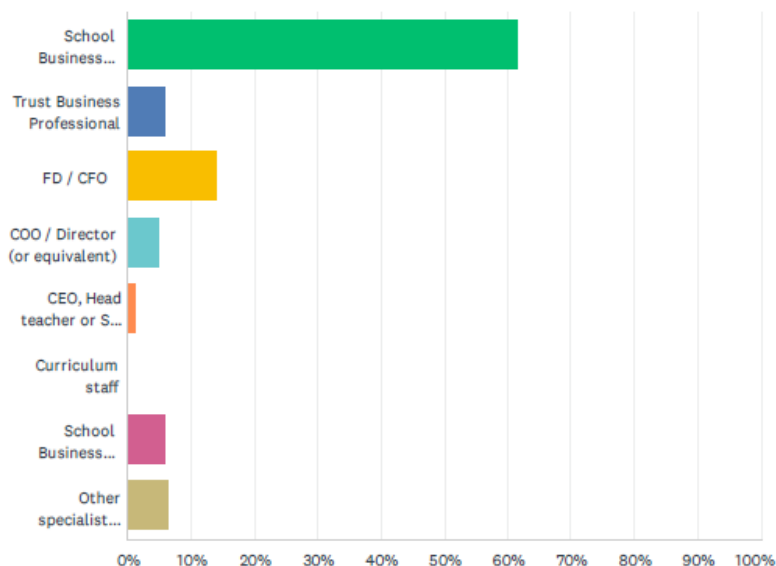


Training Survey Report 2023

Q1 What is your current role?

Answered: 250 Skipped: 23



ANSWER CHOICES	RESPONSES	
School Business Professional	61.60%	154
Trust Business Professional	6.00%	15
FD / CFO	14.00%	35
COO / Director (or equivalent)	4.80%	12
CEO, Head teacher or SLT member	1.20%	3
Curriculum staff	0.00%	0
School Business support staff	6.00%	15
Other specialist (e.g. procurement, estates, digital director)	6.40%	16
TOTAL		250

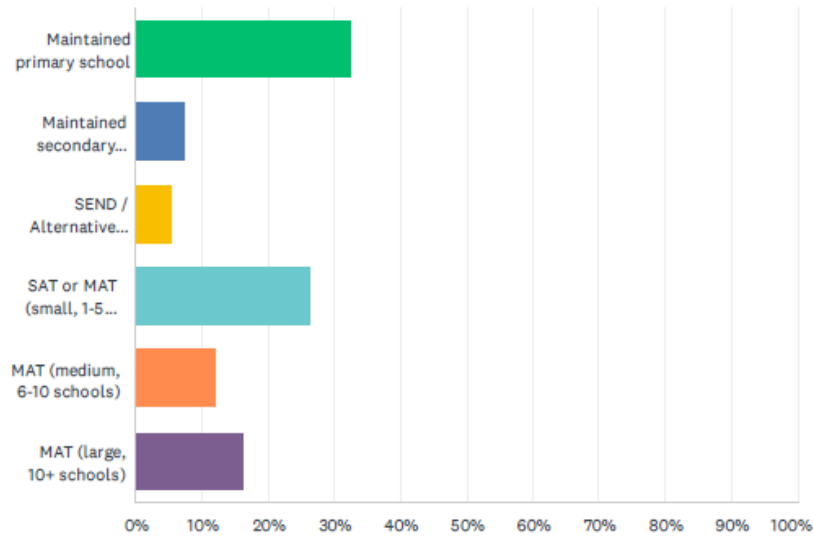
Other specialist:

- Estates Director
- Trust finance manager
- SRMA & Trustee
- Facilities Manager
- Facilities and Estates Manager
- Operations Manager
- Director of Resources
- Director of Estates Management
- CFOO
- Consultant SBP
- Facilities Manager

- Head of Estates & Resources
- Estates, Facilities and Sustainability
- Support staff
- Local Authority support for schools
- Head of Finance
- Senior Bursar
- LA Finance Business Partner
- Federation Head of Operations
- Procurement Manager
- Accessibility
- CFOO
- Trust Finance & Business Manager
- Director of Finance and Operations
- School Business Manager
- Trust COO & CFO
- Compliance Asset & Risk Manager
- Finance Business Partner
- Trust Finance Manager (not CFO)
- Operations Manager
- School Business Manager
- Operations Manager
- School Business Manager
- School Operations and Office Manager
- Trust Accountant
- Estates
- I fulfil the role of SBP and CFO.
- Starting as Deputy COO in MAT in September
- Director of Infrastructure & Finance
- Trust Estates Manager
- SBP/CFO
- And Business Lead

Q2 What type of school or trust do you currently work in?

Answered: 258 Skipped: 15



ANSWER CHOICES	RESPONSES	
Maintained primary school	32.56%	84
Maintained secondary school	7.36%	19
SEND / Alternative provision	5.43%	14
SAT or MAT (small, 1-5 schools)	26.36%	68
MAT (medium, 6-10 schools)	12.02%	31
MAT (large, 10+ schools)	16.28%	42
TOTAL		258

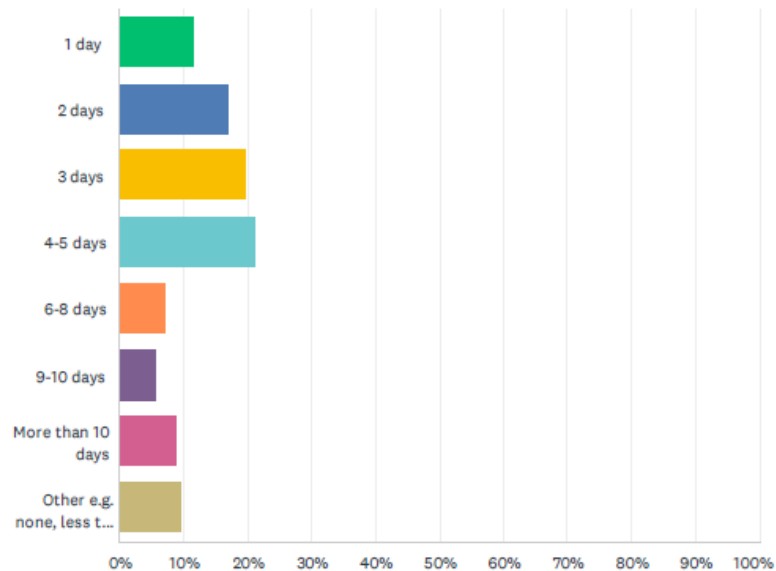
Other (please specify):

- 25 Academies
- 3-19
- A range of SATs and MATs
- Maintained Junior School
- Maintained Primary Schools Consortium
- PRU
- VA primary School
- Federation (2 Middle Schools, 1 High School)
- Maintained schools - all.
- Self-employed SBM consultant working in all settings.
- Group of 55 Local Authority Maintained Schools
- Federation of two maintained primary schools
- Alt KS 4
- Infant School

- Maintained secondary special school.
- VA Primary
- Starting in MAT on Sept 23
- Maintained Special School & Childrens Home
- Maintained VC CE J

Q3 How much CPD have you undertaken this academic year 2022/23?

