

**COMHAIRLE NAN EILEAN SIAR
DEPARTMENT OF EDUCATION**

SCHEME OF DEVOLVED SCHOOL MANAGEMENT 2005

CONTENTS

- 1. PRINCIPLES OF THE 2005 SCHEME OF DEVOLVED SCHOOL MANAGEMENT**
- 2. OPERATION OF THE SCHEME**
- 3. CENTRAL AND DEVOLVED BUDGETS**
- 4. SECONDARY SCHOOL TEACHING STAFF BUDGETS**
- 5. PRIMARY/NURSERY TEACHER STAFFING BUDGETS**
- 6. SCHOOL NON-TEACHING STAFF BUDGETS**
- 7. CONTINUING PROFESSIONAL DEVELOPMENT**
- 8. COMMUNITY USE OF SCHOOL BUILDINGS**
- 9. PROPERTY**
- 10. FINANCIAL ARRANGEMENTS**
- 11. STAFF RECRUITMENT AND MANAGEMENT**

Annex 1: Business Support Function

Annex 2: DSM Budget Allocation Criteria and procedures

Annex 3: Property Maintenance

1. PRINCIPLES OF THE SCHEME OF DEVOLVED SCHOOL MANAGEMENT

- 1.1 The Western Isles Scheme of Devolved School Management 2005 takes into account, among other things:
- (i) SOEID Circular 6/93 and the associated paper “Guidelines for the Introduction of the Schemes of Devolved Management for Schools in Scotland”;
 - (ii) The Morton report on Devolved Schools Management and the CNES Education Department’s 2003/2004 review of existing Western Isles practice and forthcoming developments;
 - (iii) The Standards in Scotland’s Schools (etc) Act 2000 and related legislation; and
 - (iv) Implementation of the recommendations of the McCrone Committee and local/national agreements on all related issues.
- 1.2 The Scheme aims to ensure continued delivery of high quality services to pupils, parents and the community while recognising that variations in the size and nature of our schools and the wide dispersal of communities within the Western Isles requires a degree of flexibility if the needs of all stakeholders are to be met as effectively as possible and in line with Best Value principles.
- 1.3 The Scheme devolves to Head Teachers responsibilities which they require to fulfil in accordance with statutory and Comhairle requirements and to ensure decision making which responds to local needs, is integrated with planned developments and reflects the common aspirations of schools, school boards, parent groups, pupils and the community. The Scheme recognises that appropriate authority support (including Business Support and Professional Development) is necessary to ensure that Head Teachers and other relevant school staff have the skills to facilitate this process.
- 1.4 The Scheme acknowledges the current SEED policy of devolving at least 80 % of school budgets to Head Teachers and seeks to devolve the maximum possible funding to schools with as simple administrative arrangements as possible and having regard to support for schools by Business Support Officers and others.
- 1.5 The Scheme acknowledges the importance of seamless decision making within the authority (at school or departmental level) and includes a continuing information sharing and consultation process on all DSM related matters, including strategic budget management, through the Teaching Staff Focus Group, the Local Negotiating Committee (Teaching Staff) or other fora as appropriate.
- 1.6 The Scheme acknowledges the continuing responsibility of all staff within the authority (at school or departmental level) for the adequate and efficient provision of education in our area. In this context the Education Department, working with staff throughout the authority, will continue to lead on authority policy formation, resource provision and quality improvement which will underpin the functioning of individual schools. Head Teachers will retain responsibility for implementing and developing policy and procedures at local level where appropriate.

2. OPERATION OF THE SCHEME

2.1 Operation of the Scheme at school level

Operation of the Scheme is integral to schools' planning and reporting functions and is reviewed annually for each school as part of the authority's Quality Improvement activities.

2.2 Operational support for DSM

School level budget management is supported by:

- (i) **Business Support Officers** who have been given an enhanced school level role under the local McCrone agreement to provide day to day assistance to schools on business and financial matters including assistance in matters relating to the Comhairle's Financial Management System (see Annex 1) ;
- (ii) **the Educational Resources Service**, based at the Comhairle Offices in Stornoway, who undertake strategic budgeting (including preparation of the authority's Revenue Estimates); overall authority expenditure monitoring and provision of general financial guidance for schools. The Educational Resources Service also manages central budgets such as home to school transport, cleaning and catering services and central repairs and maintenance budgets;
- (iii) **Specific Grant project managers** who will advise school staff on any project requirements (eg for project planning and reporting) in relation to specific grant allocations;
- (iv) **Quality Improvement staff or other specialist departmental staff** who will advise schools on, for example, use of budgets for curricular materials, staff training or other matters; and
- (v) **specialists in other Comhairle departments** who can advise on technical or other issues such as devolved repairs and maintenance, energy, purchasing and health and safety.

Unless departmental guidance provides otherwise, schools should direct DSM queries in the first instance to their Business Support Officer who will consult with colleagues where necessary.

2.3 Setting Devolved School Budgets

The authority is required to prepare annual budgets for all education activities in line with the overall Budget Model approved by elected members on the recommendations of the Director of Finance. This Budget model (included in the Comhairle's Intranet site under "Ionhmas") sets out the Director of Finance's strategic assumptions about the Comhairle's resources and commitments and allocates continuing Revenue budgets, with agreed inflation elements, to each area of activity. The education authority is required to produce budgets for the following financial year within the "Cash Planning Limits" set by the Budget Model but is allowed to modify individual budget elements where necessary (and subject to the approval of elected members) as long as Cash Planning Limits are not exceeded.

The authority will consult annually, as part of the Revenue Estimates process, on budgetary proposals for school level DSM budgets. Following the Comhairle's approval of the overall Revenue Estimates, the Authority will notify the Head Teacher and their School Board of their agreed budgets for the forthcoming financial year no later than the middle of April annually. These figures will be accompanied by an explanation of central budgetary assumptions approved by elected members.

The authority will also advise schools of indicative budget figures for their school for the following two years on a rolling basis. These figures will be in accordance with the Comhairle's budget model (and any additional factors known to the Department such as known and significant changes in school rolls or changed energy projections as a result of capital works.) Schools will be able to use the Year 2 and Year 3 budget projections for planning purposes: they will not represent fixed or guaranteed resources.

2.4 Changes to Revenue Budgets (Staffing)

Staffing budgets (teaching and non-staffing) are allocated on the basis of a school's agreed staffing formula or such other entitlement as may be approved by the relevant Head of Service in light of exceptional circumstances. Changes to staffing entitlement during the financial year (eg because of pupil roll variations) will be reflected in budgets, and related budget changes on the Comhairle's Financial Management system will be made automatically throughout the financial year. These changes, and any other changes (eg based upon revised pay rates) will be undertaken directly by central departmental staff and notified to Head Teachers directly or via Business Support Officers.

2.5 Changes to Revenue Budgets (Non-Staffing)

Standard increases to budgets (eg any increase to capitation budgets following an increase in the pupil roll at the start of the school year) will be implemented automatically by central departmental staff and notified to Head Teachers directly or via Business Support Officers. The Education Department retains the right, however, to increase or reduce any element of any school's budget during the financial year, after consultation with the Head Teacher, if it appears to them appropriate or necessary to do so. This is in line with the Comhairle's normal budget management processes.

2.6 Monitoring and Control of Revenue Budgets

Reports on budget and expenditure for the education authority as a whole are submitted by the Resources Service to elected members, monthly, at the end of each FMS period. The end dates of each FMS period for the following financial year will be notified to schools in April annually. As part of this process, schools will also be notified of other significant dates eg for financial returns.

Head Teachers are responsible for managing, monitoring and controlling the devolved school budget (with the exception of any items delegated to the School Board under Section 15 of the School Board (Scotland) Act 1988). Section 8 of the Standards in Scotland's Schools (etc) Act 2000 will also apply. Head Teachers must, unless a variation to timing has been agreed with central departmental staff, make formal monthly reports during term time to the Head of Educational Resources. The report format, which is available on line for ease of use, enables Head Teachers to highlight any school level budgetary issues and indicate the action they are taking (if appropriate) to alleviate any pressures. Budget reports should be prepared in consultation with, and copied to Business Support Officers.

