

# LA /ESSEX PRIMARY HEADS' ASSOCIATION MID AREA

**THURSDAY 3 MARCH 2016**

## MEETING SUMMARY: ISSUES AND RECOMMENDATIONS

Agendas and minutes for these meetings available at [www.essexprimaryheads.co.uk](http://www.essexprimaryheads.co.uk)

<b>Attendance List</b>	
<p><b>DISTRICT AND EPHA AGENDA (a.m.)</b> (Notes below) <b>Cheryl Allard, Mid Chair</b></p>	<p><b>Welcome to the following Headteachers:</b> Debbie Gayler Kings Road Primary Simon Harbrow Parkwood Primary Academy (Executive Head) Andy Lucas Parkwood Primary Academy - Head Rosie Mirecki Terling Primary (Acting Head) Jayne Pavitt Westlands Primary Paul Prest Rayne Primary (Interim)</p> <p><b>Farewell to the following Headteachers:</b> Sandra Ray John Ray Infants Ellena Mortimer Bulmer St Andrew's CE Primary</p>
<p><b>Sharing experience of assessment and moderation</b></p>	<p>Cheryl Allard</p>
<p><b>Education Support Network</b></p>	<p>Caroline Geilnik</p>
<p><b>MEPHA meeting</b> <b>Welcome to Nigel Hookway, EPHA Executive Director</b></p>	<p>Harriet Phelps-Knights (EPHA Chair) and Nigel Hookway</p>
<p><b>Building high performance teams – a guide to recruiting, leading and motivating talent</b></p>	<p>Jeff Grout</p>
<p>p 1 -6* <b>AREA AGENDA</b> <b>Welcome, introductions and updates:</b> A View from the Bridge:</p> <ul style="list-style-type: none"> <li>• Education and Adoption Bill</li> <li>• School Led Improvement System</li> <li>• Ofsted update</li> <li>• Recruitment and retention strategy</li> <li>• SEND capital update</li> <li>• Capital update</li> </ul> <p>Raising the attainment of disadvantaged pupils</p>	<p>Clare Kershaw, Director for Commissioning, Education and Lifelong Learning</p>
<p>p 6-8 <b>Schools Broadband Service</b></p>	<p>Sian Shordan</p>
<p>p 8 <b>Perspective Lite &amp; Education Essex</b></p>	<p>Alison Fiala, Primary Lead Commissioner</p>
<p>p 8-12 <b>Ofsted case study</b></p>	<p>Fiona Dorey, Great Bradfords Juniors</p>
<p>p 13 <b>Key dates</b></p>	<p><b>MID meetings with the Local Authority officers 2015/2016 -at Chelmsford City Football Club</b> Thursday 16 June 2016</p> <p><b>Headteachers' Annual Conference 2016</b> Friday 18 March 2016 Stock Brook Country Club, Nr Billericay</p> <p><b>Deputy Headteachers' Annual Conference 2016</b> Friday 14 October 2016 Weston Homes Community Stadium</p>
<p>*Page numbers refer to the full minutes (posted on the website) of the spring term Area meetings with LA Officers and Headteachers.</p>	

