

ESSEX PRIMARY HEADTEACHERS' ASSOCIATION

MINUTES OF THE EXECUTIVE COMMITTEE MEETING HELD ON THURSDAY 10 OCTOBER 2019 at 11.00 am – 12.20 pm at Chelmsford City Football Club

Distribution	Lois Ashforth *George Athanasiou Dawn Baker *Sue Bardetti *Nicky Barrand *Isobel Barron *Liz Bartholomew *Liz Benjeddi *Heidi Blakeley *Amanda Buckland-Garnett John Clements *Anna Conley *Dawn Dack *Emma Dawson *Richard Green Mary Jo Hall *Shelagh Harvey *Nick Hutchings *Pam Langmead Julie Lorkins *Ian MacDonald *Kate Mills *Nicola Morgan-Soane Hayley O'Dea *Donna Parker *Paula Pemberton *Richard Potter *Harriet Phelps-Knights Amanda Reid *Angela Russell *Suzy Ryan Gary Soars *Karen Tucker Jonathan Tye Vacancy Vacancy	Dengie West Vice-Chair Chelmsford West Tendring South South Chair/Basildon East & Pitsea West Chair Harwich and Dovercourt Billericay Wickford South Woodham Ferrers Uttlesford South Witham Mid Chair/Maldon Castle Point and Benfleet South Vice-Chair West Treasurer/Uttlesford North Brentwood EPHA Vice-Chair/North East Chair/ Colchester West EPHA Professional Officer/County Treasurer Epping Forest Rural Tendring Mid Braintree Mid Vice-Chair/ Chelmsford South Rochford Tendring North Colchester East North East Vice-Chair EPHA Chair Chelmsford North Basildon West Colchester South Rayleigh Canvey Island Harlow Epping Forest South Halstead
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Also in attendance

Gavid Freed Keren Prior Nicki Harris Neil Taggart	Juniper Education Juniper Education Schools HR New representative for Brentwood
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1. WELCOME AND APOLOGIES FOR ABSENCE

Harriet Phelps-Knights, the EPHA Chair, welcomed everyone to the meeting, including new colleagues on the EPHA Executive:

- Richard Green, the new South Vice-Chair
- Richard Potter, the new North East Vice-Chair
- Liz Bartholomew, representing headteachers in Harwich and Dovercourt

Gary Soars has been elected as the new representative for Rayleigh (but was unable to attend this meeting).

Apologies were received from:

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|-----------------|---------------------------------|
| • Lois Ashforth | Dengie |
| • John Clements | Uttlesford South |
| • Dawn Baker | Chelmsford West |
| • Mary Jo Hall | West Treasurer/Uttlesford North |
| • Julie Lorkins | Epping Forest Rural |
| • Hayley O'Dea | Rochford |
| • Amanda Reid | Chelmsford North |
| • Gary Soars | Rayleigh |
| • Jonathan Tye | Harlow |

2. BUSINESS INTERESTS REGISTER

All Executive members in attendance completed a business interests' form. It was **AGREED** that Executive members who were not at the meeting should be asked to complete a form at the earliest opportunity.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the Executive meeting held on 9 May 2019 were confirmed as an accurate record. The following matters arising were raised:

a) High Needs funding working group (Minute 3av refers)

It was noted that a meeting of the High Needs working group, which includes around seven primary headteacher representatives, has not met. It was **AGREED** that the Professional Officer will contact Ralph Holloway to find out whether and when the group will meet.

Executive members not in attendance

b) Headteacher wellbeing and support (Minute 6 reports)

At the last meeting the Executive members expressed their concerns about support for headteachers in challenging circumstances, and whether the system of school to school support was being utilised by the Local Authority to help prevent issues arising and support vulnerable schools. The Professional Officer noted that she had read about a new group, Heads Up, which has been established by James Pope (former headteacher of Marlwood School which featured in the BBC *School* programme in 2017). The group has been set up to support headteachers who are leaving or have left headship as a result of external pressures (including Ofsted outcomes, and decisions made by Trusts

Professional Officer

or local authorities). It was **AGREED** that the Professional Officer should contact James Pope to discuss the support that the group can offer.

