



THE HIGHLAND COUNCIL

DEVOLVED SCHOOL MANAGEMENT SCHEME

JUNE 2023

Contents

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1. Introduction

Highland Council is one of 32 local authorities in Scotland, but it is by far the largest in area, encompassing 32.9% of the land area of Scotland and 11.4% of the land area of Great Britain. The Council comprises 21 multi-member wards, each represented by 3 or 4 elected councillors. Outside of the main urban centres, population densities are very low, presenting the Council with particular challenges.

Due to the geographical size of Highland, the operational management of the Service is split into 4 areas.

The Council's Education Committee oversees the work of the Education and Learning Service, which serves just under 35,000 pupils across the 3-18 age range. The Council operates 29 secondary schools, 167 primary schools and 3 special schools. At the time of publication eighty-three of these schools (42%) have a roll of 50 or less and 149 (75%) have a roll of 200 or less. The Service also operates 5 school residences, for young people who live too far from school to travel on a daily basis.

Currently 8 Highland secondary schools operate as 3-18 campuses, in which the secondary school is joined with one or more primary schools under a single management model. In addition, a significant number of primary schools operate as "clusters" with a single management arrangement.

The cultural background of Highland means that Gaelic Medium education (GME) is a significant factor in school provision. Twenty primary schools offer GME, 17 of which offer education in both English and Gaelic. Thirteen secondary schools also offer GME, with others offering Gaelic for learners.

Devolved School Management Overview

Devolved School Management (DSM) schemes set out local authorities' financial processes for funding their schools, how they delegate some financial decisions to their schools, and the accountability and responsibility for financial decisions.

Devolved School Management was introduced in 1993 to enhance and improve the management of resources at school level. The DSM guidance was reviewed in 2006, and again in 2012, taking account of the changing economic and financial climate for both Local Authorities and the Scottish Government. In June 2017 the Scottish Government consulted on changes to DSM as part of the wider "Fair Funding to Achieve Excellence and Equity in Education" consultation.

The updated DSM guidelines, published in summer 2019, seek to build and improve on the DSM Guidelines of 2012 and, critically, reflect and integrate with the Education Reform Programme and priorities emerging from the Scottish Government and COSLA Education Reform Joint Agreement of June 2018. These Guidelines can be found here <https://www.gov.scot/policies/schools/devolved-school-management/>

The Guidelines have been devised to help Local Authorities develop their own Devolved School Management (DSM) schemes. The new Guidelines aim to encourage participation from Local Authority wider teams, schools and parents.

They have been prepared through collaboration and consultation with a wide range of stakeholders. Collaboration is key to a successful local DSM Scheme, and this is captured within the Joint Agreement and Headteachers' Charter to which these guidelines align and support.

Headteachers are the leaders of learning and teaching in their school. They are senior officers of the Local Authority and have operational responsibility for the service they provide, therefore the majority of decisions should be made at school level.

Schools are empowered to make the decisions that most affect their children and young people's outcomes, while being part of a collaborative learning community, the Local Authority and working with others.

Local Authorities' duty to provide education for children and young people means that they must be able to intervene in decisions made by headteachers where statutory, financial, or contractual obligations would be breached. Decisions by all parties should reflect mutually supportive and respectful relationships.

Principles of Devolved School Management

The updated DSM principles, agreed by the Fair Funding Reference Group and building on and enhancing the foundations and principles of the 2012 guidance, are:

- Subsidiarity 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 March. In 2021-22 Highland Council operated an overall budget of £635 million, of which £218 million was allocated to the Education Service. A breakdown of the Education Service budget is shown below:

Education & Learning	Annual Budget £'000
Service Management Team & Support	1,699
Pensions, Insurance and Other Pan-Service Costs	2,065
Commissioned HLH Services	17,901
Grants to Voluntary Organisations	925
Hostels	1,270
Crossing Patrollers/School Escorts	675
Secondary Schools	81,504
Primary Schools	70,343
Schools General	6,455
Learning and Teaching	571
Early Learning & Childcare	8,156
Additional Support - Schools	29,782
Additional Support - Special Schools	5,206
Specialist Additional Support Services	2,379
COVID-19 Response	4,100*
Grand Total ECO Education	233,032

*Specific time limited funding in respect of COVID recovery.

