

LA /ESSEX PRIMARY HEADS' ASSOCIATION SOUTH AREA

WEDNESDAY 22 FEBRUARY 2017

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) Brenda Dalley, Chair</p> <p>SEPHA meeting MAT2MAT and Hive Learning NAHT national policy update Safeguarding update</p>	<p>Welcome to the following Headteachers:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Terri Chudleigh</td> <td style="width: 50%;">Briscoe Primary School</td> </tr> <tr> <td>Sue Clarke</td> <td>Barling Magna Primary Academy</td> </tr> <tr> <td>Nicola Coggin</td> <td>Briscoe Primary School</td> </tr> <tr> <td>Andrea Farrant</td> <td>Blackmore Primary</td> </tr> </table> <p>Farewell to the following Headteacher:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Brenda Dalley</td> <td style="width: 50%;">Hadleigh Infant School</td> </tr> </table> <p>Brenda Dalley, Nigel Hookway and Pam Langmead Andrew Smith, Lyons Hall James Bowen NAHT and the Edge Andrew Hall, Success in Schools</p>	Terri Chudleigh	Briscoe Primary School	Sue Clarke	Barling Magna Primary Academy	Nicola Coggin	Briscoe Primary School	Andrea Farrant	Blackmore Primary	Brenda Dalley	Hadleigh Infant School
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Brenda Dalley	Hadleigh Infant School										
p 1 -9*	<p>AREA AGENDA Welcome, introductions and updates: Looking Forward - updates on</p> <ul style="list-style-type: none"> • Future shape, role and functions of the Local Authority • Governance Services • Budget including apprenticeship levy • New Banding descriptors and SEN funding 										
p 9 -12	<p>Primary Improvement</p> <ul style="list-style-type: none"> • Safeguarding • Moderation update • Raising achievement for disadvantaged pupils 										
p 12 -15	<p>Meeting the need of young carers in Essex</p> <p>Tim Frances, Youth Work Commissioner</p>										
p 15	<p>Key dates</p> <p>SOUTH meetings with the Local Authority officers 2016/2017 at Holiday Inn Basildon Wednesday 14 June 2017</p> <p>Headteachers' Annual Conference 2017 Friday 14 March 2017 Stock Brook Country Club, Nr Billericay</p> <p>Deputy Headteachers' Annual Conference 2017 Friday 6 October 2017 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 SOUTH AREA
DISTRICT AND AREA MEETING
WEDNESDAY 22 FEBRUARY 2017
ATTENDANCE

Present

Basildon/Billericay/Wickford

Nicky Barrand	Cherry Tree Primary
Elizabeth Benjeddi	South Green Juniors
Sharon Branch	Sunnymede Juniors
Luke Bulpett	Kingswood Primary
Terri Chudleigh	Briscoe Primary
Nicola Coggin	Briscoe Primary
Jo Farrow	Greensted Infants & Nursery
Nicola Fisher	Merrylands Primary
Sasha Furze	Runwell Primary
Jenny Haken	Millhouse Primary
Melanie Gaskin	Greensted Juniors
James Hancock	Eversley Primary
Huma Karim	Noak Bridge Primary
Liz Keeble	Vange Primary
Nina Kemp	Whitmore Primary
Hilary Luckman	Quilters Infants
Harriet Phelps-Knights	Janet Duke Primary
Ann Robinson	Buttsbury Juniors
Angela Russell	St Anne Line Catholic Infants
G Smith	St Margaret's CE Primary
Emma Wigmore	St Margaret's CE Primary

Apologies

Lyn Corderoy	Grange Primary
Kerry Greary	The Phoenix Primary

In Attendance

Pam Langmead	EPHA Professional Officer
Nigel Hookway	EPHA Executive Director
Simon Harbrow	Westwoods Academy
Andy Lucas	Parkwood Academy
Andrew Hall	Success in Schools
James Bowen	NAHT
Terry Hinkley	Nexus Limited
LA Officers	
Clare Kershaw	Head of Commissioning
Lisa Fergus	Lead Strategic Commissioner S
Pav Saunders	SEC (South)
Mel Clapton	SEC (South)
Tim Frances	Young Carers

