



UNFINISHED BUSINESS

The life and legacy of

Sir Tim Brighouse

– a tribute and a call to action

Edited by

David Cameron, Steve Munby and Mick Waters

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Amjad Ali is a teacher, trainer, TEDx speaker, author and senior leader. He has a background in challenging, diverse schools and young offender prisons, and co-founded the BAMEd Network. Amjad has delivered continuing professional development at events alongside Sir Tim and was fortunate to have been informally mentored and supported by him.

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Fiona Aubrey-Smith is a consultant researcher and school system leader who is known for her infectious enthusiasm, pedagogy-first approach and championing of agency for young people. Fiona worked closely with Tim and Mick and an advisory team to curate the formation of Open School.

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Kenneth Baker is a former MP and cabinet minister. As education secretary, he introduced the national curriculum, city technology colleges and grant-maintained schools. He is the chair of Baker Dearing Educational Trust which promotes university technical colleges. Over the course of the last 40 years, he had several healthy debates with Tim about vital educational matters.

Sir David Bell, KCB DL

David Bell is vice-chancellor and chief executive of the University of Sunderland. He has been a local authority director of education – paralleling Tim's time in Birmingham, Her Majesty's Chief Inspector of Schools and permanent secretary at the Department for Education where he engaged positively with Tim.

Melissa Benn

Melissa Benn is a writer and campaigner. Her books on education include *School Wars: The Battle for Britain's Education* (2012) and *Life Lessons: The Case for a National Education Service* (2018). A former chair of Comprehensive Future and co-founder of the Private Education Policy Forum, she was a great admirer of Tim's.

Louise Blackburn

First and foremost, Louise Blackburn is an advocate for disadvantaged learners. Having worked in education for over 20 years, she now supports schools to deliver equitable approaches through Challenging Education, which works with leaders to tackle inequalities through Raising the Attainment of Disadvantaged Youngsters (RADY). It is this passion for equity that brought Louise into contact with Tim.

David Blunkett, Baron Blunkett, PC

David Blunkett drew upon the experience, expertise and wisdom of Tim Brighouse when he was education and employment secretary between 1997 and 2001. Together putting ideas into practice and inspiring others led to a continuing friendship which David values to this day. What they started with Excellence in Cities led to Tim's success in leading the London Challenge.

Adam Boxer

Adam Boxer is a science teacher, teacher trainer and education director of Carousel Learning. Although he never met Tim, Adam corresponded with him on a number of occasions, often on points they disagreed upon!

Professor Harry Brighouse

Harry Brighouse is Mildred Fish Harnack Professor of Philosophy of Education and Carol Dickson Bascom Professor of Humanities at the University of Wisconsin-Madison. Tim Brighouse was his father.

Anna Bush

Anna Bush has worked in education for 20 years and currently works for United Learning. A role on the London Challenge meant working closely with Tim Brighouse and getting behind the efforts of the capital's most challenging schools. Anna is known for her passion and commitment – or, in Tim's words, 'Anna is easy to work with and gets things done.'

David Cameron

David Cameron has had a long and varied career in education. He met Tim at a conference years ago. Tim said he would tell people to book him instead of Tim. He did. They became colleagues and friends. David sees that as one of the greatest honours of his life and hopes this book repays that to some small extent.

Rosemary Campbell-Stephens, MBE

Rosemary Campbell-Stephens is an international speaker, author and consultant on leadership and decolonising system change. She first met Tim Brighouse when he was Birmingham's chief education officer. Over the years, they have shared various platforms on numerous occasions. Most notably, their paths crossed during the London Challenge work from 2003 to 2011.

Sir David Carter, KNZM

David Carter has been in education since 1983 as a teacher and leader of schools and trusts. David knew Tim for more than 20 years as a mentor and someone who inspired his own personal leadership journey, and believes he talked common sense in a world where at times this seemed to be lacking.

Lena Carter

Lena Carter started her career in Cambridgeshire in 1992. She is currently a shared head teacher of two rural Scottish primary schools. In 2017, she had the good fortune to spend a weekend with Tim and educators from across the UK, exploring how our four countries can learn from one another.

Dame Julia Cleverdon, DCVO CBE

In 1985, while Julia Cleverdon was working as director of education for the Industrial Society, she led a four-day leadership course with Tim for 50 deputy heads at St John's College, Oxford. Their 40-year collaboration continued through Business in the Community, his tremendous support for Teach First and the Fair Education Alliance Summit in 2023.

