

ESSEX PRIMARY HEADTEACHERS' ASSOCIATION

MINUTES OF THE EXECUTIVE COMMITTEE MEETING HELD ON THURSDAY 10 MAY 2018 at 9.00 am – 12.15 pm at Chelmsford City Football Club

Distribution	*Lehla Abbott	North East Vice-Chair
	*Lois Ashforth	Dengie
	*Dawn Baker	Chelmsford West/Mid Treasurer
	*Sue Bardetti	Tendring South
	*Nicky Barrand	South Chair/Basildon East & Pitsea
	*Isobel Barron	West Chair
	*Amanda Buckland-Garnett	South Woodham Ferrers
	*John Clements	Uttlesford South
	*Anna Conley	Witham
	*Lyn Corderoy	South Treasurer/Wickford
	Dawn Dack	Maldon
	*Emma Dawson	Castle Point and Benfleet
	*Sarah Donnelly	Halstead
	*Fiona Dorey	Mid Chair
	*Andy Douglas	South Vice-Chair
	Melissa Eades	Billericay
	Mary Jo Hall	West Treasurer/Uttlesford North
	Bridget Harris	North East Treasurer
	*Shelagh Harvey	Brentwood
	*Nick Hutchings	EPHA Vice-Chair/North East Chair/ Colchester West
	*Pam Langmead	EPHA Professional Officer/County Treasurer
	Julie Lorkins	West Vice-Chair
	*Ian MacDonald	Tendring Mid
	*Jacq Martin	Colchester South
	*Mark Millbourne	Harwich and Dovercourt
	Kate Mills	Braintree
	*Nicola Morgan-Soane	Mid Vice-Chair/ Chelmsford South
	*Hayley O'Dea	Rochford
	Donna Parker	Tendring North
	*Paula Pemberton	Colchester East
	Lorna Pigram	Rayleigh
	*Harriet Phelps-Knights	EPHA Chair
	Amanda Reid	Chelmsford North
	*Angela Russell	Basildon West
	*Karen Tucker	Canvey Island
	Jonathan Tye	Harlow
	Matt Woolard	Epping Forest South

Also in attendance

Sue Baldwin	Regional Schools Commissioner Eastern region
Nicky O'Shaughnessy	Director for Local Delivery, North
Sukriti Sen	Director for Local Delivery, Mid
Lee Bailey	Lead for Partnership Delivery, North
Nicki Harris	Schools HR

c) Breakdown of school improvement costs (Minute 2 refers)

It was noted that at the last meeting Yannick Stupples-Whyley (ECC Finance manager) had agreed to give a breakdown of the allocation of school improvement funding, which was de-delegated from the maintained schools budget. This information had not been forthcoming and the Professional Officer **AGREED** to follow this up.

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3. EPHA REPRESENTATION ON WORKING GROUPS AND COMMITTEES

a) Leadership Team meeting

The EPHA Chair reported that the termly Leadership Team with the Education Director and (some of the) Assistant Directors took place on 18th April. A key discussion was around the support for new headteachers in Essex and Alison Fiala and Lisa Fergus agreed to provide a paper setting out the core and traded support that is available for new heads. That draft paper was sent late the previous night, and was circulated at the Executive meeting.

The paper included an opportunity for EPHA to explain what the Association does to support new, acting and interim headteachers. This includes:

- A welcome pack and support directory, which is sent out early in the term by the Professional Officer to new heads.
- The EPHA Vice-Chair (or Chair) of each quadrant contacts the new headteachers in their area to offer support and to let them know about EPHA.

One Executive member noted that it would be particularly helpful for a new headteacher to be aware of a number of key communication routes and other issues, both locally and county-wide. These would include, for example, which emails were essential, an awareness of the Essex Schools Infolink, Education Essex and so on, and also what local and county groups they belong to (and which meetings are important to attend).

It was agreed that it would be helpful to develop a checklist for a new headteacher which could be completed by an out-going headteacher and/or Chair of Governors, to be ready and waiting for a new headteacher on day one. The Professional Officer **AGREED** to develop this checklist and to circulate it to the Executive for comment.