**LA /ESSEX PRIMARY HEADS' ASSOCIATION MID AREA**  
**THURSDAY 3 MARCH 2016**  
**ATTENDANCE**

**Present**

Tracy Ahern	Mildmay Juniors	Vicky Jackson	St Francis Catholic Primary
Cheryl Allard	Oaklands Infants	Ceri Jones	Chipping Hill Primary
Dawn Baker	Lawford Mead Primary	Shelley Jones	de Vere Primary
Jacque Barber	Rettendon Primary	Ann Kelliher	Holy Family Primary, Witham
Paula Barningham	Our Lady Immaculate Catholic Primary	Victoria Kendall	Roxwell CE Primary
Jane Bass	Powers Hall Primary	Liz Maycock	Little Waltham CE Primary
Lisa Battersby	Larkrise Primary	Linda McSweeney	St Pius X Catholic Primary
Ruth Baugh	White Notley CE Primary	Ross McTaggart	Barnes Farm Juniors
Ian Bowyer	Boreham Primary	Rosie Mirecki	Elm Hall Primary
Phillip Brown	All Saints CE Primary, Maldon	Kate Mills	Barnes Farm Infants
Maxine Bradford	Mildmay Infants & Nursery	Becky More	Rivenhall CE Primary
Amanda Buckland-Garnett	Collingwood Primary	Nicola Morgan-Soane	Trinity Road Primary
Alex Burden	Great Waltham CE Primary	Ellena Mortimer	Bulmer St Andrew's CE Primary
Denise Burrell	Richard de Clare Primary	Jan Myers	Wentworth Primary
Lorraine Cannon	Moulsham Infants	Mary Nicholls	Stanley Drapkin Primary
Helen Castell	Writtle Infants	Robert Pike	St Nicholas CE Primary Tillingham
Marianne Cartwright	Gosfield Primary	Rachael Plunkett	Priory Primary
Alison Cole	St Peter's CE Primary, Coggeshall	Jane Pomeroy	Feering CE Primary
Anna Conley	The Howbridge Infants	Carrie Prior	St Andrew's CE Primary, Gt Yeldham
Maddie Cowley	John Ray Juniors	Amanda Reid	Perryfields Infants
Amanda Daines	The Tyrrells School	Maria Rumsey	St Michaels' Juniors, Galleywood
Jona Davies	St John's CE Primary, Danbury	Claire Russell	Notley Green Primary
Diane Deans	White Court Primary	Julie Sarti	Colne Engaine CE Primary
Geraldine Denham-Hale	St Mary's CE Primary, Burnham	Lesley Schlanker	Baddow Hall Infants
Sarah Donnelly	Richard de Clare Primary	Helen Shaw	Elmwood Primary
Fiona Dorey	Great Bradfords Juniors	Heather Shelley	Broomfield Primary
Susannah Edom-Baker	Newlands Spring Primary	Marie Staley	Moulsham Juniors
Lisa Feldham	Finchingfield CE Primary	Kelly Stock	Burnham-on-Crouch Primary
Joe Figg	Purleigh /Meadgate/Maltese Rad Primary	Sharon Tyler	Springfield Primary
Wendy Figueira	St Peter's CE Primary	Melanie Vine	Earls Colne Primary & Nursery
Jane Gates	Great Bradfords Infants & Nursery	Sean Wade	Howbridge CE Juniors
Andy Gillett	Margaretting CE Primary	Pauline Ward	St Cedds CE Primary
Christina Gooday	Trinity St Mary's SE Primary, SWF	Greg Waters	The Bishops CE and Catholic Primary
Carol Gooding	Danbury Park Primary	Janis Waters	Great Leighs Primary
Victoria Gooding	Silver End Primary	Sandra Way	John Ray Infants
Karen Harden	Southminster Primary	Linda Wiskin	The Cathedral CE Primary
Jane Hasler	Perryfields Juniors	Justin Wrench	Shalford Primary
Matt Hodges	Kings Road Primary	<b>Apologies</b>	
Andy Lucas	Parkwood Academy	Simon Waltham	Heybridge Primary
<b>LA Officers</b>		<b>In Attendance</b>	
Clare Kershaw	Head of Commissioning	Pam Langmead	EPHA Professional Officer
Alison Fiala	Lead Strategic Commissioner West	Harriet Phelps-Knights	EPHA Chair
Maz Norman	SE Commissioner	Nigel Hookway	EPHA Executive Director
Carol Farrer	SE Commissioner	Caroline Geilnik	Education Support Network
		Jeff Grout	

Note: If your attendance or apologies have not been noted please contact the EPHA Professional Officer at [pam@langmead.me.uk](mailto:pam@langmead.me.uk) for amendment.

## MID EPHA DISTRICT MEETING MINUTES 3 March 2016

### 1. Cheryl Allard, the Mid Chair welcomed headteachers to the meeting and in particular, the following headteachers who are new in post:

Debbie Gayler	Kings Road Primary
Simon Harbrow	Parkwood Primary Academy (Executive Head)
Andy Lucas	Parkwood Primary Academy - Headteacher
Rosie Mirecki	Terling Primary (Acting Head)
Jayne Pavitt	Westlands Primary
Paul Prest	Rayne Primary (Interim)

### Farewell to the following Headteachers:

Sandra Ray	John Ray Infants
Ellena Mortimer	Bulmer St Andrew's CE Primary

### 2. SHARING EXPERIENCE OF ASSESSMENT AND MODERATION

Headteachers worked in their locality groups and were asked to share common issues that they were encountering this year, what they needed clarification on and other concerns. In addition they were asked for any questions or points that they wished to raise with the Local Authority.