To assist with expenditure monitoring, Head Teachers are already expected to maintain relevant commitment accounting procedures either on the pro forma sheets provided or on spreadsheet. (Departmental pro forma spreadsheets are already available for both devolved budgets and school funds.) Devolvement of budgets within a school does not relieve the Head Teacher of responsibility for managing the school's budgets. Where a Head Teacher has made arrangements to devolve budgets to specific departments or classes, they should ensure that their local arrangements are based on a system which allows them to monitor overall school expenditure on a continuous basis as required.

2.7 Budget Profiling

School level budgets are, where appropriate, given a profile (ie expenditure anticipated in each one-month FMS period) according to historic or other appropriate data. These profiles are indicative only of patterns of expenditure and Head Teachers are not constrained by the profiles or expected to spend in line with them. Head Teachers should judge the timing of their expenditure according to the school's needs and should use the profiling for management information purposes only. Any questions on profiling or requests for profile changes should be directed to Business Support Officers.

2.8 Virements and journals (movements of budget and expenditure)

Where all the requirements of the Scheme are complied with, Head Teachers can vire (move budgets) and journal (move expenditure) between devolved expenditure and income headings within the limits and under the conditions set out in the Comhairle's Financial Regulations (Regulations 45 to 48.)

Schools should note that virements and journals are formal documented transactions which require the approval of senior departmental staff. All requests for virements or journals should be notified to or discussed with Business Support Officers and forwarded (by email if more convenient) to the Principal Officer (Educational Resources.) Where journals are regularly required to correct earlier inaccuracies eg incorrect coding of invoices, Head Teachers should consider, with their Business Support Officer, whether any changes are needed in school level financial procedures.

2.9 “Carry Forwards”

Underspends or overspends of any element of the school’s devolved budget for any financial year will be carried forward into the next financial year as set out at Appendix 1. Variations to these limits may exceptionally be agreed by the Head of Educational Resources if a school has experienced exceptional circumstances during the financial year.

Where a school has overspent in excess of these carry forward limits without having obtained the prior approval of the Head of Educational Resources or their Head of Service, the Head Teacher, in consultation with their Business Support Officer, will be required to submit a full report on the overspend(s) to their Head of Service indicating the reasons for the overspend (s) and any corrective action which is required either in respect of school expenditure patterns or school budget management processes. Significant overspends not previously advised to the relevant Head of Service may be the subject of disciplinary action by the Head Of Service.

Where a school has underspent outwith Carry Forward limits, Head Teachers should not assume that they will be permitted to carry forward all of the underspend. Such cases should be discussed with the Educational Resources Service following consultation with the school’s Business Support Officer.

2.10 Financial Records

Each school must maintain the appropriate records, process payment and issue receipts in accordance with the procedures issued by the Director of Education and the Director of Finance (SAH Section P, including the Comhairle’s Financial Regulations and all other relevant Comhairle policies.)

2.11 Absence of School Level Budget Manager

Head Teachers are expected to make appropriate, documented, arrangements within their school (in consultation with school colleagues and their Business Support Officer) to cater for expenditure authorisation and budget management during short term absences. If the Scheme cannot be operated in a school because of the prolonged absence of the Head Teacher or because of formal disciplinary action against the Head Teacher or for any other reason, the Director of Education reserves the right to make suitable arrangements to manage the finances of that school. These arrangements may require the Scheme to be temporarily suspended in that school.

2.12 Use of Internet purchase facilities

There is currently no formal departmental system for purchasing supplies or services via the Internet (which would require a school credit (or similar) card facility.) The Comhairle is considering the introduction of a corporate scheme in this regard.

2.13 Financial Management Training

Assistance on day to day financial management issues, (supplementary to the guidance issued in this Scheme, Section P of the Schools Administration Handbook and the Comhairle’s Financial Regulations and related policies) is available from Business Support Officers. Formal training on DSM issues is also available on request (eg on a local Inservice basis for senior school staff) from the Educational Resources Service in conjunction with the Department’s Service Accountant. Any schools wishing in-depth training eg on the Comhairle’s Financial Management System should discuss the issue with their Business Support Officer.

3 CENTRAL AND DEVOLVED BUDGETS

3.1 Education and Children's Services Committee

Children's Services budgets are currently held by two committees:

- a. **Home to School Transport and swimming budgets** are currently held by the Comhairle's Transportation Committee. These budgets are for Education purposes only and the Education Authority remains responsible for their management;
- b. **Other Education service budgets and budgets for Children's Services managed by the Comhairle's Social Work Department** are held by the Education and Children's Services Committee. As for Home to School Transport budgets, Education budgets and Children's Services budgets are the responsibility of budget managers within each department although both departments work closely together to coordinate approaches.

3.2 Education budgets

Within the above, Education budgets fall into 3 categories.

- (i) Budgets which are devolved to schools and managed by Head Teachers;
- (i) Budgets which are devolved to schools, managed by Head Teachers but ring-fenced;
- (i) Budgets which are controlled and managed centrally.

3.3 Devolved budgets managed by Head Teachers

The devolved budgets allocated to schools are determined by formulae or principles which take into account similarities between types of school but also reflect differences between schools which may not be entirely under the control of the Head Teacher (eg many premises budgets.) Budget formulae will be notified to schools annually as part of the budget notification process (see Section 2) but will also be subject to consultation with staff during the Revenue Estimates process.

Where budget formulae have an element based on pupil rolls, the figure used is generally that for the previous (September) pupil census. (Where there is a known and significant change to pupil rolls in the forthcoming financial year, the Department retains the right to make the appropriate budget adjustments during the Revenue Estimates process following consultation with the Head Teacher.) Changes to the pupil roll during the financial year will be considered by the Educational Resources Section, in consultation with Head Teachers and Business Support Officers, and any changes will be notified to the Head Teacher. Schools should note that it could be possible in these circumstances for budgets to go down as well as up.

3.4 Devolved Ring-Fenced budgets.

Where budgets are devolved to schools but ring-fenced eg National Priorities Action Fund programmes or specific grants budgets, Head Teachers may add to these budgets from other devolved sources but may not vire (move budgets) out.

3.5 Centrally Managed budgets

Budgets which are controlled and managed centrally for the benefit of a school or its pupils (eg home to school transport) will be notified to schools as part of the annual budget notification process.

3.6 Compliance with Financial Regulations and other policies

All authority staff must comply with the detailed regulations contained in the Financial Requirements section of the Scheme, Section P of the Schools Administration Handbook, the Comhairle’s Financial Regulations and other relevant Comhairle and other policies. Budgets which constitute part of a specific grant scheme or other hypothecated funding may have additional financial requirements ie with regard to certification, claiming of grant or reporting. Any additional conditions on these budgets will be notified to schools and acceptance of the funding will require the school to meet any additional conditions imposed.

3.7 Details of the main central and devolved budgets are set out below.

Devolved school level budgets	Devolved ring fenced budgets
<p><u>Staffing Costs:</u> Permanent School Staff (Teaching and non Teaching) including management time allocations. Supply Staffing (for opted in schools.)</p> <p><u>Property Costs:</u> Property and grounds maintenance costs associated with “tenant” responsibilities eg excluding capital expenditure and major planned and ad hoc repairs and maintenance.</p> <p><u>Administrative Expenses:</u> All normal school administrative costs including postage, telephones, central photocopying but excluding staff recruitment costs.</p> <p><u>Supplies and Services:</u> Capitation, Equipment Purchase, Extra Curricular Travel, Janitorial Allowances, Examination Fees, Cleaning, TV Licences</p>	<p>National Priorities Action Fund budgets as separately notified</p> <p>Specific Grant for Gaelic or other specific grant budgets where notified</p>
RETAINED CENTRALLY	
<p>School Meals and Pupil and parent support (eg allowances and grants.)</p> <p>Specific Grant Items other than those devolved to schools</p> <p>Home to School and Swimming Transport</p> <p>Premature Retirement</p> <p>Psychological and Central Learning Support Services and Special Educational needs</p> <p>Most Central Services Costs</p> <p>Itinerant Teachers and Instrumental Instructors</p>	<p>Supply Staffing – for non opted in schools</p> <p>Rents</p> <p>Staff Recruitment</p> <p>Insurances (Employers’ Liability)</p> <p>Quality Improvement</p> <p>Major and Planned Maintenance</p> <p>Education Management & Support</p>

4. SECONDARY SCHOOL TEACHING STAFF BUDGETS

4.1 Basic secondary staffing formulae:

The roll will include all pupils in the school, including integrated SEN pupils and adults in mainstream classes expressed as student FTE. The application of the formula to the roll will provide the school with a staff complement. This includes a ring fenced Learning Support allocation.

