



RUN BY MEMBERS FOR MEMBERS

GUIDE TO COUNCIL 2025-26



FOREWORD

ASCL speaks on behalf of members and acts on behalf of children and young people. We aim to be the trade union and professional association of choice for all school and college leaders, enabling them to provide the best possible education to the children and young people they serve. We do this by providing advice and support to our members, negotiating on their behalf, working to shape national education policy and delivering first class professional development.

Council is ASCL's governing body, responsible for directing and controlling the organisation. It is also the engine room of our policymaking, representing members' views on issues from curriculum, assessment and inclusion to governance, leadership and pay. The discussions held, and positions reached, at Council enable the Association to seek to influence policymakers and stakeholders, ensuring the voices of school and college leaders are heard at the highest level.

As a Council member, you have been elected by your peers to represent their views and lead the Association. Your professional knowledge, skills and experience are vital to the continued success and development of ASCL, as are your active contributions to Council debates and discussions. I hope very much that you will find the experience of being a member of Council both professionally challenging and personally rewarding.

We expect all Council members to attend all Council meetings, other than in the most exceptional circumstances, in order to contribute to the debates and vote on key policy decisions. If you are not able to attend a Council meeting, please let Council.Admin@ascl.org.uk know as far in advance as possible. In this situation, if you wish you are able to suggest an alternate, such as another ASCL member in your school, college or trust, to attend that Council meeting in your place. Alternates are encouraged to contribute to discussions but are not able to vote.

Being ASCL President, like being a Council member, is an honour and a privilege. I look forward to working with you over the coming year - one which is likely to see significant change as the government starts to enact its legislative agenda - to help shape an education system which provides equity and excellence for all our children and young people, and encourages the highest quality people to work in our schools and colleges.



Jo Rowley
ASCL President, 2025-26

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1 INTRODUCTION TO COUNCIL

Council is ASCL's policymaking and governing body: the body with overall responsibility for directing and controlling the Association. Our constitution states: "The management of the affairs of the Association shall be vested in the Council."

Council meets three times a year:

- 9 and 10 October 2025 (Birmingham)
- 12 and 13 February 2026 (Loughborough)
- 11 and 12 June 2026 (TBC)

Council meetings are usually made up of plenary sessions, committee meetings, sector meetings, and the Forum session.

Council meets in plenary to conduct a variety of business. At the initial plenary, which opens proceedings, Council members are briefed by the members of the Presidential Trio, and the General Secretary and the Senior Director of Strategy, Policy and Professional Development (PD) on the strategic direction and intended outcomes of the specific Council meeting.

Plenary sessions also consider recommendations from Executive Committee, receive officer and staff reports and discuss major matters affecting ASCL policy. Such discussions are a major feature of Council business and give Council members the opportunity to contribute on issues that may be outside the remit of their committee.

These discussions will be informed by input from senior figures in education, including at the Thursday night Forum session. Forum sessions, which are conducted under the Chatham House rule, are designed to:

- enable Council members to build relationships with senior colleagues in the education system
- create the space for dialogue on a key strategic policy issue or theme

The Forum session is hosted and chaired by ASCL's Vice President. The guest speaker is usually invited to talk for approximately 30 minutes, followed by a question and answer session to enable dialogue on the issue. Alternatively, the Forum session may take the form of a panel discussion. Forum is followed immediately by a Council dinner.

Detailed scrutiny of business is delegated to committees. Committee chairs report back to full Council during the plenary on the second day. It is not expected that the detailed discussion of committees will be repeated. Only issues of policy and position statements are discussed in full Council.

All proceedings of Council are minuted and the main decisions of Council are published on the ASCL website and in the twice-weekly email newsletter.

Council occasionally holds remote committee meetings, if ASCL staff need urgent input from committee members between main Council meetings.

2 THE GOVERNANCE OF ASCL

Council delegates governance of the Association to Executive Committee, which is chaired by the President. The remit of Executive Committee can be found at Appendix A.

Executive Committee oversees matters related to ASCL's strategic planning and the internal organisation of the Association. It also hosts preliminary discussions on complex matters before they are referred to Council.

Executive Committee consists of the elected officers of the Association (Presidential Trio, the two most recent Past Presidents, Honorary Treasurer, Honorary Secretary and Membership Officer), the chairs of all committees, the Deputy and Assistant Head (DASH) Representative, the Business Leadership Representative and the ASCL Leadership Group (in attendance).

Executive Committee takes delegated responsibility on behalf of ASCL Council for the following:

- Establishing the Association's strategic direction and aims and approving strategic plans and objectives.
- Establishing and approving policy between Council meetings.
- Approving the Association's annual budget.
- Approving the level of membership subscriptions.
- Monitoring organisation and performance and offering scrutiny and constructive challenge.
- Reviewing and approving the work of executive committees (Finance and General purposes, Remuneration, Audit and Selection Committees).
- Overseeing the work of member support.
- Making general decisions too urgent to wait for a meeting of Council.
- Discussing, and deciding where necessary, matters that are deemed insufficiently weighty to be taken to Council and of those that will later be taken to full Council.
- Overseeing and approving the risk management process.
- Where necessary, forging strategic partnerships with other organisations.

3 COMMITTEES OF THE EXECUTIVE COMMITTEE

There are four sub-committees of the Executive Committee that report directly to Executive Committee, which in turn reports to Council. The diagram below gives an overview of the governance of ASCL.

3.1 Finance and General Purposes (F&GP) Committee

F&GP Committee consists of elected officers and is attended by ASCL Leadership Group. It is chaired by the Honorary Treasurer and takes the lead in the detail of all financial matters including the budget, ASCL holdings and assets, its buildings and equipment. F&GP meets four times a year, usually two weeks before each meeting of Executive Committee. The work of the committee is reported to Executive Committee through its minutes and to Council through the report of the Honorary Treasurer. The remit of F&GP Committee can be found at Appendix A.

3.2 Remuneration Committee

Remuneration Committee deals with all ASCL staffing issues. Its membership consists of the Presidential Trio, Honorary Treasurer and Honorary Secretary. The committee is advised by senior officers as appropriate. It meets as required, usually on the same day as F&GP. Remuneration Committee is chaired by the President. The remit of Remuneration Committee can be found at Appendix A.

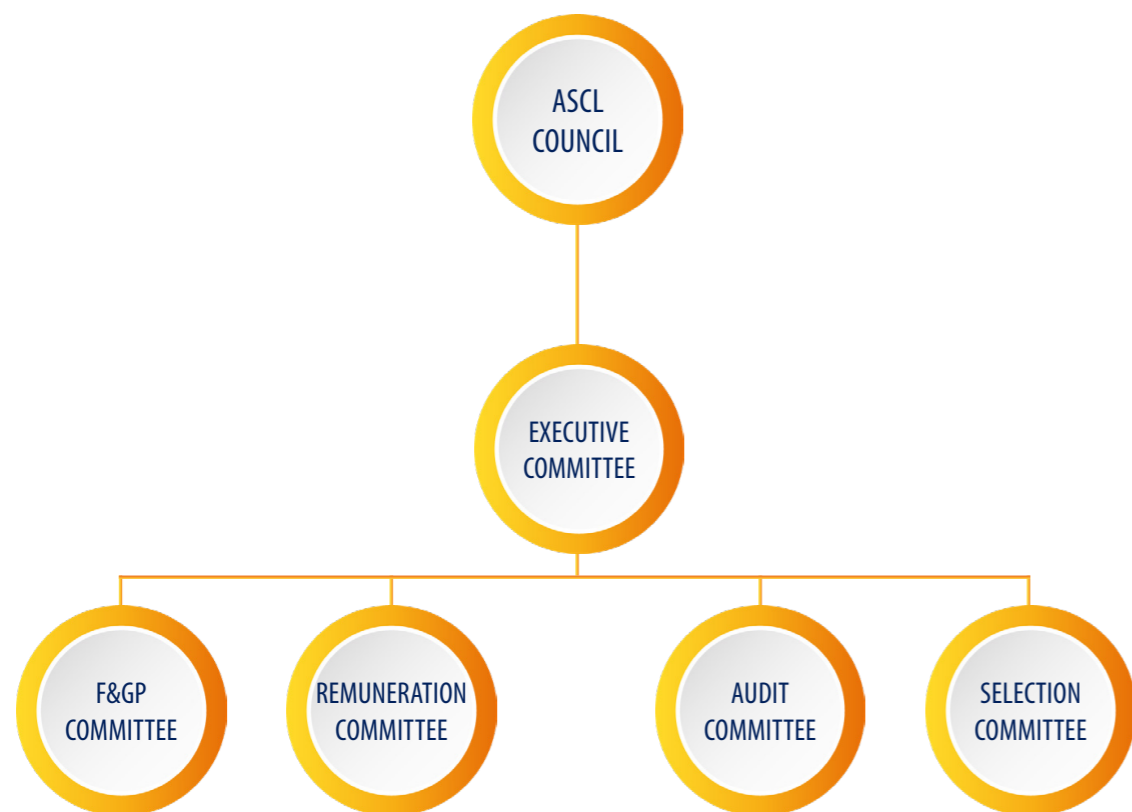
3.3 Audit and Risk Committee

The Audit and Risk Committee takes delegated responsibility on behalf of ASCL Council for ensuring that there is a framework of accountability; for examining and reviewing all systems and methods of control both financial and other, including risk analysis and management; and for ensuring the Association is complying with all aspects of the law, relevant regulations and good practice. Audit and Risk Committee consists of the Association's trustees and elected members of F&GP and it is chaired by the Honorary Treasurer. The committee meets at least twice a year, on the same day as F&GP, and is attended by Leadership Group. The remit of Audit and Risk Committee can be found at Appendix A.

3.4 Selection Committee

This committee is responsible for allocating Council members to serve on the committees of Council and for co-options to Council. It consists of the President, Vice President, Honorary Secretary (chair), General Secretary and Senior Director of Strategy, Policy and PD. This committee reports directly to Executive Committee through the Honorary Secretary's report.

Typically, Selection Committee meets on the same day as the September meeting of F&GP Committee to determine committee membership for the year and to discuss how to fill any co-option vacancies, and on other occasions when necessary. The committee does its best to accommodate Council members' wishes; however it is sometimes not possible to meet everyone's preference. The remit of Selection Committee can be found at Appendix A.



4 THE PRESIDENTIAL TRIO AND ELECTED OFFICERS

The **President, Vice President and Immediate Past President** (called the Presidential Trio) have been elected to oversee the work of the Association between Council meetings.

As elected officers, the Trio acts as a ministerial team, reporting to Council and by extension to Executive Committee. Hence, whilst discharging the crucial function of leading the process of shaping the work of the Association, the work of the Trio is directed by the decisions made by Council and Executive Committee, to whom the Trio is accountable.

The **Trio** ensures that decisions made by elected members are effectively operationalised by the Leadership Group and others. In this way, the Trio acts as the agent of elected members in ensuring that the decisions it makes are effectively put into practice.

