



SCHOOL BUSINESS
MANAGERS

Programme

School business manager development programmes

Information for prospective applicants

A joint initiative



Developing the school business manager role

The Training and Development Agency for Schools (TDA) and the National College for School Leadership (NCSL) work together, with their respective strategic responsibilities for the wider workforce and school leadership, to promote and develop the role of school business manager.

School business manager development programmes have been designed by the NCSL and TDA to provide participants with the essential skills and competencies that will enable them to operate effectively within a school business management role. There are currently two core programmes; Certificate of School Business Management (CSBM) and Diploma of School Business Management (DSBM).

Introduction

Over the last 10 years, schools have gained greater independence and responsibilities are increasingly being devolved to school level. This means schools have greater self-governance over their budgets and resources.

Our programmes aim to support the development of an effective market for business management in schools. By providing suitable training, both supply and demand for qualified school business managers will be increased. More specifically, NCSL has addressed the role and function of the school business manager with the aim of offering a level of training that will develop professional capability.

Programme aims and objectives

The Department for Children, Schools and Families (DCSF) and the TDA support NCSL in developing and delivering national programmes for school business managers, encouraging growth of the profession within state-maintained schools in England.

The primary objectives are to provide school business managers with the skills and competencies that enable them to:

- lead the school business management discipline within their school which will enable other leaders and teachers to focus on curriculum development by freeing them from administrative tasks.
- attract new and use existing resources effectively, ensuring value for money.
- contribute valuably to the work on school remodelling.
- contribute to the Every Child Matters agenda at a school/local level.

Programme delivery

The programme has been designed to enable participants to develop their professional competence. Delivery methods include residential workshops, work-based study, reading, private study and online learning.

What is a school business manager?

A school business manager is a member of staff who helps to ensure the smooth and successful running of a school. School business managers support headteachers with strategic and operational issues, especially human resources, finance, administration and facilities management.

School staff who fulfil the role may have a number of job titles other than school business manager, including bursar, finance officer or senior administration officer.

Some school business managers work at both strategic and operational levels in their school. This flexibility is particularly valuable in the primary sector and mirrors the nature of the primary headteacher role, which often has a significant teaching commitment. School business managers are most effective when they work in, or alongside, the senior leadership team.

The role of the school business manager is therefore widely recognised as key to helping schools make better use of their

resources and facilities; enabling teaching staff to focus on teaching and learning, ultimately finding greater satisfaction in their work. There is no 'one size fits all' school business manager. Many schools employ their own school business manager, but some smaller schools come together and share this useful resource for the benefit of all. Further information on school leadership and management structures can be found on our website at www.ncsl.org.uk/modelsofleadership.

School business managers – skills and competencies

	Entry level	Intermediate	Advanced	Director
Finance	<ul style="list-style-type: none"> • Order processing • Purchasing • Cash/banking 	<ul style="list-style-type: none"> • Prepare budget • Prepare reports for governors and LA • Track performance to budget 	<ul style="list-style-type: none"> • Fundraising and grant-writing • 3 year budgeting • Provide advice on optimising spending • Ensure standards and compliances 	<ul style="list-style-type: none"> • Lead multi-year financial planning • Manage financial systems • Negotiate major business partnerships
People	<ul style="list-style-type: none"> • Administer contracts • Manage payroll • Maintain staff records 	<ul style="list-style-type: none"> • Manage some support staff • Liaise with LA when HR queries arise 	<ul style="list-style-type: none"> • Manage support staff • Administer performance management processes for all staff • Provide expertise on legal issues 	<ul style="list-style-type: none"> • Reconfiguration/optimisation of staffing (across network) • Design performance management systems • Dispute resolution • Talent management strategies
Operations	<ul style="list-style-type: none"> • Office management • Maintain pupil records • Secretarial duties • Site management 	<ul style="list-style-type: none"> • Premises management • Manage contracted-in services/SLAs • Insurance • Update policies 	<ul style="list-style-type: none"> • H&S, fire and risk management • Manage capital projects • Manage ICT/MIS systems • School marketing • Develop policies 	<ul style="list-style-type: none"> • IT-enablement • Large-scale project management (eg BSF site reconfiguration)
Extended schools/pastoral		<ul style="list-style-type: none"> • Lettings • Before and after school clubs • Lunchtime management 	<ul style="list-style-type: none"> • External agency relationship management • Manage extended services provision • Liaise with parents on non-T&L 	<ul style="list-style-type: none"> • Set-up and develop very broad service lines • Manage multi-agency relationships
Networks and partnerships		<ul style="list-style-type: none"> • School business manager networks to share best practice 	<ul style="list-style-type: none"> • Main liaison with other schools on non-T&L matters • Shared services 	<ul style="list-style-type: none"> • Help realise federations • Explore/promote federations

The table above can also be found at www.ncsl.org.uk/sbm

Certificate of School Business Management (CSBM)

What is CSBM?

