

**Cyngor Addysgu
Cyffredinol Cymru**

**General Teaching
Council for Wales**



**Operational Plan
1 April 2008 – 31 March 2009**

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The General Teaching Council for Wales is the statutory, self-regulating professional body for teachers in Wales. It seeks to raise the status of teaching by maintaining and promoting the highest standards of professional practice and conduct in the interests of teachers, pupils and the general public.

The Council aims to provide an independent, representative and authoritative voice for the teaching profession in Wales and seeks to provide robust advice to the Welsh Assembly Government and other organisations on teaching issues.

The Council will achieve this aim through the following objectives:

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1.1 Administering the award of Qualified Teacher Status

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- 5.3 Staffing and staff development
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The Operational Plan 2008- 2009

The Council's Corporate Plan 2008 – 2011 sets out the Council's longer term strategic objectives and performance measures and provides details of its membership, staffing and functions. The Corporate Plan is translated into action, year by year, in an annual Operational Plan which provides detailed targets, performance measures and financial summaries.

This Operational Plan sets out, in the context of the approved Corporate Plan strategy, the Council's priorities for the period 1 April 2008 to 31 March 2009, in respect of its key objectives, together with associated targets and budgeted expenditure. The plan builds on the work undertaken as part of the Council's first four annual Operational Plans.

The Council will report on its progress against the targets and performance indicators in this plan by producing four quarterly reviews and the publication of an Annual Report.

Funding

Since April 2004 the Council has been self-funding. However, the Council receives funding from the Welsh Assembly Government for the following activities:

- administering funding for Induction and Early Professional Development,
- administering a Continuing Professional Development Funding Programme for teachers,
- administering the award of Qualified Teacher Status,
- hearing Induction appeals,
- piloting the Chartered Teacher programme,
- meeting the costs of enhanced disclosure checks from the Criminal Records Bureau for trainees / NQTs.

Objective 1
To maintain and promote the highest standards of professional conduct and practice

This objective focuses on the Council's work to raise the status of teaching by maintaining and promoting the highest standards of professional conduct and practice.

The key priorities for 2008-2009 are:

- to administer the award of Qualified Teacher Status;
- to maintain and develop the Register of teachers;
- to review and publicise the Statement of Professional Values and Practice;
- to implement procedures for maintaining standards of conduct and competence.

The resources for this objective in 2008–09 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 11.86 fte	
Salary Costs	397,083
Other Costs associated with:	
• Administering the professional award of Qualified Teacher Status	29,275
• Maintaining and developing the Register of qualified teachers	159,000
• Issuing Induction certificates and hearing Induction appeals	37,601
• Maintaining and publicising the <i>Statement of Professional Values and Practice</i>	(staff costs only)
• Maintaining standards of Conduct and Competence	408,250
Objective 1: Total Expenditure	1,031,209

Strategic Objective 1 - to maintain and promote the highest standards of professional conduct and practice

Operational Objective 1.1 Administering the award of Qualified Teacher Status		
Inputs	Operational activities	Short-term outcomes
<p>1.94 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£29,275 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Qualifications & Registration team will:</p>	
	<p>a. liaise with initial teacher education and training (ITET) institutions in identifying those who are expected to complete a course of ITET within the year and allocate unique teacher reference numbers</p>	<p>i. Identify those expected to complete ITET in year and allocate unique reference numbers by 28th February 2009.</p>
	<p>b. administer the award of qualified teacher status (QTS) to those students who successfully complete programmes of study.</p>	<p>ii. completion of the annual college exit process and dispatch QTS certificates to successful students by 1st August 2008.</p> <p>iii. dispatch of QTS certificates and allocation of teacher reference numbers to successful students within 4 weeks of being notified by the Open University.</p>
	<p>c. consider and respond to applications for QTS from those who have qualified as teachers in Scotland, Northern Ireland, Guernsey and the EEA, and those on the Graduate Teacher Programme.</p>	<p>iv. appropriately consider and respond to applications for QTS from those who have qualified as teachers in Scotland, Northern Ireland, Guernsey and those on employment-based routes within fifteen working days of receipt and those applications</p>

		<p>from the EEA, Iceland, Norway, Liechtenstein and Switzerland within four months (in keeping with existing legislation)</p>
	<p>d. the Council will exercise its advisory role by drawing attention to a range of specific policy issues relating to QTS.</p>	<p>v. monitor policy developments in relation to QTS and offer advice to WAG and other stakeholders where appropriate.</p>

Strategic Objective 1 - to maintain and promote the highest standards of professional conduct and practice

