

LA /ESSEX PRIMARY HEADS' ASSOCIATION MID AREA

THURSDAY 17 NOVEMBER 2016

MEETING SUMMARY: ISSUES AND RECOMMENDATIONS

Agendas and minutes for these meetings available at www.essexprimaryheads.co.uk

Attendance List

DISTRICT AND EPHA AGENDA (a.m.)
(Notes below)
Cheryl Allard, Chair

Welcome to the following Headteachers:

Linda Buchanan	Ridgewell CE Primary School (Exec Head)
Dida Burrell	Maldon Primary (Acting)
Kerry Collins	Tolleshunt D'Arcy St Nicholas CE Primary
Doretta Cowie	Feering CE Primary School
Dawn Dack	Wentworth Primary School
Lyndsey Devlin	St Cedd's CE Primary (Head of School)
Sasha Furze	Runwell Community Primary School
Karen Harrison	John Ray Junior School (Acting)
Michelle Keeling	Rayne Primary School and Nursery
Kate Mills	John Ray Infant School
Joanne Morgan	Gosfield Primary (Acting)
Maire O'Regan	Margaretting CE Primary School
Catherine Peear	St Francis Catholic Primary
Jacquelyn Pick	Springfield Primary School
Anita Rogers	Great Bradfords Infants School
Nick Rudman	Maltese Road Primary School (Exec Head)
Ola Laniyan	Southminster Primary (Head of School)
Claire Smyth	Beckers Green Primary School (Acting)
Pauline Ward	Southminster Primary (Executive Head)
Rachel Welch	Barnes Farm Infant School

Farewell to the following Headteacher:

Cindy Lewis	Hatfield Peverel Infants
Jayne Pavitt	Westlands Primary

Provide – support role for education
MEPHA meeting Discussion around EPHA priorities for 2016/17
How to retain key staff to ensure outstanding provision for all
“Working with pupils who present challenging behaviour”

Lesley Howes and Geoff Mangan
Facilitated by members of the EPHA Executive

Andy Hodgkinson, Headteacher at Sweyne Park School

Steve Phillips

p 1 -9* **AREA AGENDA**
Welcome, introductions and updates:
A View from the Bridge – looking forward
Direction of the DfE; Essex priorities; SLIS update; SEND transformation; Teaching Awards; Fair Access Protocols; recruitment and retention, Attendance

Clare Kershaw, Head of Commissioning, Education and Lifelong Learning

p 9-11 **Primary Improvement**

Alison Fiala, Primary Lead Commissioner Mid

p 11 **Key dates**

MID meetings with the Local Authority officers 2016/2017 -at Chelmsford City Football Club
Thursday 2 March 2017
Thursday 22 June 2017
Headteachers' Annual Conference 2017
Friday 14 March 2017 Stock Brook Country Club, Nr Billericay
Deputy Headteachers' Annual Conference 2017
Friday 6 October 2017 Weston Homes Community Stadium

*Page numbers refer to the full minutes (posted on the website) of the autumn term Area meetings with LA Officers and Headteachers.

**LA /ESSEX PRIMARY HEADS' ASSOCIATION MID AREA
DISTRICT AND AREA MEETING
THURSDAY 17 NOVEMBER 2016
ATTENDANCE**

Present

Cheryl Allard	Oaklands Infants
Hazel Arnill	Ford End CE Primary
Lois Ashforth	Cold Norton Primary
Dawn Baker	Lawford Mead Primary
Lisa Battersby	Larkrise Primary
Ruth Baugh	White Notley CE Primary
Maxine Bradford	Mildmay Infants
Sally Brisley	Woodcroft Nursery
Linda Buchanan	Belchamp St Paul's CE Primary
Alex Burden	Great Waltham CE Primary
Dida Burrell	Maldon Primary
Andy Chambers	Westlands Primary
Alison Cole	St Peter's Primary, Coggeshall
Anna Conley	The Howbridge Infants
Dawn Dack	Wentworth Primary
Amanda Daines	The Tyrrells School
Diane Deans	White Court Primary
Lyndsey Devlin	St Cedds CE Primary
Sarah Donnelly	Richard de Clare Primary
Lisa Feldman	Finchingfield CE Primary
Wendy Figueira	St Peter's CE Primary
Sarah Ginzler-Mayer	St Joseph's Catholic Primary
Bridgette Gough	St Andrew's CE Primary, Halstead
Shelley Jones	de Vere Primary
Ceri Jones	Chipping Hill Primary
Michelle Keeling	Rayne Primary
Ann Kelliher	Holy Family Primary, Witham
Ola Laniyan	Southminster Primary
Sarah Manning	Galleywood Infants
Gill Marrion	Woodville Primary
Liz Maycock	Little Waltham CE Primary

