

**MINUTES OF THE ESSEX PRIMARY HEADTEACHERS' ASSOCIATION
ANNUAL GENERAL MEETING ON THURSDAY 1 OCTOBER 2026
COMMENCING AT 9.00 am
Held at The Lion Inn, Boreham**

Headteachers present

Sue Bardetti	Holland Haven Primary
Dale Bateman	Coopersale and Theydon Garnon CE Primary
Liz Benjeddi	South Green Junior School
Heidi Blakeley	Abacus Primary
Amanda Buckland-Garnett	Collingwood Primary
Luke Bulpett	Brightside Primary
Terri Chudleigh	Briscoe Primary
Anna Conley	The Howbridge Infant School
Aaron Cross	Kingston Primary
Dawn Dack	Wentworth Primary
Alan Garnett	North Primary
Richard Green	Grove Wood Primary
Nick Hutchings	Hamilton Primary
Claire Jackman	Great Easton Primary
Clare James	Maylandsea Primary
Chris Jarman	St Mary's CE Primary, Saffron Walden
Ian Kendal	Our Lady of Fatima Trust
Pam Langmead	EPHA Professional Officer
Ian MacDonald	Elmstead Primary
Kerry Malcolm	Rowhedge CE Primary
Mark Millbourne	Prettygate Schools/Gosbecks Primary
Samantha Murrell	Lubbins Park Primary
Stephanie Newland	St Margaret's CE Primary, Toppesfield
Lisa Patient	Noak Bridge Primary
Nicky Patrick	Spring Meadow Primary
Harriet Phelps-Knights	Janet Duke Primary
Richard Potter	Home Farm Primary
Colin Raraty	Rodings Primary
Amanda Reid	Perryfields Infants
Claire Smith	Riverside Primary
Joanne Willcox	Hillhouse Primary

Also in attendance

Gemma Stacey	Essex NHS ICB
Clare Angell	Essex NHS ICB

If your attendance has not been recorded please contact the EPHA Professional Officer at pam@langmead.me.uk to have the minutes amended.

Action

1. APOLOGIES FOR ABSENCE

Apologies were received from:

Emily Bartram	Radwinter Primary
Dida Burrell	White Court Primary
Becky Keitch	St George's CE Primary, Great Bromley
Richard McIntosh	The Bishops CE and Catholic Primary
Jinnie Nichols	SGASA
Matt O'Grady	West Horndon Primary
Marne Reynecke-Raybould	Ashdon Primary
Melissa Taylor	Life Education Trust
Gary Soars	Edward Francis Primary
Adam Squirrell	Stanway Fiveways Primary
Nick Taylor	Writtle Juniors
Kevin Watts	Great Dunmow Primary

2. WELCOME

Harriet Phelps-Knights, Chair of EPHA, welcomed everyone to the meeting and introduced herself to colleagues. She welcomed new members of the Executive, and also Alan Garnett, headteacher at North Primary and NAHT Branch Officer, who was attending the AGM.

3. REPORTS ON THE 2025/2026 YEAR

A. EPHA CHAIR'S REPORT

Harriet Phelps-Knights gave the following report about the previous year as Chair of the Essex Primary Heads' Association.

Firstly, a massive thank you to everyone who has represented EPHA and been an integral part of making a difference to the pupils and schools in Essex. Thank you all for your support of our Headteachers.

Our priorities for 2025 were:

Local Government Reorganisation – and the implications for EPHA. We met with primary colleagues from Southend and Thurrock to forge relationships and collaboration in anticipation of LGR. As we know this has now been paused, which means the status quo and the good work we do to support schools and headteachers can continue.

Early Years – and working together to raise awareness of the expertise in the system and capacity across the system and the issues arising in Early years. This is still ongoing but the Best Start in Life agenda has had some positive impact and we will continue to keep this at the forefront of

conversations going forward.