Formulae:

Basic school roll	Teachers = $10.24 + 0.059 \times \text{roll}$
Recorded Pupils	0.15 FTE per recorded pupil
Flexibility factor	Up to 4% of FTE
Gaelic Medium (where applicable)	To be agreed with Head of Service
Small Rooms Factor	

4.2 Secondary staffing budgets

The budget from 1 April will be based on the agreed staff quota derived from the latest available roll ie the staffing complement directly prior to the submission of Revenue Estimates staffing proposals. It will be adjusted quarterly after the start of the financial year in April (see Section 2) to take account of agreed changes. The financial effect of these changes will be based upon their timing (eg where an additional teacher is employed from August, an additional 7.5 months budget will be added to a school's staffing resource and not a 12 month allocation.) The only other adjustments which will be made to these budgets are possible reductions to reflect the actual cost of staff on reduced payments due to either maternity leave or long term sickness.

4.3 Variations or additions to staffing formulae

The above formula will be supplemented where exceptional circumstances require by additional posts agreed by the Head of Service.

4.4 Promoted posts

The LNC agreement on promoted posts is set out on the Education Department's Internet and Intranet sites under LNC agreements.

4.5 Supply teaching budget

From August 2004, short term supply teaching budgets (ie for absences of 10 days or less) have been devolved to Head Teachers who wish it. Devolvement of short term supply budgets to schools is in the context of overall Head Teacher budget management and the Department will continue to expect Head Teachers to demonstrate the prudent management of any such funds within their control. In particular, it should be noted that devolved supply budgets are not "ring-fenced". While this might mean that Head Teachers can use these funds for other purposes, it also means that they could be expected to supplement supply teaching staff funds from other budgets in the event of higher than anticipated levels of short term absence. In addition, the department will wish to assure itself as to the use of any perceived surplus teaching staff supply funds for other purposes at the end of a financial year when consideration should perhaps be given to carrying forward funding to ensure financial stability in a future year.

The Department recognises that an emergency might occur in a participating school with the result that expenditure exceeded not only annual budgets, but budgets for future years. The Department will retain responsibility for assisting schools in this regard. However, if any such instances meant that overall departmental finances could be jeopardised, the department could not guarantee that devolved

supply arrangements (as for any budget) would be unaffected regardless of the overall financial picture of the authority's budgets as a whole. The Department will aim to ensure that any such problems are identified and reported to the Education and Children's Services Committee at the earliest possible stage to allow remedial action to be agreed. It should be noted that suspension of devolved teaching staff supply arrangements could be considered by the Committee in that event.

The following specific rules apply to operation of devolved supply budgets:

- **period of participation:** to ensure stability and prudent management of supply schools are expected to enter in to devolved supply arrangements for a minimum period of three years. Any subsequent withdrawal from the arrangements will be authorised by the Head of Educational Resources and subject to any conditions that might be agreed as to future re-entry;
- **responsibility for engaging supply staff:** the actual engagement of supply staff will be undertaken by the Education Department to relieve schools of the administration in this regard. Participating Head Teachers will have responsibility for determining when supply is engaged;
- **choice of supply staff:** to ensure the optimum utilisation of all supply staff on the department's teaching staff supply list, the department retains responsibility for choosing the individuals who will be allocated to schools;
- **non school level staffing budgets:** Head Teachers will not have responsibility for making decisions on supply for any teaching staff for whom the budgets are held centrally eg special education support staff. Decisions on supply in these instances will be made by the relevant budget manager;
- **budget allocations:** school budgets for short term teaching staff supply will be determined annually by the education department as part of the Revenue Estimates exercise having regard to the latest data on absence and following consultation with schools where appropriate;
- **overall budget management under DSM:** budgets for short term teaching staff supply, where devolved, will not be ring fenced and will be governed by the Comhairle's normal financial procedures and the specific procedures for reporting, monitoring and carry forward set out in the DSM Scheme.

5. PRIMARY/NURSERY TEACHER STAFFING BUDGETS

5.1 Basic Primary staffing formula

The basis, for calculating the level of provision of teaching staff in Primary schools is the formula issued by SEED and on which Grant Aided Expenditure is based. The staff allocated to schools is reviewed on an annual basis when the projected roll for the following session becomes available. Adjustments to staffing to accord with formulae entitlement are made where necessary.

The formula for Primary staffing is calculated as follows:-

Schools with a roll of up to 19:	=	1.2
School with a roll of 20-150:	=	Roll x 0.039 + 1.5
eg. 74 x 0.039 + 1.5	=	4.34
Schools with a roll of 150+	=	Roll x 0.0377 + 1.67
eg. 182 x 0.0377 + 1.67 =		8.53

Included in the staffing formula are:-

Class Teachers
Itinerant Teachers
Management Support
Instructors (if taking class groups)

5.2 Composite classes

The maximum numbers for composite or homogeneous classes will determine the number of resident staff in the school. The maximum class size for a homogeneous class group is 33 pupils and for a composite class 25 pupils. Composite classes are the norm in almost all our Primary schools.

COMPOSITE CLASSES	
No. of Pupils	No. of Class Groups
1 – 19	1
20 – 50	2
51 – 75	3
76 – 100	4
101 – 125	5
126 – 150	6
151 – 175	7

5.3 Management Support

Management Support is provided in the form of Supply staff to allow Head Teachers, and in certain circumstances Assistant Head Teachers in combined Primary/Secondary schools, the time required to attend to administrative and management duties.

Roll	FTE Support	Weekly Allocation	
Up to 50	0.1	½ day	+ 5 days annually
51 – 75	0.2	1 day	
76 – 150	0.4	2 days	
151+	Non-teaching Head Teacher		

5.4 Itinerant Staffing

As part of the 5-14 Development Programme each class group in Primary schools receives one hour of specialist Art, Music, P.E. and Learning Support with an input to all class groups. At the moment most schools in Lewis and Harris have Home Economics input on the same basis. As it is the majority view of Head Teachers that the Home Economics aspects of 5-14 Environmental Studies can be covered by generalist Primary staff it is intended that this latter specialism will be phased out through natural wastage over time when generalist support will be given as a substitute. A school's staffing requirements are established by adding the number of class groups, the desired itinerant input and management support time. This is then aligned with the school's entitlement under the Staffing Formula by varying the generalist support time.

5.5 Learning Support

A school has an entitlement to Staffing Formula + 0.15 for each pupil with a Record of Needs. Within the policy of inclusion, at present under development, it is envisaged that staffing for Learning Support will, in due course, be removed from the formula-based entitlement, and that instead it will be negotiated with Head Teachers on the basis of area teams of Learning Support staff centered on the eleven Secondary schools. This would allow a more flexible deployment of staff, better able to respond to the varying and changing needs of schools. A further report on this aspect of Primary staffing would be submitted to the LNC before any changes were introduced.

Formula Example

Formula	A	B	C	D
Formula Entitlement	Class Groups	Admin	Itinerant Input	Recorded Pupils (2)
4.34	3	0.2	0.56	0.30

$$A + B + C + D = 4.06$$

The school is 0.28 short of its entitlement. This would be put in as general support normally expressed as 'top-up' which would allow for team teaching to take place.

5.6 Multi-stage Classes

Particular difficulties in terms of class management arise with large multi-stage classes, most often, but not exclusively, in Gaelic Medium classes. It has been agreed with the LNC that an additional 0.5 staffing be allocated provided that:-

- (i) the class roll is in the 15-19 range; and
- (ii) at least five Primary stages are represented in the class.

5.7 Gaelic Medium Education

In schools where Gaelic Medium Education is offered the entitlement is increased by providing one additional teacher when a unit is established unless Gaelic Medium Education can be delivered within entitlement. As the unit progresses, the staffing allocated within the overall entitlement of the schools is adjusted to reflect the language balance of the school. Factors taken into account in this adjustment are the roll of the Gaelic Medium Unit, the range of classes in the Unit and the total roll of the school

5.8 Other Factors Affecting the Staffing Complements

Other factors which might affect the staffing complement include:

- (i) **Capacity issues:** regulations and Scottish Executive advice setting standards of accommodation can limit the size of classes. In some schools room sizes make it such that the

maximum class size is not possible and extra staffing has to be allocated to cater for the resulting classes.

