



GENERAL SECRETARY



This has been another eventful, successful and rewarding year for ASCL. In August 2010 John Dunford retired as general secretary after 12 years of distinguished service. The strong position and reputation ASCL acquired under his leadership made it very easy for me to establish my own network of contacts, building on the high regard in which it was held. In many respects, this task was assisted by the coincidental timing of my appointment with the arrival of a new government and numerous structural changes within government departments.

ASCL officers are fully consulted over a very wide range of policy issues and have many different opportunities to discuss and influence proposals. The extensive knowledge and experience of our team of specialists is highly respected and frequently drawn upon by officials. All of this means that we are able to speak confidently on behalf of the membership and well placed to influence policy in the way we would wish. Whilst we will never

be satisfied on all accounts we can be confident that we continue to have a strong voice and very good levels of access to policymakers. For the same reasons we continue to enjoy a substantial amount of media coverage and opportunities to speak publicly at a wide range of events.

The national education policy debate has been dominated by the coalition government's plans to address the deficit and reduce public expenditure. It has also been characterised by a striking change of emphasis away from pedagogical issues and towards structural change both within government departments and arms length bodies and within schools themselves as the initial trickle towards academy status has gathered pace.

In spite of suggestions to the contrary, we saw no reduction in the amount of new legislation, with the White Paper closely followed by a second education bill. At the same time there was a clear move away from centralised guidance on almost every issue. Having been used to detailed guidance on almost every aspect of their work, ASCL members have been challenged to make autonomous decisions in a climate of great uncertainty about large areas of government policy, replacements

for abolished arms length bodies or specific provision.

At the same time as these promises of greater autonomy there has been new legislation and a range of new accountability measures which contradict the notion of decentralisation, including most notably the English baccalaureate and the commencement of reviews of a whole range of policy areas. Towards the end of 2010 ASCL officers were therefore heavily involved in giving evidence to such reviews as well as Parliamentary committees.

In a context of such frenetic change it has been most important for ASCL to provide up-to-date advice and information to members. Our member support department has been extremely busy helping members whose employment has been at risk as a result of the effects of structural change and financial constraints. Our hotline continues to be inundated with calls and we have increased staffing levels within our regional and field officer team in order to ensure that we are well placed to deal with the ever increasing levels of casework.

One of my first tasks within the organisation was to carry out a wide ranging review of ASCL's operations and staffing. In this context we are

putting together an organisational development plan which will further build upon and strengthen our communications to members and the quality of service and support they receive.

Brian Lightman
General Secretary

HONORARY SECRETARY



The most significant change to the association this year has been the retirement of John Dunford and the appointment of Brian Lightman as general secretary. John is a hard act to follow, having established personal connections with many ASCL members as well as with influential people within the educational establishment. With his long experience on Council and having been president, Brian is admirably placed to take over. His political experience in Wales means he is used to working within that arena and his commitment to developing and improving the association so that it continues to support members and promote their views is already in evidence.

The association has continued to grow with business managers the largest group of new recruits. This reflects our status as the voice for school and college leaders. Demands upon the member support services have increased. This has been in part due to the number of schools moving

to academies but also sadly as the high stakes culture has taken effect. The member support team has been strengthened to cope with demand and training has been provided for all members of the team.

Council continues to be the policy making body of the association. We have reviewed the structure of the executive committees and the process of council to make it more effective.

Looking ahead, we are planning to strengthen the links between branch secretaries, regional officers and headquarters so that members are fully supported and able to contribute to the educational debate.

*Sue Moore
Honorary Secretary*

HONORARY TREASURER



Support for our members remains the keystone of the association. The budget has enabled a very broad range of activities, advice, guidance and direct member support to be carried out, as well as continuing to influence national education decisions and policies or the benefit of all members.

A full version of the accounts is available on the ASCL website or on request. ASCL appointed new accountants in 2010. They have extracted all of the working proceeds and included them under Income whereas in previous years some of this was netted off against costs. Where possible the accounts restate the 2009 to show true comparisons but it hasn't always been possible. The audit committee received a full report from the accountants and was happy with the explanations for all the anomalies. We also considered that the accounts were much clearer and easier to understand.

