

ASSOCIATES NEWS

Issue 53 | SUMMER TERM 2019



**From London walks to Albanian
tours - holiday special**

See page 9

Contact

Associates News, the magazine for associate members of the Association of School and College Leaders, is published three times a year and is also available online:

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Accentuate the positive

General Secretary Geoff Barton on how ASCL is tackling our era's big questions in education.



One recent sunny day in Leicester it was a pleasure for me to be able to join our President, Richard Sheriff, and to gatecrash the meeting of our Associates' committee – to hear first-hand their deep-rooted love of ASCL and its values, their interest in our current campaigns, and their expressions of disbelief at how much in education is changing.

I hope you'll have noticed that in our recent comments in the media and communication to members that we continue to try to set a positive tone. After all, nothing should ultimately be more optimistic than education – the human endeavour that can transform lives.

That's why, increasingly, ASCL Council – our engine-room of policy – is asking bigger questions. Instead of reacting to government announcements on the curriculum or qualifications or accountability, we're asking:

- What do young people at this point in the 21st-century need to know? What do they need to be able to do? How does technology and social media change the way they might learn?
- Is the GCSE, a qualification designed in a different era, still relevant now that all young people remain in learning to the age of 18?
- And what might inclusive accountability mean? Is it a performance table that rewards schools for doing the right thing for its most vulnerable children? Or inspection which helps schools and colleges to improve rather than feeling punitive?

These are big and important questions. They show how ASCL has a privileged role as a membership organisation which is different from think tanks. Our members are immersed in running schools and colleges or have

stepped out of doing so with deep knowledge and valuable insights.

Exciting possibilities

It should be ASCL members, therefore, who do the thinking about the future of education – and that's why we are so pleased to see Council – elected by their peers – given time and head-space to grapple with some exciting possibilities.

Meanwhile, I continue to feel privileged to be in a role that brings me into contact with so many people: politicians and heads of major educational organisations; leaders in a vast range of educational institutions, independent and maintained, across the UK; and I get to meet young people.

And that's why my optimism remains so strong: the more I encounter children and young people, the more inspired by them I am – their passion, their determination to change the world, their adaptability, their laughter.

And for all of us at ASCL it inevitably makes us reflect on the extraordinary opportunity we've each had, in ways large and small, to help prepare our young people to step into place as our future citizens and future leaders.

Write for Associates News

Associates News is looking for more contributors.

If you have an experience about retirement life to share, if you're active in an organisation or advisory body, if you're fundraising for a good cause or if you are making a splash in a new career field, we'd like to hear about it.

Send your contributions, with pictures if possible, to: associatesnews@ascl.org.uk

Associates News is published three times a year in Spring, Summer and Autumn, but contributions are welcome at any time. (We reserve the right to edit copy for length.)

ASCL Director of Policy Julie McCulloch highlights latest developments

Funding

We have held a number of meetings with ministers and officials to follow up on our *True Cost of Education* report. This report, published in March, highlighted a massive £5.7bn shortfall in next year's schools budget. We have also produced a video explaining the thinking behind the report and its key message, helping us to spread the message to a wider audience.

ASCL Funding Specialist Julia Harnden has also been asked to join an Ofsted advisory group to help analyse the impact of the funding crisis on schools and colleges.

We continue to represent members' interests with regards to changes to pensions. We were instrumental in securing the recent commitment that the increase in employer contributions to the Teachers' Pension Scheme will be fully funded for state schools. We are also working with colleagues in the independent sector to ensure government is aware of the likely impact of this increase on independent schools.

Accountability

ASCL has been a highly influential voice in shaping the direction of the 2019 Education Inspection Framework over the past two years. Our robust but constructive engagement with Ofsted has allowed us to clearly represent members' views on the proposed changes, and to secure some tangible improvements.

We have broadly welcomed the direction of travel and particularly the proposed introduction of a 'quality of education' judgement.

We were pleased to see some significant changes to the final framework as a result of our response – the introduction of onsite preparation on the afternoon prior to an Ofsted inspection has been dropped – and we are also pleased that Ofsted has agreed a phased approach to implementing the new framework.



We were also pleased with the outcome of the government's recent consultation on 'identifying schools for support'. This will see the deeply flawed floor and coasting standards – on which we have lobbied government extensively – replaced by an Ofsted Requires Improvement judgement, which will be the sole method for identifying underperforming schools.

Ethical leadership

The Timpson review of school exclusion published its long-awaited report in May. ASCL was represented on the review's reference group by former Deputy General Secretary Malcolm Trobe. The government immediately accepted all the review's recommendations.

The recommendation that schools should be made accountable for the outcomes of permanently excluded pupils is interesting, and is something we've been considering ourselves as part of a more proportionate approach to accountability. We will be working with government over the next few months to help them to think through the detail.