In Attendance

Pam Langmead	Professional Officer
Nigel Hookway	EPHA Executive Director
Andy Hodgkinson	Sweyne Park Primary
Steve Phillips	CSS South
Lesley Howes	Provide
Geoff Mangan	Provide

LA Officers

Clare Kershaw	Director of Education
Alison Fiala	Lead Strategic Commissioner West
Carol Farrer	SE Commissioner
Steve Mellors	SE Commissioner
Chris Webster	SE Commissioner

Linda McSweeney	St Pius X Catholic Primary
Ross McTaggart	Barnes Farm Juniors
Kate Mills	John Ray Infants
Joanne Morgan	Gosfield Primary
Nicola Morgan-Soane	Trinity Road Primary
Mary Nicholls	Stanley Drapkin Primary
Guy Niven	Baddow Hall Juniors
Maire O'Regan	Margaretting CE Primary
Catherine Peear	St Francis Catholic Primary
Linda McSweeney	St Pius X Catholic Primary
Robert Pike	St Nicholas CE Primary, Tillingham
Rachael Plunkett	Priory Primary, Bicknacre
Carrie Prior	St Andrew's CE Primary, Gt Yeldham
Stephanie Redgate	St Mary's Woodham Ferrers
Claire Russell	Notley Green Primary
Julie Sarti	Colne Engaine CE Primary
Lesley Schlanker	Baddow Hall Infants
Helen Shaw	Elmwood Primary
Heather Shelley	Broomfield Primary
Caroline Shingleton	Wethersfield CE Primary
Pam Smart	Terling CE Primary
Kelly Stock	Burnham-on-Crouch Primary
Paul Sully	Beehive Lane Primary
Melanie Vine	Earls Colne Primary & Nursery
Sean Wade	Howbridge CE Juniors
Mike Walsh	Kelvedon Academy
Pauline Ward	St Cedds CE Primary/Southminster
Janis Waters	Great Leighs Primary
Linda Wiskin	The Cathedral School
Justin Wrench	Shalford Primary
Matt O'Grady	West Horndon Primary

Apologies

Amanda Buckland-Garnett	Collingwood Primary
Susannah Edom-Baker	Newlands Spring Primary
Christina Gooday	Trinity St Mary's CE Primary
Greg Waters	The Bishops CE and Catholic Primary

Note: If your attendance or apologies have not been noted please contact the EPHA Professional Officer at pam@langmead.me.uk for amendment.

MID EPHA MEETING MINUTES 17 November 2016

1. WELCOME AND INTRODUCTIONS

Cheryl Allard, Chair of MEPHA, welcomed headteachers to the district and area meeting.

a) Welcome to the following Headteachers, new in post in Mid schools:

Linda Buchanan	Ridgewell CE Primary School (Executive Head)
Dida Burrell	Maldon Primary (Acting)
Kerry Collins	Tolleshunt D'Arcy St Nicholas CE Primary
Doretta Cowie	Feering CE Primary School
Dawn Dack	Wentworth Primary School
Lyndsey Devlin	St Cedd's CE Primary, Bradwell-on-Sea (Head of School)
Sasha Furze	Runwell Community Primary School
Karen Harrison	John Ray Junior School (Acting)
Michelle Keeling	Rayne Primary School and Nursery
Kate Mills	John Ray Infant School
Joanne Morgan	Gosfield Primary (Acting)
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Claire Smyth	Beckers Green Primary School (Acting)
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b) Farewell to the following Headteacher:

Cindy Lewis	Hatfield Peverel Infants
Jayne Pavitt	Westlands Primary

2. PROVIDE HEALTH FACILITATORS

Lesley Howes and Geoff Mangan

Lesley Howes explained that she and Geoff were both headteachers in Essex and spent several years as Schools' Facilitators, acting as a liaison between education and health providers and Partnership Boards. The funding for this role ended last year and she and Geoff have now been commissioned by Provide, which offers a broad range of community services across Essex, Cambridgeshire and Peterborough, as well as the London boroughs of Waltham Forest and Redbridge.