Sir Jon Coles

Jon Coles is the chief executive of United Learning. From 2002 to 2005, he was director of the London Challenge, where he worked closely with Tim.

Sir Kevan Collins

Tim's wisdom guided Kevan Collins' work as a school leader, local authority adviser and in his national work. He will always be grateful for the time Tim gave him and his unmatched ability to remind us that grace, humour and human connections are the lifeblood of our work.

Ellie Costello

Ellie Costello is executive director at Square Peg and a long-time fan-girl of Sir Tim. Square Peg is a community interest company working to ensure that any young people who are marginalised or unable to attend, access or remain in education are at the heart of policy, development and improvement, giving us a brighter future for all.

Leora Cruddas, CBE

Leora Cruddas is the founding chief executive of the Confederation of School Trusts – the national organisation and sector body for school trusts in England. She had a feisty relationship with Tim founded on mutual respect. She is visiting professor at UCL Institute of Education. Leora was awarded a CBE in the New Year's Honours in 2022.

Ben Davis

Ben Davis is the head teacher at St Ambrose Barlow RC High School in Salford. Prior to this he worked as a head in Scotland, where he first encountered Tim through David Cameron, an association that continued after his move to England in 2015.

Professor Colin Diamond, CBE

Colin Diamond first met Tim in 2000 when visiting Birmingham. He recalls his abundant energy and chaotic office! Fast forward to 2015, and Colin took over as director of education in Birmingham, where everyone talked admiringly of the 'Tim years' and his legacy, and Colin felt that he was walking on the shoulders of a giant.

Professor Graham Donaldson, CB

Graham Donaldson and Tim have shared platforms on many occasions. Tim's unassuming manner and gift for connecting with an audience were unfailingly impressive, and Graham's admiration for him has continued to grow. They shared a passion for education and for supporting unfashionable football teams. Tim will be a huge loss as an inspiration and a friend. His wise counsel will endure.

Ed Dorrell

Ed Dorrell is a partner at Public First, where he leads on schools policy, strategic communications and qualitative research. He has authored several influential education policy papers. For 12 years before taking up this role, he was a senior journalist at the *TES*, and worked closely with Tim.

Maggie Farrar, CBE

Maggie Farrar first worked with Tim when she set up the University of the First Age in Birmingham. Since then he has provided support and inspiration as a mentor and friend through her time as a director at the National College for School Leadership and now as a leadership coach.

Evelyn Forde, MBE

Evelyn Forde was head teacher of Copthall School in Mill Hill, North London from 2016 to 2023, during which time she led the school to achieve significant improved outcomes and worked with staff to secure a range of accolades for the school. In 2022, Tim and Evelyn contributed to the Commission on Teacher Retention.

Sam Freedman

Sam Freedman has worked in education for 20 years, including as an adviser at the Department for Education. He is now a Senior Fellow at the Institute for Government. He never had a chance to work with Tim, but wishes he had.

Professor Michael Fullan, OC

Although they were very much the same age, Michael Fullan always thought of Tim Brighouse as a mysterious elder senior statesman. He was a practitioner, policymaker, professor. He never said much to Michael personally, but they had similar ideas. They borrowed ideas frequently from each other and Michael came to realise that they were quietly *sympatico* – a feeling that he deeply cherishes.

Professor Tony Gallagher

Tony Gallagher is professor emeritus at Queen's University Belfast and was honoured to read the citation for Tim's honorary doctorate. Tony and Tim were appointed as academic advisers to the Review Body on Post-Primary Education in Northern Ireland (1999–2000), and Tim chaired the governing body of a school collaboration project led by Tony (2010–2013).

Dame Christine Gilbert, DBE

As teacher, head teacher, director of education and Her Majesty's Chief Inspector at Ofsted, Christine was inspired by Tim for over 30 years and is proud to have worked with him. An Honorary Fellow at UCL, Christine is chair of the Education Endowment Foundation and of Camden Learning, a school company.

Ian Gilbert

Ian Gilbert is an educational author and speaker and the founder of Independent Thinking. Celebrating its 30th birthday in 2024, this organisation was in its infancy when Ian first saw Tim Brighouse speak at a head teacher conference in Oxford. It was an event that Ian still talks about to this day.

Ty Golding

Ty Golding was only able to hear Tim speak at a conference once, yet he was extremely grateful for a brief and memorable conversation at that event. It was from there that Ty began to read more about Tim's work, and his ideas began to influence Ty's thinking, leadership and, most recently, his role in the development of Curriculum for Wales.

