



Education Service Devolved School Management Scheme 23/24

Contents

1.	Introduction	5
2.	Budget Overview	5
3.	Areas of Expenditure Devolved and Not Devolved	6
4.	General Information on Devolved School Management.....	7
4.1	Financial Regulations.....	7
4.2	Best Value Principles	7
4.3	Local Authority Commitment to Devolved School Management	7
4.4	School Expenditure Within Wider Strategic Planning.....	8
4.5	Scottish Negotiating Committee for Teachers and Local Negotiating Committee for Teachers.....	8
4.6	Terms and Conditions of Service for Local Government Employees	8
4.7	HR Policies and Procedures	8
5.	Publication of DSM Scheme.....	9
6.	Training on the DSM Scheme	9
7.	Consultation, Engagement and Transparency	9
7.1	Consultation and Engagement.....	9
7.2	Transparency	10
8.	Collaboration	10
9.	Staffing.....	10
9.1	Staffing Structures	10
9.2	Staff Resource	11
9.3	Appointment of Head Teacher and Depute Head Teacher Posts	11
9.4	Appointment of Principal Teacher and Un-promoted Teacher Posts	11

PUBLIC INFORMATION

9.5	Transfer of Principal Teachers and Unpromoted Teachers	11
9.6	Appointment of Local Government Employees	12
9.7	Transfer of Local Government Employee	12
10.	Professional Support.....	12
11.	Accounting	12
11.1	Budget overspend / underspend.....	12
11.2	Carry Forward.....	13
11.3	Virement	13
11.4	Accessing the Centrally Held HQ Staffing Cover Budget	14
12.	Supported Study Payments.....	16
13.	Invigilator Payments.....	16
14.	Job Sizing of Promoted Posts	16
15.	Additional Funding Streams	17
16.	DSM Scheme Review	17

Version	Details of Revisions
Financial Year 23/24	<ul style="list-style-type: none"> • New Appendix 13 on Primary Schools Area Inclusion Workers Staffing Allocation • New Appendix 16a for DSM Early Years Accessing Central HQ Cover Budget Form
Financial Year 22/23	<ul style="list-style-type: none"> • Inclusion of section on Supported Study Payments • Inclusion of section on Invigilator Payments • Inclusion of section on Job Sizing of Promoted Teacher Posts • Section 7.1 amended to include membership of DSM Review Board • Section 11.4 amended to include maternity leave cover for Education Business Assistants and Classroom Assistants (included as part of school DSM allocation) • Section 11.4 amended to included accrued annual leave cover for Early Years Managers and Senior Early Years Practitioners returning from maternity leave • Addition of Appendix 16 – request to create new post during the academic session
Financial Year 21/22	<ul style="list-style-type: none"> • Inclusion of Early Years within DSM Scheme • Inclusion of section on Transfer of Local Government Employees • Appendix 1 updated to include Gym Hall equipment and Care Inspectorate Annual Fee • Appendix 6 now includes details of Classroom Assistant Staffing Allocation Model • Appendix 8 now includes details of Technician Staffing Allocation Model

1. Introduction

Devolved School Management (DSM) was introduced in 1993 to enhance and improve the management of resources at school level. DSM Guidelines Standards in Scotland's Schools etc Act 2000.

The most recent [DSM Guidelines](#), published in 2019, seek to build and improve on previous guidelines and reflect and integrate with the Education Reform Programme and priorities emerging from the Scottish Government and COSLA Education Reform Joint Agreement of 2018.

The DSM principles, agreed by the Fair Funding Reference Group are:

- Subsidiary and Empowerment
- Collaboration
- Accountability and Responsibility
- Clarity and Equity

These principles reflect the National Improvement Framework aims of excellence through raising attainment and achieving equity. The principles also fully endorse those proposed in the Fair Funding consultation:

- Support excellence and equity – ensuring every child and young person has the same opportunity to succeed
- Be fair – placing the needs of all children and young people at the centre
- Be simple, transparent and predictable – ensuring the costs of delivering education can be easily understood and explained and that schools are able to manage and plan ahead with certainty
- Deliver value for money – ensuring that every penny spent is used effectively

2. Budget Overview

The Council receives the bulk of its funding from the Scottish Government through Aggregate External Finance (AEF). This funding is broken down into 3 constituent parts: General Revenue Grant (GRG), Non-Domestic Rates Income (NDRI) and Specific Grants. The Council sets the budget each year, in February, which is linked into the 3 strategic themes – Aspiring Communities, Inspiring Places and A Council for the Future. Services must ensure that financial plans align with the mission, vision and priorities within the Council Plan 2019-2024 and service operational plans. Budgets are aligned to the delivery of these plans and should be developed accordingly.

PUBLIC INFORMATION

Budgets are calculated for the various sections within all services including Education.

School budgets for teachers are constructed using average teachers' salaries with promoted structures funded to actual salaries. School budgets for local government staff are constructed using actual salaries.

The method/formula for allocating staff to schools is detailed within appendices 3 to 13 and will take local circumstances into account where appropriate.

The Council participates in the Teacher Induction Scheme (TIS) which provides probationer places for newly qualified teachers across Scotland. Finance will review the funding received from the Scottish Government for TIS on an annual basis and ensure that sufficient funds are transferred to the Education Service to cover salary costs of probationer teachers.

Further information on the Council's budget setting process is detailed within the [Budget Holders Manual](#) and the [Code of Financial Practices](#).