The respective roles of Council and Executive Committee, the Presidential Trio and elected officers and the General Secretary and other senior staff are outlined below.

This year, the Presidential Trio is:

- **Jo Rowley**, President
- **Manny Botwe**, Immediate Past President (IPP)
- **Gurpall Badesha**, Vice President (VP)

Members of the trio are contracted to work for the Association for a proportion of their working week.

The **President** will generally act as the lead elected officer of the Association.

The **Immediate Past President** will follow up the main issues of their presidential year and support the President.

The **Vice President** supports the President. If they are elected as the next President, they will also use the latter part of their VP year to begin the process of preparing the main issues for their Presidential year.

The other elected officers of Council are:

- **Rich Atterton**, Honorary Secretary
- **Chris Hildrew**, Honorary Treasurer
- **Sarah Bone**, Membership Officer
- **Craig Rees**, Deputy and Assistant Head (DASH) Representative
- **Christine Ellis**, Business Leadership Representative

The **Honorary Secretary** takes an overall view of the working of the Association, including elections, constitutional matters and equal opportunities. The Honorary Secretary works closely with the General Secretary, Director of Finance, IT and Operations and Senior Director of Strategy, Policy and PD.

The **Honorary Treasurer** is responsible for the financial affairs of the Association and works with the Director of Finance, IT and Operations, reporting to both Executive Committee and Council. S/he provides Executive Committee and Council with information during forward planning discussions, including the financial implications of policies throughout the Association. The Honorary Treasurer chairs the Finance and General Purposes and the Audit and Risk Committees, which are Executive Committees.

The **Membership Officer** is responsible for the strategic recruitment and retention of members, working closely with the Head of Marketing, Director of Finance, IT and Operations, and other staff.

Council elects a **Deputy and Assistant Head Representative** (DASH) and a Business Leadership Representative to attend Executive Committee to ensure that the views of these groups are represented.

Remits of all elected officers can be found at Appendix B.

5 THE SECRETARIAT

Council meetings are supported by a secretariat:

Pepe Di'Iasio

General Secretary

The General Secretary is responsible to Executive Committee and Council for the promotion, advancement and communication of the aims, policies and interests of the Association and the effective representation of these aims, policies and interests in all appropriate contexts. The General Secretary is expected to advise officers, Executive Committee, Council and members, as well as review and develop policies and ensure the effective implementation of decisions.

Julie McCulloch

Senior Director of Strategy, Policy and Professional Development (PD)

The Senior Director of Strategy, Policy and PD has responsibility for supporting Council and the Executive Committee in setting the strategic direction for ASCL and for our policy engagement. She is responsible for the smooth and efficient running of Council and coordinates agenda planning and the work of Council committees. She has responsibility for the team of ASCL Specialists and for ASCL's professional development business.

Mike Smith

Director of Member Support

The Director of Member Support coordinates and oversees the work of the Member Support Team. He is the Association's legal secretary and leads the team of Regional and Field Officers, Solicitors and Hotliners, supported by the Assistant Member Support Director, Senior Solicitor and Hotline Leader. He is responsible for ASCL's regional structure, branches and the support of Branch Secretaries.

Hayley Dunn

Director of Finance, IT and Governance

The Director of Finance, IT and Governance, is responsible for operational oversight and strategic leadership of the Association. Hayley's responsibilities span ASCL's governance and constitutional framework, acting as Company Secretary and supporting key bodies such as the Board of Trustees, ASCL Council, Executive, Finance and General Purposes Committee, Audit and Risk Committee, Remuneration Committee, and ASCL PD Ltd Board. She also provides operational support for the ASCL Benevolent Fund and the Educational Development Trust charity. She leads ASCL's finance, membership, governance, and IT support functions, including all associated compliance requirements.

Richard Bettsworth

Director of Public Affairs

The Director of Public Affairs is responsible for influencing, engaging and building relationships with key stakeholders across multiple platforms to ensure positive perceptions of ASCL and ASCL PD. He creates, implements, oversees/delivers, evaluates and develops ASCL's public relations, communications, media strategies, projects and plans.

Kcarrie Valentine

Director of People and Partnerships

The Director of People and Partnerships has responsibility for HR and culture, staffing, staffing related policies and training as well as workplace and facilities. He also leads teams responsible for ASCL's digital strategy, commercial partnerships, exhibition income and sponsorship.

Claire Armitstead

Director of ASCL Cymru

The Director of ASCL Cymru leads ASCL's work in Wales. She is responsible to ASCL Cymru's Executive Committee and Council, represents the Association's aims, policies and interests in all appropriate contexts, and supports members in Wales.

Michael McAuley

Director of ASCL Northern Ireland

The Director of ASCL Northern Ireland leads ASCL's work in Northern Ireland. He is responsible to ASCL Northern Ireland's Executive Committee, represents the Association's aims, policies and interests in all appropriate contexts, and supports members in Northern Ireland.

The General Secretary and seven directors form ASCL's Leadership Group. The Leadership Group is responsible for implementing and operationalising the strategic direction set by the Executive Committee.

6 THE COMMITTEES OF COUNCIL

The committee structure is fundamental to the efficient policymaking process. All Council members serve on a committee determined by Selection Committee following a process of expression of interest.

The committees oversee all position statements with respect to specific policy areas. The committees do the detailed work in relation to policy development; they recommend policy to full Council for formal approval. Each committee is supported by at least one of ASCL's policy specialists.

On occasion, committees have joint meetings to consider issues that cross over committee areas of responsibility.

Committee remits can be found in Appendix C.

Each committee has an annual work plan, which focuses on the outcomes for that committee, for example, guidance papers for members, position statements or policy papers.

Guidance for chairs and vice chairs of committees can be found at Appendix D.

Overview of committee remits

Funding Committee

- early years funding
- pre-16 and post-16 revenue and capital funding
- funding related to SEND
- funding related to disadvantage

Ethics, Inclusion and Equalities Committee

- ethical leadership
- closing the gap
- equality and diversity (for children and adults in schools and colleges)
- SEND
- admissions and exclusions
- access
- human rights
- behaviour
- safety
- children with medical issues
- safeguarding
- mental health
- attendance and punctuality
- wellbeing

Leadership and Governance Committee

- teacher and leader quality, standards, education and qualifications
- governance (including system governance)
- inspection

Conditions and Employment Committee

- pay and conditions of members
- teacher and leader supply, recruitment, retention and workload
- performance management policies
- pensions
- employer engagement

Curriculum and Assessment Committee

- curriculum
- pedagogy
- assessment
- national tests and qualifications
- performance measures

7 THE POLICYMAKING PROCESS

ASCL has three primary ways of making policy: through overarching policy documents (such as our 'Blueprint for a Fairer Education System'), through policy papers on major areas (such as our paper on the future of inspection), and through position statements on specific issues. We also sometimes publish discussion papers (such as our paper on report cards), which enable us to share Council's early thinking with members, government and other stakeholders, and to gather feedback on these ideas ahead of reaching a formal position on major issues.

Policy-making is supported by the specialists who serve committees. The specialists draft policy papers and/or position statements for committees' examination and review. All policy documents and position statements must be ratified by full Council.

ASCL position statements are often the first iteration of a committee's work. They are often responsive to government announcements. Position statements should be proactive statements setting out what ASCL believes. Where relevant, they should state not only what government should do, but also the leadership role or actions ASCL and/or the profession will take. Good position statements often start with the assumption of our leadership of the education system; they state the issue clearly and concisely and give a clear recommendation or set a direction of travel. All position statements are published on ASCL's website: www.ascl.org.uk/policy/position-statements

8 WORK BETWEEN COUNCIL MEETINGS

8.1 Virtual committee meetings

We occasionally ask Council members to take part in virtual committee meetings, between Council meetings. This helps to involve Council members in a timely manner in urgent decision-making.

8.2 Task-and-finish groups

Task-and-finish groups may be established on the recommendation of committee chairs and authorised by the General Secretary or Senior Director of Strategy, Policy and PD to consider specific issues. Most of this business will be conducted remotely. Task-and-finish groups may be convened to help with an important consultation that has a deadline between Council meetings or a specific topic requiring urgent consideration. Members are invited to join a task-and-finish group based on their specific expertise in the topic, and the group may include ASCL members who are not members of Council. The invitation list is usually agreed between the President, General Secretary, committee chair, and Senior Director of Strategy, Policy and PD.

9 COUNCIL MEMBERSHIP, ELECTION AND VOTING

9.1 Election and voting procedure

All officers of the Association, with the exception of the President, are elected by Council members. The President is elected by the membership, although the convention is that Council nominates the Vice President as its preferred candidate.

Council members are strongly encouraged to consider standing for elected positions. Serving as an elected officer is a great opportunity to shape and influence national policy. Besides furthering the work of the Association and shaping the education system, it is also a fantastic CPD opportunity and could help build your personal profile at a national level. Elected officers meet regularly with a range of senior politicians, policymakers and education leaders.

The Association has adopted the single transferable voting system for all its elections. The following procedures have been adopted by Council by either resolution or convention:

Election of the Vice President

Election of the Vice President happens as follows. Calling papers are usually sent out in mid-December with the deadline in mid-January. Candidates for Vice President must be nominated and seconded by full members of ASCL Council. If there is more than one nomination, all candidates are invited to produce an election statement of no more than 500 words, to address February Council, and to take part in a Q&A/discussion at February Council.

Executive Committee has agreed that although it would be perfectly reasonable for candidates to email individual members of Council related to their nomination, a group email to all of Council would not be acceptable practice.

The voting, ballot and count process is overseen by Civica Election Services.

Candidates are notified of the outcome as soon as is practical after the count, with Council members notified by email once all candidates are aware of the outcome. Results of the election are usually announced in early March.

Election of regional and special category representatives

There are 37 regional representatives and 13 special category representatives: one SEND representative, two post-16 and FE representatives, two primary representatives, one PRU/AP representative, two business leader representatives, two deputy head representatives, two assistant head representatives, and one virtual school head representative.

Where there are regional and/or special category vacancies, an election will be held. Regional representatives are

elected by ASCL members in their region. Special category representatives are elected by members in that category (if we hold reliable data on this category) or by all ASCL members (if we don't). Elections are managed and overseen by an independent body – Civica Election Services. The ballot is conducted to ensure that, so far as is reasonably practicable, members voting do so in secret.

The call for nominations for regional and special category representatives is usually published through the ASCL email newsletter and the website in February. Election results are usually announced in May.

Regional and special category representatives serve for a period of four consecutive years. They may be re-elected for a maximum of three terms of office.

Election of officers, chairs and sector representatives

There are:

- three officers in addition to the Presidential Trio – the Honorary Treasurer, Honorary Secretary and Membership Officer
- five committee chairs
- two sector representatives - the Deputy and Assistant Head (DASH) Representative and the Business Leadership Representative

Only Council members are eligible to vote for officers, chairs and sector representatives.

Elections for officers, chairs and sector representatives take place electronically. The call for nominations is usually emailed to Council members in May, after the election results for regional and sectional representatives has been announced. Election results are usually announced before the end of June.