Post-16 education

ASCL Post-16 and Colleges Specialist Kevin Gilmartin has continued to meet with Treasury officials to push the case for more funding for 16-19 education and keep focusing officials' attention on the #RaisetheRate and 'Love our Colleges' campaigns.

Kevin is also coordinating ASCL's responses to a number of important ongoing consultations which affect members working in sixth form settings, including 16-19 bursary changes and the Post-16 curriculum review.

Crown dependencies

Finally, we provided detailed responses to major consultations in two of the Crown dependencies: a far-reaching Education Bill in the Isle of Man, and a new inspection framework for schools in Guernsey. See www.ascl.org.uk/consultations

Paul Baker pays tribute to Florence Mary Kirkby (22 June 1921-15 January 2019), Associates News' long-serving and much admired editor whose passion was education but whose life embraced a range of passions and causes



Florence Mary Kirkby was born in Manchester in 1921 to Mary and Thomas Kirkby. Her father was in the property business but she often said he was a thwarted soldier, having tried to join the services for the Afghan War, the Boer War and WW1. Thomas was an enlightened man and encouraged his only child's education.

Her mother was a woman of faith and charity, volunteering for St John Ambulance. Her early experience of education was a positive one with her teacher encouraging her reading and love of all literature. A love of English and appreciation of the power of language stayed with Florence all her life. The family moved to Blackpool in the early 1930s where her father died in 1935 when Florence was just 15, a devastating moment in her life. Ever resourceful, Florence enrolled at a commercial college and joined a repertory company, often learning two plays a week. Obtaining a place at Manchester University, she funded her own studies through private tuition, book keeping and work in a solicitor's office. She graduated in 1948 with a Master's in English

After completing her teacher training course, Florence joined Park School in Preston, teaching English and drama and producing school plays to such success that one of her students became a professional actress. She then went on to Cowley Girls' Grammar School in St Helen's, becoming head of the English department and meeting Jackie who was to become a lifelong friend.

The biggest step forward for Florence came in 1963 when, aged 42, she was appointed as headteacher of Rutherford High School for Girls in Newcastle, living just off the West Road, near the school. A tribute to her abilities as an inspirational head came four years later in 1967 when she was appointed head of the newly-amalgamated Rutherford School, a mixed comprehensive. Here she was determined to ensure that the students were at the heart of the learning, testing first year students (Y7) in literacy to ensure that those who required additional classes would receive it. The students were at the centre of her educational vision and no student was ever given up on.

“The students were at the centre of her educational vision and no student was ever given up on.”

Although Florence retired as head in 1985, she kept in touch with former students and relished the news and updates of their progress and their families.

During her time as headteacher, Florence was involved with national education policy, being on the Council of the Secondary Heads' Association (SHA, the forerunner of ASCL) in the late 1960s and 1970s, eventually becoming one of the first female Presidents in 1984-85. It was while Florence was headteacher in Newcastle that her mother passed away in 1979.

While Florence may have formally retired, her inspirational work continued. As pensions consultant to ASCL, her indepth understanding of the many intricacies of this area was unsurpassed. Those of us privileged to hear her “pensions slot” at Council were always amazed at her knowledge and excellent advice and delighted with the wit and erudition with which it was delivered. Florence was also a trustee of ASCL's Benevolent Fund, a member of Associates' Committee until 2014, and editor of Associates News until 2017.

Her exceptional skills and knowledge led to her involvement in many disparate organisations. Florence served on the Burnham Committee (the statutory teachers' pay committee until 1987), was for many

years an active member of the Newcastle University Court. She was a long-serving governor of Sacred Heart School in Newcastle, where she chaired the curriculum committee.

Her involvement went beyond the educational sphere. She was chair of the Northumbria Carers Association, an activist at the British Federation of Women Graduates and former chair of The Soroptimists. This lifelong dedication to learning in its broadest terms saw Florence awarded the MBE in 2003.

Never one to refuse a challenge, she stood as the Conservative candidate in local elections for Manor Park ward, in Newcastle in June 2018, probably the oldest person ever to do so. In January this year she suffered a series of falls and was admitted to the Royal Victoria Infirmary in her adopted city. She died unexpectedly on January 15.

“At her funeral service, a rose marked her usual aisle seat”

The funeral service for Florence was held at St Aidan’s Church in Gosforth on February 7, a church she had attended for many years, which was decked out in the white, yellow and blue colours of the Soroptimists. A rose marked her usual aisle seat.

