INFORMATION PAPER

ASCL Association of School and College Leaders

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.

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
Leadership	**Guidance and information:** 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	The Business Function of Schools – part 1, part 2 and part 3 The Impact of Unconscious Bias in Schools and Colleges Keeping Staff and Students Safe Online Future of the Sixth Form Series Understanding T Levels - part 1, part 2 and part 3 Curriculum: Three questions you should ask series Trust Leadership in Sharp Focus The Relationship between Trust Leaders and the Finance Director Managing a Crisis Transitioning Pupils and Students Back into School Strengthening your Team During Times of Change series LGBTQ Inclusion in Education Brand New to Leading Data series
	Blogs: ASCL Ethical Leadership Commission: accountability and service Ethical leadership in education: "Accountability is not enough; we have to do good"	
	Research: ASCL and CUREE NPQEL Leadership of Learning Research Report (13 case studies from participants in the NPQEL programme)	
Finance	**Guidance and information:** 3-year budget planning information paper Strategic financial planning and effective management of resources Academies financial returns Academies Financial Handbook 2019 Clarification on requirement 3.22 in the AFH 2019 Remote IA guidance paper Related party transactions Reporting related party transactions to the ESFA Increasing internal scrutiny Income generation Qualifying floating charges School financial value standard Pupil premium guidance and templates	Curriculum Led Planning and the Challenge of Making Budget Assumptions Integrated Curriculum and Financial Planning across a MAT The Equation of Life and ICFP - part 2 (secondary) and part 3 (primary)

Core business leadership discipline areas	Resources available to ASCL members	ASCL PD Leading on webinars
	Blogs: Days in the Life of ICFP: Part one – Reality Dawns Days in the Life of ICFP: Part two – I need to use the contact ratio Days in the Life of ICFP: Part three – comparing notes The Equation of Life (ICFP)	
Human resources (including pay and conditions)	**Guidance and information:** Setting school business leaders pay and conditions Setting salary levels for business managers Business leadership professional standards – guidance for employers Implementing a fair and transparent recruitment process guidance Pensions and tax liability Setting pay for executive heads/principals and chief executive officers Tax returns for Annual Allowance GDPR and safer recruitment	The Business Function of Schools – part 2 Bereavement Part 1: Getting Ahead in Supporting your School or College Community Bereavement Part 2: Developing a whole school college approach Bereavement Part 3: Remembering and healing Strengthening your Team During Times of Changes series Inclusive Recruitment The Impact of Unconscious Bias
Estate and infrastructure	**Guidance and information:** School estate safety PFI contracts Public service vehicle accessibility regulations	
	Blogs: Roof maintenance	
Marketing	**Guidance and information:** Social networking, social media and email: protecting your professional reputation	

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The guidance provided in this document is for general information purposes only and does not constitute legal or professional advice. 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.

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Statutory Guidance: Checklist for new school business leaders

This information is aimed at new or aspiring school business leaders, and those who have recently or will be changing roles or moving between education organisations. It provides a list of key statutory information available from outside of your organisation. This is not an exhaustive list, but does cover many of the key areas.

	All schools	Maintained	Academy	Special/AP	Comments
Keeping Children Safe in Education (KCSIE) guidance	✓	✓	✓	✓	Guidance covering safeguarding and safer recruitment
School and College Funding **National Funding Formula (NFF) proposals**	✓	✓	✓	✓	Guidance on school and college funding and finance. Including the various revenue and capital streams.
Academies Financial Returns			✓		The ESFA provides a list of the financial returns that academies are required to submit to the ESFA including the SRMSAT, BFR, LBCT, accounts return, financial statements and land and buildings valuation return). Academies must ensure accounts are also sent to Companies House, usually by 31 May of the year following the end of the financial year. Academies are required to have a Teachers' Pensions End of Year Certificate (EOYC), the deadline is usually in May. The audited EOYC is usually required by the end of September the same year.

Academies Financial Handbook (AFH)			✓		Essential guide to financial management in academy schools. The guidance is updated each year and usually published in June, ready for use in September (ie AFH 2019 relates to financial year 2019-20).
Academy Accounts Direction (AAD)			✓		Detailed guidance for academy trusts and auditors on preparing and auditing academy trusts' annual financial statements
School resource management self-assessment tool (SRMSAT)			✓		A tool designed to reassure trusts they are managing resources effectively and identify any adjustments they need to make.
Risk Protection Assurance (RPA) Scheme		✓	✓		Information on the risk protection arrangement, which is an alternative to commercial insurance for academy trusts and maintained schools. Ensure to check areas not covered in full or sufficiently for your school or trusts risk indicators.
Good Estate Management (GEMS)	✓	✓	✓	✓	Tools to help ensure your organisation has the right skills, processes, and policies in place.
Land and buildings collection tool (LBCT)			✓		A guide to help academy trusts and diocesan users submit their land and buildings collection tool to the ESFA
Schools Financial Value Standard (SFVS)		✓			Helps schools and local authorities meet basic standards for good financial health and resource management. It requires governing bodies to complete a data dashboard and checklist, which is submitted to the local authority.
Statutory Policies Guidance	✓	✓	✓	✓	Guidance on the policies and documents which governing bodies and proprietors of schools must have.
Condition Data Collection (CDC)					Every five years.
Ofsted's Education Inspection Framework	✓	✓	✓	✓	Introduced September 2019

Schemes for financing schools		✔			Statutory guidance for local authorities on producing and amending school financing schemes.
School Census Guidance	✔	✔	✔	✔	Guidance for schools and local authorities on what data is needed and how to submit it.
ISBL School Business Leadership Professional Standards	✔	✔	✔	✔	Sets out the six main disciplines of school business leadership, along with six principal behaviours required to be effective in the school business profession.
Home to school transport -Free **Help with home to school transport**	✔	✔	✔	✔	Information on the statutory guidelines for parents and carers on school transport entitlement for children aged 5 to 16.
Pay and conditions: **School teachers' pay and conditions document** **NJC Green Book** **The School Staffing (England) Regulations 2009** **The School Staffing (England) (Amendment) Regulations 2012**	✔	✔	✔	✔	Teachers pay and conditions of service in community schools are governed by the STPCD and Burgundy Book. Academies and Independent Schools are free to set their own terms and conditions of service.
School Business Professional Networks Database	✔	✔	✔	✔	Sign up for updates
ESFA newsletter					Sign up for updates
Education for children with health needs who cannot attend school	✔	✔	✔	✔	Statutory guidance for local authorities and departmental advice for others ensuring children with health needs receive education.

Supporting pupils with medical conditions at school	✓	✓	✓	✓	Statutory guidance about the support that pupils with medical conditions should receive at school.
Schools Forum guidance	✓	✓	✓	✓	Check individual local authority websites for forum details
Governance: **Understanding your data: a guide for school governors and academy trustees** **Governance handbook and competency framework** **Schools resource management: top 10 planning checks**	✓	✓	✓	✓	Guidance on the roles and duties of governing boards, and advice on the skills, knowledge and behaviours they need to be effective.
General Data Protection Regulation (GDPR)	✓	✓	✓	✓	GDPR requirements set out requirements for how organisations including schools handle personal data.
Data Protection	✓	✓	✓	✓	Guidance to support schools with data protection activity, including compliance with the General Data Protection Regulation (GDPR).
Schools website compliance		✓			Guide to what maintained schools must publish online
Health and Safety	✓	✓	✓	✓	Guidance on managing the significant risks in schools for pupils and staff, including school trips, asbestos and managing incidents.

Additional resources

School Business Manager's Handbook by Hayley Dunn (John Catt Ltd, 2018)

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