

**LA /ESSEX PRIMARY HEADS' ASSOCIATION NORTH EAST AREA
WEDNESDAY 16 JUNE 2021**

The meeting was held online as a result of the continuing Covid-19 pandemic

MEETING SUMMARY: ISSUES AND RECOMMENDATIONS

Agendas and minutes for these meetings available at www.essexprimaryheads.co.uk

| Attendance List | |
|--|---|
| <p>DISTRICT AND EPHA AGENDA (a.m.) (Notes below) Nick Hutchings, Chair</p> <p>Colchester housing development ECF and NPQ support NEEPHA AGM Are you doing too much? Headrest</p> | <p>Welcome to the following Headteachers: Sam Wilding St Andrew's Primary, Marks Tey</p> <p>Farewell to the following headteachers: Brian Combes Stanway Primary Lisa Corby Icen Academy Mel Cork Heathlands CE Primary Anthony Cosans Unity Primary</p> <p>Kevin Wilby Andrew Smith Nick Hutchings Peter Radford Andrew Morrish</p> |
| <p>p 2 -9</p> | <p>AREA AGENDA LA updates on current priorities including:</p> <ul style="list-style-type: none"> • ECC new administration • Education Taskforce • SEND update: Inclusion conference • Headteacher wellbeing • Early Years reforms • Safeguarding • Curriculum: review of RSE and Health Education <p>Clare Kershaw</p> |
| <p>p 10</p> | <p>Key dates</p> <p>NORTH EAST headteacher meetings 2021/22 Wednesday 10 November 2021 Wednesday 2 March 2022 Wednesday 15 June 2022</p> <p>Deputy Headteachers' Annual Conference 2021 Friday 8 October 2021 Colchester Football Stadium</p> <p>Headteachers' Annual Conference 2022 Friday 18 March 2022 Stock Brook Country Club</p> |
| <p>*Page numbers refer to the full minutes (posted on the EPHA website) of the Summer term Area meetings with LA Officers and Headteachers.</p> | |

LA /ESSEX PRIMARY HEADS' ASSOCIATION NORTH EAST AREA
DISTRICT AND AREA MEETING
WEDNESDAY 16 JUNE 2021
ATTENDANCE

Present

| | |
|-----------------|---------------------------------------|
| Rachel Anderson | Harwich Primary and Nursery |
| Sue Bardetti | Holland Haven Primary |
| Liz Bartholomew | The Mayflower Primary |
| Natasha Bennett | Two Village CE Primary |
| Suzie Bliss | Walton-on-the-Naze Primary |
| Polly Bradford | Gosbecks Primary |
| Gavin Bradley | White Hall Academy |
| Toby Bull | The Bishop William Ward CE Primary |
| Gail Burns | St Michael's Primary & Nursery |
| Tracey Caffull | Great Bentley Primary/Frinton |
| Alex Candler | Lexden Primary |
| Brian Combes | Stanway Primary |
| Mel Cork | Heathlands CE Primary |
| Ruth Cornell | Kings Ford Infants & Nursery |
| Sarah Crookes | Cann Hall Primary |
| Cherry Curle | Engaines Primary |
| Paula Derwin | Hazelmere Juniors |
| Sarah Dukelow | Alresford Primary |
| Abbie Fairbairn | Lawford CE Primary |
| Diane Fawcett | St Andrew's CE Primary, Weeley |
| Belynda Fellows | St James CE Primary |
| Donna Gaffney | Layer-de-la-Haye Primary |
| Alan Garnett | North Primary & Nursery |
| Debbie Griggs | Myland Primary |
| Jackie Halliday | Messing School |
| Claire Holmes | Monkwick Infants & Nursery |
| Nick Hutchings | N East Chair/ Hamilton Primary |
| Julie Ingram | Chappel CE Primary/Fordham All Saints |
| Ellie Jaggs | Boxted St Peter's CE Primary |
| Karen Jones | Great Clacton CE Juniors |
| Becky Keitch | St George's CE Primary, Gt Bromley |

