies to meet colleagues, to network and share good practice;
- book relevant, interesting and inspiring conference speakers;
- focus on practical strategies for school improvement;
- recognise the challenging role of headship in the 21st century;
- recognise the changing nature and demands of school leadership;
- develop the delegate's confidence in his or her role as a school leader;
- motivate, inspire and support EPHA members;

Additional conference and seminars may be run during the year, on behalf of EPHA.

Conferences should ideally be self-financing and the aim is that any profits should be directed towards funding school improvement and training activities.

## Part Three ADMINISTRATION

### 1. Agenda setting and minutes

**a) County Executive meetings**

A draft agenda is produced by the EPHA Professional Officer and forwarded early in the term to the EPHA Chair and Vice-Chair for comment and amendment.

The finalised agenda for the meetings will be sent by the EPHA Professional Officer to all Executive members (by email) at least 7 days in advance of the meeting (and is posted on the EPHA website), and minutes will be published to all Essex primary phase headteachers once produced and cleared for distribution. The minutes of the meeting will be confirmed by the County Executive Committee at the next meeting.

**b) County Executive Committee meetings with LA Officers**

A draft agenda is produced by the LA Director for Education and Learning and/or the Primary Assistant Director and they ask the EPHA Chair and Local Authority Officers for suggestions for inclusion.

The finalised agenda and supporting papers for the meetings is sent by the EPHA Professional Officer to all Executive members (by email) at least 7 days in advance of the meeting (and is posted on the EPHA website), and minutes will be published to all Essex primary phase headteachers once produced and cleared for distribution. The minutes of the meeting will be confirmed by the LA Officers/County Executive Committee at the next meeting.

**c) Agendas for the Area Headteacher meetings**

The EPHA Professional Officer will produce an agenda for the termly Area Headteacher meeting. This agenda (agreed with the Area Chairs) is distributed to all headteachers (by email) and publicised on the EPHA website, at least 7 days in advance of the termly headteachers' meetings.

**d) WEPHA Conference**

Agendas agreed by the EPHA Professional Officer and the Chair of WEPHA.

### 2. Booking venues or setting up Zoom meetings

**a) County Executive Committee, Executive meeting with LA Officers**

Booked by the EPHA Professional Officer

**b) Termly Headteacher meetings**

Booked by the EPHA Professional Officer

**c) WEPHA Conference**

Booked by the EPHA Professional Officer.

**d) EPHA Conferences**

Booked by the EPHA Professional Officer.

## 3. Who pays for what?

**a) County Executive Committee, Executive meeting with LA Officers**
EPHA pays for the venue, lunch and for attendance claims.

**b) Termly Headteacher meetings**
EPHA pays for the venue, lunch and for presenters.

**c) WEPHA Conference**
Funded by EPHA and a "pay as you go" contribution.

**d) EPHA Conferences and training**
Funded by conference payments and (if required) from the conference bank account.

**e) Claims from headteachers representing EPHA at meetings and on consultative groups**
Funded by the County EPHA bank account.

**f) Professional fees, expenses claims and mileage of the EPHA Professional Officer**
Funded by the County EPHA bank account.

## Part Four THE COLLEAGUE SUPPORTER PROGRAMME

The Colleague Supporter programme has been established to support new and acting headteachers in primary-phase schools and established headteachers who are new to Essex.

This service is *absolutely free* to new, acting and established primary, nursery, infant and junior headteachers in Essex. EPHA recognises the importance of supporting heads in their early days of headship and wants to ensure that every new head feels able to connect with a Colleague Supporter, without having to draw on their school's budget.

At the same time, EPHA remunerates a Colleague Supporter's own school, so that they are able to commit to a professional role knowing that they are contributing financially to their school, as well as benefiting professionally.

The EPHA Chair or Vice-Chair of your quadrant, or the EPHA Professional Officer, will contact new heads as early as possible in their new headship to welcome them and to let them know what support EPHA can offer.

During that conversation they will discuss organising a Colleague Supporter and will ask you a number of questions about who will be right for the headteacher. Once we have identified a "match", your Colleague Supporter will contact you and will set up a programme of support.

From the autumn term 2022, the programme was expanded to offer support to any primary headteacher who needs support from an experienced colleague for a period of time, or to subsidise additional capacity and support in a school, on a short term, ad hoc basis, either by drafting in outside senior leaders, or by releasing staff within a school setting.

EPHA also supports headteacher wellbeing, including offering subsidies for coaching and counselling programmes, on a case by case basis.