OFSTED support and focus. We held some great training sessions, we had Peter Stonier talk at our area meetings, and he was astonished with the level of things that leaders have to deal with and he vowed to take this back to his inspection teams to make sure they were fully aware of the daily pressures for headteachers. During my inspection in July the HMI referenced this and the fact that Peter Stonier had kept his promise and relayed our challenges to inspectors.

Inclusion in mainstream schools. We continue to lobby the local authority on the challenge of the increase of complex needs in mainstream schools. We as an Executive have been part of the SEN reform discussions that have taken place and we will continue to be present during the implementation phase over the next 3 years having a voice in the establishment of clusters, Expert at Hand offer, and how the move away from EHCPs and the introduction of Individual Support Plans can be managed.

Headteacher wellbeing continues to be a priority and we will continue to signpost, provide colleague support, networking opportunities, advice and training. We welcome the connection with the NAHT and Alan Garnett as the NAHT Essex Branch secretary to work jointly to provide support for heads as the pressure of the job including OFSTED, complaints, parental use of AI, SARs and FOIs all become more and more prevalent for heads.

I would like to finish by thanking Pam who continues to be the glue that holds us all together with her knowledge, expertise, humour and some swearing at times!

A massive thank you to Jinnie Nichols who has represented the small schools on Schools Forum and has been the voice of small schools on the Executive. Due to the pressures of running three small schools, Jinnie has made the difficult decision to step back from Schools Forum and the Executive but we are pleased that she will continue to chair the small schools group for the time being.

Thank you to Dawn Dack who has been a member of the Executive for over 22 years, including being the County Chair and Mid Chair during her time. This will be Dawn's last meeting and we would like to thank Dawn for her commitment to Essex Schools and EPHA, and the difference you have made. We hope you enjoy your retirement.

Thank you to Nick, as Vice Chair, for bringing the bounce and energy to the role.

Remember: alone we can do so little, together we can do so much. We are stronger together and I thank you for everything you do to ensure the strength of our association.

EPHA PROFESSIONAL OFFICER'S REPORT

B.

Pam Langmead gave the following report, reflecting on her work on behalf of EPHA over the last year.

Much of the 2025/2026 school year was taken up with trying to fathom out the proposals to reorganise the Greater Essex two-tier authority system. In March the Government announced that

it was “minded to” adopt a 5 unitary authority structure, getting rid of the existing 15 councils. We were looking at the demise of both ECC, and possibly EPHA, in 2028, and trying to work out the future became a distracting priority for all. Then, much to everyone’s surprise, and our relief, the new Andy Burnham Government announced that the proposal would be paused, if not scrapped entirely. **EPHA lives to fight another day.**

Notwithstanding all of that, the year was as demanding as ever for school leaders, and I think it is fair to say that managing pupils with SEND and complex needs continues to be one of the greatest challenges, impacting schools in numerous ways, including adding to the pressure on budgets and staff. Heads are also managing extremely difficult complaints from parents, plus a number of suspensions and permanent exclusions. All of these issues take time and knowledge, and can be very demanding. All that, and a bewildering number of new initiatives and requirements – at times, the pace of change feels overwhelming for schools.

EPHA takes the wellbeing of Essex primary, infant and junior heads very seriously and our main aim is to support them through the work of the association; my role as Professional Officer is as busy as ever and, I hope, has added value for headteachers and their schools. We have responded to the increased number of complaints and exclusions by providing training and support, including offering free training to staff and governors. Courses this year have included training on “managing complaints”, “suspensions and permanent exclusions”, the “governors role in the new Ofsted framework”, and “how to support your headteacher” – a really important topic.

As always, the headteacher briefings continue to be key part of my role, taking up lots of time in the first few weeks of each term, delivered as a mix of online or in-person meetings, depending on the preference of each partnership. I am delivering the briefings to 27 clusters across the county, plus an “overspill” meeting for those who can’t attend a local meeting. In addition, I also run a termly session for governors, with about 380 on the email group, and now deliver the termly briefing for the Essex Clerks’ Association. I believe that EPHA offers real value when we can offer free resources that save individual headteachers time and energy, allowing them to focus on leading their schools effectively; for example, I have updated and recorded a new version of the safeguarding training for governors at the beginning of the autumn term 2026, along with updated safeguarding resources based on the new version of KCSiE.

