

**LA /ESSEX PRIMARY HEADS' ASSOCIATION WEST AREA**  
**WEDNESDAY 16 NOVEMBER 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> <b>(Notes below)</b> <b>Isobel Barron, Chair</b></p> <p><b>Provide – support role for education</b> <b>WEPHA meeting</b> Discussion around EPHA priorities for 2016/17  <b>“You can choose your friends...”</b> – the six key skills that turn workplace relationships into results  <b>“Working with pupils who present challenging behaviour”</b></p>	<p><b>Welcome to the following Headteachers:</b></p> <table border="0"> <tr><td>Teresa Avey</td><td>Freshwaters Primary Academy (HoS)</td></tr> <tr><td>Tracey Bratley</td><td>Manuden Primary</td></tr> <tr><td>Michael Clark</td><td>Roydon Primary</td></tr> <tr><td>Neil Coster</td><td>Pemberley Primary</td></tr> <tr><td>Alan Gardiner</td><td>Farnham and Rickling Federations</td></tr> <tr><td>Victoria Haylock</td><td>Nazeing Primary</td></tr> <tr><td>Jocelyn Hurry</td><td>Waltham Holy Cross Primary</td></tr> <tr><td>Karen Legge</td><td>Chigwell Primary Academy</td></tr> <tr><td>Terena Morton</td><td>Coopersale and Theydon Garnon CE Pri</td></tr> <tr><td>Jen Shackleton</td><td>Thaxted Primary</td></tr> <tr><td>Emma Vincent</td><td>RA Butler Infant and Junior Schools</td></tr> <tr><td>Amy Wareham</td><td>Matching Green C of E VC Primary School</td></tr> <tr><td>Sandra Way</td><td>Stapleford Abbots CE Primary (Interim HT)</td></tr> </table> <p><b>Farewell to the following Headteachers:</b></p> <table border="0"> <tr><td>Deidre Mooney</td><td>Waltham Holy Cross Primary</td></tr> <tr><td>Adam Vincent</td><td>Buckhurst Hill Primary</td></tr> <tr><td>Lesley Howes and Geoff Mangam</td><td></td></tr> </table> <p>Facilitated by members of the EPHA Executive</p> <p>Nick Saunders</p> <p>Steve Phillips</p>	Teresa Avey	Freshwaters Primary Academy (HoS)	Tracey Bratley	Manuden Primary	Michael Clark	Roydon Primary	Neil Coster	Pemberley Primary	Alan Gardiner	Farnham and Rickling Federations	Victoria Haylock	Nazeing Primary	Jocelyn Hurry	Waltham Holy Cross Primary	Karen Legge	Chigwell Primary Academy	Terena Morton	Coopersale and Theydon Garnon CE Pri	Jen Shackleton	Thaxted Primary	Emma Vincent	RA Butler Infant and Junior Schools	Amy Wareham	Matching Green C of E VC Primary School	Sandra Way	Stapleford Abbots CE Primary (Interim HT)	Deidre Mooney	Waltham Holy Cross Primary	Adam Vincent	Buckhurst Hill Primary	Lesley Howes and Geoff Mangam	
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p 1 -7*	<p><b>AREA AGENDA</b> <b>Welcome, introductions and updates:</b> A View from the Bridge – looking forward Direction of the DfE; Essex priorities; SLIS update; SEND transformation; Teaching Awards; Fair Access Protocols; recruitment and retention</p> <p>Clare Kershaw, Head of Commissioning, Education and Lifelong Learning</p>																																
p 7 - 9	<p><b>Attendance code of conduct</b> Clare Kershaw</p>																																
p 9 -11	<p><b>Primary Improvement</b> Nicola Woolf, Primary Lead Commissioner West</p>																																
p 11	<p><b>Key dates</b></p> <p><b>WEST meetings with the Local Authority officers 2016/2017 -at Weston Homes Business Centre, Takeley</b>  Wednesday 1 March 2017  Wednesday 21 June 2017</p> <p><b>Headteachers’ Annual Conference 2017</b>  Friday 14 March 2017      Stock Brook Country Club, Nr Billericay</p> <p><b>Deputy Headteachers’ Annual Conference 2017</b>  Friday 6 October 2017      Weston Homes Community Stadium</p>																																
<p>*Page numbers refer to the full minutes (posted on the website) of the autumn term Area meetings with LA Officers and Headteachers.</p>																																	

