

INFORMATION PAPER



Professional Development Planning for School Business Leaders

This information paper is suitable for ASCL members who are working in or towards a strategic level business leadership role within a school, college, or academy trust. It covers professional development principles, designing a cyclical process of development, and how ASCL can help you with resources.

- Section 1: The principles of effective CPD
- Section 2: Designing a cyclical process of development
- Section 3: How ASCL can help you develop professionally



1 The principles of effective CPD

Continuous professional development (CPD) is the professional learning process that focuses on outcomes and which staff undertake as a consequence of planned, differentiated learning opportunities.

Principles that underpin effective CPD:

- It is outcome and impact focused.
- Is well led and planned.
- Is evidence based and involved evidence creation.
- Is a collaborative endeavour, sustained over a period of time, with expert input or facilitation.
- Includes leadership and development.

2 Designing a cyclical process of development

The diagram below demonstrates a cyclical process, beginning with consideration of learning needs of the business management function and with a focus on how professional learning and knowledge promotes and supports outcomes.



3 How ASCL can help you develop professionally

The table below sets out the professional learning and development resources available to ASCL members as part of their individual membership, alongside the ASCL PD ‘Leading On ...’ webinars, which can be purchased individually or as a package.

Core business leadership discipline areas	Resources available to ASCL members	ASCL PD Leading On... webinars
	<p>Guidance and information:</p> <ul style="list-style-type: none"> Newsletters Leader magazine Barton Bookshelf Podcasts Effective business functionality within developing MATs Due diligence Due diligence and risk management Considering forming or joining a group of schools Forming a multi-academy trust Joining a multi-academy trust Public sector equality duty 	<p>Our forthcoming Leading On... webinar programme and other online events can be viewed here. Previous topics include:</p> <ul style="list-style-type: none"> Leading On... Learning to be Resilient Leading On... The Learning from Lockdown - Brighter futures for learners, schools and communities Leading On... The Business Function of Schools (Part 1) Your Development Leading On... The Business Function of Schools (Part 2) Your Position Leading On... The Business Function of Schools (Part 3) Business Leadership Principles Leading On... The Business Function of Schools (Part 4) Enhancing Core Leadership Skills Leading On... GDPR and DPA 2018 - What Schools and Colleges Need to Know Leading On... Community and the ‘Civic’ role of schools Leading On... Motivating yourself and others: making change happen Leading On... Being a Resilient Team Leading On... Delivering a vision based on values in challenging times Leading On... Preparing for Ofsted in a primary school <p>Autumn Leadership Conference 2020</p>
	<p>Blogs:</p> <ul style="list-style-type: none"> ASCL Ethical Leadership Commission: accountability and service Ethical leadership in education: “Accountability is not enough; we have to do good” 	
	<p>Research:</p> <ul style="list-style-type: none"> ASCL and CUREE NPQEL Leadership of Learning Research Report (13 case studies from participants in the NPQEL programme) 	

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Finance	<p>Guidance and information:</p> <p>3-year budget planning information paper</p> <p>Strategic financial planning and effective management of resources</p> <p>Academies financial returns</p> <p>Clarification on requirement 3.22 in the AFH 2019 Remote IA guidance paper</p> <p>Related party transactions</p> <p>Reporting related party transactions to the ESFA Increasing internal scrutiny</p> <p>Income generation</p> <p>Qualifying floating charges</p> <p>School financial value standard</p> <p>Pupil premium guidance and templates</p>	
	<p>Blogs:</p> <p>Days in the Life of ICFP: Part one – Reality Dawns</p> <p>Days in the Life of ICFP: Part two – I need to use the contact ratio</p> <p>Days in the Life of ICFP: Part three – comparing notes</p> <p>The Equation of Life (ICFP)</p>	
Human resources (including pay and conditions)	<p>Guidance and information:</p> <p>Setting school business leaders pay and conditions</p> <p>Setting salary levels for business managers</p> <p>Business leadership professional standards – guidance for employers</p> <p>Implementing a fair and transparent recruitment process guidance</p> <p>Pensions and tax liability</p> <p>Setting pay for executive heads/principals and chief executive officers</p> <p>Tax returns for Annual Allowance GDPR and safer recruitment</p>	<p>Leading On... Performance Management (Part 1) Getting The Process Right</p> <p>Leading On... Performance Management (Part 2) Reviewing Performance and Objective Setting</p> <p>Leading On... Performance Management (Part 3) Managing Underperformance</p> <p>Leading On... Performance Management (Part 4) Difficult Conversations</p> <p>Leading On... Learning to be Resilient</p> <p>Leading On... Motivating yourself and others: making change happen</p> <p>Leading On... Being a Resilient Team</p> <p>Leading On... Bereavement (Part 1) Leading Your Community Response</p> <p>Leading On... Bereavement (Part 2) Developing an Organisation-wide Approach</p> <p>Leading On... Bereavement (Part 3) Remembering and Thriving</p>

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Estate and infrastructure	Guidance and information: School estate safety PFI contracts Public service vehicle accessibility regulations Public Service Vehicles Accessibility Regulations (PSVAR) - update	
	Blogs: Reopening Schools and Colleges: Updates and tips for making the return safer Roof maintenance	
Marketing	Guidance and information: Social networking, social media and email: protecting your professional reputation	Leading On... Marketing your School

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They represent ASCL's views, but you rely on them at your own risk. For specific advice relevant to your particular circumstances, please contact your employer's HR service or legal advisers.