The group also discussed the provision of mentors for new headteachers. This is currently organised by the Local Authority, but does not appear to be consistent, and may not capture all acting headteachers who, it was agreed, need particular support. In addition, the school is required to pay for a mentor (and to broker an agreement with the headteacher who offers the service) and it was felt that this can sometime prevent the establishment of the arrangement. The Vice-Chair suggested that this role was something which could be brokered and, possibly subsidised by EPHA, and it was **AGREED** that this should be considered further.

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The Professional Officer noted that the “buddies list” which was published in the Welcome Pack sent to new heads, is very out of date and so has been removed for the time being. She suggested that the buddies list could be re-established, with the expectation that Executive members would be prepared to take on this role, which is less formal than the mentor role.

b) Any other reports from Headteacher representatives on groups

There were no additional reports received from headteachers.

4. REGIONAL SCHOOLS COMMISSIONER

Sue Baldwin, the RSC for the East of England was welcomed to the meeting.

She mentioned that speech by Damian Hinds, Secretary of State for Education, at the NAHT conference on 4th May. She felt that this speech was very helpful in a number of ways, including clarifying the role of RSCs and dealing with real or perceived inconsistencies of the role. She accepted the need for Headteacher Boards to be transparent, and mentioned a consultation that is to be launched around school accountability, and what will/should trigger schools concerns causing concern.

Sue noted that following the speech the RSCs met with Sir David Carter to discuss the speech and considered what the future measures of accountability might look like. For example, what should be done in the case of a school that has been judged to require improvement for 2 -3 cycles, what school improvements can be made?

She reminded the Executive that the first part of the speech clarified the roles of RSCs and Ofsted, and stressed that RSC visits should not be an inspection. Their job is to be interested in pupil outcomes, not how the school is achieving those outcomes. She acknowledged that suggestions and advice may be helpful, but they should be part of a very different conversation. There should be no more inspections from RSC advisers to avoid a conflict with Ofsted.

The second part of the Secretary of State's speech discussed career support, including recruitment and retention. The question of whether training for new headteachers was adequate and Sue noted the earlier discussion around mentoring for new (and acting) headteachers, and said that she would be very happy to support this aim, and that RSCs are very interested to understand what support is available for school leaders. She noted that if anyone within a MAT who feels that they are not getting sufficient support should be raising this with their academy leaders.

Priorities for the East of England

The key priority is a focus on what schools are doing for disadvantaged children. She stressed that the data suggests that there is not a brilliant outcome across the region and in Essex performance of non-disadvantaged children far outstrips the performance of disadvantaged. She mentioned a pilot project involving 80 secondary and primary schools which is looking at what does and doesn't work in relation to narrowing the gap – this is proving to be interesting.

Other key priorities are the level of exclusions, both permanent and fixed term and the quality of alternative provision, which is inconsistent across the regions. In addition the provision for SEND is inconsistent and a concern. Conversations with Local Authorities are taking place across the East of England, but particularly with the opportunity areas, such as Norfolk.

The Government has introduced a £140 million 'Strategic School Improvement Fund' for academies and maintained schools - aimed at ensuring resources are targeted at the

schools most in need of support to drive up standards, use their resources most effectively and deliver more good school places. Essex has been successful in its bid for funds to support outcomes for boys.

The Professional Officer asked if she had concerns about school funding and workload, because these were certainly a key issue and priority for schools and academies. Sue noted that the Secretary of State had been more open about funding in his speech and acknowledged that *“It is true that schools get more funding than they used to but it is also true that society asks much more of schools than we did a generation ago.*

It is true that if you compare our schools to other countries... according to the latest OECD data, per pupil, our schools get more government funding than countries such as Germany.

But there have also been real cost pressures on schools – pensions, National Insurance.”

Sue did note that schools are often unaware of what additional funding is available and that it may be helpful for the Executive to be informed about this. However, she stressed that there is no additional money available.

The Professional Officer noted that one huge financial pressure that impacts on recruitment is the cost of teacher training - £9,000 on top of the cost to a student of gaining a degree. The re-introduction of bursaries would contribute significantly to this problem which puts many graduates off entering teaching.