Rochford/Rayleigh/Castle Point/Canvey Island

John Archer	Westwood Academy
Nicola Bache	Glebe Primary
Dominic Carver	South Benfleet Primary
Brenda Dalley	Hadleigh Infant & Nursery
Emma Dawson	Thundersley Primary
Andy Douglas	Riverside Primary
Melissa Eades	Sunnymede Infants
Joanne Fincher	Stambridge Primary
Richard Green	Grove Wood Primary
Caroline Ireson	Lubbins Park Primary
Robin Goodier	Holt Farm Infants
Melissa Heatherson	Hockley Primary
Helen King	Kents Hill Infants
Peter Malcolm	Rayleigh Primary
Ann Matthews	Canvey Island Infants
Jo Matthews	Leigh Beck Juniors
Glenn Moore	Hadleigh Juniors
Hannah Nash	Kents Hill Juniors
Kirsteen Newell	Kingston Primary
Shane Owen	Rochford Primary and Nursery
Hayley O'Dea	Great Wakering Primary
Tania Perry	Montgomerie Primary
Lorna Pigram	St Nicholas/Canewdon Primaries
Lou Nelson	Down Hall Primary
Christine Redpath	The Robert Drake Primary
Kath Sansom	Wyburns Primary
Gary Soars	Edward Francis Primary
Catherine Stalham	Winter Gardens Primary
Eileen Thorn	Waterman Primary
Karen Tucker	Canvey Juniors
Brentwood	
Jackie Avis	Doddinghurst Juniors
Nera Butcher	Hogarth Primary
Clare Branton	Willowbrook Primary
Andrea Farrant	Blackmore Primary
Shelagh Harvey	Ingatestone Infants
Bozena Laraway	St Helen's Catholic Juniors
Ingrid Nicholson	Doddinghurst Infants
Nina Mackay	Kelvedon Hatch Primary
Paula Masters	Holly Tree Primary
Dean Moran	St Thomas of Canterbury CE Juniors
Matt O'Grady	West Horndon Primary
Louise Putt	Bentley St Pauls CE Primary

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

SOUTH EPHA MEETING MINUTES 22 February 2017

1. WELCOME AND INTRODUCTIONS

Brenda Dalley, Chair of SEPHA, welcomed headteachers to the district and area meeting.

a) Welcome to the following Headteachers, new in post in South schools:

Terri Chudleigh	Briscoe Primary School (Head of School)
Sue Clarke	Barling Magna Primary Academy
Nicola Coggin	Briscoe Primary School (Head of School)
Andrea Farrant	Blackmore Primary

Farewell to the following Headteacher:

Brenda Dalley Hadleigh Infants – who retires at Easter.

It was noted that Brenda has been the Chair of SEPHA for many years, and she was thanked for her contribution and commitment to her colleagues in the South of Essex and to the EPHA Executive.

b) Election of Chair

It was noted that just one nomination had been received for the position of Chair of SEPHA, from Nicky Barrand, the current Vice-Chair. There were no additional nominees at the meeting, and it was **AGREED** that Nicky should become the Chair with immediate effect. Brenda was thanked once again for her work as Chair of South EPHA since June 2010.

It was **AGREED** that the ensuing vacancy for the position of Vice-Chair will be addressed at the Area AGM in June.

c) Executive Director report

Nigel Hookway, the EPHA Executive Director, reported the following activity since the last meeting:

Letter to MPs - Funding

I wanted to remind Heads that it is really important that we try to engage MPs as much as possible and the 'Fund the 8%' campaign is central to this along with our colleagues in ASHE. We met with the 7 MPs just before half-term in London and generally it was a positive meeting with them leaving under the impression that Essex Primary Headteachers are really struggling with funding challenges even before the National Funding formula comes in.

MAT2MAT – EPHA AND ASHE have been asked to sit on this group to support the development of Heads and their understanding of the CEO role. Andrew Smith (Head of Lyons Hall and CEO of a small chain) had engaged with Tim Coulson and along with two other CEOs had applied for a grant of £70000 and had been successful. The grant is being used to facilitate training for CEOs and begin a support group using online software called 'Hive'. So far there have been three meetings and Andrew demonstrated at each area and he invited all Heads to join the group at no cost.

RSC and Regional Officers Meeting of Headteachers' Associations – I am meeting with Tim Coulson next week and Regional Officers raise issues with Tim that schools are finding challenging.