3. Areas of Expenditure Devolved and Not Devolved

Head Teachers/Heads of Centre are given maximum flexibility over their budgets, however there are areas of expenditure that are generally not considered suitable for devolution. The reasons for this include but are not limited to: areas outside the influence of the Head Teacher/Heads of Centre; areas that are too bureaucratic; have unacceptable levels of risk; benefit from economies of scale; require professional expertise; and are complex by their nature.

Areas of expenditure not devolved to schools and met from the central Education budget are detailed in Appendix 1.

The budget for employee salary costs (including employer's national insurance and pension costs) is provided to schools based on the method/formula for allocating staff to schools detailed within Appendices 3 to 13.

The devolved school budget for all other expenditure at school level is provided as a monetary value. This is calculated as a per capita allocation based on pupil census numbers, with an additional sum for island schools and small schools. Full details of the method of allocating the school budget is detailed within Appendix 2.

PUBLIC INFORMATION

At the start of the financial year, and following appropriate consultation, Head Teachers/Heads of Centre are required to vire their devolved school budget to the relevant budget lines in line with their planned spend. In accordance with audit requirements, details of the devolved budget allocation should be processed by the school's Education Business Officer and submitted to the Head of Service (Education) by 31 May each year.

4. General Information on Devolved School Management

4.1 Financial Regulations

[Codes of Financial Practice](#) are issued under the authority of the Council's Financial Regulations. It shall be the duty of each Head of Service to ensure that the requirements of the Codes of Financial Practice are made known to the appropriate staff within their Service and that they are adhered to.

4.2 Best Value Principles

The Best Value framework supports continuous improvement in public services in Scotland and is a key foundation of the Scottish Government Public Sector Reform agenda. As part of this framework the Council must secure continuous improvement whilst maintaining an appropriate balance between quality and cost. This requires a strong financial management framework, supporting strategic financial planning and sitting alongside the performance management framework.

The [Corporate Procurement Strategy](#) document sets out the recommended activities and procedures required when purchasing all externally provided goods, services and works which Head Teachers/Heads of Centre must adhere to.

4.3 Local Authority Commitment to Devolved School Management

North Ayrshire Council is committed to empowering Head Teachers/Heads of Centre to make appropriate, and informed decisions to best meet their local need in accordance with the Council's policies, guidance and frameworks.

4.4 School Expenditure Within Wider Strategic Planning

Head Teachers/Heads of Centre are expected to ensure school expenditure is in accordance with their School Improvement Plan, supporting the Council's strategic plans, priorities and the National Improvement Framework.

4.5 Scottish Negotiating Committee for Teachers and Local Negotiating Committee for Teachers

The Scottish Negotiating Committee for Teachers (SNCT) determines the nationally agreed terms and conditions of service for Teachers and Associated Professionals. These terms and conditions of service are set out in the [SNCT Handbook of Conditions of Service](#) and Local Authorities / Head Teachers must adhere to these in their employment of teachers and associated professionals.

The Local Negotiating Committee for Teachers (LNCT) determines terms and conditions of service on matters devolved by the SNCT to local authority level. Head Teachers must adhere to [LNCT Local Agreements](#) in their employment of teachers and associated professionals.

4.6 Terms and Conditions of Service for Local Government Employees

The Scottish Joint Council for Local Government Employees determine the terms and conditions of service for Local Government Employees which are incorporated into local agreements reached by the Council and recognised trade unions. These are set out in the [Terms and Conditions of Employment for Local Government Employees](#) and Head Teachers/Heads of Centre must adhere to these in their employment of local government staff.

4.7 HR Policies and Procedures

The Council has a range of [HR Policies and Procedures](#) which cover Teachers and Associated Professionals and Local Government Employees. Head Teachers must adhere to these policies and procedures in their employment of staff.

5. Publication of DSM Scheme

This DSM Scheme and related appendices will be accessible on the North Ayrshire Council website. Head Teachers/Heads of Centre are responsible for ensuring that the DSM Scheme is published on school websites.

6. Training on the DSM Scheme

Head Teachers/Heads of Centre are required to attend the Council's Budget Holder & Code of Financial Practice training which includes training on the DSM Scheme. Briefings and updates on the operation of the DSM Scheme will be included as part of the regular programme for Head Teacher/Heads of Centre meetings.

Education Business Officers will be available to train Head Teachers/Heads of Centre on the use of the financial management system.

Training on the DSM Scheme will be made available to others, for example Elected Members and Depute Head Teachers/Depute Heads of Centre on an ad-hoc basis.

7. Consultation, Engagement and Transparency

7.1 Consultation and Engagement

The DSM Scheme has been developed in consultation and engagement with all stakeholders including Head Teachers, Heads of Centre, Finance and Trade Unions. The Scheme has been approved by North Ayrshire Council's Cabinet and will be reviewed on an annual basis by the DSM Review Board. The DSM Review Board will comprise:

- Head of Service (Education)
- HT Representative (Secondary)
- HT Representative (Primary)
- Senior Manager
- Education Resources Manager
- EBO Representative
- Business Manager
- Education Funding Co-ordinator
- Finance Representative

PUBLIC INFORMATION

Head Teachers/Heads of Centre are expected to form appropriate forums to consult with staff, parent councils, pupils and the wider community on appropriate matters which may include school staffing models, DSM decisions and allocation of departmental or class resources.