The Certificate of School Business Management (CSBM) is a world leading programme that supports school leadership and management. Its aim is to assist school business managers in developing their expertise through a range of different learning techniques. CSBM provides the school business manager with an accredited course which will offer an entry route to the knowledge and skills required to perform the role to the best of their ability, and ultimately improve school effectiveness.

Who is eligible?

- school business managers
- administrators
- bursars

Those currently operating within the above roles in state maintained schools in England will be eligible for this programme.

If your circumstances differ from the above please visit the website: **www.ncsl.org.uk/sbm** for further eligibility information as there are alternative entry routes, including opportunities for those new to the profession, dependant on individual qualifications, skills and experience.

Programme features

CSBM has been designed to enable you to develop your professional competence and ways in which you learn and continue to learn.

The programme is multi-disciplinary in nature and will combine study with an in-school project and cover a range of competencies and knowledge areas including:

- facilities management
- risk management
- human resource management
- financial management
- office systems management
- ICT management
- sustainable development

It will provide a blended learning approach, with online induction, three facilitator led face-to-face sessions (these are residential for national programmes), collaborative learning, reflective debate, online tools and self-directed study.



Benefits for participants

When you complete the course you will be able to:

- manage resources within a school more efficiently, effectively and sensitively.
- renew and develop your understanding of the purpose of business management in a school context.
- evaluate the efficiency and effectiveness of business management within a school.
- demonstrate leadership and management decision-making skills.
- undertake business management strategies that will support your school's curriculum and learning development.
- understand the nature of schooling in the 21st century.
- understand the political, economic, social, legal and technical environment that schools operate in.
- become a Member of the Institute of Administrative Management – NCSL offers graduates a dual award on successful completion – the CSBM and IAM Diploma in Administrative Management, broadly equivalent to NVQ level 4, year 1 of a first degree.

Cost

NCSL provide a number of government funded places on the CSBM on behalf of the DCSF. Funded places are limited and

are only available to individuals already employed within state-maintained schools in England. However, individuals not based within schools and looking to enter the school business management profession are able to apply. For further details, please contact us by email at **sbm@ncsl.org.uk**. The cost for self-funding participants to complete the CSBM is £3,000.

How long will it take to complete?

CSBM has been designed for completion within a period of up to 12 months, depending on the participants personal and professional development needs.

It is anticipated that the CSBM will total 320 hours (on average) of study as follows:

- 25 per cent online exercises, simulations, tasks and web-chat involvement
- 15 per cent workshops
- 10 per cent reading and private study
- 25 per cent tasks normally carried out at work which can give evidence toward assessment
- 25 per cent collating your evidence for assessment.

How to apply

For further information on funding and how to apply please visit our website at **www.ncsl.org.uk/sbm** where further updates on application rounds will be posted. Alternatively please contact us via email at **sbm@ncsl.org.uk**.

Diploma of School Business Management (DSBM)

What is DSBM?

The Diploma of School Business Management (DSBM) is a world-leading programme that supports school leadership. The course is designed to be at a level higher than the CSBM and is aimed at the school business manager who is working within the school senior leadership team. It focuses on the role the school business manager can play in determining the strategic direction of their school.

Who is eligible?

- school business managers (operating at senior leadership team level)
- administrators (operating at senior leadership team level)
- bursars (operating at senior leadership team level)
- individuals who have already successfully completed the CSBM.

Those currently operating within the above roles in state maintained schools in England will be eligible for this programme. If your circumstances differ

from the above please visit the website: **www.ncsl.org.uk/sbm** for further eligibility information as there are alternative entry routes, including opportunities for those new to the profession, dependant on individual qualifications, skills and experience. Where possible NCSL is keen to recognise relevant prior qualifications and work experiences of DSBM applicants via the Accreditation of Prior Experience and Learning (APEL) process.

