

**LA /ESSEX PRIMARY HEADS' ASSOCIATION SOUTH AREA
THURSDAY 17 JUNE 2021**

The meeting was held online as a result of the continuing Covid-19 pandemic

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) Nicky Barrand, Chair</p> <p>ECF and NPQ Support SEPHA AGM Are you doing too much? Headrest</p>	<p>Welcome to the following Headteachers: Julie Braithwaite Lincewood Primary (now substantive) Lisa Patient Noak Bridge Primary (now substantive)</p> <p>Farewell to the following headteachers: Ian Barton Ashingdon and Plumberow Academies Sasha Furze Runwell Primary Jude Gibbon Ghyllgrove Primary Kirsteen Newell Kingston Primary Veronica Wallace Kingswood Primary</p> <p>Andrew Smith Nicky Barrand Peter Radford Ros McMullen</p>
<p>p 2 -5</p>	<p>AREA AGENDA Clare Kershaw LA updates on current priorities including: <ul style="list-style-type: none"> • ECC new administration • Education Taskforce • SEND update: Inclusion conference • Headteacher wellbeing • Early Years reforms • Safeguarding • Curriculum: review of RSE and Health Education </p>
<p>p 14</p>	<p>Key dates</p> <p>SOUTH headteacher meetings 2021/22 Thursday 18 November 2021 Thursday 3 March 2022 Thursday 23 June 2022</p> <p>Deputy Headteachers' Annual Conference 2021 Friday 8 October 2021 Colchester Football Stadium</p> <p>Headteachers' Annual Conference 2022 Friday 18 March 2022 Stock Brook Country Club</p>
<p>*Page numbers refer to the full minutes (posted on the EPHA website) of the Summer term Area meetings with LA Officers and Headteachers.</p>	

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Basildon/Billericay/Wickford

John Archer	Westwood Academy
Nicky Barrand	Cherry Tree Primary
Liz Benjeddi	South Green Juniors
Julie Braithwaite	Lincewood Primary
Luke Bulpett	Brightside Primary
Sandra Dorrington	Canvey Island Infants
Donna Dry	Bardfield Primary
Jo Farrow	Greensted Infant & Nursery
Jude Gibbon	Ghyllgrove Primary
Miriam Gould	Buttsbury Infants
Diana Mason	Montgomerie Primary
Lisa Patient	Noak Bridge Primary
Penny Pepper	Eversley Primary
Harriet Phelps-Knights	Janet Duke Primary
Damian Pye	Great Berry Primary
Lorraine Ramet	Wickford Primary
Veronica Wallace	Kingswood Primary
Sharon Walker	North Crescent Primary

In Attendance

Pam Langmead	EPHA Professional Officer
Peter Radford	Beyond This
Ros McMullen	Headrest
Simon Harbrow	CEO South Essex Academy
Martyn Clarke	Parkwood Academy
Christine Peden	Pear Tree Mead Primary
Bridgette Gough	St Andrew's CE, Colchester
Kelly Stock	Burnham Primary
Rachelle Tidiman	Ghyllgrove Primary
Emma Campkin	Kingswood Primary
Sam Murrell	Lubbins Park Primary

LA Officers

Clare Kershaw	Director of Education
Lisa Fergus	Assistant Director, South
Maz Norman	Head of EY and Education, South
Hilary Luckman	School Effectiveness Partner
Melanie Clapton	School Effectiveness Partner

Rochford/Rayleigh/Castle Point/Canvey Island

Jen Burdett	Great Wakering Primary
Emma Dawson	Thundersley Primary
Richard Green	Grove Wood Primary
Christine Redpath	The Robert Drake Primary
Kath Sansom	Wyburns Primary
Gary Soars	Edward Francis Primary
Catherine Stalham	Winter Gardens Primary
Dave Walton	Woodham Ley Primary
Sarah Warnes	Jotmans Hall Primary
Lucy Wass	Holt Farm Juniors
Samantha Willis	Canewdon and St Nicholas Primaries