Answered: 271 Skipped: 2



ANSWER CHOICES	RESPONSES
1 day	11.44% 31
2 days	16.97% 46
3 days	19.56% 53
4-5 days	21.03% 57
6-8 days	7.01% 19
9-10 days	5.54% 15
More than 10 days	8.86% 24
Other e.g. none, less than one day (please specify)	9.59% 26
TOTAL	271

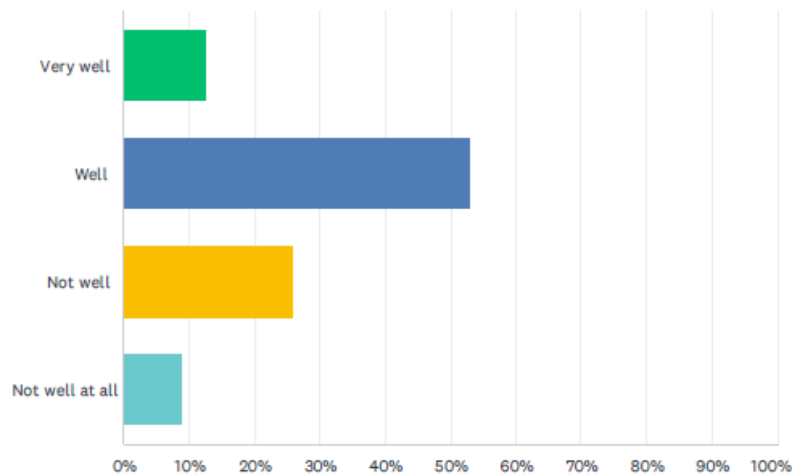
Other:

- **17** answers of 'none'
- Briefings rather than training
- Only H&S on-line courses
- No full days, just a number of short bite size sessions that possibly total 2-2.5 days
- less than one day
- Only attended DfE webinars re SRM
- 1/2 day

- ISBL SBM conferences, on line training
- Via monthly webinars and online networking and conferences

Q4 How well are your training needs currently met?

Answered: 272 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very well	12.50%	34
Well	52.94%	144
Not well	25.74%	70
Not well at all	8.82%	24
TOTAL		272

Q5 If you have answered 'not well' or 'not well at all', what training needs do you and/or your colleagues have that are unmet?

Answered: 140 Skipped: 133

- Employment Law GDPR
- Master's available on Apprenticeship levy relating to Estates/ on the job portfolio development for Strategic development of the Estate.
- Dedicated reflection time with some self-assessment tools to identify actions efficiently on statutory requirements. Financial checklists that I can fit into my busy and wide remit to enhance my oversight.
- Bid writing, school marketing, procurement.
- Health & Safety Qualification Plus Business progression training and further chance to study for recognized qualifications do budget nor time viable.

- Systems training and access to professional qualifications.
- More health and safety training
- There are too many to mention.
- H&S, HR
- School Business Management in Wales is slightly different and the needs of those in the education sector in Wales is just not met.
- Relevant CPD only available through CST or auditors
- Genuinely continued development (not just one-off sessions) even for core competencies.
- Currently identified HR as an area for CPD
- 'Soft skills' e.g., influencing skills, developing teams, managing change, culture development.
- There is very little funding available for training for Central Team staff.
- Have asked about training but nothing ever comes back.
- Training not seen important if you already have a school business manager in the SLT. Extremely expensive to train other staff as well.
- Update on packages, development to take on new tasks. Progression opportunities
- H&S training, GDPR training (at a level that can be disseminated) Management training (never had anything, learnt it all on the job!)
- No offer of any training or interaction with other professionals
- Behaviour training, hr training and finance in current climate with budgets
- Annual training would like to learn more about legislation and what we can do to be more efficient.
- It's very hard to find training relevant to the SBP role that is also affordable.
- Not enough accessible training available
- The only CPD I get is basic training on financial procedures from the LA. I get no training on HR, H&S, IT, Management or Strategy.
- H&S for managers, update to safer recruitment training, update to risk assessment training
- Although there are some courses available (dsbm etc), I feel there needs to be more funded npq-style courses on offer. There's a big offer for teachers who want to undertake but the senior non-curriculum member of staff must make do with the scraps of apprenticeships or expensive alternatives. Sound financial, premises, compliance etc has never been more vital.
- Always keen to add to the choice of training at various levels.
- several various CPD Sessions e.g., health and safety but workload make it difficult.
- Premises or H&S related
- Budget management, effective and efficient ways of working
- Training is ALL my responsibility for my role. But CPD is available for more generic leadership training.
- Overview of changes to funding and how to ensure VFM.
- I've worked in education finance for almost 20 years and am a qualified accountant. Most training available is too basic and what is available at the right level is too expensive.
- further development of role
- 1.Softskill training - difficult conversations, motivation-self motivation, and team; how to lead your team; Time management; Team skills 2. Health & Safety - Statutory tests & compliance 3. Estate Management 4. Academy finance 5.HR - Absence management, appraisal meeting, capability meeting 6. Data governance; Cyber security 7. Website compliance
- Training relevant to role in a small primary school rather than large schools/mats
- I have asked to be included in the CFO mentoring scheme twice, but this never transpired.

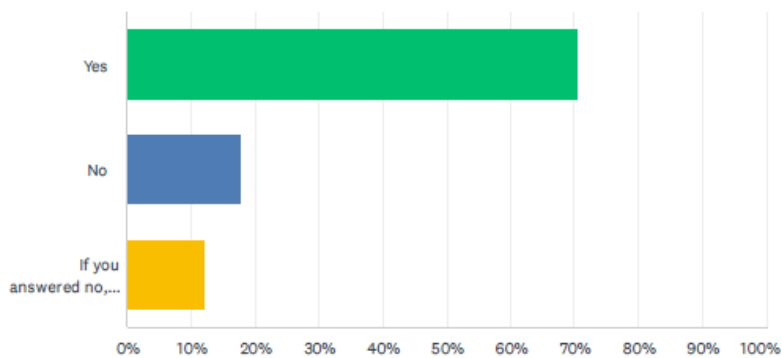
- Estates and facilities management training, PPMs, compliance
- HR, use of SIMS FMS & Access,
- Currently undertaking ACCA - not very well supported in school as only Finance professional. Some support from a Trustee who is accountant, but all other staff have no finance training.
- Financial analysis
- For SBM it would be great to have a wider selection of training applicable to estates management. In my role as COO, it would be great to have some specific training for this level of accountability. For instance, there are specific courses aimed at CEO, and CFO, but very little directly aims to the role of COO in the education sector.
- Professional qualification
- Industry briefings are well shared, however more accessible higher/further/skilled training required.
- Having qualified as a SBM in 2013, in recent years most of the funded training opportunities for SBMs or aspiring CFOs has been targeted at Academies or MAT. I have undertaken ICFP training and am currently completing the SRMA accreditation however this is of my own initiative. I am also competing the DfE's Foundation Contract Management course. There is minimal support or training offers/opportunities for SBMs at a local authority-maintained school.
- GDPR Strategic planning Federation specific training
- Accessibility
- Keeping up to date with changes on education
- Time restrictions. Workload too high
- Inset days are used to catch up on work or mandatory safeguarding training. Nothing relevant to admin staff.
- The employers are not good at recognising specialist training needs. Ask for CPD, and you'll be given yet another safeguarding course or generic school staff course. Educational leaders lack any understanding of needs. My professional development is predominantly undertaken in my personal time.
- My training needs are well met because I actively seek out CPD opportunities as there are few offered by our professional body, which I have decided no longer meets my needs.
- Professional accounting qualifications in terms of cost and time.
- You learn on the job, not really training course on most of what we do.
- Health and Safety training, Procurement & HR
- Specialist course would have been useful e.g., hands on training on an unfamiliar accounts package.
- Mandatory training e.g., H&S, Safeguarding etc is fine. Training specific to my role is non-existent.
- I would like to study a SBM training course.
- My role is now very narrow/specialist so it is difficult to find training that is suitable or have access to tools to identify what my training needs may be. As my employer uses their own ICFP, processes and procedures it is again difficult to know how the ISBL or DfE could support this.
- Competent person - IOSH School Business Manager training (Health and safety) ISBL do run them but not regular enough and very expensive and it's the only course that is recommended there are not many options.
- Accounting support
- Training for Central Trust roles. Everything is focused on school-based roles.

