

## ESSEX PRIMARY HEADTEACHERS' ASSOCIATION

### MINUTES OF THE EXECUTIVE COMMITTEE MEETING HELD ON THURSDAY 4 MAY 2017 at 9.00 am – 12.00 Pm at Chelmsford City Football Club

<b>Distribution</b>	Lehla Abbott	North East Vice-Chair
	Cheryl Allard	Mid Chair/Chelmsford South
	*Lois Ashforth	Dengie
	*Dawn Baker	Chelmsford West/Mid Treasurer
	Sue Bardetti	Tendring South
	*Nicky Barrand	South Vice-Chair/Basildon East & Pitsea
	*Isobel Barron	West Chair
	*Amanda Buckland-Garnett	South Woodham Ferrers
	Rachel Callaghan	Uttlesford North
	*Claire Claydon	Tendring Mid
	John Clements	Uttlesford South
	*Anna Conley	Witham
	*Lyn Corderoy	South Treasurer/Wickford
	Sue Dodd	Maldon
	*Sarah Donnelly	Halstead
	*Fiona Dorey	Braintree
	*Helen Dudley-Smith	Colchester East
	*Melissa Eades	Billericay
	*Mary Jo Hall	West Treasurer
	Bridget Harris	North East Treasurer
	*Shelagh Harvey	Brentwood
	*Nigel Hookway	EPHA Executive Director
	*Nick Hutchings	EPHA Vice-Chair/North East Chair/ Colchester West
	*Pam Langmead	EPHA Professional Officer/County Treasurer
	*Lesley Lewis	Epping Forest Rural
	Julie Lorkins	Vice-Chair
	*Jacqu Martin	Colchester South
	Kate Mills	Braintree
	*Nicola Morgan-Soane	Mid Vice-Chair
	*Hayley O'Dea	Rochford
	Donna Parker	Tendring North
	Lorna Pigram	Rayleigh
	*Harriet Phelps-Knights	EPHA Chair
	*Amanda Reid	Chelmsford North
	*Angela Russell	Basildon West
	Karen Tucker	Canvey Island
	Jonathan Tye	Harlow
	*Matt Woolard	Epping Forest South

\* indicates attendance

Also in attendance	Victoria Marrow	substituting for John Clements
	Ben Smith	NELFT (item 4)
	Craig Horner	Barnardos (Item 5)
	Peter Malcolm	NAHT (Item 6)
	Andy Sadler	Ralloo (Item 7)

## 1. WELCOME AND APOLOGIES FOR ABSENCE

Action

Harriet Phelps-Knights, the EPHA Chair, welcomed everyone to the meeting, including two new colleagues, Matt Woolard who represents Epping Forest South, and Victoria Marrow who was substituting for John Clements.

Harriet also noted that this was the last Executive meeting for some long-standing members:

- Claire Claydon, a former Chair of EPHA and currently the representative for Tendring Mid, who is leaving Essex to take up a headship in Ipswich; and
- Helen Dudley-Smith, representative for Colchester East, who is retiring.
- In addition, Cheryl Allard is stepping down from her role as Mid Chair with immediate effect, because of family illness.

These headteachers were all thanked for their contribution and commitment to EPHA over many years. Harriet reminded the Executive that the resulting vacancies would need to be addressed at the Area Annual General Meetings in June. Fiona Dorey noted that she would be willing to put herself forward as a nominee for Mid Chair.

Apologies were received from:

Lehla Abbott	North East Vice-Chair
Cheryl Allard	Mid Chair/Chelmsford South
Sue Bardetti	Tendring South
Rachel Callaghan	Uttlesford North
John Clements	Uttlesford South
Nick Hutchings	EPHA Vice-Chair/North East Chair/ Colchester West
Ceri Jones	Mid Vice-Chair
Julie Lorkins	West Vice-Chair
Kate Mills	Braintree
Donna Parker	Tendring North
Karen Tucker	Canvey Island

## 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the Executive meeting held on 26 January 2017 were confirmed as an accurate record. The following matters arising were raised:

### a) EWHMS and schools' collaboration (Minute 3 refers)

It was confirmed that a number of individual headteachers had contacted Dr Ben Smith, as suggested at the meeting. In addition, a Strategy Group had been established and met on 20 March. It was noted that Ben was attending the meeting later in the morning and would give a further update on progress.

