

LA /ESSEX PRIMARY HEADS' ASSOCIATION WEST AREA
WEDNESDAY 16 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)
Isobel Barron, Chair

Welcome to the following Headteachers:

Teresa Avey	Freshwaters Primary Academy (HoS)
Tracey Bratley	Manuden Primary
Michael Clark	Roydon Primary
Neil Coster	Pemberley Primary
Alan Gardiner	Farnham and Rickling Federations
Victoria Haylock	Nazeing Primary
Jocelyn Hurry	Waltham Holy Cross Primary
Karen Legge	Chigwell Primary Academy
Terena Morton	Coopersale and Theydon Garnon CE Pri
Jen Shackleton	Thaxted Primary
Emma Vincent	RA Butler Infant and Junior Schools
Amy Wareham	Matching Green C of E VC Primary School
Sandra Way	Stapleford Abbots CE Primary (Interim HT)

Farewell to the following Headteachers:

Deidre Mooney	Waltham Holy Cross Primary
Adam Vincent	Buckhurst Hill Primary
Lesley Howes and Geoff Mangam	

Facilitated by members of the EPHA Executive

Provide – support role for education

WEPHA 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”

Nick Saunders

Steve Phillips

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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

Clare Kershaw, Head of Commissioning, Education and Lifelong Learning

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Attendance code of conduct

Clare Kershaw

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Primary Improvement

Nicola Woolf, Primary Lead Commissioner West

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Key dates

WEST meetings with the Local Authority officers 2016/2017 -at Weston Homes Business Centre, Takeley

Wednesday 1 March 2017

Wednesday 21 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 WEST AREA
DISTRICT AND AREA MEETING
WEDNESDAY 16 NOVEMBER 2016
ATTENDANCE

Attendance

Rosalind Allsop
 Gina Bailey
 Isobel Barron
 David Burles
 Rachel Callaghan
 John Clements
 Many Copper
 Mary Evans
 Vicky Early
 Laura Fox
 Jonathan Furness
 Lawrence Garside
 Elizabeth Gelston
 Clare Griffiths
 Louise Gurney
 Mary Jo Hall
 Jocelyn Hurry
 Claire Jackman
 Alison Kerrell
 Sharon Lester

Clavering Primary
 St James CE Primary
 Roseacres Primary
 Fawbert & Barnard Primary
 Katherine Semar Juniors
 Hatfield Heath Primary
 Wimbish Primary
 The Henry Moore Primary
 Harlowbury Primary
 The Alderton Junior School
 Ivy Chimneys Primary
 Felsted Primary
 The Downs Primary & Nursery
 Dunmow St Mary's Primary
 Debden CE Primary
 Thomas More Catholic Primary
 Waltham Holy Cross Primary
 Great Easton CE Primary
 Great Bardfield Primary
 Newport Primary

Victoria Haylock
 Lesley Lewis
 Lucy Mawson
 Natalie Marris
 Terena Morton
 Alan Gardiner
 Christine Peden
 Teresa Phillips
 Julie Puxley
 Colin Raraty
 David Rogers
 Sonia Strickland
 Emma Vincent
 Karen Wallace
 Kevin Watts
 Neil Woolcott

Nazeing Primary
 Theydon Bois Primary
 Stebbing Primary
 Buckhurst Hill Primary
 Coopersale & Theydon Garnon Pri
 Rickling and Farnham Primaries
 Pear Tree Mead Primary
 Thomas Willingale School
 Katherine Semar Infants
 Rodings Primary
 Bentfield Primary
 St Mary's, Hatfield Broad Oak
 RA Butler Infant & Juniors
 Moreton CE Primary
 Great Dunmow Primary
 Leverton Infants & Juniors

In Attendance

Pam Langmead
 Nigel Hookway
 Nick Saunders
 Steve Phillips
 Lesley Howes
 Geoff Mangam

Professional Officer
 EPHA Executive Director

 CSS South
 Provide
 Provide

LA Officers

Clare Kershaw
 Nicola Woolf
 Cathie Bonich
 Iain Birtwell

Head of Commissioning
 Lead Strategic Commissioner West
 SEC (West)
 SEC (West)

Apologies

Gary Brown
 Kath Holland
 Julie Lorkins

Ashdon Primary
 Jerounds Primary
 St Andrew's CE Primary, N Weald

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

WEST EPHA MEETING MINUTES 16 November 2016

1. WELCOME AND INTRODUCTIONS

Isobel Barron, Chair of WEPHA, welcomed headteachers to the district and area meeting.

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

Teresa Avey	Freshwaters Primary Academy (Head of School)
Tracey Bratley	Manuden Primary
Michael Clark	Roydon Primary
Neil Coster	Pemberley Primary
Alan Gardiner	Farnham and Rickling Federations (Acting Head)
Victoria Haylock	Nazeing Primary
Jocelyn Hurry	Waltham Holy Cross Primary
Karen Legge	Chigwell Primary Academy
Terena Morton	Coopersale and Theydon Garnon CE Primary School
Jen Shackleton	Thaxted Primary
Emma Vincent	RA Butler Infant and Junior Schools
Amy Wareham	Matching Green C of E VC Primary School
Sandra Way	Stapleford Abbots CE Primary (Interim Headteacher)

b) Farewell to the following Headteachers:

Deidre Mooney	Waltham Holy Cross Primary
Adam Vincent	Buckhurst Hill 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. **WEPHA 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**

WEST meetings with the Local Authority officers 2016/2017 -at Weston Homes Business Centre, Takeley

Wednesday 1 March 2017

Wednesday 21 June 2017

Headteachers’ Annual Conference 2017

Friday 14 March 2017 Stock Brook Country Club, Nr Billericay

Deputy Headteachers’ Annual Conference 2017

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