

Business Case for the Alignment of the North Wales School Effectiveness and Improvement Service (GwE) with Welsh Government's National Model for Regional Working

Addendum to the Full Business Case for establishing the North Wales Schools Effectiveness and Improvement Service, March 2012

1. Foreword by the North Wales Education Directors

North Wales Local Authorities are committed to ensuring that the children and young people in their schools are given the best possible start in life and achieve life skills and qualifications of the highest standard.

We recognise that Wales has a major challenge in ensuring that its levels of educational attainment are at least comparable with its competitors in the world economy. Our society and economy have no greater asset than the skills and learning capacity of our people.

North Wales must play its part in making a significant change in the way it monitors, challenges, supports and intervenes in schools, in order to work in partnership with schools to drive the raising of standards in pupil achievement. New ways of delivering LA school improvement statutory functions have been established in order to increase the pace of school performance improvement. The establishment of GwE as the Regional School Improvement and Effectiveness Service was an important first step in this process.

We are operating within a period of unprecedented austerity and no individual authority can address the current performance issues as a single entity, divorced from working collaboratively with other authorities. The tasks to be undertaken and implemented are too onerous and complex. The improvement agenda, common to all authorities, driven on an individual LA basis, would result in a grossly inefficient duplication of effort and processes.

Following the introduction of the National Model for Regional Working in February 2014, it is now time to enhance the collaborative work that is already taking place through existing regional initiatives and processes, to allow us to align our working practices more closely with the National Model and the subsequent guidance document "Revitalising people management in schools" which was published in April 2015.

2. Executive Summary

2.1 The following Business Case outlines the preferred strategic options for the alignment of regional working arrangements with the National Model for Regional Working.

2.2 It can be considered for 2015 – 2016 that the current regional

arrangements will remain in place in light of Welsh Government's new regional Education Improvement Grant that comes into effect in April 2015.

- 2.3 No substantial financial implications are associated with the proposed changes contained within the Business Case except for those associated with element 4C, namely Governor Support and Training (approximately £10,000 per annum for GwE). This was agreed in principle only by the GwE Management Board in deciding the possible options for 2015 - 2016.
- 2.4 The remaining additional elements will become part of GwE's business as usual since the proposed changes for 2015 – 2016 are minimal. All elements are included within the GwE Headline Business Plan for 2015 – 2016.
- 2.5 More detailed business planning will be undertaken for 2016 – 2017 in light of the new Education Improvement Grant.
- 2.6 It should also be noted that the Authorities and the North Wales Regional School Effectiveness and Improvement Service, GwE, face a substantial challenge in 2016 - 2017 in seeking to rationalise the implications of the National Model and Welsh Government's new Education Improvement Grant and the possible staffing implications, TUPE matters, redundancy risks and associated costs.

3. Background

- 3.1 The North Wales Regional School Effectiveness and Improvement Service (GwE) was established in April 2013.
- 3.2 This Business Case is an addendum to the Full Business Case of the North Wales Regional School Effectiveness and Improvement Service, March 2012, that outlines the establishment of the new GwE service.
- 3.3 Following the establishment of the new North Wales School Effectiveness and Improvement Service in April 2013, Welsh Government published a Guidance Document that outlined a National Model for Regional Working (February 2014).
- 3.4 North Wales Local Authorities, who retain the statutory responsibility for school effectiveness and standards, are therefore required to revisit the responsibilities of GwE and to align the current service with the requirements of the National Model.
- 3.5 The Full Business Case for the establishment of the original service offers details of the elements that GwE is currently responsible for and the following Business Case considers only the additional elements that are

included in the National Model that GwE does not currently undertake. GwE will be increasingly responsible for these additional elements from April 2015 onwards and they will be included in GwE's Business Planning.

4. The Mission, Values and Principles of Effective School Improvement

4.1 The vision and the purpose of the National Model for Regional Working are outlined in the Guidance Document and its vision and main principles are fully supported by the six North Wales Local Authorities. The following is an extract from the Guidance Document:

4.2 "Wales needs for its future success in the world young people who are clever, skilled, happy and healthy, and an educational system that helps to produce them. Our proposals in this agreement are designed to generate this through supporting reform to the way that local authorities, regional consortia and the Welsh Government work together to support school leaders, governors and teachers and, through this process, helping to create excellent learning, in excellent classrooms in excellent schools.

