

## Meeting for Christ's Hospital, Monday 7 March 2016 at the Middle Temple

### Attendees from Petition 1552

<b>Name &amp; Title</b>	<b>Main positions held</b>
Prof. D. <b>Keith Bowen</b> MA DPhil FEng FRS (chair)	Professor, University of Warwick Group Director of Technology, Bede plc
Very Revd. Dr <b>John Arnold</b> MA OBE DD	Dean of Durham 'Ecumenical Secretary', Church of England President, Conference of European Churches
<b>David Arnold</b> MA	Head Master of King George V School, Southport Principal of Collyer's, Horsham CH Almoner and Donation Governor
<b>Heather Goodare</b> MA Dip.Couns.	Chief Editor, Heinemann Educational Books Faculty Editor, Open University Chair, Edinburgh Health Forum
<b>Richard Poulton</b> MA	Headmaster of Wycliffe College Headmaster of Christ's Hospital Governor of seven schools at both primary and secondary level CH Donation Governor

### Attendees from Christ's Hospital Governing Body

<b>Guy Perricone</b>	Treasurer of Christ's Hospital
<b>Greg Andrews</b>	Clerk of Christ's Hospital
<b>Catherine McGuinness</b>	City of London Almoner

### Order of presentations

**Keith Bowen**  
**John Arnold**  
**Heather Goodare**  
**David Arnold**  
**Richard Poulton**

## **Professor (David) Keith Bowen**

Born in Evesham on 10 May 1940, moved to London in 1945 when my pharmacist father became a junior civil servant in the new Ministry of Health. I went to Gordonbrock School, Ladywell, London and gained an LCC scholarship to Christ's Hospital (Ba. B 1951-59) and then went to St. Edmund Hall, Oxford as the first Metallurgy scholar at Oxford. After an MA, DPhil and a postdoctoral fellowship at Oxford I joined the Department of Engineering, Warwick University in 1968 and progressed to Head of Department and Professor of Engineering. My research fields were X-ray science/technology and nanotechnology. I was elected a Fellow of the Royal Academy of Engineering in 1997 and a Fellow of the Royal Society in 1998. I joined Bede Scientific Instruments Ltd. part-time in 1983, and on early retirement from Warwick University, served as Engineering Director, and from 2000 Group Director of Technology of Bede plc. I have held several non-executive directorships and chairmanships of spinout companies and musical charities.

Since my CH days, where I played clarinet in the Band and Orchestra, music has been one of my passions. After retirement, I took a Diploma in Music in 2006 and MA (Music) in 2009 at the Open University, and am now doing a PhD in Music at the Royal College of Music on the early history of the bass clarinet.

## **The Very Reverend Dr John Arnold OBE MA DD DD (Hon), Dean Emeritus of Durham**

I was born in 1933 in Hackney, one of twins. As an infant I contracted polio, which meant that, unlike my brother, I was never a Rucker Blue. I was fortunate enough to have nine years at CH and seven at Cambridge (Modern Languages and Theology), including a year on the Joint Services Russian Course (Interpreters Certificate and Commission in the Intelligence Corps). After Ordination I served a curacy in Sheffield, was a Research Fellow at Sheffield University, then Chaplain and Lecturer at Southampton University, followed by a stint as, in effect, the Ecumenical Secretary of the Church of England with a world-wide ministry, much of it behind the Iron Curtain, where I learned the cost of discipleship. I was Dean of Rochester (1978-89) and of Durham (1989-2002), and President of the Conference of European Churches during the 1990s in interesting times. Among other things, I have been a company director, a member of Durham University Council and Chairman of two Independent School governing bodies.

I was instrumental in re-founding the Hospital of Sir John Hawkins, Chatham, and in reforming Christ's Hospital, Sherburn. I am President of the Anglican-Lutheran Society, Vice-President of Faith in Europe, an Honorary Fellow of St Chad's College, Durham, and Patron of ChildAid to Russia and the Republics. I have been awarded the OBE, the (German) Cross of Merit and the (Russian) Order of St Vladimir.

