



**EDUCATION, COMMUNITIES & ORGANISATIONAL
DEVELOPMENT**

**SCHEME OF
DEVOLVED SCHOOL MANAGEMENT**

MARCH 2020 REVISION

PART A
THE SCHEME

REVISED SCHEME OF DEVOLVED SCHOOL MANAGEMENT

PART A

1. Introduction

- 1.1 Moray Council is committed to providing a high quality education to all pupils attending local authority schools in Moray.
- 1.2 The Council holds the view that within the policy parameters set by Moray Council, decisions about the management of schools will, wherever possible, be taken at school level.
- 1.3 Devolved School Management is seen as an opportunity for individual schools to target resources more precisely in seeking to achieve agreed objectives within the overall context of Moray Council's Best Value strategy. Devolved budgets provide the core funds which schools will use to address current and relevant national and local priorities.
- 1.4 It is recognised that if a scheme of Devolved Management is to continue to provide the basis for the successful operation of schools then it will have to change and adapt to changing circumstances and to new information.
- 1.5 This scheme of Devolved Management will, therefore, be reviewed regularly, not less than once every 3 years, and amended in the light of experience and changing circumstances. This review to be undertaken by a group representative of all stakeholders.

2. Basic Principles

- 2.1 Devolved School Management will be applied in a manner which meets the needs and suits the circumstances of the Moray community and will be firmly based upon the aims for Education, Communities & Organisational Development endorsed by Moray Council.
- 2.2 It is recognised that increasingly, the key decisions for the promotion and enhancement of the quality of learning and teaching are taken at school level. In recognition of this, Moray Council will endeavour to maximise the devolution of funding to schools.
- 2.3 The responsibility for securing the adequate and efficient provision of education and for raising standards in the quality of education within Moray lies with the Authority. Head Teachers, as line managers, are therefore directly accountable to the Authority in their task of managing their schools and should exercise their devolved management responsibilities in a manner consistent with the Authority's responsibilities. The monitoring of Devolved School Management (DSM) will be a central element of the quality improvement mechanisms employed by Education, Communities & Organisational Development.

- 2.4 In relation to the above, the major roles for the central Education, Communities & Organisational Development Team will be strategic planning, resource management, quality improvement and co-ordination of support.
- 2.5 In line with the broad strategy of Moray Council, appropriate weighting will be identified within the scheme where need cannot be readily responded to on a formula basis.
- 2.6 The determination by Moray Council to maximise decision making at school level is reinforced by the recognition that financial planning by schools is an integral part of meaningful improvement planning.
- 2.7 Within the scheme of devolution, schools must adhere to national and local agreements in such areas as class sizes, staff structures, length of school day, etc.
- 2.8 The integrity of financial recording by each establishment is central to DSM and any breach will be investigated by Internal Audit.

3. General

- 3.1 Budgets and resources will be allocated by methods which are clearly stated both centrally and at establishment level.
- 3.2 Pupil numbers will be the major factor in determining budget allocations. Account will also be taken of individual circumstances which may not be capable of adequate determination by a simple roll-based formula.
- 3.3 Schools can use resources outwith the financial year for which they were initially allocated. Establishments may carry forward an underspend up to a maximum of 2.5% of the devolved budget. In addition, an overspend of up to 2.5% of the devolved budget can also be carried forward. (see Financial Regulations).
- 3.4 Monitoring statements will be provided to schools by Financial Services on a monthly basis. Head Teachers are expected to scrutinise these statements closely and monitor them in line with their actual school position at any given time. Head Teachers are also expected to undertake regular accurate spending projections to ensure compliance with the 2.5% annual limit for over/underspends.
- 3.5 Should any monitoring processes identify concerns regarding the school budget position, then supportive measures will be put in place by the Head of Education (Chief Education Officer) in partnership with Financial Services, to ensure that the budget is managed appropriately. This may, in certain circumstances, mean that approval for the Head Teacher to incur expenditure is restricted by the Head of Education (Chief Education Officer) for a period of time until both he/she and Financial Services are confident that appropriate budget/spending plans and controls are in place to ensure compliance within the parameters of the scheme.
- 3.6 There will be minimal restrictions on virement permitted between budget allocations. (See Financial Regulations).

- 3.7 The Head of Education (Chief Education Officer) will give due consideration to providing financial support to Schools faced with exceptional staffing circumstances.
- 3.8 Responsibility for decision making is devolved to the Head Teacher. Planning and consultation are critical features of decision making and Head Teachers are expected to engage in appropriate consultation with staff and the Parent Council, where one exists. Schools will be required to produce a School Improvement Plan which will inform spending priorities and decisions.
- 3.9 Head Teachers should seek advice and support from Financial Services as necessary. Quality Improvement Officers may also undertake further monitoring and evaluation of the use of budgets as appropriate.
- 3.10 The operation of the scheme is intended to generate the minimum possible administrative demands on schools and the Council.

4. School Level Expenditure

4.1 In the construction of a scheme of Devolved School Management, it is necessary to define:

- Which areas of budget are to be excluded from the scheme;
- Which areas of the budget form the School Level Expenditure.