### b) Specialist Teacher Team (Minute 4 refers)

It was noted that the outcomes of the review into the STT would be discussed at the meeting with LA Officers later in the day. One headteacher noted that Specialist Teachers have attended SENCo cluster meetings and have later reported that they have, therefore, been in contact with the school. Another head noted that she has had

the opposite experience, that a whole team of STTs have attended her school, and have not always given co-ordinated advice. It was agreed that the service must give value for money, as it is funded from the Dedicated Schools Grant. It was suggested that the Executive should ask Clare Kershaw how a future STT is likely to be funded, if and when the National Funding formula is introduced, preventing de-delegation from the Schools Block.

Meeting with  
LA Officers  
04/05/17

**c) Chartered College of Teaching (Minute 8c refers)**

Lehla Abbott was absent, so was unable to report on her attendance at a meeting about the introduction and development of the newly established Chartered College of Teaching, led by Dame Alison Peacock. It was **AGREED** that Lehla will be asked to report back about this meeting.

Professional  
Officer/  
Lehla Abbott

One headteacher noted that her Deputy Headteacher had been contacted directly, inviting her to become a member of the Chartered College; the headteacher in question had not received an invitation!

**3. EPHA REPRESENTATION ON WORKING GROUPS AND COMMITTEES**

**Leadership Team meeting**

The EPHA Chair reported that the termly EPHA leadership team meeting had taken place on 20 April, attended by the EPHA Chair and Area Chairs, the Professional Officer, Clare Kershaw (Director for Education) and the four area lead commissioners. Matters discussed included:

**i) An update about safeguarding concerns around Ofsted outcomes**

The LA continues to have concerns about the (admittedly small) number of schools that have triggered concerns in Ofsted inspections around their safeguarding practices. Alison Fiala has been tasked with producing a document analysing the key issues that have caused concern – this continues to include keeping effective Child Protection records, making appropriate referrals and following up those referrals, as well as the Single Central Record.

The LA has produced new guidance around the retention or transfer of child protection records, in line with data protection regulations. This should clarify the recommended practice, although schools continue to have some concerns about how the new guidance will work in practice, including the retention of historical records, or those where the school does not have a receipt. The Professional Officer noted that she will be speaking to Jo Barclay on Friday 5<sup>th</sup> May, to discuss this and a number of other issues, including the recent email to school about the CSE Champion role (see below).

The Chair noted that Alison Fiala is working with Governor Services to produce a checklist for governors, to ensure that they are monitoring safeguarding and know what evidence they should have to be confident that their school is meeting requirements.

HR has undertaken around 154 audits for schools, in relation to the SCR and safeguarding. However, one headteacher noted that an Ofsted inspector had criticised the outcomes of the audit and stated that it didn't meet the statutory requirements. It

Meeting with  
LA Officers  
04/05/17

was **AGREED** that this should be brought to the attention of LA Officers at the meeting later in the day.

**ii) Communication from ESCB about CSE Champions**

It was noted that the Professional Officer had recently sent an email to all primary schools on behalf of Jo Barclay and Phil Picton (Independent Chair of the ESCB), setting out new training and registration requirements for CSE Champions in schools. A number of headteachers have responded, concerned about the potential workload and asking whether the requirements are proportionate and reasonable. The Professional Officer noted that she is on the Essex Safeguarding Children Board) but that this matter had not been discussed at Board level. It was **AGREED** that this should be brought to the attention of LA Officers at the meeting later in the day.

Meeting with  
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**iii) Growth fund**

The Leadership group had discussed which elements of the growth fund were now available to schools and the wider impact of school expansion. The Essex Schools Plan was published last year and is updated annually – it is available on the ECC website (and via a link from the Infolink).

<http://schools.essex.gov.uk/admin/Pupil%20Place%20Planning%20team/Pages/PupilPlacePlanningTeam.aspx>

Clare Kershaw has promised an update on the progress of the plan, and any changes, in the autumn term.

**iv) Small Schools Strategy**

Alison Fiala is working with the planning and admissions team (including Joe Chill) on the Small Schools Strategy Group – the EPHA Executive Director is a member of this group. It is agreed that the main issue for small schools is one of sustainability – in the county there are 14 schools that are of concern as a result of their size, and 12 of these are church schools. (Tim Elborne from the diocese is also a member of the group). The group is exploring alternative models, including federation, collaboration, academisation, to ensure that small school remain viable.

**v) Junior schools**

The review of junior schools is currently driven by the coasting schools agenda – 7 out of the 10 schools deemed to be coasting last year were junior schools, and a significant proportion of those at risk now are juniors.

The LA (led by Alison) is working with Prue Rayner (Senior Regional HMI) to conduct a review. The LA still has a proactive policy of amalgamation of infant and junior schools, when there are leadership changes.

