



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# **North Ayrshire Council**

## **Education Service**

### **Devolved School Management Scheme 22/23**

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

## 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. 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 12 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 12.

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.

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

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**

### **Local Priorities**

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 12.

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.

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. 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 12.

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 13. 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 12. 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 14.

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	Long term primary teacher sickness absence as detailed below: FTE Teaching Complement 1 – 4.9 beyond 4 working days 5 – 5.9 beyond 5 working days 6 – 6.9 beyond 6 working days 7 – 7.9 beyond 7 working days 8 – 8.9 beyond 8 working days 9+ beyond 9 working days
4	Long term ASN school teacher sickness absence (beyond 9 working days)
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)
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 <b>In all circumstances</b> , 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 15. 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**

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

**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.

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

School Roll Secondary	Additional Sum
1 - 249	£2500

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
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 STAFFING ALLOCATION MODEL SESSION ACADEMIC YEAR 22/23

### 1. Overall Teacher FTE Staffing Entitlement

10.23fte + (Roll x 0.0575)

### 2. FTE Entitlement for Pupil Support

Modified Roll x 0.0028

### 3. FTE Entitlement for TIS Probationer Teachers

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

### 4. 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	2	7	2	11.8
Auchenharvie Academy	1	2.8	10	4	17.8
Garnock Community Campus (Secondary)	1	4	8	5	18
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

**5. 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.

**6. Definition of School Rolls**

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

**7. 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.

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

## PRIMARY SCHOOL TEACHER STAFFING ALLOCATION MODEL ACADEMIC YEAR 22/23

### 1. Overall Teacher FTE Staffing Entitlement

1.1fte per class (includes 0.1fte NCCT).

### 2. Primary Class Sizes

Stage	Max Class Size
P1	25
P2 – P3	30
P4 - P7	33
Composite	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

#### Head Teacher

1.0fte for all schools, with the exception of the following Shared Head Teacher schools:

- Arran Primary Schools
- Beith & Gateside Primary Schools
- Garnock Community Campus (Primary)

#### Depute Headteacher

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

#### Principal Teacher

Modified School Roll (Primary + footwear / clothing allowance %)	Number of PT	Additional staffing allowance
1 – 279	0*	0.2fte
280 – 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. Primary Schools Delivering a Model 2 or Model 3 Early Years' Service

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

## 7. 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.

## 8. Definition of School Rolls

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

## 9. 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 MODEL ACADEMIC YEAR 22/23

### 1. Lockhart Campus

Staff Group	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	75hrs per complex/severe class 45hrs per moderate class
Education Business Asst	4fte
Pupil Transport Assistant	117.5hrs

### 2. Elderbank Supported Learning Unit

Staff Group	FTE or Hours Entitlement
Depute Head Teacher	1fte
Principal Teacher	1fte
Teacher	7.4fte
Early Years Practitioner	280hrs
Classroom Assistant	480hrs

### 3. Elderbank Hearing Impairment Unit

Staff Group	FTE or Hours Entitlement
Teacher	2.6fte

**4. Dreghorn Language & Communication Unit**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Depute Head Teacher	1fte
Principal Teacher	1fte
Teacher	3fte
Classroom Assistant	137.5hrs

**5. Ardrossan Astra Base**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Principal Teacher	1fte
Teacher	3.3fte
Classroom Assistant	165hrs

**6. St Bridget's Base**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Principal Teacher	1fte
Teacher	2fte
Early Years Practitioner	35hrs
Classroom Assistant	82.5hrs

**7. Hayocks Base**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Principal Teacher	1fte
Teacher	2fte
Early Years Practitioner	35hrs
Classroom Assistant	82.5hrs

**8. Irvine Royal Secondary Support Resources Base**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Teacher	2fte
Classroom Assistant	55hrs

**9. Greenwood Academy Secondary Support Resources Base**

<b>Staff Group</b>	<b>FTE or Hours Entitlement</b>
Teacher	2fte
Classroom Assistant	55hrs



## CLASSROOM ASSISTANT STAFFING ALLOCATION (PRIMARY AND SECONDARY SECTORS) ACADEMIC YEAR 2022/23

### 1. Classroom Assistant Allocation Model

The Classroom Assistant Allocation for the primary and secondary sectors during 22/23 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
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
Mayfield	99
Moorpark	99