Brentwood

Clare Branton	Willowbrook Primary
Steve Bowsler	Larchwood Primary
Jenni Evans	Warley Primary
Ingrid Nicholson	Doddinghurst Infants
Sarah Meacher	Holly Trees Primary
Nella Murthen	Long Ridings Primary
Matt O'Grady	West Horndon Primary
Bernadette Rossiter	St Joseph the Worker Catholic Primary
James Rogers	Ingrave Johnstone CE Primary
Sally Taggart	St Mary's CE Primary, Shenfield
Sue Twaites	Kelvedon Hatch Primary
Val Wisdom	Blackmore Primary

Apologies

Nera Butcher	Hogarth Primary
Daniel Craft	Holy Family Catholic Primary
Travis Martinson	William Read Primary
Sean Tobin	Berlesduna Trust

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 AREA MEETING MINUTES 17 JUNE 2021

1. WELCOME

The meeting was held online as a result of the continuing Coronavirus pandemic. Nicky Barrand, the South Area Chair welcomed headteachers to the meeting.

Welcome to the following Headteachers:

Julie Braithwaite	Lincewood Primary (now substantive)
Lisa Patient	Noak Bridge Primary (now substantive)

Farewell to the following headteachers:

Ian Barton	Ashingdon and Plumberow Academies
Sasha Furze	Runwell Primary
Jude Gibbon	Ghyllgrove Primary
Kirsteen Newell	Kingston Primary
Veronica Wallace	Kingswood Primary

If you are leaving please make use of the EPHA new heads' checklist, and complete it for your successor. This is available on the EPHA website at

<https://essexprimaryheads.co.uk/info-and-documents/good-practice/>

2. DELIVERY OF THE EARLY CAREER FRAMEWORK PROGRAMME AND NPQs

Andrew Smith, headteacher at Lyons Hall Primary, attended the meeting to inform heads about alternative support available for the Early Career Framework and NPQs.

In addition to Teaching School Hubs, other organisations can deliver the Early Career Framework and reformed NPQs. In Essex, the Professional Learning Network/Lyons Hall School has chosen to deliver both the ECF programme and the suite of NPQ programmes to give schools more of a choice of provision.

PLN/LH has a long, proven track-record of delivery on these priorities across Essex and its borders, having delivered NPQs for the last 18 years, the Accelerate programme (a precursor to the ECF) and currently delivering the early roll out of the ECF programme.

Early Career Framework

PLN is a Delivery partner for Ambition Institute providing the DfE funded Full-Induction Programme at no cost to your school. The two-year programme is delivered by a team of facilitators who are experienced practising teachers. It includes:

- Training for Early Career teachers (ECTs) and mentors
- Materials can be adapted to respond to the context of our schools.
- Mainly online content and video conferencing

PLN has chosen Ambition as their programme is completely flexible. If school has a different priority one week (e.g. parents evening, assessment) or if the Early Career Teacher or mentor is absent, they miss that week and start again the next week - they don't have to 'catch up' with the missed week.

The Department for Education is funding all training, at no cost to schools.

All state funded schools offering statutory induction will receive additional funding to deliver the Early Career Framework reforms.

The funding will cover:

- 5% off timetable in the second year of induction for all early career teachers to undertake induction activities including training and mentoring - **£1200**

- Funding for mentors to spend with early career teachers in the second year of induction - this is based on 20 hours of mentoring across the academic year - **£900**

For those on the Full Induction Programme, there will be a payment to schools for the time that mentors of ECTs spend on DfE mentor training (ie training from a funded programme provider) which will consist of 36 hours of backfill time over two years per mentor.

Mentor's Unit Cost (years 1 & 2) Time off timetable for training	England (excluding the London Area)	Inner London Area	Outer London Area	Fringe Area
36h cost (2 years of training)	£1576.10	£1929.24	£1737.14	£1623.24

NB

Funding for training and support in year 1 is funded directly to schools as now through the National Funding Formula.