Council members standing for these posts can be nominated and seconded by any member of Council. Any member of Council can be nominated for more than one post and, if successfully elected in more than one post, may choose which one to take up. In such a situation, the next candidate with the second highest number of votes would be declared elected by default to the other post.

Officers, chairs and sector representatives are elected for a two-year period, with the option of standing for re-election for a second term of office. Only in exceptional circumstances would an officer, chair or sector representative be elected for a third term.

Tied votes

In any election for office where the normal voting process results in a tied vote, the following procedure is adopted:

- The President, Vice President and Immediate Past President shall each vote, the issue being determined by majority.
- In voting at ASCL Council or in committees, where the votes are tied, it is held that the resolution is lost.

9.2 Representation from ASCL Cymru and Northern Ireland

ASCL Cymru and ASCL Northern Ireland are integral parts of ASCL UK but have their own Council structures. The ASCL Cymru President and Vice President and an agreed representative of ASCL Northern Ireland are full voting membership of ASCL Council.

The Directors of ASCL Cymru and ASCL Northern Ireland attend Council as staff.

9.3 Representation from affiliated organisations

Affiliated organisations can each nominate one voting representative who is a full member of ASCL to Council, serving a term of four years.

The current affiliated organisations are:

- School Leaders Scotland (SLS)
- Headmasters' and Headmistresses' Conference (HMC)
- Girls' Schools Association (GSA)
- Society of Heads (SoH)

The General Secretary (or equivalent post-holder) of each affiliated organisation has a non-voting seat on Council.

9.4 Co-options to Council

Our constitution says that Selection Committee may co-opt people to Council to add to the skills, expertise and diversity of Council. A maximum of six additional members may be made to Council. Co-opted members are full voting members of Council who serve a period of two years.

9.5 Retirements during periods of service

If the President retires from her/his professional post, s/he may continue on Council for one year as Immediate Past President.

Members who retire from their professional post during the period of service as a Council member may at the discretion

of the President, continue to serve on Council until the end of the academic year in which the retirement takes place. They will then be replaced through the usual election process.

Members who know they are retiring from their professional post at the end of, or during, the academic year are asked to notify the Council admin team at the earliest opportunity. This is most helpful in planning the timing of elections to replace retiring Council members.

9.6 Membership eligibility and Council membership

Under the constitution, members of Council who cease to be eligible for full membership may not continue to serve on Council.

Any regional representative who changes region during their elected period of office may not continue to serve on Council in that role.

In both these cases, by convention and at the discretion of the President, they may continue to serve until the end of the academic year in which their membership changed. Regional representatives changing region can be nominated for election in their new region, assuming there is a vacancy.

10 ADMINISTRATIVE ARRANGEMENTS

10.1 Preparing for Council

A few weeks before the Council meeting, you can expect to receive a booking form by email. Please complete this electronically promptly so that accommodation can be confirmed with the hotel. Full board will be provided from Thursday lunch to early Friday afternoon.

Please note that ASCL incurs the full cost of your accommodation and board if you confirm attendance and then give late apologies. In certain circumstances, such as an inspection or a family emergency, we understand that this is unavoidable. However late notification of apologies should be avoided if at all possible.

Agendas, reports and committee papers are published on the ASCL website at www.ascl.org.uk/Council no later than seven days before Council, that is, by the end of the Thursday of the week prior. You will receive an email indicating that the papers are available and how to access them.

We ask that prior to Council, you familiarise yourself with the plenary papers and the papers for the committee you serve on. This helps to ensure a productive, informed discussion. In order to keep up to date with all the current issues under discussion, the papers for other committees are available for you.

10.2 Dress code

Members are welcome to wear either business dress or smart casual attire for Council meetings.

Some members choose to change for dinner (smart restaurant style). Most of the venues have leisure facilities.

10.3 Use of social media

Official ASCL social media channels are used during Council to communicate relevant information to members. All official channels (such as Bluesky, Facebook and LinkedIn) are managed by the ASCL Public Affairs Team.

Council members who hold personal social media accounts are encouraged to engage with ASCL and the wider education community on social media by contributing towards the sharing of suitable information and topical discussion. We do however kindly ask that members exercise discretion when using and/or sharing Council information on social media. Forum sessions are operated under Chatham House rule.

Queries regarding the use of social media during Council should be submitted to the Senior Director of Strategy, Policy and PD.

10.4 Expenses

No member should be out of pocket while serving the Association. Expenses are set at a modest level and are updated from time to time. We ask that you make every effort to take full advantage of rail concessions and/or cheap airfares when these are available. The costs of residential Council meetings are paid in full directly by the Association. Council members only pay for additional personal expenses.

Travel expense forms are available with the papers for Council. These should be completed and either emailed to Council.Admin@ascl.org.uk or submitted in person at Council. You can add in approved expenses for other meetings where appropriate. Expense forms should include hard copies or scanned in receipts. Allowances are printed on the back of the travel claim form. The rapid return of expenses forms is helpful, and the Association expects all claims to be made promptly and within three months of the event claimed for.

10.5 Funding for time off for trade union duties and activities

Paragraph 20 of schedule 2 to the School Finance Regulations 2006 states that one of the types of expenditure a local authority may retain centrally in its schools budget, is expenditure for making payments to, or providing a temporary replacement for, persons carrying out, or taking part in, trade union duties or undergoing training under section 168 and 170 of the Trade Union and Labour Relations (Consolidation) Act 1992.

Equally, Circular 2/94 Section 88 of Local Management of Schools makes it clear that funds should be made available for "Provision of cover for individual teachers regularly absent either on some form of public service or because they hold senior positions in teacher Associations". This also has the backing of Advisory, Conciliation and Arbitration Service (ACAS). This whole area has become more complex, however, as more schools become academies and there is a fragmentation of the local authority system. This is an area we are keeping under review.

If you have any problems with funding or in getting time out of school/college, as occasionally happens particularly with deputy, assistant head or business leader members, please contact the Council admin team in the first instance.

10.6 Contact

The Council admin team is the first point of contact for logistical arrangements related to Council, such as accommodation bookings and online Council papers. If you need assistance with arrangements for Council, please email Council.Admin@ascl.org.uk

APPENDIX A: REMITS OF EXECUTIVE COMMITTEE AND ITS SUB-COMMITTEES

Executive Committee: Terms of Reference

Overall responsibility

- 1 Executive Committee oversees matters related to ASCL's strategic planning and the internal organisation of the Association. It also hosts preliminary discussions on complex matters before these matters are referred to Council.
- 2 Executive takes delegated responsibility on behalf of ASCL Council for:
 - discussing and approving the association's strategic plans
 - ensuring that ASCL is organised and managed well
 - approving the Association's annual budget
 - approving the level of membership subscriptions
 - reviewing and approving the work of ASCL executive committees (Finance and General Purposes Committee, Remuneration Committee, Audit Committee and Selection Committee)
 - the overview of the work of member support
 - general decisions too urgent to wait for a meeting of Council; and
 - discussion, and decisions as necessary, on initiatives that are deemed insufficiently weighty to be taken to Council, and of initiatives that will later be taken to full Council

Composition and reporting

- 3 Executive consists of the elected officers of the Association (Presidential Trio, the two most recent Past Presidents, Honorary Treasurer, Honorary Secretary and Membership Officer), the chairs of all committees, the DASH Representative and the Business Leadership Representative. The ASCL Leadership Group attend Executive Committee. It is chaired by the President.
- 4 The quorum is half of the membership plus one; Leadership Group members do not count towards the quorum.
- 5 The Honorary Treasurer reports to ASCL Council at each of its regular meetings, including reference to the financial work of Executive Committee through its minutes and a written report.
- 6 The Honorary Secretary reports to ASCL Council on the internal organisation of the Association through the Executive Committee minutes and a written report.

Main duties

Financial

- 7 To approve the ASCL annual financial plan and budget.
- 8 To approve the level of membership subscriptions.

Internal organisation

- 9 Establish the Association's strategic direction and aims, and review and agree the Association's strategic plans.
- 10 Monitor organisation and executive performance, offering scrutiny and constructive challenge
- 11 Have oversight of the internal organisation of the Association including the structure of Council and its committees.
- 12 Decide annual cost of living increases to salary scales.
- 13 Investigate, on behalf of Council, any disciplinary matter that cannot be investigated by the General Secretary or another member of staff. This may be delegated to an elected member of F&GP or a subset of the elected members.
- 14 Act as an appeal body for personnel issues of Association staff if there is a need for reference to a higher authority than the General Secretary. The appeals panel may be a subset of the elected members of F&GP.

General

- 15 Ensure the Association is managed with probity and integrity.
- 16 Ensure the voice of members is heard in decision-making.
- 17 Consider the recommendations of the Leadership Group, Audit and Risk Committee and other Association committees as necessary, with a view to decision or reference to executive or Council as appropriate.
- 18 Assist with agenda setting for Council, placing matters it considers significant onto the Council agenda.
- 19 Act on behalf of the Association on any matters, provided that there is good reason to do so, and that in its judgement Council will agree that there was a need for such action and will in due course approve its actions.
- 20 Understand and manage risk.
- 21 Where necessary, forge strategic partnerships with other organisations.

Finance and General Purposes Committee: Terms of Reference

Overall responsibility

- 1 Finance and General Purposes Committee (F&GP) oversees the Association's finances and acts as a reference committee for urgent matters and matters under development.
- 2 F&GP takes delegated responsibility on behalf of ASCL Council for:
 - ensuring that financial planning is well founded
 - financial decisions above the level delegated to Association staff
 - general decisions too urgent to wait for a meeting of Executive Committee or Council
 - discussion, as necessary, of initiatives that are deemed insufficient in risk, size or materiality to be taken to Executive Committee or Council, and of initiatives that will later be taken to those bodies

Composition and reporting

- 3 F&GP consists of the elected officers of the Association i.e. Full Council Members, (Presidential Trio, Honorary Treasurer, Honorary Secretary, and the Membership Officer) and the ASCL Leadership Group (LG). It is chaired by the Honorary Treasurer.
- 4 The respective term of office shall be directly linked to the elected officer's term on ASCL Council and a two-year term of office for the Honorary Secretary, Honorary Treasurer and Membership Officer in these respective positions. Each member of the Presidential Trio shall normally serve for three years on the Committee.
- 5 The quorum is three elected officers; LG members do not count towards the quorum.
- 6 The Honorary Treasurer reports to ASCL Executive and ASCL Council at each of its regular meetings, including reference to the work of F&GP through its minutes.
- 7 F&GP has delegated powers over the Association budget within the agreed limits as referred to within the Financial Regulations.

Main duties

Financial

- 8 To review and recommend to Executive the ASCL annual financial plans and budget.

- 9 To receive and review at each of its meetings, a report of the current financial situation of the association.

To amend budgets, direct the association's staff, and propose changes to policies as necessary to ensure that the association remains financially sound and stable.