The following are the collated responses:

#### Common Issues in schools at the current time

- Spelling – how are dyslexic children going to be assessed and taken into account; the total disregard of physical disability and dyslexia
- Excessive level of Grammar, Punctuation and Spelling being demanded
- Moderation – inter school; in-school; use of exemplification materials
- Teachers losing faith in the curriculum
- A lack of standardisation and utter confusion about the Interim Framework
- Ensuring that pupils in Year 6 are prepared for the new style tests
- Evidencing AFL for external visitors
- Definition of mastery is very broad
- Constant moving of the goal posts
- Varying approaches from schools – teaching to the interim teacher assessments
- The loss of the “best fit” model
- Mental health of pupils and teachers
- Children “failing” who have been successful up to now.
- How to explain the changes to parents and governors
- ARE in year groups other than 2 & 6 – wishy washy
- Writing expectations – Level 5 – aspirational targets unlikely to be met

#### Clarification needed on:

- All of the above
- Information on what will the national standard be
- Working at depth – what percentage
- Whether pupils have to achieve “mastery” in all three disciplines
- How to measure progress
- Key Stage 1 reporting – what to report and is there consistency across Essex?
- Reporting to parents on the attainment of Year 6 (writing)
- Date for data to be submitted to LA
- What training have the LA moderators team had?

### **Other concerns/comments**

- The impact of possible retesting of Year 6 pupils in Year 7
- Lack of (human) capacity and resources preventing schools from keeping up with the changing requirements e.g. increase moderation dialogue
- Target Tracker has a very useful Autumn 2 benchmarking tool which summarised all TT user data

### **Questions/comments to the Local Authority**

- The messages given at EES training are panicking teachers.
- What support can and will the LA offer?
- Awareness of how Target Tracker has just changed the age-related expectation colour coding.
- Children who were age-related last week aren't this week; Children who were age-related last summer now aren't!
- Why don't all heads receive all emails from the LA?
- How is prediction data going to be used by the LA?

### **The EPHA Professional Officer reported on Russell Hobby's (NAHT President) visit to the North East Primary heads meeting the previous week, particular focusing on his comments about the assessment and testing changes this year:**

*He outlined the current key issues that are exercising headteachers and the NAHT at the present time. He stated that, as well as the huge problems around assessment, the current priorities for the Association are:*

- *Recruitment and retention;*
- *Funding of schools;*
- *Inspection*
- *Academy agenda*
- *The Education and Adoption Bill;*
- *Mental health and wellbeing – increasing challenges for education.*

*Russell made no apology for focusing on the lack of guidance and clarity around assessment this year, and the lack of clarity from the DfE that is causing huge problems and worries for school. He stated that there is ongoing concern that the problem will not easily resolve and next year will also be a shambles. He stated that the immediate challenge is particularly around the writing exemplification materials. The NAHT talked to the DfE in May 2015 and offered a review of the system that would have been reported in January. Sadly, that review was cancelled because of adverse media headlines, suggesting a Government climb down – Russell argued that too many poor decisions are made because of newspaper headlines.*

*He stated that, in his opinion, the current exemplification materials for writing assessment are far more challenging than had been suggested, and that children at the end of the Year 6 are now expected to attain a level of around 5C; he argued that this is unreasonable, and that schools should not be expecting this attainment.*

*Then, he said, the DfE announced an extremely early assessment submission date, coupled with the need to complete a huge tickbox to evidence assessment. The NAHT has achieved some concessions, in particular delaying the date of submission for the writing assessment until 30<sup>th</sup> June – this helps schools a little.*

*NAHT is suggesting that part of the assessment challenge is the move to a “secure fit” rather than a “best fit” model, putting higher expectations on children. Nick Gibb has promised clarification of the exemplification materials, hopefully next week, and Russell's view was that this will need to “clarify the exemplification materials out of existence”.*

*His advice to the NE Heads was to wait a week and continue to teach to the standard that teachers expect of their pupils. In response to a question, he noted that the NAHT is not recommending that the assessment should be boycotted as, in their view, this would be likely to lead to assessment being scrapped altogether.*

*Russell noted that the third thing that Nick Gibb has promised is that the DfE will not trigger an intervention into a school based on the 2016 data; he argued that this is absolutely critical, if the DfE sticks to this promise. Nick Gibb has written to Ofsted to indicate this. The NAHT will support schools that are challenged on this year's data.*

*He mentioned the Early Years' baseline and stated that the NAHT is not averse to the concept as a principle, but the introduction has been a hash, with 6 different baselines. Many schools (including in Essex) are using the Early Excellence model, but this fails to provide a logical measurable progression to later assessment.*