I am married with three children and three grandchildren, am the author of various publications including translations of Russian poetry; and I sing and play the clarinet badly, as I have done ever since I was Captain of the Band and Leader of the Chapel Choir at Housie.

### **David Arnold**

Born in Hackney in 1933 – one of twins. Educated at an elementary school in Woodford Bridge, at Christ's Hospital and at Pembroke College, Oxford, with National Service between school and university.

Started teaching at Clifton College, Bristol (1957-60); Head of History at a former London grammar school (1960-67) and at Stowe (1967-76); Head Master of King George V School, Southport (1976-83); Principal of Collyer's, Horsham (1983-99). Three of the schools where I spent fifty years of my life, CH, Clifton and Stowe, charge over £30,000; the other three are not allowed to charge anything.

Some time ago published *Britain, Europe and the World 1870-1955*, 2<sup>nd</sup> edition 1871-1971, and more recently *In the Context of Eternity, a short history of the Christian Church*. Now working on a book on *Education and Politics*. Recently elected a Fellow of the Historical Association.

I married a girl I met at a CH dance at Bramley in 1951. We had three children, but then, aged 47, she died. In 1984 I married again – this time a niece of David Roberts, who had taught me at CH. In a sense I owe both my wives to Housie.

### **Heather Goodare**

Heather entered Christ's Hospital, Hertford, by Almoner's Nomination and competitive examination. She was a founder member of the National Youth Orchestra, going on to lead the second violins. She was appointed Head Girl in

1948, and read English at Lady Margaret Hall, Oxford (1949-52). She worked mainly as an academic editor, for Heinemann Educational Books (finally as Chief Editor), Longman, Ginn, BBC Publications, and the Open University (as Faculty Editor, Educational Studies).

In 1957 she married a Hungarian refugee music student, Otto Karolyi, who went on to become a distinguished musicologist. Around the time her son was born in 1971 she continued with freelance editorial and translation work at home. Her first marriage sadly broke up; eventually she met Kenneth Goodare, also through music, and remarried in 1978.

Diagnosed with breast cancer in 1986, she was treated locally in West Sussex and Surrey, and also visited the Bristol Cancer Help Centre for complementary care.

She qualified as a counsellor in 1992 after postgraduate training at Brighton University. She is a 'consumer' reviewer for the Cochrane Collaboration, in both breast cancer (her own experience) and stroke (that of her husband). She is a member of the British Holistic Medical Association and a Life Fellow of the Royal Society of Medicine.

From 1990 to 2003 she ran a cancer support group in Crawley, West Sussex, and for five years chaired Breast Cancer UK. She was the first patient representative on the *British Medical Journal* Editorial Board, from 1995 to 1999. She has written and peer-reviewed for medical and psychological books and journals, and written many articles on the patient's perspective in research, and Patient and Public Involvement (PPI); before moving to Edinburgh in 2003 she was a frequent speaker at medical conferences. Her publications include a translation from French of *An Introduction to Psycho-oncology* by Patrice Guex (Routledge 1994), and 'Improving Cancer Care', with Louise Nadim, original research published in the *Journal of Holistic Healthcare* in November 2006 - a joint enterprise between patients and healthcare professionals.

Her personal interest in medical research came about as a result of her visit to the Bristol Cancer Help Centre, where she participated in the flawed study of breast cancer patients published prematurely in September 1990 in *The Lancet* (Bagenal et al.). With others she formed the Bristol Survey Support Group (BSSG) to challenge the study's findings and the way it was publicized by the cancer charities. A formal complaint from the BSSG to the Charity Commission was upheld, and new parameters put in place for sponsoring medical research

by charities. *The Lancet* revised its statistical review procedures. The resulting publication was *Fighting Spirit: the stories of women in the Bristol breast cancer survey* (Scarlet Press 1996), which she edited. She also took part in a television programme that challenged the study's results ('Cancer Positive' on Channel 4) and a similar radio programme on Woman's Hour.