Operational Objective 1.2		
Maintaining and developing the Register of qualified teachers		
Inputs	Operational activities	Short-term outcomes
	The Qualifications & Registration team will:	
6.61 full-time equivalent (FTE) staff committed to this operational objective £151,000 of non-staffing expenditure committed to this area of operational activity	<p><i>Maintaining the Register</i></p> <p>a. maintain the Register and work closely with employers and agents to ensure compliance with the legal requirements upon them only to employ registered teachers in positions requiring a qualified teacher.</p> <p>b. administer an efficient and effective registration process enabling new applicants to register in a timely manner.</p> <p>c. work closely with ITET institutions, including visits to each institution, to ensure that all newly qualified teachers understand the requirement to be registered prior to taking up a first teaching post.</p> <p>d. be responsible for determining the suitability of new applicants for registration by facilitating a criminal records check in a timely manner</p> <p>e. work with a number of partners including LEAs, schools, private supply agencies, DCSF and individual teachers both in updating existing records contained in the Register, and also in collecting and storing new information for the first time, such as details of those teachers successfully completing a statutory induction year or those achieving the standard for Threshold or Headship.</p>	<p>i. ensure that the Register of qualified teachers is updated with the details of all newly qualified teachers by 31 August 2008 and all teachers by April 2009;</p> <p>ii. review its processes for determining suitability of applicants for registration annually;</p> <p>iii. Complete visits to all 7 ITET institutions by June 2008</p> <p>iv. Ensure that all NQT applications submitted to the Council during college visits are despatched to the CRB by 31st July 2008. Other forms submitted after the ITET visits will be dispatched within 15 working days.</p>

	<p>f. implement its fee collection procedures as part of maintaining the Register of teachers in Wales and review these on an annual basis. This will involve close liaison and interaction with LEAs, schools, supply agencies and others. (See also Operational Objective 5.1)</p>	
	<p><i>Providing information from the Register</i></p> <p>g. provide information held on the Register to individual teachers (for their own record); certain specified information for employers and agents; and the general public (who may only have access to whether a teacher is registered or not).</p> <p>h. enhance interactivity of the Register through web based access.</p> <p>i. seek to use this information from the register to identify potential areas of teacher shortage to inform policy and to advise WAG on recruitment needs and retention within the teaching profession and leadership development within schools.</p> <p>j. publish a Digest of the composition and balance of the teaching profession in Wales.</p> <p>k. respond to requests for appropriate summary information from the Register.</p>	<p>v. continue to roll-out increased access to specified data in accordance with project plan milestone by March 2009, with LEA pilot completed by 30th June 2008, employer access by 30th September 2008, teacher and public access by 31st December 2008.</p> <p>vi continue to provide on request information to DCELLS in support of the development of a Teacher Supply Model</p> <p>vii. publication of an annual Digest of the composition and balance of the teaching profession in Wales by 31 March 2009;</p> <p>viii. preparation of specific analyses of new information arising from the Register on an ad-hoc basis when deemed appropriate and the accuracy and completeness of such information is secure.</p>

Strategic Objective 1 - to maintain and promote the highest standards of professional conduct and practice

Operational Objective 1.3
Issuing Induction certificates and hearing Induction appeals

Inputs	Operational activities	Short-term outcomes
<p>1.14 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£33,600 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Qualifications & Registration, Induction & EPD and Professional Standards teams will:</p> <p>a. issue Induction certificates to all registered newly qualified teachers who successfully complete their Induction period.</p> <p>b. liaise with LEAs and employers in order to track newly qualified teachers through their Induction year.</p> <hr/> <p>c. administer and arrange to hear all appeals made by any teacher who fails their statutory Induction year</p>	<p>i. issue 95% of certificates by 31 August 2008 (where the GTCW has received a notification which indicates compliance with Regulations no later than 20 August) and by 30 September 2008 for teachers who have completed their Induction in an independent school (where the GTCW has received notification no later than 20 September).</p> <hr/> <p>ii. aim to conclude appeals made to GTCW within timescales set out in Assembly Regulations.</p> <p>iii. notify the Welsh Assembly Government within two weeks of receiving an appeal and advise of its outcome.</p>

Strategic Objective 1 - to maintain and promote the highest standards of professional conduct and practice

Operational Objective 1.4		
Reviewing and publicising the Statement of Professional Values and Practice		
Inputs	Operational activities	Short-term outcome
0.02 full-time equivalent (FTE) staff committed to this operational objective	The Professional Standards team will: a. keep the <i>Statement of Professional Values and Practice</i> under review to ensure it remains appropriate and relevant to the profession. b. ensure that teachers play a key role in any review.	i. review Statement of Professional Values and Practice. Bring proposals to the Registration Committee by September 2008 and to Council by the end of December 2008 and begin consultation by 31 st March 2009.
No specific non-staffing expenditure is committed to this area of operational activity	c. make available <i>The Statement of Professional Values and Practice</i> and its accompanying guidance leaflet, <i>Professionalism in Practice</i> , to teachers and others outside the profession in order to inform them of the standards to which teachers aspire.	ii. To effectively communicate the suite of documents to appropriate audiences.

Strategic Objective 1 - to maintain and promote the highest standards of professional conduct and practice