<b>School</b>	<b>Hours Allocated (Term-time)</b>
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
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**

Ardrossan Academy	181.5
Arran High School	82.5
Auchenharvie Academy	154
Garnock Academy	242
Greenwood Academy	352
Kilwinning Academy	187
Largs Academy	231
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 Inclusion Group to support children and young people attending mainstream 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 MODEL

### 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 Brodick 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 PS St John Ogilvie Primary School	St Marks Primary School Woodlands Primary School Annick Primary School Castlepark Primary School Whitehirst Park Primary School
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 - 500	35	90	125
501 – 800	35	117.5	152.5
801 – 1100	35	125	160
1101 – 1300	35	152.5	187.5
1301 +	35	160	195

### Primary Schools

School Roll (Including EY class)*	Grade 4 Term-Time
70 – 130	32.5
131 – 200	43.5
201 – 265	57
266 – 320	62.5
321 – 480	70
480 +	81

### Island Schools

School Roll (including EY 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
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 Hrs
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 MODEL****1. Mainland Secondary Schools**

<b>Technician Designation</b>	<b>Allocation</b>
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)**

<b>Technician Designation</b>	<b>Allocation</b>
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 MODEL**

1.0fte per secondary school

**DINING HALL SUPERVISOR STAFFING ALLOCATION MODEL**

Dining Hall Supervisors are allocated in the following schools:

School	Weekly Hours Allocated (Term-time)
Dreghorn Primary School	3
Dykesmains Primary School	5
Hayocks Primary School	5
Skelmorlie Primary School	5
Stanley Primary School	5
St Anthony's Primary School	5
St Mark's Primary School	2
Garnock Campus Primary School	5

Funded entitlement is being phased out for this post, so the allocation will be removed as employees leave posts.

## EARLY LEARNING & CHILDCARE CENTRES AND CLASSES STAFFING ALLOCATION MODEL ACADEMIC YEAR 2022/23

### 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 FTE Staffing Entitlement

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

#### Delivery Model 1

Early Years Establishment	FTE Entitlement
Abbey Primary	8.41
Annick Primary	12.73
Ardeer Primary	6.91
Beith Primary	9.81
Caledonia Primary	6.91
Castlepark Early Years Centre	21.69
Dalry Early Years Centre	17.47
Fairlie Primary	5.07
Garnock Community Campus	11.23
Glencairn Primary	12.73
Hayocks Primary	10.46
Kilwinning Early Years Centre	13.23
Lamlash Primary	5.13
Loudoun-Montgomery Primary	11.23
Largs Early Years Centre	20.41
Springside Primary	4.13
Springvale Early Years Centre	17.87
St Bridget's Primary	12.07
St John Ogilvie Primary	11.23
St Luke's Primary	6.91
St Peter's Primary	8.61
Stanley Primary	8.41
Woodlands Primary	9.81



**Delivery Model 2**

<b>Early Years Establishment</b>	<b>FTE Entitlement</b>
Blacklands Primary	2.71
Corsehill Primary	8.00
Dreghorn Primary	5.00
Elderbank Primary	6.00
Lawthorn Primary	4.00
Mayfield Primary	3.00
Moorpark Primary	3.00
St John's Primary	2.71
St Mark's Primary	2.71
West Kilbride Primary	3.00
Winton Primary	3.00

**Delivery Model 3**

<b>Early Years Establishment</b>	<b>FTE Entitlement</b>
Corrie Primary	2.17
Cumbræ Primary	2.17
Gateside Primary	2.17
Kilmory Primary	2.17
Pirnmill Primary	1.66
Shiskine Primary	2.93
Skelmorlie Primary	2.97

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.