3. Areas of Expenditure Devolved and Not-Devolved

Whilst headteachers are given maximum flexibility over their budgets, there are areas of expenditure that are generally not considered suitable for devolution. These include areas outside the influence of a headteacher; areas that are too bureaucratic; have unacceptable levels of risk; benefit from economies of scale; require professional expertise; and complex by their nature.

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

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 budgets are provided within Appendix 2.

The budget for employee salary costs (including employer's National Insurance and pension costs) is provided to schools based on the method for allocating staff to

schools detailed within Appendices 3 to 8.

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 Principal Accounting Technician and submitted to the Head of Service (Education) by 31 May each year.

4. General Information on Highland's Devolved School Management Scheme

4.1 Financial Regulations

Financial Regulations are an integral part of the stewardship of Council Funds. Adherence to the Financial Regulations ensures that all financial transactions of the Council are conducted in a manner which demonstrates openness, integrity and transparency. They form a significant part of the governance of the Council.

The DSM scheme also complies with the Highland Council's Contract Standing Orders.

It is essential that no contravention of the above statutory/ non statutory guidelines take place. If there is any doubt it is incumbent upon Head Teachers as Budget Holders to take the appropriate advice.

<https://www.highland.gov.uk/staffsite/info/19/policies/20/policies/5>

4.2 Best Value Principles

Best Value is designed to ensure good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

Local authorities must secure best value in accordance with section 1 of the Local Government Scotland Act 2003 <http://www.legislation.gov.uk/asp/2003/1/content>

Head Teachers are expected to deploy the school's budget in accordance with Best Value principles. School expenditure should align with the School Improvement Plan supporting both Council and national priorities and frameworks. In considering the above Head teachers should also take into account any relevant SNCT and LNCT agreements.

Value for money is a key aspect of Best Value and all decisions regarding resource use at school level should provide this. This should be managed within the Council's Procurement Manual and Contract Standing Orders.

4.3 Responsibilities for Financial Management

The management of the school budget is devolved to the Head Teacher and as such they are responsible and accountable for the appropriate management of this budget.

The role of the Principal Accounting Technician is to support the Head Teacher with the management of their budget. This support will take the form of providing the necessary advice and guidance, including interpretation of the financial information available to Head Teachers. In order to under-pin the above process, the financial support officers for the Secondary schools and the larger Primary schools will meet formally with Head Teachers 3 times in each financial year. The outcomes of these meetings will be documented and the expectation is that issues raised will be addressed in advance of the next formal meeting.

Financial information is made available to Head Teachers at the end of each month. This information is supplemented with detailed payroll reports.

It is the responsibility of the Head Teacher to ensure that this financial information is reviewed monthly and that they are aware of the financial position of their school. In order to ensure that the integrity of these financial reports is maintained, it is important that the appropriate Principal Accounting Technician is made aware of any errors and/or queries immediately. This will ensure that queries can be rectified and thereby that the integrity of the financial ledger is maintained.

At the end of the financial year the DSM scheme currently allows Head Teachers to carry forward a surplus of up to 5% of their devolved budget and a deficit of up to 3% of their devolved budget. Head Teachers should take the appropriate steps throughout the financial year to ensure that they are operating within these parameters.

4.4 Local Authority Commitment to Devolved School Management

Highland Council is committed to the principle of empowering Head Teachers in order to raise attainment and reduce educational inequalities. The DSM Scheme is an integral part of the Council's approach to achieve these aims. This scheme was developed by a working group that included significant Head Teacher representation.

4.5 School Expenditure Within Wider Strategic Planning

Head Teachers should ensure that their DSM scheme operates within the terms of the Council's Education and Learning Plan.

4.6 Scottish Negotiating Committee for Teachers and Local Negotiating Committees for Teachers Agreements

The management of Highland Council, which includes Head Teachers, adheres to the requirements of the SNCT Handbook:

https://www.snct.org.uk/wiki/index.php?title=Table_of_Contents

as well as to the various LNCT agreements for Highland, which are published on our website at:

https://www.highland.gov.uk/downloads/download/674/local_negotiating_committee_for_teachers_agreements

The Council's DSM Scheme has been drafted in accordance with the Handbook and the local agreements.