4.2 The total Moray Council Education budget includes items which are specifically not devolved to schools in the original Scottish Office (SOEID) guidelines, and parts of the service which are not related to statutory school provision. These items are excluded from the School Level Expenditure, eg pre-school.

4.3 Areas of Budget Excluded from the Scheme

- Capital Programme/PPP/PFI Costs
- Capital charges and depreciation arising from Revenue Budget
- School meals
- Cleaning contract
- Clothing and footwear grants
- Sanitary Products
- Home to school transport
- Premature retirement costs
- Most redundancy costs*
- Psychological services
- Major elements of Additional Support Needs (eg Staffing – teaching and Support Staff; Central Support Services including Hearing Impaired, Visually Impaired, Early Years Language Support etc.)
- Grounds Maintenance
- Expenditure supported by Central Government

*Head Teachers should consult with the Business Support Unit in relation to their potential liability for any posts created through change management procedures.

4.4 **School Level Expenditure not Devolved**

Within the School Level Expenditure, certain elements of expenditure are more appropriately retained and administered centrally by the Authority rather than devolved to schools.

These elements are summarised below:

- Long-term supply cover for teaching staff sickness
- Supply cover for teaching staff maternity leave
- Supply cover – other (JPs, Trade Union duties etc)
- Repairs and maintenance – landlord responsibilities
- Property Insurance
- Elements of Health and Safety
- Education, Communities & Organisational Development Central Services
- Music Instruction Service
- Janitorial travel and uniforms
- Parent Council Expenditure (devolved to Parent Councils)
- Examination Fees

4.5 **School Level Expenditure Devolved to Head Teachers**

The following areas of budget are devolved to Head Teachers:

- **Employee Costs** including:
Teachers, supply cover (for under 145 primary schools the first 15 days of sickness cover are funded by the school, all other primary and secondary schools fund the first 20 days), clerical staff, technicians, janitorial staff (excluding PPP schools) and school support staff
- **Property Costs** including:
Tenant repairs and maintenance (excluding PPP schools), energy costs and cleaning materials
- **Administrative Costs** including:
Telephones, postage, travel, staff and curriculum development and school resources.

5. **Financial Regulations**

See Part B.

6. **Detailed Formulae for Budget Allocation**

See Part C.

7. **Property Service Level Agreement**

Copies available in all establishments.

8. Breaches of the regulations.

Any Head Teacher who breaches the Scheme's regulations may have devolved management responsibilities and facilities removed. In these circumstances the budget will be managed centrally by the Head of Education (Chief Education Officer) or his/her representative until such time as the situation is resolved to the satisfaction of the Head of Education (Chief Education Officer), Accountancy and, if necessary, Internal Audit.

PART B

FINANCIAL REGULATIONS (Copies in all establishments)

PART C

DETAILED FORMULAE FOR BUDGET ALLOCATION

Primary Devolved School Budget

Employee Costs - Teaching

See Appendix I for Schools with no ASN Base
See Appendix II for Schools with an ASN Base
See Appendix III for Paired Schools

Probationary funding = Probationary funding fte x unpromoted minimum basic scale

Supply Teachers = 1.125% of core fte x Maximum Basic Scale

Employee Costs – Non Teaching

SJC

Admin Support:

$APTC = 0.275 \times \text{Grade 5 (47 weeks)} + (Y \text{ hrs} \times \text{core fte} \times \text{Grade 5 hourly rate}) + (Z \text{ hrs} \times \text{Roll (incl. ESF count)} \times \text{Grade 5 Hrly Rate})$

Where Y = 14.4

Where Z = 5.245

Lunchtime/Playground Supervisors:

Supervisors – Allocation based on school roll for 45.88 weeks at Grade 2.

Roll	Playground supervisor hours	Lunchtime supervisor hours	Total Hours
0-70	7	7.5	14.5
71-100	7	10	17
101-200	7	17.5	24.5
201-350	7	25	32
351-450	7	30	37
451+	7	35	42

Classroom Assistants – Allocation based on school roll as seen on the table below where 1fte = 25 hours per week for 45.88 weeks at Grade 2.

Roll	Classroom Assistants
1-19	1
20-144	0.5
145-198	1
199-279	1
280-387	1.5
388 +	2

SJC Technicians

Janitors - Budget per agreed staffing level

Employee Cost Super/NI

Employee Cost Super/NI	No carry forward
Superannuation	% of salary costs
National Insurance	% of salary costs
Teaching Superannuation	% of salary costs
Teaching National Insurance	% of salary costs

Property Costs Devolved

Rents and Rates:

Based on actual costs – No carry forward

Repairs and Maintenance:

Allocated a fixed basic amount plus additional allocation based on roll numbers and area of the school:

$$\text{Budget} = \text{£J} + \text{£KX} + \text{£LY}$$

Where	J	250
	K	2
	L	1.1
	X	roll number
	Y	area of school

Energy Costs:

Based on an average of 3 years actual expenditure

Cleaning Materials:

$$\text{Budget} = \text{£M} + (\text{£N} \times \text{roll (Primary + Nursery)})$$