<b>Delivery Model</b>	<b>Leadership Roles</b>
1 (Centre)	Head of Centre (1fte) Depute Head of Centre (1fte) Senior Early Years Practitioner (1fte)
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 MODEL**

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

**COMMUNITIES DIRECTORATE: EDUCATION SERVICE  
DSM – REQUEST TO CARRY FORWARD UNDERSPENT BUDGET FORM**

SCHOOL DETAILS			
School			
Projected Underspend		Amount of Carry Forward Requested	
Reason for Underspend			
<b>Business Case for Carry Forward</b> <i>(what do you intend to spend this money on and how will this support the School Improvement Plan?)</i>			
Request Completed by:		Projected Underspend Confirmed by EBO	
Print Name		Print Name	
Designation		Designation	
Signed		Signed	
Date		Date	

**Email completed form to Head of Service (Education) by 31 January for consideration**

Request Considered by:		
Print Name		Approved / Not Approved
Designation		
Signed		
Date		

**COMMUNITIES DIRECTORATE: EDUCATION SERVICE  
DSM – REQUEST TO VIRE FROM STAFFING BUDGET FORM**

SCHOOL DETAILS			
<b>School</b>			
<b>Amount of Virement Requested (max £20k)</b>			
<b>Reason Budget is Available from Salary Entitlement</b> <i>(designation and post number of post(s) not filled)</i>			
<b>Business Case for Virement</b> <i>(outline the exceptional circumstances under which you would like this request to be considered and what do you intend to spend this money on and how will this support delivery of the Curriculum)</i>			
Request Completed by:		Budget Availability Confirmed by EBO	
Print Name		Print Name	
Designation		Designation	
Signed		Signed	
Date		Date	

**Email completed form to Head of Service (Education) for consideration**

Request Considered by:		
Print Name		Approved / Not Approved
Designation		
Signed		
Date		

**EDUCATION SERVICE**

**DSM - ACCESSING THE CENTRAL HQ COVER BUDGET CLAIM FORM**

1. Please complete this form to access the HQ cover budget to cover additional costs arising from teacher or local government employee absence
2. In submitting this claim, the Head Teacher/Head of Centre is confirming that absence cover has been arranged in accordance with the provisions set out in the DSM Scheme
3. In submitting this claim, Head Teacher of Early Years Class/Head of Centre is confirming that absence cover has only been arranged where statutory adult:child ratio would be breached due to absence

School/ELC Centre	
Cost Centre	
Pay Period of Claim	

Name of Employee on Leave	Employee Number	Post Number	Post Designation (select from drop down options)	Reason for Leave (select from drop-down options)	Name of Employee who Covered or is Covering Leave (if continuing)	Employee Number who Covered or is Covering Leave (if continuing)	Date Leave Started	Date Leave Ended (leave blank if not ended)	Period of Leave Covered if Less than Full Period	School/Centre/EBO Comments	Journal from HQ to School Budget Approved / Not Approved (for HQ completion)	Education Resources Comments

**Request Completed By:**

Name	
Designation	
Date	
EBO for School	

Please submit to Education Funding Co-ordinator (kjamieson@north-ayshire.gov.uk) for Primary and Secondary Sectors  
 Please submit to Education Funding Co-ordinator (leethomson@north-ayrshire.gov.uk) for Early Years and ASN Sectors

**Request Considered By:**

Name	
Designation	
Date	

Please forward to Cheryl McLean (Finance Asst) at chmclean@north-ayrshire.gov.uk to arrange journal for approved cover costs