The Reverend Ruth Hewett provided a thoughtful and imaginative insight into the life of Florence, reflecting the diversity of her many achievements, not least her feminism and her faith. The church was packed with many former colleagues, former students and friends. The sixth form Choir from Sacred Heart School lead the singing. ASCL was represented by Ann Mullins, chair of the Associates Committee, Tony Richardson, Pat Sales and Christine Shellard.

Florence had been a member of SHA/ASCL for 53 years and this was marked on her 95th birthday in May 2016 by a commemorative plaque.

ASCL General Secretary Geoff Barton said:

“We owe a great debt of gratitude to Florence for her continuous commitment and dedication to the Association and to the teaching profession. She will be greatly missed by everyone who knew or met her.”

News round-up

John Caperon highlights the key points, including changes to ASCL communications and the work of the Benevolent Fund

A gloriously bright May morning brought the Associates Committee together at ASCL's Leicester HQ, though the brightness didn't entirely dispel an air of gloom around the state of British politics. At pre-meeting coffee one committee member reflected that all those around the table had led and managed successful educational enterprises – yet it appeared our senior politicians couldn't even manage the proverbial booze-up ... So it was a relief to turn to practical matters in committee.

Editor Julie Nightingale's first Associates' News was judged excellent, a new editorial approach bringing real benefits. The ever-present danger of nostalgia had been avoided and that needed to continue: associate members might benefit, for example, from a series of articles exploring how the changes instigated by the Department for Education had changed the context and practice of education in our schools. Editorial policy for the newsletter needed to balance past and present interests, and have an eye to the developing future.

The ASCL website is undergoing complete redevelopment, reported Annette Wade, and one aim was to make it a more effective tool of communication with and for associate members (see page 18). It's no accident that communication was a thread running through this meeting: associate members both want and need to have clear and accurate information on hand about aspects of public policy directly related to their own welfare – pension provision, for example – and an ongoing grasp of developments in their own professional field. The new ASCL website would provide a microsite for associate members with an approach that explained the benefits of membership and also offered shared experience.

The work of the Benevolent Fund under the leadership of chair of trustees Tony Richardson was also highlighted. A newer, more policy-based approach had been developed in the past year as demands on the fund had increased. All the investment income was now being expended in member support and individual cases brought home the changing nature of the school leader's professional role. The number of beneficiaries of the fund had increased significantly, as had the proportion of these in mid-career. Average compensation offered by employers on the loss of a senior leadership post stood now at only £13k, and real hardship existed. Never has the Fund been more needed.



ASCL Benevolent Fund



Help and support when needed

On a glorious day this was a sobering meeting but one which displayed how actively the Association is responding to the rapidly changing and highly challenging educational environment.

Walk on the mild side

When she retired, Diana Stainbank decided to take to the byways around London. Her friends joined in and they're still clocking up the miles, despite the odd turned ankle or interference from bulls.

I planned to walk the London Loop with a friend. At least five of us retired that year and when my colleagues got wind of what we were intending they asked if they could join us. This was the start of something that is stronger today than it was in its infancy.

The first walk was on September 14 2014 when five of us walked the ten miles from Uxbridge Lock to Moor Park. Over the next two years, as we completed the long-distance footpath in fortnightly stages, our numbers grew as we were joined by fellow retirees.

We completed other long-distance routes including the Croydon Border Path, the Lea Valley walk, the Capital ring, the Tandridge border path and the Thames Path over the next few years. Currently, we are intermittently walking the Greenwich Meridian Trail.

We went from Peacehaven to a triumphal entry into Greenwich last year and we began the northern part by walking from Greenwich to Stratford on April Fools' Day.

Somewhere during the 15 years, we agreed to walk every week. Having exhausted most of the accessible long-distance paths, we decided that during each walking "term" we would each take responsibility for a Monday walk by undertaking planning and research and leading it on the day.



Very muddy

This pattern has served us well and we have a good mix of interest walks in London and country walks where we often get very muddy but have great views. The London Borough of Croydon has a number of large open spaces, mainly thanks to the City of London Commons.

We also have easy access to the South and North Downs and the countryside of Kent, Surrey and Sussex. Travel is easy by either public transport or by car.

Our little group has grown to 19, as the recently retired have successively joined us. We have celebrated the births of – and university offers to – numerous grandchildren, rejoiced at recoveries from cancer and the successful replacement of hips (all those years of pounding the classroom floor has taken its toll!).

We have celebrated notable birthdays and talked for England.

Breath behind me

Of course, the walks are not hazard-free. Bulls are always a problem. One lunchtime, I'd just sat down and was unwrapping my sandwiches when I was conscious of a breath behind me. I turned and saw a bull peering over my shoulder. We made a swift, but dignified, retreat from the field.

On another occasion, one of our walkers fell from a stile and broke her ankle but, happily, she is now recovered and back walking with us.