**vi) Changes to the School Improvement Team**

Clare reminded the group that the LA is working towards a single-phased team, one based in each quadrant (rather than 3 – primary, secondary and special – in each area). The plan is to have four team leaders, one in each area, but each with a specialism(s) such as primary, secondary, assessment, SEND, school led improvement partnership etc. The majority of SEC time will be spent supporting the partnerships (although vulnerable schools, rated red or amber, will continue to have individual time) and 20% of the commissioner time will be spent on traded activities.

Clare confirmed that the Standards and Excellence service will continue to provide

safeguarding and critical incident/media support.  
A formal consultation on staff changes will take place in May.

**vii) School Meals Advisory Service**

Jason Walmsley attended the Leadership Team meeting to discuss the likely transition of the School Meals Advisory Service to a traded service. The Schools Meals AS is currently funded by a top-slice from the DSG of £340,000, plus £226,000 income from training and subscriptions (from academies). There is a possibility that the Schools Forum will continue to approve de-delegation to fund the service in 2018/19 (though by no means certain) but when the National Funding Formula is introduced there won't be the opportunity to de-delegate and the service will have to become traded.

**viii) Increased cost of Target Tracker**

EPHA representatives expressed their concern about the considerable increase in the cost of Target tracker – the EPHA Chair noted that the package for her school has been increased by 37.5% this year (and around 15% last year).

Stephen Nunn is acting as Operational Director of EES for the time being, and in that role has taken over the management of software in Target Tracker. Chris Smith retired at Easter, although his departure was not publicised widely.

Concerns were expressed that EES has increased its prices significantly over the last few years, possibly in order to recoup losses from schools who decide not to buy into their services. However, it was felt that this was not a sustainable business model.

**ix) Induction for new headteachers**

At the Leadership Team meeting we discussed the feedback from four newish headteachers, who had been part of the new heads induction programme, but felt that key things were missing from the induction. These included information and guidance around (in no particular order):

- Safeguarding
- Triage and response to child protection concerns
- Coping with the demands of the job
- Who's who in Essex
- A timetable of events
- Creating the SEF/SDP
- Policies
- Pupil Premium
- Budget setting/finance
- Behaviour management support
- Exclusions
- Social media
- Prioritizing what to do as a new head
- Governors

Shelagh Harvey noted that the Brentwood Schools Partnership is creating a "new heads" checklist, to help them support new colleagues. It was agreed that the School

Led Improvement Partnerships will play a key role in supporting new and acting headteachers.

**x) EPHA's possible role on a Primary Excellence Board**

At the Leadership Team meeting, Nicola Woolf referred to a recent meeting of the System Leadership Task group - a sub-group of the School Led Improvement Project Board. The Executive Director represents EPHA on this group. She referred to a discussion around the possible involvement of primary headteachers and/or EPHA representatives at Primary Improvement Board meetings. These are regular meetings, currently attended by LA commissioners, who discuss and identify schools that may be vulnerable or causing concern. As part of the move towards increasing school to school support, the LA is keen to involve the partnerships or headteacher associations more in this process.

The secondary equivalent is the Secondary Excellence Board, which Simon Thompson (ASHE Executive Director) and the ASHE Chair both attend on a regular basis. The focus of the meetings is on considering the barriers that impact on a particular school's ability to improve.

Nicola confirmed that Nigel had been part of these discussions, but had expressed some reservations about the role of EPHA and whether the association should be judging individual schools. A briefing paper had gone to the SLIP Project Board meeting, but this needs further discussion by EPHA.

The Executive discussed this issue at length. One headteacher noted that there was an inconsistent approach around the involvement of headteachers in LA reviews, and there was some concern about whether LA Commissioners trusted the opinions of heads. Another headteacher noted that an LA Adviser had turned up during a Peer Review conducted by heads, despite having been told that she was not needed.

It was argued that EPHA has worked hard for many years to be regarded as independent from the LA and Unions, whilst working co-operatively with both. The Association would not want to be seen as making judgements about colleagues. However, EPHA also recognises the vulnerability of some schools and heads, and it might be helpful to have information about those who are at risk or causing concern. It was suggested that EPHA might be able to develop a role as adviser or "process observer" on the Primary Excellence Board, whilst not being involved in making judgments about intervention.

**4. EWMHS (Emotional Wellbeing Mental Health Service) AND SCHOOLS' COLLABORATION**

Ben Smith was welcomed to the meeting. He reminded heads that he attended the last EPHA Executive meeting in January and it was agreed that it would be useful to establish a EWMHS Strategy Group to shape the future of joint working with NELFT and primary schools across Essex, including determining the range of support and training that might be needed.