Reason for Leave	Approved			Period of Claim	Post Designation		
Foreseen Long Term Sickness Absence	Not Approved	Kimberly Bruce	101030010000	Abbey Primary School	Apr-22	Head Teacher	
Long Term Sickness Absence		Lynn Murdoch	101030020000	Annick Primary School	May-22	Depute Head Teacher	
Maternity Leave		Carlyn Jamieson	101030030000	Ardeer Primary School	Jun-22	Principal Teacher	
Adoption Leave		Barry Ferguson	101030040000	Beith Primary School	Jul-22	Faculty Head	
Paternity Leave		Fiona Gray	101030050000	Blacklands Primary School	Aug-22	Teacher	
Bereavement Leave		Cindy Weir	101030070000	Brodict Primary School	Sep-22	Head of Centre	
Shared Parental Leave		Alison McMaster	101030080000	Caledonia Primary School	Oct-22	Depute Head of Centre	
Maternity/Adoption Support Leave		Jim Shirkie	101030090000	Castlepark Primary School	Nov-22	Early Years Manager	
Public Duties			101030100000	Corrie Primary School	Dec-22	Senior EYP	
Jury Duties			101030110000	Corsehill Primary School	Jan-23	EYP	
Holidays Accrued during Family Leave			101030120000	Cumrae Primary School	Feb-23	ASN Practitioner	
Holidays Accrued during Sickness			101030130000	Dalry Primary School	Mar-23	Classroom Asst (ASN)	
KIT Days			101030140000	Dreghorn Primary School			
Annual Leave			101030150000	Dykesmains Primary School			
Phased Return from Sickness Absence			101030160000	Fairlie Primary School			
			101030170000	Gateside Primary School			
			101030180000	Glebe Primary School			
			101030190000	Glencairn Primary School			
			101030200000	Hayocks Primary School			
			101030220000	Kilmory Primary School			
			101030230000	Lamlash Primary School			
			101030240000	Loudoun Montgomerie Primary Sc		Request Considered By	Designation
			101030250000	Mayfield Primary School		Name	
			101030260000	Moorpark Primary School		Carole Devoy	Education Resources Manager
			101030270000	Pennyburn Primary School		Lee Thomson	Education Funding Co-ordinator
			101030280000	Pirnmill Primary School		Kenny Jamieson	Education Funding Co-ordinator
			101030290000	Shiskine Primary School		Mark Wilson	Finance Assistant
			101030300000	Skelmorlie Primary School			
			101030310000	Springside Primary School			
			101030320000	Stanley Primary School			
			101030330000	St Anthony's Primary School			
			101030340000	St Bridget's Primary School			
			101030350000	St John's Primary School			
			101030360000	St John Ogilvie Primary School			
			101030370000	St Luke's Primary School			
			101030380000	St Mark's Primary School			
			101030390000	St Mary's Primary School			
			101030400000	St Palladius Primary School			
			101030410000	St Peter's Primary School			
			101030420000	St Winnings Primary School			
			101030430000	West Kilbride Primary School			
			101030440000	Whitehirst Park Primary School			
			101030450000	Whiting Bay Primary School			
			101030460000	Winton Primary School			
			101030470000	Woodlands Primary School			
			101030480000	Lawthorn Primary School			
			101030490000	Elderbank Primary School			
			101030500000	Garnock Campus Primary			
			101030550000	Largs Primary School			
			101040013014	Ardrossan Academy			
			101040023014	Arran High School			
			101040033014	Auchenharvie Academy			
			101040043014	Garnock Campus Secondary			
			101040053014	Greenwood Academy			
			101040063014	Kilwinning Academy			
			101040073014	Largs Academy			
			101040083014	Irvine Royal Academy			
			101040093014	St Matthew's Academy			
			101050050000	EY language Resource			
			101050070000	Elderbank HI			
			101050080000	Elderbank ASN			
			101050090000	Astra Base			
			101050180000	St Bridget's ERS			
			101050190000	Hayocks ERS			
			101050230000	Greenwood SSR Base			
			101050240000	Irvine Royal SSR Base			
			101050200000	Lockhart Campus			
			101020010000	Abbey PS - Early Years Ctr			
			101020240000	Annick Early Years Class			
			101020020000	Ardeer PS - Early Years Ctr			
			101020290000	Beith PS - Early Years Ctr			
			101020300000	Blacklands PS - Early Yrs Ctr			
			101020380000	Caledonia PS - Early Years Ctr			
			101020140000	Castlepark Early Years Centre			
			101020040000	Corrie PS - Early Years Ctr			
			101020050000	Corsehill PS - Early Years Ctr			
			101020060000	Cumrae PS - Early Years Ctr			
			101020070000	Dalry Early Years Centre			
			101020310000	Dreghorn PS - Early Years Ctr			
			101020430000	Elderbank PS - Early Years Ctr			
			101020080000	Fairlie PS - Early Years Ctr			
			101020410000	Garnock Community Campus-EY			
			101020360000	Gateside PS - Early Years Ctr			
			101020090000	Glencairn PS - Early Yrs Ctr			
			101020100000	Hayocks PS - Early Years Ctr			
			101020110000	Kilmory PS - Early Years Ctr			
			101020120000	Kilwinning Early Years Centre			
			101020400000	Lamlash PS - Early Years Ctr			
			101020610000	Largs Early Years Centre			
			101020350000	Lawthorn PS - Early Years Ctr			
			101020130000	Loudoun Mont PS - Early Yrs Ctr			
			101020320000	Mayfield PS - Early Years Ctr			
			101020150000	Moorpark PS - Early Years Ctr			
			101020160000	Pirnmill PS - Early Years Ctr			
			101020170000	Shiskine PS - Early Years Ctr			
			101020180000	Skelmorlie PS - Early Years Ctr			
			101020190000	Springside PS - Early Years Ctr			
			101020200000	Springvale Early Years Centre			
			101020210000	St Bridget's PS - Early Yrs Ctr			
			101020440000	St John Ogilvie PS Early Years			
			101020330000	St Johns PS - Early Years Ctr			
			101020220000	St Lukes PS - Early Years Ctr			
			101020340000	St Marks PS - Early Years Ctr			
			101020230000	St Peters PS - Early Years Ctr			
			101020250000	Stanley PS - Early Years Ctr			
			101020270000	West Kilbride PS - Early Years			
			101020450000	Winton PS - Early Years Ctr			
			101020260000	Woodland PS - Early Years Ctr			