Sir Mark Grundy

Mark Grundy has been associated with Shireland Collegiate Academy for over 25 years, initially as principal and more recently as CEO of the trust. Over the years, Tim was a frequent visitor, looking at the use of technology to support school improvement and the innovations in curriculum delivery across the trust's primary and secondary schools.

Professor Andy Hargreaves

Andy Hargreaves is an adviser to education ministers in Scotland and Canada. He co-founded and is president of the ARC Education Collaboratory. Andy worked at the University of Oxford when it partnered closely with Tim Brighouse's Oxfordshire local education authority in the 1980s, and has presented with Tim on many occasions.

Professor John Hattie, ONZM

John Hattie is emeritus laureate professor at the University of Melbourne and previously chair of the board of the Australian Institute for Teaching and School Leadership. Like Tim, he has worked within and outside government, been a critic and developer, and Tim and John have shared many conundrums about how to make a system work more effectively for educators and students.

Professor Louise Hayward

Louise Hayward has worked in practice, policy and research in Scotland and internationally to transform assessment experiences for all learners. Tim was a role model for her: a powerful educationalist who lived by the values he espoused and understood the potential for assessment to promote social justice.

Dr Javed Khan, OBE

Javed Khan is a former CEO of Barnardo's and a director of education. He first met Tim as a teacher in Birmingham, and was appointed to Tim's team in 2000 as assistant director where he saw Tim's magical impact at close quarters – and credits his success since then to what he learned.

Dr Debra Kidd

Debra Kidd is leader of learning and teaching at the British School of Brussels and an author and teacher trainer. As co-founder of Northern Rocks, she was grateful to benefit from the wise contributions of Tim Brighouse and proud to contribute to his and Mick Waters' book, *About Our Schools*.

Chris Kilkenny

Chris Kilkenny is a campaigner and activist striving to end the impact of poverty, when he is not busy sorting out his own life. He is currently working to get into university to become a teacher and make a difference for children from difficult circumstances, like his own. Tim Brighouse encouraged his ambitions.

Lucy Kirkham

Lucy Kirkham teaches geography at Bassaleg School, Newport, South Wales. Lucy met Tim when she hosted a discussion into young people's views on climate change. Lucy and her students went on to organise a climate education conference in June 2023 where Tim's speech was a highlight of the day.

Bridget Knight

Bridget Knight is a teaching head, CEO of Values-based Education and editor of *On the Subject of Values ... and the Value of Subjects* (2022). Tim Brighouse has been a standard bearer through her whole career. With him, we knew that teaching could be about educating the whole person.

Jim Knight, Baron Knight of Weymouth

Jim Knight chairs the boards of E-Act Multi-Academy Trust, the Council of British International Schools, Century-Tech and Educate Ventures Research. He worked with Tim as schools minister before serving as employment minister in the cabinet and joining the Lords in 2010. His continued work in education included regular discussions with Tim.

Emma Knights, OBE

Emma Knights was chief executive of the National Governance Association from 2010 to 2024, growing the organisation and the understanding of good governance. She had the privilege of representing the voices of school governors and academy trustees across England. It was through this national role that Emma knew Tim Brighouse.

Priya Lakhani, OBE

Priya Lakhani has deeply admired Tim's work for many years while building Century Tech. She was privileged to be on the National Teaching Awards board that honoured Tim with its inaugural Award for Lifetime Achievement, recognising his remarkable contribution to education.

Professor Bill Lucas

Bill Lucas is professor of learning at the University of Winchester, co-founder of Rethinking Assessment and an acclaimed education reformer. At the start of his career, Tim seconded Bill to develop the Oxford Certificate of Achievement, and Bill taught at Peers School where Tim's son, Harry, was a student.

Rachel Macfarlane

Rachel Macfarlane writes and leads training on various aspects of educational equity. As a programme leader for the London Leadership Strategy, Rachel heard Tim speak on many occasions. He kindly addressed leaders at various conferences that she organised from 2005 to 2023. On each occasion, he sprinkled gold dust and lifted and challenged colleagues.

Dr James Mannion

James Mannion is the director of Rethinking Education, a teacher training organisation specialising in self-regulated learning, implementation and improvement science. James is also the host of the Rethinking Education podcast, where he first met Tim, and the host of the Rethinking Education conference network, which hosted Tim as a keynote speaker in 2022.