Please feel free to contact either Lesley or Geoff re any questions or concerns you have regarding:-

Healthy schools – Engaging; Achieving status

Healthy Needs Assessment – Completing; Renewing – updating; Identifying potential;
Training and support

PSHE - Support and training

Lesley Howes

lesleyhowes56@icloud.com 07545219966

Geoff Mangan

geoffmangan@me.com 07702 608881

3. MEPHA UPDATE

Discussion around EPHA priorities for 2016/17

Headteachers were asked to share their views and opinions in groups, facilitated by EPHA Executive representatives. The following notes are collated from the four area meetings.

In general, headteachers agreed with the priorities that EPHA has identified for the year ahead.

Schools Broadband

- Filtering is difficult. Concern was expressed about the lack of understanding of educational challenges and requirements.
- The Essex virus protection is very poor.
- Speed is often an issue, particularly in rural schools. Worse in the afternoon!
- Not fit for purpose – can't teach the new curriculum.
- Stressed that it is an essential service for all – we need to stick together.
- The County Broadband service offers good value for money.
- Schools need a statement about internet filtering, for Ofsted purposes.
- Need increased MGs. One school paid for an upgrade, greatly improved the service but took a long time to get it organized.
- 0333 phone numbers are a problem.
- Poor telephone support.
- Common issues/problems should be highlighted (and explained) in the weekly Education Essex newsletter.
- Some heads saying that they don't report problems because they are too frequent – just accept the service. Keen for a new provider.
- Virgin used at one school, really pleased. But another head said that they had moved to another provider and regretted it bitterly!
- Service too reliant on just one member of staff!

Recruitment and retention

- Stopping people moving on to the Upper Pay Range unless they can offer sufficient evidence prevents heads from being able to reward good teachers. Heads want to be able to pay extra without having to jump through the hoops.
- Lack of consistency across schools re UPR.
- Less structured pay scale means academies can offer higher salaries – no parity.
- Ongoing tension with the PMR process and its impact.
- Workload/work life balance is a big turn off. Lack of support for teachers after their first year.
- Resignation dates need to be more flexible – suggest shorter period, e.g. a month.
- The quality of teachers is an issue/no quality teachers. Some aren't even qualified.
- Supply agency staff – chronically awful, don't want to do anything. Lots of staff go to supply because they don't want the workload of being a permanent member of staff.
- Australian staff don't like the workload.
- There's no one out there! Candidates don't turn up for interviews.

- Inappropriate applications.
- Agency fees very high.
- Not enough training places for SCITT. DfE should look at local data, not countrywide data. Teachers tend to stay where they train.
- Positive news about SCITT moving to Clacton.
- Retention of middle leaders is a real issue – they are leaving the profession.
- Maternity leave is causing big problems.
- Rise in job shares and part time staff– costs more in pay and management time. Additional communication and training problems.
- The teachers back into teaching – secondary led, rather than primary?
- Rising cost of living and house prices having a major impact on retention – can London waiting boundaries be extended?
- Incentivise travel.
- The Government needs to value the people they have.
- Housing would really help.
- Some suggestions to help retention: keep staff motivated by rewarding little actions; provide lunch on parents' evening days; wellbeing committee – termly meeting (reps from all staff groups); Christmas shopping afternoons; tea and coffee paid for.

Headteacher well-being and support/retention of headteachers

- Headteachers and their staff are at crisis point/breaking point.
- Huge concern.
- Heads feel unable to take PPA or dedicated leadership time.
- Essential – need to focus and promote ways to support heads to enable them to be sustained in the role.
- Lack of support other than from those in a cluster supporting each other. This then leads to a clash when asked to hold each other to account.
- Make supervision accessible for all headteachers. Negotiate a package of support for headteachers?
- One group said “Is there any support for headteachers?”
- Where is the worklife balance?
- Many new heads do not have mentors.
- Wellbeing is impacted by insufficient funding, teachers, services; headteachers are always expected to do more for less.
- Executive headteacher need support when managing 2+ schools – they need guidance, supervision, and coaching and governor awareness of the extra demands this leads to.
- Sustainability of Executive Headship – additional pressure and impact on those heads.
- A focus on nurturing new talent in leadership.
- Opportunities to shadow, particularly in more vulnerable and challenging schools.
- Currently no support mechanisms for acting headteachers.
- Revisit Headspace (subsidised by EPHA?)
- Increased demands on headteacher time by other organisations such as the Council e.g. fraud investigations demanding reports for the court, immediate response etc
- There should be fair and equitable HR processes for headteachers – the same as they are expected to administer for their staff.

