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## Leading On The Business Function of Schools

### Part 1 – Your Development



## Part 1 - Your Development

- Maximising your impact as a business leader and establishing your place on the senior leadership team
- Gain insight into how the Ethical Leadership Framework can be used in the context of school business leadership
- Discover the most effective ways to develop professionally

## Part 2 - Your Position

- Develop an understanding of the ASCL Setting School Business Leaders Pay and Conditions guidance and how to apply it
- Understand how to align levels of responsibility with other senior leadership roles
- Identify and maximise opportunities for additional stretch and challenge

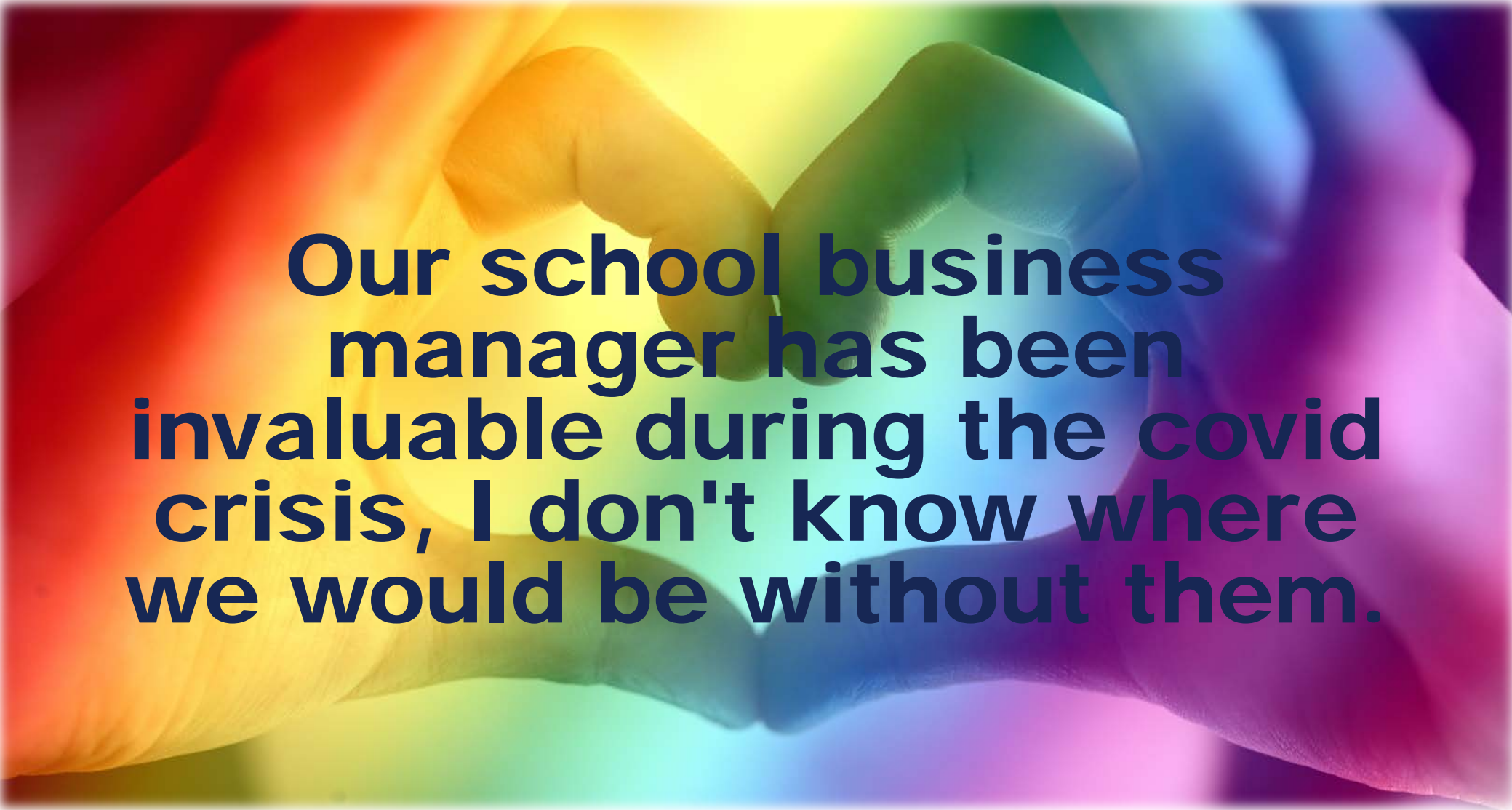
## Part 3 - Your Team

- Understand the policy context of financial reporting for academies and maintained schools
- Understand the latest research into school business leadership
- Explore the diversity of the school business leadership profession

## **Part 1**

# **Leading On - The Business Function of Schools**

This introductory session will explore how school business leaders can establish their place on the senior leadership team and set the tone for diverse leadership.