The EPHA Colleague Supporter programme continues to support headteachers across the county. At the time of writing I am arranging Colleague Support for the new headteachers and heads of schools who have taken up posts this term – there are around 45 new heads and many of them are brand new to headship and/or Essex. Thank you to those serving headteachers who continue to give their time and expertise to the programme.

The “Seven-minute staff meetings” remain popular with headteachers and school leaders. Although they mainly focus on safeguarding issues, they also include topics such as data protection and Ofsted; recent subjects have included a focus on the gender questioning guidance set out in Keeping Children Safe in Education.

The Small Schools Support Group has gone from strength to strength and offers small school headteachers support, information and resources, such as paid-for membership of NASS (National Association of Small Schools) and also access to FundEd. The Small Schools Support Group comprised of around 60 headteachers in schools with fewer than 120 pupils. We hold two meetings

a term, and are running our fourth conference in October, following a very successful and popular event last year.

The meetings focus on the particular challenges that small schools face, but we also aim to celebrate the positive aspect of these schools and offer support and a network for these headteachers. In addition, I run a small school governors' network, and they meet online twice a term to discuss the challenges they face and to share good practice. Last year's themes for discussion included SEND, Local Government Reorganisation, and succession planning; we start this term with a focus on effective headteacher performance management.

Our annual conferences for Headteachers and Deputies continue to be very popular and the conference in March was extremely well attended; these are definitely a highlight in the year for school leaders.

I attend numerous meetings on behalf of EPHA, as detailed in my termly report to the Executive. In addition to attendance at those meetings, my work for the Association 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, particularly around complaints, exclusions and other challenges;
- Identifying and supporting new headteachers;
- Managing the Colleague Supporter programme and capacity support opportunities;
- Termly briefings to headteacher groups, governors and clerks;
- Managing the Small Schools Support Group, running those meetings, planning the annual conferences, managing the governor network;
- Writing and delivering training to governors and staff;
- Planning, organising and running the conferences during the year;
- Updating support materials for schools, including statutory policy lists, website checklists, and the Support Directory;
- Organisation and management of the area meetings;
- Managing requests for headteacher wellbeing support;
- Managing the EPHA finances: paying claims and invoices (including from Colleague Supporters), supporting area treasurers, producing reports, paying in cheques;
- Updating EPHA records and the website;
- Other tasks as required.

As ever, it is a great privilege to work for and support primary-phase headteachers in Essex and I look forward to another busy year in 2026/27.

4. CONSTITUTION

It was noted that the Constitution for the Essex Primary Headteachers' Association was available on the website in advance of the AGM, and was reviewed by headteachers at the meeting. There were no proposed changes on the draft constitution circulated in advance of the meeting.

It was **AGREED** that the Constitution would be **ADOPTED** for the coming year. The document would

be updated by the EPHA Professional Officer and would be circulated with the minutes of the meeting and posted on the EPHA website.

Professional
Officer

5. TREASURER'S REPORT

Pam Langmead, Professional Officer and treasurer, circulated reports relating to the EPHA accounts:

- a Current Account income and expenditure statement from 1 August 2025 – 31 July 2026;
- a statement of the conference account from 1 August 2025 – 31 July 2026.

Both statements have been checked and agreed as a fair and accurate record of the accounts, by Ann Cutting, School Business Manager at Burnham-on-Crouch Primary School.