4. PRIORITIES FOR EPHA FOR THE 2019/20 YEAR

The Chair of EPHA suggested the following priorities a focus for the EPHA Executive in the coming year.

- a) Headteacher well-being and support, including the continuation of the Colleague Supporter programme**
- b) Strategic planning with Local Authority**
Including reacting to schools' needs e.g. with appropriate training. For example, offering leadership training in relation to staff wellbeing.
- c) Training opportunities**
The Chair asked Executive members to feedback if there was anything EPHA should be responding to with training, resources and website updates – ongoing.
- d) Working with ESSET effectively and maintaining strong links with ASHE**
- e) School funding**
This continues to be a serious issue for most schools, and is becoming more acute as additional cost pressures are added to schools' budgets.
- f) Pre-school and SEND early identification**
Alongside the impact of the SEND redesign in Essex. The Chair reminded headteachers about the workshops being run by the Local Authority to explain the redesigned SEND structure and workforce.
- g) Medical conditions in school**
The Chair suggested that they are becoming wider and weirder, management of conditions (diabetes, etc) training, proactive LA, partnership board - lack of support from health.
Executive members gave a number of examples of the challenging medical conditions – and medicines – which schools are being asked to manage. In one case a headteacher noted that parents had provided medicine for their child which had been bought online. Schools are being asked to manage controlled substances, such as Medikinet, and they have insufficient support and training to do so. It was argued that advice from the DfE or LA does not keep up with the high level of medical needs that schools have to manage.

A number of ideas to support schools were suggested:

- i) To ask Tanya Callman to include this issue in the Equalities training taking place in the spring term.
- ii) To discuss this as part of a wider issue of support from health professionals, taking the issue to the Children's Partnership Board.
- iii) Discussion later in the morning with the Local Authority.

h) Termly headteacher meetings

Continuing to ensure that the termly headteacher meetings are worthwhile and informative. It was noted that the meetings are fully funded by EPHA and that the Association should therefore take the lead on the agenda and content of the meetings.

5. ESSEX TEACHING AWARDS

At the last Executive meeting the group discussed whether or not EPHA should sponsor a category at the Essex Teaching Awards (possibly the Primary Headteacher of the Year Award, at a cost of about £1,000). At that meeting there was divided opinion and it was agreed that Executive members should discuss this issue with their local colleagues.

It was noted that the Essex Teaching Awards are now better supported than in previous years and the event itself is well run. However, Executive members continued to be split and several reported that their colleagues were against the Association offering financial support. A vote was taken to decide whether or not EPHA should support the Awards financially. The vote resulted in

- 8 in favour of sponsoring the Awards;
- 11 against
- 5 abstaining.

It was therefore decided NOT to sponsor the Awards, and the Professional Officer **AGREED** to let Heather Faulkner know the decision.

Professional Officer

6. EPHA REPRESENTATION ON GROUPS AND COMMITTEES

i) Leadership Group meeting

The EPHA Chair reported that the EPHA Leadership Group (Chair, Professional Officer and Area Chairs) met with the Education Director, Assistant Directors and (some of) the quadrant leads for Early Years and Education on 10 September 2019. The meeting focused on a number of issues including the SEND restructure, provisional outcomes for 2019 and the change to the system for identifying and allocating LA support for schools.

Clare Kershaw noted that there had been good results for Essex overall, particularly at primary. 66% combined, 7% rise from 2019. This puts Essex 61st in the national ranking (in the statistical first release) (second quartile).

The challenge for improvement will be in reading and maths – progress in both from KS1 to 2 was negative. The gap between boys and girls remains large. It was noted that there was a drop in reading nationally.

Tendring still remains contextually a challenge. The deprivation index in Tendring compares with Basildon, but the results are considerably lower. At the meeting, Philippa Holliday (Assistant Director for North East) noted that the pedagogy and culture in Tendring needs to reflect the community in the district. The Local Authority is working closely with Social Care and the rollout of the TPP (Trauma Practice Programme) to support Tendring schools.