A close-up photograph of two hands clasped together in a supportive grip. The image is overlaid with a vibrant rainbow gradient, transitioning from red on the left to purple on the right. The text is centered over the hands.

Our school business manager has been invaluable during the covid crisis, I don't know where we would be without them.



Are you on the senior leadership team?

- A. Yes – fully included in all leadership discussions & decisions
- B. Yes – included in some leadership discussions & decisions
- C. No

# What school leaders said they valued about their business leader...

- Risk management
- Meticulous planning
- Governance support
- Offering constructive advice
- Articulating the financial impact
- Flying the flag for support staff
- Behaviour management
- Training
- Support during Ofsted inspections

## Establishing your place on the senior leadership team



Visibility



Perception



Expectations



Presence



Commitment  
to attend



Find your  
niche

# Communicating impact - strategic reporting

Cover three core areas in a concise way:

1. What is going well – what impact can you demonstrate?
2. What is not going so well – what are the key risks?
3. Challenges – what are you prioritising?

Aim to keep to 2 pages (with appendices if required)

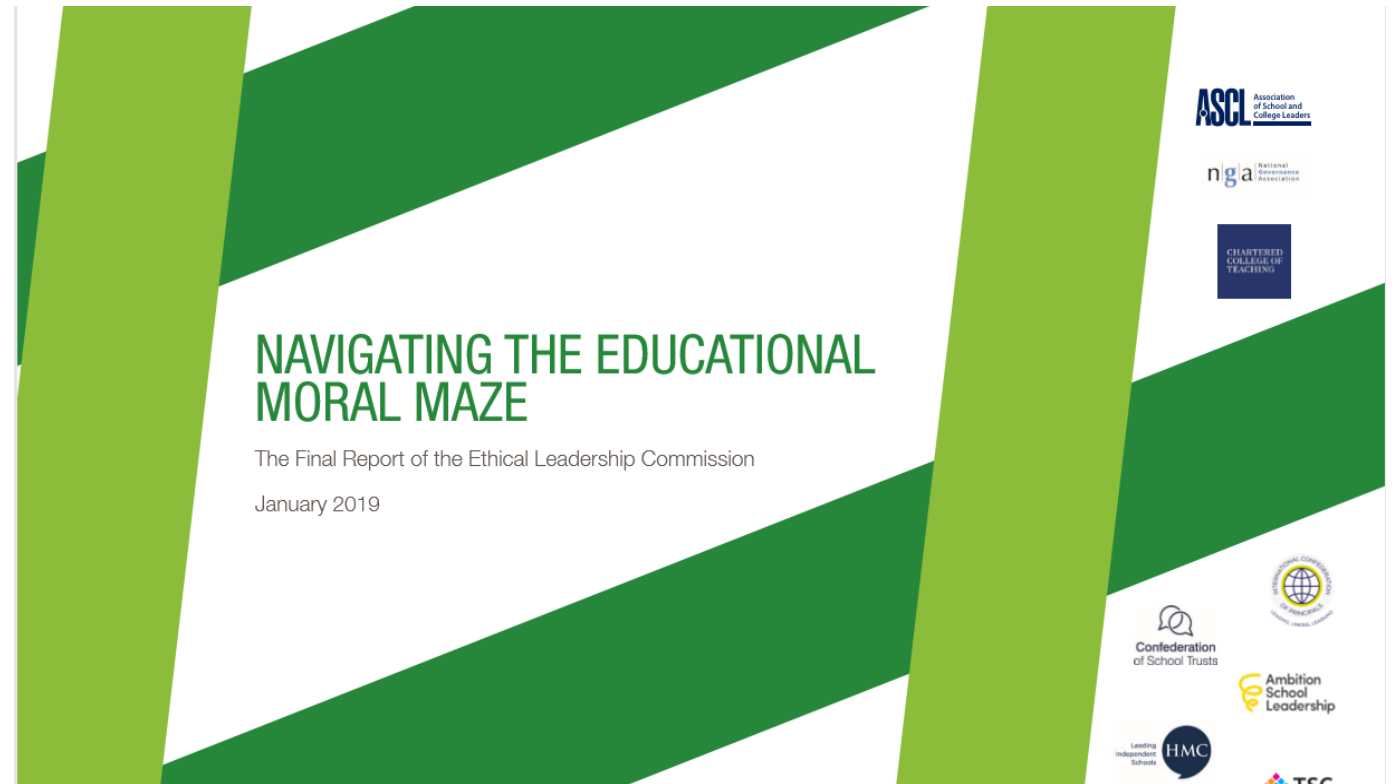


# Ethical Leadership

## The language of ethical leadership

Selflessness  
Integrity  
Objectivity  
Accountability  
Openness  
Honesty  
Leadership

Trust  
Wisdom  
Kindness  
Justice  
Service  
Courage  
Optimism



When acting as role models for the young, how we behave is as important as what we do.

# Ethical Leadership

*When acting as role models for the young, how we behave is as important as what we do.*



Think about an ethical decision you had to make in the past. Were you able to find support to help you deal with it?

- A. Yes, I spoke to a trusted colleague or peer
- B. Yes, I spoke to a professional organisation  
i.e. union, LA, etc
- C. No, it still worries me now
- D. No, I was able to deal with it myself

## Leadership – the importance of feeling in control

*“Here’s our quick update of where I think we are on a bank holiday Monday like no other in our lifetime. And we share some insights not because we want to destabilise your entitlement to a break, but because **many of us as leaders can only really relax when we feel somewhat in control.**”*

*Geoff Barton, ASCL General Secretary*

## What are you tolerating?

- Behaviors
- Situations
- Needs
- Crossed boundaries
- Incompletions
- Frustrations
- Problems

You are tolerating more than you think.

## Protecting your time – 10 top tips

1.Slow yes  
quick no

2.Learning  
to say no

3.What  
does done  
look like?