One of the anomalies worth mentioning is that it may appear that the cost of headquarters staffing has gone down and the support for members has increased exponentially. This is because membership support staffing was increased during 2010 and also all of the salaries for the staff who work directly supporting members have been extracted from headquarters staffing, giving a clearer picture of exactly how much is spent in that area.

The budget for 2010 came in with a surplus of £539,890 and the association was able to invest £450,000 in the legal defence fund. This fund now stands at £2,026,347.

In conclusion the association is in a very healthy financial state, more than able to continue to give its members a very high level of service whilst freezing subscriptions for 2012 and 2013.

*Peter Kent
Honorary Treasurer*

MAPS AND CONFERENCE SERVICES



MAPS has had a highly successful year which saw the delivery of a record number of courses and conferences. There was also change at the top; Terry Allcott left to become a regional officer and I moved from my previous role as, professional support specialist, to acting director from July 2010.

Quality assurance data for the year shows that we continue to deliver a service which is very highly rated by our delegates. Consultancy was rated 99 per cent good or outstanding overall, of which 92 per cent was outstanding. The equivalent figures for courses were 97 per cent and 72 per cent. In addition, 99 per cent of the record number of delegates at our information conference series rated them as good or outstanding and at our other conferences and events the figure was 98 per cent.

As an organisation, we continue to move forward. Ten new courses were introduced during the year and those which were designed to support colleagues with the national

agenda for change were particularly well received. In a similar fashion, our conferences proved to be very popular, particularly those relating to academies. The business managers' conference was upgraded to become an annual event and a series of business management briefings was introduced.

The ASCL annual conference, entitled 'Thinking leaders... thinking learners' was located in Manchester and attracted the highest ever attendance. The high profile speakers were well received, both in the open sessions and the seminars and feedback once again demonstrated that the event had been highly successful.

Further substantial development and growth of our organisation are planned for the future.

*John Bennett
MAPS Director*

COMMUNICATIONS AND PUBLICATIONS



As of September 2010 Council, the Communications Committee and Membership Committee merged into one, to reflect the structure at headquarters and to address the overlap in agendas that often occurred. Thus the officer role also developed into the membership and communications officer. The merger has worked well, with the expanded committee looking at issues as varied as reviewing the criteria for membership and setting out requirements for the redevelopment of the website.

ASCL membership surpassed 15,000 early in 2010 and has continued to climb. All membership categories saw an increase in numbers this year, with the fastest growing groups being business managers and assistant headteachers. Recruitment at conferences continues to be very successful especially at ASCL's own training events. The committee approved the decision to move from a four months' free offer to a fixed

rate until the end of 2011. This proved popular with new members who appreciated the transparency, as well as helping to regularise cash flow and making administration easier.

The number of members joining remained strong throughout the year; however the numbers leaving due to retirement, redundancy or dropping off the leadership team has also increased, resulting in an overall slowdown in membership growth. The fact that membership is still increasing is a result of a great deal of hard work by the staff at headquarters. They are absolutely diligent in chasing up new members and work extremely hard to recruit at a range of venues. This overall increase is against a national reduction in the number of secondary schools and colleges and is therefore particularly good.

Once again, when reviewing the reasons that people give for joining ASCL, the one explanation which crops up the most frequently is word of mouth and recommendation by colleagues. This can be considered a reflection of the high quality service offered by both headquarters, our specialists and the regional and field officers in providing good quality information to members and supporting them in times of need.

The Membership and Communications Committee also continues to have strategic oversight of ASCL's communication to members. The committee monitors the work of the other Council and Executive committees to ensure that issues and concerns are represented in ASCL's communication and members are kept up to date regarding the issues affecting them.

To respond to ASCL's increasingly younger members, the committee reviewed ASCL's online communication this year and in particular the website which is due for redevelopment and relaunch at the beginning of the autumn 2011 term.