Shape and organisation of the termly headteacher meetings

- The morning meeting changes with LA reduced was seen as positive and agenda/speakers seen as a potential 'lifting' experience. The change, along with the Manor of Groves

Conferences (in West), were seen as contributing to HT well-being, professional dialogue, partnerships and providing potential for us to come together and work together as a 'team', something secondaries can do well when they need to, primaries less so. It was felt that the West meetings (now that it has changed e.g. this morning) there was less being 'forced at you.'

- Reduced LA time was welcomed as this bit can be burdensome and depressing. Appreciated new format and EPHA's efforts.
- Meetings use lots of jargon and people feel unable to say what they don't understand, particularly in the LA section of the meeting.
- One group though asked that EPHA subs shouldn't be increased further and didn't see the need for lots of additional speakers – keen to hear from LA at least termly.
- Another group asked for less from LA and more on issues such as mental health, behaviour, social care.
- Perhaps offer a way of sharing concerns that heads have, perhaps at the end of a meeting. Something like a hot topic approach, raised by someone in advance of the meeting.
- Is poor attendance due to schools becoming academies and not feeling the need to hear from the LA?
- Suggestions for the afternoons – viewpoints from headteachers? Networks to suggest what is required for presentations.

Future of primary services

- HR essential, but always busy, often inconsistent in their advice.
- Payroll – very poor service
- Essential: Safeguarding, admissions, HT recruitment, press and crisis support, educational visits, broadband

Partnership, academisation, relationship with the Local Authority.

- Heads felt that it was critical that the LA kept a neutral stance re academies, they saw Clare Kershaw as a strong, positive leader, they were pleased that the LA did not try and force a partnership where it wasn't wanted, felt that certain key people were realistic and listened. What was needed was consistency at all levels and across the team.
- Collaboration seen as positive, and "soft" relationships are good. "Hard" relationships via MATs and chains can be very tricky.
- Can be hard to get people to engage e.g. with data
- Accountability a problem – schools already part of a MAT do not want more pressure.
- Financial implications of being part of several partnerships.
- Many schools in a number of partnerships – duplication, overlap, time pressures.
- Offer Peer Review training again.
- MATs are isolating themselves.
- Waiting for information about the LA MAT
- Leave us alone! Too much push and pressure.

Assessment and testing

- Re assessment, we had been taken back 30 years to structures rather than in how to improve teaching and learning. It was resented and not one HT felt that they had cracked it. People were trying to make best of a very poor set of circumstances and it was not a good use of time. This linked also to the need for primaries to stick together and have a voice that said, in essence, 'No'.
- This year was a mess – led to wobbles again this year with Year 2 and Year 6 teachers.
- Progress measures incorrect and flawed. (Writing in particular)
- The draft of the assessment response was well written – clear and concise.

- The Test and NC changes – a step too far, piling up far too much pressure.
- Validity of in school data – moderation not reliable, needs to be more consistent.
- Leave us alone! Constantly changing information and the goal posts.
- Increased stress on pupils.

Services to support SEND

- The NEEAPS (North East Essex Alternative Provision School) is full, so the only way to get support is to permanently exclude.
- Funding for EHCPs is insufficient and additional funding paid late.
- Huge concerns around the budget, increased number of complex SEN and each child having a £6k impact on the budget. This can really add up.
- Behaviour issues having a negative effect on teachers and staff.
- Lack of 2 year-old checks have an impact. Felt that parents lie about their child or have insufficient knowledge and understanding of child development to be able to answer accurately.
- Insufficient places in special schools.
- Lack of support from those pupils who don't qualify for a EHCP.

Specialist Teacher Team and Statutory Assessment Service

- One group asked about the direction of the behaviour support service.
- Comments that specialist teachers were poor, inconsistent and not up to date. Dependent on the quality of individuals.
- Some support is simply a box ticking exercise.
- Same information and advice given time after time.
- SAS – not easy to contact case workers.
- They lose paperwork.
- Making individual decisions without involving schools.
- They think that they are providing a better service than they are!