- (ii) **Combined Primary/Secondary Schools:** A proportion of the time of Secondary Head Teachers in schools which combine Primary and Secondary Departments is allocated to the Primary Department in respect of management and administrative matters.

5.9 Probationer Teacher Induction Scheme

The Teacher Induction Scheme, administered jointly by the Scottish Executive Education Department (SEED) and the General Teaching Council for Scotland (GTCS) provides a guaranteed training place for probationary teachers. Under the scheme, teachers who meet the required standard can obtain full registration in one year (previously two years). Local Authorities employ Probationer Teachers on one year training contracts, providing and monitoring support, training and development activities.

Each year, having been allocated a quota of probationer teachers by SEED/GTCS, Local Authorities are expected to declare all new vacancies for the forthcoming school year; posts which were filled by probationers the previous year are if possible filled with a permanent appointment. Student teachers are allocated to one of the five Authorities for which they have indicated a willingness to work in preference order; they are then matched to existing declared vacancies.

Because the maximum class commitment for a probationer teacher is 0.7 FTE (3½ days weekly) we are required to cover the remaining 0.3 (1½ days) from within existing staff and also provide an additional 0.1 (½ day) to cover the class normally taught by the teacher who acts as probationer supporter. The total staffing input for a probationer therefore amounts to 1.1 of which approximately 0.4 is paid for by the Scottish Executive. The remaining 0.3 of the Probationers time is allocated for personal and professional development.

5.10 Supply teaching budget

As in 4.5 above.

6. SCHOOL NON-TEACHING STAFF BUDGETS

6.1 Basis of non –teaching school level staffing allocation

Non teaching staff are allocated to schools on the following basis (*):

JANITORIAL STAFF

TYPE OF SCHOOL	SCHOOL ROLL	ALLOCATION
PRIMARY	1-70	NIL
	71-350	1 FTE
PRIMARY/SI-S2	1-200	1 FTE
PRIMARY/SI-S2/COMMUNITY	1-200	1.6 FTE
PRIMARY/SI-S6/COMMUNITY	1-200	2 FTE
SECONDARY S1-S6	1-200	1 FTE
	201-300	1.5 FTE
	301-500	2 FTE
	501-800	3 FTE
	801-1200	4 FTE
SECONDARY S1-S6/COMMUNITY	1-200	1.5 FTE
	201-400	3 FTE

ADMINISTRATIVE/CLERICAL/SCHOOL ASSISTANT

TYPE OF SCHOOL	SCHOOL ROLL	ALLOCATION
PRIMARY	1-70	1 FTE (17.5 hours being allocated to clerical/admin duties, remaining hours allocated to classroom/supervisory duties)
	71-120	.8 FTE clerical/admin duties .5 classroom/supervisory
	121-250	1 FTE clerical/admin duties .6 FTE classroom/supervisory
	250-350	1FTE clerical/admin 1FTE classroom/supervisory
PRIMARY/SECONDARY S1-S2	1-200	1 FTE clerical/admin duties .5 classroom/supervisory
PRIMARY/SECONDARY S1-S6	1-300	1 FTE admin assistant .8 clerical assistant 1.8 FTE classroom/supervisory
SECONDARY S1-S6	301-600	1 FTE admin assistant 1.5 clerical assistant 1.3 classroom/supervisory
	600-1400	1 FTE Business Manager 1 Admin assistant 2.5 Clerical assistants

(*) There may be some variations to this basic formula in individual schools in light of conservation of employment issues.

7 CONTINUING PROFESSIONAL DEVELOPMENT

7.1 Introduction

Head Teachers should ensure that the link between School Development Plans, school training programmes and Staff Development Review outcomes are clearly articulated for all staff, both teaching and non-teaching.

7.2 Staff Development Budgets

Schools will be notified annually (see Section 2) of the sums available for staff development and will be given indicative figures on a rolling basis for Years 2 and 3 of the Budget forecasts. Funding available for Continuing Professional Development within the National Priorities Action Fund will also be notified to schools at an early stage to allow training plans to be developed at school level.

7.3 Use of Staff development funding (core revenue budgets)

Core revenue funding for staff development can be used for staff development funding for teaching and non-teaching staff. Schools may allocate these budgets to:

- (i) opt in to centrally organised programmes of activities;
- (ii) organise their own staff development which may be arranged internally or by contracting an outside agency;
- (iii) organise delivery or development of curriculum development materials; or
- (iv) any other development activities which have the agreement of the Head Teacher and relevant staff.

Budgets can be used to support training for all staff, as follows:

- (i) Staff Development fees/subsistence/travel etc;
- (ii) Contracts for production of curriculum development materials;
- (iii) Contracts for delivery of staff development activities;
- (iv) Supply cover related to staff development and curriculum development;
- (v) visiting other schools, classes for mutual lesson observation and analysis or meetings with specialist teachers; or
- (vi) co-operative teaching or staff discussions/workshops.

7.4 Specific Grants Funding

Budgets allocated under the National Priorities Action Fund or other specific grants will be the subject of specific programme proposals which will generally require approval from the specific grant project manager in light of any criteria set out by the Scottish Executive Education Department.

7.5 Staff Development Programme

Full details of staff development programmes and guidance on planning and costing staff development will be issued annually to schools by the authority's Continuing Professional Development Coordinator. Guidance is also held on the department's Intranet site under "Continuing Professional Development."

8. COMMUNITY USE OF SCHOOL BUILDINGS

- 8.1 Responsibility for letting of school buildings outwith school hours is devolved under section 14(1) of the School Boards (Scotland) Act 1988 to School Boards. Where no School Board exists, responsibility is devolved to the Head Teacher but in practice, most Head Teachers and their staff take day to day responsibility for authorising schools lets, putting in place the appropriate administrative and security arrangements.
- 8.2 Currently, financial responsibility for school lets is not devolved to school level. The cost of let-related janitorial overtime is met by from a central budget allocation and income is retained centrally. (Other costs such as additional energy charges are incorporated within the school budget allocation formulae.)
- 8.3 Guidance on the letting of school premises is set out in SAH Section N.3.

9 PROPERTY

9.1 General

As a general principle schools have devolved responsibility for all property related costs with the exception of the following main budgets:

- (i) Capital Expenditure;
- (ii) Major/Planned Maintenance;
- (iii) Major ad hoc repairs (eg to make premises wind and watertight) and significant ad hoc health and safety issues or vandalism;
- (iv) Catering premises (where costs can be separately identified).

9.2 Property repairs and maintenance

Annex 3 sets out the split of funding responsibility between school and central budgets. Broadly, schools are responsible for day to day repairs to the property which must have first call on their budgets. Where resources permit, however, schools may allocate funds to small scale internal improvements, including internal decoration, curtains and floor coverings.

Funding for minor repairs covered by the Tenant's responsibility is calculated by reference to a formula based on pupil roll adjusted to take account of condition. This formula will be revised annually as part of budget consultation to take account of latest information.

Each school has a designated Property Maintenance Officer who should consult schools on a termly basis 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 Technical Services Department can supply up to date names of suitable contractors for the purposes of building maintenance work. All contractors will have been vetted in respect of quality of workmanship, insurance cover and tax status. If a school chooses to use other contractors the Head Teacher will be required to arrange for checks of the above nature prior to the placing of any works order.

Technical Services Department or the Comhairle's Health and Safety Officer can offer or obtain advice on any Health and Safety implications or other relevant regulations. Head Teachers are required to consult these agencies as appropriate in advance of the commencement of any work where issues of this nature arise.

9.3 School Handyperson Service

Guidance on the School Handyperson Service is set out in SAH Section N.

9.4 Energy Costs

Normally schools will be allocated a budget to cover energy costs (electricity, gas or oil) equivalent to the average rate of expenditure in the preceding three years. This minimises adjustments required to reflect exceptionally bad weather in any financial year. If as a result of major property works, or any other factor, energy consumption is likely to vary substantially a revised energy budget will be set in consultation with the Comhairle's Energy Manager, the Head Teacher and the Business Support Officer.

While schools will wish to economise on energy use, they are required to maintain the standards of comfort and safety as set out in the Health and Safety at Work Act 1974 and the School Premises (Scotland) Regulations 1973. The Comhairle's Energy Manager will monitor energy consumption in

schools, negotiate the most cost effective purchasing arrangements and assist schools in planning for efficient energy consumption.