Recruitment and Retention – I am sitting on a Task and Finish group looking at different solutions to this challenging problem. Graham Lancaster chairs this group and he reminded colleagues in Education Essex that there are opportunities to get support from ANZUK and SMART teachers who will source teachers from Australia and New Zealand for September. I am also raising the important issue of Retention with the group highlighting the good work carried out by a small group of schools in north Colchester led by Helen Dudley-Smith.

South area
headteacher
meeting
14 June
2017

EPHA Priorities 2017

- 1) *Headteacher well-being – Coaching for the Soul. Viv Grant has already spoken to Deputy Heads in October and will be at our annual conference in March. Viv will be running sessions in June as a support for Heads throughout the four areas.*
- 2) *SEND – I am working with Pam to challenge the LA over MLD provision at KS 1, EHCPs and pre-school checks which seemed to have disappeared! I am now on the Western Area Children's Board, North East Children's Board and Southern Children's Board representing our views. Virgin Healthcare take over the running of the health contract to schools on April 1st and this could signal a huge change in the approach to support schools with health matters.*
- 3) *Future of Primary Services – EPHA are working with the LA on how the future will look in a traded services environment. With the educational landscape changing and Local Authorities stepping back and School led Improvement taking over it is clear next year will be an important transition year. Most of school led support will come through Clusters and some services from Commissioners will be traded. It is important we are prepared for this big change as it would be easy to set adrift from other schools by the time September 2018 arrives!*

National Group

I am working with school leaders, Lords (Estelle Morris), MPs and Local Authority Leaders. I am meeting with this group in Birmingham for the second time. The guest speaker is Christine Gilbert (Director of Education Camden and former Ofsted Leader) who will address on the emerging educational landscape and in particular the draft document from Institute of Education looking at characteristics of successful area partnerships. The second presentation is from Robert Hill (Manchester University and Educational Consultant) who will review the different approaches to the current fragmented situation around the country. He will look at the role of the RSC and the emerging Opportunity Areas which are entering the second phase.

New Heads

I would like to visit new Heads in post as soon as possible to discuss support from EPHA. I have already met four new Heads this term and especially important for those Heads who are new to Essex. EPHA are a major part of the support package for Essex Headteachers currently.

d) Coaching for the Soul

EPHA will be running a number of "Coaching for the Soul" sessions, delivered by Viv Grant, Integrity Coaching, in the summer term. This interactive workshop session is designed to offer Head Teachers a chance to connect, share experiences of school leadership and explore the benefits of coaching as a leadership support mechanism.

The session will also offer Headteachers the space and time to reflect on 'What Matters Most in School Leadership'. As such, the session will consider what it means to 'Take care of the Soul in the role' and actively meet the emotional, mental and vocational needs of school leaders.

This interactive workshop will demonstrate how coaching has the power to help school leaders:

- *increase their levels of emotional resilience*
- *maintain a deep connection with their core values and ability to make decisions that are more aligned to who they are and who they want to be*
- *heighten their levels of self-awareness, self-management and their ability to cope more effectively with the stresses of the role*
- *Maximise feelings of professional satisfaction and fulfilment*
- *Find ways for re-discovering their joy and passion for the profession*

The session will also offer a chance for Head teachers to ask any questions that they might have about the coaching process and how it supports individual and whole school

improvement.

The dates and venues are as follows

Friday 12 May – Ivy Hill Hotel, Margareting

Friday 9 June - Manor of Groves Golf and Country Club, Sawbridgeworth

Friday 16 June – Rivenhall Hotel

Friday 30 June – Weston Homes Stadium, Colchester

All of the sessions will run from 1.00 pm – 4.00 pm

Please let Pam Langmead know if you want to be added to the waiting list for one of the sessions –and pencil the date into your diary.

e) MAT2MAT and Hive Learning

Andrew Smith, CEO at Lyons Hall Primary, explained that he received fudnign from Tim Coulson (Regional Schools Commissioner) to establish a group to support Multi-Academy Trusts working together.

Andrew also mentioned Hive Learning, established as a result of working with Sir Clive Woodward, which offers schools an effective way of storing and sharing good practice.