Since moving to Edinburgh to join family members her husband has suffered a stroke, and she served as a lay representative on the Trial Steering Committee of the third International Stroke Trial (based in Edinburgh). She is a member of the Women's Environmental Network Scotland, and the Edinburgh Health Forum, a small voluntary group that she chairs, besides serving on the local community council.

Apart from her healthcare interests, she is an enthusiastic gardener in a neighbouring 'back green', and is Convener and Newsletter Editor of the Friends of the Meadows and Bruntsfield Links, which in 2015 achieved charitable status, as a Scottish Charitable Incorporated Organisation (SCIO). She recently retired from playing the violin in the Meadows Chamber Orchestra, which she joined on moving to Scotland. She has graduated from dinghy sailing to tall ships, with the Jubilee Sailing Trust, another charity, which specializes in offering opportunities to physically disabled people, and in which she has served as Watch Leader.

### **Richard Poulton**

Born 1938. Scholar of King's College, Taunton. Spent a year as a trainee accountant before going to Wesleyan University, Middletown, Connecticut, USA for another year, as an 'Undergraduate Fellow'. Thence on to read History at Cambridge University in England (1958-61), where he also took his teaching qualifications (1961-62).

Starting in 1962, he taught at secondary level in both the maintained and the independent sectors. At Bryanston School (1966-1980) he was at different times Head of three departments (Economics, Political Studies and History), as well as being a Boys' Housemaster for five years, and then a Girls' Housemaster for three years and Master i/c Co-education.

In 1980 he became a Head Master, first at Wycliffe College in Gloucestershire and then in January 1987 at Christ's Hospital, where two very different roles took much of his time and energy. The first was to continue and consolidate

the merging of the Girls' School from Hertford with the Boys' School at Horsham – a wonderful and very rewarding job. The second was to co-operate with the Foundation so that the dire financial situation could be addressed and rectified. He worked closely with the then Treasurer James Forbes (OB) and the then Clerk Michael Pearey (OB); all three men took up their duties within a few months of each other, and were acknowledged as a team. Tight control of spending and the sale of some of the Hertford assets resulted in a notable increase in the Endowment funds over the period of 10 years when they worked together, despite the unexpected need to have to build the new and expensive Sports Centre after 'the Great Gale' of October 1987.

Shortly after 'retirement', he took up the unexpected post of Founder Head of the Regent's School in Thailand. After returning from South East Asia, he worked for the Inner Cities Young People's Project in London (until 2000) before moving on to run the Bishop of London's educational charities until 2003. For the next three years he was the Development Director of Round Square, an association of some 60 schools around the world, which post he gave up when he became a Warden and then Master of the Worshipful Company of Ironmongers in the City of London (Master 2008-2009). Thereafter he worked part-time as an educational consultant, with particular interests in Switzerland and the Middle East.

Of possible relevance to the current situation at Christ's Hospital, it may be worth adding that, as far as his experience in England is concerned, he has been a Governor of two independent Preparatory Schools, Chairman of Governors of one State Primary School (Voluntary Aided), and Governor of two Independent Secondary Schools, both of which were co-educational, with mixed day and boarding pupils, and in both of which he became Chairman of the Education Committee. One of these two was King Edward's School Witley, founded by Edward VI, following the same sermon that gave rise to Christ's Hospital. He has also been a Governor of two independent boarding schools in Switzerland – a very different experience in many ways!

## Keith Bowen

### Why is this petition happening now?

- It is important for CH to establish what it is and what it stands for before going any further with the appointment of a new Head. Candidates and selectors **must** know what is expected of the new appointee.
- It is evident that CH needs a new, ambitious fundraising programme amongst Old Blues. This will only succeed if its aims are clearly articulated, **and** are aligned with the mission of the school and the wishes of its supporters.

### Who are the petitioners?

The petition has so far been signed by around 1000 people; mainly Old Blues, from the 1940s up to this decade but also a number of parents. The largest proportion of signers (a quarter of those identifiable) are those who left in the decade from 2000, who have therefore experienced the greatest changes. It even includes a number of full fee payers.