5. Publication of DSM Scheme

This DSM Scheme and related appendices will be accessible on The Highland Council's website.

6. Training on the DSM Scheme

Training is provided online via the learning & development site "Traineasy", and is available to Head Teachers, Depute Head Teachers, Heads of Centres, and Elected Members. All budget holders should complete the financial regulations & procurement training. This can be accessed at any time and progress is saved as the budget holder works through the course.

The Principal Accounting Technicians for schools are available to provide support to individual head teachers tailored to their budgets.

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 Highland Council's Education Committee and will be reviewed on a regular basis.

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 Executive Chief Officer Education & Learning will provide updates to Headteachers and key stakeholders on the Council's overall financial position and will engage with Headteachers as part of the Council's annual budget setting process for the Education Service. Specific advice will be provided on any additional funds allocated during the course of a school session.

School Principal Accounting Technicians will provide regular (normally termly) 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

8.1 Local Priorities

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

It is expected that Head Teachers are collaborative and collegiate in their approach, challenging themselves and stakeholders to be solution focused, embracing joint working with the learning community, parents, children and young people, teachers and support staff, partners, other schools and the Local Authority. Due regard should be paid to the principles of GIRFEC and the role of the Local Authority as corporate parents.

9. Staffing

9.1 Staffing Structures

All core school staffing budgets are devolved to Head Teachers, although this does not include the budgets for Visiting Teachers and CCR teachers. The budget for ASN staffing is also retained centrally at present, apart from an ASL allocation within the secondary staffing formula.

Head Teachers receive funding according to the formulae set out in the Appendices. Within their funding limits, Head Teachers will continue to appoint and manage staff in accordance with the Council's policies and procedures and in line with SNCT Appendix 2.20 Code of Practice on HT Responsibility in Recruitment and Selection of Staff [Part 2 Appendix 2.20 Final Version November 2019.pdf \(snct.org.uk\)](#)

9.2 Legislative and Contractual Requirements

Although Head Teachers are directly responsible for the recruitment and management of staff, and the management of budgets, buildings and other resources, Highland Council remains as the employer and is the corporate body responsible for the delivery of education in Highland. All Highland Council employees must comply with relevant legislative and contractual requirements, as well as agreements such as those made at LNCT.

9.3 Staff Resource

Devolved budgets are issued to establishments during Q1 of the financial year (April-June) and specific budgets which are affected by pupil and teacher numbers will be subsequently adjusted in September / October if any significant changes have taken place.

Additional budget provision may be issued to establishments over the year as a result of:

- Receipt of additional budget by the authority in the form of a central government grant for dedicated additional school expenditure.

- The transfer of elements of central budgets prior to the end of the financial year.

Teaching and support staff, including admin and technical staff, are allocated to schools on a formula basis.

The annual teaching staffing budget entitlement will be calculated on roll information as follows:

- The initial staffing entitlement budget is based on a combination of the previous September school roll census figure (one third) reported to the Scottish Government and an estimate of the projected roll (two thirds) for the following September as provided by Planning and Economic Development Services. (This estimate may be modified by individual Head teachers where appropriate).
- A new staffing entitlement budget is calculated in the autumn when the corresponding school roll census figure for the current year is known.
- The revised staffing entitlement budget for the financial year is based on one-third of the initial figure plus two-thirds of the entitlement figure calculated in the autumn.

Head Teachers are involved in the design of recruitment processes, both for their own schools and for the Local Authority. Working collegiately with all stakeholders, Head Teachers can design a staffing structure that best supports learning and teaching in the school, within the budget delegated to the school by the Local Authority. Head Teachers must comply with employment law and other relevant legislation, and the contractual obligations and policies of their Local Authority. Local Authorities and headteachers must have regard to supporting guidance and agreements developed by SNCT and LNCT (where appropriate).

The teaching entitlement formula will be supplemented in exceptional circumstances by additional posts agreed by the ECO for Education. These posts will be reviewed annually as part of the budget setting process.