Laura McNerney

Laura McNerney is the CEO of Teacher Tapp, a daily survey of over 10,000 teachers. As a former journalist for *Schools Week* and the *Guardian*, Laura had the pleasure of interviewing Tim Brighouse on several occasions and chaired a set of events alongside him at the Education Festival in 2023.

Niall McWilliams

Niall was formally the head teacher of the Oxford Academy, a school well known to Tim. Niall first met Tim when he arrived in Oxford to teach in the early 1990s. He continuously sought his advice throughout his numerous headships and leadership roles, including the managing director role that Niall held at Oxford United.

Fiona Millar

Fiona Millar is a writer and journalist specialising in education policy. She is also a school governor and campaigner for fairer school admissions. She first met Tim in 2003 and frequently spoke alongside him and interviewed him. They were also fellow members of the New Visions Group.

Professor Bob Moon, CBE FAcSS

Bob Moon began his teaching career in the Inner London Education Authority. He was head teacher of two secondary schools before becoming professor of education at the Open University in 1988. He has led many national and international teacher development programmes and was a member of Tim Brighouse's London Challenge advisory team.

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Estelle Morris is a former secretary of state for education and was a Birmingham Labour MP during Tim's time in the city. Prior to being elected to Parliament she was a teacher in an inner-city secondary school. She is now a member of the House of Lords and chairs the Birmingham Education Partnership.

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Steve Munby has held various educational leadership roles including chief executive of the National College for School Leadership in England. He regards Tim as having had a hugely positive impact on his leadership. Tim was his mentor for more than 20 years.

Mary Myatt

Mary Myatt is an education adviser, writer and speaker. She trained as an RE teacher and is a former local authority adviser and inspector. She engages with pupils, teachers and leaders about learning, leadership and the curriculum. Her work has been informed by the wisdom, insights and humanity of Sir Tim Brighouse.

James Nottingham

James Nottingham is a teacher, consultant and author of 12 books. He leads demonstration lessons and creates commissioned videos for schools. A highlight of his career has been the many pinch-me-now moments as a second keynote speaker to Sir Tim's headline presentations at education conferences across the UK.

Dame Alison Peacock, DBE DL FRSA

Dame Alison Peacock is chief executive of the Chartered College of Teaching. Her career spans secondary, primary and early years education. She is a lifelong teacher committed to the inclusive values of 'learning without limits'. Alison is grateful that Sir Tim Brighouse was a great supporter of the Chartered College and thoroughly embraced the philosophy of reducing practices that label children.

Hywel Roberts

Hywel Roberts is a teacher, writer, bassist and brewer. His books include *Oops! Helping Children Learn Accidentally* (2012), *Uncharted Territories* (with Debra Kidd) (2018) and *Botheredness* (2022). Hywel worked alongside Sir Tim at conferences where he would be found nodding his head a lot. He hasn't had enough of experts.

Liz Robinson

Liz Robinson is a school and system leader who has worked with underserved communities across London. Liz's work focuses on challenging leaders to 'think big' about the purpose of school and has worked to radically reshape practices, based on a human-centred belief in the capacity of every child. Tim was a mentor and friend.

Sir Anthony Seldon, FRSA FRHistS FKC

Anthony Seldon was head of Brighton College and then Wellington College and first came across Tim in both institutions. They shared a fascination with education in its broadest sense, and what gives meaning and purpose to life. They also shared an interest in politics. Anthony has written the inside books on every prime minister from Margaret Thatcher to Liz Truss.

Rachel Sylvester

Rachel Sylvester is a journalist at *The Times* and chair of the Times Education Commission. Tim gave evidence to the Commission.

Dr Mick Walker

Mick Walker is a former executive director of education at the Qualifications and Curriculum Development Agency and Honorary Research Fellow at the University of Leeds. Mick first met Tim Brighouse in 2006 when he was an adviser to the Expert Group on Assessment of which Tim was a member.

Mick Waters

Mick Waters was a colleague and friend of Tim for 25 years. Mick worked as a head teacher and in initial teacher education before joining Tim as chief adviser in Birmingham. He later became chief education officer in Manchester and director of curriculum at the Qualifications and Curriculum Development Agency. Mick and Tim collaborated on *About Our Schools* (2022), which looked at policy change in English schooling since 1976.

David Woods, CBE

After an early career in teaching, teacher training and as a local education authority adviser, David Woods worked with Tim as chief education adviser in Birmingham until moving to the Department for Education. The partnership resumed when Tim was appointed as the commissioner for London schools and David became the lead adviser for the London Challenge.