- I would like much more information on the SRMA role and ICFP.
- Would like further training on funding.
- There is rarely anything particularly relevant on offer without significant cost (e.g., NEBOSH).
- There are no specific training courses related to our job roles.
- There could be more done to enable training for the admin team. Webinars are great if you physically have the time to attend.
- I would like some academy/education specific training, but my institute (ACCA) does not provide this.
- H&S, Estates, Management, Finance
- I must organise my own CPL if it is school business related. It is hard to find appropriate CPL. So, topics could include Schools and legal issues (property related, H&S related etc.) Schools HR - employee law, managing people, managing absenteeism etc. Procurement - legalities, best practice in the everyday operational, IT procurement especially broadband Whistleblowing Managing governance and governors (especially when they are 'out of line') Managing big capital construction projects as the client, Project management skills. Social media and marketing skills.
- Cost of courses is prohibitive so little money is available to attend courses
- I have been unable to access more specific training needs due to staffing restrictions in school and reduced budget but also down to my own personal circumstances when I have had a year having to focus on my daughter.
- CCAB (ICAEW/ACCA etc) accounting IOSH/NEBOSH Facilities Management Estates Management IT Commercial and procurement Legal HR - CIPD HR - CIPP (payroll)
- Finance
- Finding the time to be able to attend training, and the cost can sometimes be expensive.
- Estates guidance, basics, mandatory, compliance, health, and safety for schools
- We are becoming an Academy, so the role of the School Business Manager will no longer exist in our school.
- Schools are so diverse; everything is slightly different in each school due to the ever-changing landscape. I don't think we can be fitted in to a one type fits all training.
- Too much training is targeted at teacher's associate are forgotten. More training to be provided in H&S and HR
- Training on HR.
- I have not had any support for development in my role.
- Accounting principles H&S compliance HR
- Develop to enable progression into academy CFO/COO
- Requirements for children's homes and funding for them
- Training needed on things like net capacity and managing projects.
- I completed the SBM L4 Diploma in March 2022 (16-month course) I didn't find this course particularly useful, but it was a condition of the role. I am responsible for Finance, HR, Procurement, Health and Safety and Compliance but do not really have the relevant qualifications. The NPQ qualifications do not extend to SBLs. I would like to see an overarching qualification, equivalent to a Level 6/7.
- I feel I must seek out my own CPD. CPD is focused on teaching staff.
- Courses that would help in our role that are accessible and VFM.
- I currently only undertake statutory training. Would like some training on strategic thinking, writing bids, facilities management, HR.

- Time demands don't allow for me to access CPD. I tried to commence the level 4 SBP apprenticeship, but the workload was overwhelming and unrealistic.
- More detailed face to face briefings
- Training tends to be after systems are implemented rather than prior to. more training on financial management would be good and HR is always an issue.
- There are very few/no training opportunities available for the basic nuts and bolts of my job. I am undertaking the SAFC which is providing a great opportunity to hone my soft skills but a lot of my frustration at work is surrounding my lack of hard skills and the void in this area of training.
- Core training from the LA on the procedures and processes required to complete the monthly and yearly financials.
- My school does not initiate any training. I have paid and arranged my own CPD including masters and CIPFA.
- I am new to the SBM role, so I struggle with the finance training. This is largely down to my inexperience rather than the training available, although I feel that specific detailed training is not readily available.
- It is hard to find training that fits around a full-time post without appropriate release from the role, bite size training would help that can build up to something substantial and recognised.
- HR Premises
- All my training is self-initiated, with no interest or input from my school or SLT.

Q6 Did you attend the DFE free to attend webinars last year?

Answered: 270 Skipped: 3



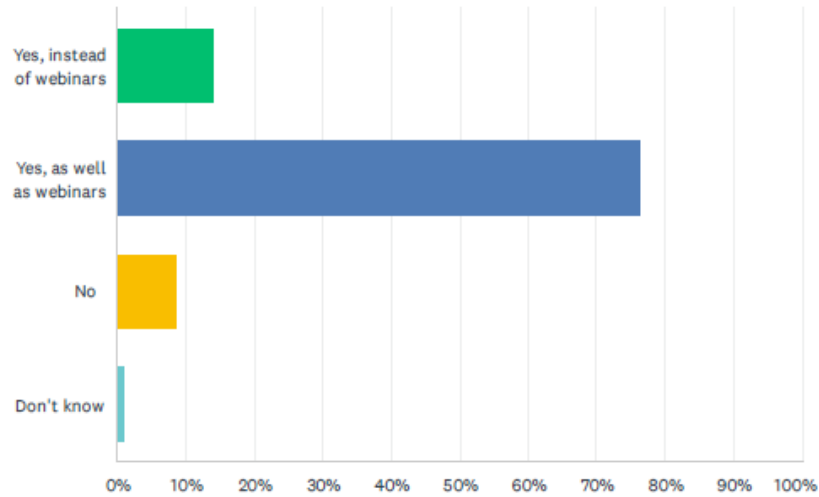
ANSWER CHOICES	RESPONSES	
Yes	70.37%	190
No	17.78%	48
If you answered no, please state why you may have chosen not to do so:	11.85%	32
TOTAL		270

- Focused on others
- I wasn't aware of them

- I was not aware of it
- Time unavailability
- I booked but was then unable to attend due to time restraints
- Wasn't aware of them
- I have attended the relevant webinars in previous years.
- Didn't know about it
- Could not find the time. Planning to go through the material and recordings in the summer break
- no time
- Drowning in work; no capacity for release from day-to-day work
- Unaware
- Unaware of them
- No time made available in the working day
- Attended about 2 years ago
- Some
- Was not aware
- attended some
- Unfortunately, at impractical time and unable to join
- Was not in post
- Probably didn't have time or they were not relevant at the time to work I was doing.
- Wasn't a choice - I work all evenings, weekends and holidays just trying to keep on top of workload
- I wasn't in this position then.
- As we are becoming an Academy and there won't be a SBM I didn't think the webinars were a good use of my time.
- I wasn't aware of them
- the times don't suit the school day. They often clash with lunch duties.
- time
- I work four days per week and the webinars that I wanted to attend took place on my non-working day.
- Was not aware of them
- Lack of time
- time

Q7 Would you like to see the DfE invest in provision of more interactive, local training workshops in person, as well as or instead of further webinars?

