

ESSEX PRIMARY HEADTEACHERS' ASSOCIATION

MINUTES OF THE EXECUTIVE COMMITTEE MEETING HELD ON THURSDAY 12 OCTOBER 2017 at 11.00 am – 12.00 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
	*Nigel Hookway	EPHA Executive Director
	*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

James Rogers	Substituting for Shelagh Harvey, Brentwood
Helen King	Kents Hill Infant School

1. WELCOME AND APOLOGIES FOR ABSENCE

Action

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

- Emma Dawson, who represents Castle Point and Benfleet;
- Ian MacDonald, who represents Tendring Mid,
- Mark Millbourne, who represents Harwich and Dovercourt;
- Paula Pemberton, who represents Colchester East.

Dawn Dack has been elected as the new representative for Maldon (but was unable to attend this meeting).

Apologies were received from:

- | | |
|------------------|-------------------------------|
| • Dawn Baker | Chelmsford West/Mid Treasurer |
| • Anna Conley | Witham |
| • Dawn Dack | Maldon |
| • Shelagh Harvey | Brentwood |
| • Julie Lorkins | West Vice-Chair |
| • Lorna Pigram | Rayleigh |
| • Matt Woolard | Epping Forest South |

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the Executive meeting held on 4 May 2017 were confirmed as an accurate record. The following matters arising were raised:

a) Chartered College of Teaching (Minute 2c refers)

Lehla Abbott was absent at the last meeting, so was unable to report on her attendance at a meeting about the introduction and development of the newly established Chartered College of Teaching, led by Dame Alison Peacock. Lehla confirmed that she had been unable to attend the meeting and has had no information from the Chartered College of Teaching about future meetings.

3. PRIORITIES FOR EPHA IN THE COMING YEAR

The Executive Director shared a list of priorities, including schools funding, broadband, LA restructure, school-led improvement partnerships, the SEND strategy and mental health provision.

These areas are a focus for the Local Authority, and the Executive Director and the Professional Officer represent primary headteachers at meetings that consider these and other issues.

It was noted that Ben Smith and Sam Morgan, will be attending the four area meetings in November to discuss the current EWMHS offer (Emotional Well-being and Mental Health Service) and how it will be developed in the future. The locality teams will be attending each meeting, along with Jon Large, Principal Education Psychologist, who is being seconded to EWMHS for three days a week. Part of his role will be to offer

professional supervision to headteachers and staff in schools.

It was noted that the Local Authority has been considering a small schools strategy, to support small schools that are vulnerable due to pupil numbers and funding. Nigel Hookway sits on the Small Schools Strategy group.

Building links with the NAHT

Jacq Martin attended a recent NAHT branch meeting, and noted that she was one of just two serving headteachers in attendance, all others were retired headteachers. Subsequently Jacq has been elected President of the Essex branch! The discussion centred on how to encourage attendance from serving heads, and the local NAHT has decided to hold half day briefings which will include CPD opportunities and the branch meeting. Some concern was raised by members who felt that they could not take time out of school to attend a Union meeting; the termly EPHA meetings are seen as a necessary part of their professional role, whilst that is not always the case with a union meeting. Jacq Martin **AGREED** to keep the Executive informed about developments.

Jacq Martin

New headteacher support meetings

The Executive Director held meetings for new headteachers in the four areas, but these were not very well attended. It was argued that new heads are particularly busy when they start in post and there are many claims on their time, including the Local Authority new heads' meeting. It was suggested that the meetings might be better held later in the year (to consider any issues that had come up for new heads) or much earlier, when they first took up their post. It was agreed that Executive members could be used more to support new headteachers, and one new headteacher at the meeting did note that she had received effective support from EPHA as soon as she took up post, which had been welcomed.

