

**MINUTES OF THE ESSEX PRIMARY HEADTEACHERS' ASSOCIATION  
ANNUAL GENERAL MEETING HELD ON THURSDAY 10 OCTOBER 2019  
COMMENCING AT 9.20 am**

**Headteachers present**

George Athanasiou	Great Sampford Primary
Sue Bardetti	Holland Haven Primary
Nicky Barrand	Cherry Tree Primary
Isobel Barron	Roseacres Primary
Liz Bartholomew	The Mayflower Primary
Liz Benjeddi	South Green Junior School
Heidi Blakeley	Abacus Primary
Amanda Buckland-Garnett	Collingwood Primary
Anna Conley	The Howbridge Infant School
Dawn Dack	Wentworth Primary
Emma Dawson	Thundersley Primary
Melissa Eades	Sunnymede Infant School
Richard Green	Grove Wood Primary
Shelagh Harvey	Ingatestone Infant School
Nick Hutchings	Hamilton Primary
Pam Langmead	EPHA Professional Officer
Ian MacDonald	Elmstead Primary
Kate Mills	John Ray Infant School
Nicola Morgan-Soane	Trinity Road Primary
Maire O'Regan	Margaretting Primary
Donna Parker	Ardleigh St Mary's Primary
Paula Pemberton	Hazelmere Junior School
Harriet Phelps-Knights	Janet Duke Primary
Richard Potter	Home Farm Primary
Angela Russell	St Anne Line Catholic Infant School
Suzy Ryan	Fingringhoe Primary
Neil Taggart	Ingatestone and Fryerning Junior School
Karen Tucker	Canvey Junior School
Jonathan Tye	Churchgate Primary
Mark Solomons	Welbee

## 1. APOLOGIES FOR ABSENCE

Apologies were received from:

Lois Ashforth	Cold Norton Primary
Dawn Baker	Lawford Mead Primary
John Clements	Hatfield Heath Primary
Mary Jo Hall	St Thomas More Catholic Primary
Julie Lorkins	St Andrew's CE Primary, North Weald
Hayley O'Dea	Great Wakering Primary
Amanda Reid	Perryfields Infants
Gary Soars	Edward Francis Primary

## 2. WELCOME

**Harriet Phelps-Knight, Chair of EPHA**, welcomed everyone to the meeting and introduced herself to colleagues. She welcomed new members of the Executive and other headteachers who were attending the AGM. Harriet noted that Shelagh Harvey, who has represented Brentwood for several years, will be stepping down from the Executive. Shelagh was thanked for her contribution and commitment to EPHA.

## 3. REPORTS ON THE 2018/2019 YEAR

### A. EPHA CHAIR'S REPORT

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

Firstly, thank you to all members of the Executive for their support and hard work on behalf of all Heads, other leaders in school, pupils and communities. As ever it can be a very lonely job being a headteacher and the support of other heads, worker tireless on our behalf is a real comfort in difficult times.

Secondly, I would formal like to register our thanks to Pam; we all have high praise for Pam personally and also on behalf of colleagues. On this note we would like to present you with a small token of our appreciation this year for everything you do and everything you have made the Essex Primary Heads' Association.

And third, a thank you to Nick who bounces around energising us all with his honest approach and direct questions when we need them most. Nick, you are a fabulous county vice chair and I personally thank you for that.

Our priorities for last year were:

Support for new heads, and the colleague supporter programme has been very well received by

new Heads with excellent feedback for the support they received so this will continue going forward.

EWHMS - we continued throughout the year to hold them to account but changes in personnel and a shift in their focus meant that they were not as keen to meet with us and we feel that EWHMS didn't deliver what they had promised, although the helpline was well used and a welcome addition to schools' toolkit

We have had some excellent training sessions this year with the exclusion training being one. After the training, and following requests from those that attended for equality and diversity training, we will be putting this on in the new year.

Termly briefings continue to be an asset to the offer from EPHA, the level of positive feedback from Heads is excellent and these briefings keep us fully informed, aware of changes, focused on what we need to do and making it easier to see the wood from the trees.