Operational Objective 1.5 Maintaining standards of conduct and competence		
Inputs	Operational activities	Short-term outcomes
<p>2.25 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£408,250 of non-staffing expenditure committed to this area of operational activity, including external legal advice.</p>	The Professional Standards team will:	
	a. ensure that all professional standards cases are administered in line with relevant legislation and established Council procedures.	i. all cases concluded as soon as reasonably possible from the point at which all the evidence has been gathered.
	b. work closely with key partners (such as the Independent Safeguarding Authority (ISA), DCSF, the police and employers) to ensure all parties understand the Council's responsibilities in respect of disciplinary cases.	ii. we will communicate with the departments responsible and work with the WAG stakeholders and the two relevant GTCs on an ongoing basis throughout the operational year.
	c. communicate developments to the teaching profession (see also Operational Objective 4.3)	
	d. review its existing referral arrangements and procedures, and develop new systems where appropriate, in light of the implementation of the Safeguarding Vulnerable Groups Act.	iii. work with officers of the Welsh Assembly Government to continue to assess the impact of the Safeguarding Vulnerable Groups Act and, where appropriate, develop procedures in readiness for any new functions which may arise by September 2009.
	iv. monitor ISA developments and timescales and assess their impact upon the Council's Professional Standards procedures and arrangements.	
	e. continuously review and monitor any new case law, to ensure that its procedures remain fair	v. revise internal and external

	and consistent with the principles of natural justice and human rights.	procedures where appropriate by 31 st March 2009.
	f. review internal procedures for administering professional standards cases.	vi. complete review of procedures for administering disciplinary cases and Induction Appeals on a continuous basis, implementing any amendments by 31 March 2009. This review will include a review of the composition of disciplinary panels.
	g. keep under review the training needs of current and former Council members & recruited lay members who may sit on professional standards committees and provide further training as required. Council will also regularly review the outcomes of cases in order to ensure consistency.	vii. monitor ongoing training needs and appropriate training held on 16 th May 2008.

Objective 2

To provide an independent, representative and authoritative voice for the profession on teaching issues

This objective focuses on the Council's aim to provide an independent, representative and authoritative voice for the profession on teaching issues. Through the Council, teachers have the opportunity to shape their profession and to input their expertise into future policy development in relation to teaching.

The key priorities for 2008-2009 are:

- to provide clear and constructive advice to the Welsh Assembly Government and other organisations on matters within the Council's remit;
- to respond to consultations on issues of relevance to teachers which are issued by the Welsh Assembly Government and other organisations;
- to represent the views of teachers on relevant working groups;
- to ensure that the Council's work is informed by the views of teachers and other stakeholders.

The resources for this objective in 2008–09 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 2.05 fte	
Salary Costs	77,823
Other Costs associated with-	
<ul style="list-style-type: none">• Contributing to the development of advice and policy on teaching issues• Responding to consultations and contributing to working groups• Being an informed and knowledge-based organisation	41,400
Objective 2: Total Expenditure	119,223

Strategic Objective 2 - to provide an independent, representative and authoritative voice for the profession on teaching issues

Operational Objective 2.1		
Contributing to the development of advice and policy on teaching issues		
Inputs	Operational activities	Short-term outcomes
<p>An element of the 2.05 full-time equivalent (FTE) staff committed to the strategic objective</p> <p>An element of the £41,400 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Policy and Planning Manager and other senior officers will:</p> <p>a. contribute to the development of advice and policy on teaching issues and matters relating to teaching. These areas include:</p> <ul style="list-style-type: none"> o standards of teaching; o standards of conduct for teachers; o the role of the teaching profession; o the training, career development and performance management of teachers; o recruitment to the teaching profession; o the supply of teachers; o the retention of teachers within the profession; o the standing of the teaching profession; o medical fitness to teach o other issues, when asked to do so by the Welsh Assembly Government. <p>b. focus on Professional Development (more detail on the Council's work in this area can be found in objective 3).</p> <p>c. building on its contribution to the 'Review of Initial Teacher Training Provision in Wales' (Furlong, 2006) the Council will continue to advise the Welsh Assembly Government, the ITET sector and other organisations in implementing the Welsh Assembly Government's ITT Change Plan.</p> <p>d. further develop a position on future inspection arrangements in Wales</p>	<p>i. monitor policy development activity across key bodies to allow effective and timely inputs to their potential and actual policy positions that impact upon teachers and teaching.</p> <p>ii. advise the Welsh Assembly Government in taking forward recommendations from the Furlong Review of ITT provision in Wales.</p> <p>iii. complete development of a position paper on future inspection arrangements in Wales completed by 30th May 2008.</p>

	<p>e. develop a position on the regulation of teachers in the further education sector.</p> <p>f. to advise the Welsh Assembly Government in taking forward its Pedagogy Strategy</p>	<p>iv. complete development of a position paper on the regulation of teachers in the FE sector by 31st July 2008.</p> <p>v. subject to WAG progress, the Council will offer advice as appropriate in relation to the Pedagogy Strategy..</p>
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Strategic Objective 2 - to provide an independent, representative and authoritative voice for the profession on teaching issues

Operational Objective 2.2		
Responding to consultations and contributing to working groups		
Inputs	Operational activities	Short-term outcome
<p>An element of the 2.05 full-time equivalent (FTE) staff committed to the strategic objective</p> <p>An element of the £41,400 of non-staffing expenditure committed to this area of operational activity</p>	<p>Senior officers and the Policy & Planning Manager will:</p> <ol style="list-style-type: none"> a. seek to influence officials of the Welsh Assembly Government to develop policies which are in the interests of improved standards of teaching. b. respond to consultations from the Welsh Assembly Government and other relevant bodies on matters that are relevant to teaching and are within its remit. c. contribute to a variety of working, reference, advisory and steering groups on issues of relevance to teachers. Council members and officers are represented on the following groups: <ul style="list-style-type: none"> • Foundation Phase Training and Development Sub-Group • 7-14 School Standards Panel of the Ministerial Advisory Group; • Teacher Education Liaison Group; • Teacher Support Cymru Advisory Group; • Teacher Training Recruitment Forum; • Children and Young People’s Workforce Development Network; • School Effectiveness Framework Reference Group. • Pedagogy Strategy Steering Group • Future Inspection Arrangements Task and Finish Group 	<ol style="list-style-type: none"> i. through the 6 weekly liaison and review meetings, and other channels, seek to influence policy development. ii. timely and relevant responses made to appropriate consultations impacting upon teachers and teaching. iii. effective input provided to working, reference, advisory and steering groups.