- 10 To review and recommend to Executive on an annual basis the level of membership subscriptions.
- 11 To have an oversight of the association's assets and investments, ensuring that assets are protected and investments wisely controlled

HR/Personnel

- 12 To review the association's HR policies, staffing complement and staffing plans.
- 13 To review the staff salary scales and agree the recommendations of the Remuneration Committee about the salary grades and ranges of senior staff.
- 14 To propose, following delegated discussion with ASCL's JNC, annual cost of living increases to salary scales to Executive Committee for ratification
- 15 To investigate, on behalf of Council, any disciplinary matter that cannot be investigated by the General Secretary or another member of staff. This may be delegated to an elected member of F&GP or a subset of the elected members.
- 16 To act as an appeal body for personnel issues of association staff if there is a need for reference to a higher authority than the General Secretary. The appeals panel may be a subset of the elected members of F&GP.

General

- 17 To consider the recommendations of the Leadership Group, Audit & Risk Committee and other association committees as necessary with a view to decision or reference to executive or Council as appropriate.
- 18 To assist with agenda setting for Executive and Council, placing matters it considers significant onto those respective agendas.
- 19 To act on behalf of the Association with the authority of the Executive on any matters, provided that there is good reason to do so, and that in its judgement, the Executive will agree that there was a need for such action and will in due course approve its actions.

Remuneration Committee: Terms of Reference

Overall responsibility

- 1 Remuneration Committee oversees the implementation of the ASCL pay policy.

Composition and reporting

- 2 The Remuneration Committee is a sub-committee of Finance and General Purposes Committee (F&GP).
- 3 Membership will consist of the Honorary Treasurer (Chair) and the Presidential Trio. The General Secretary and the Director of Finance, IT and Operations attend to service the committee except that they will absent themselves when their own salaries/conditions of service or those of any more senior member of staff are being discussed.
- 4 The committee will meet prior to the meeting of F&GP at least once a year (Usually September) to receive the recommendation from the Leadership Group on the review of staffing structure and performance management and at other times when there is business to conduct.
- 5 The committee will report to F&GP in private session as and when appropriate. It will make recommendations as considered appropriate to F&GP, which will consider and approve them in the light of affordability.

Main duties

- 6 Agrees the salary scale of any new posts and salary revisions (at Managerial level and above) when any restructuring arrangements are planned.
- 7 The committee considers any requests for re-grading (at Managerial level and above) from the Leadership Group working in accordance with the Association's pay policy.
- 8 Considers the recommendations of the Presidential Trio after the appraisal of the General Secretary.
- 9 Receives the report of the General Secretary concerning the appraisals/salary scale of other members of the Leadership Group.
- 10 Acts as an appeal tribunal in relation to the grading, discipline, competence and grievance of members of staff other than the Leadership Group.

Audit and Risk Committee: Terms of Reference

Overall responsibility

- 1 The Audit and Risk Committee takes delegated responsibility on behalf of ASCL Council for ensuring that there is a framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Association is complying with all aspects of the law, relevant regulations and good practice.

Composition and reporting

- 2 The Audit and Risk Committee consists of the trustees of the Association and elected officer members of Finance and General Purposes Committee, chaired by the Honorary Treasurer.
- 3 The quorum is half the number of members of the committee, rounded up if necessary.

Members of the ASCL Leadership Group normally attend meetings of the Audit and Risk Committee. The elected members and Trustees may request to meet in closed session. In such an instance, the Director of Finance, IT and Operations will act as secretary if deemed appropriate. The Honorary Treasurer may invite any other member of staff to attend as necessary. External and internal auditors are invited to attend as necessary.
- 4 When receiving the annual report of the external auditors on the Association's accounts, members of the ASCL Leadership Group are normally invited to attend.
- 5 The Executive Assistant to the General Secretary acts as secretary to the committee.
- 6 The committee normally meets twice a year in May and November.
- 7 The Honorary Treasurer reports back to ASCL Executive Committee at each of its regular meetings, including reference to the work of the Audit and Risk Committee as necessary.
- 8 The Audit and Risk Committee is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibility to ASCL Council. The budget for such advice is set by F&GP and approved by Council as part of the annual budget of the Association.

- 9 The Audit and Risk Committee is authorised to investigate, on behalf of ASCL Council, anything that threatens or adversely affects the accomplishment of the Association's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments.

Main duties

General

- 10 To review the annual financial statements of ASCL and its subsidiary company ASCL PD Ltd, to ensure that they comply with relevant statutory requirements and appropriate accounting standards and practices.
- 11 To review and challenge if necessary, the accounting policies and financial procedures of the Association and the operation thereof.
- 12 To review and approve policies in areas of whistleblowing, fraud & bribery and data protection.
- 13 To advise ASCL Executive Committee on the minimum and optimum level of internal and external audit arrangements.
- 14 To ensure that regular audits are carried out in the following areas; risk, financial (including statutory annual audits, VAT, PAYE), membership (MAC audit), health and safety and investments, and to contribute to these reviews.
- 15 To monitor internal and external audit reviews and to advise ASCL Executive accordingly.
- 16 To investigate, on behalf of Council, any financial or administrative matter which may put the Association at risk.
- 17 To examine reports on special investigations and to advise Executive Committee accordingly.
- 18 To consider the appropriateness of staff action following audit reviews and to advise senior management on any additional or alternative steps to be taken.
- 19 To ensure there is coordination and good working relationships between staff, audit and any other review bodies that have been set up.
- 20 To monitor the Association's electoral policies and procedures, and their operation.

- 21 To encourage a culture within the Association whereby each individual feels that he or she has a part to play in guarding the probity of the Association and is able to take any concerns or worries to an appropriate member of the management team, or in exceptional circumstances, directly to the Chair of the Audit and Risk Committee.

- 22 To provide minutes of all Audit and Risk Committee meetings for review at meetings of Executive.

- 23 To decide whether internal audit, if deemed required, and external audit shall be tendered as a combined service or separately.

External audit

- 24 To determine the frequency of tendering for external auditing services.
- 25 To consider tenders for the external auditing services and recommend to Executive (and thus ASCL AGM) who shall carry out the annual external audit of the Association's statutory accounts.
- 26 To scrutinise and advise Executive on the contents of the draft audit report and of any management letter that the auditors may present.
- 27 To discuss with the auditors any problems or reservations arising from the draft audit report and draft management letter, reporting relevant issues back to Executive, and advising Executive accordingly.
- 28 To review the performance of the Association's auditors and advise Executive of any changes that ought to be made to their terms of engagement.
- 29 To obtain any necessary external professional advice to enable the Audit and Risk Committee to carry out its responsibilities more effectively.

Internal audit – if deemed required

- 30 To monitor and review the effectiveness of the internal audit in the context of risk management.
- 31 To determine what areas of operation are to be examined, and the number of days of internal audit required.
- 32 To recommend to ASCL Executive a framework of effective audit coverage, keeping under review the effectiveness of the financial and other internal control systems.

- 33 To consider the risks facing the association, maintain a detailed risk register for the association and recommend to F&GP, Executive and Council actions needed to mitigate risk.

Selection Committee: Terms of Reference

Overall responsibility

- 1 Selection Committee deals with the allocation of Council members to the various committees and with co-options to Council or committees of Council.
- 2 The purpose of Selection Committee is to ensure we have committees served by able and committed members who can contribute effectively to policy and debate.

Composition and reporting

- 3 Selection Committee consists of the President, Vice President, Immediate Past President, Honorary Secretary, General Secretary, Senior Director of Strategy, Policy and Professional Development (PD) and Executive Assistant to the General Secretary and Presidential Trio.
- 4 The quorum is four and must include at least two of the elected officers. In the event of the unavailability of sufficient elected officers, to enable the meeting to be quorate, the Honorary Treasurer may deputise for the unavailable officers.
- 5 The committee is chaired by the Honorary Secretary.
- 6 The Honorary Secretary reports the outcomes of the selection process to ASCL Executive.
- 7 The committee will meet once a year or when necessary.

Main duties

- 8 To consider the preferences of Council members for committees and to allocate members to committees giving due consideration to the skill-set and relevant experience of Council members.
- 9 To ensure that committees have an appropriate balance of members including skills, system experience, willingness and ability to contribute between Council meetings and capacity and skills to influence.

- 10 To consider whether any membership category is under-represented on Council.
- 11 To select members of the Association that can provide specific expertise not adequately represented on Council or its committees and to invite them to be co-opted onto either full Council or a committee.

APPENDIX B: REMITS OF ELECTED OFFICERS OF THE ASSOCIATION

Remit of the President and Presidential Trio

Overall responsibility

This remit should be read in conjunction with the role description for the General Secretary, to which it is intended to be complementary, and with the Guide to the Presidential Trio.

The President is the senior elected officer of the Association and works closely with the General Secretary. As a serving school or college leader, s/he has a distinctive role as the lead representative of the Association's membership at government/national level.

The office of ASCL President is itself a significant national leadership role in education, and in this capacity, the President will be expected to provide personal leadership and example to ASCL members and lead the debate on education policy, both within ASCL and publicly at national level. S/he leads the development, communication and implementation of Association policy, supports and advises the General Secretary and, as part of the Presidential Trio, holds him/her to account for the meeting of strategic objectives.

Reflecting on the national and Association context, and the President's own professional experience and priorities, s/he brings a distinctive focus to the activity of the Association.

The President, supported by the Vice President and Immediate Past President (called the Presidential Trio), have been elected to oversee the work of the Association between Council meetings.

Main duties

Internal leadership

- 1 Oversee and chair Council, ensuring that it is able effectively to fulfil its role as the elected policymaking body of the Association.
- 2 Chair Executive Committee, ensuring that it exercises its strategic function with balance and clarity.
- 3 Chair any other committee or working group that from time to time may be deemed necessary by policy or other imperatives.
- 4 Oversee the planning of, chair, and contribute substantively to the Association's English regional conferences.
- 5 Contribute to the Association's annual conferences in Wales, Northern Ireland and in Scotland, and to those

Associations representing particular sections of ASCL members, including independent schools.

- 6 Oversee the planning of, chair and contribute substantively to the ASCL Annual Conference.

External leadership

- 7 Contribute to the Association's aim to influence the national education agenda by leading ASCL's high-level liaison and representation with government and national bodies/organisations, ensuring that ASCL is seen as a strong, principled and collaborative partner.
- 8 Contribute in a balanced and constructive way to debate on educational issues in a variety of forums, in particular, regular blogs, articles for publication, events at national or regional level, and with key policy influencers or office holders at national or regional level.
- 9 Advise the General Secretary and Leadership Group when responding to issues that may not have been anticipated.
- 10 Identify emergent issues that affect members or that affect ASCL's work or policy and bring them to the attention of the General Secretary or to Council.
- 11 Advise the General Secretary and Leadership Group, as appropriate, on emergent matters relating to the interests of members.