National agenda

It was noted that the two visits to MPs in Westminster by the Headteacher Association representatives had not been very fruitful, and in future, EPHA will plan to target local MPs more often. The Executive Director **AGREED** to produce a series of letters that headteachers can use to approach their local MP. One suggested focus was around the challenge of providing a broad and balanced curriculum, despite the pressures from the DfE test arrangements and Ofsted's focus on data. It was agreed that letters to MPs needed to be personalised to some extent, as they tend to take these more seriously.

Executive
Director

SEND and associated funding

An Executive member asked if EPHA could commission research into the amount of funding that schools are having to pay to support SEND in their schools, over and above the notional £6,000 that is in the budget for each child who requires SEND support; she felt that it would be helpful to understand what the pressure on funding amounts to in schools. The recent headteacher meetings in North East and West to discuss SEND concerns and experiences highlighted the number of children who are coming into mainstream schools with increasingly complex problems. An added pressure on funding is experienced when children enter mid-year.

Meeting
with LA
Officers
12/10/17

Fiona Dorey noted that she had been given the following advice on top-up funding from a member of staff in the SEN Planning and Provision team:

All schools are expected to provide the first £6000 of support from their Notional SEN budget for pupils receiving top-up funding, even if the pupil is not on roll at the beginning of the financial year.

The authority does have funds to make up the shortfall in a school's Notional SEN budget but only if the cost of providing the £6k per pupil for those with statements, EHCPs or IPRA funding leaves the school with less than £105 per pupil on roll. Your school has a Notional SEN budget of £127,764 for 2017/18. According to our records the school had 10 pupils with statements or EHC Plans in the summer term, one of whom was in year 6, so left at the end of the summer and has been replaced with X. Assuming that X's funding were to continue into the spring term, the cost to the school of supporting these pupils would be £60,000. This leaves £67,764 in the Notional SEN budget which equates to £193 per pupil on roll so the school is deemed to have sufficient Notional SEN funding to provide the required support for pupils with SEN.

Andy Douglas noted that he had asked a question about high needs funding and had received the following reply, from a member of the Education Finance Support Team

Low Cost High Incidence SEN

Prior Attainment is used as a proxy indicator for Special Educational Needs (SEN).

For primary schools the Early Years Foundation Stage Profile (EYFSP) results are used. A new EYFSP was introduced in September 2012 with the first assessments taking place in summer 2013. The October 2015 Census will therefore record the new EYFSP results for pupils in years 1 to 3 and the old EYSFP results for pupils in years 4 to 6.

Primary schools will receive funding for pupils in years 4 to 6 who achieved fewer than 78 points in the old EYFSP and pupils in years 1 and 2 who did not achieve a good level of development in the current EYFSP.

In 2012 the KS2 English assessment methodology was changed to include separately a reading test, a grammar, punctuation and spelling test and teacher assessed writing.

For those assessed at KS2 up to 2011, the English element of the KS2 measure will identify those pupils who fail to achieve a level 4 in English.

For pupils assessed at KS2 from 2012 onwards and who have been part of these new arrangements, the English element of the KS2 measure will identify those who do not achieve a level 4 in either the reading or teacher assessed writing elements

So it is based on prior attainment of the pupils. The number of pupils may be a percentage. Finance monitoring should be able to give you more information on your own schools allocation.

One headteacher expressed his concerns about the fact that Planning and Admissions are able to ignore the stated PAN (published admission number) and force schools to take additional pupils.

Exclusions and alternative provision

The Executive are aware that the number of permanent exclusions has risen in Essex, in common with a national increase, and these include children in Reception and key stage 1. It was noted that there will be representation from EPHA on the Headteacher SEND round table group(s) and a review of Alternative Provision in Essex is taking place.

Headteachers noted the challenge of parental choice, as some parents prefer to send their child to a mainstream school, even when that may not offer the most appropriate provision for the child.

The new Exclusions guidance from the DfE was noted, and it was agreed that better training should be available for governors, including information about the challenges faced by pupils with special educational needs, and the support that schools need to offer them.