Head Teachers/Heads of Centre should consider applying a participatory budget model to engage their school and wider community in determining where relevant funds should be spent or invested.

7.2 Transparency

The Head of Service (Education) will provide regular updates to Head Teachers/Heads of Centre and key stakeholders on the Council's overall financial position and will engage with Head Teachers/Heads of Centre as part of the Council's annual budget setting process for the Education Service. Local Authority decisions about education spending must give due regard to GIRFEC and the role of LA's as corporate parents.

Education Business Officers will provide monthly updates to Head Teachers on their devolved school budget and projected financial outturn. In addition, Head Teachers will have access to the Council's Finance System to enable interrogation of budget and expenditure.

The Council will ensure that information on eligibility for free school meals; footwear and clothing grants and education maintenance allowance is available on the Council's website.

8. Collaboration

The Council's priorities are set out in the Council Plan and supporting strategies.

Head Teachers/Heads of Centre are expected to be collaborative and collegiate focussed, embracing joint working with the learning community, parents, children and young people, staff, partners and the Council.

9. Staffing

9.1 Staffing Structures

The method / formula for allocating staff to schools is set out in Appendices 3 to 13.

The Head of Service (Education) will engage with Head Teachers/Heads of Centre in any reviews of the method / formula for allocating staff to schools.

9.2 Staff Resource

Head Teachers/Heads of Centre will be responsible for the recruitment and management of their employees in accordance with the [SNCT Code of Practice on Head Teacher Responsibility in Recruitment and Selection of Staff](#) (where applicable) and will also be expected to participate in any agreed centrally managed recruitment processes (such as Supply Teachers and Supply Early Years Practitioners).

Head Teachers/Heads of Centre will be responsible for ensuring that the recruitment and management of their employees is compliant with the Council's policies and procedures.

9.3 Appointment of Head Teacher and Depute Head Teacher Posts

The [recruitment panel](#) for permanent Head Teacher and Depute Head Teacher appointments will include Parent Council representation in accordance with the Scottish Schools (Parental Involvement) Act 2006 and the Education (Scotland) Act 1996. The recruitment panel for Head Teacher appointments will be chaired by an Elected Member. A representative of the Executive Director (Communities) will also be included in the recruitment panel for both Head Teacher and Depute Head Teacher appointments.

9.4 Appointment of Principal Teacher and Un-promoted Teacher Posts

Head Teachers will be responsible for the appointment of Principal Teachers and Un-promoted Teachers.

9.5 Transfer of Principal Teachers and Unpromoted Teachers

Due to changing pupil rolls and the balance of the curriculum in secondary schools, some teachers may become surplus to requirements in the school in which they are based. Surplus teachers will be identified as part of the annual staffing exercise for schools.

PUBLIC INFORMATION

Head Teachers are required to comply with the transfer processes that enable the transfer of teachers between schools as a means of avoiding redundancies.

Transfers will be arranged after vacancies for the forthcoming academic session have been identified and before recruitment to vacant posts commences.

9.6 Appointment of Local Government Employees

Head Teachers/Heads of Centre will be responsible for the appointment of local government employees.

9.7 Transfer of Local Government Employee

Due to changing pupil rolls, a requirement to transfer local government employees between schools may be identified as part of a staffing exercise.

Head Teachers/Heads of Centre are required to comply with the transfer processes that enable the transfer of local government employees between schools.

10. Professional Support

Head Teachers/Heads of Centre will have access to the following professional support to assist them in carrying out their devolved management responsibilities:

- Senior Managers
- Education Business Officer
- Education Resources Team
- Education Funding Support Team
- Finance
- Procurement
- Human Resources

11. Accounting

11.1 Budget overspend / underspend

As budget holder, Head Teachers/Heads of Centre have responsibility to manage and monitor assigned revenue budgets on a monthly basis.

PUBLIC INFORMATION

Variances should be highlighted and corrective action should be agreed to allow for a balanced budget. Full details can be found within the [Budget Holders Manual](#).

11.2 Carry Forward

Head Teachers/Heads of Centre can request carry forward of underspent budget from one financial year to the next. This is capped at 2% of the school's initial devolved budget entitlement, excluding the budget for staffing which has been allocated as part of the school's staffing entitlements set out in Appendices 3 to 13.

Requests to carry forward underspent budget must be submitted to the Head of Service (Education) for approval using the [Request to Carry Forward Underspent Budget Form](#) provided at Appendix 14. Requests must be supported by a sound business case and submitted by 31 January each year. Head Teachers/Heads of Centre should include the intended use of any approved carry forward budget within their school improvement plans.

11.3 Virement

Virement is the ability to move monies between subjective and objective headings of expenditure and income to offset either a deficit or planned future expenditure. Full details can be found within the [Codes of Financial Practice](#).

The rules concerning budget virement within the Education Service up to a maximum of £20,000 are set out in this DSM Scheme.

Head Teachers/Heads of Centre can vire up to a maximum of £20,000 between budget lines in a financial year without the need for external approval. This excludes the budget for staffing which has been allocated as part of the school's staffing entitlements set out in Appendices 3 to 13. Virement from staffing budgets will only be available in exceptional circumstances and through agreement between the Head Teacher/Head of Centre and the Head of Service (Education). Requests to vire from staffing budgets should be submitted to the Head of Service (Education) using the [Request to Vire from Staffing Budget Form](#) provided at Appendix 16.