The walks are always great fun. We never stop talking and there is much laughter. There is a huge feeling of support and camaraderie amongst people with a shared history. Incidentally it's also a very good way to keep fit. I can recommend it for retirement.

Tour de Rutland

Better known for their fondness for walking and – it appears – the take-up of free bus passes, Tony Richardson and his posse are re-discovering the joys of cycling

I cycle on a regular basis with a group of old people – more accurately, other old people – from my local U3A in West Lancashire.

Our ages range from people in their late 50s to a couple well into their 80s. We ride every Friday, alternating a moderate with a challenging ride, the dividing line falling at about 30 miles and the frequency and severity of the hills to be encountered.

We have around 30 members including a number of couples and a good balance of men and women; we can have up to 20 people out on a ride.

A transgressive activity

It feels like a rather transgressive activity. On the one hand, people think we shouldn't be doing it at our age because they see it as dangerous; on the other, there is a strong view in some quarters that cyclists are per se a great nuisance, causing unwanted delays to motorists.

We reduce the danger to a minimum by wearing high-visibility clothing and by riding overwhelmingly on country lanes and traffic-free paths. We do our best not to hold up motorists unnecessarily by riding in single file when appropriate and by splitting into small groups on the road.

Despite this, we are from time to time the object of verbal insults, accusatory looks and gestures. It is refreshing when the shouted remarks are at least slightly witty, as in "I thought you lot had free bus passes!"

As well as riding locally each week, we also plan longer tours of four days or so, generally moving on and staying in a different place each night. Our taste in accommodation has become more demanding over time and we now expect a decent hotel and a good meal.

On that basis, we have toured in Suffolk, Lincolnshire and Southwest Wales, have crossed the Pennines in both directions, on the Way of the Roses and the Reivers Route, have completed the Bay Ride round Morecambe Bay and have toured in Holland and in France.

Later this year, we plan to tour in the New Forest and on the Isle of Wight and in the Ironbridge area.

Our most recent expedition was a tour of Rutland and its neighbouring counties, Leicestershire and Northamptonshire, staying overnight in Oakham, Uppingham and Oundle – a kind of inventory of public schools...

Preposterous pretension

We cycled round Rutland Water, extending our ride to visit the church at Exton famous for its monuments dating from the 16th to the 18th Centuries, some of which – to a modern eye – quite preposterous in scale and pretension.

We were surprised at the quite demanding cycling country to the west of Oakham - the hills had got quite a lot steeper since I last rode the route in 1995, it seems.

We were delighted to pass through so many beautiful villages and open, rolling countryside, often on gated roads, passing deserted village sites. It was, said one of our members, like the Cotswolds but without the tourists.

In total we rode some 120 miles in two full and two half days – not bad for a bunch of oldies.

We'll be looking at more U3A activities in the next issue of Associates News.

Head for heights

In the 1960s Albania was in the grip of Communism and inaccessible to tourists. Still grappling with poverty and blood feuds, the mountainous country has evolved dramatically and is well worth a visit, says Christine Shellard.

The key dates in Albania's history from shortly before the Second World War indicate constant turbulence and struggle for survival.

Italy invaded and King Zog fled to Greece and, in 1943, the German invasion and occupation defeated the Italians.

The following year saw a German withdrawal due to Communist resistance and Enver Hoxha, the Stalinist dictator, ruled for nearly half a century. After the collapse of Communist rule in Europe in 1989, multiple elections finally established the Albanian Democratic Party.

Ten years later NATO attacks against Yugoslav military targets caused thousands in Kosovo to flee the Serbs resulting in a mass refugee exodus into Albania.

Finally, Albania is now a member of NATO and has applied for membership of the European Union.

Flanked by Montenegro, Kosovo, Macedonia and Greece and looking over nearby Corfu towards the foot of Italy, our enthusiastic guide Gafi proudly assured us that great steps had already been taken to re-establish a strong national identity and to develop a friendly tourist infrastructure.

Warm hospitality

We certainly welcomed the warm hospitality and genuine kindness of the people we met.

Hidden medieval churches, very visible castles, magnificent archaeological sites and delicious fruit, vegetables, lamb and fish were enjoyed during our action-packed adventure.

The first night was spent in the fortified town of Kruga which features a 15th-Century castle built to resist the Ottoman invasion. The Panorama Hotel provided breath-taking views of the snow-capped Albanian Alps.

Berati is particularly memorable for the Onufri collection of magnificent 16th-century icons. Apollonia is the second Greek settlement on the Illyrian mainland and only ten per cent has so far been excavated. The bay of Vlora marks the divide between the Adriatic and Ionian seas with miles of golden beaches along the Albanian Riviera.

Travelling over the LLogoraja Pass 1000m above sea level with a sheer drop into the Ionian sea, group members were totally reliant on the skilled control of our excellent driver.