**COMMUNITIES DIRECTORATE : EDUCATION SERVICE**

**REQUEST TO CREATE A NEW POST**

1. Please complete this form to request a new post is created within the CHRIS HR/Payroll system for your school or team
2. This form is required for posts that are not part of the school DSM staffing allocation for schools or existing staffing establishment for HQ teams
3. This form should be completed for posts that have been job-sized or job evaluated. If your new post has not been evaluated for salary purposes, please contact [educationresources@north-ayrshire.gov.uk](mailto:educationresources@north-ayrshire.gov.uk) for guidance

School or HQ Team	Post Designation	Grade	Weekly Hours	Full Year or Term-time	Permanent or Fixed-Term	End date if Fixed Term	Line Manager	Reason for Creating New Post	Cost Centre Code (CHRIS)	Name of Finance Accountant

**Request Completed By**

<b>Name</b>	<b>Date</b>

**Request Approved By**  
**Finance Accountant**  
**Head of Service**

<b>Name</b>	<b>Date</b>

Reason for Leave	Approved				Period of Claim	Request considered by	Designation
Foreseen Long Term Sickness Absence	Not Approved	Kimberly Bruce	101030010000	Abbey Primary School			
Long Term Sickness Absence		Lynn Murdoch	101030020000	Annick Primary School	Apr-21	Carole Devoy	Education Resources Manager
Maternity Leave		Carlyn Jamieson	101030030000	Ardeer Primary School	May-21	Lee Thomson	Education Programme Co-ordinator
Adoption Leave		Barry Ferguson	101030040000	Beith Primary School	Jun-21		
Paternity Leave		Fiona Gray	101030050000	Blacklands Primary School	Jul-21		
Bereavement Leave		Cindy Weir	101030070000	Brodick Primary School	Aug-21	Post Designation	
Shared Parental Leave		Alison McMaster	101030080000	Caledonia Primary School	Sep-21	Head Teacher	
Maternity/Adoption Support Leave		Jim Shirkie	101030090000	Castlepark Primary School	Oct-21	Depute Head Teacher	
Public Duties			101030100000	Corrie Primary School	Nov-21	Principal Teacher	
Jury Duties			101030110000	Corsehill Primary School	Dec-21	Faculty Head	
Holidays Accrued during Family Leave			101030120000	Cumrae Primary School	Jan-22	Teacher	
Holidays Accrued during Sickness			101030130000	Dalry Primary School	Feb-22	Head of Centre	
KIT Days			101030140000	Dreghorn Primary School	Mar-22	Depute Head of Centre	
Annual Leave			101030150000	Dykesmains Primary School		Early Years Manager	
			101030160000	Fairlie Primary School		Senior EYP	
			101030170000	Gateside Primary School		EYP	
			101030180000	Glebe Primary School		ASN Practitioner	
			101030190000	Glencairn Primary School		Classroom Asst (ASN)	
			101030200000	Hayocks Primary School			
			101030220000	Kilmory Primary School			
			101030230000	Lamlash Primary School			
			101030240000	Loudoun Montgomerie Primary Sc			
			101030250000	Mayfield Primary School			
			101030260000	Moorpark Primary School			
			101030270000	Pennyburn Primary School			
			101030280000	Pirnmill Primary School			
			101030290000	Shiskine Primary School			
			101030300000	Skelmorlie Primary School			
			101030310000	Springside Primary School			
			101030320000	Stanley Primary School			
			101030330000	St Anthony's Primary School			
			101030340000	St Bridget's Primary School			
			101030350000	St John's Primary School			
			101030360000	St John Ogilvie Primary School			
			101030370000	St Luke's Primary School			