Strategic Objective 2 - to provide an independent, representative and authoritative voice for the profession on teaching issues

Operational Objective 2.3 Being an informed, knowledge-based organisation		
Inputs	Operational activities	Short-term outcomes
<p>An element of the 2.05 full-time equivalent (FTE) staff committed to the strategic objective</p> <p>An element of the £41,400 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Council will:</p> <p>a. undertake activities to ensure that teachers and other stakeholders are able to inform the Council in its work. This will be done by inviting teachers and stakeholders to inform the Council's work.</p> <p>b. develop its website to facilitate two way communications with members of the teaching profession (see also objective 4.2.).</p> <p>c. invite teachers to comment on articles and consultations published in the Council's 'Teaching Wales' journal and ad hoc events may be organised in order to garner the views of teachers on specific issues, policies or areas of the Council's work.</p> <p>d. The Council will commission research itself that will support its policy development activities in the areas of NPQH and NQT and ITET and/or Induction</p> <p>e. work with organisations such as Higher Education Institutions, UCET Cymru, and the General Teaching Councils in other countries on developing areas of research to identify and, if appropriate, promote research which is relevant to teachers' practice through the General Teaching Council's 5 Nations Group.</p>	<p>i. secure input from teachers on a range of consultations by April 2009.</p> <p>ii. complete qualitative research in the career progression intentions of non-headteacher holders of the NPQH award by December 2009.</p> <p>iii. complete qualitative research on the experiences of NQTs on completion of ITET and/or Induction by September 2008.</p>

	f. support, where appropriate, the bids of researchers for funding, where that research is of benefit to the practical needs of classroom teachers.	
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Objective 3

To develop a culture of professional development amongst teachers

This objective focuses on the Council's efforts to develop a culture of professional development amongst teachers.

The key priorities for 2008-09 are:

- to continue to lead the development of a Professional Development Framework;
- to administer funding for Induction and Early Professional Development
- to manage the CPD funding programme;
- to disseminate the outcomes of the CPD activities of teachers.

The resources for this objective in 2008–09 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 12.71 fte	
Salary Costs	503,201
Other Costs associated with-	
• Establishing a Professional Development Framework	338,352
• Administering funding for Induction and Early Professional Development	5,398,920
• Managing the CPD funding programme	2,153,526
• Disseminating the CPD activities of teachers	200,000
Objective 3: Total Expenditure	8,593,999

Strategic Objective 3 - to develop a culture of professional development amongst teachers

Operational Objective 3.1		
Establishing a Professional Development Framework		
Inputs	Operational activities	Short-term outcomes
<p>1.16 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£338,353 of non-staffing expenditure committed to this area of operational activity</p>	<p>Senior officers will work in support of the implementation of a Professional Development Framework for teachers in Wales and will build on the advice provided to the Welsh Assembly Government in April 2002, July 2005, July 2006 and July 2007. In this regard. work will focus on:</p> <p>The Council will work with other stakeholders to:</p> <p><i>a) Chartered Teacher pilot programme</i> - continue development and piloting of the national programme for Chartered Teacher. This will involve oversight of the taught programme modules, and advisors and assessors for the accreditation route and the independent evaluators of the programme.</p> <p><i>b) Preparing for the mainstreamed Chartered Teacher programme</i> - subject to the emerging outcomes of evaluation, develop and communicate the structure of the mainstream Chartered Teacher programme</p>	<p>i. continue the pilot of the national programme for Chartered Teacher and monitor issues that arise and take appropriate action. A further 6 modules will commence piloting during the operational year.</p> <p>ii. subject to Council's agreement, publish arrangements/processes for Chartered Teacher mainstream programmes by 31st March 2009.</p> <p>iii. ensure adequate funding is available for the mainstream programmes by 31 December 2008 in partnership with other stakeholders, subject to progress being made with WAG and LEAs.</p>

	<p><i>c) Supporting the implementation of advice on coherence and progression in professional standards</i> - begin work to produce a set of coherent and progressive standards across the professional milestones in order to inform future advice to the Welsh Assembly Government</p> <p><i>d) Supporting the implementation of the advice on professional development, recording, self reflection and quality assurance</i> - review and implement any recommendations arising from Strand 3 and Strand 4 of the PDF if asked to do so by the Welsh Assembly Government</p>	<p>iv. appoint a consultant by 31st August 2008</p> <p>vi. support the implementation of Strands 3 and 4 of the Professional Development Framework if asked by the Assembly Government subject to agreed timescales.</p>
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Strategic Objective 3 - to develop a culture of professional development amongst teachers