Headteachers and CEOs can access both resources at <https://www.hivelearning.com/mat2mat/>
The passkey is M@T2M&T2017

2. NAHT UPDATE

James Bowen, NAHT

James Bowen studied history and politics at the University of Warwick, graduating with a first-class degree in 2002. After beginning his career in the finance sector, James took the decision in 2005 to become a teacher. He was quickly recognised as an outstanding classroom practitioner and fast-tracked into a number of leadership positions, including subject leader, SENCo, assistant head teacher and deputy head teacher. Most recently, James was the head teacher of a large, successful school in Hampshire before becoming the director of NAHT Edge in 2016.

James' presentation was wide-ranging, covering key issues for schools and the NAHT at the present time.

He referred to the recent Education Select Committee meeting, where Nick Gibb (Schools Minister) conceded that "assessment (last year) didn't go quite as smoothly as hoped" – the understatement of the year!

Schools' funding – the start truth is that there is insufficient funding available for all schools, and without that any redistribution of funds, via a National Funding Formula simply won't work. There will be a £3 billion shortfall in schools funding by 2019/20, an 8% cut in real terms. This equates to a loss of £399 for every primary age pupil, and £477 loss for every secondary age pupil. The NAHT notes that 7 out of 10 schools leaders have stated that their budgets are being pushed beyond breaking point, and that funding has become unsustainable.

The DfE argument continues to be that there has never been more funding going into schools – but do not take into account the increasing cost pressures on schools.

The reality is:

- Staffing cuts – larger class sizes and fewer support staff
- CPD cuts
- Less access to specialist services, including emotional health and wellbeing support
- Buildings not being maintained and upgraded
- Curriculum in both secondary and primary schools being narrowed, and extra-curricular

activities under threat.

What is the NAHT doing about this?

A national campaign including

- A launch campaign email, with links to a schools-cuts website
- New funding campaign on the NAHT website
- <http://www.naht.org.uk/welcome/news-and-media/campaigns/school-funding-campaign/>
- Media campaign
- Behind the scenes lobbying

At local level

- Branch secretaries are briefing and cascading information.
- There are 30+ regional campaign events
- Branch joint member letters to MPs and local media

What is the NAHT trying to achieve?

1. Increased overall funding – particularly to the AWPU, as the current settlement is insufficient.
2. Public and parental support and a clear understanding of what is happening and the real impact.
3. Holding the government to account for the choices that they make.

Assessment - “the mess that was 2016”

What has been achieved so far?

- No schools can face intervention based solely on 2016 data
- A commitment to a long term review of primary assessment- James noted that this is a real concession by the government, as they have only recently conducted a review of assessment, which resulted in last year’s system.
- The Government wanted to make a KS1 SPAG test compulsory – this is now non-mandatory
- Scrapping of the Year 7 SATs resits – significant for secondaries and primaries, and the affected pupils.

The NAHT is also arguing strongly about the suitability of the tests and assessment processes for dyslexic pupils.

James’ gut feeling is that the Government will move away from a secure fit model to a best fit model – but not this year.

There should be a consultation on primary assessment, to be announced in March. James feels it is likely that the following suggestions will be considered:

A move away from the secure fit model for writing assessment

A possible move towards a single primary progress model – baseline in Year R to end of Year 6.

The NAHT’s view is that any such baseline must be observational, not test-based.

James stressed the NAHT’s view that it is essential to detach the increasingly high-stakes nature of statutory assessment. The NAHT Assessment Review Group has produced a report, Addressing the Balance – an alternative solution to the current assessment system commissioned by the NAHT.

The Assessment Review Group comprised of:

James Bowen, Director of NAHT Edge

Nick Brook, NAHT Deputy General Secretary

Robert Coe, Professor of Education at Durham University

Tony Draper, CEO of Lakes Academies Trust
Nansi Ellis, ATL Assistant General Secretary
Dave Ellison, Deputy Head Teacher of Foxfield Primary School, part of The Inspire Partnership
Louise Griffith, Assistant Head Teacher of St George's Church of England Primary School
Sarah Hannafin, NAHT Policy Advisor
Amanda Hulme, Head Teacher of Claypool Primary School
Kathryn James, NAHT Deputy General Secretary
Anne Lyons, Head Teacher of St John Fisher Catholic Primary School
Theo Smith, NAHT Policy Research Analyst
Professor Dame Alison Peacock, Executive Headteacher of The Wroxham School and CEO of the Chartered College of Teaching
Michael Tidd, Deputy Head Teacher of Edgewood Primary School

Crucial messages of the report included the recognition that some form of statutory assessment will continue but that the current statutory assessment system is vastly out of control – too often limited data alone is used as a judgement for whole school effectiveness.