Rustic ferry

The Unesco Heritage site Butrint is the most visited area and is surrounded by thick woods bordering the lake complete with rustic ferry. Yet another castle, this time 13th-century, beckoned in Gjirokastra, the birthplace of Hoxha and Ismail Kadera, the eminent Albanian author.

Bylis, a vast site dating from the fourth century BC, spreads over a hill-top including private houses, Roman public buildings, an impressive theatre and outstanding mosaics.

Finally to the capital Tirana and Albania's only airport and the imposing Skanderberg Square. The nearby Dajti National Park can be accessed by cable car soaring above the thick forests on the alpine slopes.

This carousel of tourist delights culminated with a traditional dinner in a village farmhouse with food, wine, oil and herbs all grown, produced and prepared by the family – an incredible feast of vegetables, fruit, cake and Easter Eggs dyed deep red.

The splendour of Leeds

Pat Collings records the sights and sounds from the annual reunion held at the city's Art Gallery

So here we were in the extraordinary Tiled Hall of Leeds Art Gallery, once the main Leeds Library Reading Room, now a fine place to have a bite or linger over a coffee or, more likely, a nice cup of tea – this is classic Alan Bennett country, after all.



Glazed Burmantofts tiles cover every wall with colours ranging from a soft duck-egg blue to vibrant stripes of mustard, red, black, maroon and brown below the dado. The ceiling has a patchwork design with a unique ventilation system and you walk on a beautiful parquet floor of oak, ebony and walnut. Restoration in 2007 revealed the full extent of the Tiled Hall's Victorian splendour and returned this wonderful space to public use.



It was an appropriately grand setting for the annual reunion when it is always a pleasure to re-visit

professional relationships and forge new ones with the strong common bond of insider experience of school leadership.

We might well have done no more than chat but other treats had been arranged.

Public News Room

Curator Rebecca showed us historic slides of the Municipal Buildings in 1858 when they were opened by Queen Victoria. Wealthy merchants, prosperous from industries processing wool, worsted and from engineering had raised the funds. Other donors' names were brass plated into the staircase risers; I noticed the double space required for Alger, Brownless & Court (North East) Ltd and hoped they had made a suitably inflated donation.



We noted the original proud label of Public News Room, where newspapers were available to Joe and Joan public. Rebecca pointed out that civic values were also illustrated by a gallery of reproduction plaster of Paris Greco Roman sculptures, housed in the original Reading Room when the gallery was built. The statues must have succumbed to age and wear and tear as well as changing fashions as they have not been found.

The Art Gallery was built courtesy of a grant from the 1888 Jubilee Fund. Unusually, there was no existing collection so that early exhibits were loans or donations from individual owners or from other gallery collections and purchases were limited to the least expensive works for sale. The primary source was contemporary British art.

Avant-garde sculpture

By the late 20th-century Leeds had a deserved reputation for acquiring contemporary avant-garde paintings and sculpture. The Gallery is now part of the exciting Yorkshire Sculpture Triangle (along with the Yorkshire Sculpture Park, Wakefield's Hepworth Gallery and the Henry Moore Institute).



After this introduction, we were eager to see Woodwork A Family Tree of Sculpture. Just 34 of the available 1.3m international objects had been selected. The central form sculpted in glorious tropical scented Guarea hardwood by Barbara Hepworth (1952) was admired by everyone. Ronald Moody's Oak Mask L'Homme with Buddhist and African influences was very accessible and many of us fell for a clever contemporary Sandalwood form scenting the air. We would have loved to handle so many tactile forms but sadly they were carefully protected from itching fingers.

Some of us managed to see the Romanesque-style tiled landings of the original front staircase or a whistle-stop tour of the permanent collection including a wall of superb portraits and some fine 19th-century paintings, a 1721 statue of Queen Anne and Gormley's maquette for The Brick Man.

After a sandwich lunch and a welcome glass back in the Tiled Hall we were led outside past a magnificent Henry Moore – Reclining Woman: Elbow – next door to the Institute. Aidan was our guide on the tour of three rooms. In this centre, built for the study of sculpture and as a resource for students, we were eager to get to grips with Bellarmine's and Bootlegs, the current exhibition by Anglo-Australian Renee So.

Folklore and bad luck charms

The sculptor had been inspired by male bearded forms from neo-Assyrian stone sculpture, more bearded faces on Northern European salt-glazed ceramic drinking vessels from the 16th-century and happier images of the Green Man. Aidan compared the Bellarmine jugs, ubiquitous in medieval times, to today's throwaway plastic water bottle. The stories linked to the bottles ranged from folklore and bad luck charms to evil witchery. The booted leg was a witty reference to the long neck and pointed muzzles on Assyrian designs.