Operational Objective 3.2 Administering funding for Induction and Early Professional Development (EPD)		
Inputs	Operational activities	Short-term outcomes
<p>5.57 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£5,388,920 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Induction & EPD Funding team will work with schools and LEAs to ensure that funding enables new teachers to build on their career entry profiles, Induction assessments and outcomes from performance management reviews to develop as skilled professionals.</p> <ul style="list-style-type: none"> a. administer the Induction and EPD funding in an efficient and cost-effective way and keep its own administrative costs as low as possible whilst meeting performance targets. b. review and adapt procedures for administering the funding, including associated guidance procedures. c. evaluate EPD planning forms to determine eligibility. d. _ inform WAG of the number of NQTs undertaking Statutory Induction in each LEA. e. __inform all LEAs of teachers undertaking EPD programmes. 	<ul style="list-style-type: none"> i. 95% of completed claims for payment for both Induction and EPD funding are processed within the timescales set out in Accessing Funding for Induction and EPD. ii. WAG to be informed of the number of NQTs who have completed a period of statutory Induction in each LEA following receipt of notification from the LEA and once all outstanding queries have been resolved. iii. LEAs to be notified of the name and school of all teachers undertaking EPD by the end of the first term of the teachers EPD.

Strategic Objective 3 - to develop a culture of professional development amongst teachers

Operational Objective 3.3 Managing the Continuing Professional Development (CPD) Funding Programme.		
Inputs	Operational activities	Short-term outcomes
<p>5.98 full-time equivalent (FTE) staff committed to operational objectives 3.3 and 3.4.</p> <p>£2,175,525 of non-staffing expenditure committed to this area of operational activity</p>	<p>The CPD Team will:</p> <p>a. administer the funding in an efficient and cost effective way and keep its own administrative costs as low as possible.</p> <p>b. review and adapt its procedures for administering the funding .</p> <p>c. make all eligible teachers aware of the funding opportunities through a marketing strategy.</p> <p>d. monitor the effectiveness of the funding through internal evaluation undertaken.</p> <p>e. ensure that other providers are kept fully informed about funding administered through the Council.</p>	<p>i efficient management of the CPD Funding Programme, to ensure that 4000 teachers benefit by 31 March 2009.</p> <p>ii. allocation of 100% of the available funding by 31 March 2009.</p> <p>iii. manage the administration of the CPD funding programme to comply with WAG timescales for processing applications, expediting claims and processing claims.</p> <p>iv. Council to consider the approach to minimise administrative requirements on teachers and subsequent advice issued to schools/LEAs by 30th June 2008.</p> <p>v. evaluate participants' responses by March 2009.</p> <p>vi. Provide LEAs with termly lists and activities.</p>

Strategic Objective 3 - to develop a culture of professional development amongst teachers

Operational Objective 3.4 Disseminating the continuing professional development activities of teachers		
Inputs	Operational activities	Short-term outcomes
<p>Refer to staff committed under 3.3.</p> <p>£200,000 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Council will co-ordinate activities that will encourage and enable individual teachers to disseminate the outcomes of professional development activities by.</p> <p>a. maintaining and developing GTCW's CPD Report Resource</p> <p>b. organising local conferences to showcase the best CPD experiences and activities undertaken by teachers in partnership with LEAs and HEIs.</p> <p>c. organising national conferences to showcase the best CPD experiences and activities undertaken by teachers in partnership with LEAs and HEIs.</p>	<p>i. Termly CPD Editorial Board to produce reports.</p> <p>ii disseminate the work of at least 35 teachers through speaking opportunities by 31st March 2009.</p> <p>iii. publish teachers work in GTCW publications and web site and other media.</p> <p>iv. one national dissemination conference to be held to disseminate the CPD experiences across LEAs by 31st March 2009, with possible extra funding discussed with WAG</p> <p>v. Organise a seminar for LEAs and other organisations on the Council's CPD work in September 2008.</p>

Objective 4

To communicate the positive contribution of the teaching profession to society

This objective focuses on the Council's efforts to raise the status of teaching as a profession.

The key priorities for 2008-09 are:

- to raise public awareness of the critical role and high standards that teachers achieve;
- to raise the profile of the Council amongst teachers;
- to undertake activities to publicise the work of teachers and the Council.

The resources for this objective in 2008–09 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 2.71 fte	
Salary Costs	81,216
Other Costs associated with-	
• Highlighting the work of teachers) 116,500
• Working with other stakeholders to promote teaching as a high status profession)
• Increasing the awareness amongst teachers of the work of the Council)
Objective 4: Total Expenditure	197,716

Strategic Objective 4 - to communicate the positive contribution of the teaching profession to society

Operational Objective 4.1		
Highlighting the work of teachers.		
Inputs	Operational activities	Short-term outcomes
<p>An element of the 2.77 full-time equivalent (FTE) staff committed to this strategic objective</p> <p>An element of the £116,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.</p>	<p>The Council will seek to ensure that its activities provide a positive portrayal of the teaching profession by:</p> <ul style="list-style-type: none"> a. cultivating good relationships with the media to seek to ensure that the Council and the teaching profession are portrayed in a positive light. b. contribute regularly to a variety of media sources and give reaction to developments in education relevant to the Council's remit and objectives. c. implementing its revised strategic communications strategy. d. publishing articles that highlight teaching as a high status profession. e. publicising its work by issuing regular press releases that will make teachers and others aware of its policy development and regulatory work. f. following up the press releases by providing interviews for the broadcast media at a 	<ul style="list-style-type: none"> i. production of at least two press releases or statements on the achievements of teachers to the press every month. ii. generation of the advertising value equivalent of £350,000 of press coverage by providing timely and topical articles on the teaching profession. iv. implementing a revised strategic communications policy by March 2009. v. publishing 20 articles highlighting the work of teachers by March 2009. vi. issuing 16 press releases on its own work by March 2009.