### Why the petition?

The petitioners believe that the governors of CH need to restate and to follow the historic mission of the school, which is to educate those in need. We believe that the high proportion of 27% FFP (on entry) is an enormous obstacle to this mission, and is on track to set the school **irreversibly** on a path to become a private school like any other.

We also believe that the independence of the Foundation from the School is critical. The Clerk should be chosen for his or her financial skills in running and growing the Foundation, the Head for his or her expertise in education and pastoral care. Both should work together closely, but report independently to a governing body headed by an independent chair.

Clearly CH has suffered financial crises in this century, resulting from

- excessive drawdown of capital from the Foundation
- failure to engage effectively with Old Blues in fundraising
- the financial crash of 2008.

We have to start where we are now. But these events should no longer be used as justifications, for increasing the number of FFPs to the current level. Other major institutions have set these events behind them. For example, the Royal Society, on whose Audit Committee I sit, also had enormous losses to its endowment in 2008 but is now in a stronger position than it was before the

crash.

We do not believe that the fundraising campaign will succeed if the school continues to allow the percentage of full fee payers to increase to balance the books. Indeed, many responders have said that they will cancel their contributions or bequests if this trend is not reversed. And many who do not currently contribute have indicated willingness to support a **focused** drive aimed at reducing the FFP proportion to below 10%. Before this drive is launched, we believe it is **essential** that the School

- clearly restates its historic Mission,
- announces an intention and financial plan **progressively to reduce the FFP%**

All must share and maintain this **common vision** if the Foundation is to be able to fulfil the historic mission of Housey.

The number of signatories to the petition, their distribution and their motivations as shown by the comments and letters that have been provided for you show that this is not the whim of a few elderly Old Blues, but a **widespread** movement indicative of very strong feelings, opinions **and commitment** amongst all generations of pupils. It is not going to go away.

Indeed, the petition has created a momentum that is now a unique fundraising opportunity. We are all on the same side. We urge the Council to grasp the opportunity by

- reaffirming the historic vision of Christ's Hospital as a school to provide excellent education for those in need
  - harnessing the immense good will and support that exists amongst Old Blues **for this mission.**
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## John Arnold

At the last Forum I asked, 'Has the Council accepted the assertion (quoted, apparently with approval, in the minutes) that "the mix of pupils, their different background and skills was far more representative of the world of work now and where they will find themselves in the future"? That makes unjustified assumptions about representativeness (it is not the purpose of Housie to be representative but to be selective in serving the poor; and at 16, let alone 26, the 2% rich enough to afford full fees are already grossly over-represented.) Moreover, a school is not 'a place of work' in that sense. It is a place of education, where pupils learn to criticise the idols of the market place, not just adopt them. It also makes odd assumptions about where Old Blues will or should be.

As for the supposed social benefit, I cannot think of anything worth knowing that could be learnt from the children of the rich, who would form a distinct sub-group with their own expectations, expensive civilian dress, equipment and holidays. I can think of much that would better not be learnt at all at that stage. Deeds of Presentation used to contain the words, 'that he be brought up with other poor children'; and that should remain our aim. In *War and Peace* Pierre Bezukhov learns wisdom not from the children of the rich Kuragins but from the poor peasant Platon Karatayev. We all benefitted similarly at CH. Incidentally, present policy also changes the relationship of parents to the School from that of beneficiaries to consumers with potentially baleful consequences.

Unlike Eton College and St Andrew's Golf Club, CH is not only a 'Royal & Ancient' but also a 'Religious' Foundation; and Christian criteria apply. One of these is judgment. I quote from Kierkegaard: 'When I reach the gate of heaven, I will not be asked, "Why are you not more like your brother?" (very pertinent for me) or even, "Why are you not more like Jesus?", but, "Why are you not more like yourself?"' The Hospital of Christ faces the same question today. Above and beneath the issues of constitution, constituency and costs lie questions of values, identity and integrity. Those of us who oppose these changes are not nostalgic about the old Housie. It is an infinitely better place now; and it is still, just, Christ's Hospital. If it becomes another 'leading independent school', it will not be. Let me take an analogy from Soccer. You can change the off-side rule, the size of the pitch, the weight of the ball, the logos on the shirts and it will still be soccer; but if you change the prohibition against handling the ball in play, it will not be; it will be something else. Similarly, you can make all manner of improvements to Housie; but if you drop

'need' as the basic criterion for admission, it will no longer be what it has been and essentially is. It should be easier for a camel to pass through the eye of a needle, than for the rich to enter Housie.