Oversight and accountability

- 12 Ensure that at all times the practical and strategic interests of ASCL's broad and diverse membership are the prime focus of the Association's policies and activities.
- 13 Ensure that ASCL's Leadership Group of senior employed officers speedily implements at an operational level, the policy decisions made by elected representatives in Council and Executive Committee.
- 14 Provide appropriate support and challenge to other elected officers in their discharging of their respective roles.
- 15 Reflecting on changing circumstances, and in the interests of securing the Association's future ability to discharge its purposes to maximum effect, ensure that appropriate strategic challenge is provided to Council and Executive Committee.

- 16 With the rest of the Trio, undertake the performance management of the General Secretary and advise remuneration committee on his/her pay progression in the light of performance.
- 17 Liaise regularly with the General Secretary to ensure effective information sharing and consistency of approach, appropriate support and challenge, and to alert him/her to any issues causing concern externally or internally.

Vice President and Immediate Past President

- 18 The responsibilities of the ASCL President are discharged in close collaboration with the Vice President and Immediate Past President, in such a way that these three elected officers operate as a team (the Presidential Trio).
- 19 As elected officers, the Trio acts as a ministerial team, reporting to Council and by extension to Executive Committee. Hence, whilst discharging the crucial function of leading the process of shaping the work of the Association, the work of the Trio is directed by the decisions made by Council and Executive Committee, to which the Trio is accountable.
- 20 The President works with the Trio to ensure that decisions made by elected members are effectively operationalised by the Leadership Group and others. In this way the Trio act as the agents of elected members in ensuring that the decisions they make are effectively put into practice.

Remit of the Honorary Treasurer

Overall responsibility

- 1 The Honorary Treasurer is responsible for the financial affairs of the Association and works with the Director of Finance, IT and Operations, reporting to both Executive Committee and Council. S/he provides Executive Committee and Council with information during forward planning discussions, including the financial implications of policies throughout the Association.

Main duties

Financial

- 2 Work closely with and support the Association's Director of Finance, IT and Operations; holding her/him to account.

- 3 Responsible for authorising both ASCL and ASCL PD Ltd annual reports and accounts and liaison with the external auditors as and when required.
- 4 Monitor the finances of both ASCL and ASCL PD Ltd on a monthly basis.

Internal organisation

- 5 Chair the F&GP and Audit and Risk Committees of the Association.
- 6 Attend and report to all Executive Committee and Council meetings on key financial related matters.
- 7 Provide a financial report at the annual general meeting (AGM).
- 8 Chair of Joint Negotiating Committee (JNC) – the negotiating group where employee representatives of Prospect meet with ASCL leadership to discuss financial and employment matters, to ensure fair agreements and strong working practices. JNC is also responsible for negotiating annual salary settlements for ASCL employees.

General

- 9 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 10 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.
- 11 Represent the Association's views and policies at meetings and conferences and in the media.
- 12 Act as an ambassador for the Association and Council at ASCL events such as Annual Conference and at Council meetings.

Remit of the Honorary Secretary

Overall responsibility

- 1 The Honorary Secretary takes an overall view of the working of the Association, including elections, constitutional matters and equal opportunities. The Honorary Secretary works closely with the Director of Finance, IT and Operations and Senior Director of Strategy, Policy and Professional Development (PD).

Main duties

Workings of the Association and constitutional matters

- 2 Oversee all election processes, including the election of the Vice President and President of the Association and all elected officers.
- 3 Manage and oversee proposed changes to the constitution and advise the Executive Committee and Council in relation to constitutional matters.
- 4 Oversee the workings of Council, the effectiveness of committee meetings and lead on an annual review of the committee structure.
- 5 Lead for Council on the Association's diversity and equal opportunities work, including diversity and equality of the Association's workforce and of membership, and reviewing the representation system of ASCL and membership of Council.
- 6 Oversee developments of any changes in the regional and local structures of ASCL.

Internal organisation

- 7 Chair the annual Selection Committee which determines the membership of committees and makes decisions about co-options.
- 8 Attend and report to the Executive Committee, F&GP Committee and Council.

General

- 9 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 10 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.
- 11 Represent the Association's views and policies at meetings and conferences and in the media.
- 12 Act as an ambassador for the Association and Council at ASCL events such as Annual Conference and at Council meetings.

Remit of the Membership Officer

Overall responsibility

- 1 The Membership Officer is responsible for the strategic direction of recruitment and retention of members,

working closely with the Director of Marketing and Recruitment, Director of Finance, IT and Operations and other headquarters staff.

Main duties

Recruitment and retention of members

- 2 Work with the Director of Marketing and Recruitment and Director of Finance, IT and Operations to ensure that the Association's recruitment and retention objectives and recruitment marketing strategy are fit for purpose and meet the needs of the Association and of members.
- 3 Review trends in the recruitment and retention data and school/college leadership in general to ensure that these are being used to inform ASCL's future planning.
- 4 Represent ASCL at events as necessary, in order to promote the benefits of ASCL membership to relevant audiences.
- 5 When consideration is being given to changes in membership eligibility, liaise with the Honorary Secretary to put proposals to Executive Committee and Council.

Internal organisation

- 6 Attend meetings of the F&GP Committee and of the Audit and Risk Committee.
- 7 Attend meetings of and report to the Executive Committee on matters relating to recruitment and retention of members.
- 8 Report to Council on matters relating to recruitment and retention of members.

General

- 9 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 10 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.
- 11 Represent the Association's views and policies at meetings and conferences and in the media.
- 12 Act as an ambassador for the Association and Council at ASCL events such as annual conference and at Council meetings.

Remit of the Deputy and Assistant Head (DASH) Representative

Overall responsibility

- 1 The DASH Representative is responsible for ensuring that the voice and interests of deputy and assistant heads is represented on Council and at Executive Committee.

Main duties

- 2 Work with the secretariat and elected officers of the Association to ensure that the voice and interests of deputy and assistant heads are recognised and represented.
- 3 Support the Membership Officer and Director of Finance, IT and Operations to develop a targeted recruitment plan to increase the deputy and assistant heads in the membership of the Association.
- 4 Support the Director of ASCL PD in shaping the professional development offer so that it meets the needs of deputy and assistant heads.
- 5 Where appropriate, contribute to the professional development offer of the Association.
- 6 Represent the Association at events as necessary, in order to promote the benefits of ASCL membership to relevant audiences.

Internal organisation

- 7 Attend and report to the Executive Committee.

General

- 8 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 9 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.
- 10 Represent the Association's views and policies at meetings and conferences and in the media.
- 11 Act as an ambassador for ASCL and Council at ASCL events such as Annual Conference and at Council meetings.

Remit of the Business Leadership Representative

Overall responsibility

- 1 The Business Leadership Representative is responsible for ensuring that the voice and interests of finance directors and business leaders is represented on Council and at Executive Committee.

Main duties

- 2 Work with the secretariat, elected officers of the Association and Business Leadership Specialist to ensure that the voice and interests of finance directors and business leaders are recognised and represented.
- 3 Support the Membership Officer, Director of Marketing and Recruitment, Director of Finance, IT and Operations and Business Leadership Specialist to develop a targeted recruitment plan to increase the number of finance directors and business managers in the membership of the Association.
- 4 Support the Director of ASCL PD and Business Leadership Specialist in shaping the professional development offer so that it meets the needs of business leaders.
- 5 Where appropriate, contribute to the professional development offer of the Association.
- 6 Represent the Association at events as necessary, in order to promote the benefits of ASCL membership to relevant audiences.

Internal organisation

- 7 Attend the meetings of and report to the Executive Committee.

General

- 8 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 9 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.
- 10 Represent the Association's views and policies at meetings and conferences and in the media.
- 11 Act as an ambassador for the Association and Council at ASCL events such as annual conference and at Council meetings.

Remit of the chair of a committee

Overall responsibility

- 1 The committee chair is responsible for the overall effectiveness of the committee. The chair and vice chair are the elected officer policy leads for the specific policy area. The chair and vice chair work with the lead specialist for the committee in a policy Trio to exercise leadership of their policy area.

Main duties

Planning, chairing and reporting

- 2 Agree a work plan for the committee at the beginning of each academic year with the relevant specialist.
- 3 Agree an agenda for each committee meeting ahead of Council with the relevant specialist within agreed timescales, making sure the agenda reflects what needs to be discussed, is clearly ordered, has target timings and has pace and focus.
- 4 On occasion, write papers for the committee.
- 5 Ensure meetings are outcome focused and deliver purposeful and proactive position statements, policy and/or guidance.
- 6 Report the outcomes and decisions of the committee to Council
- 7 Amend and/or approve minutes of the committee meeting within agreed timescales.

Between Council meetings

- 8 Attend the meetings of and report to the Executive Committee.
- 9 As the elected officer policy lead for the specific policy area, attend meetings with the DfE, key bodies or politicians and occasionally speak for ASCL in the media.
- 10 Respond to consultations and policy matters arising between Council meetings.

General

- 11 Ensure that high standards of service to members are maintained and that the Association has an excellent reputation.
- 12 Identify appropriate issues to bring to the attention of the Presidential Trio, the General Secretary and/or the Executive Committee.

- 13 Represent the Association's views and policies at meetings and conferences and in the media.

- 14 Act as an ambassador for the Association and Council at ASCL events such as Annual Conference and at Council meetings.

APPENDIX C: REMITS OF COMMITTEES

Funding Committee

Overall responsibility

- 1 The Funding Committee oversees all policy, including position statements, policy papers, guidance papers and information papers, with respect to:
 - early years funding
 - pre-16 and post-16 revenue and capital funding
 - funding related to SEND
 - funding related to disadvantage
- 2 The committee does the detailed work in relation to policy development; it recommends policy to full council for formal approval.
- 3 Requests from the committee that require financial investment will be taken to F&GP for approval.

Composition and reporting

- 4 The Funding Committee consists of Council members determined by Selection Committee following a process of expression of interest.
- 5 A chair is elected every two years and can serve a maximum of two terms of office. The chair is selected through a nomination process. Nominations must be supported by at least two Council members. Where there is more than one nomination, Council is asked to vote to elect the chair.
- 6 The committee elects a vice chair, also for a two-year period.
- 7 The committee is supported primarily by the Funding Specialist. The committee can call on other specialists to support its work.
- 8 The chair, vice chair, and Funding Specialist form a policy trio, who lead for Council on this policy area. Members of the Presidential Trio and other members of the committee can be called on to represent Council at meetings with the DfE, key bodies or politicians and occasionally in the media.
- 9 The quorum is half of the membership plus one; ASCL staff supporting the committee do not count towards the quorum.
- 10 The chair of the committee sits on ASCL's Executive Committee. Vice-chairs will be invited to attend one Executive meeting per year.

- 11 It is usual for the chair to feed back to Council at each of its regular meetings on the outcomes of the committee, including any position statements.

Main duties

Develop ASCL position statements, policy papers, guidance papers and information papers on:

- 12 School funding – sufficiency, equality, efficiency measures, distribution/national funding formula, funding agreements
- 13 Post-16/college funding – sufficiency and equality; efficiency measures, etc
- 14 SEND funding and funding for disadvantage including the Pupil Premium
- 15 Capital funding
- 16 Early Years funding

Advise on relationships with:

- 17 HM Treasury, Department for Education (DfE), Education and Skills Funding Agency (ESFA) and other relevant departments.