**LA /ESSEX PRIMARY HEADS' ASSOCIATION WEST AREA**  
**DISTRICT AND AREA MEETING**  
**WEDNESDAY 16 NOVEMBER 2016**  
**ATTENDANCE**

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Rosalind Allsop  
 Gina Bailey  
 Isobel Barron  
 David Burles  
 Rachel Callaghan  
 John Clements  
 Many Copper  
 Mary Evans  
 Vicky Early  
 Laura Fox  
 Jonathan Furness  
 Lawrence Garside  
 Elizabeth Gelston  
 Clare Griffiths  
 Louise Gurney  
 Mary Jo Hall  
 Jocelyn Hurry  
 Claire Jackman  
 Alison Kerrell  
 Sharon Lester

Clavering Primary  
 St James CE Primary  
 Roseacres Primary  
 Fawbert & Barnard Primary  
 Katherine Semar Juniors  
 Hatfield Heath Primary  
 Wimbish Primary  
 The Henry Moore Primary  
 Harlowbury Primary  
 The Alderton Junior School  
 Ivy Chimneys Primary  
 Felsted Primary  
 The Downs Primary & Nursery  
 Dunmow St Mary's Primary  
 Debden CE Primary  
 Thomas More Catholic Primary  
 Waltham Holy Cross Primary  
 Great Easton CE Primary  
 Great Bardfield Primary  
 Newport Primary

Victoria Haylock  
 Lesley Lewis  
 Lucy Mawson  
 Natalie Marris  
 Terena Morton  
 Alan Gardiner  
 Christine Peden  
 Teresa Phillips  
 Julie Puxley  
 Colin Raraty  
 David Rogers  
 Sonia Strickland  
 Emma Vincent  
 Karen Wallace  
 Kevin Watts  
 Neil Woolcott

Nazeing Primary  
 Theydon Bois Primary  
 Stebbing Primary  
 Buckhurst Hill Primary  
 Coopersale & Theydon Garnon Pri  
 Rickling and Farnham Primaries  
 Pear Tree Mead Primary  
 Thomas Willingale School  
 Katherine Semar Infants  
 Rodings Primary  
 Bentfield Primary  
 St Mary's, Hatfield Broad Oak  
 RA Butler Infant & Juniors  
 Moreton CE Primary  
 Great Dunmow Primary  
 Leverton Infants & Juniors

**In Attendance**

Pam Langmead  
 Nigel Hookway  
 Nick Saunders  
 Steve Phillips  
 Lesley Howes  
 Geoff Mangam

Professional Officer  
 EPHA Executive Director  
  
 CSS South  
 Provide  
 Provide

**LA Officers**

Clare Kershaw  
 Nicola Woolf  
 Cathie Bonich  
 Iain Birtwell

Head of Commissioning  
 Lead Strategic Commissioner West  
 SEC (West)  
 SEC (West)

**Apologies**

Gary Brown  
 Kath Holland  
 Julie Lorkins

Ashdon Primary  
 Jerounds Primary  
 St Andrew's CE Primary, N Weald

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.

## WEST EPHA MEETING MINUTES 16 November 2016

### 1. WELCOME AND INTRODUCTIONS

Isobel Barron, Chair of WEPHA, welcomed headteachers to the district and area meeting.