Conferences have been very well attended and very well received. The deputy conference last week had 250 in attendance. And the heads' conference is just as well attended. We will continue to work on ensuring that these conference meet demand whilst meeting the brief of providing support, training and awareness in an upbeat positive way.

We have met with the company, Juniper Education who bought EES. We were very encouraged by their vision and willingness to engage with schools and they will be at the Executive meeting later this morning.

We have also engaged with a cross party discussion to address the issue of missing children and the ease at which parents can just home educate their children when the going gets a bit tough. Tomorrow we are looking at a motion to put to cabinet in relation to this.

We will continue to work together in order to support Heads in what are always challenging circumstances no matter what school or OFSTED grade you are working under.

Thank you everyone.

## **B. EPHA PROFESSIONAL OFFICER'S REPORT**

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

2018/19 was a busy year for the Association, with continued good attendance at the primary headteacher meetings, and two extremely successful conferences for Headteachers and Deputy Heads. The Headteachers' conference was particularly well received, largely due to booking national key note speakers, including Lord Robert Winston, Mick Waters and Adam Kay. The challenge, as always, will be to match the conference next March!

The headteacher briefings continue to be a key part of my role, particularly in the first few weeks of each term. I am now delivering these briefings to 27 clusters across the county. I think that most headteachers who attend find these valuable, if a bit demanding (the dreaded “do-list”)! It certainly gives me an opportunity to meet with, and hear feedback from, groups of primary headteachers across the county, and enables me to keep up to date with the main issues in each locality.

The “Seven minute staff meetings” continue to prove popular with headteachers and school leaders. Whilst they mainly focus on safeguarding issues, they also include subjects such as data protection and the new Ofsted framework. These are intended to be used to keep staff informed and up to date about key topics, and each “staff meeting” includes a PowerPoint presentation and an accompanying information handout.

An important addition to the EPHA offer last year was the introduction of the Colleague Supporter programme. We have 34 Colleague Supporters on our books and in 2017/18 they supported 12 new and acting headteachers. At the time of writing I am arranging Colleague Support for around 20 new headteachers in primary schools. Thank you to those serving headteachers who have generously given their time and expertise to the programme.

EPHA continues to provide free (or heavily subsidised) training for headteachers. Following well-received sessions at the termly meetings in June, I organised all-day exclusions training delivered by barrister, Tanya Callman. 200 headteachers attended this training and the evaluations confirmed that it was both needed and welcomed. We plan to run training in the spring term, around the equalities act. I have also begun to deliver some training to governors, to support headteachers and their schools, though this is limited by my capacity!

EPHA works closely with the secondary heads’ association, ASHE, and in May I ran a session about EPHA and governance to a number of new secondary headteachers. An important development during the year was to strengthen our links with ESSET (Essex Special Schools Education Trust). I attended an ESSET Executive meeting and, as a result, we have encouraged a number of primary-phase special school headteachers to attend EPHA meetings and briefings. ESSET pay an annual contribution to enable their headteachers to be honorary members of EPHA.

I continue to attend numerous meetings on behalf of EPHA, as detailed in my termly report to the Executive and have increased the number of meetings where I represent primary headteachers. In addition to attendance at those meetings (and writing follow-up reports), 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;
- Identifying and supporting new headteachers;
- Managing the Colleague Supporter programme;
- Briefings to headteacher groups – 27 partnerships/clusters are now holding termly

briefings – researching and writing briefing notes and presentations –and keeping them up to date as new directives, guidance and documents are introduced;

- Writing 7 minute staff meetings – County Lines, and the new Ofsted framework, plus a checklist following the notification phone call. Also an update of all of the existing materials, to ensure that they are up to date with new guidance;
- Updating support materials for schools, including statutory policy lists, website lists, and the Support Directory;
- Organisation and management of the exclusions training for the autumn term;
- Organisation and management of the area meetings in the summer and autumn terms;
- Organisation and management of the WEPHA conferences;
- Managing the EPHA finances: paying claims and invoices (including from Colleague Supporters), supporting area treasurers, producing reports, paying in cheques;
- Managing the bookings, organising and running the Deputy Headteacher conference, future planning for Heads' conferences;
- Updating EPHA records and website;
- Other tasks as required.