9.5 Rates (including water rates and sewerage)

Rates and charges for non-metered water supply are devolved to school level although schools may find that, with the exception of metered water/sewerage, they have little day to day control over expenditure. The allocation of budgets for these items will be based on the latest information available from Scottish Water and delays in notification of water charges may result in in-year amendments to previously notified budgets. While schools will find it advantageous to economise, the use of water supplies for toilets, catering, cleaning etc must be maintained at all times.

Schools with metered water supplies will wish to note that faulty toilet fittings (eg faulty ballcocks which allow a continuous flow of water) or other plumbing can have a very significant impact on both the consumption of water and the sewerage charge (which is related to water consumption). These items should always be checked (in conjunction with the school's Handyman) in the event of heavier than anticipated water or sewerage bills.

9.6 Building cleaning

Building cleaning budgets are devolved to schools according to the contract specification which includes floor areas and nature and frequency of cleaning. (Schools will be advised annually of the contract specification for their school including the nature and extent of the cleaning and the personnel who will be undertaking it.) Although the major elements of the contract are fixed centrally, Head Teachers have the ability to renegotiate minor changes on the basis that:

- (i) Any cleaning variations (cleans additional to the contract specification) are funded from other devolved resources unless prior approval has been given for central funding (eg in the event of building work in a school where premises have been left in an unacceptable condition);
- (ii) The Head Teacher or another senior member of staff should report any service inadequacies to the Department's Assistant Operations Manager, Building Cleaning. Customer Satisfaction forms are available on the Department's Intranet site and the school will also be asked for its views on cleaning standards on a regular survey basis.

10 FINANCIAL ARRANGEMENTS

10.1 Statutory/Non Statutory Regulations and Controls

The Devolved School Management (DSM) scheme complies with the financial requirements of the:

1. Standards in Scotland's Schools etc. Bill 2000.
2. The Scottish Office Education Department Circular 6/93
3. School Boards (Scotland) Act 1998.

The DSM scheme also complies with the Financial Regulations and Standing Orders of the Council.

It is essential that no contravention of the above statutory/non statutory guidelines takes place. If there is any doubt it is incumbent upon head teachers as budget holders to take the appropriate advice from their Business Support Officer or from the Educational Resources Service.

10.2 Financial Management System

The Comhairle's Financial Management System (FMS) is the corporate financial system. It allows budget holders to:

- (i) pay invoices
- (ii) process internal charges (Inter Departmental Transfers)
- (iii) receive and account for income;
- (iv) monitor and manage budgets.

It is essential that schools ensure the integrity and accuracy of all FMS transactions on an ongoing basis. This is in schools' best interests as resolving inaccurate coding or inputting can take significantly more management time than ensuring the initial accuracy. This is the responsibility of the Head Teacher in consultation with their Business Support Officer.

10.3 FMS Coding Structure

The Coding structure of the FMS is straightforward. Schools have two unique cost centre codes ("subjective codes indicating whether the expenditure is devolved or non devolved) and a number of non-unique "objective" codes indicating what type of expenditure it is (eg capitation, telecommunications types etc.) Business Support Officers will advise schools of current devolved budget codes. New codes will be advised as necessary.

Schools should note in authorising expenditure against a school code (whether by purchase order or by authorising payment of an invoice) they should not give "their codes" to other budget holders to authorise and such authorisations will generally be rejected by Finance Department Creditors' Section. If, exceptionally, a school has submitted an invoice to Finance Department which requires immediate payment and where they realise that the correct authorisation has not been included, the school should contact the Educational Resources Service to seek authorisation from central staff at Principal Officer or Head of Service level. (These staff have the authority to sign for expenditure across the range of school budgets but would not generally do so without consulting the Head Teacher. Where it is necessary to authorise expenditure against a school budget in the absence of the Head Teacher eg during a school holiday, the Head Teacher will be advised by email of the action taken and they reasons for it.)

10.4 Responsibility for Financial Management

Control of the school budget is devolved to the Head Teacher who must remain aware throughout the year of the financial position of each budget for which they have responsibility. Budget monitoring reports are available from the FMS and Business Support Officers will support schools in obtaining these on a regular basis (monthly during term time.)

Regular review of these reports will ensure that the budget holder is able to identify any accounting entries with which they are not familiar. In such cases the budget holder should seek assistance from their Business Support Officer.

The budget holder should ensure that their School Board is kept informed of the school's financial position on a periodic basis throughout the year and at least quarterly, possibly by tabling monitoring reports at School Board meetings. Spending proposals should be advised to the School Board each financial year – and in the case of capitation (Section 9) budgets, presented specifically for the Board's approval.

The DSM scheme allows budget holders to carry forward under or overspends as set out at Annex 2. Budget holders should therefore take the appropriate steps throughout the financial year to ensure that they are operating within these parameters or to inform the Head of Educational Resources or their Head of Service of any difficulties at an early stage.

10.5 Contracts

The DSM scheme allows budget holders flexibility in spending their annual budget allocation. In order to clarify the degree of flexibility available to budget holders in this respect, Budget Holders should consult the Comhairle's Purchasing policy which is on the Comhairle's Intranet site. Further details of recommended suppliers for education purposes will be included on the education Intranet under "Devolved Schools Management."

10.6 Internal Audit

The Comhairle's Internal Audit section prepare an annual Audit plan in consultation with departments. The Plan contains a number of specific in-depth reviews but schools will be aware that items such as School Funds and Petty Cash arrangements are kept under continuous review by Internal Audit Section.

In addition to investigations and reviews, Internal Audit Section are also available to provide specialist advice. In the first instance, schools should seek advice on financial matters from their Business Support Officer who may refer any issue to the Educational Resources Section. The Educational Resources Section will approach Internal Audit, on behalf of the school, where it is judged appropriate in light of the issue under consideration.

11. STAFF RECRUITMENT AND MANAGEMENT

11.1 Recruitment and management issues

Head Teachers are responsible, in consultation with their Business Support Officer and the Comhairle's Personnel Section, for all aspects of recruitment and staff management for staff employed by the school, both teaching and non-teaching (but excluding staff employed centrally eg through the department's Building Cleaning Service.)

- 11.2 The Department will retain responsibility for recruitment and management of itinerant and specialist staff who may visit the school but they will consult with the head Teacher on related staffing matters as appropriate.

McCRONE AGREEMENT: BUSINESS SUPPORT OFFICERS

Following the review of support staff arrangements in schools arising from the McCrone recommendations, a range of support staff was put in place in schools across the Western Isles. An element of this review also addressed the bursar/financial/administrative support aspects related to schools and the Local Negotiating Committee agreed that The Nicolson Institute, given its size, should have a full time Business Manager post while all similar support to other schools should be on the basis of area allocation.

BUSINESS SUPPORT TASKS

❖ ADMINISTRATION

Item	Action
School Handbook	<ul style="list-style-type: none"> Provide advice and guidance to Head Teacher on content and circulation of handbooks and assist with production administration.
Inventories	<ul style="list-style-type: none"> Provide advice and guidance to Head Teachers on content and maintenance of inventories. Ensure procedures and systems are efficient and productive.
Statistics and returns	<ul style="list-style-type: none"> Provide advice and assistance on requirements and completion of statistics and information to be provided for SEED, Education Department and School Boards.
ICT	<ul style="list-style-type: none"> Identify needs, liaise with IT support staff. Identify and schedule training.
Pupil Transfer	<ul style="list-style-type: none"> Ensure pupil transfers are followed through with regard to SMIS and electronic transfer.
Attendance at meetings	<ul style="list-style-type: none"> Attend meetings of school, community or parent groups as requested by Head Teacher in connection with relevant issues.
Non-curricular policies	<ul style="list-style-type: none"> Develop standard written procedures and guidelines for schools in line with Comhairle/Departmental policies/procedures.
Organisation of events	<ul style="list-style-type: none"> Co-ordinate and organise cluster meetings/events/etc on behalf of the school.

❖ FINANCE

Item	Action
School budgets and expenditure	<ul style="list-style-type: none"> Provide assistance and guidance to Head Teachers on budget management/value for money purchasing strategies. Undertake high level monitoring of commitment/expenditure for Head Teacher and ensure expenditure statements can be produced at school level. Discuss and action budget virements, journal transfers and carry forwards.
Financial procedures	<ul style="list-style-type: none"> Provide advice and guidance on Comhairle and Departmental financial procedures to Head Teachers. Introduce systems which meet financial requirements. Liaise with Resources Section of the Department on behalf of the school.
School funds	<ul style="list-style-type: none"> Provide general advice and guidance on requirements to Head Teacher. Provide assistance in preparation of school fund account. Ensure procedures are in line with Comhairle Financial Regulations and Departmental guidance.