Programme features

The programme is multi-disciplinary in nature and will combine study with three in-school projects and cover a range of competencies and knowledge areas including:

- Strategic management
- Managing school improvement
- Change management

It will provide a blended learning approach, with three facilitator led face-to-face residential sessions, collaborative learning, reflective debate, online tools and self-directed study.

A school business manager is a member of staff who helps to ensure the smooth and successful running of a school. School business managers support headteachers to deal with the leadership, managerial and administrative complexities that confront them.



Benefits for participants

On completion participants will be able to:

- understand the complex and dynamic organisational environment within which senior managers/leaders work.
- articulate the strategic significance of recent and continuing government reforms for site-based management.
- identify and evaluate emerging trends in institutional management.
- demonstrate self-management skills and the ability to work with others to develop an appropriate process for managing institutional change.
- demonstrate an understanding of the issue of quality management as a central feature of institutional improvement.
- demonstrate an understanding of strategic leadership.
- become a member of the Institute of Administrative Management – NCSL offers graduates a dual award on successful completion – the DSBM and IAM Diploma in Administrative Management, broadly equivalent to NVQ level 5, year 2 of a first degree.

Cost

NCSL provide a number of government funded places on the DSBM on behalf of the DCSF. Funded places are limited and are only available to individuals already employed within state-maintained schools

in England. However, individuals not based within schools and looking to enter the school business management profession are able to apply. For further details, please contact us by email at **sbm@ncsl.org.uk**. The cost for self-funding participants to complete the DSBM is £3,100.

How long will it take to complete?

The DSBM has been designed for completion within a period of up to 12 months, depending on the participants personal and professional development needs.

It is anticipated that the DSBM will total 240 hours (on average) of study as follows:

- 25 per cent online exercises, simulations, tasks and web-chat involvement
- 15 per cent workshops
- 10 per cent reading and private study
- 25 per cent tasks normally carried out at work which can give evidence toward assessment
- 25 per cent production of assessable outcomes including data-gathering.

How to apply

For further information on funding and how to apply please visit our website www.ncsl.org.uk/sbm where further updates on application rounds will be posted. Alternatively contact the college team via email at **sbm@ncsl.org.uk**.

School business managers: the benefits

Following research by McKinsey (2007) on the impact and effectiveness of school business managers to date, some interesting statistics are evident, giving cause for further debate.

Around one-third of headteachers time can be freed up for strategic leadership by employing a school business manager.

68 per cent of all schools have a school business manager.

91 per cent of secondary schools in England have an employee in a school business management role.

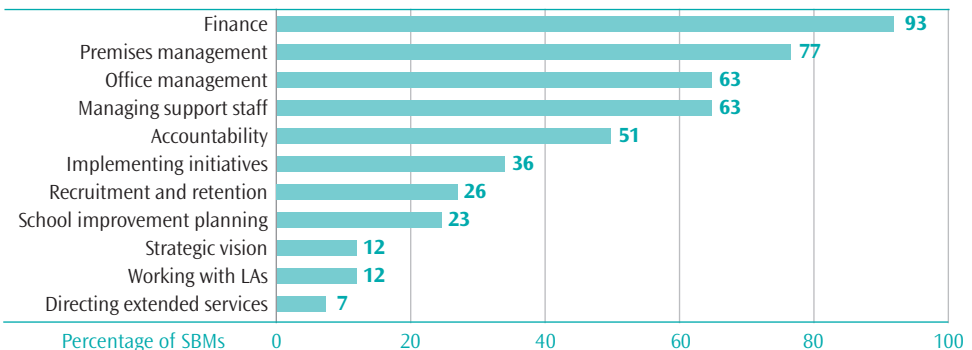
The number of school business managers and equivalents in schools has almost doubled in the past decade, increasing by 84 per cent from 4,040 in 1997 to 7,400 by 2007 (DCSF Annual School Census, 2007). The number of advanced school business managers is due to increase five-fold over the next five years.

School staff who fulfil the school business manager role may have significantly varying job titles and areas of responsibility. However, the graph below provides an indication of the nature of duties being undertaken by school business managers.