Reformed NPQs:

PLN/LH will continue to deliver the whole suite of reformed NPQs across all phases and settings. Working in partnership with Teach First, alongside Surrey Teaching Schools Network with whom we have a long standing relationship.

Some NPQs will be funded and for some schools in more difficult circumstances there will be full scholarship funding – the DfE has not released this information yet.

3. SOUTH EPHA ANNUAL GENERAL MEETING

a) CHAIR'S REPORT

Nicky Barrand, Chair of South EPHA, gave the following report.

Welcome to everyone as we head towards the end of another very peculiar year! “Curiouser and curiouser” comes to mind.

Review of the year

Nick Hutchings, our EPHA Vice Chair, has summarised events well: Last year I spoke to you all about the challenges we had all faced from Lockdown 1.0. How we had all coped and closed schools within 2 days. I hoped that it would never happen again! I talked about how we had been thinking about the new Ofsted inspections the previous October and how that had gone out of the window fairly quickly. I then talked about a possible second peak. Who knew that we would have a small respite over the summer holiday, before Lockdown 2.0. The Autumn Term tumbled out of control within weeks. We had schools closing bubbles multiple times, we had a hybrid approach to learning online and in school, we had staff isolating and then coming back, we had Ofsted virtual visits and we were trying our best with the ever-changing guidelines being issued by the government. Managing schools through an increasing R-Value and viral load became almost impossible. This was then followed by the new tier system, which didn't allow for parity across the county. We had the ridiculous notion that you might live or work in an area where restrictions meant a school couldn't open, but 100m down the road, it was possible.

After one of the weirdest Christmas's possible we were preparing to open schools again, until a brave decision was made by our Director of Education to close the schools that were still open. I don't think I will ever forget having taken a call over Sunday lunch the day before schools were to open, and then having to work out how to close my school within 18 hours and gather the information on who our key worker families were before reopening on the Tuesday, only to find out on the Monday night we were into Lockdown 3!!!

Since then the pressure has just continued to rise. We are now all masters of the LFT, we know what a PCR is and now understand which is more important - or not!!! We collate results twice a week in

our own time and still aren't allowed time off as we are checking for positive COVID results within our parent community over the weekends via email. We have managed a million updates to our risk assessments, dealt with shielding and then not shielding staff. We have written individual risk assessments, upped the amount of online learning being offered and managed the transition between online and in person learning. We have ensured all our policies and procedures are up to date. We have taken a massive load of safeguarding cases and been asked to make instant, and often life changing decisions for our communities. We have ensured we have kept in touch with children who may not even be in the same time zone. We have been a pillar of strength for our staff and community and at no point have we been able to make a mistake or show fatigue. We have been a front-line service of unsung heroes.

Without your leadership and the commitment of your staff, our NHS workers and other Key Workers would not have been able to save lives or keep the country going. We have been expected to put ourselves at risk and we have done this because of the commitment we have to the children and families we work with. It is appalling that the government has now rewarded school staff with a pay freeze to thank them for their role in ensuring the country continued to function.

As restrictions ease we are now faced with further impossible decisions. Should we be booking the residential trip, should we have a sports day or Year 6 leavers' party? Decisions on these events alone are enough to make you quiver when you think of the risks associated with them. In addition to this we now have the teams of people that have been able to work from home wanting to poke about in schools again as life is 'getting back to normal'.

I am sure that like many of you I am tired of hearing 'getting back to normal'; we need to accept that we will not return to the normal we knew before. As Alice says in Alice in Wonderland, "I can't go back to yesterday because I was a different person then". We will develop a new normal and that will be one that has to remain fluid and responsive to the need to make last minute changes. Whether it is variants of COVID-19 or a flu epidemic or some other significant, far-reaching event normal is going to be different. We will deliver just as we have over the last 18 months, by being innovative, tenacious, compassionate, resilient and the many other traits that make us good at and able to do our jobs. As Heraclitus said, "Change is the only constant thing" and this is echoed in Peter Radford's book, where he expands this, "and in much of life that change happens irrespective of our contribution. But in teaching the change is our contribution, and it is permanent."