The volume of work achieved in 2010 would not have been possible without the commitment and extra hours put in by the communications and membership staff. They ensure that deadlines are met, queries are addressed quickly and that members receive a consistently high level of service.

Mike Griffiths

Membership and Communications Officer

Sara Gadzik

Communications Director

MEMBER SERVICES



The Member Support department comprises a team of field and regional officers, hotline staff, a senior and two assistant solicitors, a legal specialist, a pensions specialist, a legal administrator and the director of the department.

In 2010, some 7,000 calls were received by staff on the hotline on a very wide variety of topics. The majority of calls are dealt with by the hotline staff but those requiring more assistance are referred to the appropriate regional officer.

In 2010 there were four retirements from the team, Ed Collins, Malcolm Dawson, Rob Young and David Blake. They had each contributed very strongly to the work of the department and are much missed by colleagues. The regional officer for the East Midlands, David Binnie, took over the role of the ASCL pensions specialist and the regional officer for Yorkshire and the

Humber, Sam Ellis, took over the role of the ASCL funding specialist.

The department strives to offer the best possible service to members and to focus its direction on members' needs. Continued careful financial management has resulted in a positive outcome for the department and a third solicitor and a business management specialist have been appointed. The development of good communication has also been high on the department's agenda, both internally and with a wider audience.

The department looks carefully at the levels of satisfaction with its service as expressed by members both in the annual membership survey and in the evaluation forms completed by members after contact with regional and field officers. Although satisfaction levels are very high, the department is concerned to maintain these standards and a carefully planned training programme has addressed areas of technical knowledge and employment matters. A residential conference was held for the member support team in Oxford in September to explore in detail various issues relating to employment law.

In 2010, the department continued to sustain a high level of commitment

and enthusiasm for its work. The department staff are very conscious of the many difficulties facing school leaders and work collaboratively to deliver the support that members ask for.

*Rosanne Musgrave
Member Support Director*

EDUCATION DEVELOPMENT



The Trustees of ASCL's Education Development charity during the year were:

The general secretary,
John Dunford/Brian Lightman

President, John Morgan/John Fairhurst,

Vice president Joan McVittie,

Immediate past president, Jane Lees/
John Morgan

Honorary secretary, Sue Moore,

Honorary treasurer, Peter Kent

Membership officer, Joan McVittie/
Mike Griffiths

Brian Lightman was appointed as
general secretary on 1 September 2010

Joan McVittie resigned as membership
officer on the 31 August 2010 and was
replaced with Mike Griffiths. Jane Lees
retired from post on the 31 August
2010.

The trustees are appointed on an ex
officio annual basis.

The Charity was established by Trust
Deed dated 1 March 1997 by SHA
Council and is registered with the
Charity Commission, No. 1063451.

Objects, organisation and activities

The trust supports and promotes
research into aspects of education and
supports projects relating to education
in any part of the world as the trustees
deem appropriate.

Review of progress and achievements

Namibia

Unfortunately the trustees were not
able to distribute the small amount of
money left in the fund to the facility in
northern Namibia. However, through
World Challenge it is hoped that this
money can be used by UK schools
carrying out projects to help young
people in Namibia during 2011.

Primary Language Awareness Project: 'Discovering Language'

ASCL is directing a project funded
by the Esmee Fairbairn Foundation
to develop new approaches to
the teaching of Modern Foreign
Languages (MFL) in primary schools.
The project is managed on behalf
of ASCL by Peter Downes, a former
president of the association and a
modern languages teacher, supported
by a working group of teachers,

teacher trainers and an LEA MFL adviser.

The project is now in its second phase, supported by a further grant from the Esmée Fairbairn Foundation.

Robert Hill Project

The 2020 Futures Project, led by Robert Hill with financial support from Becta and Edison Learning, culminated in 2010 with the publication of the last of the eight briefing papers and a summary document. The project examined the wider trends that will impact on education in the next ten years and looked at eight topics individually: changes in population, climate change, health and wellbeing, technology, brain science, public services, society, and the economy. The briefing papers and summary are available for download on the ASCL website and are still very timely and relevant for influencing and shaping policy direction.