As ever, it is a great privilege to work for and support primary headteachers in Essex and I look forward to another busy year in 2019/20.

#### 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 to the Constitution.

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.

EPHA PO

#### 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 2018 – 31 July 2019;
- a statement of the conference account from 1 August 2018 – 31 July 2019.

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.

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a) The **Current Account Income and Expenditure** statement for the period 01 08 17 to 31 07 18.

	Expenditure	Income	Balance
<b>OPENING BALANCE</b>			<b>£225,848.93</b>
Miscellaneous	£2,741.76	£2,395.00	
DSG		£145,920.00	
Subscriptions		£00.00	
Supply	£12,666.00		
Travel & mileage	£6,137.52		
Colleague Support	£2,152.21		
Professional Officer	£60,471.97		
Meetings	£33,920.38		
<b>Totals</b>	<b>£118,089.84</b>	<b>£148,543.15</b>	

**Closing balance for account 00795978** **£256,302.24**

*Notes*

*The DSG top-slice equates to 456 schools each paying £320.*

*The Professional Officer expenditure for 2018/19 is broken down into*

- *professional fees* £52,830.00
  - *mileage* £3,831.05
  - *expenses paid on behalf of EPHA* £3,810.92
- £60,471.97**

b) The **Conference account Income and Expenditure** statement for the period 01 08 18 to 31 07 19.

	Expenditure	Income	Balance
<b>OPENING BALANCE</b>			<b>£64,405.73</b>
Headteacher conference	£30,353.50	£23,925.00	
Deputy conference	£16,921.14	£27,040.00	
WEPHA conferences	£8,421.00	£6,320.00	
Training income		£4,650.00	
<b>Totals</b>	<b>£55,877.64</b>	<b>£61,935.00</b>	

**Closing balance for conference account** **£70,463.09**

**Total of Current account and conference account statements end of July 2019:**

Bank balance account 00795978	£257,157.66
Conference account	£70,463.09
<b>Total assets</b>	<b>£327,620.75</b>

The Treasurer reminded the attendees that, in line with the recommendation from the Schools Business Manager who has audited the accounts, she investigated whether or not EPHA needs to formalise its legal status, and possibly register for VAT. It was confirmed that EPHA can continue to run as an unincorporated association (in the same way that ASHE is set up) and is exempt from VAT as the income is from schools. The Treasurer confirmed that she has acquired professional

indemnity insurance, as advised last year.

The Treasurer explained that, while the Association's assets are currently very healthy, the EPHA expenditure has risen considerably in the last two financial years, as EPHA is now paying all of the expenses for the termly headteacher meetings and the Executive meetings, as well as running an increasing number of events, training courses and conferences for headteachers, in addition to offering the Colleague Supporter programme.

One headteacher asked about the loss made on the annual Headteacher conference in March, of £6,610.50. The Treasurer explained that the presenters at the conference had been high calibre and, in some cases, charged high professional fees. She noted that the cost of conference presenters ranges widely, from around £200 to around £8,000. Her experience of running conferences for over 15 years shows that many presenters have increased their fees considerably. The headteachers at the AGM agreed that the national standing and calibre of presenters at the EPHA conferences is welcomed by Essex heads and deputies, and the conferences are always extremely well attended. The group discussed whether or not to increase the current charge of £100 per delegate, which compares very favourably with many other national conferences. It was suggested that the current funding from each school, which allows EPHA to offer high quality support and services, also enables the Association to subsidise its conferences and training events. It was **AGREED** that, while the EPHA finances remain so healthy, the Association should continue to offer high quality, subsidised events to benefit its members, and this recognises the challenging financial situation of many schools.

**c) EPHA funding**

The EPHA Chair proposed that the DSG top-slice in the 2019/20 financial year should, once again, be £320 per school. If this is agreed at the AGM, there will be no requirement for the Schools Forum to revisit this decision. Taking into account the continuing costs for the Association, the scope of its activities and, in particular, the uncertainty of future funding, it was unanimously **AGREED** that the top-sliced contribution from the DSG should be £320 in the 2019/20 financial year.