The last 18 months have been brutal for Heads. We have used every last ounce of energy to keep every plate spinning and we are all overflowing with stress. The mere mention of Ofsted is making us feel sick. We need time to recover, before someone starts looking at why we haven't had a chance to do a learning walk, a lesson visit, a deep dive. There needs to be recognition by the Local Authority that just because the restrictions are being lifted, it doesn't mean that schools and Heads are now ready for business as usual. We need the LA to support us on this. What I can tell you is that EPHA will make this very, very clear to every agency that wants to visit a school and poke around.

We need to take care of ourselves, put the oxygen mask on first, so we can continue to take care of our children, our staff and our families and do the amazing job that we love. "You can't change others, you can only change yourself." (Radford) We need to be mindful of the impact of impossible workloads on our well-being and ensure that we get some perspective and balance in our lives.

For the future, it really does seem to be a game of chance. We can certainly expect more initiatives to 'catch up', 'recover' ... the sad part is that often these will be delivered with much fanfare, often by 'experts' who haven't seen inside a classroom or a school for some considerable time, if ever. They will continue to try to fit round pegs into square holes totally missing the point about early identification and support of needs, the impact of social, emotional and mental health needs on children (and their families). "Imagination is the only weapon in the war against reality." says the Cheshire Cat, we are very good at imagining a better future.

I am proud to Chair this group of Heads and to work with you. We work incredibly hard and are very good at our jobs and sometimes we lose sight of that. We are just about hanging on! There will be some colleagues who are hiding how they actually feel and put a brave face on things. You must talk to colleagues. This is the only way we can survive what we have been through. Be honest, have a cry. It is ok not to be ok and to paraphrase the Mad Hatter, when you can't look on the bright side, EPHA and your EPHA colleagues will sit with you in the dark.

All of the EPHA chairs applaud every single one of you for being you, for still running your schools, for making a difference to the lives of your community and staff.

It is an ideal opportunity to thank Pam for being everything to everyone. She has been working for EPHA for more years than anyone can remember and she is the rock that we all rely on. When you need to check a piece of information, have a shoulder to cry on, have a joke or have a moan, she is there at the end of the phone, email or a Zoom call. Without her EPHA would just not work. You are brilliant Pam. You continue to work for the betterment of education and Headteacher well-being. I am sure my colleagues will join me in sending you a round of applause and many congratulations via email and text message - some might even switch a camera on and un-mute to whoop and cheer!!!!

We are all the Essex Primary Headteachers' Association. Look after yourselves and enjoy the summer when it comes and switch off and rest!!!

b) ELECTION OF OFFICERS AND LOCAL DELIVERY GROUP REPRESENTATIVES

Chair	Nicky Barrand (Cherry Tree Primary)
Vice-Chair	Richard Green (Grove Wood Primary)
Treasurer	vacancy
Wickford	Heidi Blakeley (Abacus Primary)
Billericay	Liz Benjeddi (South Green Juniors)
Rochford	Hayley O'Dea (Great Wakering Primary)
Rayleigh	Gary Soars (Edward Francis Primary)
Brentwood	Matt O'Grady (West Horndon Primary)
Canvey Island	Karen Tucker (Canvey Juniors)
Castle Point/Benfleet	Emma Dawson (Hadleigh Infants)
Basildon East/Pitsea	Nicky Barrand (Thundersley Primary)
Basildon West	Angela Russell (St Anne Line Catholic Infants)

The officers and Local Delivery Group representatives were thanked for the hard work that they do on behalf of headteachers in the South Area and for agreeing to continue in their roles or taking on new positions.