LA Officers

| | |
|-------------------|-------------------------------------|
| Clare Kershaw | Director of Education |
| Philippa Holliday | Assistant Director, North East |
| Stephen Chynoweth | EY and Education Manager, N East |
| Kerry McGrory | SE Partner (North East) |
| Carole Farrer | SE Partner (North East) |
| Kevin Wilby | Schools Organisation Officer N East |
| Ros Somerville | Inclusion Manager N East |

| | |
|--------------------|-----------------------------------|
| Marie Kelly | St Teresa's Catholic Primary |
| David Larner | Dedham CE Primary |
| Susan Locke | Milldene Primary |
| Andrew MacDonald | Langham Primary |
| Ian MacDonald | Elmstead Primary |
| Rebecca McCutcheon | Monkwick Juniors |
| Carl Messer | St George's New Town Juniors |
| Mark Millbourne | Prettygate Infant and Juniors |
| Kate Moore | Birch CE Primary |
| Martin Moriarty | Tiptree St Luke's Primary |
| Samantha Moseley | All Saints CE Primary, Dovercourt |
| James Newell | Wix and Wrabness Primary |
| Julie O'Mara | Chase Lane Primary |
| Nicky Patrick | Spring Meadow Primary |
| Donna Parker | Ardleigh St Mary's Primary |
| Richard Potter | Home Farm Primary |
| Clare Sampson | Roach Vale Primary |
| Leesa Sharpe | Broomgrove Juniors |
| Nikki Sirett | Alton Park Juniors |
| Susan Shipp | Friars Grove Primary |
| Darren Smith | Brinkley Grove Primary |
| Sarah Stevenson | Langenhoe Primary |
| Steven Turnbull | Hazelmere Infants and Nursery |
| Craig Twin | St John's CE Primary |
| Tania Wright | Mersea Island School |
| Michelle Wright | Montgomery Juniors |

In Attendance

| | |
|----------------|---------------------------|
| Pam Langmead | EPHA Professional Officer |
| Sam King | Tiptree Heath Primary |
| Lucy Turner | St James' CE Primary |
| Louise Johnson | Wickford CE School |
| Peter Radford | Beyond This |
| Ros McMullen | Headrest |

Apologies

| | |
|----------------|-----------------------------------|
| Bridget Harris | St Thomas More's Catholic Primary |
|----------------|-----------------------------------|

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

NORTH EAST EPHA AREA MEETING MINUTES 16 JUNE 2021

1. WELCOME

The meeting was held online as a result of the continuing Coronavirus pandemic. Nick Hutchings, the North East Area Chair welcomed headteachers to the meeting.

Welcome to the following Headteachers:

Sam Wilding St Andrew's Primary, Marks Tey

Farewell to the following headteachers:

Brian Combes Stanway Primary
Lisa Corby Icen Academy
Mel Cork Heathlands CE Primary (was Acting headteacher)
Anthony Cosans Unity Primary

Nick noted that Brian Combes is retiring after 19 years in headship, in a number of roles, and will be a huge loss to Essex schools, children and their families. Brian said that headship is a job he still enjoys and is a privilege on many levels, working with amazing colleagues over the years.

If you are leaving please make use of the EPHA new heads' checklist, and complete it for your successor. This is available on the EPHA website at

<https://essexprimaryheads.co.uk/info-and-documents/good-practice/>

2. COLCHESTER HOUSING DEVELOPMENT

Kevin Wilby attended the meeting to inform heads about Tendring Colchester Borders Garden Community

tcbgardencommunity.co.uk

A new community of up to 9,000 new homes and employment opportunities was given the go-ahead last year. The Garden Community will be located between Colchester and Elmstead Market, on the north side of the A133. The whole development might take 20 or 30 years, but plan is to start new housing in 2025 and to have built 1,775 new dwellings by 2031.

The Garden Community is a planned new community which will be sustainable and attractive place to live, work and visit. The principle is that it is infrastructure-led. All essential facilities and services – like schools, health services, roads and transport systems, and jobs – will all be available as the new community grows. (The project is looking to develop a Rapid Transit System, potentially a trackless tram in the future...)

The School Organisation Team is working to make sure schools are available for the new community when needed (not afterwards...). Eventually there could be 6 or 7 primary schools and possibly 2 secondary schools.

Policies are being developed to ensure that the design and infrastructure for the Garden Community will incorporate the highest standards of innovation in energy efficiency and technology to reduce the impact of climate change, ensure water efficiency, and implement sustainable waste / recycling management facilities. Schools will be designed like this too.

Planning people are still working on the Development Plan Document which will set out how the community should be built. For example:

- latest innovations in housing designs as well as exploring how renewable energy can be captured and reused;
- new areas of publicly accessible open space for everyone to enjoy, and specially managed areas

- of natural space to support wildlife;
- improve the environment, reduce carbon emissions and improve local biodiversity;
- transforming large areas of agricultural land into 're-wilded' woodland and other natural habitats

There is still a chance for the public to get involved. Kevin explained that the draft Development Plan Document will not be submitted until the end of 2022 / early 2023.