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

Teresa Avey	Freshwaters Primary Academy (Head of School)
Tracey Bratley	Manuden Primary
Michael Clark	Roydon Primary
Neil Coster	Pemberley Primary
Alan Gardiner	Farnham and Rickling Federations (Acting Head)
Victoria Haylock	Nazeing Primary
Jocelyn Hurry	Waltham Holy Cross Primary
Karen Legge	Chigwell Primary Academy
Terena Morton	Coopersale and Theydon Garnon CE Primary School
Jen Shackleton	Thaxted Primary
Emma Vincent	RA Butler Infant and Junior Schools
Amy Wareham	Matching Green C of E VC Primary School
Sandra Way	Stapleford Abbots CE Primary (Interim Headteacher)

#### b) Farewell to the following Headteachers:

Deidre Mooney	Waltham Holy Cross Primary
Adam Vincent	Buckhurst Hill Primary

### 2. PROVIDE HEALTH FACILITATORS Lesley Howes and Geoff Mangan

Lesley Howes explained that she and Geoff were both headteachers in Essex and spent several years as Schools' Facilitators, acting as a liaison between education and health providers and Partnership Boards. The funding for this role ended last year and she and Geoff have now been commissioned by Provide, which offers a broad range of community services across Essex, Cambridgeshire and Peterborough, as well as the London boroughs of Waltham Forest and Redbridge.

Please feel free to contact either Lesley or Geoff re any questions or concerns you have regarding:-

Healthy schools – Engaging; Achieving status

Healthy Needs Assessment – Completing; Renewing – updating; Identifying potential;  
Training and support

PSHE - Support and training

#### Lesley Howes

lesleyhowes56@icloud.com 07545219966

#### Geoff Mangan

geoffmangan@me.com 07702 608881

### 3. **WEPHA UPDATE**

#### **Discussion around EPHA priorities for 2016/17**

Headteachers were asked to share their views and opinions in groups, facilitated by EPHA Executive representatives. The following notes are collated from the four area meetings.

In general, headteachers agreed with the priorities that EPHA has identified for the year ahead.

#### **Schools Broadband**

- Filtering is difficult. Concern was expressed about the lack of understanding of educational challenges and requirements.
- The Essex virus protection is very poor.
- Speed is often an issue, particularly in rural schools. Worse in the afternoon!
- Not fit for purpose – can't teach the new curriculum.
- Stressed that it is an essential service for all – we need to stick together.
- The County Broadband service offers good value for money.
- Schools need a statement about internet filtering, for Ofsted purposes.
- Need increased MGs. One school paid for an upgrade, greatly improved the service but took a long time to get it organized.
- 0333 phone numbers are a problem.
- Poor telephone support.
- Common issues/problems should be highlighted (and explained) in the weekly Education Essex newsletter.
- Some heads saying that they don't report problems because they are too frequent – just accept the service. Keen for a new provider.
- Virgin used at one school, really pleased. But another head said that they had moved to another provider and regretted it bitterly!
- Service too reliant on just one member of staff!

#### **Recruitment and retention**

- Stopping people moving on to the Upper Pay Range unless they can offer sufficient evidence prevents heads from being able to reward good teachers. Heads want to be able to pay extra without having to jump through the hoops.
- Lack of consistency across schools re UPR.
- Less structured pay scale means academies can offer higher salaries – no parity.
- Ongoing tension with the PMR process and its impact.
- Workload/work life balance is a big turn off. Lack of support for teachers after their first year.
- Resignation dates need to be more flexible – suggest shorter period, e.g. a month.
- The quality of teachers is an issue/no quality teachers. Some aren't even qualified.
- Supply agency staff – chronically awful, don't want to do anything. Lots of staff go to supply because they don't want the workload of being a permanent member of staff.
- Australian staff don't like the workload.
- There's no one out there! Candidates don't turn up for interviews.
- Inappropriate applications.
- Agency fees very high.
- Not enough training places for SCITT. DfE should look at local data, not countrywide data. Teachers tend to stay where they train.
- Positive news about SCITT moving to Clacton.
- Retention of middle leaders is a real issue – they are leaving the profession.

- Maternity leave is causing big problems.
- Rise in job shares and part time staff– costs more in pay and management time. Additional communication and training problems.
- The teachers back into teaching – secondary led, rather than primary?
- Rising cost of living and house prices having a major impact on retention – can London waiting boundaries be extended?
- Incentivise travel.
- The Government needs to value the people they have.
- Housing would really help.
- Some suggestions to help retention: keep staff motivated by rewarding little actions; provide lunch on parents' evening days; wellbeing committee – termly meeting (reps from all staff groups); Christmas shopping afternoons; tea and coffee paid for.