Project Ghana

Partner Ghana is a three way collaborative project between ASCL, World Challenge and Sabre Charitable Trust. Its aims are to support the development of basic education in rural Ghana through the creation of sustainable partnerships between schools in Ghana and the UK, and the facilitation of visits to Ghana by UK

students in partnered schools. The role of Sabre is to provide the Ghanaian contacts through its local network in-country, and to facilitate both the maintenance of the partnerships, which are designed to be mutually educational, over time, and also to facilitate the expeditions in country.

The ASCL charity currently supports the creation of the partnerships between UK and Ghanaian schools through a one-off grant of £1000 per partnered school, which enables the partnership fee, which Sabre receive, to be covered. The grants are therefore going directly to the work of Sabre Charitable Trust and benefiting UK schools.

*Carole Baldam
Operations Director*

ASCL BENEVOLENT FUND

Established in February 1980, the charity provides assistance in the form of grants or loans to widows, widowers, children and dependants of deceased members, poor members and former members, spouses, children and dependants of such members and former employees of ASCL in cases of special and urgent necessity. The trustees continuing aim is to provide relief for those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage in accordance with the terms of its declaration of trust. Its public benefit is seen in giving assistance to relieve financial stress, in providing medical care, and in relieving loneliness and isolation in old age for beneficiaries supported by the charity, such help being given without geographical or other restriction and regardless of gender, race or religion. The trustees confirm that they are careful to have regard to the guidance of the Charity Commission in relation to public benefit.

During 2010, the trustees assisted 15 beneficiaries, some of whom were long-term cases and some short-term emergencies. Support is given in the form of regular payments, interest free loans, specific grants for treatment or equipment relating to disability or illness, assistance with

domestic emergencies and occasional gifts. This support is enabled and reinforced by a policy of personal visits to beneficiaries by trustees, which facilitate ongoing assessment of need and provide much valued pastoral service. All cases are reported in detail and reviewed at each trustees' meeting. Publicity for the charity's activities is given in the association's publications to all members in order to identify as many cases of need as possible.

The trustees are mindful of the Charity Commission's guidance on mergers and collaborative working with other similar charities and have worked closely with the trustees of the HMA Benevolent Fund. In November 2010 the chairman of the ASCL Benevolent Fund was elected chairman of the HMA Benevolent Fund, a move which will bring the two charities even closer together and facilitate the declared intention of the trustees of the HMA Benevolent Fund to transfer their assets and obligations to the ASCL Benevolent Fund at a date no later than 31 December 2014. In a further move to improve collaboration, the honorary treasurer of the HMA Benevolent Fund has been invited to attend all meetings of the ASCL Benevolent Fund.

The trustees during the year were:
Carolyn Brawn, John Fairhurst,
Michael Harrison (Investment
Adviser), Florence Kirkby, Jane Lees
(until August), Joan McVittie (from
September), John Morgan,
Ann Mullins, Tony Richardson,
Christine Shellard (Honorary
Secretary), John Sutton CBE
(Chairman), and Rod Wilson.

The secretary to the trustees is
Carole Baldam.

*John Sutton
Chairman*

THE HEADMASTERS' ASSOCIATION BENEVOLENT FUND

Established in February 1925 as a charity to give assistance in the form of grants or loans to widows and orphans of deceased headmasters, or headmasters in cases of special and urgent necessity, the trustees continuing aim is to provide relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage in accordance with its foundation. Its public benefit is seen as providing assistance in giving relief in situations caused by financial stress, providing the wherewithal for medical care and the relief of loneliness and isolation in old age to the beneficiaries whom the charity is helping, and such help is given without geographical or other restriction, and regardless of gender, race or religion. The trustees confirm that they continue to observe the Charity Commissioners' public benefit guidance.