**d) Financial Regulations**

It was noted that the Financial Regulations for the Essex Primary Headteachers' Association were available on the website in advance of the AGM, and were reviewed by headteachers at the meeting. There was one proposed change to the Financial Regulations: to add a sentence within the aims - *To financially support the Colleague Supporter programme*. This additional sentence was **AGREED**.

With this change (along with a correction to a date on the draft) it was **AGREED** that the Financial Regulations 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.

## 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.

### b) Election of Vice-Chair

It was noted that one nomination had been received prior to the meeting for the position of Vice-Chair for the Essex Primary Headteachers' Association, from Nick Hutchings, (Hamilton Primary, Colchester).

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. **Nicky Barrand (Cherry Tree Primary)** nominated herself for this role and was duly elected.

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 during the summer term, it was confirmed that the following headteachers will represent the South, Central (Mid), North-East and West Areas and Local Delivery Groups (or locality equivalents) on the Executive Committee:

#### SOUTH Area

<b>Chair</b>	<b>Nicky Barrand</b>	<b>Cherry Tree Primary</b>
<b>Vice-Chair</b>	<b>Richard Green</b>	<b>Grove Wood Primary</b>
Wickford	Heidi Blakeley	Abacus Primary
Billericay	Liz Benjeddi	South Green Juniors
Rochford	Hayley O'Dea	Great Wakering Primary
Rayleigh	Gary Soars	Edward Francis Primary
Canvey Island	Karen Tucker	Canvey Junior School
Basildon East/Pitsea	Nicky Barrand	Cherry Tree Primary
Basildon West	Angela Russell	St Anne Line Catholic Infants
Castle Point/Benfleet	Emma Dawson	Thundersley Primary
Brentwood	Neil Taggart	Ingatstone and Fryerning Junior School
Treasurer	vacancy	



### **MID Area**

<b>Chair</b>	<b>Dawn Dack</b>	<b>Wentworth Primary</b>
<b>Vice-Chair</b>	<b>Nicola Morgan-Soane</b>	<b>Trinity Road Primary</b>
Braintree	Kate Mills	John Ray Infant School
Chelmsford North	Amanda Reid	Perryfields Infant School
Chelmsford West	Dawn Baker	Lawford Mead Primary
Chelmsford South	Nicola Morgan-Soane	Trinity Road Primary
Maldon	Dawn Dack	Wentworth Primary
Dengie	Lois Ashforth	Cold Norton Primary
Witham	Anna Conley	The Howbridge Infants
South Woodham Ferrers	Amanda Buckland-Garnett	Collingwood Primary
Halstead	vacancy	
Treasurer	Dawn Baker	Lawford Mead Juniors

### **NORTH EAST Area**

<b>Chair</b>	<b>Nick Hutchings</b>	<b>Hamilton Primary</b>
<b>Vice-Chair</b>	<b>Richard Potter</b>	<b>Home Farm Primary</b>
Tendring Mid	Ian MacDonald	Elmstead Primary
Tendring South	Sue Bardetti	Holland Haven Primary
Tendring North	Donna Parker	Ardleigh St Mary's Primary
Harwich & Dovercourt	Liz Bartholomew	The Mayflower Primary
Colchester East	Paula Pemberton	Hazelmere Juniors
Colchester West	Nick Hutchings	Hamilton Primary
Colchester South	Suzy Ryan	Fingringhoe Primary
Treasurer	Bridget Harris	St Thomas More's Catholic Primary

### **WEST Area**

<b>Chair</b>	<b>Isobel Barron</b>	<b>Roseacres Primary</b>
<b>Vice-Chair</b>	<b>George Athanasiou</b>	<b>Great Sampford Primary</b>
Epping Forest South	vacancy	
Epping Forest Rural	Julie Lorkins	St Andrew's CE Primary, North Weald
Harlow	Jonathan Tye	Churchgate CE Primary
Uttlesford North	Mary Jo Hall	St Thomas More Catholic Primary
Uttlesford South	John Clements	Hatfield Heath Primary
Treasurer	Mary Jo Hall	St Thomas More Catholic Primary

It was noted that there are vacancies for the representatives from Halstead and from Epping Forest South, and the Professional Officer **AGREED** to follow these up. It was noted that there is no treasurer for South, but that this is a notional post as all finances are managed centrally.