4.3 The Hill review will help to shape Wales' education reform programme and the national model for school improvement is an integral part of that. The development of the national model is a shared endeavour between schools, local authorities, regional consortia and the Welsh Government. It recognises the important role each tier has to play in improving outcomes for children and young people. The national model can create the structures and define the framework within which this partnership will function but it will require a shared commitment and moral purpose for the system as a whole to deliver the improvements in education and life chances that all children in Wales deserve.

4.4 Local authorities retain the statutory responsibility for schools and school improvement. The national model is based on a vision of regional school improvement consortia working on behalf of local authorities to lead, orchestrate and co-ordinate the improvement in the performance of schools and education of young people. The prime mission and purpose of regional consortia is to help those who educate our children and young people. So, in future, their non-negotiable job will be to support schools and local authorities in their efforts to:

- a) improve learner outcomes for all young people;
- b) ensure the delivery of high quality teaching and learning; and support and empower school leaders to better lead their schools".

5. Model and Key Principles of School Improvement

- 5.1 According to the Guidance Document, schools are at the heart of the National Model. It is the job of governors, school leaders, teachers and other staff to set high expectations of pupils, constantly seek to improve the quality of teaching and learning, raise standards, share good practice and learn from one another through genuine partnerships and school-to-school support arrangement.
- 5.2 The Business Case for the Alignment of the Regional North Wales School Effectiveness and Improvement service should therefore ensure that these principles remain at its core when considering the options for alignment.

6. The Role of Regional Consortia in Implementing the National Model

- 6.1 According to the Guidance Document, “the delivery of consortia services should be based on co- construction with schools with a move to common/shared data systems and underpinned by excellence of expertise in analysing and challenging schools’ improvement needs. The delivery of consortia services should not be based on employing large numbers of full time staff – rather a core staff should draw on the skills of the best headteachers in their regions along with other school improvement experts and should use budgets flexibly to commission the support schools require”.
- 6.2 “Relationships and lines of accountability between local authorities and regional consortia should be clear so that everyone in the education system understands who is responsible for what. The implementation of this model will change over time. As schools and teachers develop over the next two to three years, and as they gain knowledge and confidence, they will expect more independence, autonomy and space to make their own decisions. The measure of success for regional consortia will be that they cease to exist in their present form over time because their job is done”.

7. Purpose of This Document

- 7.1 This document is a Business Case for the alignment of the North Wales Regional School Effectiveness and Improvement Service (GwE) with Welsh Government’s National Model for Regional Working (February 2014).
- 7.2 This document should be read as an addendum to the Full Business Case for the establishment of the original regional service, March 2012 and

Welsh Government's Guidance Document for Regional Working 126/2014 (February 2014).

7.3 This document considers only the elements and duties included in the National Model that the Regional Service does not currently undertake or is not responsible for. It is expected that GwE, the Regional Service, will be increasingly responsible for the additional elements from April 2015 onwards and that they will be included in its Business Plan.

7.4 This document considers the educational, strategic and financial case for change and the current situation in terms of the additional elements that need to be addressed in order to be in alignment with the National Model. This document also outlines the changes that will have to be implemented in order for the Regional Service to be in alignment with the National Model for Regional Working.

8. Additional Strands of the National Model to be Addressed

(In-scope Elements for the Alignment Project)

8.1 Following due consideration of Welsh Government's Guidance Document for Regional Working, it was agreed by all North Wales Local Authorities that the following elements should be addressed in order to achieve alignment with the National Model. The following elements are therefore considered in-scope for this project. These elements were considered out of scope when originally establishing the regional service (details can be found in Appendix 2 of the Full Business Case for the establishment of the new regional service).

- a) Governor Advice and Support
- b) Foundation Phase
- c) 14 – 19 Learning Pathways Offer
- d) Welsh in Education Strategic Plans and Welsh in Education Grant
- e) Regional co-ordination of ICT Strategy
- f) Specialist HR Support

9. Methodology of Alignment Project

- 9.1 An audit of the current regional arrangements with respect to all of the above areas of work was undertaken and strategic options were presented to the GwE Joint Committee on 25 February 2015 for approval on the way forward. A Welsh Government representative was present at the meeting and was consulted with on the preferred way forward during the course of the project in order to mitigate the risk of not achieving alignment with the requirements of the National Model.
- 9.2 The GwE Joint Committee of 25 February 2015 and the Welsh Government representative who was present at the meeting approved the recommended way forward and it was considered that all preferred strategic options demonstrated regional working that was in alignment with the National Model for Regional Working.
- 9.3 Options for alignment were evaluated and agreed by the Education Directors of the six North Wales Local Authorities and subsequently approved by the Regional Service Joint Committee on 25 February 2015. The options were evaluated against the following criteria:
- a) Alignment with the National Model
 - b) Delivering additional value in view of financial climate
 - c) Potential for successful change delivery