4. SCHOOL MEALS SERVICE

It was noted that Jason Walmsley had been invited to the meeting, but he was unable to attend. The Professional Officer explained that the Schools Meals Strategy group had discussed the future of the school meals service, including considering possible trading models, if the decision is taken by the LA to end de-delegated support for the service. The Executive members were asked for their views on whether or not the service should continue to be de-delegated, and the majority agreed that the service should be traded, giving schools the option to buy in to the service if they wished to.

5. EPHA REPRESENTATION ON WORKING GROUPS AND COMMITTEES

a) Leadership Team meeting

The EPHA Chair reported that the termly EPHA leadership team meeting had taken place on 18 September, attended by the EPHA Chair and Area Chairs, the Professional Officer, Clare Kershaw (Director for Education) and the four area lead school effectiveness partners. Matters discussed included:

i) Changes to the School Effectiveness team

Partnership Lead heads were each sent a letter outlining the core offer, allocations of time, information about additional traded activity. Some priorities are non-negotiable. Alison Fiala noted that she is in the process of finalizing Excellence in Essex, with new information about the core and traded offer. Lisa (who is taking the lead on the Traded Service) explained that the options can be accessed via the Infolink, though the SEPs will also discuss and help manage the process with schools.

ii) ECC Education Team restructure

Following the restructure of the School Improvement team, there will now be a restructure of the whole education team aimed at re-configuring services within quadrants, to work around schools. It was noted that this would be discussed in more detail at the meeting with LA Officers later in the day.

iii) SEND provision and priorities

Top of the LA list of priorities for the year ahead. Intention to create a Headteacher Round table – led by Ruth Sturdy – a group of around 20 headteachers to be a consultative group for the LA, develop an action plan and then champion that action plan.

Discussion about SEND, differences in approach and understanding etc and it was agreed that it is essential to produce a list of expectations that are commonly

understood and applied across the county and across services.

The LA intends to bid for further school improvement grant funding to support disadvantaged and SEND.

iv) General Data Protection Regulations

Clare met with Lauri Almond. Information Governance Service has produced a new “menu” to support schools with GDPR (but it is still expensive – e.g. £600 for a compliance video!) IGS has agreed to create a straightforward checklist for schools, by the end of October.

Clare confirmed that if any schools felt they had been bounced into making a decision around buying a full service and don’t feel that they want or need it, “Lauri Almond has agreed to look at this sympathetically.”

Following this meeting, the Professional Officer explained that she has discussed the development of GDPR advice for schools, working with Andy Best (who delivered recent data training to Essex headteachers).

v) Essex Small School Strategy

It was AGREED that this should be discussed with LA Officers at the meeting later in the day. The Executive members are concerned that heads should be supported and not bullied into making decisions about the future of their schools.

vi) Payroll incident

Clare’s apologies were noted, although payroll is not part of her remit. The incident was caused by individual human error, not a system failure, but was compounded by communication failings (the Schools Communication team was not immediately informed).

vii) Charges for academy conversion

LA will start to charge converting schools for the legal costs that are borne by the LA – formerly paid from the ESG. Around £5k per converting school. Confirmed that this includes those that are joining the Essex MAT. Not sure whether this will be imposed on schools that are forced to become academies (we asked, C didn’t answer). However, if a school is joining an existing MAT there won’t be a cost as the legal work has been done.

NB 96 more schools have indicated that they are planning to convert to academy status.

This charge will come into force from the beginning of November 2017.

viii) Fire Safety in schools

The LA has been required to review all building over 4 storeys high (18m) – no school have met that height criteria. The review did find some combustible cladding but wants to take a pragmatic approach. This was discuss at the Health and Safety Wellbeing meeting and it was agreed that schools need to continue to operate effective procedures.