The following reports were presented to the meeting:

- a) The following reports were presented to the meeting:

Current account income and expenditure 30.04.26 – 09.09.26

	Expenditure	Income	Notes
DSG		£178,400.00	446 schools x £400
Subscriptions		£2,800.00	Independent schools/ESSET
Miscellaneous	£5,074.75		tech support, folders etc
Supply cover	£1,520.00		
Travel & mileage	£190.08		
Professional Officer	£27,862.45		
Meetings	£20,685.50		Venues and presenters
Colleague Support	£1,130.80		
Headteacher wellbeing	£101.26		
EPHA Chair supply	£3,465.00		
EPHA Chair expenses	£5,569.90		
Totals	£65,599.74	£181,200.00	

The Professional Officer expenditure for April 2026 – August 2027 is broken down into

- professional fees £26,439.00
 - mileage £ 877.45
 - expenses paid on behalf of EPHA £ 546.00
- £27,862.45

Part of the PO expenses paid on behalf of EPHA is a monthly Zoom subscription of £103.19 which supports the online meetings, briefings, conferences and webcasts run by the Association.

The de-delegated funding of £400 top-sliced from all schools, was received on 27 July 2026. There was additional income from four independent schools and ESSET.

Bank statements for account 00795978

17.04.26	£89,153.08
10.09.26	£201,508.76

b) Conference account Income and Expenditure 02.04.26 – 25.08.26

	Expenditure	Income
Headteacher conference 2026	£5,841.53	£5,750.00
Deputy conference 2026	£00.00	£13,290.00
WEPHA conferences	£3,585.75	£2,665.00
Miscellaneous (training etc)	£9,246.80	£3,700.00
Bank charges	£44.61	

Please note that the income and expenditure relates to this 4 month period, and therefore doesn't record the overall income and expenditure for each event.

Bank statements for account 17215168

31.03.26	£12,905.35
25.08.26	£19,066.06

Pam noted that a the Ofsted training sessions run by Helen Youngman in February and July were well attended and received by headteachers. However, these were offered at a modest fee to heads and were significantly subsidised by EPHA, hence the considerable expenditure on training this year.

c) EPHA funding

In 2024 the Executive discussed the Association's expenditure, and it was agreed that the annual subscription from schools and academies should be increased to £400. This was agreed at the four area annual general meetings, and the increased funding was received from the LA in August. In addition, it was agreed that the conference fee should increase to £150 per delegate, and this has resulted in a meaningful increase in income to the conference account. The Professional Officer noted that the increase of both the school's contribution and the cost of conferences has meant that the Association is sustainable for the time being, and is able to offer a wide range of resources, meetings and support to Essex Primary headteachers. It was agreed that, as LGR has been cancelled for the time being, there is no need to increase the EPHA contribution. It was therefore **AGREED** that the annual contribution should continue to be £400 and will be collected by top-slicing from the Schools Block, as agreed by Schools Forum.

d) Financial Regulations

It was noted that the Financial Regulations for the Essex Primary Headteachers' Association were circulated and were available on the website in advance of the AGM, and were reviewed by headteachers at the meeting. There were no proposed changes.

It was **AGREED** that the Financial Regulations would be **ADOPTED** for the coming year. The document would be updated with the date of the AGM by the EPHA Professional Officer and would be circulated with the minutes of the meeting and posted on the EPHA website.

**Professional
Officer**

6. ELECTION OF OFFICERS

a) Election of Chair

It was noted that one nomination had been received prior to the meeting for the position of Chair for the Essex Primary Headteachers' Association, from Harriet Phelps-Knights (Janet Duke Primary). There were no further nominations received at the meeting and **Harriet Phelps-Knights was duly elected as Chair**. She was thanked for the work she has done on behalf of Essex Headteachers during the year and for agreeing to continue as Chair of the Association. Her experience and knowledge and dedication to EPHA is very valuable and much appreciated, and ensures that the Association has a strong voice and presence in Essex.

b) Election of Vice-Chair

It was noted that one nomination had been received prior to the meeting for the position of Vice-Chair; Nick Hutchings, (Hamilton Primary, Colchester) agreed that he would be prepared to continue in this role.