The charity is currently helping 12 beneficiaries, the majority in their 80s and 90s. This support is in the form of regular payments, occasional gifts, assistance with domestic emergencies and regular visits by trustees for whom this pastoral role remains a high priority. Trustees report fully on their visits at each trustees' meeting and bring news of all the activities which so many beneficiaries continue

to enjoy flowing from the help the charity is able to provide.

HMABF Trustees have kept in view the guidance of the Charity Commission on mergers or working collaboratively with similar charities. They are aware that the number of beneficiaries of the fund and the size of the population pool from which they are drawn are both reducing significantly and, having already worked closely with the ASCL Benevolent Fund for a number of years, they have now indicated their intention to wind up the HMA Benevolent Fund and to transfer its assets and obligations to the ASCL Benevolent Fund at a date no later than 31 December 2014.

The trustees were greatly saddened by the death in September 2010 of their chairman, Rowland Brown, OBE, who had served as a trustee for many years. In his stead, the trustees elected John Sutton, who is also chairman of the ASCL Benevolent Fund. The HMA Benevolent Fund Honorary Treasurer, Philip Johnston, attends meetings of the ASCL Benevolent Fund as an observer in order to facilitate the eventual merger of the two funds.

*John Sutton
Chairman*

SCHOOL LEADERS SCOTLAND



The past year has been a particularly busy one for SLS and education in general. It was a year when the global financial meltdown really started to kick in and across the country unprecedented levels of cuts were being suggested and implemented.

Colin Sutherland passed the presidential baton to Jim Thewliss in November and Jim hit the ground running. We had the opportunity to raise nationally the increasing inequalities across authorities with the 'postcode lottery' phrase ever present in debate. For the first time, serious discussions took place, encouraged by government, around governance models. A major report on the review of teacher education by Graham Donaldson, former Chief HMIE, was delivered and on the whole accepted by government. The government set up two new working groups; one to look at delegated financial management and also more importantly a review of what has become known as the McCrone

agreement on teachers' conditions of service nearly ten years after it first came out.

Curriculum for Excellence went through a sticky patch when questions were raised particularly around delivery timings but a commitment on the part of government and the SQA has kept it so far on schedule. Out of the blue, the government also announced the coming together of Learning and Teaching Scotland and HMIE under the temporary heading of SEQIA (Scottish Education Quality Improvement Agency) whose interim chief executive is now Bill Maxwell, well known to Welsh colleagues, and up till now the Chief of HMIE. Much water to run under all these bridges.

The highlight of the year was again the annual conference which was outstanding in several ways. As I write the reconstituted Scottish Parliament is meeting to elect both the presiding officer and the new first minister who is almost certainly going to be Alex Salmond again. It was an historic election with the SNP gaining a safe governing majority. Interesting times lie ahead.

We managed over the year to finally get our new website up and running which is helping to improve our

communication. Our own finances remain tight as a very significant number of headteacher retirements kicked in and membership begins to regroup. There are signs that the membership is beginning to grow again but the actual number of senior leadership posts continues to fall as do the number of schools! We have continued our regular surveys around key issues which feed us some very helpful information.

Councils and executives have been lively affairs with some excellent debate around the issues above as well as allowing us to present our manifesto for Holyrood elections. We have reconstructed our committees to reflect the changing national agenda. The financial challenges have given us the opportunity though to meet area groups and some authority directorates, hopefully to all our mutual benefit. Our CPD programme has been particularly healthy with us moving into new areas eg delivering CPD on behalf of a local authority and in partnership with a range of national bodies.

We continue our good relationships with ASCL England, Cymru and Northern Ireland and have enjoyed working with Brian as he has moved almost seamlessly into his new role as ASCL general secretary. While

the systems are so different, the key issues often remain the same and it is good to learn from each other. In particular it has been good to be able to share in the collective response to the pensions crisis. Again, our field officer, Alastair Noble, works closely with ASCL staff in his ever-increasing workload in these straitened times.