At the meeting, EPHA Chairs requested a review of the effectiveness of the SLIS Partnerships, in particular where the partnerships are small and not necessarily helpful

in providing continuing school to school support. Clare agreed to take this back to the SLIS Project Board.

SEND redesign

Clare confirmed that appointments to the SEND workforce have now been made. There are some vacancies as staff have left or have not been successful at interview. We asked for clear communication to schools about the transition arrangements, particularly where there are gaps in service. We discussed the need for outreach from Special Schools and enhanced provisions to be developed, to capitalise on their expertise and specialisms.

The Inclusion statement was discussed and it was noted that the Professional Officer is conducting a survey during headteacher briefings to explore the reasons that school have, or have not signed up to the statement.

EWHMS support

There have been two appointments of co-ordinators to map and co-ordinate an overview of Tier 1 – 4 EWHMS activity. Beth Brown and Lianne Canning (currently in the specialist teacher team) have been appointed to the EWMHS co-ordinator roles and a key initial role will be to map EWHMS services and support across the county.

The EWHMS helpline has been re-established.

Schools Broadband Service

A final decision to close the Schools Broadband Service was made by Cabinet on Tuesday 17th September. The Professional Officer wrote a statement for Cllr Gooding, supporting the decision.

ENTRST jumped the gun and has already contacted schools and has set up meetings to discuss the new provision. It was noted that they have advised schools that they do not have information about existing contracts with schools, although the involvement of EC Service managers at the workshops would suggest otherwise.

Headteacher support

Clare confirmed that she had met with Jo Barclay and Nicki Harris to work on a document aimed to support headteachers, particularly with critical incidents. She is due to meet soon with the critical incident team and will report back at the Executive meeting.

Supporting success, enabling excellence

The Assistant Directors introduced the new system, replacing the Excellence in Essex document. SEP days will now be allocated to individual schools based on their need for support in a number of areas, including attendance, Early Years, SEND, disadvantaged, gender, school performance (Ofsted, phonics, KS1, KS2 etc), other intelligence (including leadership), exclusions and safeguarding. Need will be largely determined by a desk-top exercise undertaken by the SEPs, followed by a visit to the school and discussion about what and how much support is available.

A maintained school with a very high need for support could potentially be offered up to 9 days of improvement support; an academy up to 3 days of support.

SLIS and other partnerships will now be allocated 3 days (whatever their size) to support strategic partnership effectiveness and development.

Support will be from other quadrant team members as well as the SEP, e.g. attendance

specialists, depending on the indication of need

At the meeting the EPHA Executive members stressed that, whilst they welcomed first sight of this system, they did not want it suggested that this had been a consultation, as the document was presented as a final version.

Termly headteacher meetings

The content of the termly area EPHA meetings continue to be a point of discussion with the LA; EPHA shared the evaluations from the summer term meetings, which were very varied. The LA are keen to showcase good practice, we are less keen as the presenter style and content varies so much, and often is not pitched at the right (headteacher) level.

The Executive discussed what they feel would be helpful at headteacher meetings. It was **AGREED** that Clare Kershaw's termly update was always useful, and very much what headteachers wished to hear from the Local Authority. The extensive information updates, often accompanied by poorly written Powerpoint slides, are less helpful. It was agreed that feedback from headteachers and advisers about their experience of inspection under the new Ofsted framework was helpful and should be included at the autumn term meetings.

One of the Headteachers on the Executive who represents Tendring schools noted that headteachers in the district are struggling with exceptionally difficult circumstances, and being "named and shamed" at public meetings, such as the termly headteacher meetings, is unhelpful and extremely bad for their morale.

ii) Professional Officer report

The report gave details of the meetings attended by Pam Langmead on behalf of EPHA. In addition to the attendance at 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;
- 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;
- Governor training on the new Ofsted framework;
- 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, and planning Equality Act training;
- 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' conference;
- Updating EPHA records and website;
- Other tasks as required.

iii) South Quadrant School Led Improvement meeting

Nicky Barrand attended this meeting. She noted that the bulk of the meeting tends to be a "list" of local activities and TSA offerings, but that the recent SEND Autism conference was well-received and reasonably priced, with excellent speakers and useful information.