We had a brief discussion about whether the LA has produced Lockdown procedures –

nothing specific, but agreed that this should be part of Critical Incident plans. (

Following the meeting, the Professional Officer has found out that the LA does have a Lockdown Policy that is available to schools to adopt.

ix) New headteacher support

Support from the School Effectiveness Partners will need to come out of the allocated cluster time (unless new head is in a school that is rag-rated red or amber). A new heads programme is running (delivered by Linda Talbot) but costs £1320!

x) School Improvement Fund bid

Lyn Wright is leading on this. Essex put forward a successful bid for £500,000. First round closed on 1st June – ECC joint bid with TSA one of 33 bids in the Eastern region, only 8 of which were successful.

Focus for the grant is improving reading in KS1/KS2/KS3. There will be a focus on 80 schools – 13-13 secondaries and their maintained school feeders. TSAs involved are Lyons Hall, Priory (Colchester) and Coast2Coast.

b) Executive Director report

Nigel Hookway reported that it has been a very busy summer term, in particular June and July.

The groups I am affiliated to are at present;

- Governor for Essex Virtual School
- Essex Employment and Skills Board
- System Leadership Task and Finish Group
- WEISF Data Management group
- Essex School Led Improvement System Board
- Coast 2 Coast Recruitment Management Group
- Broadband Sub group of Schools Forum
- Recruitment and Retention Task and Finish group
- SEN Budgets Groups
- Finance Review Sub-Group
- EWMS Mental Health Working Party
- School Meals Working Party
- Essex Professional Officer's Group
- Schools Forum (observer/substitute)
- Small Schools Strategy Task and Finish Group
- Life Beyond MATs – National Pressure Group led by Estelle Morris
- Eastern Region Professional Officer's Group meeting with RSC
- Raising Attainment for the disadvantaged group
- Essex Futures Led by Councillor Kevin Bentley
- North Essex Children's Board
- South Essex Children's Board
- West Essex Children's Board
- Mid Essex Children's Board
- MACE Part 2 for missing children etc. in North and Mid
- NE Stay Safe Group & Mid Stay Safe Group

Projects this term and last term:

- Co-ordinate response to Primary Assessment Consultation from the DfE
- Wrote guidance for Headteachers Re: Ofsted Consultation on short inspections
- Wrote guidance to Headteachers as how to contact their local MP
- Met as many new Headteachers as possible in Summer and Autumn Terms
- Assist writing Model Attendance Policy in conjunction with ASHE and ESSET
- Represented EPHA on the Essex Small Schools Strategy Group – Writing guidance to support small schools through challenging issues (Finance/Pupil numbers/Ofsted)
- Co-constructed the SLIS Dashboard with LA colleagues and EPHA/ESSET
- Work on the legal status of EPHA with Super Executive
- Represented EPHA on the national stage with Beyond Mats Group
- Wrote as guest Editorial for Education Essex in June 2017
- Made contacts with BBC, ITV and Local Radio for future interviews and press releases etc. Appeared on the Essex BBC Radio Breakfast Show with Sadie reviewing papers May 2017. Guest on Essex BBC Radio Breakfast in September 2017
- May 2017 – Interviewed by About Anglia for a Pre-election piece on Education for an hour – The Director changed focus and moved to a Secondary School in Cambridgeshire for the piece – Very frustrating!
- Worked on the Code of Conduct steering group after the Court ruling against Mr. Platt v's Isle of Wight case
- Assisted the steering group for MAT2MAT to organize a networking meeting for Heads/CEOS/Governors at Hylands House
- Responded to Ofsted consultation (August 2017) which looked at changes to Section 5 Inspections in the future
- Responded by email to Clare Kershaw re: 'Payroll incident' on 25th August on behalf of EPHA
- Contacted 48 new Headteachers and invited them to our new Headteacher meetings in October in each of the Quadrants
- Working with NE Children's Partnership Board on a collaborative enquiry on 'School Readiness'
- Member of the EWMHS working party with a focus on Mental Health support in schools
- Worked with Charlotte Rose, Political Editor for BBC Essex advising her of EPHA's role in the fractured education landscape in particular EMat and implications for Essex Schools

c) 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;