9.4 Method of allocation for support staff budgets

Different staffing formulae will apply to different categories of staff.

Schools are allocated funding on the basis of the under-noted formulae entitlements.

Clerical Assistants. The following roll categories should be included when calculating the entitlement – the mainstream school roll (English and Gaelic), all ASN including specialised departments within schools, and the Pre School roll headcount (English and Gaelic). FTE is calculated on the basis of 41 weeks plus holidays.

Playground Supervisors

The following roll categories should be included when calculating the entitlement – the mainstream school roll (English and Gaelic), all ASN including specialised departments within schools, the Pre School roll FTE (English and Gaelic).

9.5 Supply Cover Budgets

Supply cover is processed via Payroll using PY15T forms completed by the supply teacher and authorised by the appropriate Head Teacher. It is essential that all schools submit details of the Supply Cover, on a monthly basis, to their respective Finance Team contact. The submission of this information to Finance ensures that the costs of supply cover are correctly reflected within the ledger and represent an accurate monitoring position for the Supply Cover budget. There is a defined list of the reasons for supply and the respective budgets, some of which are centrally funded.

All schools will be responsible for containing their Supply Cover costs within their agreed budget.

Basis of budget allocation

The teachers' Supply Cover budget is calculated on the following basis:

- 1.2% of the agreed devolved teaching quota, excluding management time (expressed in FTE).
- A weighted allocation of the centrally held budget for maternity/paternity pay and long-term sickness.

Supply Cover will be funded at the top point on the teacher's basic grade salary scale.

Additional budget allocations at financial year-end

Whilst all schools receive an increased budget allocation for long term absence and maternity/paternity cover, it is recognised that in certain circumstances exceptional expenditure may be incurred. Under those circumstances where a school has overspent its teachers' Supply Cover budget (including Employers Contributions for National Insurance, Superannuation & Apprenticeship Levy) by more than a pre-determined percentage the school will receive an allocation of supplementary funding. The percentage bandings are:

- Primary school roll up to 145 - 5% overspent
- Primary school roll 146 to 333 -10% overspent
- Primary school roll 334 and above - 15% overspent
- All secondaries - 20% overspent

Centrally funded Supply Cover

It is recognized that certain categories of teaching Supply Cover are funded centrally. More detail is provided at Appendix 1.

9.6 Surplus Posts

Where the Head Teacher has identified surplus posts available for transfer and their continuation is due to the Authority's inability to arrange a suitable transfer then the post would be expected to contribute to Supply Cover arrangements and/or Management Time/CCR arrangements.

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
- School Principal Accounting Technicians
- Procurement
- Workforce planning

11. Accounting

11.1 Budget underspend / overspend

As budget holder, Head Teachers/Heads of Centre have responsibility to manage and monitor assigned revenue budgets. Variances should be highlighted and corrective action should be agreed to allow for a balanced budget.

The scheme includes the facility for schools to carry forward surpluses and / or deficits into the next financial year. All devolved budgets have this carry forward facility. Schools are limited to carry forward an underspend of 3 % and an overspend of 5% of the total of the devolved budgets into the following financial year. Intended use of carry forward should be identified in School Improvement Plans.

Staff of the Finance Service are in regular contact with schools and will identify potential overspends to the school's management at the earliest opportunity, with the aim of mitigating these.

11.2 Virement

The Scheme allows Head Teachers the flexibility to manage and determine the best use of the resources devolved to their school. To facilitate this, Head Teachers are permitted to move budgets between devolved budget headings (referred to as budget transfer requests), subject to the Council's accounting principles, schemes of delegation and financial regulations.

12. DSM Scheme Review

This DSM Scheme will be reviewed on a regular basis by the senior management

of the Service, who will engage with local authority peers and stakeholders as appropriate.

It may be necessary to update the DSM scheme if required following formal agreement of the Council's budget, or to recognise any Council policy decisions which may have an impact on the scheme.