Any requests to vire an amount in excess of £20,000 must be approved in accordance with the Codes of Financial Practice.

11.4 Accessing the Centrally Held HQ Staffing Cover Budget

Education Headquarters maintains a central budget to cover costs arising from teacher and some local government employee absence, other than short-term unplanned sickness absence costs. It is anticipated schools will vire an element of their devolved school budget to the school cover budget line to employ supply staff to cover short term absence. It is acknowledged that in some occasions, schools may be unable to cover short term absence due to lack of availability of supply staff. Where this can be evidenced, schools can claim against the HQ Staffing Cover Budget should the absence become long term. The Education Headquarters cover budget can be accessed to cover the following absence reasons:

Reason	Description												
1	Foreseen long term teacher absence from day 1 if anticipated long term												
2	Long term secondary teacher sickness absence (beyond 20 working days)												
3	<p>Long term primary teacher sickness absence as detailed below:</p> <p>FTE Teaching Complement</p> <table> <tr> <td>1 to 4.9</td><td>beyond 4 working days</td></tr> <tr> <td>5 to 5.9</td><td>beyond 5 working days</td></tr> <tr> <td>6 to 6.9</td><td>beyond 6 working days</td></tr> <tr> <td>7 to 7.9</td><td>beyond 7 working days</td></tr> <tr> <td>8 to 8.9</td><td>beyond 8 working days</td></tr> <tr> <td>9+</td><td>beyond 9 working days</td></tr> </table>	1 to 4.9	beyond 4 working days	5 to 5.9	beyond 5 working days	6 to 6.9	beyond 6 working days	7 to 7.9	beyond 7 working days	8 to 8.9	beyond 8 working days	9+	beyond 9 working days
1 to 4.9	beyond 4 working days												
5 to 5.9	beyond 5 working days												
6 to 6.9	beyond 6 working days												
7 to 7.9	beyond 7 working days												
8 to 8.9	beyond 8 working days												
9+	beyond 9 working days												
4	Long term ASN school teacher sickness absence (beyond 9 working days)												

PUBLIC INFORMATION

Reason	Description
5	Teacher ante natal care
6	Teacher maternity leave / shared parental leave KIT days
7	Teacher accrued holidays (from sickness absence / family leave)
8	Teacher paternity leave
9	Teacher adoption leave
10	Teacher jury duty
11	Teacher parental leave
12	Teacher bereavement leave
13	Teacher public duties leave
14	Teacher maternity/adoption support leave
15	Teacher absence during phased return from sick leave
16	In ASN schools, 4 -15 above is also applicable to local government employees
17	In all schools, the maternity leave of Classroom Assistants and Education Business Assistants (included within DSM scheme)

Reason	Description
18	In Early Learning & Childcare establishments, 4-15 above is also applicable to local government employees. In addition, cover can be claimed for the annual leave periods for employees on a full-year contract, with the exception of EY Manager and SEYP posts who are covered by an Excellence & Equity Lead. HQ cover can however be claimed for EY Managers and SEYP's taking accrued holidays on return from maternity leave. HQ cover can also be claimed where cover is required to release EYP's for parenting work. In all circumstances , a claim against the HQ cover budget can only be made when the absence would result in the centre or class breaching the statutory adult:child ratio.

To access the Education Headquarters' cover budget, schools should submit a DSM – Accessing the Central HQ Cover Budget Claim Form provided at Appendix 16 and Early Years establishments should submit DSM – Early Years Accessing the Central HQ Cover Budget Claim Form provided at Appendix 16a. This must be submitted on a monthly basis (in accordance with payroll timelines).

Arrangements will be made to download budget from the Headquarters cover budget to school HQ cover budget for claims that are approved.

12. Supported Study Payments

Any payments made to teachers for the purposes of supported study are made at the teacher's normal hourly rate of pay. For promoted teachers, payment will be based on the hourly rate of pay of the top point of the main grade. All such payments must be appropriately authorised by the Head Teacher who is responsible for ensuring the school has sufficient devolved budget available to meet these additional costs.

13. Invigilator Payments

Secondary Head Teachers who engage invigilators for the purposes of the prelim exam diet should authorise any such payments and ensure the school has sufficient devolved budget available to meet these additional costs.

14. Job Sizing of Promoted Posts

PUBLIC INFORMATION

If a promoted teacher post is job sized or re-sized during the financial year, any increase to salary will be included within the promoted teacher staffing entitlement of the school.

15. Additional Funding Streams

Head Teachers/Heads of Centre may have access to budgets directly delegated to them by the Scottish Government. Whilst these budgets are not directly referred to within this DSM Scheme, Head Teachers/Heads of Centre are expected to adhere to the Council's financial regulations, Council Plan and supporting strategies, HR Policies and Procedures and employee terms and conditions of service in their management of these budgets.

Head Teachers/Heads of Centre are not permitted to move employees between externally funded and core posts without adhering to normal recruitment processes (e.g. moving PEF funded employees into core funded posts for the purposes of covering vacant posts or submitting claims to HQ to cover leave such as long-term sickness absence or family leave is not permitted).

For posts funded through the Scottish Attainment Challenge, Head Teachers/Heads of Centre should contact the HQ Attainment Challenge contact to ascertain whether any cover budget may be available from Scottish Attainment Challenge funding. There is no cover budget for PEF funded posts as all available funds are distributed to schools.

16. DSM Scheme Review

This DSM Scheme will be reviewed each January by the DSM Review Board who will engage with local authority peers and stakeholders as appropriate.