*The NAHT is also exasperated that the DfE wants to introduce a times-table test; not that they are against the teaching of times tables, but feel that this implies that schools are not already teaching them.*

*He described the expectations of SPAG in Year 2 and Year 6 as "lunacy"!*

*In addition, the Year 7 resit hasn't been thought through properly and will create great problems for secondary schools and the pupils.*

*Russell mentioned the NAHT pledge, which so far 5000 headteachers have signed up to.*

*Nick Hutchings asked if NAHT were in discussion with Ofsted and STA to agree what data will be considered in inspections. Russell mentioned the letter from Nick Gibb to HCMI, but agreed that the NAHT will also ask Sean Harford (HMI) to write a statement of clarification.*

*In response to a question, Russell said that in his opinion the Government cannot manage many more schools (about 2-300 a year) falling below floor and so having to be forced into academisation as there are insufficient sponsors to support failing schools. He reminded headteachers that the floor remains at 65% and the SPAG results don't count towards the floor standards.*

*The coasting schools standard for attainment is 85% but the progress standard remains the same (3 years aggregated/combined) and Russell doesn't believe that many schools will be impacted by the coasting schools legislation.*

*There is currently less concern around inspection, but mainly because there have been far fewer inspections this school year – about 300 compared with a norm of 1500. Schools that are "good" are experiencing that inspectors hold this assumption when they start a Section 8 inspection.*

*Later in the morning there was a feedback session and a number of questions were put to the Local Authority advisers.*

*Headteachers asked how they could be sure that the moderation training would be robust and consistent. Alison Fiala explained that the trainers initially attend one day training run by the DfE before training local moderators. She emphasised that moderation will be a professional dialogue with teachers.*

*The Mid EPHA Chair asked for feedback from headteachers if they have found or find any discrepancy or inconsistency with the LA training and moderation process. 25% of schools will be chosen for moderation and they will be informed on the 20<sup>th</sup> May – this applies to both Key Stages*

and schools will receive a letter from the Local Authority. Schools that are not chosen can buy in moderation as in previous years. It was suggested that data from schools will need to be available two weeks before the moderation date.

Headteachers asked if clarification and explanation about target setting this year could be resent, via Education Essex. Clare Kershaw noted that she had sent a letter to headteachers and Chairs of Governors, setting out the challenges of this year's assessment and likely outcomes, but agreed to expand this letter and resend it to schools.

**Clare  
Kershaw**

Jan Myers, headteacher at Wentworth Primary, argued that there should be a drive from the LA and EPHA to protest strongly about this year's problems and said that the LA should refuse to submit the assessment results to the DfE, so underlining that they are unfair and determined by schools that have had insufficient guidance and clarity. A show of hands of those present indicated that around half the headteachers present felt that this was a good idea; however, Clare Kershaw noted that the LA must be careful how it plays the national system. There is likely to be a significant "drop" in national standards according to the new measures, and if LAs refuse to submit data the Government could and may argue that the data is unsafe. It was **AGREED** that the EPHA Executive would discuss this suggested course of action with the Local Authority officers.

**EPHA  
Executive**

Nigel Hookway, the EPHA Executive Director said that not all LAs will report their data tables. He agreed to discuss this issue at the next Eastern Region Headteacher Association meeting to find out what other authorities plan to do.

**Executive  
Director**

### **3. EDUCATION SUPPORT PARTNERSHIP Presented by Caroline Geilnik**

Caroline explained that the Education Support Partnership is unique in that it is a not-for-profit organisation which started as the Teachers' Benevolent Fund in 1877. All profits generated through the sale of their programmes help fund the charitable work. The organisation has worked with more than 300,000 in more than 4,000 schools, local authorities, universities and charities across the UK. Research indicates that there is a recruitment, retention and well-being problem in education – in 2015 a YouGov poll suggested that a third (34% to be precise) of the education workforce are expected to leave by 2020.

With a rising school population 190,176 extra teachers will be needed in England by 2020 unless more current teachers can be persuaded to stay. Whilst some will be retiring, many others are set to leave for negative reasons at a time when pupil numbers are increasing and recruiters are struggling to find trainees. To give a feel for the scale of this challenge, unless more staff can be supported to stay, the UK will need to recruit 200 teachers every single day just to keep staffing levels the same.