Where:	M = 51.25
	N = 2.35

Supplies and Services

Equipment and furniture:

Budget = £P + (£Q x primary roll)

Where: P = 211.00

Q = 1.50

Travel and Plant – Devolved

Travel:

Weighted amount per school + (E x core fte)

Where: E = 20.0

Administrative Costs – devolved

Telephones:

Basic allocation contributed towards line rental and alarm costs plus an amount per pupil to cover call charges and maintenance contracts

Budget = £A + (£B x Roll (Primary + Nursery))

Where: A = 360

B = 2.29

Postages:

Basic allocation plus an amount per pupil

Budget = £C + (£D x primary roll)

Where: C = 90

D = 0.35

Curriculum and staff development:

Budget = F (fixed amount per school) + (G x core FTE)

Where: F = 200

G = 90

School Resources:

Basic allocation plus an amount per school

Budget = £I + (£H x Primary roll)

Where: H = 27.54

I = 1059.43

ASN Per Capita:

Budget = £J x ASN Teaching FTE

Where: J = 310

Secondary Devolved School Budget

Employee Costs Teaching:

Total Staff Points calculation by formula

$$1235.2 + (6.1062 * \text{roll}) * \text{pay award \% applied each year}$$

NB Changes in school roll will directly impact the total staff points available.

Staff points converted to salary applicable to scale points utilised.

Promoted Staff:

Points utilised based on fte and grade of promoted staff in post

Unpromoted Staff:

$$\text{fte} = (\text{Total staff points} - \text{staff points utilised for promoted staff}) / 100$$

NB If, as a result of job sizing, changes are made to promoted staff grades, this will have a direct impact on the unpromoted staff budget available.

Unpromoted salary budget = fte x Maximum Basic Scale

Subject to adjustment to reflect actual salaries of staff in post

Unpromoted Teachers

Salary Scale Point	Staffing Point
All	100

Principal Teachers

Salary Scale Point	Staffing Point
1	109
2	114
3	118
4	123
5	127
6	132
7	136
8	141

Depute and Head Teachers

Salary Scale Point	Staffing Point
1	124
2	127
3	132
4	136
5	140
6	144
7	149
8	153
9	157
10	161
11	168
12	175
13	182
14	189
15	199
16	210
17	220
18	231
19	241

Probationary Teachers:

Budget = Probationary funding fte x Probationer teacher salary

Supply Teachers:

Budget = 1.5% of core fte x Maximum Basic Scale (MBS)

Employee Costs SJC

Admin Support:

Budget = 1 Grade 8 + 1 Grade 4 + X hrs x (Roll + ESF count) x Grade 3 hourly rate

Where X = 7.94

SJC Technical:

Janitors - Budget based on agreed staff complement

Technicians – If roll >599, (3 x Gd6) + (1.44 hrs x Gd 3 hourly rate x roll)
 ≤599, (2 x Gd 6) + (3 hrs x Gd 3 hourly rate x roll)

Librarians – If roll >599, 0.6 fte at Gd 8
 ≤599, 0.4 fte at Gd 8

Employee Costs Super/NI

Employee Cost Super/NI	No carry forward
Superannuation	% of salary costs
National Insurance	% of salary costs
Teaching Superannuation	% of salary costs
Teaching National Insurance	% of salary costs

Property Costs Devolved

Rents and Rates:

Based on actual costs – No carry forward

Repairs and Maintenance:

Allocated a fixed basic amount plus additional allocation based on roll numbers and area of the school:

Budget = £A + £BX + £CY

Where A = 1250
 B = 4.0
 C = 1.1
 X = roll number
 Y = area of school

Energy Costs:

Based on an average of 3 years actual expenditure

Cleaning Materials:

Basic Allocation per school plus an amount per pupil.

School with Community Facilities have been allocated a fixed amount in addition of £200

Budget = £A + (£B x Roll)

Where: A = 50
 B = 0.96

Supplies and Services

Equipment and furniture:

Budget = £A x Roll

Where: A = 8.70

Travel and Plant – Devolved

Travel:

Budget = £A + £B x FTE

Where: A = Fixed weight amount per school
 B = 30

Administrative Costs – devolved

Printing:

Budget = £A + (£B x Roll)

Where: A = 220
 B = 0.3

Stationery:

Budget = £A + (£B x Roll)

Where: A = 220
 B = 0.3

Telephones:

Basic allocation to be contributed towards line rental and alarm costs plus an amount per pupil to cover call charges and maintenance contracts

$$\text{Budget} = \text{£A} + (\text{£B} \times \text{Roll})$$

Where: A = 660

 B = 6.05

Postages:

$$\text{Budget} = \text{£A} + (\text{£B} \times \text{Roll})$$

Where: A = 500

 B = 1.35

Curriculum and staff development:

$$\text{Budget} = \text{£A} \times \text{FTE}$$

Where: A = 200

School Resources:

$$\text{Budget} = \text{£A} \times \text{Pupil Roll}$$

Where: A = 51.464

ASN Per Capita:

$$\text{Budget} = \text{£A} \times \text{ASN Teaching FTE}$$

Where: A = 310