iv) Early Years Transformation meeting

Kate Mills and Shelagh Harvey attended this meeting representing primary headteachers. Both felt that it was useful and made a good start in determining a strategy for early years. There is a focus on school readiness and developing clarity and consistency across agencies. Concerns were expressed about the lack of engagement from health.

v) Teaching Schools

Richard Potter is a member of a DfE panel considering the changes to the teaching school landscape. Funding is being redirected and the existing TSAs are being replaced by Centres of Excellence- there will be 3 across wider Essex. Richard noted that the direction of travel seems uncertain.

vi) Social Care/Education Forum

Nick Hutchings reported back on the Education Forum in North East, which brings together colleagues from education and social care. He noted that there is a drive to identify and support vulnerable families, using the new Families in Need funding and support system, previously Family Solutions.

vii) Schools Forum report

It was noted that a number of EPHA Executive members are on the Schools Forum, including Sue Bardetti, Richard Green, Harriet Phelps-Knights and Richard Potter. The EPHA Professional Officer also attends Schools Forum and usually substitutes for a primary headteacher representative when they are absent.

Despite Government rhetoric about increased funding going to education, the Local Authority is being cautious in its assessment of how much funding will be available for Essex schools. The Finance sub-group is in the process of considering a number of funding models. Although the DfE is putting pressure on all LAs to adopt the National Funding Formula, the Schools Forum is continuing to decide an Essex formula based on what it considers to be best (or least worse) for Essex schools.

High Needs Block funding is still a concern and although it hasn't been explicitly stated there is a feeling that there may be another transfer from the Schools Block to offset

the high over-spend on the High Needs Block. Schools Forum is likely to argue against this, but the LA will have the option of asking the DfE to dis-apply the Schools Forum decision (which it did last year).

7. JUNIPER EDUCATION

Gavin Freed and Keren Prior were welcomed to the meeting. Gavin is the Executive Chairman of Juniper Education, and has 20 years' experience of developing services in the public and private sector. The group's new executive team includes Operations Director Keren Prior, Sales & Marketing Director Jason Oster and Business Development Director Gareth Owen.

Gavin noted that during the (lengthy) sale of EES there were reasonable fears expressed by schools that a new company would increase prices and scrap parts of the service that they did not feel were profitable. He reassured the Executive that the business plan is predicated on historic price rises, as this is what the market will bear. Juniper Education has sent letters to existing customers, including Essex schools, confirming that price rises will link to inflation and that schools now have the opportunity to buy into multi-year contracts at a fixed rather.

He discussed the investment into the services, including Target Tracker. Juniper is aware that there is a technological deficit in the product and £1 million is being invested to build in the functionality to ensure that Target Tracker will continue to be a national market leader.

The other strands of the business will be retained and investment will be made to improve those services. Juniper is also developing a Payroll Service, which will work rationally alongside the HR and finance services. Gavin recognised that the current payroll system that many Essex schools use involves a significant amount of input from schools and that a payroll system could be simpler and more effective.

Gavin and Keren confirmed that they would welcome feedback and suggestions from schools to ensure that they improve services in line with what their customers say they need. It was suggested that a key issue is ensuring that personnel and trainers are kept up to date, and information, advice and training are relevant and current.

8. HR UPDATE

Nicki Harris, was welcomed to the meeting. She gave the following updates to the EPHA Executive:

Teachers' Pay

The only change within the School Teachers' Pay and Conditions Document is to pay – 2.75% on minimum and max of all pay ranges and allowances.

As usual, the only obligation is to ensure that all those on the minimum of any range or allowance are on the new minimum amounts, above that the Governing Body has discretion if and by how much to increase.

Government funding available for the 0.75% (DfE has said that schools can afford and have budgeted for 2%)

Pay Policy – only change is to insert the new pay rates

Schools may have also seen various Government announcements about "billions of

extra money" for schools to cover pay and pension costs for the next 3 years – but that starts in April 2020 so still have to meet the 2% for Sept 19 -March 2020. Also we don't know what pay increases/changes will be in future years so how much will be met by the extra funding

Indications are that next year will see a bigger review of TPCD – including some terms – not just pay. Crystal ball gazing but rumours:

Safeguarding (salary protection)– employers calling for reduction in 3 years safeguarding

Government want to see increase in minimum of Main Pay Range to £30,000 by 2022 – this will have a knock on effect on the rest of the pay range and we believe may mean that Main Pay Range and Upper Pay Range will be merged....