The Strategy Group includes 7 headteachers, the EPHA Executive Director and Professional Officer, plus Ben and Ros Somerville, ECC Principal Educational

Psychologist. At the meeting it was agreed that there is a need for heads to understand the purpose, function and way that the EWHMS team works – there is a real need for cooperation and communication. It was agreed that it would be helpful to get together with health professionals to discuss the needs, views and demands on both sides. It was agreed that series of team meetings would be scheduled, one in each of the 5 EWHMS team areas, attended by the Manager and the 4 pathway leads, and the EPHA Executive members (including Chair and Vice-Chair of each area), to discuss concerns, ways of working and next steps. The purpose of the meetings will be to try to understand the pressures of each service and improve communication, and to agree next steps to improve how education and EWHMS can work well together.

Ben explained that he is establishing a collaborative working relationship between health and education. Key areas of development include:

Clinical supervision  
Complex case studies  
Consultation routes  
Training for staff in schools

Around 250 staff in NELFT work in 7 locality teams (one each in Southend and Thurrock, 5 across Essex) and Sam Morgan, one of the Locality Managers, has been given the specific task to lead on schools. It was agreed that she should become a member of the Strategy Group.

Ben is also recruiting into a “schools” team – planning to appoint a full time clinical lead for education – this may be someone from an education background rather than health, to ensure that this person understands the pressures on schools and how education works.

Ben noted that he is now working directly with about 20 schools, some who have been in touch following the last Executive meeting, and is focusing on supervision for pastoral and leadership teams. He has spent a lot of time in different schools, and accepted the need to develop systematic and effective communication with schools across the county.

The introduction of training or consultation has not yet started. However, EWHMS has a pocket of during for EWMHS to recruit skilled workers in schools. They also plan to develop a directory of current resources to share across services, and a document that sets out the referral criteria.

Clare Hardy, ECC Commissioning, has established a SET EWMHS Education Group. The aim of this group is to co-ordinate a couple of pieces of work that the mental health commissioners and NELFT have in development around support to schools and to seek input and views into their development. The key pieces of work are:

- the support offer to schools currently being developed and piloted by NELFT;
- the refresh of the suicide prevention guidance and development of new self-harm guidance for schools;
- and a range of digital resources for schools to utilise.



Ben reminded the Executive that NELFT has a case load of 6,000 (double that of the previous CAMHS service) but recognised that some referrals are still rejected. In response to a question from a headteacher, Ben confirmed that EWHMS has a responsibility for children/young people from 0 – 18 years old; the old CAMHS service had a minimum age for referral of 6 years.

Another headteacher asked if there had been any research into the impact on children and young people on the recent, more demanding curriculum changes. It was noted that the recent parliamentary review group has commented on this.

It was **AGREED** that Ben should be invited to the area headteacher meetings in the autumn term to report on progress and to receive views from a wider group of heads. The Executive was reminded that NELFT is already half way through a 3 year contract.

## **5. PRE-BIRTH TO 19 – PARTNERSHIP WITH VIRGIN CARE AND BARNARDO'S**

Craig Horner, Assistant Director Children's Services for Barnardo's, was welcomed to the meeting.

In November 2016 Essex County Council made a provisional decision to award a seven year contract to Virgin Care, in partnership with Barnardo's, to run its new Pre-Birth to 19 Health, Wellbeing and Family Support Service across Essex.

The decision to award the contract to Virgin Care and Barnardo's followed a robust and competitive procurement process.

The new service combines a range of existing services from April 2017, including the Healthy Child Programme, Healthy Schools, Family Nurse Partnership and children's centres.

There are 4 key strands of the service:

**Practitioners** – including health visitors, school nurses, Children's Centres, healthy schools practitioners etc – all these staff need to be able to build effective relationships that meet the individual needs of a child and family.

**Digital** –early days, but offering the chance to work collaboratively rather than in silos. The digital offer will be a core of the delivery. For example, the Numera system is being introduced which should link up systems including Capita 1, SIMS1, e-start.

**Community** – Craig explained that research indicates that a lot of people first go to their family and friends for support, so the project includes a specific focus around informing and supporting people within a community, to ensure that this support is effective.

**Voluntary sector** – this has been shrinking over the years as a result of reduced Government funding, but Craig says that they are anxious not to duplicate or undermine the excellent work being done by voluntary groups. He noted that there is some funding available to support these groups.

Craig explained that West Essex has also commissioned an additional paediatric service.



He noted that this is the first time that ECC has commissioned a service that is outcome-based. 23 Key Performance Indicators have been set, but the service will not be measured on these in the first two years.