Secondary assessment is also a challenge, including the implications of EBACC (limiting the curriculum and opportunities for students) and complicated changes to the GCSE grading system, which are being phased in over time.

Ofsted

There has been some improvement and a period of relative stability. Ofsted introduced the “myth busting” document, and ended lesson grading.

Bringing inspection in-house appears to have been positive – previously many of the complaints to the NAHT were about individual Additional Inspectors, rather than HMI.

The introduction of 1 day inspections and the presumption of “still good” has been helpful.

James noted that Amanda Spielman is a very different HCMI from her predecessor, and she has a different tone. She is looking at the purpose of Ofsted and has stated that she wants judgements to be evidence based, but that evidence not solely driven by data.

She aims to revisit the grade judgements, and there is a possibility that the outstanding grade will go.

She recognises the importance of Peer Review (a particular focus of the NAHT, which has its own Peer review system) but argues that Ofsted in effect “peer reviews” as many inspectors are serving headteachers.

James is confident that she, at least, wants to listen and learn from the profession (and the fact that she is not a former teacher/headteacher may not be a bad thing).

James was thanked for his very informative and engaging presentation, and it was agreed that future updates from NAHT representatives would be welcomed.

3. SAFEGUARDING UPDATE

Andrew Hall is an experienced teacher with nearly 30 years of service in schools. He became a headteacher in 1997 and has led a wide variety of schools, including a school serving inpatients at a long-stay child and adolescent psychiatric hospital. Andrew worked with Cambridge Education Associates raising achievement in schools needing improvement where he specialised in leading secondary schools for students with behavioural difficulties. Andrew's last headship was of a split-site, primary and secondary school for children and young people with Social, Emotional and Behavioural Difficulties in east London.

In 2010, Andrew set up '[Success In Schools Ltd.](#)' to share his experience and help colleagues develop their skills working with students who find learning difficult for whatever reason. Since

2011 Andrew Hall has focused on supporting schools and colleges with their safeguarding and child protection policies and procedures. Andrew's training focusses on the needs of school staff and headteachers and ensures that he shares practical strategies that really make a difference. In addition to supporting safeguarding work in schools, Andrew now works hard to help pupils, staff and parents learn to keep themselves safe whilst using the internet.

Andrew introduced himself by sharing a photo of his infant class, and made the point that we couldn't assume that the children in the photo were later, as adults, classed as the same gender – he noted that one of the issues that he is seeing in many schools is that of transgender. Andrew also gave an anecdote about how disclosures are made – rarely neatly, but more likely to be a throwaway comment that gives a member of staff an “uh oh” moment. He urged us to listen to those feelings and to encourage staff to do the same.

The session covered:

- Effective Safeguarding
- Policy into Practice
- Governor Responsibilities
- Understanding Grooming



Andrew's effective safeguarding model puts the child at the centre, and emphasizes the following:

- Policies – that should be personalised to the school and should represent the “gold standard of expectation”
- Training – for all staff, which he prefers to call “building capacity”
- Ethos – the foundation or “heartbeat” of the school

Schools need to determine their safeguarding risks, whether local, national and international. They then need to ensure that their curriculum teaches their pupils about the risks that they face.

The curriculum can be broken down to national, the wider curriculum (structured and unstructured) and the curriculum that children and young people get from their peers.

The safer perimeter should be characterized by a single point of entry into schools – Andrew makes a point of trying to gain entry to schools without making himself known to the office staff. His accounts of how easy it was to get into many schools were hair raising and he was often assisted by helpful children!

Partnership – Andrew reminded us not to rely on the traditional partners, health, social care and the police, but to create our own partnerships, for example holding DSL (Designated Safeguarding Lead) cluster meetings with other local schools.

Transition planning – between school phases, but not forgetting children missing education and

how they are managed.