Appendix 1: Areas of Expenditure Not Devolved to Schools

Area of Expenditure	Detail
1. Infrastructure Costs	<ul style="list-style-type: none"> a) Capital expenditure, including PPP / PFI b) Statutory LA contracted work on managing the school estate c) School residences d) Non-domestic rates e) Rent in relation to school premises f) Waste collection g) Property Insurance h) Maintenance of gym hall equipment
2. Staffing Costs (Teachers)	<ul style="list-style-type: none"> a) Premature retirement costs b) Leave for public duties costs c) Leave for jury duties costs d) Absences for Trade Union duties e) Excess travel costs for transferred teachers f) Salary conservation costs arising from Headquarters initiated review g) Class Contract Reduction teachers h) Primary ASL teachers and part secondary ASL teaching staff
3. Staffing Costs (other)	Central support services such as Educational Psychology; Area Management and Collaborative Leads; Behavioural Support Teams; Speech and Language Teams; Hearing and Visually Impaired support; CCFM Support Services; School Crossing Patrollers, Pupil Support Assistants all sectors.
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) SEEMiS costs b) Costs of SMS messaging in accordance with contract specification c) First Aid Training (for required number of First Aiders) d) ICT school support e) Occupational Health costs in accordance with contract specification f) Disclosure Scotland costs for volunteers g) Advertising costs - statutory and recruitment h) Parent council administration i) Income from School Lets

Appendix 2: Devolved School Budget Allocation

Capitation Budget Allocation

The budgets devolved to schools for resources are calculated on a per capita basis. Budgets will be initially allocated to the 'Budget only – per capita' subjective code DD4010 Details of the calculation are as follows:

Sector	Calculation
Primary	School allocation £1,398.03 (+ £281.01 for a Gaelic unit) plus pupil number x £69.77 less apportionment of approved savings
Secondary	School Allocation £7,964.57 plus pupil number x £110.06 less apportionment of approved savings
ASN	School allocation £4,681.30 plus pupil number x £89.92 less apportionment of approved savings.
Early Years Centres & Classes	ELC allocation £312.23 plus pupil number x £65.01

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 their Principal Accounting Technician by the start of the school session in August each year.

Principal Accounting Technicians have details of full budget lines available within the financial system. Details of the more commonly used budget lines are listed below:

Code	Description
AA1100	Teachers Permanent Basic Pay
AA1101	Teachers Supply Cover Basic Pay
BA3000	Repairs & Maintenance
BB2000	Electricity
BE1000	Water Charges
CF1004	Travel Mileage - Non Taxable
DA4550	Classroom Supplies
DD3003	MPS Costs - Mono
DD3004	MPS Costs - Colour
DD4001	Books - Text Books/Stationery
DD4010	Budget only per Capita Allow
DF9000	Landline Telephones
DK9010	School Fund

Exam Fees

SQA examination fees (annual levy) will be funded on an actual expenditure basis. The justification for this being that no school should benefit from or be penalised for the number of pupils being submitted for SQA examinations.

Any SQA fees outwith the annual levy e.g., marking reviews, late entry fees etc are covered from the DSM capitation budget.

Hall Rental

A number of small and rural schools do not have sufficient space for gym/PE facilities and will therefore use a local community hall. Budget will be provided to cover the costs of this hire. The budgets will be reviewed at the year end to match the expenditure incurred.

ICT

The main infrastructure and supply of devices according to formula will be non-devolved. Ad hoc school spend on items that exceed the standard contract delivery will be charged to DSM and covered either by carry forward or per capita. There is no specific DSM budget allocation for this purpose.

Repairs & Maintenance Budget Allocation

The school will be responsible for day to day repairs to the property which must have first call on this allocation but where resources permit, schools may allocate monies to small scale internal improvements, including internal decoration, curtains and floor coverings.

Each school will have a designated representative from Property Services who should be consulted by schools in relation to proposed works funded from the devolved budget, unless the firm being used for the work is on the list of suitable Contractors. The age and condition of properties will be allowed for separately in the authority's planned maintenance programme.

Funding for minor repairs covered by the tenant's responsibility is allocated 50% based on floor area & the remaining 50% is allocated based on individual school roll as a % of total roll for school estate.

For new builds the allocation is reduced by 50% in the first 5 years of operation.

Sanitary Products

All schools in Highland will provide free sanitary products.