In response to questions, Craig confirmed that schools will continue to have a linked school nurse and there will be focus on developing the role of health visitors and schools nurses.

A comment was made about health professionals being more involved with the development and engagement with the EHCP process.

## **6. NAHT UPDATE**

Peter Malcolm, NAHT regional officer, was welcomed to the meeting.

He noted that the NAHT is carrying out a regional review, which includes considering the restructuring of branches. There is just one branch covering the whole of Essex, but attendance at the local meetings is insufficient, so NAHT members are not receiving as much information as they might to. Peter suggested that Area Chairs could attend the branch meeting, in order to disseminate information to the headteachers in each area.

Peter noted that consideration is being given to increasing the number of branches in Essex, to replicate the quadrant organisation. This would be his preferred model.

He informed the Executive that the Union has supported or been made aware of the highest number of losses of leaders in Essex, in comparison with any other county – there is a heavy workload for Union representatives in Essex. NAHT believes that the Essex is often quick to roll out Government initiatives and is used as a test case by Government, probably because of the strongly Conservative cabinet and the proximity to Westminster. Essex is much further ahead in its take up of the academisation agenda than some authorities; Peter noted that some in counties almost every school remains under LA control.

The Executive asked what the NAHT is doing to support vulnerable heads. Peter responded that it is very difficult not to become political, and if the same Conservative government is elected at the general election in June there are likely to be increased budget cuts. This is because once the UK has left the European Union there will no longer be the possibility of off-setting borrowing against the EU budget.

However, Peter noted that the NAHT slogan, that “headteachers are angry” send a powerful message to the DfE. In reality though, less than 20% of headteachers are prepared to take any industrial action, a fact the DfE is well aware of.

The Professional Officer asked if the EPHA communication routes could be used to spread the NAHT message. Peter said that he was unable to send emails directly to Pam as she is not a member, but these could come via the Executive Director, who is a life member!

## **7. RALLOO**

Andy Sadler, CEO of Ralloo was welcomed to the meeting. He explained that he and colleagues established Ralloo in 2016. Ralloo is the UK's first micro-sponsorship platform, which matches people or organisation looking for funds with brands that want to support them.

Using innovative technology, they leverage social reach, network and support to help raise funds without asking for a penny. They also give brands a real opportunity to connect with local communities and interest groups, and to become part of real-life, inspiring stories.

### **How does it work?**

- Set up a Ralloo campaign page. A project lead, teacher, TA, PTA provides the following: Description of the project, what is the money to be used for, how will the children, the school or the community benefit. Plus, images from the project/class/school.
- The Ralloo team configures your campaign page, offering editorial and creative help.
- Ralloo pairs you with a sponsor. Each sponsor will support projects which have a theme. i.e. Gardening, Technology, Music etc
- The campaign goes live and has 10 days to 'rally' parents and the local community to come to the page.
- Every visitor takes actions, each action earns a small amount of money.
- Visitors share your campaign on Facebook and Twitter.
- Your campaign ends and the school receives the money that has been raised.

### **What Ralloo can offer**

- Immediate access to gardening project sponsors.
- Immediate access to technology project sponsors.
- Notification to anyone that registers about new sponsors as and when we sign them up.
- A direct communication channel with the Ralloo team to reach out to potential sponsors for other types of project you might have in mind.

### **What they need from headteachers**

- A direct email that they can use to notify you of sponsorship funds as they are signed up.
- Active engagement to register potential projects when they launch the self service campaign set up in the next couple of months.
- Any feedback and questions about any aspect of Ralloo or how it could be more applicable to primary education projects.

Register at [ralloo.com/eph](https://ralloo.com/eph)

### **Contact details**

- Website: [www.ralloo.com](https://www.ralloo.com)
- email: [andy@ralloo.com](mailto:andy@ralloo.com)
- Twitter: @RallooUK
- Facebook: @rallooapp

Andy confirmed that parents and visitors can unsubscribe at any point, for example from receiving newsletters or communications from a company.

EPHA Executive members were asked to trial Raloo and, if they do so, to report back to the Executive in the autumn term.

## **8. EPHA REPRESENTATION ON WORKING GROUPS AND COMMITTEES continued**

### **a) Executive Director report**

Nigel Hookway reported that It has been a very busy spring term, in particular February and March. The groups he is affiliated to are:

- Governor for Essex Virtual School
- Essex Employment and Skills Board
- System Leadership Task and Finish Group
- WEISF Data Management group
- Essex SLIS Board
- Broadband Sub group of Schools Forum
- Recruitment and Retention Task and Finish group
- SEN Budgets Groups
- EWMS Mental Health Working Party
- School Meals Working Party
- Essex Professional Officer's Group
- Schools Forum (observer/substitute)
- Small Schools Task and Finish Group
- Life Beyond MATs – National Pressure Group led by Estelle Morris
- Eastern Region Professional Officer's Group meeting with RSC
- Raising Attainment for the disadvantaged group
- Essex Futures Led by Councillor Kevin Bentley
- North Essex Children's Board
- South Essex Children's Board
- West Essex Children's Board
- MACE Part 2 for missing children etc.