A lot of young people in schools now may well live or work in the community in the future and it will be beneficial and exciting to be part of the thinking behind it; they will see it growing as they grow. There are also lots of opportunities for learning.

Engagement website

talk.tcbgardencommunity.co.uk

Two population facts

Office for National Statistics – most recent peak in births was in 2012, since then 12.2% decrease. (2019)

This is for England and Wales. Same pattern in Essex and in North East Essex.

All things equal, smaller cohorts of children are coming into reception over time. Some schools may already have noticed this. No information on births in 2020 until July 2021 (effect of pandemic?).

Decrease in births might be offset by new housing and people moving into the area.

Forecasts based on the assumption that there will be approx. 17,000 new dwellings built in NE Essex over the next 10 years. 9,500 in Colchester Borough and 7,500 in Tendring District. (1,775 in the garden community).

Kevin concluded that we don't know how the pandemic and Brexit will affect births and rate of new housing in the future. (A fabulous time to be predicting pupil numbers!)

3. **DELIVERY OF THE EARLY CAREER FRAMEWORK PROGRAMME AND NPQs**

Andrew Smith, headteacher at Lyons Hall Primary, attended the meeting to inform heads about alternative support available for the Early Career Framework and NPQs.

In addition to Teaching School Hubs, other organisations can deliver the Early Career Framework and reformed NPQs. In Essex, the Professional Learning Network/Lyons Hall School has chosen to deliver both the ECF programme and the suite of NPQ programmes to give schools more of a choice of provision.

PLN/LH has a long, proven track-record of delivery on these priorities across Essex and its borders, having delivered NPQs for the last 18 years, the Accelerate programme (a precursor to the ECF) and currently delivering the early roll out of the ECF programme.

Early Career Framework

PLN is a Delivery partner for Ambition Institute providing the DfE funded Full-Induction Programme at no cost to your school. The two-year programme is delivered by a team of facilitators who are experienced practising teachers. It includes:

- Training for Early Career teachers (ECTs) and mentors
- Materials can be adapted to respond to the context of our schools.
- Mainly online content and video conferencing

PLN has chosen Ambition as their programme is completely flexible. If school has a different priority one week (e.g. parents evening, assessment) or if the Early Career Teacher or mentor is absent, they miss that week and start again the next week - they don't have to 'catch up' with the missed week.

The Department for Education is funding all training, at no cost to schools.

All state funded schools offering statutory induction will receive additional funding to deliver the Early Career Framework reforms.

The funding will cover:

- 5% off timetable in the second year of induction for all early career teachers to undertake induction activities including training and mentoring - **£1200**
- Funding for mentors to spend with early career teachers in the second year of induction - this is based on 20 hours of mentoring across the academic year - **£900**

For those on the Full Induction Programme, there will be a payment to schools for the time that mentors of ECTs spend on DfE mentor training (ie training from a funded programme provider) which will consist of 36 hours of backfill time over two years per mentor.

| Mentor's Unit Cost (years 1 & 2) Time off timetable for training | England (excluding the London Area) | Inner London Area | Outer London Area | Fringe Area |
|---|---|-------------------------|-------------------------|----------------|
| 36h cost (2 years of training) | £1576.10 | £1929.24 | £1737.14 | £1623.24 |

NB

Funding for training and support in year 1 is funded directly to schools as now through the National Funding Formula.

Reformed NPQs:

PLN/LH will continue to deliver the whole suite of reformed NPQs across all phases and settings. Working in partnership with Teach First, alongside Surrey Teaching Schools Network with whom we have a long standing relationship.

Some NPQs will be funded and for some schools in more difficult circumstances there will be full scholarship funding – the DfE has not released this information yet.

3. NORTH EAST EPHA ANNUAL GENERAL MEETING

a) CHAIR'S REPORT

Nick Hutchings, Chair of North East EPHA, gave the following report.

I'd like to start this year's report with a moment of reflection to remember our beloved colleague and friend, Suzy Ryan, who died this year. She was an absolute star and she will be deeply missed by us all. I would also like to spare a thought for her devoted husband and ex-Essex head David Milligan.