Of course, the financial situation could be improved in the short term by taking increased numbers of full-fee paying and foreign pupils - and their parents' money; but we would still face the question, "What shall it profit a man, if he shall gain the whole world and lose his own soul?" (Mk 8, 36) Our soul, the core of our identity, is the care and education of children in need. Let us keep it that way, and face the judgement with confidence.

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## Heather Goodare

It feels daunting to be the only woman in this panel, but I am glad to be here because girls now form half the pupils at Horsham and are seen as at least the equals of the boys. When I was at CH in Hertford, it was suggested to the relatively bright that they should teach and to the not-so-bright that they should nurse or perhaps train for secretarial work. But we were given a first-rate academic education and in spite of the prevailing ethos at the time, my two closest friends in Ward 4 became a doctor, and an actor, and I was able to go on to Oxford and later became an editor in academic publishing. We were also given a good musical education, and I was a founder member of the National Youth Orchestra, leading the second violins. After my experience of breast cancer much later I trained as a counsellor, ran a cancer support group, and became involved in medical research as a lay reviewer: also doing some modest research of my own on Improving Cancer Care.

What we all had in common at Hertford was that we came from backgrounds with little money (my parents were missionaries), so I was shocked to discover that 26% of pupils at Christ's Hospital now pay full fees, and I wondered what was happening to our religious, royal and ancient foundation? More importantly, I wondered what we could do about it. It seemed strange to me that in 65 years I have never been asked to contribute to this particular cause by the Development Office. I would willingly do so, as long as there is a pledge to reduce the number of full fee-payers, and I am sure that many potential donors will give, if only that intention is made clear.

From the Autumn 2015 edition of Housey it is clear that several separate Blue Funds already sponsor children to enter CH. I have contributed to one myself, invited to do so by another Old Blue. I know too that there have been private donations to help children who could otherwise not attend the school. I suggest that these Blue Funds should be amalgamated to form one Blue Fund, which should make administration simpler. Also, since we already have an enthusiastic following online for our Petition, we could follow this up with a further online request that signatories consider donating to the Blue Fund, but only if no more full fee-payers are accepted, so that the number of these children gradually reduces as they move up the school. The aim would be to reduce the proportion to no more than 10% over the next few years, and ideally to reduce it further to 0%.

I should like to suggest that the Development Office undertakes a fresh

campaign to raise money, with the specific objective of reducing the proportion of full fee-payers. All Old Blues should be contacted (I believe the number is around 8,000), and while other schools appeal for funds to build grand new facilities, arts centres and science buildings, Christ's Hospital is different. The facilities at the Horsham site are already immensely impressive. I lived in Horsham for twenty-four years, from 1979 until 2003, and I often visited CH for various cultural events. It's a wonderful site, and I was pleased to hear that you are raising money from renting out the facilities during the holidays. But any new appeal should be for money to be spent on children in need.

Others, with more knowledge and expertise than I possess, have suggested measures for reducing expenditure and increasing income at Horsham. I want to recommend that we count nothing out. When I was at Hertford we had 'duties', such as cleaning and washing up. We mended and made our own clothes. Such duties were useful training, saved the Hospital money, and helped to make the point that we were being educated at a charitable institution. That was no bad thing, and would still be worthwhile today.

You will gather that I should like to see Christ's Hospital return with greater commitment to its original principles of succouring the poor and needy. Today those most in need are predominantly not children in the United Kingdom, but unaccompanied and orphaned refugee children, many of them stranded in Calais. If I were 60 years younger I would probably be in Calais now, scooping them up! We have a good record in this country of welcoming asylum seekers. One who came here at the time of the great crisis of 1956 was a Hungarian refugee music student, whom I married in 1957. He went on to become a distinguished musicologist. Our son, with a PhD, now teaches modern languages in an independent school in Edinburgh, and his two children carry on the family musical tradition. Refugees have long enriched our country, and I hope will continue to do so.