One headteacher argued that the DfE does not recognise or trust the experience of serving headteachers and that this is insulting and counterproductive. He said that when issues are raised, the Government is poor at listening. Sue argued that the recent speech from the Secretary of State was a step towards acknowledging the problems faced by schools and school leaders.

The Vice-Chair noted that the Government suggests that savings can be made by schools through better procurement of services, but reminded the group that up to 90+% of a school's budget is spent on staff. The squeeze on budgets has resulted in schools reducing the number of staff, either through natural wastage or redundancy (in itself a costly process) and that the impact of this will be felt on the next two to three years. He argued that the inevitable result will be a dip in pupil outcomes, an increased number of exclusions and a greater challenge to retain teachers and staff at all levels. Another headteacher explained that she is having to undertake multiple roles that should not be part of her job (cutting grass, being a social worker) as well as trying to afford a new boiler and roof – her school is reaching breaking point.

Sue agreed to take these concerns back to the DfE but also stressed the importance of school leaders taking part in the consultation which Damian Hinds has promised, ensuring that they recount their own school's experiences and challenges.

The headteachers discussed accountability measures, expressing their frustration that the only measure of progress taken into account by the DfE is the SATs outcomes. One headteacher explained that she has a very high number of disadvantaged children and, in some cases, it can take 2 -3 years of support and input by the school before they are even ready to learn. She had a visit from a DfE educational adviser who was unprepared to recognise the non-academic progress these children had made, and was only

interested in the SATs scores (Sue B asked for further information about this visit, outside the meeting). Another headteacher reiterated these concerns, reminding Sue that schools only have pupils for about 13% of the year, and are expected to bring children up to a higher academic level than ever before. She stressed that it is essential so take into account every child as an individual.

Sue noted that a school's data should be the way into a conversation, not the whole discussion. She asked for headteachers to continue this discussion and to communicate with her by email at Sue.Baldwin@education.gov.uk

The EPHA Chair thanked the Regional Schools Commissioner for attending the meeting and for being so willing to listen to the concerns of headteachers.

5. SOCIAL CARE

Nicky O'Shaughnessy, Sukriti Sen and Lee Bailey were welcomed to the meeting. The EPHA Chair explained that this was a chance to continue the discussion with Social Care leads about general concerns, but that headteachers should avoid discussing individual cases at the meeting.

Nicky noted that following discussions at the North East termly headteacher meeting in November, attended by Dave Hill, a forum has been established between Local Delivery directors and the Chair, Vice-Chair and Professional Officer of EPHA, which meets regularly.

She explained the following responsibilities for the Directors:

- Nicky O'Shaughnessy is the Director for Local Delivery, North, and has responsibility for Family Solutions and the hub;
- Sukriti Sen is Director for Local Delivery, Mid and has responsibility for Family support and protection and workforce development;
- Jenny Boyd is Director for Local Delivery, West and has responsibility for Children in Care;
- Russel Breyer is Director for Local Delivery, South, and has responsibility for children with disabilities, and transition.

The four Leads for Partnership Delivery are:

- Lee Bailey – North
- Clare Corrigan, West
- Henrietta Barkham, Mid
- Liz Martlew, South.