A fixed annual allocation is provided to DSM based on calculations at the inception of this Scottish Government Funded Initiative. The budget is reviewed at year end to match the expenditure incurred.

Staff Training

Devolved budgets for CPD are allocated as follows;

Roll Banding Calculation

Roll less than 50	£250 plus roll x £1.85
Roll between 51 & 149	£200 plus roll x £1.85
Roll Greater than 150	£150 plus roll x £1.85

This is augmented by a training travel budget allocation based on 3 trips per school to Inverness at a rate of 40p per mile less an apportionment of approved savings.

Vehicle Provision & Maintenance

Any school wishing to operate their own vehicle must enter into a Service Level Agreement (SLA) with the Fleet Management Section. The cost of such an agreement will be covered by the DSM capitation budget.

SLA's are instigated by the prospective hirer (the school) completing a New Vehicle Requisition (NVR) form. This form can be obtained from Fleet & Maintenance Management.

All vehicles, either leased or purchased, remain the property of Highland Council.

When the necessary forms are completed and the vehicle provided, then the school is responsible for all charges levied against the vehicle, as per the SLA. This includes purchase price, or lease charges, maintenance costs, insurance and running costs (including petrol/derv), for the entire time the vehicle is in the possession of the school. These charges will be levied by Fleet Management to the school, and will be charged to the financial code, provided by the school.

Appendix 3: Early Years Staffing Formula

3.1 Early Years Practitioners and Support Assistants

Number of children aged 3-5 years per classroom	Early Years Practitioners	Support Assistants
1-4	1 EYP*	
1-10**	1	1
11-16	2	0

*Subject to risk assessment and to CI approval for change in registration.

** Where not appropriate for lone working in a nursery setting with 1-4 children.

For nursery settings with 17 or more, staffing will be a mix of EYPs and Support Assistants allocated on a staff to child ratio of 1:8. The ratio of keyworkers (i.e. EYPs) to children shall not normally exceed 1:10, though may extend to 1:12 in exceptional circumstances (e.g. where pupils are in part-time or blended placements)

Where a school nursery accepts 2-year-old children, the staffing ratio will be based on a staff to child ratio of 1: 5 for those children aged under 3.

The management time allocation for schools with early years setting will be as set out in the table at Appendix 4, section 4.4 below.

Appendix 4: Primary School Staffing Allocation Model

4.1 Primary Class Sizes

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

4.2 Overall Teacher FTE Staffing Entitlement

Primary Roll	Total Teacher Entitlement	Primary Roll	Total Teacher Entitlement
1-19	1.4	253-279	11.3
20-47	2.4	280-306	12.3
48-71	3.4	307-333	13.4
72-96	4.4	334-360	14.6
97-120	5.6	361-387	15.6
121-145	6.6	388-415	16.7
146-171	8	416-442	17.7
172-198	8.1	443-469	18.7
199-225	9.3	470-496	19.7
226-252	10.3		

4.3 FTE Entitlement for Probationer Teachers

0.1fte Mentoring Time for each Probationer (for those covering 0.8fte vacancy only) to be used as directed by Head Teacher.