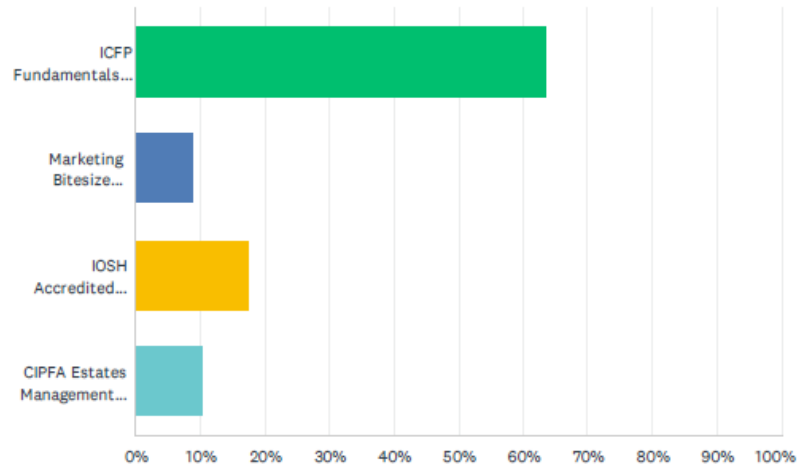
Answered: 270 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes, instead of webinars	14.07%	38
Yes, as well as webinars	76.30%	206
No	8.52%	23
Don't know	1.11%	3
TOTAL		270

Q8 Please identify if you have engaged in any of the following training programmes through ISBL over the past 3 years:

Answered: 148 Skipped: 125



ANSWER CHOICES	RESPONSES
ICFP Fundamentals / Using ICFP training	63.51% 94
Marketing Bitesize Webinars	8.78% 13
IOSH Accredited Health and Safety	17.57% 26
CIPFA Estates Management sessions	10.14% 15
TOTAL	148

- Would have preferred a face to face from the ICFP as didn't feel I took it all in properly.
- I have taken all of these except the Marketing Bitesize Webinar
- ICFP Fundamentals/IOSH/CIPFA Estates Management
- PPG and Recovery Funding
- I had booked myself, but webinars mean I get dragged to routine tasks at my desk and I do not have an exclusive office
- I have been training in ICFP, IOSH and estates manage outside of ISBL
- All I think but only lets you choose one option
- Also marketing bitesize

Q9 Have you received any other formal training from other external providers over the past year that you have found useful to your job role? If so, please provide further details:

Answered: 188 Skipped: 85

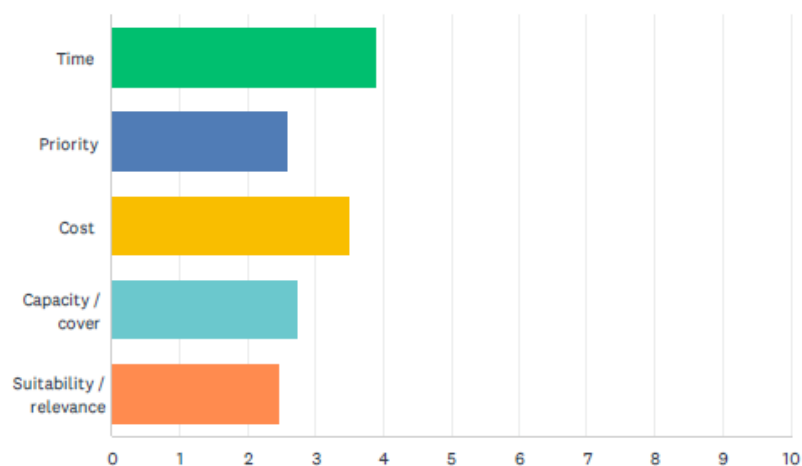
- IOSH from H&S Consultant MAT growth and central structures RPA courses
- From other professional accounting bodies
- Fire safety training First Aid Training
- DfE Contract Management IOSH Managing Health and Safety
- Send funding & law
- HR updates through partner solicitors, local authority HR training
- Edexec
- Ciped hr in practice
- HR Conferences
- Mental Health First Aid training
- HR in excellence from Fusion
- CIPS procurement
- IOSH through our H&S consultants
- I am doing the IOSH Managing Safety course at the moment.
- Contract Management Foundation Training (CMFT) pilot - Effective People Management
- I attended two conferences (ISBL and Schools Northeast) this year and found workshops that are useful to my role.
- Yes - Skip for Keeping Children Safe online and how to support parents. CPOMs Webinars LA Webinars
- The Skills Network - Level 2 Certificate in Sustainability
- Level 5 Diploma for SBL with ILM. Entrust DfE webinars Sofa Sessions with Judicium SBM sessions with NAHT SBM sessions with Laura Williams
- Asbestos and Legionella
- SIMS training from Schools Business Services
- L4 IQA
- Yes, Aspiring SBMs - SBM Partnership
- SBM Services Langham Essex. Briefings and how to guides brilliantly clear by experienced professionals. IRIS / PSF software training. Arbor bespoke training on payments
- Serco level 4 SBL RPA training
- IRMS schools group webinars
- DfE - contracts management Safer Recruitment
- Olevi power of coaching and advanced
- OU for risk management RPA webinars
- Bishop Fleming webinars
- CIPFA Procurement
- Local authority H&S training
- FEPS HR Excellence in Education qualification
- Undergoing CIPFA level 7 training program, but lack of time to finish course work, so it will be lapsing, would be brilliant if DfE can invest in SBLs like me and help with face-to-face training please. Even if it is 50:50 payment subsidy.
- Herts for Learning SBM briefings
- Future Vision Leadership Centre
- IOSH Managing Health & Safety, Safer Recruitment, HR Essentials
- Warehouse's H&S training.
- CMDA - First year through SERCO
- Istek offered some School Finance training which was useful.