Before I get started on my review of the year I would also like to thank Pam for being everything to everyone. She has been working for EPHA for more years than anyone can remember and she is the rock that we all rely on. When you need to check a piece of information, have a shoulder to cry on, have a joke or have a moan, she is there at the end of the phone, email or a zoom call. Without her EPHA would just not work. You are brilliant Pam. You continue to work for the betterment of education and Headteacher well-being. I am sure my colleagues will join me in sending you a round of applause and many congratulations via email and text message - some might even switch a camera on and un mute to whoop and cheer!!!!

Review of the year

Last year I spoke to you all about the challenges we had all faced from Lockdown 1.0. How we had all coped and closed schools within 2 days. I hoped that it would never happen again! I talked about how we had been thinking about the new Ofsted inspections the previous October and how that had gone out of the window fairly quickly. I then talked about a possible second peak. Who knew that we would have a small respite over the summer holiday, before Lockdown 2.0. The Autumn Term tumbled out of control within weeks. We had schools closing bubbles multiple times, we had a hybrid approach to learning online and in school, we had staff isolating and then coming back, we

had Ofsted virtual visits and we were trying our best with the ever changing guidelines being issued by the government. Managing schools through an increasing R-Value and viral load became almost impossible. This was then followed by the new tier system, which didn't allow for parity across the county. We had the ridiculous notion that you might live or work in an area where restrictions meant a school couldn't open, but 100m down the road, it was possible.

After one of the weirdest Christmas's possible we were preparing to open schools again, until a brave decision was made by our Director of Education to close the schools that were still open. I don't think I will ever forget having taken a call over Sunday lunch the day before schools were to open, and then having to work out how to close my school within 18 hours and gather the information on who our key worker families were before reopening on the Tuesday, only to find out on the Monday night we were in to Lockdown 3!!!

Since then the pressure has just continued to rise. We are now all masters of the LFT, we know what a PCR is and now understand which is more important - or not!!! We collate results twice a week in our own time and still aren't allowed time off as we are checking for positive COVID results within our parent community over the weekends via email. We have managed a million updates to our risk assessments, dealt with shielding and then not shielding staff. We have written individual risk assessments, upped the amount of online learning being offered and managed the transition between online and in person learning. Some of us have become YouTube stars in our own right and we have ensured all our policies and procedures are up to date. We have taken a massive load of safeguarding cases and been asked to make instant, and often life changing decisions for our communities. We have ensured we have kept in touch with children who may not even be in the same time zone. We have been a pillar of strength for our staff and community and at no point have we been able to make a mistake or show fatigue. We have been a front line service of unsung heroes.

Without your leadership and the commitment of your staff, our NHS workers and other Key Workers would not have been able to save lives or keep the country going. We have been the only places in the UK where it has been legally possible to have more than 30 people gathering since the start of COVID. We have been expected to put ourselves at risk and we have done this because of the commitment we have to the children and families we work with. It is appalling that the government has now rewarded school staff with a pay freeze to thank them for their role in ensuring the country continued to function.

As restrictions ease we are now faced with further impossible decisions. Should we be booking the residential trip, should we have a sports day or Year 6 leavers party? Decisions on these events alone are enough to make quiver when you think of the risks associated with them. In addition to this we now have the teams of people that have been able to work from home wanting to poke about in schools again as life is 'getting back to normal'.

Well I say that it isn't!

The last 18 months have been brutal for Heads. We have used every last ounce of energy to keep every plate spinning and we are all overflowing with stress. The mere mention of Ofsted is making us feel sick. We need time to recover, before someone starts looking at why we haven't had a chance to do a learning walk, a lesson visit, a deep dive. There needs to be recognition by the Local Authority that just because the restrictions are being lifted, it doesn't mean that schools and Heads are now ready for business as usual. We need the LA to support us on this. What I can tell you is that EPHA will make this very very clear to every agency that wants to visit a school and poke around.

What is to come?

This year I have absolutely no idea! I couldn't have been more wrong last year and therefore I'm not going to even bother this year.

I am immensely proud to Chair this group of Heads. You are brilliant at your jobs. You are all still standing (just about)! I'm sure some of you are hiding how you actually feel and this is where I get serious. You must talk to colleagues. This is the only way we can survive what we have been through. Be honest, have a cry. It is ok not to be ok.

I sit here in my office and I applaud every single one of you for being you, for still running your schools, for making a difference to the lives of your community and staff.