			101030380000	St Mark's Primary School			
			101030390000	St Mary's Primary School			
			101030400000	St Palladius Primary School			
			101030410000	St Peter's Primary School			
			101030420000	St Winnings Primary School			
			101030430000	West Kilbride Primary School			
			101030440000	Whitehirst Park Primary School			
			101030450000	Whiting Bay Primary School			
			101030460000	Winton Primary School			
			101030470000	Woodlands Primary School			
			101030480000	Lawthorn Primary School			
			101030490000	Elderbank Primary School			
			101030500000	Garnock Campus Primary			
			101030550000	Largs Primary School			
			101040013014	Ardrossan Academy			
			101040023014	Arran High School			
			101040033014	Auchenharvie Academy			
			101040043014	Garnock Campus Secondary			
			101040053014	Greenwood Academy			
			101040063014	Kilwinning Academy			
			101040073014	Largs Academy			
			101040083014	Irvine Royal Academy			
			101040093014	St Matthew's Academy			
			101050010000	Haysholm School			
			101050020000	James McFarlane School			
			101050030000	James Reid School			
			101050040000	Stancastle School			
			101050050000	EY language Resource			
			101050070000	Elderbank HI			
			101050080000	Elderbank ASN			
			101050090000	Ad Astra			
			101050180000	St Bridget's ERS			
			101050190000	Hayocks ERS			
			101050200000	Lockhart Campus			
			101020010000	Abbey PS - Early Years Ctr			
			101020240000	Annick Early Years Class			
			101020020000	Ardeer PS - Early Years Ctr			
			101020290000	Beith PS - Early Years Ctr			
			101020300000	Blacklands PS - Early Yrs Ctr			
			101020380000	Caledonia PS - Early Years Ctr			
			101020140000	Castlepark Early Years Centre			
			101020040000	Corrie PS - Early Years Ctr			
			101020050000	Corsehill PS - Early Years Ctr			
			101020060000	Cumrae PS - Early Years Ctr			
			101020070000	Dalry Early Years Centre			
			101020310000	Dreghorn PS - Early Years Ctr			
			101020430000	Elderbank PS - Early Years Ctr			
			101020080000	Fairlie PS - Early Years Ctr			
			101020410000	Garnock Community Campus-EY			
			101020360000	Gateside PS - Early Years Ctr			
			101020090000	Glencairn PS - Early Yrs Ctr			
			101020100000	Hayocks PS - Early Years Ctr			
			101020110000	Kilmory PS - Early Years Ctr			
			101020120000	Kilwinning Early Years Centre			
			101020400000	Lamlash PS - Early Years Ctr			
			101020610000	Largs Early Years Centre			
			101020350000	Lawthorn PS - Early Years Ctr			
			101020130000	Loudoun Mont PS - Early Yrs Ctr			
			101020320000	Mayfield PS - Early Years Ctr			
			101020150000	Moorpark PS - Early Years Ctr			
			101020160000	Pirnmill PS - Early Years Ctr			
			101020170000	Shiskine PS - Early Years Ctr			
			101020180000	Skelmorlie PS - Early Years Ctr			
			101020190000	Springside PS - Early Years Ctr			
			101020200000	Springvale Early Years Centre			
			101020210000	St Bridget's PS - Early Yrs Ctr			
			101020440000	St John Ogilvie PS Early Years			
			101020330000	St Johns PS - Early Years Ctr			
			101020220000	St Lukes PS - Early Years Ctr			
			101020340000	St Marks PS - Early Years Ctr			
			101020230000	St Peters PS - Early Years Ctr			
			101020250000	Stanley PS - Early Years Ctr			
			101020270000	West Kilbride PS - Early Years			
			101020450000	Winton PS - Early Years Ctr			
			101020260000	Woodland PS - Early Years Ctr			