

LA /ESSEX PRIMARY HEADS' ASSOCIATION SOUTH AREA
THURSDAY 10 NOVEMBER 2016

MEETING SUMMARY: ISSUES AND RECOMMENDATIONS
Agendas and minutes for these meetings available at www.essexprimaryheads.co.uk

Attendance List																																	
<p>DISTRICT AND EPHA AGENDA (a.m.) (Notes below) Brenda Dalley, Chair</p>	<p>Welcome to the following Headteachers:</p> <table border="0"> <tr><td>Nicola Bache</td><td>Glebe Primary School</td></tr> <tr><td>Sue Faulkner</td><td>Leigh Beck Junior School (Executive Head)</td></tr> <tr><td>Caroline Ireson</td><td>Lubbins Park Primary Academy</td></tr> <tr><td>Nina Kemp</td><td>Whitmore Primary School</td></tr> <tr><td>Sue Lesser</td><td>Ashingdon Primary Academy</td></tr> <tr><td>Daniel Lough</td><td>Maple Grove Primary School</td></tr> <tr><td>Jo Matthews</td><td>Leigh Beck Junior School (Head of School)</td></tr> <tr><td>Rebecca McCutcheon</td><td>Leigh Beck Junior School (Head of School)</td></tr> <tr><td>Nina McKay</td><td>Kelvedon Hatch Primary School</td></tr> <tr><td>Kirsteen Newell</td><td>Kingston Primary School</td></tr> <tr><td>Katherine Parker</td><td>St Peter's Catholic Primary School</td></tr> <tr><td>Tania Perry</td><td>Montgomerie Primary School</td></tr> <tr><td>James Rogers</td><td>Ingrave Johnstone CE Primary School</td></tr> <tr><td>Kath Sansom</td><td>North Crescent Primary School</td></tr> </table> <p>Farewell to the following Headteachers:</p> <table border="0"> <tr><td>Erica Barnett</td><td>Briscoe Primary</td></tr> <tr><td>Karen Andrews-Close</td><td>Blackmore Primary</td></tr> </table>	Nicola Bache	Glebe Primary School	Sue Faulkner	Leigh Beck Junior School (Executive Head)	Caroline Ireson	Lubbins Park Primary Academy	Nina Kemp	Whitmore Primary School	Sue Lesser	Ashingdon Primary Academy	Daniel Lough	Maple Grove Primary School	Jo Matthews	Leigh Beck Junior School (Head of School)	Rebecca McCutcheon	Leigh Beck Junior School (Head of School)	Nina McKay	Kelvedon Hatch Primary School	Kirsteen Newell	Kingston Primary School	Katherine Parker	St Peter's Catholic Primary School	Tania Perry	Montgomerie Primary School	James Rogers	Ingrave Johnstone CE Primary School	Kath Sansom	North Crescent Primary School	Erica Barnett	Briscoe Primary	Karen Andrews-Close	Blackmore Primary
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<p>Provide – support role for education SEPHA meeting Discussion around EPHA priorities for 2016/17 “You can choose your friends...” – the six key skills that turn workplace relationships into results “Working with pupils who present challenging behaviour”</p>	<p>Lesley Howes and Geoff Mangan Facilitated by members of the EPHA Executive</p> <p>Nick Saunders</p> <p>Steve Phillips</p>																																
<p>p 1 -7* 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</p>	<p>Clare Kershaw, Head of Commissioning, Education and Lifelong Learning</p>																																
<p>p 7 - 9 Attendance code of conduct</p>	<p>Julie Weddell</p>																																
<p>p 9 -11 Primary Improvement</p>	<p>Lisa Fergus, Primary Lead Commissioner South</p>																																
<p>p 11 Key dates</p>	<p>SOUTH meetings with the Local Authority officers 2016/2017 at Holiday Inn Basildon Wednesday 22 February 2017 Wednesday 14 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</p>																																
<p>*Page numbers refer to the full minutes (posted on the website) of the autumn term Area meetings with LA Officers and Headteachers.</p>																																	

LA /ESSEX PRIMARY HEADS' ASSOCIATION SOUTH AREA
DISTRICT AND AREA MEETING
THURSDAY 10 NOVEMBER 2016
ATTENDANCE

Present

Basildon/Billericay/Wickford

Gareth Allen	Millhouse Primary
Nicky Barrand	Cherry Tree Primary
Luke Bulpett	Kingswood Primary
Jo Farrow	Greensted Infants & Nursery
Nikki Fisher	Merrylands Primary
Courtney Freese	The Willows Primary
Sasha Furze	Runwell Primary
Jon Hazelgrove	Grange Primary
Melanie Gaskin	Greensted Juniors
Huma Karim	Noak Bridge Primary
Nina Kemp	Whitmore Primary
Hilary Luckman	Quilters Infants
Jo Matthews	Leigh Beck Juniors
Jenny McCutcheon	Fairhouse Primary
Rebecca McCutcheon	Leigh Beck Juniors
Lucy Mitchell	North Crescent Primary
Penny Pepper	Eversley Primary
Harriet Phelps-Knights	Janet Duke Primary
Angela Russell	St Anne Line Catholic Infants
G Smith	St Margaret's CE Primary
Sean Tobin	Merrylands Primary
Emma Wigmore	St Margaret's CE Primary