In 2013-14, 55% of teachers in England had one period off for sickness absence.

The benefits of looking after your staff are obvious:

- Improved pupil outcomes
- Increase in management capacity
- Reduced absence and associated costs
- Increased productivity
- Improved staff performance
- Improved staff retention
- Improved morale across the organisation
- Helps meet your legal duty of care as an employer

The services offered by the Education Support Partnership include:

### **Individual counselling and support**

This includes 24/7 support and counselling through the Employee Assistance Programme, face to face counselling and legal and financial support.

### **Creating a Positive Workplace**

The purpose of the Positive Workforce Programme is to help organisations to work collaboratively with staff to create a positive working environment by securing the wellbeing and effectiveness of their workforce. The programme begins with a confidential online Positive Workplace survey, followed by flexible support from a consultant over a two-year period.

### **Coaching and support for leaders**

Headspace is already running in Essex and offers a confidential, personal and professional development programme specifically designed for groups of headteachers. Headspace runs over a period of between six and twelve months and is customised to meet the needs of the headteachers in the group. The programme consists of a whole day introductory session followed by five half-day sessions facilitated by a consultant.

The next Headspace programme running in Essex will be held at the County Hotel, 29 Rainsford Road, Chelmsford, CM1 2PZ

- 21 April 2016 09.00-15.00 hours
- 1 July 2016 09.00-13.30 hours
- 22 September 2016 09.00-13.30 hours
- 25 November 2016 09.00-13.30 hours
- 17 January 2017 09.00-13.30 hours
- 9 March 2017 09.00-13.30 hours

YourSpace is a similar programme for deputy heads and school leaders. It is a simple and effective support and development programme based on a four session model of 3 hours per session.

### **Learning and development**

The comprehensive range of Smart Training and Development Workshops will help organisations achieve high levels of staff engagement; they focus on SMART communication, work, change, resilience leadership, relationships, survival, transition and/or coaching and can be tailored to the needs of the school.

### **Health and wellness**

An occupational health service is available, as well as health assessments, health checks and so on.

Charitable services – funded by the paid-for programmes, include

- Grants
- Campaigning work
- Recruitment and retention
- #Not quitting teaching
- An Education Manifesto
- Telephone support 08000 562 561

For further information about the Education Support Network go to <https://educationsupportpartnership.org.uk/>

For further information about Headspace of any of the Education Support Services, contact caroline Gielnik, the Regional Development Consultant for Essex by email: [caroline.gielnik@edsupport.org.uk](mailto:caroline.gielnik@edsupport.org.uk) or mobile 07814 515 980

#### 4. EPHA UPDATE

Harriet Phelps-Knights, Chair of EPHA, introduced Nigel Hookway, who has been appointed as the new Executive Director for the association. Nigel is currently heading a school in Colchester, his second headship appointment, but retires from that post at the end of the school year. He has started to represent primary headteachers and has attended a number of meetings, but is looking forward to representing EPHA at a national level as well as at a local level.

Nigel talked about his family, including his wife Annie, who is a headteacher in Suffolk, and also an Ofsted Inspector.

He shared what he regarded as the key challenges this year for schools:

- Recruitment and retention of headteachers and teachers
- The implications of the Education and Adoption Bill
- Behaviour management challenges
- Financial pressures on schools
- SEN issues including the demands of converting to EHC Plans
- Assessment challenges this summer
- Ofsted – what is going on?
- Headteacher well being

Nigel is currently representing EPHA on the:

- Recruitment and retention strategy group;
- Virtual Schools Governing Body
- Eastern region meetings with the Regional Schools Commissioner
- Visits to each area headteacher meeting

His intention is to support EPHA's work by attending national, regional and local meetings and to collaborate with ASHE and ESSET, lobbying on behalf of primary headteachers and influencing policy at national, as well as local, level.

## 5. BUILDING HIGH PERFORMANCE TEAMS – A GUIDE TO RECRUITING, LEADING AND MOTIVATING TALENT

**Jeff Grout**

Listed in the '100 Best Business Speakers in Britain', Jeff was formerly UK Managing Director of a leading international recruitment consultancy and Business Manager to Sir Clive Woodward, Jeff is now an independent business consultant specialising in leadership, people management, team building, peak performance, recruitment and retention issues. He holds a number of corporate advisory and executive coaching appointments and is also a successful business author. His book 'What do Leaders *Really* do?' was published in 2007 and 'What You Need to Know about Leadership' in 2011.