It was confirmed that the Executive Membership list will be 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.

**EPHA PO**

## 7. LEADING FOR STAFF WELLBEING

Mark Solomons, founder of Welbee, and Melissa Eades, headteacher at Sunnymede Infants, were welcomed to the meeting.

Mark Solomons explained that he has been working with school leadership teams to improve staff wellbeing and results since 2009. Applying years of knowledge and research into workplace cultures, welbee is built to increase staff retention, reduce staff absences and cover, improve staff engagement and significantly cut costs for schools.

He reminded heads of a number of recent news articles and reports that note that teachers in England have the lowest job satisfaction of those in all English-speaking countries. The NfER (National Foundation for Education Research) reports that: *Teachers endure greater job-related stress than other professionals.*

He asked the question: Why improve staff wellbeing? And argues that there are a number of key reasons:

- Moral Purpose
- Legally – a formal risk assessment of staff well-being is a legal requirement.
- Outcomes – a study in 2007 links staff wellbeing with improved outcomes for pupils.
- Financially
- Retention, recruitment & absence

The new Ofsted framework focuses on workload and staff wellbeing. The inspection criteria consider whether:

- Leaders engage with their staff and are aware and take account of the main pressures on them. They are realistic and constructive in the way that they manage staff, including their workload.
- Leaders protect their staff from bullying and harassment.

He noted that the DfE often cites working hours as a key reason for job dissatisfaction although research undertaken by the University College London Institute of Education has found that working hours are largely unchanged over the last 25 years and suggests that

"These findings suggest that workload may have been given undue emphasis in the debate on teacher retention.

"Policymakers might therefore be better off focusing on other, better evidenced approaches to improving retention, such as increasing teacher pay, improving school leadership and improving working conditions."

Mark explained that experience has shown that schools want (in relation to staff wellbeing) to

- Know where to start
- What to focus on
- Simple and easy to use

The Health and Safety Executive website has useful information and tools. It sets out six causes relating to management standards – what has the biggest impact on wellbeing at work:

1. **Demands** (workload, working hours, deadlines, student behaviour...).
2. **Control** (the say staff have over what and how they work).
3. **Support** (from school, resources, line managers, senior leaders and colleagues).
4. **Relationships** (how they get on with colleagues and how this is managed).
5. **Role** (staff know of what is expected of them and how this fits with their department objectives and aims of the school)
6. **Change** (and how it is managed).

“The thing that is causing people to get ill at work and adversely affect their quality of working life is line managers who are not socially and interpersonally skilled. They don’t have the soft skills that are needed.”

Professor Sir Cary Cooper

Goldsmiths, University of London has developed a competency tool of leadership behaviours.

Area	Behaviour / Competency
Respectful and responsible: Managing emotions and having integrity	<b>Integrity</b> <i>Being respectful and honest with staff</i>
	<b>Managing emotions</b> <i>Behaving consistently and calmly around the team</i>
	<b>Considerate approach</b> <i>Being thoughtful in managing others and delegating</i>
Managing and communicating existing and future work	<b>Proactive work management</b> <i>Monitoring and reviewing existing work, allowing future prioritisation and planning</i>
	<b>Problem solving</b> <i>Dealing with problems promptly, rationally and responsibly</i>
	<b>Participative/empowering</b> <i>Listening to, meeting and consulting with the team, providing direction, autonomy and development opportunities to individuals</i>
Managing the individual within the team	<b>Personally accessible</b> <i>Available to talk to personally</i>
	<b>Sociable</b> <i>Relaxed approach, such as socialising and using appropriate humour</i>
	<b>Empathetic engagement</b> <i>Seeking to understand everyone in the team in terms of their health and satisfaction, motivation, point of view and life outside work</i>
Reasoning/Managing difficult situations	<b>Managing conflict</b> <i>Dealing with conflicts decisively, promptly and objectively</i>
	<b>Use of school and external resources</b> <i>Seeking advice when necessary from other leaders, experts and specialists</i>
	<b>Taking responsibility for resolving issues</b> <i>Having a supportive and responsible approach to issues and incidents in the team</i>

Mark stressed the importance of the school's culture, using the analogy of a house.