- c) The Summer term EPHA newsletter**, including dates for the 2021/22 school year, was circulated to headteachers in advance of the meeting -these can also be found on the EPHA website www.essexprimaryheads.co.uk.

d) EPHA Annual Subscription

Funding for EPHA will be continue to be top-sliced from the Delegated Schools Grant. Area meetings will continue to be "free" to all primary headteachers, as will the website, headteacher briefings and advice and support from the Professional Officer.

<https://essexprimaryheads.co.uk/files/what-headteachers-get-in-return-for-their-epha-contribution-2020-21.pdf>

e) EPHA County Annual General Meeting

The EPHA county AGM will be held on Thursday 30th September at the Lion Inn, Boreham.

f) Conferences

Headteachers were reminded that the Deputy Headteachers' conference will be held on Friday 8 October 2021, once again in person at the Colchester Football Stadium (key note speakers Mick Waters and Mary Myatt) and next year's annual Headteachers' conference will be held on Friday 18 March 2022 at Stock Brook Country Club.

The programme and booking form for the Deputy Conference will be emailed to schools at the end of June.

4. ARE YOU DOING TOO MUCH?

Peter Radford

The art of doing less, but achieving more.

This session will focus on how to lead your team effectively and create a thriving working environment that is sustainable and balanced. For too long we have just accepted that teaching and headship has to be all consuming. Another way is possible.

Having gone through a breakdown, and out the other side, Peter Radford, author of Love Teaching Keep Teaching, will draw on his experience to present a different approach to leading mentally healthy schools whilst staying mentally healthy!

For over 20 years BEYOND THIS founder Peter Radford has worked to help people live significant lives and positively impact the lives of others. He is an experienced public speaker, teacher, trainer and coach with a wealth of experience, of leadership, management, personal development and education. He now works with businesses, organisations & schools to help develop the strategies and momentum to meet the challenge of change and achieve their goals.

www.beyondthis.co.uk

What are the ingredients of mental health?

Peter explained that everyone is on a continuum between:

Wholly content, positive and optimistic.....Despair, hopeless, possibly suicidal

He argued that when someone's emotional wellbeing is towards the right hand side of this continuum, their ability and capability is impaired.

There are six main psychological needs:

Connectedness:

- LOVE – to give and receive love
- BELONGING – being connected to and accepted by others
- UNDERSTOOD – someone “gets you”

Hope:

- ACHIEVEMENT – like you are competent and progressing
- AUTONOMY – the sense of being in control
- PURPOSE – your life matters and has meaning

Peter referred to the need for a changing and stimulating environment: adults and children alike are hugely impacted by the culture of a school. *Our challenge as leaders is to pay greater attention to the nature of the 'cage' we are perpetuating...*

On achievement Peter noted that headship can be an “impossible job with ever-changing standards and constant comparison, leading to an unending sense of falling short”. He advised “facing what you have already dug” – i.e. looking at what you have already achieved, not what there is still to do.

He touched on the Veneer Theory (often referred to as Original Sin) – whether:

All people are essentially bad, lazy and selfish

Or

All people are essentially creative, proactive and want to make a difference.

Peter argued that a negative view of human nature tends to result in a controlling approach to leadership

He referred to a book by **Humankind: a hopeful history** by Rutger Bregman

ROWEs: Results Only Work Environments

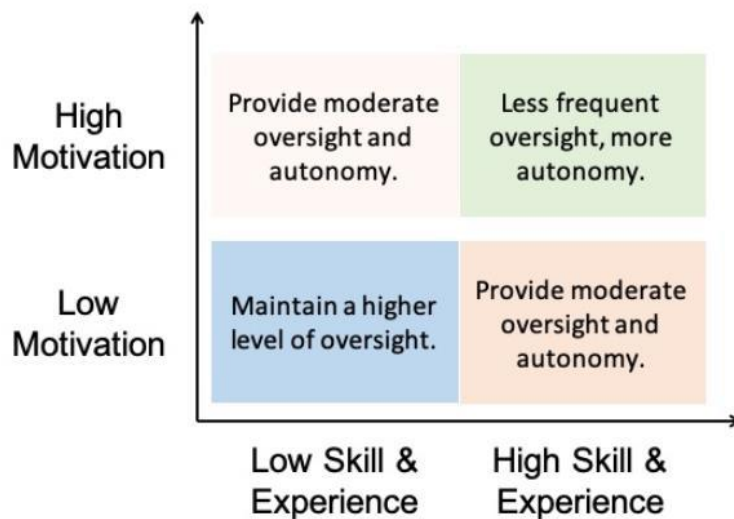
“Management is about creating conditions for people to do their best work”.