There were no further nominations received and **Nick Hutchings was duly elected as Vice-Chair**. He was thanked for the work he has done on behalf of Essex Headteachers during the year and for agreeing to continue as Vice-Chair of the Association.

c) Election of Executive Treasurer

It was proposed that the Association should continue to elect a headteacher to act as Executive Treasurer, to help oversee the work of the county treasurer/Professional Officer. **Heidi Blakeley (Abacus Primary)** agreed to continue in this role.

It was noted that Pam Langmead, Professional Officer, will continue to undertake the day to day work and financial administration as County Treasurer.

d) Area and Local Delivery Group Representatives

Following the Area AGMs that took place online during the summer term, it was confirmed that the following headteachers will represent the South, Central (Mid), North-East and West Areas and partnerships on the Executive Committee.

SOUTH Area

Chair	Richard Green	Grove Wood Primary
Vice-Chair	Luke Bulpett	Brightside Primary
Wickford	Heidi Blakeley	Abacus Primary
Billericay	Liz Benjeddi	South Green Juniors
Rochford	Claire Smith	Riverside Primary
Rayleigh	Gary Soars	Edward Francis Primary
Canvey Island	Samantha Murrell	Lubbins Park Primary
Basildon East/Pitsea	Terri Chudleigh	Briscoe Primary
Basildon West	Lisa Patient	Noak Bridge Primary
Castle Point/Benfleet	Aaron Cross	Kingston Primary
Brentwood	Matt O'Grady	West Horndon Primary
Partnership Lead	Heidi Blakeley	Abacus Primary

MID Area

Chair	Dawn Dack	Wentworth Primary
Vice-Chair	Amanda Reid	Perryfields Infant School
Braintree	Dida Burrell	White Court Primary
Chelmsford North	Amanda Reid	Perryfields Infant School
Chelmsford West	Nick Taylor	Writtle Juniors
Chelmsford South	Richard McIntosh	Baddow Hall Juniors
Maldon	Dawn Dack	Wentworth Primary
Dengie	Clare James	Maylandsea Primary
Witham	Anna Conley	The Howbridge Infants
South Woodham Ferrers	Amanda Buckland-Garnett	Collingwood Primary
Halstead	Stephanie Newland	St Margaret's CE Primary, Toppesfield
Partnership Lead	vacancy	

NORTH EAST Area

Chair	Nick Hutchings	Hamilton Primary
Vice-Chair	Richard Potter	Home Farm Primary
Tendring Mid	Ian MacDonald	Elmstead Primary
Tendring South	Sue Bardetti	Holland Haven Primary
Tendring North	Becky Keitch	St George's CE Primary, Great Bromley
Harwich & Dovercourt	Nicky Patrick	Spring Meadow Primary
Colchester East	Mark Millbourne	Prettygate Schools
Colchester West	Nick Hutchings	Hamilton Primary
Tiptree & Stanway	Adam Squirrell	Stanway Fiveways Primary
Partnership Lead	Kerry Malcolm	Rowhedge CE Primary

WEST Area

Chair	Chris Jarman	St Mary's CE Primary, Saffron Walden
Vice-Chair	Marne Reynecke-Raybould	Ashdon Primary
Epping Forest South	Joanne Wilcox	Hillhouse CE Primary
Epping Forest Rural	Dale Bateman	Coopersale and Theydon Garnon CE Primary
Harlow	Ian Kendal	Our Lady of Fatima Trust
Uttlesford North	Emily Bartram	Radwinter Primary
Uttlesford South	Claire Jackman	Great Easton CE Primary
Partnership Lead	Colin Raraty	Rodings Primary

It was confirmed that the Executive Membership list has been updated to reflect these changes, and will be made available on the EPHA website. All of the Executive members were thanked for their contribution and commitment to EPHA and for representing their local colleagues.

**Professional
Officer**

7. EPHA PRIORITIES FOR THE 2026/2027 SCHOOL YEAR

The EPHA Chair suggested the following priorities for the academic year ahead.

SEND will continue to be a key priority for all schools and therefore for EPHA.