- CMI L5 Operational/Departmental Management through Loughborough College, funded by the Apprentice Levy
- Nottinghamshire County Council Health and Safety training
- The CST have run some very helpful sessions, and we will continue to be a member in the future due to this excellent content.
- Asbestos and legionella
- Yes - GAG Pooling
- All funded training is not made available to SBPs at local authority-maintained schools.
- Cabinet Office Contract Management Practitioner Training
- budget training from the LA CMDA Degree as an apprentice
- Ability net, blackboard, following Matt Deep rose.
- HR training
- Managing Safety for Business Managers
- NGA clerking
- Company secretarial qualification
- TES Safer Recruitment Training
- Herts for Learning - county training provider.
- Keeping Children Safe Health & Safety in the Work Place
- University of Chester MA Educational Leadership, Judicium armchair sessions on a wide variety of subjects
- 2 hour course on single central register was useful.
- Minerva procurement specialists - bespoke Achilles- Introduction to Regulated Procurement
- There is no training available specific to Compliance, Asset Management or Risk Management in schools
- Kent budget
- Cyber security, data protection, fire safety & pool plant safety.
- CIPFA Diploma in School Financial And Operational Leadership
- RPA training
- webinars from MIS provider to get the best out of our purchase
- Law firm webinars
- External training - the role of the school Governor and Clerk
- EVC Training, Hays, iAM Compliant, Cybersecurity
- Foundation Level Contract Management with DfE
- RPA Webinars
- SBM Diploma L4
- Contract management, CIPFA - Diploma in Public Sector Asset Management, Level 2 certificate in Equality & Diversity, UKATA Duty to Manage Asbestos
- Contract Management Foundation Level - Government Commercial College Masters in Educational Leadership through Chester University
- CIMA
- Yes, Bishop Fleming sector updates along with their Benchmarking publication.
- Safeguarding with Andrew Hall - his newsletters and free webinars are brilliant!
- I have used accounting cpd to fulfil my professional accounting qualification CPD criteria but have focused on soft skills.
- Single Central Record
- Yes - Finance Updates from auditors, Risk management, estates!

- Yes - currently enrolled on Chartered Manager Degree Apprenticeship with Serco
- CIPD, coaching
- Local authority (Kent), budget, finance, personnel, and IT advice training. Plus, DfE webinars and other free training sourced on the internet.
- I completed the Crown Commercial College - Contract Management Foundation course.
- Safeguarding / fire safety / Safer Recruitment / general H&S
- New to role
- RPA H&S Webinar training through WTW
- IMP (budget software) - training on budget process, BFR, calculating MSAG etc
- Yes, H&S courses in fire safety management (West sussex Fire & rescue service) and Asthma management in schools. (NHS course) Also, we switched our MIS and finance software so I have done a lot of training to use the new systems.
- IOSH accredited Health and Safety via project skills solutions
- Safer Recruitment, Data protection
- I have access to the fellows forum and other platforms
- I am MAAT qualified and therefore are required to keep up to date with my CPD. I have obtained training from AAT, along with HMRC via VAT updates etc. I have also took part on a HR training programme from Browne Jacobson.
- trust network webinars
- DPO training and Safeguarding training
- our MIS providers training is excellent
- Currently completing the pilot scheme for the Contract Management Practitioner level delivered by Government Commercial College.
- Our Local Authority provide training for SBM's
- Currently doing DfE Fundamentals of Procurement
- SCR training - useful as changes to policy
- ROSPA - Accident Investigation
- Serco L4 SBM Diploma
- Training from the RPA.
- SBM L5 Diploma - very useful, hard to fit in.
- IOSH but not though ISBL
- CST provide a useful range of course that academies can buy into throughout the year.
- NEBOSH FIRE Safety certificate - External provider
- IOSH Managing Risk
- Some of the courses on TES's Educate system are relevant
- Teacher Development Trust - Coaching
- LA points all questions towards SLA providers and provides no direct information or support. Consequently, it costs money just to get answers to questions that you can't do the job without.
- CIPFA, MSc Educational Leadership at Portsmouth (apprenticeship)
- NEBOSH Health and Safety NEBOSH Fire Safety Certificate
- Cheshire Academies Trust in-house training
- Safeguarding New MIS and Finance System
- Data Analytics, P2 Foundation, MSc, GDPR
- Judicium Data Protection National College cyber security

Q10 If you have not engaged in any formal training through ISBL or any other provider, please can you prioritise the main barriers that have prevented you from doing this

Answered: 206 Skipped: 67



	1	2	3	4	5	TOTAL	SCORE
Time	42.31% 77	28.57% 52	14.29% 26	6.04% 11	8.79% 16	182	3.90
Priority	5.42% 9	14.46% 24	26.51% 44	39.16% 65	14.46% 24	166	2.57
Cost	32.02% 57	22.47% 40	21.35% 38	11.24% 20	12.92% 23	178	3.49
Capacity / cover	10.98% 19	20.81% 36	20.81% 36	24.86% 43	22.54% 39	173	2.73
Suitability / relevance	13.71% 24	12.57% 22	19.43% 34	13.14% 23	41.14% 72	175	2.45

Q11 If there are other specific reasons to question 10, please specify below:

Answered: 101 Skipped: 172

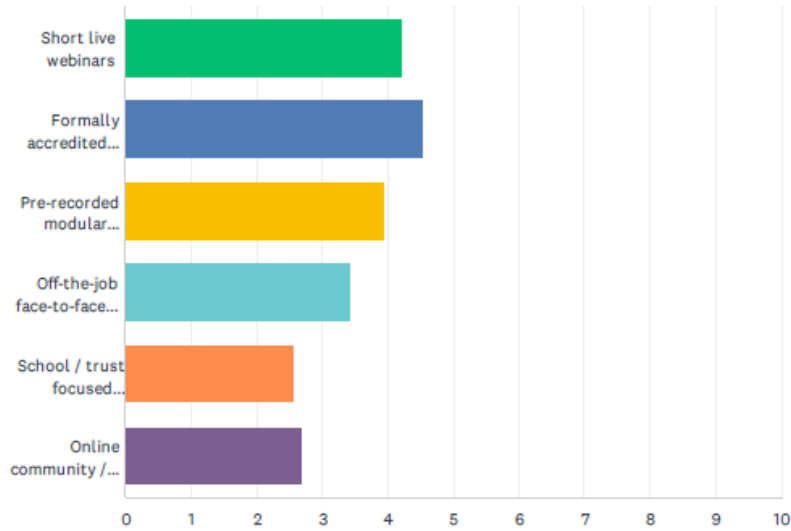
- It's not always clear at what level the training is from beginner, intermediate, robust.
- No relevant training available for SBLs
- Support staff don't seem to be a priority.
- Previous experience
- I have taken CPD, but there was not an option to allow me to skip it
- Very interested in doing my level 5 school business management. Bursaries only offered to staff from failing schools seems a little back to front it should be the staff from well managed schools getting the reduced rate training then the staff go on to support staff at struggling schools
- Teacher training more of a priority