10. The Strategic Case For Change

- 10.1 The National Model for Regional Working Guidance Document was published by Welsh Government in February 2014. The Cabinets of the six partner Local Authorities resolved in the Spring of 2014 to:
- a) Approve the National Model for Regional Working in Wales in relation to School Improvement.
 - b) Approve and adopt the National Model for Regional Working on School Improvement and develop a business plan with the intention that the additional services listed in the Model be incorporated into the GwE regional model, in phases, subject to a satisfactory business case for each and a supporting transition plan to ensure service continuity and performance.

11. The Educational Case For Change

- 11.1 Standards achieved by pupils in Wales are not as good as pupils in some other countries. The most able pupils in Wales are a year behind in their development of literacy skills than pupils in some other countries. There is a potential for unnecessary duplication of systems across the six Local Authorities to manage services and to deliver common requirements. Given the current financial climate, collectively, there could be inefficiencies in use of monies when there is the potential to ensure decreasing resources are used to greater effect through efficiencies of scale.
- 11.2 In accordance with the principles of the National Model, schools are at the heart of the change. It is the job of governors, school leaders, teachers and other staff to set high expectations of pupils, constantly seek to improve the quality of teaching and learning, raise standards, share good practice and learn from one another through genuine partnerships and school-to-school support arrangement. This Business Case should therefore demonstrate that effective partnerships and systems are in place across the region in order to ensure consistency of service and to drive school effectiveness and improvement.

12. Opportunities

- 12.1 The adoption of the National Model demonstrates that all six North Wales Local Authorities understand the need to change the way School Improvement Services monitor, challenge, support and intervene with schools in order to further improve the standards of education within schools.
- 12.2 Addressing the elements included in the National Model that the North Wales Regional Service does not currently undertake may mitigate the risk of decreasing Local Authority budgets and fewer resources, negatively affecting the quality of individual Local Authority School Improvement Services.
- 12.3 As stated above, this Business Case should therefore demonstrate that effective partnerships and systems are in place across the region in order to ensure consistency of service and to drive school effectiveness and improvement.
- 12.4 Given the current financial climate, collectively, there could be inefficiencies in use of monies when there is the potential to ensure decreasing resources are used to greater effect through efficiencies of scale.
- 12.5 This Business Case aspires to develop and build on current good practice in individual Local Authorities and to (i) retain local delivery and ownership where appropriate (ii) progressing the increasing collaborative working at regional level.
- 12.6 It should also be noted that the Local Authorities and the Regional Service face a challenge in coming years in seeking to rationalise the implications of the National Model along with Welsh Government's new Education Improvement Grant that comes into effect from April 2015. At the time of writing this Business Case, the new arrangements for the dissemination of the new Regional Education Improvement Grant was not known and therefore it was not possible to plan ahead effectively for 2015 – 2016.
- 12.7 This Business Case also takes into account the fact that there may be possible efficiency savings to made in terms of staffing levels and costs at Local Authority level but does not go into detail on this point as more time and detailed HR work would be required in order to quantify any potential savings and efficiencies, if any. It was also decided that in view of the fact that the arrangements for the new regional grant were not fully understood at the time of writing this Business Case that it would be prudent to maintain the current staffing arrangements for 2015 – 2016 as most of the relevant posts are grant funded.

13. Full Current Arrangements, Individual Case for Change and Rationale for Preferred Options for Alignment

Full current arrangements, individual case for change and options for alignment for each element can be found in **Appendices 1 – 6** of this Business Case.

- 1) Governor Advice and Support
- 2) Foundation Phase
- 3) 14 – 19 Learning Pathways Offer
- 4) Welsh in Education Strategic Plans and Welsh in Education Grant
- 5) Regional co-ordination of ICT Strategy
- 6) Specialist HR Advice and Support

1. Governor Advice and Support Preferred Strategic Option

With respect to the above strand, the National Model stipulates:

Regional consortia will commission and quality assure delivery of governor support services and training for governors including the mandatory training programmes required for new governors, training for chairs of governors and, in respect of understanding and applying data effectively for all governors.