Areas of Expenditure met from the Central Education Budget

Area of Expenditure	Detail
1. Infrastructure Costs	<ul style="list-style-type: none"> a) Capital expenditure, including PPP / PPI b) Statutory LA contracted work on managing the school estate c) Non-domestic rates d) Rent in relation to school premises e) Waste collection f) Energy costs g) Insurance h) Maintenance of gym hall equipment
2. Staffing Costs (Teachers)	<ul style="list-style-type: none"> a) Premature retirement costs b) Family leave costs (maternity, adoption, paternity and parental leave) c) Long term sickness absence costs d) Leave for public duties costs e) Leave for jury duties costs f) Excess travel costs for transferred teachers g) Salary conservation costs arising from Headquarters initiated review
3. Staffing Costs (other)	<ul style="list-style-type: none"> a) Music Instructors employed by the music service b) Central support services
4. Pupil Allowances / Grants	<ul style="list-style-type: none"> a) Free school meals b) Education Maintenance Allowances c) School clothing grants d) Home to school pupil transport
5. Other	<ul style="list-style-type: none"> a) SQA examination fees b) Cash in transit costs c) SEEMiS costs d) Costs of SMS messaging in accordance with contract specification e) First Aid Training (for required number of First Aiders) f) ICT school support g) Disclosure Scotland costs for volunteers h) Advertising costs - statutory and recruitment i) Parent council administration j) Use of PE facilities (Kilmory Primary School) k) Performing Rights and Photocopying Licences l) Care Inspectorate Annual Continuation Fee m) Standardised Assessments n) Gateway CLPL system

Note: Any expenditure not detailed above will require to be met from school devolved budgets.

Devolved School Budget Allocation

1. Budget Allocation

The budgets devolved to schools are calculated on a per capita basis, based on pupil census data and will be downloaded to the Initial DSM Allocation budget line 26151. Details as follows:

Sector	Calculation
ASN	Average Pupil Roll (rolling 3 year census) x £128
Primary	Average Pupil Roll (rolling 3 year census) x £61
Secondary	Average Pupil Roll (rolling 3 year census) x £78
Early Years Centres & Classes	Pupil capacity x £74

An additional sum will be devolved to small schools and island schools to ensure their unique circumstances are taken into account.

Primary Schools

School Roll Primary	Additional Sum
1 to 99	£1100
100 to 119	£550
129 to 149	£275

Secondary Schools

School Roll Secondary	Additional Sum
1 to 249	£2500

Island Schools

Island Schools	Additional Sum
Primary	£500
Secondary	£3500

2. Budget Line Allocations

Head Teachers/Heads of Centre are required to vire the allocated budget to the relevant budget lines in accordance with their planned spend for the financial year and report their allocated budget lines to the Head of Service (Education) by 31 May each year.

Education Business Officers have details of full budget lines available within the financial system. Details of the more commonly used budget lines are listed below:

Code	Description
10401	School funded cover basic pay
26071	Education Supplies
18108	Other Employee Costs
20021	Furniture & Fittings Purchase
23030	Teachers Mileage

Code	Description
26005	Office Equipment & Consumables
29003	External Printing
29046	Postages
29028	Continuing Professional Development

3. Virement

Head Teachers/Heads of Centre can vire up to a maximum of £20,000 between devolved budget lines in a financial year without the need for external approval.

4. Carry Forward

Head Teachers/Heads of Centre can request carry forward of underspent non-staffing budget from one financial year to the next. This is capped at 2% of the school's initial devolved budget entitlement (excluding budgets allocated for staffing).

Secondary School Teacher Staffing Allocation

1. Overall Teacher Full Time Equivalent (FTE) Staffing Entitlement

$10.23\text{fte} + (\text{Roll} \times 0.0575)$

2. FTE Entitlement for Pupil Support

Modified Roll $\times 0.0028$

3. FTE Entitlement for Targeted Support for Learning

All mainland secondary schools = 2fte

Arran High School = 1fte

4. FTE Entitlement for TIS Probationer Teachers

0.1fte Mentoring Time for each Probationer (for those covering 0.8fte vacancy only)

5. Management FTE Staffing Entitlement

Of the overall FTE staffing entitlement, the management FTE staffing entitlement is as follows:

School	HT	DHT	PT (Curriculum)	PT (Pastoral, Pupil Support, Support for Learning)	Total FTE
Ardrossan Academy	1	4	9	5	19
Arran High School	0.8	1.4	7	2	11.2
Auchenharvie Academy	1	3	10	4	18
Garnock Community	1	4	8	5	18

School	HT	DHT	PT (Curriculum)	PT (Pastoral, Pupil Support, Support for Learning)	Total FTE
Campus (Secondary)					
Greenwood Academy	1	4	8	9	22
Irvine Royal Academy	1	3	7	4	15
Kilwinning Academy	1	3	8	5	17
Largs Academy	1	3	9	6	19
St Matthew's Academy	1	4	11	7	23

6. Additional FTE Entitlement

Additional entitlement may be granted to reflect the individual circumstances of a school e.g. to cover remission time for a recognised TU representative.

7. Definition of School Rolls

- School Roll = Census status 1 and status 5 pupils
- School Roll projection for staffing allocation model will be based on average of previous three rolling years pupil census data
- Modified School Roll = Roll + footwear / clothing % based on three year rolling average

8. Management Structures

Head Teachers can design the staffing structure that best supports learning and with procedures for managing organisational change.