Andrew has a useful flowchart for referrals on his website

<https://www.safeguardingschools.co.uk/headteachers-update-spring-term-2017/>

He gave the following advice when responding to child protection and safeguarding matters:

Recognise – Respond – Refer – Reflect

The headteachers discussed the ways in which they raised safeguarding awareness in their schools – these included

DSL photos

Communication

Pupil matters section in every staff meeting

Leaflets

Posters/training

Different coloured lanyards to identify types of visitors

Record keeping – Andrew suggested the following five sections in a file:

1. Administration and chronology
2. Internal information
3. External Information
4. Meeting notes/report
5. Child protection plans/legal papers

He mentioned MyConcern – an online tool for recording child protection incidents.

<http://www.myconcern.co.uk/>

MyConcern® is our simple to use, safe and secure software for recording and managing all safeguarding concerns. The system enables all staff to record any safeguarding concern, safe in the knowledge that a proper record has been made and that their safeguarding lead has been automatically notified. It also equips the designated safeguarding lead to assess each concern and manage any ongoing action that needs to be taken.

One headteacher endorsed this product saying that it was very valuable and had made the record keeping for child protection and safeguarding simple and comprehensive.

Governor responsibilities

Set out in KCSiE, particularly in Chapter 2, (page 14 onwards) *The management of safeguarding - The responsibility of governing bodies, proprietors and management committees*

The new Governance Handbook (January 2017) clearly sets out the safeguarding requirements in section 6.1 (page 87 onwards). This repeats and is in line with the requirements in KCSiE.

Grooming – de-sensitisation

Andrew explained that in a study of convicted teachers, 23% had deliberately chosen to go into teaching to have access to children. He talked about the David Finklehor research on safety recruitment and the typology of sexting.

The study presupposes 4 pre-conditions for child sexual abuse:

Motivation – wanting to

Internal inhibitors (conscience) – overcoming this inhibition has been helped by the internet as paedophilia has become the “norm” for a huge group of people. It enables:

- connection with other paedophiles
- easy connection with children
- children supplying their own images

External inhibitors (creating opportunity)

Overcoming victim resistance by

- targeting a (probably vulnerable) child
- creating trust
- Justifying a need
- sexualising the contact
- maintaining control

Andrew argued that prevention must include:

- a specific safeguarding ethos
- facilitating the raising of concerns
- “courageous” leadership

Sexting

Sexting in schools and colleges – very useful guidance from UKCCIS which covers:

This advice covers:

- Responding to disclosures
- Handling devices and imagery
- Risk assessing situations
- Involving other agencies, including escalation to the police and children’s social care
- Recording incidents
- Involving parents
- Preventative education

Andrew referred to Hackers Continuum of Sexual Behaviour in Children and the Brook Traffic Light Tool. He also reminded the group that there are five points of immediate referral to MASH or police in relation to sexting:

1. Adult involvement
2. Coercion or blackmail
3. Extreme or violent
4. Under 13
5. Immediate risk of harm

Andrew reminded heads to ask their staff, following training:

- What have you learnt today?
- What have you heard which makes you see things differently?
- What will you do differently following the training?

Other guidance mentioned:

- The guidance for safer working practices for those working in education settings
- SET Prevent Policy and guidance
- The online safety guidance for schools governors – this comes with a health warning from me, as the expectations in the document are high!

Andrew's spring term briefing

<https://www.safeguardingschools.co.uk/headteachers-update-spring-term-2017/>

Brook Sexual Behaviours traffic light tool

<https://www.brook.org.uk/our-work/the-sexual-behaviours-traffic-light-tool>

The Blast Project

<http://www.mesmac.co.uk/projects/blast>

Alright Charlie

<https://www.youtube.com/watch?v=UGEgn767XAk>

www.stopitnow.org.uk

NSPCC PANTS campaign

<https://www.nspcc.org.uk/preventing-abuse/keeping-children-safe/underwear-rule/>

6. FUTURE DATES

SOUTH meetings with the Local Authority officers 2016/2017 and 2017/18 -at the Holiday Inn Basildon

Wednesday 14 June 2017

Thursday 9 November 2017

Wednesday 21 February 2018

Wednesday 13 June 2018

Headteachers' Annual Conference 2017

Friday 14 March 2017 Stock Brook Country Club, Nr Billericay

Deputy Headteachers' Annual Conference 2017

Friday 6 October 2017 Weston Homes Community Stadium

Coaching for the Soul

Friday 12 May – Ivy Hill Hotel, Margareting

Friday 9 June - Manor of Groves Golf and Country Club, Sawbridgeworth

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