- Finding time in the role to set aside is the biggest barrier!
- Difficult to recruit staff
- Cost of membership is high (I will not be reimbursed by my school) and I am unclear as to whether the benefits are worth the outlay.
- Despite working at the school for many years the new principal did not seem to place any value on my training needs. I have now moved to a new school and am reassured that my CPD needs will be addressed. Maybe your survey could take reasons other than cost, time, etc into account when questioning why SPB's do not access CPD.
- Need specific focused training
- Completed Lvl 7 School Financial and operational leadership course in 2019. Would like a higher-level option
- Prefer face to face than Webinars; if we can have a combination please
- School Budgets are tight and jobs feel busier due to not replacing roles
- Support staff training is not given any budget or priority
- I haven't seen any advertised or thought was relevant
- I have been working for 45 years and have accessed lots of training over the years
- I have selected cost as most of the funded training opportunities are not accessible for SBP's as LA maintained schools. Under the current financial climate and budgetary restraints, non-teaching staff are not a priority despite SBPs having a significant responsibility with regards to effective resource management.
- Not seen as a priority within school
- Not alerted to opportunities
- Lack of understanding from non-business leaders of the diverse and complex role of a senior business leader. We have to be an expert in many varied areas.
- Educational leaders do not respect SBP and do not see the need to invest time in their development. We're not teachers after all
- Work / Life balance. My role is too demanding to then study on an evening.
- Very costly for a day out. A webinar of the day would be more beneficial so i could remain onsite and working while listening to the presenters.
- The course that I joined ISBL to access was withdrawn
- My Trust has their own processes and procedures so general training, ie the DfE ICFP or benchmarking are not really relevant.
- I have am aware of FD Courses, and ASCL but not other courses
- Covering my post
- Currently no suitable courses available and if they are they are at a cost.
- The timing of the release of guidance and the application often results in formal training being significantly after it has been applied therefore the training courses are often out of date.
- New role so very busy settling in.
- I am not on the SLT.
- Lack of a Deputy Head and a Site Manager for much of the year.
- It is increasingly difficult to access external training due to cost and covering office whilst I am out.
- The office has had admin assistant long term absence, currently covered by Agency supply staff, feel that sometimes I cannot leave the office as they are not technically "academy" staff.

- SBMS are increasingly expected to cover so many different areas of work in a school operation. We're the 'go to' people to deal with anything not related directly to teaching & learning so we are constantly time poor. I also find myself increasingly slave to emails. Everyone has access to you in a school setting so you are constantly bombarded with emails from staff, parents, people trying to sell you things, the local authority, contractors, the DfE, local residents etc. etc. it's relentless.
- Under-resourced support to small MAT
- Unsure if the Academy will be using the same processes as Maintained school
- Costs and time are the main factors. What school would prioritise non classroom over classroom. ?
- There should be more training to access through the apprenticeship levy, ie level 7 HR
- Unable to convince the Leadership that I have support needs
- Time and cost make online training preferable
- None - biggest barrier is cost
- limited to time and capacity to train.
- Too focused on smaller mainstream schools not special or children's homes
- Lack of funding in the education sector generally means we are understaffed so there is insufficient time to attend training (and then enact it)
- I really want to gain a recognised qualification, but it is impossible to balance with my role
- Role is so time constrained with monthly deadlines difficult to fit training in
- Training for me to do my job consisted of a half day handover and contact details to ask other people in area who do the same job. I am left guessing and hoping that I am doing things correctly. There has been no training regarding the correct processes. My SAFC training talks about 'Financial probity'... but I can only do my best with the information I have. I don't know what I don't know! There isn't any training on the day-to-day financial aspects of the job.
- Cost and time are the main factors.
- Expectation of the role and appreciation of the level of course that I was undertaking made it prohibitive at this time.
- I have engaged in a lot of CPD.

Q12 What training methods would you like to see offered in the future?
Please rank these in order of preference:

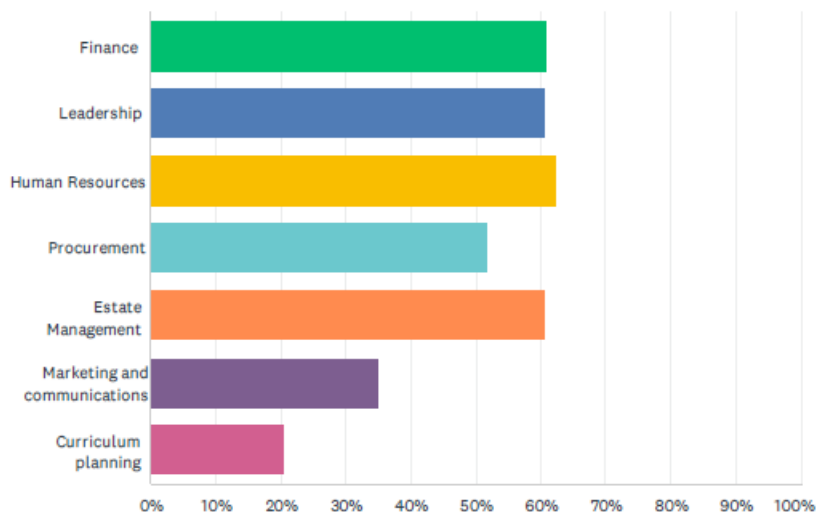
Answered: 267 Skipped: 6



	1	2	3	4	5	6	TOTAL	SCORE
Short live webinars	29.39% 72	17.96% 44	22.45% 55	13.06% 32	8.57% 21	8.57% 21	245	4.21
Formally accredited training	39.76% 99	20.08% 50	15.26% 38	9.24% 23	8.03% 20	7.63% 19	249	4.51
Pre-recorded modular bitesize training	13.94% 35	29.08% 73	21.12% 53	17.13% 43	11.55% 29	7.17% 18	251	3.95
Off-the-job face-to-face training	10.33% 25	20.25% 49	13.64% 33	26.86% 65	16.53% 40	12.40% 30	242	3.44
School / trust focused training days	7.17% 17	6.75% 16	11.81% 28	13.50% 32	30.80% 73	29.96% 71	237	2.56
Online community / shared learning	3.72% 9	10.33% 25	16.94% 41	19.01% 46	20.25% 49	29.75% 72	242	2.69

Q13 What specific areas would you like to see more training being offered in:

Answered: 263 Skipped: 10



ANSWER CHOICES	RESPONSES	
Finance	60.84%	160
Leadership	60.46%	159
Human Resources	62.36%	164
Procurement	51.71%	136
Estate Management	60.46%	159
Marketing and communications	34.98%	92
Curriculum planning	20.53%	54
Total Respondents: 263		