Christ's Hospital can help in many ways: it is good at this sort of thing. Could we not link a new fund-raising campaign with a pledge to help refugees as well as needy children already in the UK? Our resources of resilience and capability are huge, and they are international. Isn't this our new challenge?

Thank you so much for this opportunity to plead for the next generation.

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## **David Arnold**

I have long been involved in the affairs of Christ's Hospital, and I hope that what I have to say will show some sympathy with your present position and also indicate why I nevertheless support Petition 1552.

When in 1998 the Clerk asked me to speak at a Treasurer's Conference and 'think the unthinkable' about the future of the hospital, I recommended that Housey should keep to its mission to care for the poor, and in the context of free secondary education for all, charge no fees and become a day school in an area of London accessible from many of the poorer districts, transforming the lives of children in need, including immigrants, as many of our lives had been transformed in the past. The site I suggested was later developed into the Olympic Park. At the time Council saw its resources as inexhaustible, so understandably it dismissed my flight of fancy and instead adopted the immensely expensive Masterplan.

When I joined Council in 2002 the endowment still seemed vast, so a financial forecast indicating a £30,000,000 deficit by the end of the decade was dismissed as unimportant. The Almoners on the Finance Committee who dominated Council insisted that the stock market and the property market would pick up and we would sell land for development. We could afford to go on letting the school spend £2,000,000 a year more than our income and also pay for new security or building problems out of the endowment, without budgeting for contingencies.

I believed that to be irresponsible and argued that we should live within our income and set the school realistic financial limits. So did a couple of others. But we were not financiers: one diplomat, one soldier and one schoolmaster, we were 'the slash and burn brigade', who were told to leave these things to the people who understood them and that it was not like the comp. down the road. Throughout my six years on Council we were never even allowed to debate the issue of cutting expenditure.

The problem was that those who controlled Council had neither any understanding of how schools work nor any experience of running a business which would go broke if expenditure exceeded income, and most Almoners just turned up once a term and did as they were told.

We needed to plan for the worst even if hoping that circumstances would improve. We didn't. We went on spending irresponsibly. The stock market and the property market did not pick up; our land wasn't wanted for development. When I left Council at the end of 2007 I felt that we were leaving our successors a terrible and shameful legacy (I'm sorry that you are living with it), and on top of that came the bankers' crash.

Since then I think things have improved. Council has been slimmed down, the number of committees has reduced, the school is set financial limits, and you have an efficient business plan; the tone in public meetings is no longer offensively arrogant. But it is no good being reasonable and efficient if what you are doing, such as taking day pupils in this affluent area of England, taking full fee-payers and building new buildings without an audit of available teaching space, is mistaken - and I believe that those aspects of Council policy are wrong, both morally and practically, so that Christ's Hospital is gradually being turned into a posh school for rich kids.

I hope that we may be able to influence you to consider the possibility of changing direction. Council's aim should be to educate children from homes with low incomes. It should set an income bar, allow only children whose parents' combined incomes are below that limit to take the entrance examination, though leaving the Clerk a measure of discretion in the light of the parents' circumstances, and then leave the school to select which children to admit. Ideally one wants clever and talented children who come from homes with low incomes and can help to educate each other. You need to cut expenditure to live within the foundation's income, and you need to publicize the pain that that causes and in that context seek financial help.

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## Richard Poulton

My concern is mainly about governance and the role of the Head, because that is where my experience lies. But I cannot allow various selective statistics to pass which that experience contradicts. Most of them, I suspect, can be justified when set in the perspective of what is cheerfully referred to as 'the Noughties', either side of the decisions made around 2007 and the banking crisis of 2008; but they are simply not true in the context of the late 80s and early 90s. [We all know Disraeli's warning about statistics.] When I was appointed Head (in late 1985 – I took up the post in January 1987), the merger had just taken place, almost entirely for financial rather than educational reasons. The Endowment was valued at well under £20 million. In July 1996 when I retired, it was worth just under £60 million. In 1998 the 'Daily Mail', in a major article about the 'richest school in the country', reported that it was worth £68 million, and my successor was quoted as saying that 98% of the children received support from the Foundation. [They were, of course, known as 'Foundationers', not the demeaning 'Bursary children'.]