Harriet, Nicky Patrick and Claire Jackman are part of a CEO and Headteacher Reference Group, led by Clare Kershaw and Ralph Holloway, which is considering how the SEND reforms in Essex can be delivered, with the agreement and collaboration of schools. At the meeting, headteacher and CEOs were vocal about not making decisions about the remit and make up of SEND cluster groups too hastily. It was suggested that not all headteachers have realised that in three years' time EHCPs will no longer be commonplace in schools and will be mostly replaced by Individual Support Plans. In addition, substantial funding from the High Needs Block will be allocated through clusters. It will be essential that school collaborate. The reference group has considered the need to include representatives from Early Years, and the Essex Family Forum and/or SENDIASS to ensure that parents' views are represented. It was noted that many schools don't bother to apply for Band 1 funding, but that parents expectations around what can be expected and funded through EHCPs are often unrealistic.

At the meeting the reference group considered the existing make up of a wide range of clusters, including MATs, partnerships, existing SEN clusters and so on. There will be a need to map where SEN needs are greatest and the percentage and complexity of pupils with SEN in each school.

A possible SEND cluster might be made up of a secondary school and its feeder primaries, but there is no suggestion that the secondary school would automatically lead or manage the SEN provision and funding. Clare Kershaw's vision of a future system is positive, but may be a challenge to implement.

One headteacher noted that within her MAT the individual schools are already talking about what they can offer in terms of provision.

There was a discussion about the current quality of EHCPs and decisions about funding as a result of the Local Authority trying to manage the backlog of outstanding needs assessments. A number of headteachers noted the number of consultations that they had been asked to respond to during the summer holidays.

It was agreed that these concerns would be raised at the meeting with LA Officers later in the day.

It was noted that, although the reference group will be an important partner in the design of the clusters and how SEN will be supported, ultimately this will be a decision made by the Local Authority. One headteacher stressed the need for financial regulations for future funding arrangements.

It was **AGREED** that **headteacher wellbeing and managing complaints** need to be a continuing priority for EPHA.

Additional comments

There was a question about the Inclusion Framework and the progress of existing bids. It was agreed that this would be raised at the meeting with LA Officers later in the day.

One headteacher asked to query the requirements around safeguarding training for volunteers.

Meeting with
LA Officers
01/10/26

Meeting with
LA Officers
01/10/26

8. WORKING WITH HEALTH

Gemma Stacey, Designated Clinical Officer for SEND, and Clare Angell from Essex NHS ICB, were welcomed to the meeting.

They explained the recent changes to the structure of Integrated Care Boards in Great Essex over the last few years, which has reduced from seven, to three, and now to one Essex ICB from April 2026. The ICB has moved towards a more strategic role, focused on commissioning services, and re-positioning need according to the local demographic. Gemma and Clare shared a presentation about the ICB changes.

The role of NHS Essex ICB

- Support people who live with complexity to reach their health goals
- Tackle inequalities for children and young people in Essex
- Support children to transition well into adulthood through positive experiences of health services
- Reduce unwarranted variation in packages of care for people living with complexity
- Drive change in integration across education, health and care
- Improve outcomes in population health



The Population Health Improvement Plan is the core document setting out a 5 year strategy for the ICB; children and young people feature as a key priority, with a focus on improving outcomes and experiences for children and young people with SEND, and their families.

Priorities include: waiting time recovery, service improvement, expansion and engagement. Essex remains an outlier in respect of the number of children in in-patient beds, and it was noted that the offer of education often stops when they become an in-patient.

The aim is to reach 100% coverage of Mental Health Support Teams by 2030; currently the percentage is 64%.