4.4

PRIMARY SCHOOL TEACHING ENTITLEMENTS - AUGUST 23												
Primary Roll	HT	HT Man Time	DHT	DHT Man Time	PT	Pt Man Tim	Total Promoted Teacher Entitlement	Total Management Time	Basic Grade Teach	Total Teacher Entitlement	Total Number of Classes	Primary Roll
1-15	1	0.3	0	0	0	0	1	0.3	0	1.3	1	1-15
16-19	1	0.3	0	0	0	0	1	0.3	0.5	1.8	1.5	16-19
20-47	1	0.3	0	0	0	0	1	0.3	1	2.3	2	20-47
48-71	1	0.3	0	0	0	0	1	0.3	2	3.3	3	48-71
72-96	1	0.3	0	0	1	0.1	2	0.4	2	4.4	4	72-96
97-120	1	0.5	0	0	1	0.1	2	0.6	3	5.6	5	97-120
121-145	1	0.5	0	0	1	0.1	2	0.6	4	6.6	6	121-145
146-171	1	0.9	0	0	1	0.1	2	1	5	8	7	146-171
172-198	1	0.9	1	0.1	1	0.1	3	1.1	4	8.1	7	172-198
199-225	1	1	1	0.2	1	0.1	3	1.3	5	9.3	8	199-225
226-252	1	1	1	0.2	1	0.1	3	1.3	6	10.3	9	226-252
253-279	1	1	1	0.2	1	0.1	3	1.3	7	11.3	10	253-279
280-306	1	1	1	0.2	1	0.1	3	1.3	8	12.3	11	280-306
307-333	1	1	1	0.2	2	0.2	4	1.4	8	13.4	12	307-333
334-360	1	1	1	0.3	3	0.3	5	1.6	8	14.6	13	334-360
361-387	1	1	1	0.3	3	0.3	5	1.6	9	15.6	14	361-387
388-415	1	1	1	0.3	4	0.4	6	1.7	9	16.7	15	388-415
416-442	1	1	1	0.3	4	0.4	6	1.7	10	17.7	16	416-442
443-469	1	1	1	0.3	4	0.4	6	1.7	11	18.7	17	443-469
470-496	1	1	1	0.3	4	0.4	6	1.7	12	19.7	18	470-496
Please note:		1. In calculating the class entitlement please use the P1-7 roll										
		2. In calculating management time please use the P1-7 roll Only										
		3. If there are English Medium and Gaelic Medium classes then the class entitlements are dealt with separately but the management time is calculated on the combined roll.										
		4. ELC MT will be calculated separately based on full Nursery No's plus OOSC Numbers (If applicable) - See TAB 2										

4.5 Cluster Arrangements

The formation of Primary school clusters results in a single Head Teacher being responsible for a number of schools, which can be 2 or 3 in number. The teaching entitlement in the constituent schools will be calculated on the following basis:

- Determine the school's total teaching entitlement (excluding Management Time) in order to establish the number of teaching staff required to deliver the curriculum.
- This calculation should be based on the Primary School Teaching Entitlement table.
- The general rule for a cluster school is that within the overall entitlement the Head Teacher's post should be substituted by a basic grade teaching post.
- The calculation of the teaching entitlement for a cluster school is exemplified thus:
 - School roll – 80
 - Normal total teaching entitlement – 1.0 Head Teacher, 1.0 Principal Teacher and 2.0 Teachers.
 - Cluster entitlement – 1.0 Principal Teacher and 3.0 Teachers (plus the Head Teacher)

The cluster Head Teacher budget and related expenditure will be split evenly across the schools within the cluster. The cluster Head Teacher is non-class committed. Principal Teacher posts will be allocated to the Cluster using the current staffing allocation model on the basis of the aggregated pupil roll of all schools involved.

4.6 Playground Supervisors

A playground supervisor will be funded in primary schools with a roll in excess of 49 pupils based on the September school roll census data where allocated PSA hours are less than 20 hours.

The weekly funding will provide funding to cover official school breaks but will not exceed 7.5 hours for a maximum of 38 weeks per annum plus holiday entitlement.

4.7 Primary School Clerical Entitlements

Roll	Hours per week
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01-19	16
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20-47	17
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48-71	18
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72-96	19
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97-120	20
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121-145	26
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146-171	28
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172-198	30
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199-225	32
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226-252	34
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253-279	36
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280-306	38
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307-333	40
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334-360	46
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361-387	48
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388-415	50
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416-442	56
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443-469	54
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470-496	56
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497-523	58
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524-550	60
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Appendix 5: Secondary School Teacher Staffing Allocation

5.1 Overall Teacher FTE Staffing Entitlement

Teaching Staff	Fixed	Roll based
School roll 1 - 210	4.9968	0.0862
School roll > 210	9.5944	0.0553

5.2 FTE Entitlement for Probationer Teachers

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

5.3 Management fte Staffing Entitlement (excluding secondary schools within 3-18 model)

The budget will provide for promoted posts in accordance with the tables below.

Management FTE staffing entitlement will only be changed if the school roll has remained in the new band for one academic session. The allocations will be reviewed after the school census in the next academic session.