- Contact with new headteachers;
- Briefings to headteacher groups – 16 partnerships/clusters are now holding termly briefings;
- Writing the “Seven-Minute Safeguarding Staff Meetings” for EPHA – now including FGM, Prevent, CSE, role of DSL, managing a disclosure, physical abuse, whistleblowing
<https://essexprimaryheads.co.uk/info-and-documents/seven-minute-staff-meetings/>;
- Writing a Data Protection guide for primary schools, plus seven-minute staff meetings on Data Protection principles, Information sharing, and record management and information security.
- Developing a joint Headteacher Associations’ Attendance policy
- Organisation and management of the area meetings in the summer and autumn terms;
- Organisation and management of the WEPHA conferences;
- Organising Coaching for the Soul training for headteachers, managing bookings etc;
- Organising the ASP/Inspection Dashboard training taking place in October;
- Managing the EPHA finances: paying claims and invoices, supporting area treasurers, producing reports, paying in cheques;
- Managing the bookings and organising the Deputy Headteacher conference, future planning for Deputy and Heads’ conferences;
- Updating EPHA records and website;
- Other tasks as required.

d) Schools Forum report

Harriet Phelps-Knights, one of the School Forum representatives, noted the following points discussed at the Schools Forum meeting in September. The following bullet points were circulated after the meeting

Item 1: Opening remarks and Apologies for Absence (and substitute notices):

Item 2: Schools and High Needs Funding 2018/19

Forum was presented with an update on the final schools, high needs and central school services national funding formulae. The Authority also presented proposed changes to the Essex Formula for Funding Schools in 2018/19. Forum approved the following:

- To recommend a local MFG of 0% is set to protect all schools in the current financial climate;
To recommend a minimum per pupil funding of £3,300 for primary schools and £4,600 as a transition towards the minimum per pupil levels of £3,500 for primary and £4,800 for secondary in 2019/20; and
To recommend the removal of the looked after children factor as a consequence of the DfE’s decision to transfer looked after children funding from DSG to pupil premium.

Item 3: Schools Broadband

Forum was presented with an update on the Schools Broadband Service, potential funding models and to consider the principle of de-delegation. Forum noted / agreed the following:

- Forum noted the financial models and gave a steer towards model 2 or 3;
- Forum agreed the principle of de-delegation and it was agreed a consultation is held with primary schools;
- Forum agreed to the principle of a 2 year funding model;
- Forum noted that the funding gap has been caused by the removal of the education services grant and by academies withdrawing from the service; and
- Forum agreed that the Sub Forum should continue to monitor and challenge service performance.

Item 4: Constitution and Membership of Schools Forum

Forum was presented with the required constitution of Schools Forum and proposed changes to the Terms of Reference. Forum noted / agreed the following:

- Forum noted that with the conversion of the North East and Mid Alternative Provisions to academies an additional member is required to represent maintained PRUs;
Forum agreed to terminate the representative for 16-19 due to non-attendance;
and
Forum agreed to the proposed changes to the Terms of Reference with the LA to revisit the wording of Clause 2.2.

Item 5: Scheme for Financing Schools

Forum was presented with proposed revisions to the Scheme for Financing Schools concerning deficits and circumstances in which redundancy costs are chargeable to schools.

Item 6: Any Other Business / Feedback

- ASHE is continuously concerned with funding and recruitment and retention.
- EPHA is focussing on SEND provision. Funding uncertainty are huge issues especially for small schools and EPHA are looking at supporting small schools. Pressures on head teachers are still a priority.
- ESSET advised that the outcome of banding 10% of their pupils has been postponed to mid-October. As a result special schools are unclear on funding. There is a review of funding being undertaken for PRUs.
- ESGA advised there next conference is on 14th October. A new website is now live.
- The unions advised that the recent pay award has aggravated the funding situation for schools. Concerns remain with the pressure on staff and it was also noted pupil's mental health is an area of concern.
- The Diocese of Chelmsford raised concerns about the number of small schools that are in financial difficulties.