Being on the senior leadership team is key to having impact as a school business manager as it:

- creates a forum to provide business input into key decisions.
- offers prior insight into forthcoming school leadership issues.
- provides an understanding of the teaching and learning impact of business decisions.
- gives credibility and status within school.

School business manager role (or equivalent) entails the following responsibilities (2006)



The future of school business management

Models of leadership

NCSL's research team has been working with school leaders and its partners to explore and evaluate alternative models of leadership for several years. In its 2007-08 remit letter from the Secretary of State, NCSL was tasked with 'the development of new models of school leadership'. Following this, the Children's Plan (2007) states that 'NCSL is investigating models of leadership that reflect the role of a modern school leader'. Please view our website for more information on models of leadership, in which school business managers can be deployed: **www.ncsl.org.uk/modelsofleadership**.

School business managers and leadership teams

The challenges of running 21st century schools are many and complex. Headteachers therefore need to build leadership teams with a wide range of professional skills – teaching and non-teaching. Headteachers recognise the power of distributed leadership.

Many also recognise the additional dimension that suitably skilled school business managers bring to their senior leadership teams. Consequently, the changing face of school leadership increasingly includes school business managers playing key roles.

Primary leadership

Advice has been requested by and given to the Secretary of State on the key issues facing primary leadership. The role of primary headteacher is challenging and complex. The quality of primary leadership is critical to the progress children make because the foundations laid in primary schools powerfully influence their future lives and life chances. Therefore, it is vital that primary school leaders have the capacity to focus on leading learning and teaching, and securing children's well-being.



Part of the advice includes developing the role of school business manager via 30 demonstration projects to trial and explore the roles of advanced school business manager and school business director. The complex contexts in which school business managers are now operating require an even more advanced role, especially for those working across groups and clusters of schools. Please visit **www.ncsl.org.uk/sbmfuture** for more information.

Advanced school business manager roles

The advanced diploma in school business management and school business director's qualifications are being developed to provide senior school business managers with the skills to operate in larger, more complex groups of schools, such as federations, trusts and other formal partnerships including cross-phase and multi-agency settings. They would provide strategic business leadership and be a catalyst for new forms of leadership and governance. They would usually be accountable to an executive headteacher or chief executive. Visit **www.ncsl.org.uk/sbmfuture** for more information or email **sbm@ncsl.org.uk** for enquiries.



“A new generation of school business managers would have a key part to play in sustainable school leadership, working alongside executive heads and providing groups of schools with expert business and facilities management – freeing up school leaders to concentrate on the leadership of teaching and learning”

Steve Munby, Chief Executive of the NCSL,
NCSL Annual Leadership Conference, 2008

Publications and resources also available from NCSL:

NCSL programmes for school leaders at all levels.

www.ncsl.org.uk/programmes
www.ncsl.org.uk/publications

The Leadership Library is a free unique resource bringing together some of the best leadership and management thinking from around the world.

www.ncsl.org.uk/leadershiplib

ECM Leadership Direct is an online resource exploring the implications for Every Child Matters for schools and school leaders.

<http://www.ncsl.org.uk/ecmleadershipdirect>

The Leadership Network brings together the experience and ideas of school leaders across the country to create a powerful focus for change and development in school leadership.

<http://www.ncsl.org.uk/leadershipnetwork>

The Learning Gateway is a single access point to all NCSL's online learning tools and resources.

It provides access to talk2learn, a vibrant online community of over 120,00 members.

<http://www.ncsl.org.uk/learninggateway>

TDA key programmes:

Support work in schools qualifications (SWiS):

www.tda.gov.uk/swis

Higher level teaching assistants (HLTA): **www.tda.gov.uk/hlta**

Extended schools:

www.tda.gov.uk/extended_schools

School improvement planning framework: **www.tda.gov.uk/sip**

TDA publications and resources available to download or order
www.tda.gov.uk/publications

Support staff and development is a new webpage for headteachers and school leaders which contains all the tools and resources they need for support staff development
www.tda.gov.uk/developsupport

National College for School Leadership

Triumph Road
Nottingham NG8 1DH

T: 0845 609 0009
F: 0115 872 2001
E: enquiries@ncsl.org.uk
W: www.ncsl.org.uk

Training and Development Agency for Schools

151 Buckingham Palace Road
London SW1V 9SZ

T: 0870 4960123
E: supportstaffenquiry@tda.gov.uk
W: www.tda.gov.uk