Jeff acknowledged the challenge of recruitment and retention in schools at the current time, but asked the headteachers whether they were looking for the right key competencies for success in their organisation; did they know the competencies for success in their own school? He asked the group to think about where and why recruitment goes wrong – he asked who had had formal training in interview techniques – only 3 of the 30 present had done so.

He reminded heads that the style of the interviewer would be interpreted by the interviewee as the style or ethos of the organisation and would go a long way to attracting – or discouraging – the applicant.

He suggested that candidates want a range of rewards from a future employer: that might include a career path, reputation of the organisation, training and development, flexibility, as well as financial reward.

Jeff suggested that the Employer Branding was crucial – ten years ago, Virgin was by far the most cited company that people wanted to work for, now it might be Google or Apple – what they have in common is a strong identity and a strong, charismatic and determined CEO.

He asked headteachers to think about the top three characteristics – or brand identity – that would mark them out as distinctive and attract the best candidates. People came up with a range of suggestions: team working, career progression, support, Christian ethos, enthusiastic children who wanted to learn etc but Jeff suggested that, in an interview process, these are not sufficiently unique or remarkable – what was needed was to give examples, through anecdotes, of how the organisation treats its staff. For example, rather than saying: "We offer excellent training and development", the interviewer might give an example of an employee who was given the opportunity to undertake a specific qualification and that "led to A, B or C".

Jeff argued that, just as critical as effective recruitment, is the retention of good staff. He reminded everyone that the most common reason that someone leaves a job is not because of salary or workload, but because of their relationship with their immediate line manager – he argued that it is vital to develop the leadership skills of middle managers.

He suggested that headteachers should consider holding "retention interviews" with their most valued staff, rather than "exit interviews", when any attempt to persuade someone to stay will be too little too late. He asked the group to consider their feelings if, in half an hour's time they received a resignation text from their best and most valued member of staff.

He asked four questions:

- Does that person know what you think of them?
- Do you make that person feel like a star?
- Have you sat down this year to talk about their aspirations?
- Is there anything you can do for them in relation to their career or salary?

Jeff said that it is essential for the leader of an organisation to set a clear direction. He suggested the

T-Test – asking the following questions of leaders in the organisation (the horizontal of the T) and then a number of other staff members from top to bottom (the vertical of the T):

- What are the overall objectives of the school (or organisation)?
- What are the immediate priorities?

He suggested that leaders often assume that their staff will know the answers to these questions (After all “I’ve told them”) but this is by no means the case. Jeff noted that the reasons that organisations don’t make progress is because they have too many priorities and that there is not enough (or any) real team work going on – groups of people in an organisation, or “teams”, often think that they are working successfully, but in fact he rarely sees real evidence of team work.

Jeff asked the heads what morale is really like in their school. He argued that loyalty, commitment and trust are built when people feel:

- part of something;
- that their role is valuable;
- they are “caught doing something right” and
- that they are treated as a “fully fledged human being”.

He said that it is vital to create an environment where staff willingly give more, noting that “It is difficult to motivate, but all too easy to demotivate.” He said that there need to be “teamship” rules as well as leadership rules, which are developed by the teams themselves.

Jeff reminded everyone that in communicating something we will say what (and when) but often forget to say why. He noted that in whole staff questionnaires the leaders of an organisation will often judge communication to be a strength, while the staff will, at the same time, judge it to be a weakness!

He reminded headteachers to reflect with their staff (or perhaps a few months in with a new member of staff):

- What are the good things we do that we must keep doing?
- What are the bad things we do that we must stop doing?
- What things do we do only occasionally that we should do consistently?
- What things don’t we do that we should start doing?

He reminded the group of the importance of learning from past performance and becoming a better listener. Finally, he asked people to rate their own leadership performance: what do you do which is always an A\*, what is graded a B, and what is F? – and suggested that improving the B grade might have the best chance of success!

### **JG Consulting**

#### **Business Consultancy . Speaking . Coaching**

One Holmesdale Road, Kew, Richmond, Surrey, TW9 3JZ

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**6. ANY OTHER BUSINESS**  
**MID meetings with the Local Authority officers 2015/2016 -at Chelmsford City Football Club**  
Thursday 16 June 2016

**Headteachers' Annual Conference 2016**  
Friday 18 March 2016      Stock Brook Country Club, Nr Billericay

**Deputy Headteachers' Annual Conference 2016**  
Friday 14 October 2016      Weston Homes Community Stadium