So clearly enjoyed depicting the male as a self-important show-off through portraits made by the textile artistry of women. We were suitably amused and all of us found the craft of So's work impressive. This is a seriously interesting exhibition.

Another very successful reunion day out ended as it started in HOT northern sunshine with appetites whetted for more of this fine city and congratulatory comments to Robert and Christine Godber for choosing it and planning the whole event.



FRAMEWORK FOR ETHICAL LEADERSHIP IN EDUCATION

An update on the Ethical Leadership Commission Framework

By Carolyn Roberts

Ethical Commission Leadership Chair, and Headteacher, Thomas Tallis School, Greenwich



It's been three months since the launch of the Ethical Leadership Commission's final report *Navigating the Moral Maze*. It generated a lot of interest, so what has happened since?

The Commission's work can be separated into three parts, with development on all three as follows:

The Framework for Ethical Leadership in Education (Framework)

In my role as Commission Chair together with others on the Commission, we have been travelling the country talking to groups of teachers, leaders and policy makers about the Framework, the report and our plans. It is well-received everywhere we go and starting to be widely recognised.

Most importantly, the Pathfinder Programme, run by the National Governance Association (NGA), has really taken off, with 200 schools in its first two cohorts.

These schools and MATs commit themselves to working with the Framework over the course of a year, taking time to consider its values and virtues in everything they do, and measuring their decision-making against its wording. The pathfinders will meet to discuss their progress for the first time on 4 July 2019.

Many organisations have also asked to align with the Framework, and we will publish a full, updated list in September.



Embedding the Framework in teacher and leadership training

This continuing ethical work is overseen by the Leadership Development Group of the Chartered College of Teaching. That group is currently working on two proposals:

- To augment the DfE's excellent new Early Career Framework (ECF). The ECF covers part 1 of the Teacher Standards, so we are making proposals about part 2, which covers personal and professional practice.
- To embed the Framework alongside the 'leadership behaviours' of the four NPQ programmes so that participants may be enabled to make decisions built on deep foundations.

Both of those proposals will be ready to go to the DfE this side of the summer holiday.

Further, we have used the Framework as part of a range of training programmes, at the invitation of NPQ and other providers, for annual conferences and meetings of professional leaders and governors and in podcasts for digital training providers.

The Ethics Committee

The Ethics Committee will also meet for the first time in July. We hope that this standing committee, again under the auspices of the Chartered College's Leadership Development Group, will become a thrice-yearly fixture in the educational calendar.

We are taking time to make sure it is properly organised. We have set up an Ethics Committee to run the Forum, which will start to call for participants and issues for the Forum meetings to discuss. We want the Forum to hear people's experiences, both individually and from our partner organisations. We aim to publish reflection and case studies, enlarge our group of speakers and offer real support for leaders who struggle with difficult or frankly impossible decisions.

The first meeting will run on the same day as the Pathfinder gathering to maximise participation. The reports of the Ethics Forum will be freely available on the websites of the participating organisations, particularly CCT, ASCL, NGA, NAHT and CST. Watch these spaces!



Can we mention funding?

We have no independent funding yet – so if you know of a trust or fund who might be interested in supporting our work, we'd love to hear from you!

Thank you so much for your support so far; we are making a real difference to the confidence of school and college leaders to be able to think and reflect on what is best for our organisations. Remember, schools and colleges are where society looks after its young until they become good citizens too, and as role models, how we behave is as important as what we do.

If you'd like to know more please visit www.ascl.org.uk/elc

This article was originally posted on the ASCL website as a guest blog.

Images show Carolyn Roberts addressing delegates at the ASCL Conference for Business Leaders, June 2019.