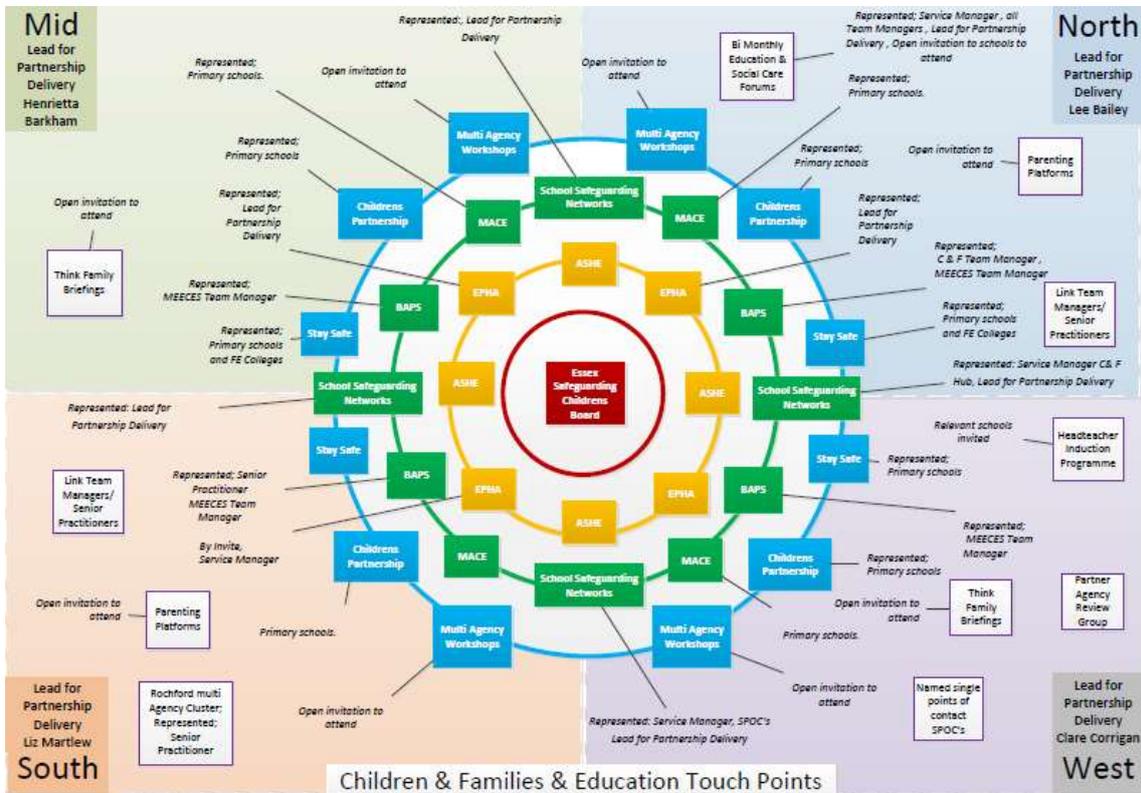
The presentation included sight of a very detailed contact list for social care. It was **AGREED** that, once this was updated, this should be forwarded to all schools via the Professional Officer.

As well as the regular meetings with EPHA leads, the Service Manager and Lead for Partnership Delivery attends the termly EPHA meetings in North and Mid. It was noted that the Leads also attend the safeguarding forum meetings in all four quadrants, which are well attended by headteachers.

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Nicky and her colleagues have also held individual meetings with headteachers. The service has developed a chart of “touch points” between Children and Families, and Education. It was **AGREED** that this should be circulated to schools.

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In the North East a regular Education Social Care Forum has been established and, as a result of demand from headteachers, this is currently monthly in Colchester and Tendring. This has been well received by schools and EPHA would like an equivalent forum to be established in every quadrant, to support effective communication between social care and education.

One headteacher asked about advice that had been given in one of the forum meetings, where heads were told that they cannot make a referral without the consent of parents. Nicky O’Shaughnessy said that this is generally the case, and that if it is not possible to obtain consent from the parent, for a variety of reasons, the referrer should phone and speak to someone at the hub. However, headteachers continued to express their concern that the issue of consent is sometimes getting in the way of the fundamental well-being and protection of the child, particularly in a case of neglect. It was also felt that there is a perception that an anonymous referral has a greater chance of success than a named referral made by a school.

Alison Duguid has been appointed as lead on the pre-birth to 19 level 2 offer.

alison.duguid@essex.gov.uk

Nicky mentioned the contract with Virgincare/Barnados which focuses on early intervention and level 2 support. It was noted that there are concerns that schools are not clear about what the contract can offer schools directly.

Headteachers were also concerned about the accessibility of support and intervention

below level 4. Nicky noted that this is provided by Family Solutions, but there was some scepticism among headteachers about how available this is to primary school children. It was agreed that Social Care needs to articulate the available level 2 services and funding more effectively.

