

# Proposal to appoint an additional Assistant Headteacher

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## Executive summary

I am proposing to appoint an additional Assistant Headteacher (AHT) to join the Senior Leadership Team (SLT) from September 2013. This would insure the SLT against any long term absence or discontinuity arising from a resignation during a critical period for the school as we recover from a poor set of results and face an Ofsted inspection in the near future.

The post can be 90% funded from April 2013 through the changes to formula funding already agreed in York. The money to come from the closure of Burnholme Community College allows an additional margin of security. Any immediate shortfall can easily be covered through efficiency savings or income generation

## Details of the proposal

The post would be at the same level as the two existing AHTs.

The current structure is ...

Post	Spine range
Headteacher	27-33
Deputy Head	16-20
Assistant Head	13-17
Assistant Head	13-17
Business Manager	Grade 10

And the proposed structure is ...

Post	Spine range
Headteacher	27-33
Deputy Head	16-20
Assistant Head	13-17
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Assistant Head	13-17
Business Manager	Grade 10

The new post would be focussed on developing teaching & learning and linking this to professional development of teaching staff. There would also be some duties connected with monitoring & evaluation and line management of Heads of Department. This would increase our capacity to develop the quality of teaching (our second improvement priority) while freeing an existing AHT to focus on student achievement (our first improvement priority). Much of the work would focus on managing the coaching of teachers to improve the standard of their work in classrooms, and this is a key determinant of student outcomes.

The proposal is to advertise this post in February 2013 for a September 2013 start.

## Benefits

The new post would increase SLT capacity and insure against discontinuity arising from prolonged illness or career moves to another school. An additional member of SLT would also bring new ideas and experiences to the existing team to help them improve school faster.

## Risks

### Capacity

The SLT is the smallest in the City. The additional improvement work undertaken in the light of the 2012 results is placing a large burden on the existing team. Should the desired improvements in student outcomes not transpire, there would be an adverse impact on any Ofsted judgement and a possible reduction in new admissions.

Should a member of SLT have a prolonged absence the capacity issue is exacerbated and performance would definitely drop.

### Continuity and Succession planning

Should a member of the existing SLT leave it is likely because of teachers' pay and conditions that a term would pass before a new person could be in post. During that gap, the already stretched SLT would be unable to operate with full effectiveness and this poses a further risk to improving performance.

It is also difficult to ensure that the expertise currently within SLT is handed over to an incoming member in this scenario, so succession planning fails.

## **Affordability**

The budget plan is already tight and our initial indications of student admissions in September 2013 are that they are substantially down on September 2012 and will result in a need to tighten corresponding staffing levels. While it is always possible to trim expenditure, we cannot expect to make enough savings on current expenditure to fully fund an AHT post. However, there are changes to the funding formula which will work in our favour.

At the moment, the SLT capacity issue outweighs the affordability concerns, however at a future date with the expanded SLT, should a member of SLT resign or retire, it would be sensible to take a new view on the size of SLT needed at that point and not automatically to replace.

## **Former AHT redundancy**

It is possible that in the light of having made an AHT redundant on 1/1/2012, the creation of a new post on 1/9/2013 would be questioned by York LA. Advice from HR and School Improvement was that this would be unlikely and could be justified by the changed circumstances of the school.

## **Costs**

The annual cost for 2013-14 would be

Salary	£50,359
Including on-costs	£12,590
Total	£62,949

If there were salary progression up the leadership spine this would increase by about £1,600 for each point progression (4 maximum).

## **Budgeting for the costs**

Budgets are very uncertain at the moment. The major determinant is pupil numbers. These are expected to be at a minimum for the next two years and then to rise. However, this will require us to adjust staffing and other expenditure so we do not plan for this to fund the proposed AHT post.

There is a change to the York formula for the financial year beginning April 2013 which will benefit Millthorpe by £57K. For subsequent years, there will either be the same York formula or a national formula. The national formula may give us more or less funding, but our view is that lower funding is unlikely. The additional £6K needed to fully fund the post can be absorbed through efficiency savings or income generation easily.

From September 2014, it is expected that the closure of Burnholme Community College will bring additional funding of approximately £60K to Millthorpe although the timing of this is uncertain at the moment.

Therefore in the long term it seems that we will be able to more than offset the AHT costs.

Trevor Burton - 7<sup>th</sup> Feb 2013