4.Re-  
thinking  
meetings

5.Turn off  
notifications

6.Shallow  
work Vs  
Deep work

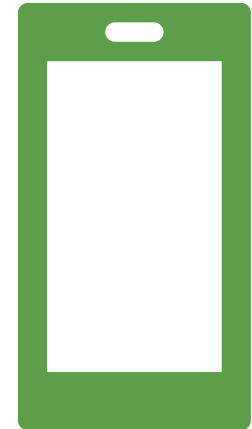
7.Batching  
time

8.Routines  
and rituals

9.Location

10.Become  
hard to  
reach

## Are you being hacked?



# Creating your leadership capital – the route to more autonomy



Communicating your  
values, beliefs & style



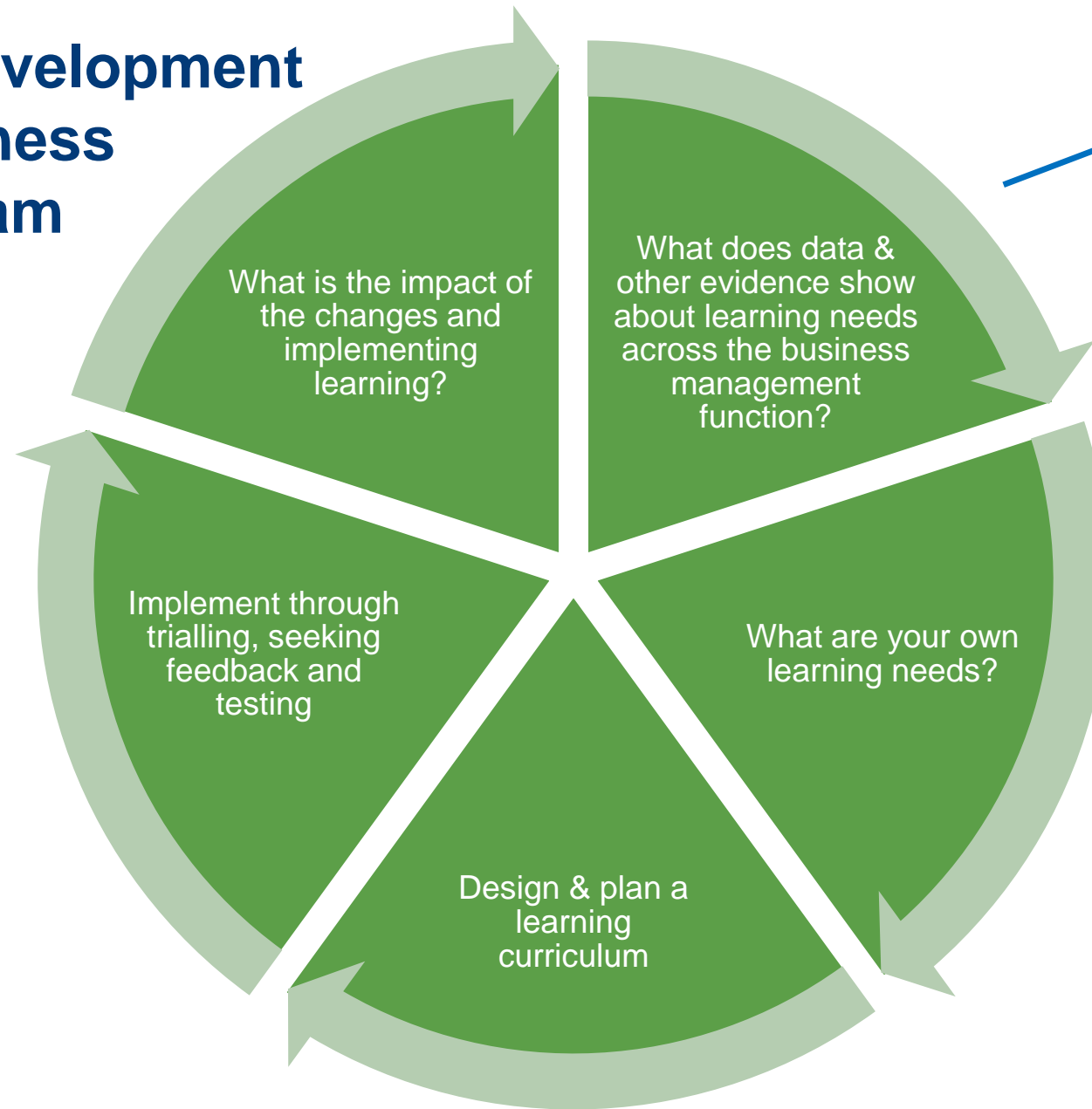
Supporting your own  
view of you as a  
professional



Building how you are  
viewed as a professional



## Learning and development across the business management team



ISBL School  
Business Leadership  
Professional  
Standards self-  
assessment

# How ASCL can help you develop professionally



Guidance and  
information papers



Newsletters



Blogs



Podcasts



Research



Leading on  
webinars

# Designing a framework for CPD

CPD Menu for Support Staff				
Site Manager	Administrator	School Business Manager	Teaching Assistant	Lunchtime Supervisor
Child Protection (Level 1) PREVENT Manual handling Working at height Personal safety/ lone working Asbestos awareness Fire safety Construction and contractors	Child Protection (Level 1) PREVENT Manual handling Fire Marshall First Aid	Child Protection (Level 1) PREVENT Fire Marshall Stress Awareness Procurement Safer Recruitment	Child Protection (Level 1) PREVENT Manual handling Fire Marshall First Aid	Child Protection (Level 1) PREVENT Manual handling First Aid

Source: The School Business Manager's Handbook

Start with the core knowledge requirements for each role.

Then build in developmental knowledge and skill building CPD.

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## The Business Function of Schools

This three-part webinar series will focus on the role of business, finance, and operational leaders in schools, colleges and trusts.

Led by



**Hayley Dunn**  
ASCL Business Leadership Specialist



**Louise Hatswell**  
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Part 1 – **Wednesday 10 June 10am**

Part 2 – **Tuesday 16 June 10am**

Part 3 – **Wednesday 1 July 10am**



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