Introduction

David Cameron

David Cameron has had a long and varied career in education. He met Tim at a conference years ago. Tim said he would tell people to book him instead of Tim. He did. They became colleagues and friends. David sees that as one of the greatest honours of his life and hopes this book repays that to some small extent.

This is a book filled with admiration, gratitude, love, respect and a host of other emotions all evoked by, and dedicated to, Tim Brighouse. We suspect Tim might have hated the attention. At the very least, he would have been very uncomfortable with all the emotion. We think he would have been much happier with the fact that it is full of ideas, forward-looking and determined to finish the work to which he devoted his life.

We wanted a book that commemorated Tim, and those who have contributed to it have done that well. He is captured in the round, with all his eccentricity, passion, enthusiasm, kindness and remarkable range of qualities and skills. His achievements are celebrated by others, but Tim was never likely to celebrate them himself. Despite all that he did, he never lived in the past, nor used his laurels for siestas.

He was always more likely to start a conversation with a new idea, a fresh plan or what we came to think of as 'one of his ploys'. They often began with the relatively harmless, 'I've been thinking ...' He never stopped 'bloody thinking', as he might have said, but he was brilliant at turning thoughts into action and action into achievement.

He had only recently finished *About Our Schools* with Mick Waters (2022). It is an epic which makes Tolstoy look like a short story specialist and *Finnegan's Wake* resemble a graphic novel, without the graphics. He was already thinking about the next book.

That is why this book is not just a tribute; it is a call to action. He wanted to do more to make education more humane, more fair and more effective. He wanted us to be more creative, to think more widely and more deeply and, above all, to help young people create a better future.

He often quoted George Bernard Shaw:

This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being thoroughly worn out before you are thrown on the scrap heap; the being a force of Nature instead of a feverish selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy. (Shaw, 1903: Epistle dedicatory)

I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatsoever I can.

I want to be thoroughly used up when I die, for the harder I work, the more I live. I rejoice in life for its own sake. Life is no 'brief candle' for me. It is a sort of splendid torch, which I have got hold of for the moment; and I want to make it burn as brightly as possible before handing it on to future generations. (Shaw quoted in Henderson, 1911: 512)

This book asks you to pick up the torch.

We are grateful to all who have contributed to the book and deeply apologetic to all those who could have and didn't get the opportunity. We are proud of the range of issues that are covered and of the diversity of the authors.

We hope that we have done him justice.

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A tribute to Sir Tim Brighouse and a call to action based on Tim's approaches, commitment and ideas.

Edited by David Cameron, Steve Munby and Mick Waters, *Unfinished Business* is a celebration of the extraordinary life and work of Sir Tim Brighouse and a compelling roadmap for educational progress.

The first part of the book celebrates Tim's life and achievements. This includes contributions from his son Harry and longstanding colleagues and friends such as Bob Moon, David Woods and John Coles. These accounts provide a rounded picture of Tim and make the case for listening to him and commemorating him in action, not just words. This part also includes contributions from David Blunkett and Estelle Morris, underlining Tim's national status.

The second part is forward-looking, with contributions from close friends, career colleagues, policy makers, politicians and the people who Tim thought made the most difference: teachers in schools. Contributors, each with their own particular area of expertise, explore what we need to do now in order to continue Tim's work in all aspects of education.

Suitable for all educators and readers interested in the future of education.

David Cameron has been a teacher and a senior manager in schools and in local authorities, most recently as Director of Children's Services for Stirling Council. He was President of the Association of Directors of Education Scotland and has been centrally involved in virtually every major development in Scottish education over the last 40 years. More recently, he has been an independent speaker and a consultant, working across the UK and internationally.

Steve Munby has spent his whole career in education, first as a teacher and then as an adviser and inspector before moving into leadership. Between 2005 and 2017 he was chief executive, first of the National College for School Leadership in England and then of Education Development Trust, an international education charity. He is now a self-employed consultant and speaker on leadership and on system reform.

A former head teacher, **Mick Waters** works closely with teachers and leaders in schools, MATs and local authorities to support the development of teaching approaches and curriculum to ensure the best learning outcomes for children. For some years he was Director of Curriculum for England, based at the Qualifications and Curriculum Authority (QCA), and before that held the post of Chief Education Officer for the City of Manchester. He is also invited to work at a policy level with governments in different parts of the world.

David Cameron, Steve Munby and Mick Waters will be donating their royalties, and Crown House Publishing will also be contributing a share of the profits from this book to Tim's favourite charities.