Consortia will also encourage and facilitate governor networks, enable governors to observe each other's meetings and deploy able chairs of governors to mentor other governing bodies that are struggling to undertake their role effectively. Consortia will jointly develop, in consultation with local authorities, governors and headteachers a performance data template for headteachers to use to report to governors on a termly or half termly basis a school's in-year performance on:
pupil performance and standards; pupil attendance; pupil exclusions; staff

sickness absence; quality of teaching (as assessed through classroom observations); and progress and attainment data relative to targets. Consortia will also identify a pool of able candidates that are willing to serve on governing bodies where there is weak governance. In exercising these roles account will need to be taken of funding for governor support being delegated to schools in some authorities.

Governor Support

Following due consideration, the following option was deemed to address the requirements of the National Model

- a) All staff to remain within their respective Local Authorities as per current arrangements where responsibility for delivering governor support will remain, including the continuation of joint delivery of training within hubs.
- b) GwE Challenge Advisors will continue to secure appropriate oversight and responsibility for quality assurance and consistency of effective governing bodies across the region.
- c) GwE will commission a consultant to routinely audit the governor support (including training) service within individual local authorities. This performance data will be used by GwE and the Education departments in order to identify and then share best practice to drive improvements in the consistency and quality of service.

Mandatory Training

- a) Mandatory Training will continue to be delivered through the Education Departments alongside non-statutory training (e.g. Child Protection).
- b) Quality Assurance of the training provision will continue to be undertaken by GwE by way of the Challenge Adviser Team.
- c) However, as budgets continue to reduce, GwE and the Education Departments will continue to identify local and regional priorities alongside the development of cross-hub training solutions (e.g. opening up GwE's Local Authority Member training programme to other governors).

2. Foundation Phase Preferred Strategic Option

With respect to the above strand, the National Model stipulates:

Early Years Foundation Phase support will involve providing challenge to leaders of Foundation Phase settings and liaising with headteachers and other providers to audit training needs and commission and quality assure and appropriate range of programmes.

Performance Challenge

- a) For maintained settings, current arrangements (through GwE annual visits 1,2 & 3) are considered robust and fully aligned with the National Model for Regional Working.
- b) However, it is acknowledged that an independent challenge of performance within non-maintained settings is currently not within GwE's remit. Further work on this issue is ongoing as part of GwE's 3 Year Programme and therefore falls outside the scope of the North Wales response to the National Model for Regional Working. It is also worth noting that the Welsh Government guidelines do not make it clear that they intend for a challenge to non-maintained setting performance to be included within the Regional Model.

Audit, Commission & Quality Assure Foundation Phase Training Programmes

- a) Regional Foundation Phase Network to continue to work collaboratively in order to lead on this aspect of work.
- b) FP Network to continue to identify training needs and to provide training opportunities for Foundation Phase staff jointly with GwE.
- c) This will also ensure a reporting mechanism from the sub-group to GwE Management Board and Joint Committee.
- d) GwE to include 14 – 19 Learning Pathways Offer in Business Plan by means of regional network input.
- e) Pragmatic approach taken to the alignment with the National Model for Regional Working due to the new Education Improvement Grant that comes into force in April 2015.
- f) GwE to continue to challenge FP Network on how they identify training needs and deliver training opportunities.
- g) However, as a result of the new disbursement arrangements and planned reductions in Foundation Phase Grant levels for 2015/16, GwE and the FP Network will develop and deliver cross-hub statutory training opportunities.
- h) The above actions to be further strengthened by the appointment of a Strategic Lead for Foundation Phase Support to GwE by April 2016.
- i) Local Authority 14 – 19 staffing rationalisation possible for 2016 – 2017 following year of new Education Improvement Possible full transfer of responsibilities from Local Authorities to GwE pending further rationalisation work in time for 2016 – 2017 due to HR and TUPE risks and required timescale to implement changes in light of new Education Improvement Grant (although initially agreed in principle that planning and delivery should remain within individual Local Authorities and not within GwE).
- j) Far more regional construction possible from 2016 onwards in light of new Education Improvement Grant and the principle of three year business planning.

3. 14 – 19 Learning Pathways Offer Preferred Strategic Option

With respect to the above strand, the National Model stipulates:

Strategic overview of the regional 14-19 offer, including allocation of resources to programmes in line with Welsh Government priorities, will include: support for planning the use of grants; ensuring school and provider provision is in line to deliver the expected impact inherent in these grants; working with local authorities to provide a strategic overview to challenge and support all providers, including FE Colleges and private training providers, to ensure equality of access to the development opportunities; administering the relevant grants and co-ordinating and supporting bids for emerging grant opportunities.