❖ HEALTH AND SAFETY

Item	Action
School policies and procedures	<ul style="list-style-type: none"> Assist with the preparation of draft general policies and procedures for schools.
Risk assessment/ inspections	<ul style="list-style-type: none"> Assist and advice on the process of risk assessments as required.
Training and resource requirements	<ul style="list-style-type: none"> Co-ordinate identified Health and Safety training needs and schedule as necessary.

❖ **REPAIRS AND MAINTENANCE**

Item	Action
DSM budget	<ul style="list-style-type: none"> Assist Head Teachers in identifying and prioritising devolved budget programme prior to discussion with Handyman/Technical Services.
Fault Reports	<ul style="list-style-type: none"> Progress chase on behalf of Head Teachers. Monitor school property logs to ensure there is an effective audit process in place.
Property issues	<ul style="list-style-type: none"> Contribute to the process of asset management and the assessment of needs within the schools so that prioritisation of planned maintenance spending is based on rigorous evidence.
Handyperson	<ul style="list-style-type: none"> Monitor and develop handyperson service to ensure effective and efficient use of DSM/Repairs and Maintenance budgets.

❖ **SCHOOL BOARDS**

Item	Action
Meetings	<ul style="list-style-type: none"> Attend meetings of board as required and process relevant issues/decisions.
Correspondence	<ul style="list-style-type: none"> Provide advice and guidance to boards on policy matters concerned with individual schools.
Elections	<ul style="list-style-type: none"> Collection and validation/scrutiny of forms, school rolls and data for SMIS and central processing. Maintain membership knowledge and advise on terms of office.
Training	<ul style="list-style-type: none"> Ensure training is arranged and delivered to School Board members.

❖ **STAFFING (NON-TEACHING)**

Item	Action
Appointments	<ul style="list-style-type: none"> Arrange and attend interviews in conjunction with Head Teacher. Provide guidance and advice to Head Teachers on recruitment procedures/conditions of service/disciplinary and grievance procedures. Process relevant personnel and financial documentation relating to staff issues.
Clerical Staff	<ul style="list-style-type: none"> Assist and advise clerical staff on IT systems and procedures and liaise with Department's IT co-ordinator.
All non-teaching staff (excluding catering/cleaning staff)	<ul style="list-style-type: none"> Examine and standardise work systems, undertake Staff Development and Appraisal interviews in relation to APTC staff and identify and schedule development needs. Ensure that there are appropriate induction procedures in place for new staff. Ensure that the deployment of non-teaching staff is utilised to benefit the learning environment.

❖ **OTHER**

Item	Action
School security	<ul style="list-style-type: none"> Discuss with Head Teacher school security issues and any planned works. Ensure sustainable procedures are in place and review on a regular basis.
Transport	<ul style="list-style-type: none"> Liaise with Technical Services to assist with school transport issues/problems.
Building Cleaning	<ul style="list-style-type: none"> Undertake general monitoring of building cleaning on each visit and report any findings to Building Cleaning section of the Department.

ALLOCATION OF SCHOOLS

Business Support Staff	Allocated Schools
Anne Morrison	The Nicolson Institute
Anne Maciver	Aird, Balallan, Bayble, Bernera, Knock, Laxdale, Sandwickhill, Sgoil nan Loch, Shawbost, Pairc, Uig, Clasmol, Scalpay
Margaret Macleod	Airidhantuim, Back, Barvas, Bragar, Breasclete, Carloway, Cross, Lionel, Carloway Primary, Tolsta, Tong, Leverhulme Memorial, Sheilibost, Sir E Scott, Stomoway Py
Douglas Reid	All Uist and Barra schools

NOTE: *Visits are being scheduled on a six weekly cycle*

**COMHAIRLE NAN EILEAN SIAR
DEPARTMENT OF EDUCATION**

DEVOLVED SCHOOL MANAGEMENT: 2005/2006 BUDGET ALLOCATION CRITERIA AND PROCEDURES

1. Permanent resident teaching staff (Salaries and on-costs)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
1. At least minimum national and local staffing standards. 2. Actual Costs of individuals employed at a school at any one time.	No virement out Unrestricted virement in.	Not permitted.	Through Comhairle's payroll system and in accordance with agreed staffing procedures.
Other information: Changes in staffing entitlement during a session will be reflected on actual cost basis and will be amended on the Financial Management System on at least a quarterly basis. Budgets for combined schools are apportioned between Primary and Secondary departments as appropriate			

2. Permanent non- resident teaching staff (non-specialist) (Salaries & on-costs)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
1. At least minimum local staffing standards 2. Actual Costs of individuals employed at a school at any one time.	No virement out Unrestricted virement in.	Not permitted	Through Comhairle's payroll system and in accordance with agreed staffing procedures
Other information: Changes in staffing entitlement during a session will be reflected on an actual cost basis And amended on the Financial Management System on at least a quarterly basis. Budgets for combined schools are apportioned between Primary and Secondary departments as appropriate.			

3. Permanent resident non-teaching staff (Salaries and on-costs)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
1. At least minimum local staffing standards 2. Actual Costs of individuals employed at a school at any one time.	No virement out. Unrestricted virement in.	Not permitted	Through Comhairle's payroll system and in accordance with agreed staffing procedures
Other information: Excludes costs of janitorial or other non teaching staff in respect of community use of school. Changes in staffing entitlement during a session will be reflected on an actual cost basis and amended on the Financial Management System on at least a quarterly basis. Budgets for combined schools are apportioned between Primary and Secondary departments.			

4 Minor Repairs and Redecoration Allowance:

Basis of allocation:	Virement:	Maximum Carry Forward:	Authorisation/Payment Procedures:
Formula relating to condition, size and type of school.	Comhairle policy applies	-/+20% or £1.000 whichever greater.	In accordance with Comhairle procedures, through Technical Services or in consultation with School Handyperson Service.
Other information: Works will require to be carried out as per current Comhairle Health and Safety etc standards through Technical Services, list of approved contractors or School Handyperson Service.			

5. Furniture & equipment (Furniture, portable audio/electrical equipment, teaching aids)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Basic school allowance + amount per pupil	Comhairle policy applies	-/+20% or £1.000 whichever greater.	As for Section 9 supplies below.
Other information: element of Education Service budget retained centrally for contracts/equipment replacement. Provision for additional school equipment also included in Comhairle Capital Programme.			

6 Per capita (eg textbooks, stationery, materials, photocopy paper etc)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Basic school allowance + amount per pupil on roll	Comhairle policy applies	-/+20% or £1.000 whichever greater.	Current Capitation procedures, but schools may purchase outwith list of recommended suppliers in value for money context. Where there are exclusive contracted suppliers, schools must utilise that service.
Other information: Proposals for spending under some elements of this budget head must be presented by the Head-teacher to the School Board for approval, as determined by S.9 of the School Boards (Scotland) Act 1988.			

7. **Clothing and uniforms** (Protective clothing/ uniforms for teaching/non-teaching staff.

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Fixed amount per school janitor.	Comhairle policy applies	-/+20% or £1.000 whichever greater.	As current, through Comhairle's Financial Management System

8. **Communications (Postages & Telephones)**

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
1. <u>Postage</u> : Basic school allowance + amount per pupil band 2. <u>Telephones</u> : formula relating to size and type of school (charges) and 3 year average (line rental).	Comhairle policy applies	-/+20% or £1.000 whichever greater.	As current, through Comhairle's Financial Management system
Internet usage paid for centrally by the Education Department through National Grid for Learning budgets. All Internet line invoices should be submitted to the Educational Resources Service for payment.			

9. **Staff development**

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Amount per member of staff FTE	Comhairle policy applies	-/+20% or £1.000 whichever greater.	As in current, though Comhairle's Financial Management System or in line with Comhairle Procedures for CPD where relevant
Other information: Budgets can be used in conjunction with other budget holders or schools and cover teaching and non-teaching staff.			