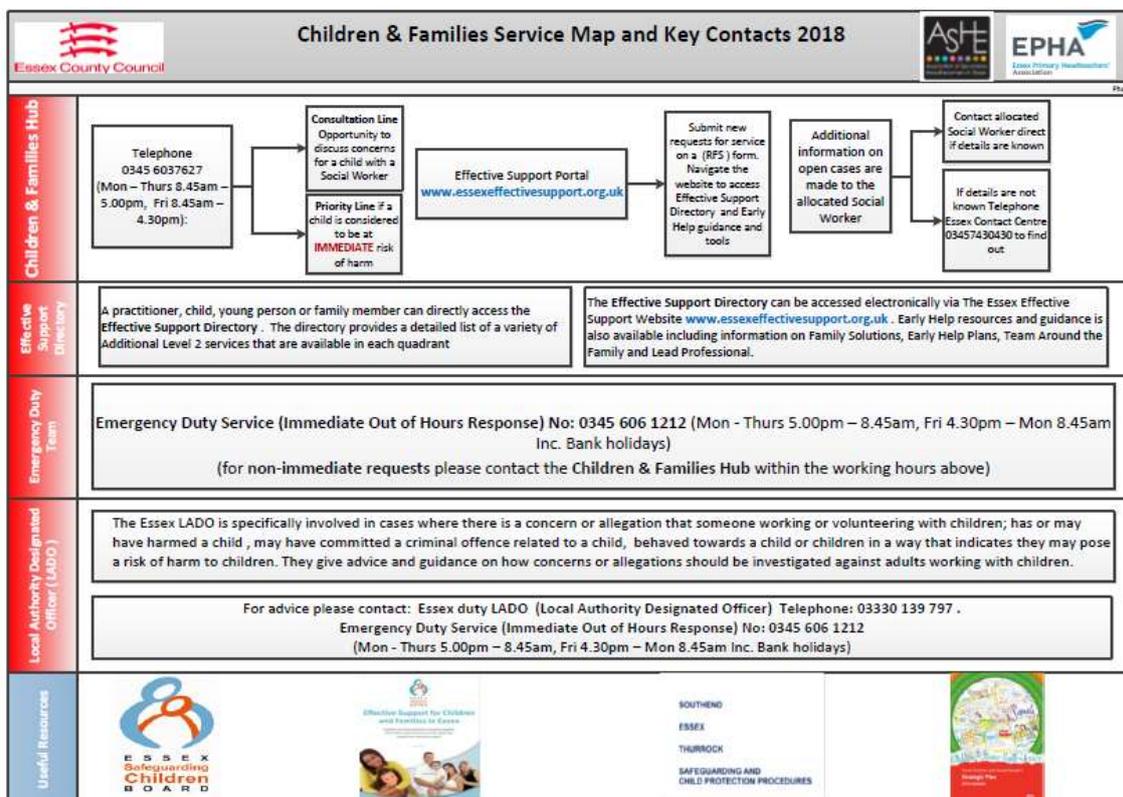
Sukriti stressed that schools are key to effective relationship building with families, as they get to know all children and families on a day to day basis, whatever their needs. However, members of the Executive responded that this knowledge of their pupils is not always recognised and accepted by Social Care workers and headteachers often feel frustrated that their professional knowledge and expertise is disregarded or ignored. There was real concern that cases are closed by Social Care, even when schools have expressly requested that they should not be, due to their extreme concern about a child.

The group discussed the additional matter of cases that should have been closed, but have not been notified officially. Nicky agreed that this needed to be addressed and asked schools to send a list of pupils whose cases should have been closed, directly to her at Nicky.O'Shaughnessy@essex.gov.uk

Schools that need to notify of cases to be closed

As a result of discussion at the social care/EPHA forum meeting last term, a diagram has been produced for schools setting out the key contacts and emergency numbers that a school should use. This will be circulated by the Professional Officer.

PO



Finally, Sukriti asked for the Executive to discuss any other opportunities for further development and collaboration that they would like to be considered. It was **AGREED** that this discussion should be taken back to local clusters/partnership and any ideas to be forwarded to Sukriti (via the Professional Officer, if this is easier).