Back to pay scales (with points)...! This will increase costs as will mean where schools have not been applying maximum national increases over the last few years they will have to move back in line with national scale points and values.

Term Time Working

Brazel v Harpur. The decision came during August 2019 and was not good news.

The case concerns a music teacher who was paid by the hour. She worked irregular 'as and when' hours for 32 weeks of the year.

As is general practice in schools, she was paid the agreed rate plus a supplementary amount of 12.07% for holiday pay. The 12.07% is based on 5.6 (the statutory minimum holiday pay under the Working Time Regulations) divided by (46.4 (the working weeks in a year minus statutory holiday) multiplied by 100.

In this particular case, the employer paid the holiday pay at the end of each term at the rate of one third of 12.07% on the hours worked each term. We add the 12.07% to the hourly rate which produces the same effect.

Brazel argued that the correct methodology is as set out in the Employment Rights Act i.e. the employer should take the average earnings in the 12 weeks prior to the calculation date (excluding any weeks where no hours are worked) and multiply this by 5.6. This would amount, in this particular case to 17.5% of earnings (5.6 weeks holiday, divided by 32 working weeks).

On this basis, the percentage of holiday pay to worked hours is significantly higher than that which a full time (all year) worker would receive and could lead to a bizarre satiation where someone works one week a year and could claim 5.6 weeks leave.

Despite this, the Employment Appeal Tribunal and the Court of Appeal both accepted this argument, finding that there was no basis in law for pro-rating holiday pay on the basis of working weeks (although there is of course for part-time hours). Nor, they concluded was there any provision in law which protected full-time workers from less favourable treatment compared to part-time workers. Only the other way round.

The implications look like:

As a Court of Appeal judgment, the decision is binding and opens up all employers to similar claims. However we are still awaiting confirmation of whether it will be appealed to the Supreme Court.

If it is not appealed or the decision is upheld by the Supreme Court, it will mean that all term time workers will have to receive a minimum of 5.6 weeks annual leave (some currently receive less as entitlement is pro-rated for weeks worked). We talked earlier about pro-rata entitlement to pay for PHs – the 5.6 weeks statutory leave includes PHs so looks likely this will not be pro-rated following the judgement.

We will need to look particularly at Invigilators and any other workers who work a very limited number of weeks of the year and could, under this judgment accrue a full time leave entitlement.

The methodology and calculation of holiday pay for casual/hourly paid workers might need to be changed.

The general legal opinion is that there will be further cases on this issue as the judgment is controversial. In the meantime we are seeking clarification from the LGA to prepare guidance on the way forward. Our advice is not to act until we have issued advice.

Contracts

Changes in the law from 6 April 2020 requiring Written Particulars (employment contracts) to be issued from day 1 of employment, not within 8 weeks as is currently the law. Most schools/academies do their own contracts already and this hopefully will not be too problematic, but you will need to consider processes to ensure you have all the information you need to issue from (or before) day 1.

The other point is the new requirement to issue a letter of appointment to casual/relief staff (not agency supply – only those directly employed). This has been advisory in the past but will be a requirement from 6 April 2019. Model letters are contained in the contracts packs.

Some Community /VC schools are still getting their contracts produced by Essex Payroll and this will not be possible going forward. They cannot meet the deadlines required and budget cuts mean the service will be ceasing by December 2019.

We did an email to all of these schools and are running/have run some free training sessions

Employment Law Changes on the horizon

Obviously the political situation is pretty unstable but after years of limited changes in employment law, we have a whole raft potentially coming up. In December 2018 the Good Work Plan was published, setting out the government's vision for the future of the labour market. Even if an alternate Government is elected, employment rights are likely to be high on agenda.