Ethics, Inclusion and Equalities Committee

Overall responsibility

- 1 The Ethics, Inclusion and Equalities Committee oversees all policy, including position statements, policy papers, guidance papers and information papers, with respect to:
 - ethical leadership
 - closing the gap
 - equality and diversity (for children and adults in schools and colleges)
 - SEND
 - admissions and exclusions
 - access
 - human rights
 - behaviour
 - safety
 - children with medical issues
 - safeguarding

- mental health
- attendance and punctuality
- wellbeing

- 2 The committee does the detailed work in relation to policy development; it recommends policy to full council for formal approval.
- 3 Requests from the committee that require financial investment will be taken to F&GP for approval.

Composition and reporting

- 4 The Ethics, Inclusion and Equalities Committee consists of Council members determined by Selection Committee following a process of expression of interest.
- 5 A chair is elected every two years and can serve a maximum of two terms of office. The chair is selected through a nomination process. Nominations must be supported by at least two Council members. Where there is more than one nomination, Council is asked to vote to elect the chair.
- 6 The committee elects a vice chair, also for a two-year period.
- 7 The committee is supported primarily by the SEND and Inclusion Specialist. The committee can call on other specialists to support its work.
- 8 The chair, vice chair, and SEND and Inclusion Specialist form a policy trio, who lead for Council on this policy area. Members of the Presidential Trio and other members of the committee can be called on to represent Council at meetings with the DfE, key bodies or politicians and occasionally in the media.
- 9 The quorum is half of the membership plus one; ASCL staff supporting the committee do not count towards the quorum.
- 10 The chair of the committee sits on ASCL's Executive Committee. Vice-chairs will be invited to attend one Executive meeting per year.
- 11 It is usual for the chair to feed back to Council at each of its regular meetings on the outcomes of the committee, including any position statements.

Main duties

Develop ASCL position statements, policy papers, guidance papers and information papers on:

- 12 Ethical Leadership (**Framework for Ethical Leadership**) keeping the Nolan Principles: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership, alongside the further leadership virtues in the Framework: Trust, Wisdom, Kindness, Justice, Service, Courage and Optimism at the centre of our agenda, discussions and decision making.
 - 13 All aspects of SEND reform, legislation and implementation
 - 14 Special schools and the implications of the changes in special school education for other schools
 - 15 Admissions, access, human rights, behaviour, health and safety and safeguarding
 - 16 Children with medical issues
 - 17 Effective policy promoting positive outcomes for all children and young people and student wellbeing in a multiagency approach
 - 18 The performance of different groups of children and young people
 - 19 Equality and diversity for pupils and school or college-based staff
- #### Advise on relationships with:
- 20 DfE SEND team; National Children's Bureau (NCB); the Sutton Trust; relevant SEND reform and support organisations; relevant equality and diversity-focused organisations

Leadership and Governance Committee

Overall responsibility

- 1 The Leadership and Governance Committee oversees all policy, including position statements, policy papers, guidance papers and information papers, with respect to:
 - teacher and leader quality, standards, education and qualifications
 - governance (including system governance)
 - inspection

- 2 The committee does the detailed work in relation to policy development; it recommends policy to full Council for formal approval.
- 3 Requests from the committee that require financial investment will be taken to F&GP for approval.

Composition and reporting

- 4 The Leadership and Governance Committee consists of Council members determined by Selection Committee following a process of expression of interest.
- 5 A chair is elected every two years and can serve a maximum of two terms of office. The chair is selected through a nomination process. Nominations must be supported by at least two Council members. Where there is more than one nomination, Council is asked to vote to elect the chair.
- 6 The committee elects a vice chair, also for a two-year period.
- 7 The committee is supported primarily by the Primary Specialist. The committee can call on other specialists to support its work.
- 8 The chair, vice chair, and Primary Specialist form a policy trio, who lead for Council on this policy area. Members of the Presidential Trio and other members of the committee can be called on to represent Council at meetings with the DfE, key bodies or politicians and occasionally in the media.
- 9 The quorum is half of the membership plus one; ASCL staff supporting the committee do not count towards the quorum.
- 10 The chair of the committee sits on ASCL's Executive Committee. Vice-chairs will be invited to attend one Executive meeting per year.
- 11 It is usual for the chair to feed back to Council at each of its regular meetings on the outcomes of the committee, including any position statements.

Main duties

Develop ASCL position statements, policy papers, guidance papers and information papers on:

- 12 Teacher and headteacher standards
- 13 Teacher and headteacher knowledge, skills and professional qualifications

- 14 National designations
- 15 New/emerging forms of leadership (such as executive headteachers, CEOs, etc.)
- 16 Continuing professional development
- 17 Governance of schools and trusts
- 18 System governance (including 'middle tier' bodies)
- 19 Accountability and inspection, including performance measures and Ofsted

Advise on relationships with:

- 20 National Institute of Teaching; DfE leadership team; DfE accountability team; Ofsted; the National and Regional Schools Commissioners; the Teaching Regulation Agency; the Chartered College of Teaching; the National Governance Association; teacher and leader development organisations such as Teach First and Ambition School Leadership.

Conditions and Employment Committee

Overall responsibility

- 1 The Conditions and Employment Committee oversees all policy, including position statements, policy papers, guidance papers and information papers, with respect to:
 - pay and conditions of members
 - teacher and leader supply, recruitment, retention and workload
 - performance management policies
 - pensions
 - employer engagement
- 2 the pay and condition of members; teacher and leader supply, recruitment, retention and workload; performance management policies; pensions and employer engagement. The committee does the detailed work in relation to policy development; it recommends policy to full council for formal approval.
- 3 Requests from the committee that require financial investment will be taken to F&GP for approval.

Composition and reporting

- 4 The Conditions and Employment Committee consists of Council members determined by Selection Committee following a process of expression of interest.

- 5 A chair is elected every two years and can serve a maximum of two terms of office. The chair is selected through a nomination process. Nominations must be supported by at least two Council members. Where there is more than one nomination, Council is asked to vote to elect the chair.
- 6 The committee elects a vice chair, also for a two-year period.
- 7 The committee is supported primarily by the Pay, Conditions and Employment Specialist. The committee can call on other specialists to support its work.
- 8 The chair, vice chair, and Conditions and Employment Specialist form a policy trio, who lead for Council on this policy area. Members of the Presidential Trio and other members of the committee can be called on to represent Council at meetings with the DfE, key bodies or politicians and occasionally in the media.
- 9 The quorum is half of the membership plus one; ASCL staff supporting the committee do not count towards the quorum.
- 10 The chair of the committee sits on ASCL's Executive Committee. Vice-chairs will be invited to attend one Executive meeting per year.
- 11 It is usual for the chair to feed back to Council at each of its regular meetings on the outcomes of the committee, including any position statements.

Main duties

Develop ASCL position statements, policy papers, guidance papers and information papers on:

- 12 Pay-related issues including STRB remits and evidence, business leaders pay, etc.
- 13 Performance management policies, including implementation, appeals etc.
- 14 Pensions reform – negotiations and implementation issues
- 15 Teacher and leader supply, recruitment, retention and succession planning
- 16 Teacher and leader workload
- 17 Academy trusts as employers

Advise on relationships with:

- 18 Employer organisations including academy chains, teacher unions, TPDF

Curriculum and Assessment Committee

Overall responsibility

- 1 The Curriculum and Assessment Committee oversees all policy, including position statements, policy papers, guidance papers and information papers, with respect to:
 - curriculum
 - pedagogy
 - assessment
 - national tests and qualifications
 - performance measures
- 2 The committee does the detailed work in relation to policy development; it recommends policy to full Council for formal approval.
- 3 Requests from the committee that require financial investment will be taken to F&GP for approval.

Composition and reporting

- 4 The Curriculum and Assessment Committee consists of Council members determined by Selection Committee following a process of expression of interest.
- 5 A chair is elected every two years and can serve a maximum of two terms of office. The chair is selected through a nomination process. Nominations must be supported by at least two Council members. Where there is more than one nomination, Council is asked to vote to elect the chair.
- 6 The committee elects a vice chair, also for a two-year period.
- 7 The committee is supported primarily by the Curriculum and Assessment Specialist. The committee can call on other specialists to support its work.
- 8 The chair, vice chair, and Curriculum and Assessment Specialist form a policy trio, who lead for Council on this policy area. Members of the Presidential Trio and other members of the committee can be called on to represent Council at meetings with the DfE, key bodies or politicians and occasionally in the media.
- 9 The quorum is half of the membership plus one; ASCL staff supporting the committee do not count towards the quorum.

- 10 The chair of the committee sits on ASCL's Executive Committee. Vice-chairs will be invited to attend one Executive meeting per year.
- 11 It is usual for the chair to feed back to Council at each of its regular meetings on the outcomes of the committee, including any position statements.

Main duties

Develop ASCL policy, guidance and/or position statements/papers on:

- 12 Curriculum design and development
- 13 National Curriculum reform and implementation
- 14 Assessment design, development and implementation
- 15 Qualification reform and implementation, including confidence in the examination system
- 16 National tests and assessments
- 17 Maintaining standards and comparable outcomes

Advise on relationships with:

- 18 Ofqual; Standards and Testing Agency; College of Chartered Assessors; DfE; awarding bodies and other national bodies responsible for test implementation

APPENDIX D: GUIDANCE FOR CHAIRS AND VICE CHAIRS OF COMMITTEES

Before the meeting

The chair of the committee, supported by the vice chair, is responsible for the effectiveness of the committee and is in charge of the agenda. The chair will need to engage with the relevant specialist, and vice chair well in advance of the Council meeting to agree the agenda. The relevant specialist will advise, but the elected chair carries responsibility for making sure the agenda reflects what needs to be discussed.

All papers are sent to all Council members in advance of the Council meeting. Unless unavoidable, papers should not be tabled or sent in supplementary mailings. The chair manages the volume of papers and will need to use professional judgement to ensure that papers are proportionate to the agenda item. It is recommended that where possible, executive summaries of reports are used with an electronic link to the full report. The specialist will support the chair in finding the most succinct presentation of relevant information.

The chair should make sure that the agenda is clearly ordered and has target timings so that the meeting has pace and focus.

It is helpful to separate out items that are for information only and to limit these. The chair reports back to Council during the proceedings on the Friday.

As there are others who will need to come to meetings for specific items, but not be in the meeting for its full length, it will be necessary often for the ordering of the agenda to be adjusted to make it dovetail with other committees' agendas. Chairs are asked to be sensitive to this.

There is a briefing meeting with the specialist allocated to the committee before the meeting. The chair should make good use of this time to check what is required: discuss and identify issues, position statements, ideas leading to policy papers, and items for information only.

For items where some aspect of policy needs to be debated, the chair should make sure s/he is clear what the realistic options are. Generally, it is very difficult to draft a document in committee. If something needs writing, it is better to ensure that a draft is prepared for committee members to comment on.