	<p>local and national level where appropriate..</p> <p>g. seeking to use the journals of other organisations such as teacher union and association journals and other newsletters to convey key messages.</p> <p>h. reviewing and evaluating media coverage and website reach on a monthly basis and as part of its quarterly review process.</p> <p>i. refining media evaluation in order to provide more effective feedback</p>	<p>vii. monthly assessments of media coverage of its work and role, and. evaluating press and media coverage included in the following Quarterly Review.</p>
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Strategic Objective 4 - to communicate the positive contribution of the teaching profession to society

Operational Objective 4.2		
Working with other stakeholders to promote teaching as a high status profession.		
Inputs	Operational activities	Short-term outcomes
<p>An element of the 2.77 full-time equivalent (FTE) staff committed to this strategic objective</p> <p>An element of the £116,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.</p>	<p>Senior officers, the Publications and the IS teams will work with other stakeholders to promote teaching as a high status profession by:</p>	
	<p><i>a. promoting teaching as a career</i></p> <ul style="list-style-type: none"> - supporting the work of the Welsh Assembly Government, the Training and Development Agency for Schools (TDAS) and Initial Teacher Education and Training institutions to promote teaching as a career. - closely liaising with the TDAS Recruitment Advisor for Wales - attending meetings of the Teacher Training & Education Recruitment Forum. - attending events that seek to attract prospective teachers. 	<p>i. attendance at three meetings of the Teacher Training Recruitment Forum by April 2009</p>
	<p><i>b. events, exhibitions and presentations</i></p> <ul style="list-style-type: none"> - be represented at a variety of key national education events. It will ensure that its presence at any event is relevant to the occasion and gives a positive portrayal of the teaching profession. - organise conferences on specific issues and take opportunities to give presentations on the Council's work. 	<p>ii. events, exhibitions and presentations Attendance and exhibition at the Urdd National Eisteddfod 2008 and the National Eisteddfod 2008.</p> <p>iii. evaluation of each event in terms of target audience, enquiries/feedback and value for money within one month of the event.</p> <p>iv. Attendance of the national conferences of teacher trade unions and professional associations:</p>

	<p><i>c. national and international events</i></p> <ul style="list-style-type: none"> - repeat and build on the success of the previous Wales Education lectures. - ensure the lecture is widely publicised and disseminated. - identifying a national event to be held at a location in North Wales. 	<p><i>v. national and international events</i> <i>Organise the fifth Annual Lecture to be held in November 2008 and a complementary North Wales event.</i></p>
	<p><i>d. plan the hosting of an international Teaching Councils conference in June 2009.</i></p> <ul style="list-style-type: none"> - hold termly planning and review meetings to ensure progress is made in line with the project plan and appropriate action taken. 	<p><i>vi. International conference arrangements to be in place by 31st March 2009 to facilitate successful delivery in June 2009.</i></p>
	<p><i>e. networking</i></p> <ul style="list-style-type: none"> - develop relationships with organisations nationally, UK-wide and internationally with the aim of sharing experiences, ideas and innovation which will ultimately benefit the profession in Wales by providing a global context for understanding developments in education, teacher professionalism and professional regulation. - maintain and develop links with the Welsh Assembly Government, teacher unions, local education authorities and diocesan authorities, other Teaching Councils, and other education bodies including Estyn, HEFCW, and UCET. 	<p><i>vii. networking</i> <i>Council officers and members will have undertaken a regular programme of meetings with key stakeholders and partner organisations such as, officers of the Welsh Assembly Government, Estyn, HEFCW, teacher unions, local education and diocesan authorities and the General Teaching Councils of England, Scotland, Northern Ireland, and the Republic of Ireland.</i></p>

Strategic Objective 4 - to communicate the positive contribution of the teaching profession to society

Operational Objective 4.3		
Increasing the awareness amongst teachers of the work of the Council		
Inputs	Operational activities	Short-term outcomes
<p>An element of the 2.77 full-time equivalent (FTE) staff committed to this strategic objective</p> <p>An element of the £116,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.</p>	<p>The GTCW will convey activities undertaken by the Council for teachers by:</p> <p><i>a. publishing articles in the Teaching Wales Journal</i> - publish and distribute three editions of the Teaching Wales Journal. The Journal will provide a forum for professional dialogue within the teaching profession and will include GTCW news, summaries of policy documents, summaries of consultation responses, articles and opinion pieces and CPD case studies.</p> <p><i>b. maintaining a corporate website that is ready source of information for teachers</i> - maintain and develop its website to ensure that it is an effective means of promoting teaching, publicising the Council's work and for providing information about the Council's activities. - present up to date and accurate information consistent with the Council's corporate image.</p> <p><i>c. utilising appropriate publications to highlight activities.</i> - provide appropriate printed and downloadable publications for teachers on the work of the Council.</p> <p><i>d. making presentations to prospective NQTs</i> - undertake presentations to final year students in ITET to highlight the work of the Council and the role of self-regulation</p>	<p>i. publish three editions of Teaching Wales Journal by April 2009.</p> <p>ii. Council website to attract 3,500 visits every month.</p> <p>iii. Visit all ITET Institutions in Wales and give presentations to final year student teachers by July 2008</p>

Objective 5

To provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives

This objective focuses on the Council's intention to run an efficient organisation which achieves value for money.