The number in the School just after the 1985 Merger was around 880; I don't think it quite hit 890. The percentage of FFPs from then until I left varied between 2% and 6%. The 6% maximum in those years included a significant number of FFPs who entered the school as Foundationers, but whose family circumstances had changed, thanks usually to the marriage or re-marriage or the employment or re-employment of the single parent. Simple maths will show you that the current school does not offer assistance to anything like the number who were supported in the 80s and 90s.

Finally and briefly in this section, I must reassure you that we were taking on the massive task of maintenance and improvement of the whole site. Not only did the Council give us the 'state of the art' Sports Centre after the Great Gale of 1987. We were also bringing the six boys' houses up to the standard of Barnes and Coleridge, which had already been markedly improved for the arrival of the girls. The Modern Languages Department got its first language lab, with satellite connections. Domestic Science was equipped from scratch... and so on.

But I am not here to talk about money; I am here to make the strongest possible plea about governance, and in particular about the role of the Head within a bilateral organisation. I have been saying this loudly for some time:

the Head of a school like Housey must endeavour to be primarily be a 'people-person'. He has in his direct care over a thousand people, many with identified needs, whom he is uniquely placed to assist. He has to oversee teaching and learning, care and discipline and the all-round healthy development of body, mind and spirit – not only of the pupils who have come to receive these benefits, but also of the staff, most of whom are (or certainly were) dedicated to the CH special ethos. He is – not legally but literally – a guardian.

*Quis custodiet custodiet?* Who looks after the Head ? Answer: The Foundation. Yes, he can play his part in fund-raising campaigns, and he is certainly a major component in the reputation and the public image of the school, but his real job is **in the school**, where he must establish credibility and good working relationships with his staff, with his pupils and with their families.

There are many dangers in turning the Head of CH into the CEO. Is he to be an academic, a teacher (which is not necessarily the same thing), a modern management guru, a financier, an HR expert? What skills do you honestly expect of him and definitely require of him? Will a real teacher apply for a job that requires deep and detailed financial acumen and understanding? Will a person trained in commercial and financial matters empathise with the quirks of excellent teachers and the questioning of normal teenagers? The more commercialised a school becomes, the more success will be measured by fine facilities and high grades achieved in public exams. Independent schools are all competitive businesses, vying with each other in a smaller and smaller home market, and in a large and very seductive overseas market. What chance that a CEO in such a school will give a place to a truly needy, ill-taught child of a single or immigrant parent from an Inner City Primary School when there are well-focussed children of well-heeled Chinese or Russian parents hammering at the door?

A CH Head's measure of success is the 'value added' to his raw materials (meaning mostly his pupils but also his staff). His job is to add that value. The Foundation's role is to support him in that Sisyphean task. The system of separate School and Foundation in the 1980s and 1990s allowed for distinct areas of responsibility and accountability. Clerk and Head met for a minimum of a couple of hours each week and we shared all our needs, our worries and our achievements. We liked each other; we trusted each other; we saw ourselves as equals under the guidance of the Treasurer and the Council. The Admissions Officer, the Bursar, the Steward were Foundation staff, under the Clerk. All teaching and pastoral appointments were my 'School' responsibility.

Importantly, I chaired the annual Admissions meeting, but the Clerk and Admissions Officer, who were both fully aware of the social and financial background of every individual candidate, were present throughout the day-and-a-half of selection discussion, and saw themselves (if necessary) as the final guardians of the ethos. There were no 'control freaks', there was no overarching powerful individual. The system worked.

Treasurer, I ask you to restore the independent strength of the Religious, Royal and Ancient Foundation of Christ's Hospital. You will attract a better Head – and you will have a happier, more economical school.

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