During the meeting

It is good practice to start promptly with a welcome and rapid round of introductions. The chair is in charge of the meeting and directs the meeting accordingly.

The chairs should guard against matters arising taking over the meeting – if a big issue emerges, it is often useful to propose deferring it and getting it as a substantive item on the next agenda. Use the specialist for an update on any items in the minutes but ensure that the specialist keeps the update succinct and purposeful.

The chair and/or specialist usually introduces each agenda item, setting out the background and the most likely options. The committee then considers and discusses questions or options. Occasionally, committee members may work in smaller groups – it is good practice to keep the group-work short and tightly focused.

The chair is responsible for managing the contributions at the meeting. There is a skill in the balance between holding eye contact with the member speaking and scanning the table for committee members signalling they want to talk. It can be helpful to keep a note of contributors queuing up and say what order you are taking them in.

It is the chair's responsibility to manage committee members and/or attendees who are very confident and may tend to dominate the discussion. The chair should also elicit a contribution from members who have not spoken – very often members want to come in with a contribution but just need to be cued in.

The chair should be alert to the point when discussion is reaching its natural end, when points are being repeated, when consensus is emerging, or when it is clear that opinion is divided and will remain so. It is the chair's responsibility to wrap-up and summarise the discussion.

The chair should be mindful of the needs of the minute takers. A verbatim account of the meeting is not required, but key points should be recorded. It is especially important that action points are clearly highlighted – the chair will need to tell the minute taker when and how an action point should be specified and recorded. It is the chair's responsibility to support the minute taker who will look to the chair for guidance or direction.

Position statements should be proactive and reflect our commitment to a self-improving, school-led system.

Alongside any comments about what government should do or not do, where relevant there should be a clear statement of what ASCL and/or the profession will do.

After the meeting

After the meeting, the chair and vice chair will have the opportunity to meet with the specialist and the minute taker. This time should be used to check the draft minutes

and action points; and to determine the essential points of full Council feedback. The chair's feedback to Council is strictly five minutes, so it should be concise and outcome focused.

Bullet points on slides should be emailed to the EA to the General Secretary during the Thursday evening meeting.

Feedback to full Council is needed on key controversial issues only and/or if position statements need ratification. All Council members see the papers in advance, so there is no need to describe the topics discussed in the committee meeting.

It is good practice to draw out no more than three key points where debate in the committee enabled a view to emerge which the chair believes is important that full Council should endorse as emerging policy. If there are position statements on important issues, these should be clearly put to full Council (on presentation slides).

Sometimes a chair will be asked to make feedback lead into a debate. If this is the case, the chair will need to develop the factual background and the 'for' and 'against' points in more detail as a prelude to either table discussions or full Council discussion.

After the Council meeting, the minute taker or specialist will email the chair a draft of the minutes. The chair should work through the draft of the minutes to ensure they accurately but succinctly reflect the meeting, and that action points are identified and highlighted.

Between Council meetings, it is important that the chair keeps in touch with the relevant specialist and responds to emails on subjects that come under the committee's remit. Consultations with deadlines ahead of the next committee meeting should be a priority for response. Policy can move quickly at times, and the chair will need to maintain a grasp of key issues in between meetings both to help influence ASCL policy and to be in a position to report back to the committee at the next Council meeting.

The role of the vice chair

Vice chairs have an important role to play in supporting the chair and ensuring committee meetings are purposeful and effective. They will be expected to deputise for the chair if they are absent, but also to play an active role at and between all Councils. The committee terms of reference describe the chair, vice chair and lead specialist on each committee as a 'policy trio' who lead for Council on the areas covered by the committee.

Vice chairs are elected by the committee at the first Council of the academic year. Ideally vice chairs should commit to serving in this role for two years, in order to provide continuity. The remits of each of the five committees are broad, and the agendas lengthy; it is therefore extremely helpful to the chair to be able to share some of the responsibility for preparing and leading committee discussions with their chair.

Vice chairs will be invited to attend the following meetings, along with their chair:

- the Thursday morning briefing meeting with the lead specialist
- the Thursday morning briefing meeting with the President
- the Thursday evening meeting to plan committee feedback to full Council
- the Friday morning meeting with the President
- one Executive meeting per year

Chairs may also call on their vice chair to lead specific agenda items if they so wish.

APPENDIX E: DATA PROTECTION GUIDANCE FOR COUNCIL MEMBERS

In the course of their role, Council members may have access to personal data relating to various types of individuals, such as members and prospective members, regional officers, Council representatives and Association staff. This means that they will need to comply with the requirements of the GDPR and the UK Data Protection Act 2018. In this context, "personal data" means any information which identifies a living individual. Most obviously this covers a person's name, but it would also cover information such as their address, email address, phone number and job title.

It is extremely important that Council members safeguard any personal data that comes into their possession in the course of their role. Failure to do so could expose the Association to significant fines, as well as potentially claims from affected individuals and negative publicity.

Council members should familiarise themselves with the Association's Data Protection Policy, which explains in detail how the GDPR and the DPA 2018 apply to personal data handled by the Association. The following points summarise the main data protection requirements which are relevant to Council members.

- Purpose: Council members should only use personal data they receive in the course of their role for the purpose of fulfilling that role. For instance, they should not use Members' contact details to promote another organisation.
- Privacy: Personal data should be kept confidential, except where it is necessary to disclose it in the course of the Association's work. For example, when emailing a list of individuals, Council members should "BCC" the recipients rather than address the email directly to them so that the recipients cannot see each other's names or email addresses. This precaution is not necessary if all of the recipients have consented to share their details with each other, or are all employed by the same employer.
- Security: It is vital that personal data is kept securely. Council members should read and comply with the Association's Acceptable Use of Data, Internet, Email Remote Access and Wi-Fi Policy. Any hard copy materials containing personal data should be shredded and disposed of securely when they are no longer needed.
- Data minimisation: Personal data should be limited to what is necessary for the purpose for which it was collected. This means Council members should not record or collect personal data about individuals that they do not need to carry out their role.
- Accuracy: Personal data should be accurate and corrected if inaccuracies are found.

- Storage: Personal data should only be kept for as long as is necessary for the purpose it was collected (unless a longer period is required by law). Please refer to the Association's Records Retention Policy for further information.
- Data breaches: Council members must alert the Association immediately if any personal data is lost, or otherwise gets into the wrong hands. The Association may need to report the loss of the data (known as a "data breach") to the UK Information Commissioner's Office, and possibly inform the affected individuals.
- Sensitive information: Council members should be especially cautious when handling personal data regarding a person's racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, physical or mental health conditions, sexual life, sexual orientation, biometric or genetic data, or criminal convictions or offences (including allegations and proceedings). This type of information can only be used, shared or even stored in very limited circumstances.

Council members should:

- not collect, record or store this information unless necessary and with the consent of the individual concerned (if it is not possible to obtain consent please contact employers@ascl.org.uk for further guidance) and
- implement special security measures to ensure that the information is kept secure (eg password protecting an electronic file).

It is worth highlighting that trade union membership is classed as particularly sensitive information under the GDPR. Council members should therefore not disclose that an individual is a Member of the Association unless that individual has given their express consent to the disclosure in question. Consent must be specific to the disclosure concerned, and so if an individual has allowed their membership to be disclosed in one circumstance, it is important to obtain further consent before disclosing their membership to anyone else.

Data subject rights – Individuals have various rights under data protection laws, such as the right to request a copy of any information the Association holds about them, and to withdraw their consent to the processing of their information if the Association is processing it on the basis of consent. Council members should inform the Director of Finance and Operations if they receive any such request from an individual so that it can be dealt with promptly.

APPENDIX F: FULL LIST OF ASCL COUNCIL MEMBERS SEPTEMBER 2025-AUGUST 2026

President and Past Presidents (NB Past Presidents remain on Council for two further years after their IPP year unless they retire or leave the country)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Joanne Rowley (P)	Deputy Headteacher	Walton High School	Converter Academy Secondary and Post-16	2023	2029	President 2025/26, IPP 2026/27, final year will be 2028/29
Gurpall Badesha (VP)	Deputy Headteacher	Crofton School	Maintained Foundation Secondary	2023	2030	Vice President 2025/26
Emmanuel Botwe (IPP)	Headteacher	Tytherington School	Converter Academy Secondary and Post-16	2020	2028	President 2024/25, IPP 2025/26, final year will be 2027/28
John Camp (PP)	Trust Leader/CEO	The Compass Partnership of Schools	Trust/Sponsor Primary, Secondary and SEN	2021	2027	President 2023/24, IPP 2024/25, final year will be 2026/27
Evelyn Forde (PP)	-	-	-	2019	2026	President 2022/23, IPP 2023/24, final year will be 2025/26
Region 1 - North West (5)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Russell Clarke	Headteacher	Haslingden High School	Maintained Community Secondary and Post-16	2022	2026	
Jane Whisker	Head of School	Hilbre High School	Converter Academy Secondary Modern and Post-16	2022	2026	
Lee Cummins	Headteacher	Upton-by-Chester High School	Maintained Foundation Secondary and Post-16	2023	2027	
Stephen Gabriel	Headteacher	St Peter's RC High School	Maintained Voluntary Aided Secondary	2024	2028	
Kate Johnston	Deputy Headteacher: Head of Sixth Form	Clitheroe Royal Grammar School	Converter Academy Grammar Secondary and Post-16	2025	2029	

Region 2 - North East (2)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Craig Rees	Vice Principal	Polam Hall School	Free School Comprehensive Primary, Secondary and Post-16	2022	2026	DASH Representative 2025/26
Michael Wright	Headteacher	Framwellgate School Durham	Converter Academy Secondary and Post-16	2025	2029	

Region 3 - Yorkshire and the Humber (4)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Paul Haigh	Headteacher	King Ecgbert School	Converter Academy Secondary and Post-16	2022	2026	
Sarah Bone	Headteacher	Headlands School	Maintained Community Secondary and Post-16	2023	2027	Membership Officer 2024/25 and 2025/26
Martyn Beer	Headteacher	Ackworth School	Independent Grammar Primary, Secondary and Post-16	2025	2029	
Damian Matthews	Headteacher	The Marvell College	Sponsored Academy Secondary	2025	2029	

Region 4 - East Midlands (3)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Andrew Burns	CEO	The Redhill Academy Trust	Trust/Sponsor	2024	2028	
Jonathan Mellor	Headteacher	Limehurst Academy	Converter Academy Secondary	2025	2029	
Helen Wakefield	Senior Deputy Headteacher	Ashby School	Multi-Academy Trust Secondary and Post-16	2025	2029	

Region 5 - West Midlands (4)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Charlotte Jordan	Head of Inclusion and SENDCo	The Royal Sutton School	Sponsored Academy Secondary and Post-16	2024	2028	
Mark Grady	Headteacher	Rugby High School	Converter Academy Secondary and Post-16	2025	2029	
Michelle Foy	Deputy Headteacher	North Leamington School	Converter Academy Secondary and Post-16	2025	2029	
vacancy				2025	2029	