We are all the Essex Primary Headteachers Association. We are all caring, compassionate and bloody brilliant at our jobs. Enjoy the summer when it comes and switch off and rest!!!!!!!!!!

b) ELECTION OF OFFICERS AND LOCAL DELIVERY GROUP REPRESENTATIVES

| | |
|---------------------------------|--|
| Chair | Nick Hutchings (Hamilton Primary) |
| Vice-Chair | Richard Potter (Home Farm Primary) |
| Treasurer | Bridget Harris (St Thomas More's Catholic Primary) |
| Colchester West | Nick Hutchings (Hamilton Primary) |
| Colchester East | Paula Derwin (Hazelmere Infants) |
| Colchester South | Ceri Daniels (Holy Trinity Primary, Eight Ash Green) |
| Tendring Mid | Ian MacDonald (Elmstead Primary) |
| Tendring North | Donna Parker (Ardleigh St Mary's CE Primary) |
| Tendring South | Sue Bardetti (Holland Haven Primary) |
| Harwich & Dovercourt | Liz Bartholomew (The Mayflower Primary) |

The officers and Local Delivery Group representatives were thanked for the hard work that they do on behalf of headteachers in the North East Area and for agreeing to continue in their roles or taking on new positions.

- c) The Summer term EPHA newsletter**, including dates for the 2021/22 school year, was circulated to headteachers in advance of the meeting -these can also be found on the EPHA website www.essexprimaryheads.co.uk.

d) EPHA Annual Subscription

Funding for EPHA will be continue to be top-sliced from the Delegated Schools Grant. Area meetings will continue to be "free" to all primary headteachers, as will the website, headteacher briefings and advice and support from the Professional Officer.

<https://essexprimaryheads.co.uk/files/what-headteachers-get-in-return-for-their-epha-contribution-2020-21.pdf>

e) EPHA County Annual General Meeting

The EPHA county AGM will be held on Thursday 30th September at the Lion Inn, Boreham.

f) Conferences

Headteachers were reminded that the Deputy Headteachers' conference will be held on Friday 8 October 2021, back in person at the Colchester Football Stadium (key note speakers Mick Waters and Mary Myatt) and next year's annual Headteachers' conference will be held on Friday 18 March 2022 at Stock Brook Country Club.

The programme and booking form for the Deputy Conference will be emailed to schools at the end of June.

4. ARE YOU DOING TOO MUCH?

Peter Radford

The art of doing less, but achieving more.

This session will focus on how to lead your team effectively and create a thriving working environment that is sustainable and balanced. For too long we have just accepted that teaching and headship has to be all consuming. Another way is possible.

Having gone through a breakdown, and out the other side, Peter Radford, author of Love Teaching Keep Teaching, will draw on his experience to present a different approach to leading mentally healthy schools whilst staying mentally healthy!

For over 20 years BEYOND THIS founder Peter Radford has worked to help people live significant lives and positively impact the lives of others. He is an experienced public speaker, teacher, trainer and coach with a wealth of experience, of leadership, management, personal development and education. He now works with businesses, organisations & schools to help develop the strategies and momentum to meet the challenge of change and achieve their goals.

www.beyondthis.co.uk

What are the ingredients of mental health?

Peter explained that everyone is on a continuum between:

Wholly content, positive and optimistic.....Despair, hopeless, possibly suicidal

He argued that when someone's emotional wellbeing is towards the right hand side of this continuum, their ability and capability is impaired.

There are six main psychological needs:

Connectedness:

- LOVE – to give and receive love
- BELONGING – being connected to and accepted by others
- UNDERSTOOD – someone “gets you”

Hope:

- ACHIEVEMENT – like you are competent and progressing
- AUTONOMY – the sense of being in control
- PURPOSE – your life matters and has meaning

Peter referred to the need for a changing and stimulating environment: adults and children alike are hugely impacted by the culture of a school. *Our challenge as leaders is to pay greater attention to the nature of the 'cage' we are perpetuating...*

On achievement Peter noted that headship can be an “impossible job with ever-changing standards and constant comparison, leading to an unending sense of falling short”. He advised “facing what you have already dug” – i.e. looking at what you have already achieved, not what there is still to do.

He touched on the Veneer Theory (often referred to as Original Sin) – whether:

All people are essentially bad, lazy and selfish

Or

All people are essentially creative, proactive and want to make a difference.