- a) Regional 14 – 19 Network to remain in place with officers from each Local Authority to remain responsible for planning and delivery of 14 – 19 Learning Pathways Offer.
- b) Denbighshire County Council to remain as lead authority on a regional level.
- c) GwE representative to be a member of the said regional network and to have lead responsibility on the group so as to provide a regional strategic overview of this area of work.
- d) This will also ensure a reporting mechanism from the network to GwE Management Board and Joint Committee.
- e) GwE to include 14–19 Learning Pathways Offer in Business Plan by means of regional network input.
- f) Pragmatic approach taken to the alignment with the National Model for Regional Working due to the new Education Improvement Grant that comes into force in April 2015.
- g) Local Authority 14 – 19 staffing rationalisation possible for 2016 – 2017 following year of new Education Improvement Grant (terms and conditions not known to Local Authorities until 16 January 2015) and staffing cuts expected due to 10% cut in overall grant funding.
- h) Possible full transfer of responsibilities from Local Authorities to GwE pending further rationalisation work in time for 2016 – 2017 due to HR and TUPE risks and required timescale to implement changes in light of new Education Improvement Grant (although initially agreed in principle that planning and delivery should remain within individual Local Authorities and not within GwE).
- i) Far more regional construction possible from 2016 onwards in light of new Education Improvement Grant and the principle of three year business planning.

4. Welsh In Education Strategic Plans and Welsh in Education Grant Preferred Option

With respect to the above strand, the National Model stipulates:

The consortia will co-ordinate and quality assure the delivery of the aims of the Welsh-medium Education Strategy by ensuring the alignment of the Welsh in Education Strategic Plans (WESP) and the Welsh in Education Grant (WEG) across each of the local authorities within the regional consortia, so that there is consistency in the development of excellence in pedagogy, and the meeting of agreed targets, not only across both the Welsh-medium and bilingual sectors, but also in the delivery of Welsh as a second language.

- a) Regional Welsh Language Network to remain in place and officers from each Local Authority to remain responsible for planning and delivery of the Welsh in Education Strategic Plans and Welsh in Education Grant.
- b) Gwynedd Council to remain as lead authority on regional level to co-ordinate regional plan.
- c) Independent quality assurance is already in place as individual authority and regional strategic plans scrutinised and approved by Welsh Government.
- d) Representatives from Local Authorities and GwE currently sit on said regional network.
- e) This will ensure reporting mechanism from network to GwE Management Board and Joint Committee.
- f) GwE to include Welsh in Education Strategic Plans and Welsh in Education Grant in Business Plan by means of regional network input.
- g) Pragmatic approach taken to the alignment with the National Model for Regional Working due to the new Education Improvement Grant that comes into force in April 2015.
- h) Local Authority WESP and WEG staffing rationalisation possible for 2016 – 2017 following year of new Education Improvement Grant (terms and conditions not known to Local Authorities until 16 January 2015) and staffing cuts could result due to 10% cut in overall grant (some Local Authority posts partially and fully funded by Welsh in Education Grant). Local Authorities would need a year to plan ahead in view of new Education Improvement Grant.
- i) Possible full transfer of responsibilities from Local Authorities to GwE pending further rationalisation work in time for 2016 – 2017 due to HR and TUPE risks and required timescale to implement changes in light of new Education Improvement Grant (although initially agreed in principle that planning and delivery should remain within individual Local Authorities and not within GwE).

- j) Far more regional construction possible from 2016 onwards in light of new Education Improvement Grant and the principle of three year business planning.

5. Regional Co-ordination of ICT Strategy Preferred Option

With respect to the above strand, the National Model stipulates:

Co-ordination of the regional dimension of the ICT Strategy will include school ICT self-evaluation, leadership and planning of ICT for learning; safeguarding, emerging technologies, virtual learning environments, learning technology and the national literacy and numeracy framework, running networks for heads of departments and ICT co-ordinators, support for pedagogy and curriculum development (with reference to the Learning and Digital World Strategy).