Region 6 - East of England (4)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Rich Atterton	Assistant Headteacher	The Marlborough Science Academy	Converter Academy Secondary and Post-16	2022	2026	Honorary Secretary 2024/25 and 2025/26
Melissa Jackson	Assistant Headteacher	Bishop's Hatfield Girls' School	Converter Academy Secondary and Post-16	November 2023	2027	
Becky Arnold	Headteacher	Framingham Earl High School	Converter Academy Secondary	2024	2028	
Chris Sheppard	Deputy Headteacher	The John Warner School	Converter Academy Secondary and Post-16	2024	2028	

Region 7 - South East (6)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Samantha Barnes	Headteacher	Regents Park Community College	Maintained Foundation Secondary	2022	2026	
Martyn Reah	Headteacher	The Hayling College	Maintained Foundation Secondary	2023	2027	
Catharine Darnton	Headteacher	Gillotts School	Converter Academy Secondary	2023	2027	
Hannah Knowles	Principal	The Skinners' Kent Academy	Sponsor Led Secondary and Post-16	2023	2027	
Sue Collings	CEO	The Denbigh Alliance	Trust/Sponsor Primary, Secondary and Post-16	2024	2028	
Steve Gallears	Headteacher	Northfleet Technology College	Maintained Foundation Secondary and Post-16	2025	2029	

Region 8 - South West (4)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Jessica Lobbett	Headteacher	The Castle School	Converter Academy Secondary and Post-16	2022	2026	
Chris Hildrew	Headteacher	Churchill Academy and Sixth Form	Converter Academy Secondary and Post-16	2023	2027	Honorary Treasurer 2024/25 and 2025/26
Dr Jeremy Plumb	Headteacher	Torpoint Community College	Maintained Foundation Secondary and Post-16	2025	2029	
Richard Uffendell	Headteacher	Ashton Park School	Sponsored Academy Secondary and Post-16	2025	2029	

Region 9 - London (5)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Jude Enright	Headteacher	Queens Park Community School	Converter Academy Secondary and Post-16	2022	2026	
Gary Moore	Headteacher	Regent High School	Maintained Community Secondary and Post-16	2024	2028	
Tyronne Lewis	Deputy Headteacher	Copthall School	Converter Academy Secondary and Post-16	2024	2028	
Tanya Douglas	Headteacher	Chace Community School	Maintained Community Secondary and Post-16	2025	2029	
Kiran Mahil	Deputy Headteacher	Central Foundation Girls' School	Secondary and Post-16	2025	2029	
Primary Sector (2)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Martin Blain	Headteacher	Galleywall Primary	Free School Primary	December 2022	2026	
Denham Kite	Headteacher	Croft Junior School	Maintained Community Primary	2025	2029	
Post-16 and FE Representatives (2)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Simon Cook	Principal and CEO	Midkent College	Incorporated Post-16 and FE/HE	2022	2026	
Andrew Parkin	Principal	St Dominic's Sixth Form College	Incorporated Post-16	2025	2029	
Special Education Needs Representative (1)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Dr Nicola Crossley	CEO	Liberty Academy Trust	Trust/Sponsor Primary, Secondary and SEN	2024	2028	

PRU Representative (1)						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Lisa Balderstone	Headteacher	South Cumbria Pupil Referral Service	Maintained Community Primary and Secondary	2023	2027	
Virtual School Headteacher						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Maria Anderson	Virtual School Headteacher	Southampton Virtual School	Alternative Provision	2025	2029	
Business Leaders						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Jacqueline Straw	Chief Operating Officer	Minister Trust for Education (MAT)	Trust/Sponsor	2023	2027	
Sian Turner	Chief Operating Officer	Co-op Academies Trust	Sponsored Academy Secondary	2023	2027	
Deputy Headteachers						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Fiona Abankwah	Vice Principal	The Sydney Russell School	Converter Academy Secondary and Post-16	2023	2027	
Robert Johnson	Deputy Headteacher	Lymm High School	Converter Academy Secondary and Post-16	2023	2027	
Assistant Headteachers						
Name	Position	School / College / Trust	Sector	From September	To August	Information
Andrea Hope	Assistant Headteacher	Northgate High School	Maintained Community Secondary and Post-16	2023	2027	
Guy Milner	Director of Maths	Carleton High School	Sponsored Academy Secondary and Post-16	2023	2027	

Northern Ireland Representative (1)

Name	Position	School / College / Trust	Sector	From September	To August	Information
Neil Owen	Principal	Parkhall Integrated College	Maintained Community Secondary	2024	2028	

Cymru (2)

Name	Position	School / College / Trust	Sector	From September	To August	Information
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President

Neil Foley	Headteacher	Prestatyn High School	Maintained Community Secondary and Post-16	2025	2026	
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Vice President

Hywell Parry	Headteacher	Ysgol John Bright	Secondary and Post-16	2025	2026	
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School Leaders Scotland (SLS) (1 President)

Name	Position	School / College / Trust	Sector	From September	To August	Information
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President

Pauline Walker	Headteacher	The Royal High School	Maintained Community Secondary	2024	2025	
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Independent (3 - Headteachers' and Headmistresses' Conference (HMC), Girls School Association (GSA), Society of Heads (SoH))

Name	Position	School / College / Trust	Sector	From September	To August	Information
Roland Martin	Headmaster	City of London Freeman's School	Independent Primary, Secondary and Post-16	2022	2026	SoH representative
Shaun Fenton	Headmaster	Reigate Grammar School	Independent Primary, Secondary and Post-16	January 2024	2027	HMC representative
Julie Keller	Headteacher	Nottingham Girls' High School	Independent Primary, Secondary and Post-16	2025	2029	GSA representative

Co-opted (maximum of 6)

Name	Position	School / College / Trust	Sector	From September	To August	Information
Mark Colman	Regional Finance Partner	Ormiston Denes Academy	Sponsored Academy Secondary	2022	2026	
Christine Ellis	Chief Operating Officer	Cranmer Education Trust	Trust/Sponsor	2022	2026	
Annette Montague	Chief Education Officer	Greenwood Academies Trust	Trust/Sponsor	December 2022	2026	
Rebekah Iiyambo	CEO	EKO Trust	Trust/Sponsor	May 2024	2026	
Gail Brown	CEO	Ebor Academy Trust	Trust/Sponsor	2024	2026	
vacancy				2025	2027	

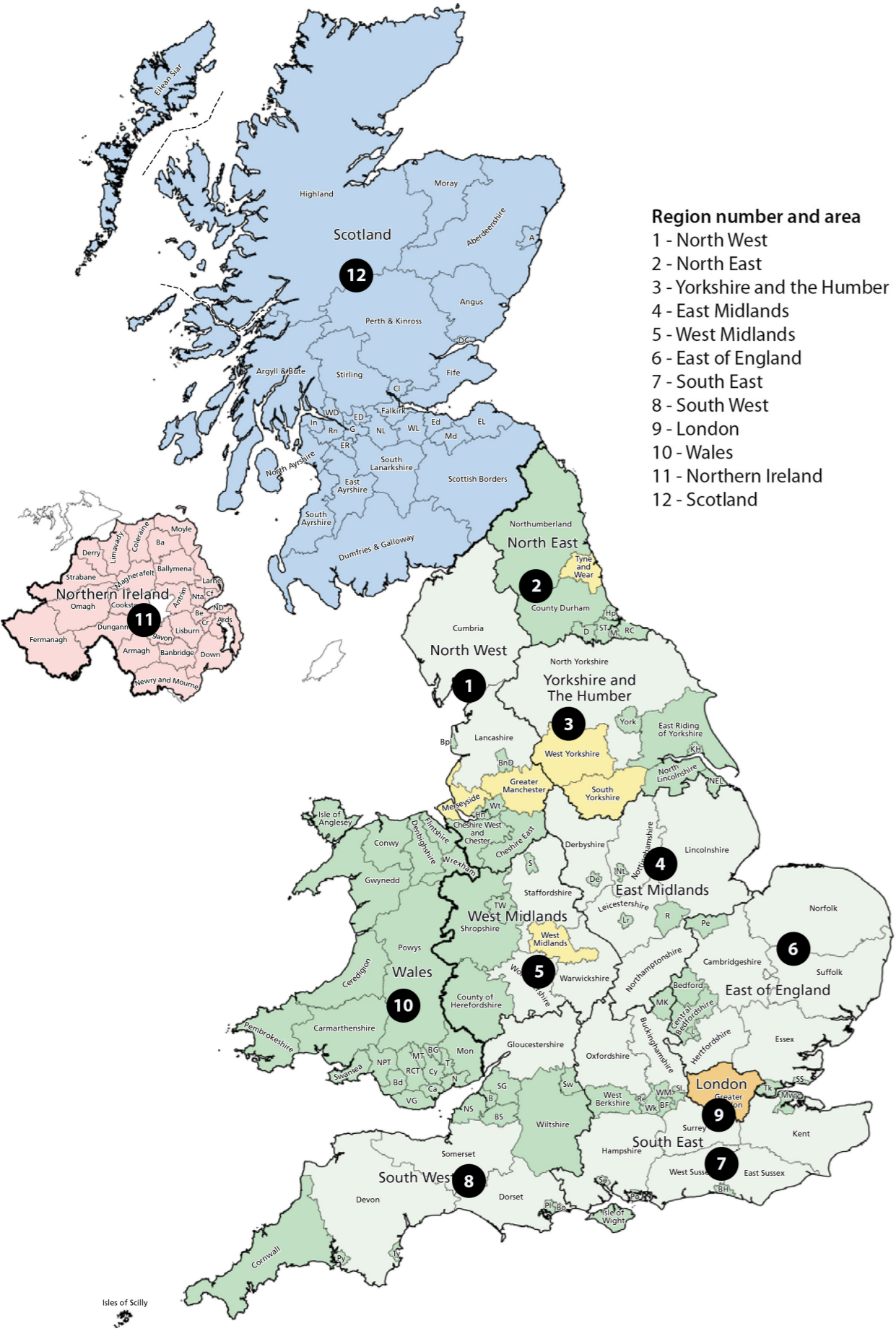
Invited from affiliated organisations (non-voting)

Name	Position	Organisation
David Barnett	General Secretary	School Leaders Scotland
Dr Simon Hyde	General Secretary and Membership Secretary	Headteachers' and Headmistresses' Conference
Donna Stevens	Chief Executive	Girls' School Association
Clive Rickart	CEO	Society of Heads

ASCL Trustees

Name	Term
Joan McVittie	2018-2028
Allan Foulds	2023-2028
Sian Carr	2022-2027
Peter Kent	2023-2027
Richard Sheriff	2023-2028

APPENDIX G: ASCL REGIONAL STRUCTURE



- Region number and area**
- 1 - North West
 - 2 - North East
 - 3 - Yorkshire and the Humber
 - 4 - East Midlands
 - 5 - West Midlands
 - 6 - East of England
 - 7 - South East
 - 8 - South West
 - 9 - London
 - 10 - Wales
 - 11 - Northern Ireland
 - 12 - Scotland

ASCL Council

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