Peter argued that a negative view of human nature tends to result in a controlling approach to leadership

He referred to a book by **Humankind: a hopeful history** by Rutger Bregman

ROWEs: Results Only Work Environments

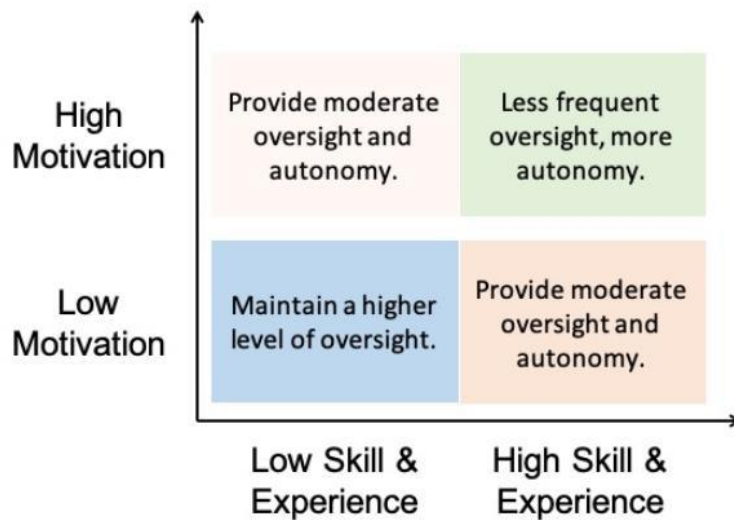
“Management is about creating conditions for people to do their best work”.

Peter quoted Daniel Pink:

“Think of the great artists of all time, Van Gogh, Picasso, Georgia O’Keefe... Nobody said to them, ‘You must paint this sort of picture. You must begin at 8.30am. You must paint with the people we tell you and you must paint in this way.’ That would have been ludicrous.”

He shared a slide setting out the characteristics of the **command and control leader** versus the **empowering leader**.

Oversight versus control? – situational leadership



A culture of trust requires TRUST & VALUE

The strength of a wall is not derived from the strength of the individual bricks but from the mortar that binds them together

Trust is the mortar!

The most important factor in creating a culture of trust... acknowledgment

Ignoring someone’s work has exactly the same negative effect on motivation as deliberately destroying it.

Maya Angelou:

‘I’ve learnt that people will forget what you’ve said, people will forget what you did, but people will never forget how you’ve made them feel.’

Peter’s book

Love Teaching Keep Teaching:

The Essential Guide to Improving Wellbeing at All Levels in Schools

Is available from Crown House Publishing

Two new online courses from UK Ed Academy...

- Growing mentally healthy schools and classrooms for teachers
- Growing mentally healthy schools and classrooms for leaders

Peter’s slides are available on the EPHA website at

<https://essexprimaryheads.co.uk/meetings/termly-area/north-east/>

And a recording of the presentation can be accessed at <https://youtu.be/fneEsTqYijl>

5. HEADREST

Headrest was co-founded in October 2020 by Ros McMullen and Andrew Morrish, two former headteachers and Multi-Academy Trust CEOs.

Headrest is a confidential, free telephone support service for headteachers. The free service means that a group of experienced headteachers, who coach and mentor serving heads and senior executive leaders, are offering 'a listening ear' free of charge for those who are exhausted and needing to chat with someone who understands. In this session, Andrew introduced and explained how the helpline works and why it was set up to support heads at this critical time.

Why now?

- Headteacher wellbeing a priority
- Increase in workload/anxiety levels
- Operational and not strategic
- Lack of support for headteachers
- Sodden sponges
- The need for rapid response
- We've sat in your chair
- Safe, non-judgmental, anonymous

Key issues being brought to the helpline

- Bubbles/safety
- Ill health (self and family)
- Feeling overwhelmed/stress
- Parental demands
- Facebook/Social Media
- Lack of governance support
- Lack of LA/MAT support inc HR
- Suspension, disciplinary etc.
- Ofsted, monitoring etc.

How it works

DM on Twitter @Headrest_UK

Phone for free on 0800 862 0110

Website: www.HeadrestUK.co.uk

Email Hello@HeadrestUK.co.uk

Headrest will always get back to you.

More information at <https://www.headrestuk.co.uk/>

Nick Hutchings reminded the North East headteachers that there are numerous opportunities for support which they must use when they need them; in particular their colleagues, and the Essex Primary Headteachers' Association.

6. FUTURE DATES

NORTH EAST headteacher meetings 2021/22

Wednesday 10 November 2021

Wednesday 2 March 2022

Wednesday 15 June 2022

Deputy Headteachers' Annual Conference 2021

Friday 8 October 2021 Colchester Football Stadium

Headteachers' Annual Conference 2022

Friday 18 March 2022 Stock Brook Golf and Country Club