### **Headteacher well-being and support/retention of headteachers**

- Headteachers and their staff are at crisis point/breaking point.
- Huge concern.
- Heads feel unable to take PPA or dedicated leadership time.
- Essential – need to focus and promote ways to support heads to enable them to be sustained in the role.
- Lack of support other than from those in a cluster supporting each other. This then leads to a clash when asked to hold each other to account.
- Make supervision accessible for all headteachers. Negotiate a package of support for headteachers?
- One group said “Is there any support for headteachers?”
- Where is the worklife balance?
- Many new heads do not have mentors.
- Wellbeing is impacted by insufficient funding, teachers, services; headteachers are always expected to do more for less.
- Executive headteacher need support when managing 2+ schools – they need guidance, supervision, and coaching and governor awareness of the extra demands this leads to.
- Sustainability of Executive Headship – additional pressure and impact on those heads.
- A focus on nurturing new talent in leadership.
- Opportunities to shadow, particularly in more vulnerable and challenging schools.
- Currently no support mechanisms for acting headteachers.
- Revisit Headspace (subsidised by EPHA?)
- Increased demands on headteacher time by other organisations such as the Council e.g. fraud investigations demanding reports for the court, immediate response etc
- There should be fair and equitable HR processes for headteachers – the same as they are expected to administer for their staff.

### **Shape and organisation of the termly headteacher meetings**

- The morning meeting changes with LA reduced was seen as positive and agenda/speakers seen as a potential 'lifting' experience. The change, along with the Manor of Groves Conferences (in West), were seen as contributing to HT well-being, professional dialogue, partnerships and providing potential for us to come together and work together as a 'team', something secondaries can do well when they need to, primaries less so. It was felt that the West meetings (now that it has changed e.g. this morning) there was less being 'forced at you.'
- Reduced LA time was welcomed as this bit can be burdensome and depressing. Appreciated new format and EPHA's efforts.

- Meetings use lots of jargon and people feel unable to say what they don't understand, particularly in the LA section of the meeting.
- One group though asked that EPHA subs shouldn't be increased further and didn't see the need for lots of additional speakers – keen to hear from LA at least termly.
- Another group asked for less from LA and more on issues such as mental health, behaviour, social care.
- Perhaps offer a way of sharing concerns that heads have, perhaps at the end of a meeting. Something like a hot topic approach, raised by someone in advance of the meeting.
- Is poor attendance due to schools becoming academies and not feeling the need to hear from the LA?
- Suggestions for the afternoons – viewpoints from headteachers? Networks to suggest what is required for presentations.

### **Future of primary services**

- HR essential, but always busy, often inconsistent in their advice.
- Payroll – very poor service
- Essential: Safeguarding, admissions, HT recruitment, press and crisis support, educational visits, broadband

### **Partnership, academisation, relationship with the Local Authority.**

- Heads felt that it was critical that the LA kept a neutral stance re academies, they saw Clare Kershaw as a strong, positive leader, they were pleased that the LA did not try and force a partnership where it wasn't wanted, felt that certain key people were realistic and listened. What was needed was consistency at all levels and across the team.
- Collaboration seen as positive, and "soft" relationships are good. "Hard" relationships via MATs and chains can be very tricky.
- Can be hard to get people to engage e.g. with data
- Accountability a problem – schools already part of a MAT do not want more pressure.
- Financial implications of being part of several partnerships.
- Many schools in a number of partnerships – duplication, overlap, time pressures.
- Offer Peer Review training again.
- MATs are isolating themselves.
- Waiting for information about the LA MAT
- Leave us alone! Too much push and pressure.

### **Assessment and testing**

- Re assessment, we had been taken back 30 years to structures rather than in how to improve teaching and learning. It was resented and not one HT felt that they had cracked it. People were trying to make best of a very poor set of circumstances and it was not a good use of time. This linked also to the need for primaries to stick together and have a voice that said, in essence, 'No'.
- This year was a mess – led to wobbles again this year with Year 2 and Year 6 teachers.
- Progress measures incorrect and flawed. (Writing in particular)
- The draft of the assessment response was well written – clear and concise.
- The Test and NC changes – a step too far, piling up far too much pressure.
- Validity of in school data – moderation not reliable, needs to be more consistent.
- Leave us alone! Constantly changing information and the goal posts.
- Increased stress on pupils.