- a) To extend the remit and resourcing of the regional ICT Network in the first instance.
- b) It was deemed that moving down the TUPE/transfer route into GwE would take away from the real work that needs to be done, namely:
- c) To set the baseline for development of the regional ICT strategy by the current regional ICT Network in collaboration with current GwE officers in terms of school-to-school support and literacy and numeracy etc.
- d) ICT Network to bring together over-arching regional strategy and options for implementation within GwE three year business plan.
- e) Commitment to further regional working options once baseline is set for development of strategy.
- f) GwE eager to be in a position to push the agenda forward once initial piece of work undertaken by ICT Regional Network.
- g) ICT group to bring together plan and timescale for the said piece of work.
- h) Administrative resource to be identified from within GwE to assist with said work.
- i) GwE considered that ICT could become a one-off focus of one of the termly school visits.

6. Specialist HR Support Preferred Strategic Option

With respect to the above strand, the National Model stipulates:

Specialist human resource advice for schools would typically include training for headteachers and chairs of governors on performance management and advice on managing those occasions when a teacher's performance is such that the capability procedures have to be invoked or a teacher's absence or sickness record is such that it requires serious action to be considered. Welsh Government recognises that consortia may need to move to this model in stages during their first year of operation where currently the specialist resources to deliver this requirement do not exist. Regional consortia and local authorities will not duplicate the work of each other.

The Wales Directors of Human Resources Group has created a document in response to the National Model in terms of the role of Human Resources

- a) The group has worked on an audit of skills and competencies which is present within Human Resources throughout Local Authorities in Wales in relation to working with schools. They have also considered what the capacity is in terms of human resources officers across Wales. The group has drafted a development plan for human resources staff as well as providing a clear outline of what the expectation would be on H.R. officers when working with schools.
- b) Following this exercise, a final draft document has been submitted for observations and further consideration by Welsh Government officials.
- c) Directors of Human Resources will be required to give further consideration to any observations that derive from this meeting with specialist advisors.
- d) The Management Board agreed that the intention was to adopt the national methodology once a formal response to the above mentioned paper had been issued by Welsh Government.

14. The Financial Case For Change

- 14.1 The Guidance Document for Regional Working stipulates the minimum Contribution of Local Authorities for 2013 – 2014 originally, with adjustments made on an annual basis in line with local authority budget settlements.
- 14.2 The regional Finance and Resources Network ensures that the ring-fenced funding for School Improvement activities is appropriately allocated in accordance with current and developing delivery of services.
- 14.3 Funding for the service areas under consideration in this Business case will transfer to GwE as and when delivery functions are transferred.
- 14.4 It can be considered for 2015 – 2016 that the current regional arrangements will remain in place in light of Welsh Government's new regional Education Improvement Grant that comes into effect in April 2015.
- 14.5 No substantial financial implications are associated with the proposed changes contained within this Business Case except for those associated with element 13. 1.C , namely Governor Support and Training (approximately £10,000 per annum for GwE). This has been agreed in principle only by the GwE Management Board in deciding the possible options for 2015 - 2016.
- 14.6 The remaining additional elements will become part of GwE's business as usual since the proposed changes for 2015 – 2016 are minimal. All elements are included within the GwE Business Plan for 2015 – 2016.
- 14.7 More detailed business planning will be undertaken for 2016 – 2017 in light of the new Education Improvement Grant.
- 14.8 It should also be noted that the six Local Authorities and the North Wales Regional School Effectiveness and Improvement Service, GwE, face a substantial challenge in 2016 - 2017 in seeking to rationalise the implications of the National Model and Welsh Government's new Education Improvement Grant and the possible staffing implications, TUPE matters, redundancy risks and associated costs.
- 14.9 It should be noted that there may be possible savings to made in terms of staffing levels and costs at Local Authority level but this Business Case does not go into detail on this point as more time and detailed HR work would be required in order to quantify any potential savings and efficiencies, if any.

14.10 It was decided that in view of the fact that the arrangements for the new regional grant were not fully understood at the time of writing this Business Case that it would be prudent to maintain the current staffing arrangements for 2015 – 2016 as the majority of the relevant posts are grant funded and dependant. It is estimated that there will be a 10% cut in the overall grant in 2015 – 2016. Other posts in scope would be those that relate to the Governor Advice and Support element that has been estimated at a cost of approx. £75k over six Authorities.

Appendices 1 – 6

Appendix 1a – 1b - Governor Advice and Support

Appendix 2a – 2b - Foundation Phase

Appendix 3 – Learning Pathways Offer

Appendix 4 – Welsh in Education Strategic Plans and Welsh in Education Grant

Appendix 5 – Regional Co-ordination of ICT Strategy

Appendix 6 – HR Directors Network – Model for Specialist HR Advice and Support