Peter quoted Daniel Pink:

“Think of the great artists of all time, Van Gogh, Picasso, Georgia O’Keefe... Nobody said to them, ‘You must paint this sort of picture. You must begin at 8.30am. You must paint with the people we tell you and you must paint in this way.’ That would have been ludicrous.”

He shared a slide setting out the characteristics of the **command and control leader** versus the **empowering leader**.

Oversight versus control? – situational leadership



A culture of trust requires TRUST & VALUE

The strength of a wall is not derived from the strength of the individual bricks but from the mortar that binds them together

Trust is the mortar!

The most important factor in creating a culture of trust... acknowledgment

Ignoring someone’s work has exactly the same negative effect on motivation as deliberately destroying it.

Maya Angelou:

“I’ve learnt that people will forget what you’ve said, people will forget what you did, but people will never forget how you’ve made them feel.”

Peter’s book Love Teaching Keep Teaching:

The Essential Guide to Improving Wellbeing at All Levels in Schools

Is available from Crown House Publishing

Two new online courses from UK Ed Academy...

- Growing mentally healthy schools and classrooms for teachers
- Growing mentally healthy schools and classrooms for leaders

Peter's slides are available on the EPHA website at

<https://essexprimaryheads.co.uk/meetings/termly-area/north-east/>

And a recording of the presentation can be accessed at <https://youtu.be/fneEsTqYijl>

5. HEADREST

Headrest was co-founded in October 2020 by Ros McMullen and Andrew Morrish, two former headteachers and Multi-Academy Trust CEOs.

Headrest is a confidential, free telephone support service for headteachers. The free service means that a group of experienced headteachers, who coach and mentor serving heads and senior executive leaders, are offering 'a listening ear' free of charge for those who are exhausted and needing to chat with someone who understands. In this session, Ros introduced and explained how the helpline works and why it was set up to support heads at this critical time.

More information at <https://www.headrestuk.co.uk/>

Why now?

- Headteacher wellbeing a priority
- Increase in workload/anxiety levels
- Operational and not strategic
- Lack of support for headteachers
- Sodden sponges
- The need for rapid response
- We've sat in your chair
- Safe, non-judgmental, anonymous

Key issues being brought to the helpline

- Bubbles/safety
- Ill health (self and family)
- Feeling overwhelmed/stress
- Parental demands
- Facebook/Social Media
- Lack of governance support
- Lack of LA/MAT support inc HR
- Suspension, disciplinary etc.
- Ofsted, monitoring etc.

How it works

DM on Twitter @Headrest_UK

Phone for free on 0800 862 0110

Website: www.HeadrestUK.co.uk

Email Hello@HeadrestUK.co.uk

Headrest will always get back to you.

More information at <https://www.headrestuk.co.uk/>

6. CLOSE OF MEETING AND THANK YOU FROM THE SOUTH CHAIR

Nicky Barrand thanked the South headteachers for attending the meeting and wished them the very best for the last few weeks of term.

7. FUTURE DATES

SOUTH headteacher meetings 2021/22

Thursday 18 November 2021

Thursday 3 March 2022

Thursday 23 June 2022

Deputy Headteachers' Annual Conference 2021

Friday 8 October 2021 Colchester Football Stadium

Headteachers' Annual Conference 2022

Friday 18 March 2022 Stock Brook Golf and Country Club