Item 7: Minutes 12 July 2017

Item 8: General Data Protection Regulations

Forum received an updated on the latest legal and political position on the changes to data protection legislation.

Item 9: School Loans Schemes

Forum was updated on the status of the School Loans Scheme which has replaced licensed deficits.

Item 10: Schools Budget 2017/18 Half Year Report

Forum were updated on the forecast outturn position of an over spend of £4.3 million.

Item 11: Forward Plan

Forum approved the following agenda items for the next meeting:

- School Funding 2018/19 including de-delegation
- High Needs Funding 2018/19
- Early Years and Childcare Update
- SEND Capital Project
- PRU Funding
- Schools Broadband
- Apprenticeship Levy
- LA Benchmarking

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

i) Warning Notices

The Professional Officer noted that she had received an email from a concerned headteacher who felt that the Local Authority was being heavy-handed in its use of warning notices and call-in meetings held in county hall.

The Executive members discussed whether Standards and Excellence Commissioners (now called School Effectiveness Partners) were also held to account when a school was performing poorly. It was **AGREED** that this issue should be raised at the meeting with LA Officers later in the day.

Meeting with LA Officers 12/10/17

ii) Pay scale advice

It was noted that the advice from HR and the Schools Finance Team concerning the application of the new Schools Teachers Pay and Conditions guidance, and, in particular the minima and maxima of the pay ranges, has been different and contradictory. It was **AGREED** that this issue should be raised at the meeting with LA Officers later in the day.

Meeting with LA Officers 12/10/17

iii) Additional items to be raised at the meeting with LA Officers

- Mid-year funding for children with special educational and additional needs.
- Exclusions training for governors
- The problem of managing bulge years – funding
- SEND provision in mainstream schools
- Domestic abuse notifications to schools
- Admissions number and SEND intake
- Social Care – use of no-further action notices, referral forms, use of Egress

Meeting with LA Officers 12/10/17

iv) EPHA Associate membership

It was noted that this item should have been addressed at the AGM, but all those at the earlier meeting were still in attendance. A retiring headteacher had asked if EPHA would consider Associate membership so that she could continue to access information from the EPHA website and email group, and possibly attend termly meetings. The EPHA Executive agreed this in principle, although there was some discussion about whether this should involve a subscription, or possibly through asking individuals to give some time to EPHA projects. This will be considered in the more detail by the EPHA Leadership team and then fed back to the individual in question.

EPHA Leadership Team

10. DATES AND TIMES OF MEETINGS FOR THE 2017/18 SCHOOL YEAR

Executive meetings (Chelmsford City Football Club)

Wednesday 24 January 2018

Thursday 10 May 2018

Area Heads Meetings

Autumn term 2017

N-EAST	Wednesday 8 November	Weston Homes Community Stadium
SOUTH	Thursday 9 November	Holiday Inn, Basildon
WEST	Wednesday 15 November	Weston Homes Business Centre, Takeley
MID	Thursday 16 November	Chelmsford City Football Club

Spring term 2018

SOUTH	Wednesday 21 February	Holiday Inn, Basildon
N-EAST	Thursday 22 February	Weston Homes Community Stadium
WEST	Wednesday 28 February	Weston Homes Business Centre, Takeley
MID	Thursday 1 March	Chelmsford City Football Club

Summer term 2018

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

Conferences

Headteachers' Conference

Friday 23 March 2018 Stock Brook Country Club, Nr. Billericay

Deputy Headteachers' Conference

Friday 5 October 2018 Weston Community Homes Stadium

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Harriet Phelps-Knights
Chair of EPHA

Pam Langmead
EPHA Professional Officer