The key priorities for 2008-09 are:

- to ensure effective planning, monitoring and reporting systems;
- to ensure the timely receipt of income from registration fees to meet its budgetary commitments;
- to ensure the Council receives value for money in transactions and contracts;
- to ensure full compliance with internal financial regulations and procedures; and
- working with all staff and trades unions to develop a bespoke GTCW pay and grading structure in this operational year.

The resources for this objective in 2008-09 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 6.52 fte	
Salary Costs	255,342
Other Costs associated with-	
• Internal control and value for money	17,000
• Planning, policy, review and development	10,000
• Staffing and Staff Development	28,000
• Council members	35,000
Objective 5: Total Expenditure	345,342

Strategic Objective 5 - to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives

Operational Objective 5.1		
Providing efficient, effective and robust arrangements for internal control and ensure value for money.		
Inputs	Operational activities	Short-term outcomes
1.25 full-time equivalent (FTE) staff committed to this operational objective	All staff will operate within its financial regulations and procedures to ensure financial practice meets standards of regularity and propriety. The Council will undertake the following activities:	
£17,000 of non-staffing expenditure committed to this area of operational activity	a. work with LEAs to collect the fees of full and part-time registered teachers teaching in maintained schools, and make arrangements for the collection of fees by direct debit or cheque from other teachers.	i. collect, via LEAs, the registration fees of full and part-time teachers in maintained or foundation schools by April 2008. ii. collect directly from teachers, the registration fees of those who are not employed full or part-time in maintained or foundation schools by the end of May 2008; iii. commence feasibility study of new payment methods, including on-line payment.
	b. minimise the financial and administrative demands on teachers through efficient and effective operations that ensure value for money while ensuring that the Council has the income to meet its budget commitments.	iv. undertake at least twenty five "audit days" throughout the financial year, reviewing the Council's controls.

	<p>c. agree a schedule with its Internal Auditors to review and report upon the adequacy of internal controls.</p> <p>d. follow up recommendations from internal audit and internal review exercises.</p> <p>e. ensure the efficiency and effectiveness of the functions through critical self review, review by internal audit and appropriate benchmarking.</p>	<p>v. Internal auditors to advise other areas for Value for Money review by July 2008.</p> <p>vi. to monitor and report upon the implementation of the internal audit exercises.</p> <p>vii. undertake quarterly reviews of the Council's Risk Register to ensure risks are constantly monitored and managed at the Management Team meetings in June 2008, September 2008, December 2008 and March 2009.</p> <p>viii. implement two internal review exercises focusing upon the costs associated with disciplinary hearings and printed medium communication by 31st March 2009, as part of a wider ranging review of cost efficiency.</p> <p>ix. complete feasibility study for developing reciprocal benchmarking arrangements in selected areas with other Teaching Councils or other appropriate organisations by December 2008 if appropriate.</p>
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Strategic Objective 5 - to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives

Operational Objective 5.2		
Providing efficient, effective and robust arrangements for planning, policy review and development		
Inputs	Operational activities	Short-term outcomes
<p>3.13 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£10,000 of non-staffing expenditure committed to this area of operational activity</p>	<p>Senior officers will:</p> <p>a. ensure compliance with the production time table for strategic and operational planning processes.</p> <p><i>Planning, monitoring and reporting</i></p> <p>b. monitor progress against the Operational Plan by completing Quarterly Reviews and at the year-end, produce the Annual Report and Accounts.</p> <p>c. assign to specific teams and agree with each Council officer a Forward Job Plan (including certain aspects of those objectives). This will then provide the basis for the annual staff Performance & Development review.</p>	<p>i. strategic planning processes and reporting reviewed by September 2008.</p> <p>ii. Corporate Plan for 2009–2012 agreed by February 2009.</p> <p>iii. Operational Plan for 2009–2010 agreed by February 2009.</p> <p>iv. staff performance and development reviews for the 2007–2008 reporting cycle completed by end May 2008.</p> <p>v. Quarterly Reviews of progress against the Operational Plan 2008–2009 completed during weeks commencing 30th June 2008, 29th September 2008, 5th January 2009 and 30th March 2009.</p> <p>vi. Annual Report and Accounts 2008–2009 agreed and laid before the Assembly</p>