### Services to support SEND

- The NEEAPS (North East Essex Alternative Provision School) is full, so the only way to get support is to permanently exclude.
- Funding for EHCPs is insufficient and additional funding paid late.
- Huge concerns around the budget, increased number of complex SEN and each child having a £6k impact on the budget. This can really add up.
- Behaviour issues having a negative effect on teachers and staff.
- Lack of 2 year-old checks have an impact. Felt that parents lie about their child or have insufficient knowledge and understanding of child development to be able to answer accurately.
- Insufficient places in special schools.
- Lack of support from those pupils who don't qualify for a EHCP.

### Specialist Teacher Team and Statutory Assessment Service

- One group asked about the direction of the behaviour support service.
- Comments that specialist teachers were poor, inconsistent and not up to date. Dependent on the quality of individuals.
- Some support is simply a box ticking exercise.
- Same information and advice given time after time.
- SAS – not easy to contact case workers.
- They lose paperwork.
- Making individual decisions without involving schools.
- They think that they are providing a better service than they are!

### Links with Schools Forum

This is a critical decision making forum – more information needed.  
Need a higher profile and updates at headteacher meetings.

### Admissions

- School places in Colchester at crisis point.
- Support needed for already vulnerable schools.
- Support needed for the appeals process.

### Other comments

Pleased with strength of EPHA influence and clear future potential.

What is the value of the teaching awards? – just 42 nominations from all the schools in Essex. Some heads said that they don't nominate individual staff because they see this as divisive – don't want to single out "favourites".

#### 4. "YOU CAN CHOOSE YOUR FRIENDS..."

##### THE SIX KEY SKILLS THAT TURN WORKPLACE RELATIONSHIPS INTO RESULTS

##### Nick Saunders "The Family Man"

As a Headteacher, a day won't go by when you don't need to collaborate with or influence someone - a parent, a Governor, a teacher, someone on your leadership team, a senior educationalist, one of your pupils, a Head from another school.....and as you well know, influencing some people can be hard work.

Success in any school is pretty much down to people communicating, cooperating and collaborating with each other. Here is a powerful, practical 6 step model that will enable you to get

on with anyone. It helps leaders function more effectively and get the best out of their teams – all of which leads to improved performance.

You will leave reflecting on your own communication style, armed with a simple yet powerful system that you can use to deliver immediate results.

Known as “The Family Man”, Nick has over 25 years’ experience as a keynote speaker. He is plain talking, upbeat, energetic, interactive, relevant and fun.

No management-speak, no high-brow lingo, no outlandish claims about building a smarter planet or becoming a tiger! Put simply, Nick specialises in enabling people to get on with anyone and everyone – and has the evidence to prove it. He turns relationships into results.

## **5. “WORKING WITH PUPILS WHO PRESENT CHALLENGING BEHAVIOUR”**

### **Steve Phillips**

A session focusing on sharing ideas, strategies and support to improve pupil behaviour and staff self-esteem. Steve is a qualified science teacher, who for the last fourteen years has worked in PRUs. During this time he has been a “data driven” Headteacher, a behaviour “Enforcer” and a “miracle question” obsessed mentor. He is currently Deputy Head of The Children’s Support Service and leads their Early Intervention Team which supports mainstreams schools across Essex to work effectively with challenging behaviour.

Steve presented 5 key principles which seem to work with challenging behaviour:

- i) Staff need a safe space to be curious and reflective about behaviour.
- ii) Understanding what positive behaviour management is and how it works.
- iii) Distribute attention evenly.
- iv) A good understanding of rewards and sanctions.
- v) A positive school environment.

Steve’s presentation can be found on the EPHA website  
<http://essexprimaryheads.co.uk/meetings/termly-area/composite/>

## **6. FUTURE DATES**

### **WEST meetings with the Local Authority officers 2016/2017 -at Weston Homes Business Centre, Takeley**

Wednesday 1 March 2017

Wednesday 21 June 2017

### **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