Once again I would want to record special thanks to the office team, Lyn and Margaret, for all their impressive work in supporting the association and to all our members for their support also. I would also like to thank Greig Ingram our CPD/ Communications manager who is moving on after three sterling years. Alan Jones will take over in an interim capacity at least until the new year. We wish both well.

*Ken Cunningham
General Secretary*



As always the ASCL Cymru Annual Conference in December 2009 marked the start of a new presidential year in Wales. Nigel Stacey had presided over an excellent year for the association, maintaining our strong influence in the education scene in Wales. He handed over the reins to Ellis Griffiths, headteacher of Ysgol Gyfun Gwnllyw in Torfaen. Regrettably, during the year, ill health resulted in Nigel stepping back into the breach as acting president.

The end of 2009 saw the appointment of a new education minister with a mantra of 'better implementation, fewer initiatives and keep it simple'. Certainly 2010 saw a very different style of leadership from the minister and one consequence was yet another change of senior management within the education department of the Welsh Assembly Government as well as the appointment of a new chief inspector.

During the year, funding gaps between England and Wales,

planning structural changes in the light of falling rolls and the impact of restricted budgets were the dominant policy issues.

Having finally conceded that the funding gap of some £600 per pupil did exist, the government, in the run up to elections in 2011, gave a manifesto commitment to protect the funding for schools in the face of severe cuts in public expenditure in the future. The minister commissioned a major review by PriceWaterhouseCoopers of the funding of education in Wales with the objective of increasing the proportion of funding reaching the schools.

2010 saw variable progress of the Transformation Agenda with local authorities being placed under considerable political pressure to implement strategic plans for the reorganisation of 16-19 education and to resolve the economic consequences of falling rolls. However, the ability of local authorities to deliver the plans, include tertiary colleges and 3-19 schools, is dependent upon the availability of capital funding which is far from secure. The uncertainty that this has caused continues to be very stressful for school leaders as they coped with the implementation of a range of 'Made in Wales' policy issues.

The latter have included establishing and managing formal collaboration arrangements with other learning providers to meet the statutory curriculum requirements for all 14-19 students and participating in the development of a tri partite School Effectiveness Framework from September 2010. A concern for ASCL members is the amount of time out of school that collaboration working is involving.

Late 2010 saw the publication of the PISA test results with the performance of education in Wales being seen as unsatisfactory. The consequence, compounded by the context of forthcoming elections, has been to prompt the minister to propose the introduction in 2011 of significant structural and procedural changes on a range of matters which will impact upon local authorities and school leaders.

Therefore 2010 was a year of some progress and some frustration for members in Wales. Membership continued to expand under the guidance of our president and acting president, supported by a strong and hardworking Council and active branch secretaries in all 22 authorities.

*Gareth Jones
Secretary ASCL Cymru*

ASCL NORTHERN IRELAND



Alan Dalton, head of Strangford College was our president this year.

Our executive meetings held at various schools throughout the province were well attended. A number of successful conferences were held throughout the year addressing issues of interest or concern to members. In March a conference on literacy was held to which a number of school librarians made useful contributions. In September members of ASCL contributed to a conference hosted by Legal Island. In October the issue of controlled assessment was addressed at a further conference where a number of ASCL members joined representatives from CCEA to address issues raised by members.

At our annual conference held in November at the Ross Park Hotel there were valuable and interesting contributions from local political representatives and principals on budgetary concerns; a representative

from the Department of Education spoke on developing the workforce and a final contribution from a former member now lecturing in a local university was on building capacity in our schools. The conference was pleased to have Brian Lightman who spoke on current issues affecting our schools and the association.

Links with our sister association NAHT have also been maintained and members have continued to lobby our local examination board, CCEA, and the Department of Education on a variety of different issues and we have responded to the various requests from these and other bodies.

We are grateful to Jim McBain our regional officer, who has sadly announced his intention to retire, at the end of 2011. He has done sterling work for the association and will be missed.

David Knox
ASCLNI Secretary

ANNUAL REPORT 2010

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