Where should schools start?

**Recommendations for school leaders:**

*Regularly monitor the job satisfaction and engagement of teaching staff, for example, through staff surveys, and take appropriate action to keep staff motivated.*

*Identify workload issues and intervene to increase support and reduce workload pressures where issues are identified, including effective use of line management to support teachers to reduce their unnecessary workload.*

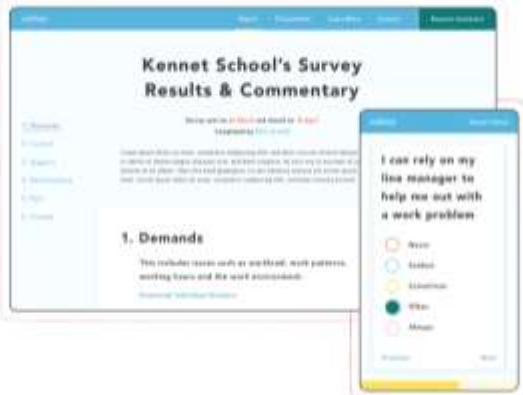
Why measure?

- To establish the gap between current performance and where you want to be
- To engage staff
- To focus on specific outcomes
- To create actions as part of your school plan
- To measure impact and agree future action

The wellbeing indicator tool is based on the HSE indicator tool. This considers

1. Demands
2. Control
3. Support
4. Relationships
5. Role
6. Change

Welbee's tool offers



**Anonymous surveys**  
Anonymous staff responses empower honest feedback

**Alleviate stress**  
Built to UK health and safety standards

**Benchmarking**  
Compare staff wellbeing to school & cross-industry averages

**Kennet School's Survey Results & Commentary**

**1. Demands**

This includes issues such as workload, work patterns, working hours and life work imbalances.

**Identify Strengths**  
Highlight and share what is going well with your staff

**Report & capture**  
Compare report results to track improvement

**Identify priorities**  
Focus only on the areas that have impact

Automated results.

Melissa Eades, headteacher at Sunnymede Infants, explained that her school used the tool to excellent effect. They ran the survey for a week. It is anonymous, so staff are more likely to respond, and is analysed independently. Welbee aims at and expects an 80% participation from staff.

She followed up the survey with staff meetings focused on the reports. The use of the wellbeing survey tool has been positive and has enable the leadership team to understand and recognise staff concerns, and to demonstrate that they are taking positive action.

Mark's current offer to Essex schools is:

Up to 200 pupils	201 - 500 pupils	501 - 1000 pupils	1001 - 1500 pupils	1501+ pupils
<del>£247</del> <b>£125</b>	<del>£347</del> <b>£175</b>	<del>£447</del> <b>£225</b>	<del>£497</del> <b>£250</b>	<del>£597</del> <b>£300</b>

This includes

- Administration and running your survey
- Advise on staff participation
- You just need to give your staff members a link
- Full reporting of results, available online through your dashboard
- Filters and benchmarks
- Your strengths and areas for focus
- Priority actions
- A presentation of results that you can use to feedback to staff
- A call to review results and help with setting your plans

He offers a no risk guarantee – your money back if you are not happy with the results

Contact Mark at

[marksolomons@wellbeingaccelerator.co.uk](mailto:marksolomons@wellbeingaccelerator.co.uk)

<https://welbee.co.uk/>

The Executive agreed that it may be beneficial for EPHA to offer training in relation to leadership competencies and staff wellbeing, and **AGREED** that the Professional Officer will look into this.

## **8. ANY OTHER BUSINESS**

There was no additional business to discuss.

The meeting ended at 10.20 am

Pam Langmead  
EPHA Professional Officer

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Harriet Phelps-Knights  
Chair of EPHA