Feedback from clusters

6. HR MATTERS

Nicki Harris, Schools HR Manager, was welcomed to the meeting. She discussed the following issues with the Executive.

a) Support staff pay

She reminded the Executive of the introduction of the Local Government Pay Awards which resulted in an increase in support staff pay from April 2018. She explained that this will become even more critical for schools in April 2019 when the changes to the bands come into effect. In 2018/18 the lowest bands – 6,7 and 8,9 will be amalgamated. This will mean that there may not be a mid-point in Band 1 and some staff members will skip an increment, increasing their pay more than expected. She noted that it is likely that all LSAs will progress rapidly to the top of Band 2. Nicki **AGREED** to provide some modelling for schools to show the impact of these increases.

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The Local Government Association has allowed headroom for future increases in the living wage so there is scope in future for more moderate increases.

There was a discussion about whether or not schools can reduce support staff hours by 10% to reduce salary costs. Nicki explained that this is a general rule, but that each case must be taken on its own merits. However, the support staff contract does state that a school may alter the staff hours based on need.

It was confirmed that if a school makes redundancies then the cost of redundancy comes from the school or academy's own budget. (As a result, some schools have had to make more staff redundant to pay for the process.)

b) HR GDPR advice

It was noted that HR sent out information about GDPR and personnel records in March, but that this has not been received by all schools. Nicki **AGREED** to resend the email to go out to all schools via the Professional Officer.

She noted that the HR retention schedule differs in some cases from the schedule in the Information Records Management Toolkit for Schools and that HR is advising that schools should follow their retention periods for personnel records.

Nicki noted that the model HR policies are being amended to ensure that they are GDPR compliant, and so should be re-adopted by schools.

7. INTRODUCTION OF A WORKLOAD CHARTER FOR ESSEX

The Professional Officer noted that, at the meeting of the Recruitment and Retention Strategy group in February, there was a discussion about workload and the possible introduction of a Workload Charter for Essex. At that meeting shed argued that when initiatives or statutory requirements are introduced, ECC sometimes puts undue pressure on schools – a key example is GDPR. Schools recognize that these requirements have to be completed, but the Essex approach often seems to be unduly onerous. She suggested that at every meeting in the LA which is discussing new initiatives or plans, there should be consideration of the potential workload for schools. The official minutes of the R&R Strategy group meeting in Feb add:

We need to act as “gatekeepers” for the Heads in Essex to reduce workload and

consider how Essex roles out new initiatives.

However, at the following meeting in April it was explained that Clare Kershaw had also separately discussed the development of a Workload Charter for schools, raised initially by the NASUWT (who want Essex to adopt the Nottingham Workload Charter), and, as a result, Union representatives had been invited to this meeting to discuss this further.

The group was joined at the meeting by three Union representatives from ATL, NUT and NAHT. Nicola Woolf started the discussion by explaining the context of the discussion at the last meeting of the Strategy Group, including the key point that much of the workload in schools is dictated by Central Government and, to an extent (and more so in primary schools than secondary schools) by the Local Authority.

Jeff Fair (ATL) noted that Central Government is becoming more aware of the pressure of workload in schools (and has developed some guidance to suggest ways in which schools can reduce the pressure – e.g. reducing marking requirements) but Trade Unions feel that culturally there is more to be done to promote a better and greater understanding around expectations. They are hoping that the Local Authority will promote a positive environment for teaching in Essex. He stated that there is overwhelming evidence that workload is problematic in schools and is a key reason that teachers are leaving the profession.

It was agreed that there should be discussion at EPHA Executive and ASHE Council about the development and introduction of a Workload Charter, including whether this would be helpful and, if so, what do headteachers want to see within it. The Union representatives were particularly keen for EPHA and ASHE to consider the Nottingham Workload Charter and this was circulated in advance of the Executive meeting.

The Executive members asked what the point of introducing a Workload Charter was. There were concerns that this adds to the workload and pressure on headteachers, and that a good headteacher will already be considering their staff workload, without the need for a Charter. There was some concern that adopting this could be held against them by the unions, when managing the performance of staff. The Executive agreed, in principle, that a pledge and commitment about workload, which encompassed the whole local authority could be helpful, but a formal Charter was unnecessary. It was noted that this would be discussed later in the day at the meeting with LA officers.