Any salary conservation costs arising from a school-initiated restructure will be met by the school.

Primary School Teacher Staffing Allocation

1. Overall Teacher Full Time Equivalent (FTE) Staffing Entitlement

1.1fte per class (includes 0.1fte Non-Class Contact Time).

2. Primary Class Sizes

Year Group	Number of Pupils
P1	25
P2	30
P3	30
P4	33
P5	33
P6	33
P7	33
Composite Class	25

3. FTE Entitlement for Pupil Support

Modified Roll x 0.0028

4. FTE Entitlement for TIS Probationer Teachers

0.1fte Mentoring Time for each Probationer (for those covering 0.8fte vacancy only)

5. Management FTE Staffing Entitlement (excluding Shared Headship Schools)

Head Teacher

1.0fte for all schools

Depute Headteacher

School Roll (excluding EY)	Number of DHT	Additional staffing allowance
1 to 109	0	0
110 to 349	1	0.5fte
>350	2	1.0fte

Principal Teacher

Modified School Roll (Primary + footwear / clothing allowance %)	Number of PT	Additional staffing allowance
1 to 279	0*	0.2fte
280 to 449	1	0.1fte
>450	2	0.2fte

* For small schools which do not meet the threshold for a DHT, they will be entitled to 1 PT and will receive 0.2fte additional staffing allowance. Where there is already a DHT in a school, the additional staffing allowance will be 0.1fte for each PT.

6. Management FTE Staffing Entitlement (Shared Headship Schools)

Arran Primary Schools (Brodict, Corrie, Kilmory, Pirnmill, Shiskine, Whiting Bay)

Management Post	Number	Additional FTE
Head Teacher	1	1.0fte
Depute Head Teacher	2	2.0fte
Principal Teacher	2	0.4fte

Beith and Gateside Primary Schools

Management Post	Number	Additional FTE
Head Teacher	1	1.0fte
Depute Head Teacher (Beith)	2	1.2fte
Depute Head Teacher (Gateside)	1	0.6fte
Principal Teacher (Beith)	2	0.4fte

Garnock Community Campus (Primary Sector)

Management Post	Number	Additional FTE
Depute Head Teacher	1	1.0fte
Principal Teacher	2	0.4fte

7. Primary Schools Delivering a Model 2 or Model 3 Early Years' Service

Capacity of Early Years Class	Additional Teacher FTE Entitlement
1 to 19	0.1
20 to 39	0.2
40 or more	0.3

8. Additional FTE Entitlement

Additional entitlement may be granted to reflect the individual circumstances of a school e.g. to cover remission time for a recognised TU representative.

9. Definition of School Rolls

- School Roll = Census status 1 and status 5 pupils
- Modified School Roll = Roll + footwear / clothing %

10. Management Structures

Head Teachers can design the staffing structure that best supports learning and teaching in the school, within the staffing allocation for the school and in accordance with procedures for managing organisational change.

Management FTE staffing entitlement will only be changed if the school roll has remained in the new band for two academic years.

Any salary conservation costs arising from a school-initiated restructure will be met by the school.

ASN School and Bases Staffing Allocation

1. Lockhart Campus

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Head Teacher	1fte
Depute Head Teacher	3fte
Principal Teacher	4fte (2.8fte teaching time)
Teacher	1.1fte per class + 2fte
Music Instructor	0.5fte
ASN Practitioner	1fte per complex class
Classroom Assistant (ASFL)	75hours per complex/severe class 45 hours per moderate class
Education Business Asst	4fte
Pupil Transport Assistant	117.5 hours

2. Elderbank Supported Learning Unit

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Depute Head Teacher	1fte
Principal Teacher	1fte
Teacher	7.4fte
Early Years Practitioner	280 hours
Classroom Assistant (ASFL)	480 hours

3. Elderbank Hearing Impairment Unit

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Teacher	2.6fte
Classroom Assistant (ASFL)	55 hours

4. Dreghorn Language & Communication Unit

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Depute Head Teacher	1fte
Principal Teacher	1fte
Teacher	3fte
Classroom Assistant (ASFL)	137.5 hours

5. Ardrossan Astra Base

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Principal Teacher	1fte
Teacher	3.3fte
Classroom Assistant (ASFL)	165 hours

6. Greenwood Deaf Support Service

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Teacher	2fte
Classroom Assistant (ASFL)	55 hours

7. St Bridget's Base

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Principal Teacher	1fte
Teacher	2fte
Early Years Practitioner	35 hours
Classroom Assistant (ASFL)	82.5 hours

8. Hayocks Base

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Principal Teacher	1fte
Teacher	2fte
Early Years Practitioner	35 hours
Classroom Assistant (ASFL)	82.5 hours

9. Irvine Royal Academy Secondary Support Resource Base

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Teacher	2fte
Classroom Assistant (ASFL)	55 hours

10. Greenwood Academy Secondary Support Resource Base

Staff Group	Full Time Equivalent (FTE) or Hours Entitlement
Teacher	2fte
Classroom Assistant (ASFL)	55 hours

Classroom Assistant Staffing Allocation (Primary and Secondary Sectors)

1. Classroom Assistant Allocation Model

The Classroom Assistant Allocation for the primary and secondary sectors during 23/24 will remain the same as the entitlement currently in place.