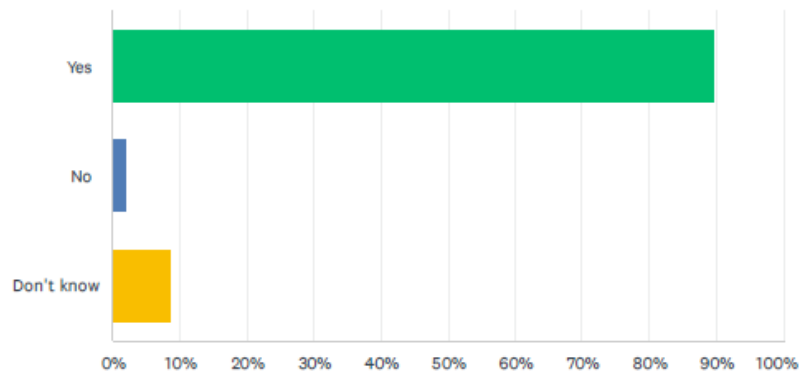
Please provide more specific detail below of specific areas / topics:

- Leadership development
- Curriculum planning to support ICFP
- Health and safety
- Health and safety
- General CFO development (along similar lines to the new MAT CEO development programme)
- IT / Cyber
- Using GEMS more
- Our school is joining a MAT in 2023/24 and these are areas that I will need to develop as a MAT SBL.
- These areas are most relevant to my current role
- Budgeting, SBM leadership, HR - contracts employee rights, H&S in schools
- ICFP for primary MATs

- Risk Management, GDPR
- H&S
- Softskills as well
- Compliance, PPMs, H&S, contract management, sustainability.
- working with governors
- Accessibility to address diversity and exclusion.
- CertFRA is not robust enough to be a CFO, this needs to be addressed.
- Communicating messages and taking people with you.
- Compliance. Asset Management Risk Management
- As my role is specialist in Finance, other areas are not relevant.
- I can't honestly say I believe that DfE has anything useful to offer in terms of training. If you're just giving out information, then fine, but I'm yet to be convinced of your expertise in the field of school business management.
- I believe in lifelong learning, so nothing is off the table!
- to have continued overview of matters that crop up throughout the year.
- Funding for Childrens Homes
- Information Management
- Transitioning from COO/CFO to CEO - 1 year course

Q14 Would you be interested in an e-learning platform developed for SBPs to access pre-recorded modular training content?

Answered: 271 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	89.67%	243
No	1.85%	5
Don't know	8.49%	23
TOTAL		271

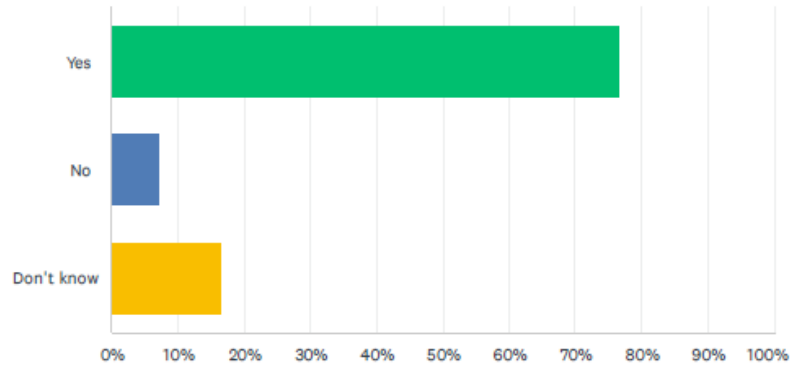
If you answered 'yes', what would be your top priority be for training content? If you answering 'no' or 'don't know', please explain why below:

- Budgeting
- Not always useful without context and ability to ask questions.
- If accredited
- Cost. Time commitment.
- Leadership,
- Finance,
- High quality, relevant, approx 1 hour length
- Free access, not linked to ISBL
- Health and safety
- ICFP, strategic financial planning
- Finance
- Estate Compliance
- finance/HR
- Being able to choose modules which are specific to my needs at the time that I need them - especially modules about current changes in education (for example, a module when tutoring first started would have been useful.
- A range of subject linked to the six disciplines of the ISBL Standards
- All areas of SBP role, it's so broad, there needs to be an introduction (and then a deeper dive course) in to every element.
- Marketing
- Updates when there are policy or legal changes
- Development to cfo
- If free
- HR
- Full suite that covers the main fundamentals of a widely varied job that I can choose relevant content. Working in Primary you must be a specialist in everything. Hard to be a specialist and a generalist at the same time.
- SBM leadership, line managing.
- Accredited training
- changes/guidance on current best practice
- Compliance related.
- Risk Management
- ICFP and VFM
- Academy Finance
- sustainability
- Finance
- Estates and facilities management and compliance. Sustainability.
- HR
- HR
- Finance
- Procurement
- Leadership, Estate Management, Procurement
- if it was free

- Finance but would be interested in most
- Accessibility as statement alone insufficient
- finance
- Leading support services in a school
- Accessibility
- It would depend on the content and the provider.
- Health and Safety
- Health and Safety - risk assessments
- various
- Risk management
- Leadership
- ICFP to understand curriculum bonus, curriculum planning in secondary schools
- Data Protection
- As a new SBM, anything would be useful
- estate management
- Finance Academy accounting
- Briefings to update no current topics / legislation etc
- Estates Management
- Estate & Premises management, H&S, Procurement
- Though I would like to say Finance, I would say HR or Estate management to help with my role
- In light of the new hand Book Estates Management (GEMS)
- Keeping up to date with DFE fundings, expectations etc...
- Value for money, using metrics for benchmarking financial expenditure, latest HR 'hot topics', building maintenance
- H&S
- Conversation and sharing of good practice between SBPs
- realistic budget assumptions to use in budget planning - no point keep telling us to use local knowledge when it relates to national policy items such as pay awards and funding
- HR / Finance & funding streams
- More about accounting / understanding of academy finances
- Areas in Q13
- DFE guidance and recommendations, best practice across schools
- hr
- Leadership
- finance
- General updating across the range of SBP activities
- Finance
- Estates management, HR, Procurement, Pensions
- all operational aspects
- Academy finance
- Shared experiences
- Estates Management
- Contract Management
- Working within a MAT
- HR and Finance

Q15 Would you be interested in an online community for engagement with other learners and expert peers?

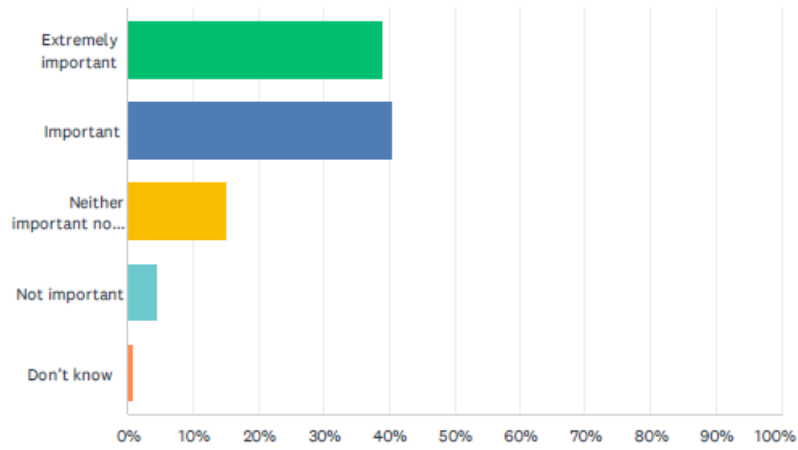
Answered: 268 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	76.49%	205
No	7.09%	19
Don't know	16.42%	44
TOTAL		268

Q16 Do you think it is important to receive certification when completing training?