The Government has published consultations covering:

Measures to strengthen protection from workplace sexual harassment (consultation ends Oct 19)

Mandatory duty on employers to prevent sexual harassment in the workplace

Strengthen the law on harassment by third parties (e.g. parents)

Introduce a statutory code of practice

Consider what protection should be afforded to volunteers and trainees

Measures to reduce ill health related job losses (including reforms of SSP) (consultation ends Oct 19)

Encourage early intervention by employers for those with long term health conditions (not just those with recognised disability)

Extend SSP to those earning below current limits and support phased returns

Improve OH

New right to request workplace adjustments (currently only covers those with disability)

Proposals to improve family-friendly leave and pay to support families (consultations close October/November 19)
 Neonatal leave (for those whose baby requires neonatal care) – to be added on end of maternity leave, and possibly paternity leave
 Requiring large employers (250+ staff) to publish family friendly and flexible working policies
 Overhaul of family friendly leave and pay NB paternity leave to encourage more fathers to take more leave

In addition

Parental Bereavement leave will come in April 2020. Parents or carers will be entitled to at least two weeks' leave following the loss of a child under the age of 18 or a stillbirth after 24 weeks of pregnancy. Paid if 26 weeks service, unpaid if not.

Extension of redundancy protection: There are proposals to extend redundancy protection following maternity and other family related leave – currently employees on maternity leave have to be offered any suitable employment in redundancy. Proposal is to extend this protection from point of employer being notified of the pregnancy to 6 months after return from maternity (and adoption/shared parental leave). Also propose to give longer to make claims related to pregnancy and maternity (from 3 months to 6 months).

DfE Policy schedule

The Professional Officer noted that publication of an updated Statutory Policy schedule from the DfE (last one is dated September 2014). This introduces a number of new statutory policies, including one for Newly Qualified Teachers. Nicki noted that this seems unnecessary (as does the requirement for a School Exclusions Policy) as schools have to follow national guidance on NQTs probation periods. However, she has been in touch with the NQT team and will produce an induction policy relating to NQTs. Nicki agreed with the view that schools did not need to review every policy annually, despite that recommendation being made by DfE in the new statutory policy list. There are a number of policies that must be reviewed within a statutory time frame, but otherwise schools can continue to determine the review schedule for policies.

It was **AGREED** that it would be very helpful to have an HR update at each of the termly headteacher meetings. The Professional Officer will liaise with Nicki Harris about this.

Professional Officer

Nicki was thanked for attending the meeting and for her informative update.

9. MATTERS TO BE RAISED WITH THE LOCAL AUTHORITY

- i) Headteacher wellbeing and support
- ii) Guidance around administering medicines and support for children with complex medical needs
- iii) Local Authority Ofsted briefings
 Information about those briefings that were cancelled.

10. ANY OTHER BUSINESS

There was no further business discussed.

11. DATES AND TIMES OF MEETINGS FOR THE 2019/20 SCHOOL YEAR

Executive meetings (Chelmsford City Football Club)

Thursday 23 January 2020

Thursday 7 May 2020

Area Heads Meetings

Autumn term 2019

N-EAST	Wednesday 13 November	Colchester Community Stadium
SOUTH	Thursday 14 November	Holiday Inn, Basildon
WEST	Wednesday 20 November	Weston Homes Business Centre, Takeley
MID	Thursday 21 November	Chelmsford City Football Club

Spring term 2020

N-EAST	Wednesday 4 March	Colchester Community Stadium
SOUTH	Thursday 5 March	Holiday Inn, Basildon
WEST	Wednesday 11 March	Weston Homes Business Centre, Takeley
MID	Thursday 12 March	Chelmsford City Football Club

Summer term 2020

N-EAST	Wednesday 10 June	Colchester Community Stadium
SOUTH	Thursday 11 June	Holiday Inn, Basildon
WEST	Wednesday 17 June	Weston Homes Business Centre, Takeley
MID	Thursday 18 June	Chelmsford City Football Club

Conferences

Headteachers' Conference

Friday 20 March 2020 Stock Brook Country Club, Nr. Billericay

Deputy Headteachers' Conference

Friday 2 October 2020 Weston Community Homes Stadium

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Harriet Phelps-Knights
Chair of EPHA

Pam Langmead
EPHA Professional Officer