PUZZLES

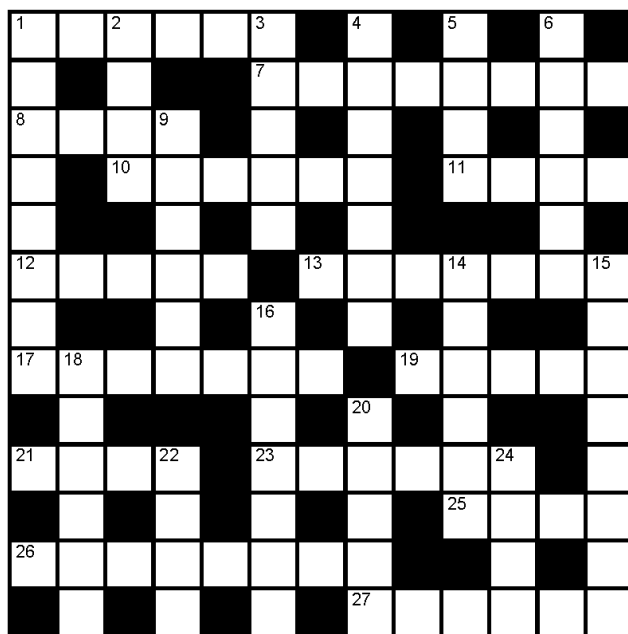
Crossword

Across

- 1 Motionless (6)
- 7 Worthy of trust (8)
- 8 Marsh plant (4)
- 10 Make moist (6)
- 11 Protracted (4)
- 12 Elegance and beauty of movement (5)
- 13 Plant also known as erica (7)
- 17 Everlasting (7)
- 19 Fundamental (5)
- 21 Heavy open wagon (4)
- 23 Spice used on top of rice pudding (6)
- 25 Charge (4)
- 26 Greenland caribou (8)
- 27 Rests on bended legs (6)

Down

- 1 Throttle, asphyxiate (8)
- 2 In one's sleeping place (4)
- 3 Moved slowly and stealthily (5)
- 4 Face-cloth (7)
- 5 Bucket (4)
- 6 Dive steeply (6)
- 9 Performer who moves to music (6)
- 14 Perplexing riddle (6)
- 15 Foolhardy (8)
- 16 Discouraged (7)
- 18 River that flows through London (6)
- 20 Wading bird (5)
- 22 Melody (4)
- 24 Be wide open (4)



Sudoku

Place a number (from 1 to 9 inclusive) into each square in such a way that every digit appears once in each horizontal row, each vertical column and each box of nine squares

	9			1		4	
		7	2		8	1	
5		1	3		9	7	8
	1		8	5	6		3
2		6				5	1
	3		7	2	1		8
9		4	6		2	8	3
		2	1		5	4	
	7			8			2

Wordsearch

- ◇ ASBESTOS
- ◇ JET
- ◇ BASANITE
- ◇ LIGNITE
- ◇ BLOODSTONE
- ◇ MARL
- ◇ BORAX
- ◇ ONYX
- ◇ CHALK
- ◇ QUARTZ
- ◇ CHRYSOBERYL
- ◇ SLATE
- ◇ COAL
- ◇ SPINEL
- ◇ EMERY
- ◇ VESUVIANITE
- ◇ GRAPHITE
- ◇ ZINC

Q	C	T	O	C	T	O	T	C	Y	X	U	M
L	E	N	E	M	E	R	Y	H	Q	N	N	O
K	T	D	I	J	S	A	H	R	U	O	X	G
B	A	G	K	Z	P	F	K	Y	A	A	R	R
A	L	I	G	N	I	T	E	S	R	S	E	A
S	S	O	T	B	N	F	V	O	T	B	W	P
A	L	V	O	U	E	Y	B	B	Z	E	W	H
N	M	I	S	D	L	R	R	E	Z	S	A	I
I	Q	T	L	H	S	L	X	R	G	T	N	T
T	C	R	J	K	F	T	G	Y	V	O	D	E
E	A	O	L	B	U	R	O	L	N	S	Q	U
M	B	A	A	Q	U	S	M	N	E	O	W	F
Y	H	L	M	L	J	D	O	Y	E	B	F	H
C	A	E	T	I	N	A	I	V	U	S	E	V
X	R	Q	H	K	B	I	B	X	D	P	C	Z

Crimes and misdemeanours Looking for a late break?

Christine Shellard enjoys ASCL Associate Jo Renton's latest detective story.

"A break-in at a jewellery shop and a damaged yacht raised Detective Inspector Tom Anderson's suspicions. His investigations took him further away than he had imagined as he dealt with people with too much money."

This is the synopsis that attracts the reader into the engaging plot of *Passage to Operto*. As in Jo Renton's first book, *An Interrupted Performance*, Tom Anderson goes undercover, endeavouring to stick to these guidelines:

- Prepare your cover story and live it.
- Keep as much as possible true and ensure the rest fits your personality.
- Trust nobody you don't know.
- If suspicions arise and you can't meet them, get out fast.

Tom's investigations lead to Portugal but rain on the Duoro river would soon make navigation impossible.

The conclusion includes a description of the unique excitement of performing Verdi's Requiem at the Royal Albert Hall with the detective in much need of an uplifting tonic.

Jo is an ASCL Associate and we recently shared the wonderful experience of singing Haydn's Creation in Athens. Perhaps that's a clue to the setting of her next investigation?

Review by Christine Shellard, ASCL Associate

If you're inspired by members' activity holiday tales, you might also like...