Projects this term:

- Co-ordinate response to National Funding Formula from EPHA
- Send out model letters for Heads to use with Parents and Governors
- Meet as many new Headteachers as possible in March (this will continue in summer)
- Meet with all the Area Chairs by the end of the Spring Term
- Send out model letters to Heads about the funding crisis to send to Essex MPs
- Met with four companies to discuss Broadband provision in Essex Primary Schools in the future
- Represented EPHA on the national stage with Beyond Mats Group
- Represented EPHA in Westminster by meeting Essex MPs in February
- Met with Schools Forum sub-group over half term and put together a response for schools Forum for NFF phase 2 consultation
- Made contacts with BBC, ITV and Local Radio for future interviews and press

releases etc.

Nigel noted that he is taking part in a pre-election debate being filmed by ITV in the Eastern region. He is also being interviewed by Radio Essex.

#### **b) Professional Officer report**

The report gave details of the meetings attended by Pam Langmead on behalf of EPHA. In addition to the attendance at meetings (and writing follow up reports), her work for EPHA has included:

- Information, emails and communications with all headteachers;
- Responding to queries and actions from the Executive, ECC, other association officers, interested companies;
- Individual support for headteachers when issues arise;
- Contact with new headteachers;
- Briefings to headteacher groups – 15 partnerships/clusters are now holding termly briefings;
- Writing the “Seven-Minute Safeguarding Staff Meetings” for EPHA – now including FGM, Prevent, CSE, role of DSL, managing a disclosure, physical abuse <https://essexprimaryheads.co.uk/info-and-documents/seven-minute-staff-meetings/>;
- Organisation and management of the area meetings in the spring and summer terms;
- Organisation and management of the WEPHA conferences;
- Organising Coaching for the Soul training for headteachers, managing bookings etc;
- Managing the EPHA finances: paying claims and invoices, supporting area treasurers, producing reports, paying in cheques;
- Managing the bookings and organising the Headteacher conference, future planning for Deputy and Heads’ conferences;
- Updating EPHA records and website;
- Other tasks as required.

#### **c) Schools Forum report**

The EPHA Chair noted that two extraordinary Schools forum meetings had been held to consider the National Funding Formula consultation response. The meeting scheduled for 18<sup>th</sup> May has been cancelled, due to purdah in advance of the general election, and the next meeting will be on 12 July.

### **9. EPHA MEMBERSHIP**

The Chair reminded the Executive that there are currently vacancies on the EPHA Executive for representatives from Harwich and Dovercourt, Epping Forest Rural, and Castle Point and Rochford. As noted earlier in the meeting, a number of Executive members are moving on, which will leave vacancies in Colchester East and Tendring Mid. Heads were also reminded that there are vacancies for the Mid Chair role and that of South Vice-Chair. These membership issues will need to be addressed at the Area Annual General Meetings in June.

## 10. FINANCE REPORT

Pam Langmead, the EPHA Treasurer, gave the following finance update and report:

### Current account

**20.12.16**                      **Closing balance**                      **£134,489.50**

### Expenditure

Supply	£ 5,265.00
Travel claims	£ 603.80
Professional Officer: fees (January - March)	£10,695.00
Professional Officer: mileage	£ 747.00
Professional Officer: expenses for EPHA	£ 1,502.00
Executive Director	£11,857.95
Meeting/venue costs	£13,484.95
Miscellaneous expenses	£ 32.85

**Total expenditure**                      **£44,188.55**

### Income

Pending clearance – income from South EPHA	£22,444.78
<b>Total income</b>	<b>£ 22,444.78</b>

### Conference account

#### Headteacher conference

	Expenditure	Income
Conference bookings (all income)		£20,835.00
Resources	£ 1,384.80.	
Venue	£ 7131.50	
Speakers	£ 6076.03	
Other (refunds etc)	£ 300.00	
	<b>£14,892.33</b>	<b>£20,835.00</b>
<b>Profit</b>	<b>£5,942.67</b>	

#### WEPHA conference

	Expenditure	Income
Conference bookings		£ 1930.00
Speaker and venue	£2,700.00	

**31.03.17**                      **Balance**                      **£43,596.34**

### Future funding of EPHA

Current annual income from DSG @ £144,000 – de-delegated funding per school set at £320 per school/academy