10. **Transport** (non staff development travel expenses for staff and pupils.)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Basic school allowance + amount per pupil on roll + plus distance related factor.	Comhairle policy applies	-/+20% or £1,000 whichever greater.	As current, through Comhairle's Financial Management system

11. Rates (Rates attributable to properties as determined by District Assessor on annual basis)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Actual Rateable costs on a School by School basis	No virement in or out.	Not permitted	Through Comhairle's Direct Debit system.
<p>Other information: Rates identified by Comhairle at beginning of each financial year. Budgets for combined schools apportioned on a per pupil basis between Primary and Secondary Departments.</p>			

12. SCOTTISH WATER (Water/ sewerage charges- metered/non-metered)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Actual costs on a School by School basis	Comhairle policy applies	Not permitted	As current, through Comhairle's Financial Management system
<p>Other information: Non-metered charges set at beginning of each financial year. Metered charges will depend on usage. Budgets for combined schools apportioned on a per pupil basis between Primary and Secondary Departments.</p>			

13. Insurance (costs attributable to properties as determined by insurance company assessor)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Actual insurance costs on an individual school basis	No virement in or out permitted	Not permitted.	Through Comhairle.
<p>Other information: Costs identified by Comhairle at beginning of each financial year. Budgets for combined schools are apportioned on a per pupil basis between Primary and Secondary Departments.</p>			

14. Grounds maintenance (Maintenance of school grounds and sports areas)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
In line with contract specification	Comhairle policy applies	Not applicable	Contract variations & penalty claims to be processed through. Client Representative.
<p>Other information: Head Teachers will contribute - via the Departmental Client representative - to the monitoring of contractor performance and to contract specification within Comhairle procedures. Variations to contract to be funded by school from other resources unless approved by Head of Educational Resources.</p>			

15. Energy

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Demand on basis proportionate to 3-year average of actual costs. (Major building alterations with energy implications may also be taken into account.)	Comhairle policy applies	-/+20% or £1,000 whichever greater.	As current, through Comhairle Financial Management System
Other information: At least minimum heating standards to be maintained at all times. Combined schools budgets split on a per pupil basis between Primary/Secondary departments.			

16. Cleaning (Cleaning of school premises in line with contract specifications)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
In line with contract specification	No virement out. Comhairle policy applies to virement in.	Not applicable	Contract variations/ penalty claims to be processed through Client Representative.
Other information: Head Teachers contribute - via Dept's Client representative - to contractor performance monitoring and contract specification within Comhairle procedures. Combined schools budgets split on a per pupil basis. Variations to contract to be funded by school from other resources unless approved by Head of Educational Resources.			

17. Other refuse disposal costs (Additional bin charges, sacks etc.)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Demand in proportion to previous year's outturn. (Currently under review.)	Comhairle policy applies	-/+20% or £1,000 whichever greater.	Through Inter Departmental Transfer and Comhairle's Financial Management System

18. School Boards administration

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Basic allowance per school board.	Not applicable	Not applicable.	As current
Other information: Budgets devolved to school boards, <u>not</u> Head Teachers. School Boards have the power to incur school related expenditure			

19. Examination/certification and external tuition fees

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Actual costs on a school by school basis (Currently under review)	Not applicable	Not applicable	Through Comhairle's Education Department

20. Sports facilities (Use of community sports facilities for curricular purposes)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
On a school by school basis as agreed with service providers	No virement out. Unrestricted virement in.	Not permitted.	As in current Comhairle Procedures

21. Central Service Recharges (Central Training, Payroll, printing, TS Client Services)

Basis of allocation:	Virement:	Carry Forward:	Authorisation/Payment Procedures:
Formulae relating to size and type of schools and in accordance with Service Level Agreements. (To be reviewed during 2004)	Not permitted.	Not applicable.	As in current Comhairle Procedures by automatic recharge

DEVOLVED SCHOOL MANAGEMENT

PROPERTY MAINTENANCE

CENTRAL BUDGETS**SCHOOL BUDGETS**

1	<u>STRUCTURE</u>	
1.1	<u>Foundations and Underbuildings</u>	
1.1.1	Foundations and all substructures, solum and damp proof courses, ventilators.	
1.2	<u>Structural Frames</u>	
1.2.1	Concrete and steel structural frames.	
1.2.2	Laminated timber beams/trusses, their supports and fixings.	
1.3	<u>Floor Structures</u>	
1.3.1	Concrete ground floor slabs, concrete hung floor slabs including ducts and screeds with wood block, clay tile, and Terrazzo finishes. Replacement of floor coverings.	Minor repairs to all other floor coverings, ie linoleum, vinyl, carpet, covings, nosings and expansion strips including screed repairs, using approved materials.
1.3.2	Timber joists and floor boards including finished boarding, and sanding down when required.	Door mats, sealing and polishing of timber block or boarded flooring, by Cleaning Contractor.
1.4	<u>Staircase and Landings</u>	
1.4.1	All structural elements of staircases and landings including screeds and finishes as before.	Repairs to all finishes to treads and risers including nosings.
1.4.2	Balustrades including fixings to walls and floors.	Handrails including fixings to walls and floors.
1.5	<u>Roof Structures</u>	
1.5.1	Concrete roof structures, flat and pitched timber roof structures with rafters, roof trusses, joists, wallplates, ceiling joists and boarding, fixed insulation, waterproof coverings, fire barrier walls etc in roof spaces. Parapets, copings, hips, valleys, ridges, leadwork, fascias, soffits, bargeboards, cladding, finials, roof ventilators, roof housings, and vent pipes.	Repairs to non asbestos ceiling finishes including plasterwork, plasterboard, linings, hessian and paper linings.
1.5.2	Roof light and skylights, roof glazing including surrounds, upstands and flashings.	
1.6	<u>Rainwater Goods</u>	
1.6.1	Replacement of rainwater outlets, gutters and downpipes, hopper heads and associated	Repairs and regular cleaning of gutters and downpipes, roof valley gutters, roof parapet gutters and outlets, flat

	flashings.	roof outlets. Gutters to be cleaned twice yearly.
1.6.2		All associated remedial works following ingress of water due to lack of cleaning.
1.7	<u>External Walls including Chimneys</u>	
1.7.1	External walls, cladding and panels including external rendering, external and cavity insulation.	Repairs to non asbestos internal finishes, plasterwork, linings, panelling dadoes.
1.7.2	Chimneys, chimney pots, cowls flue linings, hearths.	Repairs to chimney breasts, internal finishes, plasterwork, linings, panelling and dadoes.
1.8	<u>Internal Walls, Partitions and Screens</u>	
1.8.1	Internal structural partitions/screens and associated glazing including fire break walls, and maintenance of intumescent fire treatments.	Repairs to non structural partitions, toilet, and shower cubicles, glazed partitions, plaster and surface finishes including tiles, panelling and dadoes, etc.
1.9	<u>Windows and Curtain Walling</u>	
1.9.1	Windows and Ironmongery including hinges, pivots, slides, friction stays, and window winding gear.	Glazing Repairs, sash cords easing and window adjusting, ironmongery repairs to handles, stays and catches.
1.9.2	Full height glazed panels, curtain walling, frames, cladding and infill panels with ironmongery as above.	Glazing repairs, sash cords easing and window adjusting, ironmongery repairs to handles, stays and catches.
1.10	<u>External Doors</u>	
1.10.1	External doors with frames, stops, facings and ironmongery.	Glazing repairs to doors, keys, draught proofing.
1.11	<u>Internal Doors</u>	
1.11.1		Internal doors, ironmongery glazing repairs, locks and keys, all signs, roller shutters and fire doors with intumescent seals.
1.12	<u>Ceilings</u>	
1.13	<u>Timber Preservation</u>	
1.13.1	Timber preservation (woodworm, dry rot, wet rot etc.)	Pest control (wasps, rodents, etc), using approved contractor.
1.14	<u>Decoration</u>	
1.14.1	All external decoration.	Some limited internal decoration, using approved materials (eg intumescent paint where required.)
1.15	<u>Water and Drainage Systems</u>	
1.15.1	Internal water supplies including all pipework, pumps, tanks, cylinders, cisterns, water meters and pipe insulation.	Repairs of leaks, replacement of taps, ball valves. Repairs to pipework and fittings, and replacing pipe insulation where previously fitted; with repair/replacement of pipe boxing/paintwork.