2. Allocation Entitlement

The allocation model is as follows:

Primary Sector

School	Hours Allocated (Term-time)
Abbey	159.5
Annick	121
Ardeer	104.5
Beith	154
Blacklands	55
Brodick	54.5
Caledonia	115.5
Castlepark	253
Corrie	18.25
Corsehill	88

APPENDIX 6

School	Hours Allocated (Term-time)
Cumbræ	38.25
Dalry	198
Dreghorn	121
Dykesmains	126.5
Elderbank	334.5
Fairlie	27.5
Garnock	60.5
Gateside	22
Glebe	115.5
Glencairn	126.5
Hayocks	104.5
Kilmory	24.75
Lamlash	82.5
Largs	191.5
Lawthorn	146.5
Loudoun-Montgomery	85.5

APPENDIX 6

School	Hours Allocated (Term-time)
Mayfield	99
Moorpark	99
Pennyburn	88
Pirnmill	30
Shiskine	24.5
Skelmorlie	38.5
Springside	99
Stanley	176
St Anthony's	131
St Bridget's	93.5
St John's	88
St John Ogilvie	88
St Luke's	93.5
St Mark's	104.5
St Mary's	60.5
St Palladius	33

School	Hours Allocated (Term-time)
St Peter's	99
St Winning's	44
West Kilbride	152
Whitehirst Park	147
Whiting Bay	25.5
Winton	66
Woodlands	192.5

Secondary Sector

Schools	Hours Allocated (Term-time)
Ardrossan Academy	181.5
Arran High School	82.5
Auchenharvie Academy	154
Garnock Academy	242
Greenwood Academy	352
Kilwinning Academy	187
Largs Academy	231

Schools	Hours Allocated (Term-time)
Irvine Royal Academy	176
St Matthews Academy	253

3. Allocation of Additional Entitlement by the Inclusion Group

Additional entitlement to Classroom Assistant hours may be allocated by the schools with significant additional support needs.

Any additional entitlement will be notified to Head Teachers following allocation and is likely to be for a for a maximum of one academic session.

Education Business Support Staffing Allocation

1. Education Business Officers

Education Business Officer	Cluster	Schools
1.0fte	1	Ardrossan Academy Springvale Nursery Caledonia Primary School Glencairn Primary School Mayfield Primary School Stanley Primary School Winton Primary School Dykesmains Primary School Winton Primary School
1.0fte	2	Arran High School Lockhart Campus Corrie Primary School Kilmory Primary School Lamlash Primary School Pirnmill Primary School Shiskine Primary School Brodict Primary School Whiting Bay Primary School
1.0fte	3	Auchenharvie Academy Kilwinning Academy Kilwinning Early Years Centre Pennyburn Primary School
1.0fte	4	Garnock Campus (Secondary) Beith Primary School Dalry Primary School Gateside Primary School Garnock Campus (Primary) Moorpark Primary School St Bridget's Primary School St Palladius Primary School
1.0fte	5	Greenwood Academy Dreghorn Primary School Elderbanks Primary School Lawthorn Primary School Springside Primary School Glebe Primary School
1.0fte	6	Irvine Royal Academy Castlepark Early Years Centre Abbey Primary School Loudoun-Montgomery Primary school St John Ogilvie Primary School St Marks Primary School Woodlands Primary School Annick Primary School Castlepark Primary School Whitehirst Park Primary School

Education Business Officer	Cluster	Schools
1.0fte	7	Largs Academy Cumbrae Primary School Fairlie Primary School Largs Early Years Centre Skelmorlie Primary School West Kilbride Primary School Largs Primary School St Mary's Primary School
1.0fte	8	St Matthew's Academy Ardeer Primary School Blacklands Primary School Corsehill Primary School Hayocks Primary School St John's Primary School St Luke's Primary School St Peter's Primary School St Anthony's Primary School St Winnings Primary School

2. Education Business Assistants

Secondary Schools

School Roll*	Grade 4 Full-Time (Total Hours)	Grade 4 Term-Time (Total Hours)	Total Hours
300 or less	0	70	70
301 to 500	35	90	125
501 to 800	35	117.5	152.5
801 to 1100	35	125	160
1101 to 1300	35	152.5	187.5
1301 or more	35	160	195

Primary Schools

School Roll (Including Early Years Class)*	Grade 4 Term-Time
70 to 130	32.5
131 to 200	43.5
201 to 265	57
266 to 320	62.5
321 to 480	70
480 or more	81

Island Schools

School Roll (including Early Years Class)*	Grade 4 Term-Time
Arran High School	87.5
Brodick Primary School	32.5
Lamlash Primary School	32.5
Cumbræ Primary School	32.5
Kilmory Primary School	27.5
Shiskine Primary School	27.5

School Roll (including Early Years Class)*	Grade 4 Term-Time
Whiting Bay Primary School	27.5
Corrie Primary School	17.5
Pirnmill Primary School	17.5

Early Years Centres

Early Years Centre	Grade 4 Term-Time Hours
Education Business Assistant	35

Note: The school roll for reviewing Education Business Assistant Allocation will be based on a rolling 3-year average.