### Estimated termly costs to run EPHA

Venues	£20,000
Professional Officer (including EPHA expenses)	£15,500
Executive Director	£11,000
Supply cover	£ 5,300
Miscellaneous (website, folders, badges, resources)	£ 3,000
Travel and expenses for headteachers	£ 700
<b>Approximate termly cost</b>	<b>£ 55,500</b>
<b>X3</b>	<b>£165,000</b>

### **Future funding of EPHA**

The termly area meeting (and other meeting) costs are around £20,000 per term (including venues, catering and speakers). Additional expenditure includes the Professional Office and Executive Director fees, supply cover and expenses for headteachers, and other events/meetings, including the Executive meetings, and occasional training events such as the RAISEonline training and the Coaching for the Soul sessions.

EPHA will receive de-delegated funding for the 2017/18 school year – last year this amounted to £145,000, so the income should be similar this year. The current account is therefore very healthy for the time being, but includes a one-off “bonus” amount of around £80k which came from the four area accounts this year. This income will not be repeated.

The future funding of EPHA is secured for the year ahead, but thereafter is uncertain (and possibly precarious) as the introduction of the National Funding Formula is likely to mean that de-delegation is not possible. Top-slicing is (probably) the only way to ensure that every individual school and academy pays a subscription.

Subscription challenges include:

- Persuading every school to pay the subscription (difficult even when it was set at £120);
- Some Multi Academy Trusts are reluctant to pay, either at all, or for every school/academy, particularly when the CEO is in the secondary sector and doesn't appreciate the value of EPHA or need the association.
- Where two schools are run by one Executive headteacher they are often reluctant to both pay the subscription (even where heads of schools are taking advantage of meetings, conferences and EPHA support)
- The logistics of chasing 450 schools for subs, and then deciding what the outcome should be if schools don't pay (e.g. should they be “banned” from accessing EPHA support?)

### **(Some) Options for future funding**

- Subscriptions from each school/academy – the amount would need to be decided, and decisions made about the service for schools that don't pay. We need to discuss the principle of the association offering support to ALL Essex primary schools.
- Reducing overall costs of the association, including the costs of venues, reviewing the paid roles etc.
- Continuing de-delegation for as long as possible.
- Changing the termly meetings so that they are just half a day (see comparative costs) with or without lunch.
- Increasing the number of conferences or paid training events during the year.

### **Current hire charges for day and half day rates**

#### **Chelmsford City Football Club**

Day delegate rate: Silver package £20.00 - £23.00 per person (depending on numbers) (currently book for about 75 per session) – usual total £1500 + VAT – last invoice was

£1,800

Half day (8.00 am – 1.00 pm) booking £250 room booking + £1.50 per serving of tea/coffee (150 x £1.50 = £225) – estimated total **£475 + VAT**

#### **Weston Homes Stadium, Colchester**

Day delegate rate: Silver delegate rate £31.46 (currently book for about 85 per session). Last invoice was £3,208.92 (including VAT)

Half day (8.00 am – 1.00 pm) booking -£700 room hire + £2.50 per serving of tea/coffee/biscuits  
estimated total **£1252 + VAT**

#### **Weston Homes/Stansted Business Centre**

Day delegate rate: last invoice was £2,340 in total (including VAT) (booking for 60 people)

Half day (8.00 am – 1.00 pm) booking - £540 room hire + £2.50 per serving of tea/coffee/biscuits or £2.95 per serving of tea/coffee/pastries  
estimated total **£835 (inc VAT)** booking for 50 people

#### **Holiday Inn, Basildon**

Day delegate rate: £36.00 per person (Currently book for about 80) Last invoice was £2,520 including VAT

Half day (8.00 am – 1.00 pm) booking -£600 - £800 room hire + £3.50 per x2 servings of tea/coffee/biscuits  
estimated total **£1080 + VAT**

#### **What do headteachers get in return for their top-sliced contribution to EPHA?**

- **A termly meeting for headteachers in each of the four areas of Essex**  
A chance for all headteachers to meet with colleagues across their area, network and share good practice, find out about current local and national issues, and feedback their concerns and successes to the LA and other heads. At the meetings headteachers will benefit from school development workshops and training and access to resources and information. All that, and a free lunch!
- **The termly Executive meetings**  
EPHA headteachers, who are elected to represent every area, district and Local Delivery Group in Essex, meet termly to discuss national, county and local issues, with the aims of ensuring that the primary voice is heard in Essex and driving forward the school improvement agenda.
- EPHA also offers support to **new and established** headteachers across the county.
- **An annual Headteachers' conference and a Deputy Headteachers' conference.**  
Two cut-price, high-quality conferences dedicated to developing and celebrating leadership in Essex.
- **Expenses and reimbursement for primary headteachers who represent colleagues on a wide and varied number of committees and working groups**
- **Termly briefings for headteacher clusters and partnerships** – Professional Officer now delivering these to 15 clusters