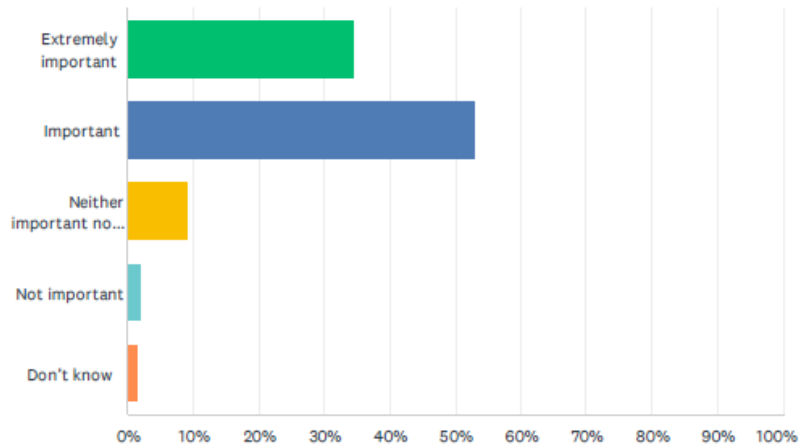
Answered: 271 Skipped: 2



ANSWER CHOICES	RESPONSES	
Extremely important	39.11%	106
Important	40.59%	110
Neither important nor unimportant	15.13%	41
Not important	4.43%	12
Don't know	0.74%	2
TOTAL		271

Q17 Do you think it is important for training to be tailored to different tiers of practice / practitioner levels?

Answered: 270 Skipped: 3



ANSWER CHOICES	RESPONSES	
Extremely important	34.44%	93
Important	52.96%	143
Neither important nor unimportant	9.26%	25
Not important	1.85%	5
Don't know	1.48%	4
TOTAL		270

Q18 If you have any comments in relation to training, please leave them here:

Answered: 66 Skipped: 207

- Estates training linked to GEMS accredited qualifications level 6/7 apprenticeship levy related modules leading to masters over a longer period.
- I have found webinars are not deemed to be recognized as training and often are sent to bottom of priority and easy to miss. Accredited training courses to completed as recognized CPD specific for SBM's may enable me to get time out of the office agreed.
- I really do think people's previous exams need to be taken into consideration when following formal accredited courses. This didn't happen to me and so I found the course I completed added nothing to my knowledge and skills and in fact putting me off completing anything further.
- More Welsh Government focused CPD please.

- Training needs to be specific and relevant to schools and the SBL role. Most importantly, value for money, too much money-making low-quality training about. The ability to use the apprenticeship levy funding to pay for the training.
- I feel the main difficulty is getting Senior Leaders to recognise the boost that being considered for training gives people. Also, that it is money well spent.
- Formal training for estates staff at all levels from caretaker to director level
- I think that SBLs should be included in the NPQ programme. Our training should be easily recognised and understood by our colleagues.
- Accreditation training as is motivational and makes one feel they are achieving and progression in the role.
- some of the training currently on offer seems set at a very basic level.
- Would like training to provide understanding of all types of schools and include specials.
- Modular training would allow cost and time to be better managed.
- Would be great to have free access to ISBL for SBM for a year.
- Training is important and the Government should be taking the lead more on this.
- Really important for SBM staff to make time for CPD to keep up to date with legislation changes and good practice.
- It's very encouraging that the DFE are completing this sort of research and placing importance on training and development for school business practitioners. It's something we are working on across our trust and have supportive training, that is accredited, would be an extremely useful resource and enable us to ensure training is delivered at the right level as it's needed.
- Finance is a barrier to accessing accredited training. Please don't direct people to the apprenticeship route. This does not work for staff already in schools. The 10% off the job requirement is impossible to meet.
- More funded training at a higher level would be welcome.
- There are many SBPs working at LA maintained schools that are interested in progressing to work within MAT setting however with the funded only be made available to MAT staff it is difficult to gain the formal qualification required.
- Training needs to be tailored to different levels of competency. Also lack understanding in the education sector about the importance of good contract management and procurement processes
- Needs to be relevant, short, and concise, practical based, offered on different platforms - f2f, online etc all at the same time to ensure capacity for you but flexibility for us.
- Training uptake would be higher if it were more specific to the education level we are in as well as the geographical area.
- The SBP community through local networks and social media is a far more informative and useful source of knowledge than the out-of-date ISBL resources, some of which still have NASBM on them.
- My time is a huge issue in my school.
- We have a local BM group which is very effective in terms of CPD and sharing knowledge/good practice. It also works well for wellbeing for a role where we mostly work in silos. We have our own online community as part of this. The role is so diverse - moving from dead birds to high finance and that is something that a course cannot always prepare you for. Maybe input from BMs on Courses would assist those new to the role?

- As a school business manager in a primary school, we have multiple roles. I use several online communities to ask for and give help. So additional networks would be great. Bitesize training is easier to fit into a busy working day.
- Finding time for training for school staff is increasingly difficult due to cost and lack of staff able to cover. Funding is dire and the cost of the apprenticeship levy has meant that training for most staff has had to be cut. The Apprenticeship Levy for schools is not fit for purpose - especially in small schools where most staff are fully qualified and do not need/want more formal training.
- I would like more help on our finance management system!
- To make content easy to learn, in normal language, no abbreviations, starting at basic level and then to develop a clear understanding.
- Training needs to be targeted and effective in terms of what is required by SBPs in schools. Hearing from other experienced SBPs is a very effective tool. Formal training should be part of a recognised qualification framework, to offer the necessary motivation, not a sector made-up framework.
- Useful to have training which then provides some level of qualification status, as this is always useful to show that you are developing your knowledge and skills
- It would be great to have a library of training material available to access when time permits. I would particularly welcome this during the school holidays
- The current training for SB professionals is not comparable to the structured training offered to teachers. Courses such as MPQH are offered for free whereas formal SBM courses carry a high cost.
- It would be useful to have courses aimed at people who have worked in a different sector for a while and then switched to education.
- More localised training opportunities.
- Regarding Q17 - it's tricky to answer - as the only person in the office in a small school I need to know about a huge range of things - it would be great if there was specific training for people in my position!
- SBP's come into the job from various other industries and with differing levels of financial and accountancy understanding. If you come from business, but not accountancy, there is precious little out there to answer all the questions you have other than your peers and because of GDPR and confidentiality it's not appropriate to share info between schools. If your Finance SLA is charging you extra to get specific assistance, you are in an invidious position. Can't the ISBL set up a helpline for a couple of days a month for SBP's to ask the questions they need or get signposting to the best organisations to ask or provide training?
- There is a lot of training available, far more than there used to be which is good.