Headteachers and Depute Headteacher

School Roll	Headteacher	Depute Headteacher
0 - 300	1	1
301 - 600	1	2
601 - 900	1	3
901 - 1200	1	4
>1200	1	5

Principal Teachers

PT entitlement (total of below items rounded up to nearest 1 fte)
a) PT Curriculum - 1 for every 8 teachers (including HT, DHT, Gaelic and additional)
b) An additional 20% on above items for schools with roll under 200
c) PT Pastoral - 1 for every 200 pupils

5.4 Ring fenced ASL Allocations within Secondary DSM Entitlements

Within the Secondary staffing entitlement, there is a core allowance for ASL as contained within the basic formula as set out below.

School Roll	ASL Posts
1 - 50	0.25
51 - 100	0.35
101 - 200	0.50
201 - 400	1.00
401 - 600	1.50

601 - 1000	2.00
1001 - 1200	2.50
1201 +	3.00

5.5 Gaelic Medium Education

Where a school offers Gaelic medium education, an additional staffing allowance will be negotiated based on the range of subjects offered through the medium of Gaelic.

Appendix 6: Secondary School Support Staffing Allocations

(excluding secondary schools within 3-18 model)

6.1 Administrative Assistants

Each Secondary School is entitled to a 1.00 FTE Administrative Assistant calculated on the basis of 52 weeks and 35 hours per week.

6.2 Clerical Assistants

Each Secondary school is entitled to a minimum of 0.7 FTE calculated on the basis of 41 weeks plus holidays and 35 hours per week.

School Roll	Clerical Assistants (fte)
1 - 150	0.7 (0.65FTE annualised)
151 - 175	1.0 (0.93 FTE annualised)
176 - 300	1.2 (1.11FTE annualised)

For schools with a roll in excess of 300, the entitlement will be the school roll x 6\1170.

6.3 Laboratory Technicians

Each of the under-noted entitlements is based on 52 weeks and 35 hours per week.

School Roll	Laboratory Technicians (fte)
Up to 200	0.50
201 - 300	0.75
301 - 400	1.00
401 - 600	1.25
601 - 650	1.50
651 - 700	1.75
701 - 800	2.00
800 - 900	2.25
900 - 1000	2.50
1001 - 1050	2.75
1051 and over	3.00

6.4 Scribes and invigilators

All costs relating to scribes and invigilators for the SQA diet of exams in the summer term must be recovered directly from the SQA. It is the responsibility of the respective schools to ensure that the recovery of these costs is carried out. Under no circumstances will these costs be borne by the Highland Council

For scribes and invigilators used for any other examinations the relevant costs should be met by the schools DSM budget.

Appendix 7: Staffing Entitlement in 3-18 Campus Setting

7.1 Staffing Entitlements for 3-18 School Campus Settings

The formulae for class teachers in secondary and primary schools will follow the formulae for standalone secondary and primary schools.

Within the Secondary staffing entitlement, there is a core allowance for ASL as set out in section 5.4 above. This is for the secondary ASL needs within the campus.

Similarly, the formulae applicable to laboratory technicians and primary school playground supervisors will also apply to 3-18 campus settings.

The DHT entitlement for the secondary school element within a 3-18 Campus will be as set down in the entitlement for standalone secondary schools

Each primary school within a 3-18 campus will be entitled to a Principal Teacher appointed at PT2.

Each 3-18 campus will be entitled to 1FTE administrative Team Leader who replaces the secondary Administrative Assistant, overseeing the school office function across the whole 3-18. Team Leaders are calculated on the basis of 52 weeks and 35 hours per week.

Clerical Support in secondary and primary settings within the 3-18 campus follow the same entitlement formula as in standalone secondary and primary schools.

7.2 Management fte Staffing Entitlements

Given the information in 7.1 the budget will provide for promoted posts in accordance with the tables below.

3-18 Campus	HT (fte)	DHT (fte)	PT (fte)	School Office
Ardnamurchan	1	1	5.8	2.08
Dornoch Firth	1	3	8	3.23
North Coast	1	2	6	2.50
Kilchuimen	1	2	2	2.06
Kinlochbervie	1	1.5	3.8	2.72
Kinlochleven	1	2	6	1.5
Mallaig	1	2	9	3
Plockton	1	2	8	2.7