- **A dedicated website for EPHA**

A website for Essex primary headteachers, with a wealth of information including minutes of key meetings and documents relating to schools and education, model policies, safeguarding resources, information from the Local Authority, Department for Education and good practice in education. [www.essexprimaryheads.co.uk](http://www.essexprimaryheads.co.uk)

- **A termly newsletter**

Informing headteachers of news and topical information, resulting from meetings and work carried out by EPHA officers and representatives.

- **Resources to support headteachers in their role**

Including the “7-minute safeguarding staff meetings”, model policies, briefing papers, consultation guidance for schools etc

- **EPHA Professional Officer**

The employment of a professional officer who runs the administration of the association, manages the website, sends regular information and advice to heads, runs termly briefings to headteacher clusters, writes resources for EPHA, organises annual conferences for headteachers and deputies, attends a range of meetings on behalf of EPHA, and supports the Executive and all headteachers across Essex.

- **EPHA Executive Director**

The employment of an Executive Director who acts as the local and national voice for Essex Primary headteachers, gathering and disseminating views and concerns, and working to influence and change policy to benefit heads

The Executive discussed ways in which the Association could make savings, without impacting negatively on the support and resources that it gives to Essex primary heads. It was argued that significant savings could be made by shortening the termly headteacher meetings to half a day, without lunch; it was felt that many headteachers find it difficult to give up a whole day, and often leave at lunchtime. The number of headteachers who stay for the afternoon session is relatively small in every area.

It was **AGREED** that the summer term meetings should be shortened to half a day this term, with lunch, and that the Area Chairs should consult headteachers about the idea of having half day meetings in future.

Professional  
Officer

Helen Dudley-Smith suggested that EPHA could consider introducing an “Associate Members” subscription, to enable retired or former Essex headteachers to continue accessing the benefits of the Association. It was **AGREED** that this should be considered at the Annual General Meeting in October.

AGM 12  
October 2017

## 9. ANY OTHER BUSINESS/ MATTERS TO BE RAISED WITH LA OFFICERS

### Summer term area meeting agenda

To include

input from Brian Shaw from Active Essex,  
training on the General Data Protection Regulations,  
Area AGMs.

## 10. DATES AND TIMES OF MEETINGS FOR THE 2016/17 AND THE 2017/18 SCHOOL YEAR

### **Executive meetings** (Chelmsford City Football Club)

Thursday 12 October 2017

Wednesday 24 January 2018

Thursday 10 May 2018

### **Annual General Meeting** (Chelmsford City Football Club)

Thursday 12 October 2017

### **Area Heads Meetings**

#### Summer term 2017

SOUTH	Wednesday 14 June	Holiday Inn, Basildon
N-EAST	Thursday 15 June	Weston Homes Community Stadium
WEST	Wednesday 21 June	Weston Homes Business Centre, Takeley
MID	Thursday 22 June	Chelmsford City Football Club

#### Autumn term 2017

N-EAST	Wednesday 8 November	Weston Homes Community Stadium
SOUTH	Thursday 9 November	Holiday Inn, Basildon
WEST	Wednesday 15 November	Weston Homes Business Centre, Takeley
MID	Thursday 16 November	Chelmsford City Football Club

#### Spring term 2018

SOUTH	Wednesday 21 February	Holiday Inn, Basildon
N-EAST	Thursday 22 February	Weston Homes Community Stadium
WEST	Wednesday 28 February	Weston Homes Business Centre, Takeley
MID	Thursday 1 March	Chelmsford City Football Club

#### Summer term 2018

SOUTH	Wednesday 13 June	Holiday Inn, Basildon
N-EAST	Thursday 14 June	Weston Homes Community Stadium
WEST	Wednesday 20 June	Weston Homes Business Centre, Takeley
MID	Thursday 21 June	Chelmsford City Football Club

### **Conferences**

#### Deputy Headteachers' Conference

Friday 6 October 2017      Weston Community Homes Stadium

#### Headteachers' Conference

Friday 23 March 2018      Stock Brook Country Club, Nr. Billericay

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Harriet Phelps-Knights  
Chair of EPHA

Pam Langmead  
EPHA Professional Officer