Secondary School Technician Staffing Allocation

1. Mainland Secondary Schools

Technician Designation	Allocation Full-time Equivalent (FTE)
ICT Co-ordinator	1fte Full Year to cover all Secondary Schools
ICT Technician	1fte Full Year per school (excluding school where ICT Co-ordinator based)
Science Technician	1fte Term-time per school
Design & Technical Technician	1fte Term-time per school

2. Island Secondary School (Arran High)

Technician Designation	Allocation Full-time Equivalent (FTE)
ICT Technician	0.8fte Term-time (no allocation if ICT Co-ordinator based on island)
Science Technician	0.8fte Term-time
Design & Technical Technician	0.4fte Term-time

Secondary School Area Inclusion Worker Allocation

1.0 Full-time equivalent per secondary school

School Dining Supervisor Staffing Allocation

Dining Hall Supervisors are allocated to Primary Schools and Lockhart Campus based on the following formula:

Census Roll (excluding Nursery Class)	Entitlement
250 and over	3 hours per day
100 to 249	2 hours per day
Under 100	1.5 hours per day
Lockhart Campus	3 hours per day

Early Learning & Childcare Centres and Classes Staffing Allocation

1. Early Learning & Childcare Delivery Models

There are three different models of service delivery across North Ayrshire Council Early Learning & Childcare (ELC) Centres and Classes.

The staffing model for each ELC Centre and Class is based upon:

- The model of service delivery
- The maximum number of children allocated to the ELC Centre or class
- The requirement to ensure the ELC Centre or class meets the statutory adult:child ratio

2. Overall Full-Time Equivalent (FTE) Staffing Entitlement

The FTE entitlements for ELC Centres and Classes are as follows:

Delivery Model 1

Establishment	FTE Entitlement
Abbey Primary School	8.42
Annick Primary School	12.73
Ardeer Primary School	6.28
Beith Primary School	9.76
Caledonia Primary School	6.91
Castlepark Early Years Centre	21.87
Dalry Early Years Centre	15.84
Fairlie Primary School	5.07

Establishment	FTE Entitlement
Garnock Community Campus	11.23
Glencairn Primary School	12.68
Hayocks Primary School	10.46
Kilwinning Early Years Centre	12.23
Lamlash Primary School	5.13
Largs Early Years Centre	19.41
Loudoun Montgomerie Primary School	11.23
Marress House Early Years Centre	TBC
Springside Primary School	4.13
Springvale Early Years Centre	16.87
St Bridget's Primary School	11.43
St John Ogilvie Primary School	11.23
St Luke's Primary School	6.91
St Peters Primary School	8.61
Stanley Primary School	8.41
Woodlands Primary School	9.81

Delivery Model 2

Establishment	FTE Entitlement
Blacklands Primary School	2.53
Corsehill Primary School	7.00
Dreghorn PS Primary School	4.00
Elderbank Primary School	5.00
Lawthorn Primary School	3.50
Mayfield Primary School	3.00
Moorpark Primary School	2.00
St Johns Primary School	2.53
St Marks Primary School	2.53
West Kilbride Primary School	2.00
Winton PS Primary School	3.00

Delivery Model 3

Establishment	FTE Entitlement
Brodick Primary School	3.41
Corrie Primary School *	3.00

Establishment	FTE Entitlement
Cumbræ Primary School	2.13
Gateside Primary School	2.13
Kilmory Primary School	2.13
Pirnmill Primary School	1.60
Shiskine Primary School	2.13
Skelmorlie Primary School	2.93

* Senior Early Years Practitioner will support Corrie, Kilmory Pirnmill & Shiskine with budget aligned to Corrie

Included in the overall FTE entitlements above are Early Years Assistant posts for the establishments that include this designation of post within their staffing structure.

Variation to the FTE entitlement for an early years' establishment may be agreed by the Head of Service to reflect individual circumstances. Where this is agreed, budget allocation will be made to cover the additional FTE entitlement for the period granted.

3. Early Years Leadership Entitlement

Included in the overall FTE entitlement for model 1 and model 2 ELC Centres and Classes are the following leadership roles.

Delivery Model	Leadership Roles
1 (Centre)	Head of Centre (1fte) Depute Head of Centre (1fte) Senior Early Years Practitioner (1fte)

Delivery Model	Leadership Roles
1 (Class)	Early Years Manager (1fte) Senior Early Years Practitioner (1fte)
2	Senior Early Years Practitioner (1fte)
3	Senior Early Years Practitioner (0.8fte) excluding Arran schools

Healthy Start Club Worker Staffing Allocation

Healthy Start Club Workers are allocated in the following schools who operate a breakfast club:

School	Weekly Hours Allocated (Term-time)
Ardeer Primary School	20
Blacklands Primary School	11
Castlepark Primary School	11
Corsehill Primary School	11
Elderbank Primary School	21
Garnock Campus Primary	11
Glencairn Primary School	11
Hayocks Primary School	15
Loudoun-Montgomery Primary School	22
Pennyburn Primary School	11
St Bridget's Primary School	11.25
St John's Primary School	11
St Winning's Primary School	11
Winton Primary School	11

Primary/ASN School Area Inclusion Worker Staffing Allocation

12fte Area Inclusion Workers to be allocated to primary/special schools based on need and reviewed on an annual basis.

Appendix 14 to 17

The below appendixes contain forms that are used completed exclusively by schools and do not require to be published:

- Appendix 14 Request to Carry Forward Underspent Budget Form
- Appendix 15 Accessing the Central Headquarters Cover Budget Claim Form
- Appendix 15a Accessing the Central Headquarters Cover Budget Claim Form for Early Years
- Appendix 16 Request to Vire from Staffing Budget
- Appendix 17 Request to Create a New Post Form