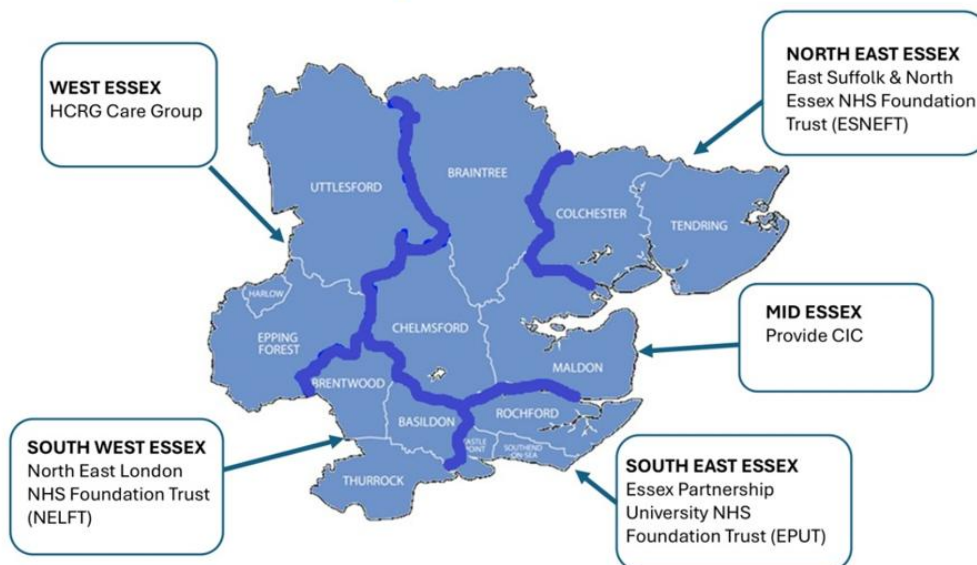
There needs to be a better understanding of the definition of mental health needs, which may differ between the expectations of the parent and the clinician.

The Essex NHS currently commissions five children's community health providers, who deliver services including speech and language therapists, physiotherapists, occupational therapists, community paediatricians in neurodiversity, nurses, including children's community nurses. There is an aim to ensure that all five health providers have a consistent offer.

At the moment, SET CAMHS is delivered by NELFT, Essex school nursing is the remit of ECFWS (Essex Children and Families Welfare Service) and dentistry is managed by primary care.

**Professional
Officer**

Children's Community Health Providers



Gemma noted that there is a plan to introduce a screening tool in six months' time, to reduce the expectations and pressure on schools to make referrals. This was broadly welcomed, but headteachers expressed the need to ensure that such a tool doesn't add to schools' workload. If it asks for a clinical diagnosis, this should not be the responsibility of school staff, but should be determined by a clinician. One headteacher referred to an existing referral form seeking support for ASD, which asks the school to "make the diagnosis". It was argued that it is reasonable to ask a school to describe a pupil's behaviour, but not to make a diagnosis, which should be determined by a clinician.

The group discussed the recent introduction of statutory allergy safety guidance, and the additional workload, pressure and cost for schools. Headteachers would welcome support from the Health service around training and free adrenaline pens, as well as support with writing Individual Health Plans. Some of the group noted that they need asthma care plans to complete the IHP, which aren't always forthcoming. It was stressed that schools need to understand a basic offer of what support they can expect from health professionals. Gemma and Stacey were not aware of the DfE allergy safety guidance, and it was **AGREED** that the Professional Officer would forward this to them.

There was a discussion about IPRA funding and how this is not always forthcoming and varies across the county. Another area that is inconsistent is the training and support offer across the county for various medical conditions, such as diabetes. Some heads reported that staff are only offered online training, whilst others are given in-person support and advice.

Gemma noted that she is on a "medical conditions in schools" Board, but currently there are no school staff on the group. It was agreed that this should be remedied.

It was noted that it is often difficult to involve health professionals in Team Around the Family meetings, and headteachers asked for this issue to be communicated to health colleagues.

Gemma and Clare were thanked for attending the meeting, and it was agreed that it would be helpful for them to attend future Executive meetings to report on progress made on these and other matters.

The meeting ended at 10.50 am

Pam Langmead
EPHA Professional Officer

.....
Harriet Phelps-Knights
Chair of EPHA