	<p><i>Policy review and development</i></p> <p>d. review the Health and Safety Policy to ensure the health and safety of its staff and visitors on its premises, including consultation with relevant bodies regarding the content of this policy, and ensure that it is covered by public and employers liability insurance.</p> <p>e. implement the Council's first Disability Equality Scheme and simultaneously formulate a revised scheme by July 2008.</p> <p>f. operate bilingually in Welsh and English and implement and review its Welsh Language policy and monitor and report internally every six months, and submit a report to the Welsh Language Board annually.</p> <p>g. review the Council's Freedom of Information (FoI) Publication Scheme to ensure that it meets new FoI criteria.</p> <p>h. assess the personal information which it is required to hold and the bodies with which it shares this information, in order that it complies with the Data Protection Act.</p>	<p>by September 2008.</p> <hr/> <p>vii. Health and Safety Forum to have met twice during the year and discussed health and safety issues and to reviewed existing policy.</p> <p>viii.. risk assessments of the Council's working environment carried out and documented by April 2009.</p> <p>ix. Disability Equality Scheme reviewed by July 2008.</p> <p>x. Welsh Language Staff Forum to have met twice during the year to monitor and report on the effectiveness of the statutory scheme and reviewed the report to the Welsh Language Board to meet the 31st December 2008 deadline.</p> <p>xi. production of a revised FoI Publication Scheme in line with required timetable by 31st December 2008.</p> <p>xii. to continually assess data held to ensure compliance.</p>
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	<p>j. monitor, and when considered necessary, implement new, or amend existing personnel polices to accord with legislation and good practice.</p>	<p>xiii. to monitor legislative and good practice development and implement or amend personnel policies accordingly and review five specific personnel policies by 31st March 2009. The policies to be reviewed are - sickness and absence; hours of working / flexible working; equal opportunities; annual leave/holidays; and discipline and grievance.</p>
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Strategic Objective 5 - to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives

Operational Objective 5.3		
Providing efficient, effective and robust arrangements for staffing and staff development		
Inputs	Operational activities	Short-term outcomes
0.24 full-time equivalent (FTE) staff committed to this operational objective	Senior officers will keep staffing arrangements under review and will: a. appoint a contractor to working with all staff and trades unions to advise upon a bespoke GTCW pay and grading structure in this operational year.	i. advisor to be appointed by 31 st December 2008.
£28,000 of non-staffing expenditure committed to this area of operational activity	b. develop its staff in furtherance of the Council's objectives. c. support staff, where appropriate, in their training and development in accordance with its agreed higher and further education policy. d. undertake training and development to enhance management and coaching skills. e. all line managers and job holders will review training and development needs regularly as part of the staff performance and development review system. f. arrange appropriate training will be arranged during the course of the year as required.	ii. production of an annual Training and Development Plan by 31 st March 2009. iii. production of an evaluation of training every six months, in September 2008 and March 2009.
	g. maintain the Investors in People (liP) standards and review and, where necessary, make improvements to its current personnel practices that impact on development and training. h. work closely with its liP consultant to ensure that it can meet the new liP standards.	iv. implementation of any post liP status review actions by 31 st December 2008.

Strategic Objective 5 - to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives

Operational Objective 5.4		
Providing efficient, effective and robust arrangements for support of Council members		
Inputs	Operational activities	Short-term outcomes
<p>1.90 full-time equivalent (FTE) staff committed to this operational objective</p> <p>£35,000 of non-staffing expenditure committed to this area of operational activity</p>	<p>The Council's Corporate Support and Administration Team will:</p> <p>a. provide effective administrative support for Council members.</p> <p>b. undertake all tasks relating to the organisation of Council and Committee meetings.</p> <p>c. distribute papers for meetings within the timescales outlined in the Council's Standing Orders.</p> <p>d. arrange full induction programmes for any newly elected Council members taking up membership of Council during the year.</p> <p>e. review and update Register of Members' Interests in accordance with the regulations set out in the Standing Orders.</p>	<p>i. distribution of Council papers to members at least ten days prior to the meeting.</p> <p>ii. distribution of Committee meeting papers at least seven days prior to the meeting.</p> <p>iii. appropriate induction to be completed by 31st July 2008.</p> <p>iv. review and update the Register of Members' Interests by 31st October 2008.</p>

Financial Summary for the year ended 31st March 2008

The Council's proposed income budget for 2008-09 is £10,521,500. The Welsh Assembly Government will provide a grant of £8,829,000 to administer funding for Induction and Early Professional Development, the Continuing Professional Development Funding Programme, the awarding of QTS and hearing Induction Appeals, the costs of the Professional Development Framework consultation, a contribution to the Chartered teacher pilot costs and the cost of suitability checks for first time registrants.

A fee of £45 will be payable from 1 April 2008 by all full time, part time and supply teachers in maintained schools. This will raise £1,642,500 towards the running of the Council in order for it to meet the objectives detailed below.

<u>Expenditure (including salary costs)</u>	£ 2008-09
Objective 1: to maintain and promote the highest standard of professional conduct and practice	1,031,209
Objective 2: to provide an independent, representative and authoritative voice for the profession on teaching issues	119,223
Objective 3: to develop a culture of professional development amongst teachers	8,593,999
Objective 4: to communicate the positive contribution of the teaching profession to society	197,716
Objective 5: to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives	345,342
Administration / overhead	202,649
Reserves	70,000
Total Expenditure	10,560,138
<u>Income</u>	
Income receivable from registration fees	1,642,500
Grants received from the Welsh Assembly Government	8,829,000
Bank interest on registration fees	50,000
Total Income	10,521,500
Deficit for the period	(38,638)