Links with Schools Forum

This is a critical decision making forum – more information needed.
Need a higher profile and updates at headteacher meetings.

Admissions

- School places in Colchester at crisis point.
- Support needed for already vulnerable schools.
- Support needed for the appeals process.

Other comments

Pleased with strength of EPHA influence and clear future potential.

What is the value of the teaching awards? – just 42 nominations from all the schools in Essex. Some heads said that they don't nominate individual staff because they see this as divisive – don't want to single out "favourites".

4. HOW TO RETAIN KEY STAFF TO ENSURE OUTSTANDING PROVISION FOR ALL
Andy Hodgkinson, Headteacher at Sweyne Park School

Andy explained that his recruitment and retention ideas have worked well at his secondary school, but he couldn't guarantee that they were all relevant to primary settings. The context of his school is currently:

- Staff attendance at 98% for last 3 years
- No agency staff used since 2006 for teaching or cover
- No unfilled vacancies since 2007/only one "May 31st" resignation
- Teaching staff turnover 3% for 2015/16
- Resource Base for 24 Deaf Pupils
- Investors in People Gold (2010, 2013, 2016)

His previous philosophy of **Recruit → Retain → Lead Staff**
has been reframed as **Lead → Retain → Recruit staff**

based on John Hattie's theory set out in "**Collective teacher efficacy**" (Hattie, 2016).

- Advanced teacher influence
(leadership roles; decision-making)
- Goal consensus
(vision/shared priorities)
- Responsiveness of leadership
(leaders' responsibility to help/show concern/respect)

Leadership principles

- Clear values/ethos/vision
- Modelling – e.g. cover, discipline, duties, teaching, to reinforce sense of team cohesion
- Keeping your word: "to consult, or not to consult?"
- Principles are easy when times are good – e.g. time off
- The "pay paradox"
- Morale and the importance of communication

Communication

- Tone – e.g. Staff briefing – share pedagogy/best practice/celebrate pupil success (moan in private!)
- Bulletin with weekly headlines about the big picture/our school etc. plus "thank yous"

Retention

- Excellent staff need to be freed up to teach/initiative overload
- **Difficult conversations need to take place early**
- Justice is seen to be done
- Outstanding staff sometimes need to leave
- Praise and recognition (portfolio notes/staff bulletin)

Continuous Professional Development

- Personalised
- Performance Management analysis for identifying steers/signposting relevant personal training opportunities.
- "Favourites" are problematic
- School to school support opportunities

- Opening a new Sixth Form!
- “Acting leadership” opportunities
- September payments (retention and succession planning!)

Recruitment

- ITT offer to providers (as well as the students)
- Recognition of the Early Careers Teacher/NQT programme
- Recruitment practices and interviews (e.g. rejection)
- Word of mouth within the community
- All new staff do a TLA or enrol on a Masters course
- Volunteers!
- Resource Base staff – growing our own specialists

Andy’s presentation can be found on the EPHA website
<http://essexprimaryheads.co.uk/meetings/termly-area/mid/>

5. **“WORKING WITH PUPILS WHO PRESENT CHALLENGING BEHAVIOUR”**

Steve Phillips

A session focusing on sharing ideas, strategies and support to improve pupil behaviour and staff self-esteem. Steve is a qualified science teacher, who for the last fourteen years has worked in PRUs. During this time he has been a “data driven” Headteacher, a behaviour “Enforcer” and a “miracle question” obsessed mentor. He is currently Deputy Head of The Children’s Support Service and leads their Early Intervention Team which supports mainstreams schools across Essex to work effectively with challenging behaviour.

Steve presented 5 key principles which seem to work with challenging behaviour:

- i) Staff need a safe space to be curious and reflective about behaviour.
- ii) Understanding what positive behaviour management is and how it works.
- iii) Distribute attention evenly.
- iv) A good understanding of rewards and sanctions.
- v) A positive school environment.

Steve’s presentation can be found on the EPHA website
<http://essexprimaryheads.co.uk/meetings/termly-area/composite/>

6. **FUTURE DATES**

MID meetings with the Local Authority officers 2016/2017 -at Chelmsford City Football Club

Thursday 2 March 2017

Thursday 22 June 2017

Headteachers’ Annual Conference 2017

Friday 14 March 2017 Stock Brook Country Club, Nr Billericay

Deputy Headteachers’ Annual Conference 2017

Friday 6 October 2017 Weston Homes Community Stadium