**Meeting
with LA
Officers
10/05/18**

8. SCHOOL MEALS SERVICE

It was noted that at the meeting in October 2017 the EPHA Executive discussed whether the Schools Meals Advisory Service should be de-delegated from the maintained schools central budget, or should become a traded service, used (and paid for) by those schools who wish to continue with their support. At that meeting, the Executive agreed that it should become a traded service as a significant number of maintained schools don't use the service. This was communicated to the Schools Forum and the decision was taken to establish a traded service from September 2018. An amount of £1.72 per pupil was de-delegated from the maintained primary schools block to fund the service from April to September (reduced from £4.12 per pupil in 2017/18). However, Clare Kershaw has explained that it will not be possible to establish a traded service by September and is planning to ask schools to pay a nominal

**Meeting
with LA**

amount to subsidise the service for the remainder of the school year. It was noted that this will be discussed at the meeting with LA Officers later in the day, but it was agreed that this plan would depend on the goodwill of maintained schools.

The Professional Officer noted that EPHA had established a school meals advisory group which met with the School Meals Service manager on two occasions, and considered a traded model for the future. It was hoped that this advice would be taken into account when determining the shape of a future traded service.

9. PROFESSIONAL OFFICER'S REPORT

Pam Langmead referred to her report circulated in advance of the meeting. The report noted that, in addition to the attendance at numerous meetings (and writing follow up reports), her work for EPHA 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;
- Contact with new headteachers;
- Briefings to headteacher groups – 18 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;
- Follow up and advice re GDPR including briefing paper and training sessions;
- Developing support materials for schools, including statutory policy lists and the Support Directory;
- Organisation and management of the area meetings in the spring and summer terms;
- Organisation and management of the WEPHA conferences;
- Organising Introduction to Professional Supervision training for headteachers, managing bookings etc;
- Evaluation of the EWHMS telephone helpline – survey and follow up phone calls;
- Setting up a meeting for North East headteachers with MPs;
- Managing the EPHA finances: paying claims and invoices, supporting area treasurers, producing reports, paying in cheques;
- Managing the bookings and organising the Headteacher conference, future planning for Deputy and Heads' conferences;
- Updating EPHA records and website;
- Writing a Business Continuity Plan for EPHA
- Other tasks as required.

10. FINANCE REPORT

The EPHA Treasurer circulated a finance report in advance of the meeting, including information about the current account and conference account.

Current account income and expenditure 22.12.17 –19.04.18

Expenditure	Income
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Miscellaneous	£4,606.62	
DSG		£0.00
Subscriptions		£0.00
Supply	£3,286.25	
Travel & mileage	£841.00	
Executive Director	£5,427.80	
Professional Officer	£14,792.59	
Meetings	£10,180.16	
Totals	£39,133.82	£0.00

“Miscellaneous” includes a payment of £3,000 for the WEPHA Expansive Education Network, which is being reimbursed by the participating schools

The Professional Officer expenditure for January- March is broken down into

- *professional fees* £12,390.00
 - *mileage* £855.90
 - *expenses paid on behalf of EPHA* £1,546.69
- £14,792.59*

The Professional Officer reminded the Executive members that the annual income from schools (currently set at £320 per school or academy, de-delegated from the Schools Block) is due to be paid into the current account.

Bank statements for account 00795978

09.01.18	£152,236.18
17.04.18	£115,167.13

The Conference account Income and Expenditure 22.12.17 – 29.03.18

	Expenditure	Income
Balance		
Deputy conference 2017 (£2,748.40)	£3,548.40	£800.00
WEPHA conference (£1351.00)	£3,661.00	£2,310.00
Headteacher conference 2018 £3,511.18	£12,688.82	£16,200.00

Bank statements for account 17215168

15.01.18	£54,616.53	
29.03.18	£67,577.25	(a number of cheques not yet reconciled)

11. ANY OTHER BUSINESS/ MATTERS TO BE RAISED WITH LA OFFICERS

i) Meeting between Colchester Headteachers and Will Quince MP

The Vice-Chair reported that a meeting between Colchester headteachers and their local MP, Will Quince, had taken place on the 9th March to discuss the headteachers’ concerns about school funding. A funding impact report had been produced, which the Professional Officer **AGREED** to circulate to the Executive. Following the meeting, Nick Hutchings (EPHA Vice-Chair/NE Chair) and Alan Garnett (Headteacher at North Primary)

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have written a letter about school funding to go to parents, with a spreadsheet setting out the difference in school income and expenditure over three years. The intention is to inform parents and to show their school's specific funding challenges. It was **AGREED** that, once finalised, the letter and spreadsheet should be shared with the Executive, and possibly circulated to all headteachers for them to use if they wished, to highlight concerns they may have over funding.