In Attendance

Pam Langmead	EPHA Professional Officer
Nigel Hookway	EPHA Executive Director
Lesley Howes	Schools Facilitator
Geoff Mangan	Schools Facilitator
Steve Phillips	CSS South
Nick Saunders	

LA Officers

Clare Kershaw	Head of Commissioning
Lisa Fergus	Lead Strategic Commissioner S
Pav Saunders	SEC (South)
Mel Clapton	SEC (South)

Rochford/Rayleigh/Castle Point/Canvey Island

Brenda Dalley	Hadleigh Infant & Nursery
Andy Douglas	Riverside Primary
Melissa Eades	Sunnymede Infants
Richard Green	Grove Wood Primary
Caroline Ireson	Lubbins Park Primary
Robin Goodier	Holt Farm Infants
Melissa Heatherson	Hockley Primary
Paula Keegan	St Katherine's CE Primary
Sue Lesser	Ashingdon School
Diana Mason	Ashingdon School
Ann Matthews	Canvey Island Infants
Hannah Nash	Kents Hill Juniors
Shane Owen	Rochford Primary and Nursery
Lou Nelson	Down Hall Primary
Kath Sanson	Wyburns Primary
Gary Soars	Edward Francis Primary
Karen Tucker	Canvey Juniors

Brentwood

Karen Andrews-Close	Blackmore Primary
Jackie Avis	Doddinghurst Juniors
Nera Butcher	Hogarth Primary
Clare Branton	Willowbrook Primary
Jenni Evans	Warley Primary
Wayne Harris	Long Ridings Primary
Shelagh Harvey	Ingatstone Infants
Ingrid Nicholson	Doddinghurst Infants
Dean Moran	St Thomas of Canterbury CE Juniors
Bernadette Rossiter	St Joseph the Worker Catholic Pri
Louise Putt	Bentley St Pauls CE Primary
Neil Taggart	Ingatstone & Fryerning Juniors
Sally Taggart	Shenfield St Mary's CE Primary
Helen Craig	Downham CE Primary

Apologies

Lyn Corderoy	Grange Primary
Emma Dawson	Thundersley Primary
Lorna Pigram	St Nicholas/Canewdon Primaries

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

SOUTH EPHA MEETING MINUTES 10 November 2016

1. WELCOME AND INTRODUCTIONS

Brenda Dalley, Chair of SEPCHA, welcomed headteachers to the district and area meeting.

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

Nicola Bache	Glebe Primary School
Sue Faulkner	Leigh Beck Junior School (Executive Head)
Caroline Ireson	Lubbins Park Primary Academy
Nina Kemp	Whitmore Primary School
Sue Lesser	Ashingdon Primary Academy
Daniel Lough	Maple Grove Primary School
Jo Matthews	Leigh Beck Junior School (Head of School)
Rebecca McCutcheon	Leigh Beck Junior School (Head of School)
Nina McKay	Kelvedon Hatch Primary School
Kirsteen Newell	Kingston Primary School
Katherine Parker	St Peter's Catholic Primary School, Billericay
Tania Perry	Montgomerie Primary School
James Rogers	Ingrave Johnstone CE Primary School
Kath Sansom	North Crescent Primary School

b) Farewell to the following Headteachers:

Erica Barnett	Briscoe Primary
Karen Andrews-Close	Blackmore 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. **SEPHA 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. "YOU CAN CHOOSE YOUR FRIENDS..."

THE SIX KEY SKILLS THAT TURN WORKPLACE RELATIONSHIPS INTO RESULTS

Nick Saunders "The Family Man"

As a Headteacher, a day won't go by when you don't need to collaborate with or influence someone - a parent, a Governor, a teacher, someone on your leadership team, a senior educationalist, one of your pupils, a Head from another school.....and as you well know, influencing some people can be hard work.

Success in any school is pretty much down to people communicating, cooperating and collaborating with each other. Here is a powerful, practical 6 step model that will enable you to get

on with anyone. It helps leaders function more effectively and get the best out of their teams – all of which leads to improved performance.

You will leave reflecting on your own communication style, armed with a simple yet powerful system that you can use to deliver immediate results.

Known as “The Family Man”, Nick has over 25 years’ experience as a keynote speaker. He is plain talking, upbeat, energetic, interactive, relevant and fun.

No management-speak, no high-brow lingo, no outlandish claims about building a smarter planet or becoming a tiger! Put simply, Nick specialises in enabling people to get on with anyone and everyone – and has the evidence to prove it. He turns relationships into results.

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**

SOUTH meetings with the Local Authority officers 2016/2017 -at Holiday Inn Basildon

Wednesday 22 February 2017

Wednesday 14 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