Obviously known primarily as a tourist attraction, Thailand offers plenty of scenic backdrops and unique architecture to satisfy every adventuring amateur artist. A small boutique arts guest house offers breaks on the banks of the Mekong River in the north-east of the country. Tuition and trips further afield are also available. See www.painting-holiday.net

Tasting holidays are all very well but proper wine aficionados should have a go at making their favourite drink, too. Guests at the Domaine Thomson B&B in the French town of Ariege can experience guided tours of the vineyards, making sessions and a full explanation on winemaking and the procedures adopted. See www.domainethomson.com/activities/wine-making

Don't just stay in a B&B ... learn how to run one. Hopton House in Shropshire is a converted granary building with three lovely rooms and gorgeous views of rolling hills. The owner is such a dab-hand at looking after people that she runs a two-day bed-and-breakfast academy that covers the setting-up, marketing and day-to-day running of a B&B. See www.sawdays.co.uk/britain/england/shropshire/hopton-house

- Do you have a recommendation for a cultural trip, activity break or holiday destination?

Let us know your suggestions and we'll feature them in future editions of Associates News

Tell us your story

Associates will have their own dedicated area on the new ASCL website – and it needs your experiences, says Annette Wade

At the start of the new academic year in September, ASCL will be launching a new website.

Over the last two years, significant research and development work has been undertaken to understand what our various groups of members, potential members and other stakeholders want and need from our digital services. A development project began at the start of this year and a new website will be delivered in September, followed by a new ASCL mobile app in October. The new platforms are being specifically developed in technology to help us future proof our online provision for at least the next 10 years.

Following consultation with our members, including Associate members, we are creating a website which provides much easier access to information, resources and services.



Content will be organised in key themes so for those members wishing to access support, advice and insight on specific topics, it will be much easier to find key information. We'll also be featuring more 'live issues' focusing on the key area that members are seeking help from us on.

Updates, news and insight

ASCL Associates will have a dedicated area which will feature specific information and features to support our Associate members with updates on policy, news from the Associates Committee, insight for those delivering consultancy, and ideas and shared experiences from other Associate members.

The site also includes more personalisation, enabling Associates to keep up to date more easily with the topics that interest them.

We will also be using the new site to highlight the benefits of Associate membership to members who are preparing to leave a school or college role.

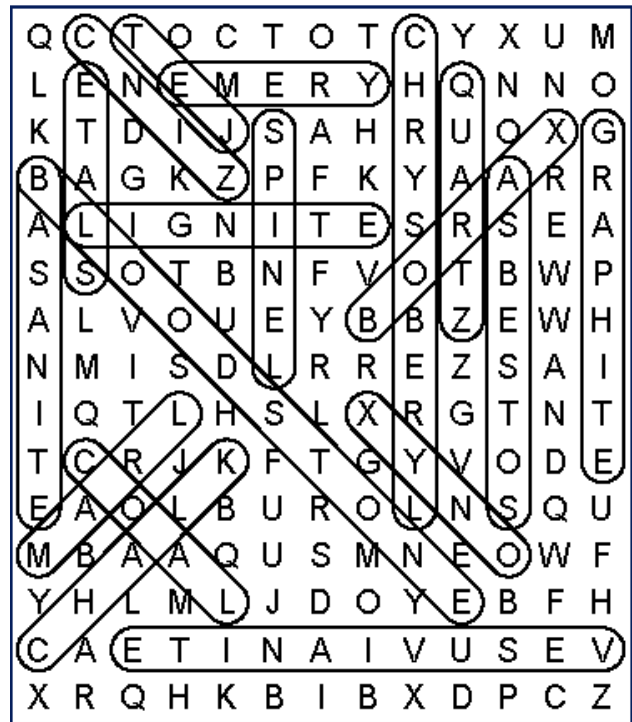
We also want to use the site to inspire those leaving a school or college leadership role with case studies from existing Associate Members. If you would like to share your story, outlining your activity and experiences since leaving a school/college-based role, we would love to feature them on the new website. Please email your story to website@ascl.org.uk.

Annette Wade is ASCL's Director of Marketing and Membership.

Crossword



Wordsearch



Sudoku

6	9	8	5	1	7	3	4	2
3	4	7	2	6	8	1	5	9
5	2	1	3	4	9	7	6	8
7	1	9	8	5	6	2	3	4
2	8	6	4	9	3	5	7	1
4	3	5	7	2	1	9	8	6
9	5	4	6	7	2	8	1	3
8	6	2	1	3	5	4	9	7
1	7	3	9	8	4	6	2	5

Associates News – coming soon

In future issues of Associates News we'll be looking at U3A, the University of the Third Age, the popular education organisation for retirees, and talking to Associates members about their involvement in this thriving, self-help phenomenon.

We'll also be profiling some of the staff at ASCL HQ and talking to the incoming President, Rachael Warwick about her role and the year ahead.

The next issue is out in Autumn 2019.



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