Water and Drainage Systems Continued

1.15.2	Sanitary Equipment - WC's, wash basins, urinals, drinking fountains, sluices.	
1.15.3		Frost damage, pipe bursts etc.
1.15.4	Waste and soil internal drainage major repairs.	Cleaning and repairs to internal drainage, traps, wire gratings, etc.
1.16	<u>Fire Fighting Equipment</u>	
1.16.1	Fixed Fire Equipment including all associated pipework, valves, internal hydrant points.	Portable fire equipment, fire blankets and extinguishers. Equipment Service Register to be maintained.
2.	<u>MECHANICAL SERVICES</u>	
2.1	<u>Servicing, replacement, repair and maintenance including Services Contracts of:</u>	
2.1.1	Boiler plant, calorifier pumps, heating and domestic hot water distribution pipework, within Boiler House, insulation radiators, convectors and their controls.	Adjustments and repairs to heat emitters, taps, valves and shower heads. (Repairs requiring removal of covers exposing live electrical equipment to be carried out by Landlord.) Repairs to heating and domestic hot water pipework and fittings outwith Boiler House.
2.1.2	Gas supply and distribution system.	No interference with gas supplies and connections. Gas leaks - notify Landlord and Gas Company.
2.1.3	Automatic controls, air conditioning and ventilation equipment, dust and exhaust extraction plant.	Adjustments and resetting of controls. Replacing filters and cleaning of fans by approved firm.
2.1.4		Air Compressor, repair and replacement of fixed installation by approved firm.
2.1.5	Oxygen and Acetylene, repair and maintenance of fixed installation.	Repair and maintenance of mobile equipment by approved firm. (Consultation and approval of Landlord to this equipment subject to storage in room constructed in accordance with Health and Safety Regulations.)
2.1.6	Direct oil and gas fired heater units.	
2.1.8	Fume cupboards, including extract fan and ductwork by DEO.	Cleaning of cupboards to conform to Health and Safety requirements.
2.1.9	Health and Safety cleaning of equipment, flushing water system and associated equipment. Maintaining cold water tanks.	
2.1.10	Mechanical supplies to Home Economics, Kitchen and Technical Equipment.	Maintenance of equipment. (No additional equipment shall be connected to the existing supplies ie gas, water or wastes systems and no alteration made to these supplies without the expressed consent of the Council's Engineers.) Replacement of filters and cleaning of fans – approved contractor only.
2.1.11	Sewage pumps and chambers.	
3	<u>ELECTRICAL SERVICES</u>	
3.1	<u>Servicing, replacement, repair and maintenance including Service Contracts</u>	

of:

3.1.1	All mains and sub mains installation.	Repair and replacement of lamps, tubes and plugs. (Check cause of failure and notify Property Service if caused by other than filament failure.) Testing of 'plugged in' equipment plugs and wiring to comply with Regulations. Distribution within proprietary systems.
3.1.2	Distribution of wiring and conduit.	Repairs to and replacements of sockets, etc where damaged by usage, by approved contractor. No additions to be carried out.
3.1.3	Fire Alarms, Intruder Alarms, Detectors, Smoke Detection Systems. Period Bell System. Emergency light system including central battery and all controls.	Resetting of these systems. Repairs to clocks, bells. Replace break glass and replace batteries. Testing of systems.
3.1.4	External lighting, Car Park lighting, pavement lighting. CCTV installations.	Repair and replacement of bulbs. Video tape renewal.
3.1.5	Fixed heat emission equipment, water heaters and their controls.	Portable heating equipment.
3.1.6	Extract fans with all wiring and controls and associated ductwork.	
3.1.7	Standby Generators.	Testing of system (weekly). Register to be kept.
3.1.8	Lifts, lifting equipment, window cleaning cradles and hoists. Lift Servicing.	Regular cleaning of lift interiors.
3.1.9		Individual Aerials and wiring.
3.1.10	All wiring, to stage lighting and 'theatre equipment' and isolator.	Stage lighting and specialist 'theatre equipment'. To be maintained by approved contractor.
3.1.11	Electrical supplies to all Home Economics, Kitchens and Technical Equipment up to isolator.	Maintenance of equipment. (No additional equipment shall be connected to the existing supplies and no alteration made to these supplies without the expressed consent of the Council's Engineers.) Record of all inspection and maintenance work to be available for Property Service.
3.1.12	Lighting Conductors.	
3.1.13	Telephone Systems Installation.	Telephone Systems Maintenance and Repair including Service Contract Agreement and testing. Maintenance and regular testing of all equipment purchased separately by school. (Connection to the electrical installation shall only be with the expressed approval of the Landlord.)

4	<u>FURNITURE AND FITTINGS</u>	
4.1	<u>Building Services</u>	
4.1.1	Gas, Water and Electricity supplies to built in fixed equipment and units.	
4.1.2	Fire precaution signs (schools should ensure that they have been provided).	Maintenance of signs including fire signs, Health and Safety signs, First Aid signs, etc.
4.2	<u>Furniture</u>	
4.2.1		Internal fixtures including cupboards, shelves, display boards, pinboards, fixed benches, sinks including their water and waste supplies forming part of a proprietary system, internal seating with its coverings, signs, blinds.
4.2.2		Cloakroom stands, fitments, wire guards and cabinets, lockers, coat hooks and wall rails. Not to be fixed in fire routes.
4.2.3		All joinery fixtures, signs, notice boards, curtain tracks.
4.2.4		Curtains and blinds including all operating gear, supports, wall fixings and pelmets. Fire resistant materials for curtains and blinds.
4.2.5		Mobile cupboard etc units/shelving.
4.2.6		School furniture, desks and chairs, gym equipment, basketball nets/boards; badminton, nets/poles etc.
5	<u>EXTERNAL WORKS</u>	
5.1	<u>Temporary Accommodation</u>	
5.1.1	Temporary buildings, foundations and their services including block bases, pads and jacks.	Internal maintenance, decoration, etc to be in accordance with the proceeding responsibilities for permanent buildings.
5.2	<u>Hard Landscaping</u>	
5.2.1	Total replacement of hard paved areas, car parks, playgrounds, paths and steps, tarmac courts and safety surfaces including kerbs.	Patching repairs to hard paved areas etc. Car parking and playground and court markings. Salting and snow clearing of playground.
5.3	<u>Soft Landscaping</u>	
5.3.1	Initial provision of soft landscaping, grassed areas, shrubs and plants.	Upkeep of grounds including playfield equipment, grass cutting, amenity and landscaped areas, shrub and flower beds; boundary hedges and trees. Salting and snow clearing of playground will be funded from a central budget.

5.4	<u>Retaining Walls, Fencing, etc</u>	
5.4.1	Retaining walls, perimeter walls. Boundary fences, gates and fixings.	Repair to fencing and gates.
5.5	<u>Drainage</u>	
5.5.1	Mains drainage, land drainage including gullies, sand traps and manholes and drainage channels.	Cleaning and unblocking of all drainage systems. Replacing gully tops and gratings.
5.6	<u>Services</u>	
5.6.1	Mains water, electricity and gas including meter housings and external ducts.	
5.7	<u>Demolition</u>	
5.7.1	Demolition of building, clearing of site, sealing of services and drains including making good all surfaces.	If any Head Teacher intends funding any construction project, advice must be sought from Technical Services Department beforehand.
5.8	<u>Playground Equipment etc</u>	
5.8.1		Playground equipment maintenance and repair and disposal if unsafe, and carry out annual inspection of same.
5.8.2		Bicycle racks, fittings and blocks.
6	<u>MISCELLANEOUS</u>	
6.1	<u>Asbestos</u>	
6.1.1	Asbestos testing and removal.	
	Note special requirements for all works relating to asbestos removal.	
7	<u>FIRE</u>	
7.1	<u>Fire Damage</u>	
7.1.1	Landlord to co-ordinate repairs in conjunction with Loss Adjuster.	
8	<u>KITCHEN</u>	
8.1	<u>Kitchen Equipment</u>	
8.1.1	Equipment repairs, cookers, dishwashers, cleaning of extraction systems; electrical and plumbing repairs. All repairs to be reported through Client Officer (except emergencies).	
9	<u>GRAFFITI</u>	
9.1	<u>General Graffiti</u>	To be dealt with by school in conjunction with Central budget holder.
10	<u>VANDALISM</u>	
10.1	Vandalism damage outwith school hours	Vandalism damage

During school hours

11 **STORM DAMAGE**

11.1 All storm damage for items not covered under previous headings.