The Professional Officer thanked headteachers for completing the funding survey sent out by Jules White (the Suffolk headteacher, who is heading up a funding campaign involving 30 local authorities) and reminded them about the Select Committee "call for evidence" which closed on 30 May 2018.

Follow this link to submit evidence:

<https://www.parliament.uk/business/committees/committees-a-z/commons-select/education-committee/inquiries/parliament-2017/school-and-college-funding-inquiry-17-19/>

ii) **Concerns about the IGS GDPR demands**

The Vice-Chair noted that he had recently emailed Clare Kershaw (Director of Education) to express his concerns about the ongoing requirements of the Information Governance Service information audit, in advance of the introduction of GDPR on 25 May.

His email noted that as part of the package, IGS provided a Framework for schools to use to help them with compliance towards GDPR. This framework is a word document, and **within this document are a further 45 embedded word or excel documents**. Within some of these embedded documents there are further embedded documents. He was issued with Version 1 very soon after the audit.

Since receiving this first version, IGS have issued a further 4 versions. Mr Hutchings noted that he has spent a total of 3 days so far updating and amending the embedded policies and documents in version 1. He missed versions 2 and 3 and have recently spent a further 3 days of time rewriting and updating the policies in version 4. To be issued with another version of the document today is completely maddening!

The document they have issued has no easy way to update the policies embedded, you simply have to open each one and re-edit it within the overall framework. He has not removed the documents from the framework as he has been advised that he needs to ensure that there a single document to hand over to the ICO if required.

In his email he stressed that he is unwilling to spend another 3 days redoing work for the third time. He calculated that if he costed himself out at a sensible consultancy rate of £400 a day, GDPR has already cost his school £2,400 in his rates alone, with another £1,200 waiting for this update, not to mention the actual cost of the information audit.

The Professional Officer noted that she had responded to this email adding her concerns, expressed by headteachers, about some of the advice that is being given by IGS, which is presented as mandatory, which is extremely time-consuming for schools.

The Executive recognised that Clare Kershaw does not manage IGS, but felt that she needs to be aware of the impact of their demands on headteacher (and other staff) workload.

12. DATES AND TIMES OF MEETINGS FOR THE REMAINDER OF THE 2017/18 SCHOOL YEAR and the 2018/19 SCHOOL YEAR

EPHA Executive meetings - Chelmsford City Football Club, CM1 2EH

Thursday 11 October 2018 (including the Annual General Meeting)

Thursday 24 January 2019

Thursday 9 May 2019

Mid EPHA - Chelmsford City Football Club, CM1 2EH

Thursday 21 June 2018

Wednesday 14 November 2018

Thursday 14 March 2019

Thursday 20 June 2019

South EPHA – Holiday Inn, Basildon, SS14 3DG

Wednesday 13 June 2018

Thursday 8 November 2018

Thursday 7 March 2019

Thursday 13 June 2019

West EPHA – Weston Homes Business Centre, Takeley, CM22 6PU

Wednesday 20 June 2018

Wednesday 14 November 2018

Wednesday 13 March 2019

Wednesday 19 June 2019

North East EPHA - Weston Community Homes Stadium, Colchester CO4 5UP

Thursday 14 June 2018

Wednesday 7 November 2018

Wednesday 6 March 2016

Wednesday 12 June 2019

Conferences

Deputy/Assistant Headteachers' Conference Friday 5 October 2018

Weston Community Homes Stadium, Colchester

Headteachers' Conference

Friday 22 March 2019

Stock Brook Country Club, Nr. Billericay

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Harriet Phelps-Knights
Chair of EPHA

Pam Langmead
EPHA Professional Officer