Cyngor Addysgu Cyffredinol Cymru

General Teaching Council for Wales

Operational Plan
1 April 2009 – 31 March 2010

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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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The Council's Corporate Plan 2009 – 2012 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 2009 to 31 March 2010, 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 2009-2010 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 2009 - 2010 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 13.11 fte	
Salary Costs	440,557
Other Costs associated with:	
• Administering the professional award of Qualified Teacher Status	73,362
• Maintaining and developing the Register of qualified teachers	151,000
• Issuing Induction certificates and hearing Induction appeals	37,201
• Developing and consulting on a Professional Code	5,000
• Maintaining standards of Conduct and Competence	357,775
Objective 1: Total Expenditure	**1,064,895**

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***
1.18 full-time equivalent (FTE) staff committed to this operational objective £73,362 of non-staffing expenditure committed to this area of operational activity	The Qualifications & Registration team will work to ensure that all eligible candidates are awarded qualified teacher status in a timely manner.	
	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.	i. Identify those expected to complete ITET in year and allocate unique reference numbers by 28 February 2010;
	b. administer the award of qualified teacher status (QTS) to those students who successfully complete programmes of study.	ii. completion of the annual college exit process and dispatch QTS certificates to successful students by 1 August 2009; iii. dispatch of QTS certificates and allocation of teacher reference numbers to successful students within 4 weeks of being notified by the Open University;
	c. consider and respond to applications for QTS from those who have qualified as teachers in Scotland, Northern Ireland, Guernsey and the European Economic Area (EEA) and	iv. appropriately consider and respond to applications

	Switzerland, and those on the Graduate Teacher Programme.	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 from the EEA and Switzerland within four months (in keeping with existing legislation);

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 work to ensure that the Register continues to be an accurate, reliable and up to date source of data.	
8.4 full-time equivalent (FTE) staff committed to this operational objective £151,000 of non-staffing expenditure committed to this area of operational activity	*Maintain the Register* a. maintain, update and develop the Register, working closely with partners including employers and agents to ensure compliance with the legal requirements upon them only to employ registered teachers in positions requiring a qualified teacher. b. administer an efficient and effective registration process enabling new applicants to register in a timely manner. c. refine the registration process and registration database in light of the new ISA vetting an barring scheme.(see also operational objective 1.5). d. 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. e. be responsible for determining the suitability of new applicants for registration by facilitating a criminal records check in a timely manner.	i. ensure that the Register of qualified teachers is updated with the details of all newly qualified teachers by 31 August 2009 and all teachers by April 2010; ii. review its processes for determining suitability of applicants for registration by October 2009; iii. complete visits to all 7 ITET institutions by June 2009; iv. ensure that all NQT applications submitted to the Council during college visits are despatched to the CRB by 31 July 2009;

	Providing information from the Register f. 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). g. 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. h. publish a Digest of the composition and balance of the teaching profession in Wales.	v. continue to roll-out increased access to specified data, school access ready by March 2010; vi continue to provide information to DCELLS in support of the development of a Teacher Planning and Supply Model (up to equivalent 5 days staff time at HEO level); vii. publication of an annual Digest of the composition and balance of the teaching profession in Wales by 31 March 2009;

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***
0.93 full-time equivalent (FTE) staff committed to this operational objective £37,201 of non-staffing expenditure committed to this area of operational activity	The Qualifications & Registration, Induction & EPD and Professional Standards teams will work together to ensure that Induction certificates are issued to timescale: a. issue Induction certificates to all registered newly qualified teachers who successfully complete their Induction period. b. liaise with LEAs and employers in order to track newly qualified teachers through their Induction year.	i. issue 95% of certificates by 31 August 2009 (where the GTCW has received a notification which indicates compliance with Regulations no later than 20 August) and by 30 September 2009 for teachers who have completed their Induction in an independent school (where the GTCW has received notification no later than 20 September);
	c. administer and arrange to hear all appeals made by any teacher who fails their statutory Induction year.	ii. aim to conclude appeals made to GTCW within timescales set out in Welsh Assembly Regulations; iii. notify the Welsh Assembly Government within two weeks of receiving an appeal and advise of its

		outcome;

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

Operational Objective 1.4 ***Developing a Professional Code for teachers***		
Inputs	***Operational activities***	***Short-term outcome***
0.32 full-time equivalent (FTE) staff committed to this operational objective £5,000 non-staffing expenditure is committed to this area of operational activity	The professional standards team will work with the profession to develop a Code which will provide clear guidance for teachers, employers, the public and teacher unions and set out minimum expectations of conduct and competence for teachers: a. develop a Professional Code for teachers which sets out minimum standards for the regulation of the profession. b. ensure that teachers play a key role in consultation on the draft Code.	i. Council to consider draft code in July 2009; ii. Consult with the profession on the draft Code by March 2010;

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***
2.28 full-time equivalent (FTE) staff committed to this operational objective £357,775 of non-staffing expenditure committed to this area of operational activity, including external legal advice.	The Professional Standards team will adhere to relevant legislation and internal procedure. The team will continuously work to monitor the regulatory environment in order that our procedures remain fit for purpose and fair. The team will also keep under review its performance and the internal procedures used.	
	a. ensure that all professional standards cases are administered in line with relevant legislation and established Council procedures.	i. all cases concluded in line with the timescales set out in the Council's Disciplinary Procedures and Rules;
	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. c. communicate developments to the teaching profession (see also Operational Objective 4.3).	ii. communicate with the departments responsible and work with the WAG stakeholders and the two relevant GTCs on an ongoing basis throughout the operational year;
	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 (see also operational objective 1.2).	iii. work with officers of the Welsh Assembly Government to ensure Council procedures are informed by the Safeguarding Vulnerable Groups (SVG) Act and, where appropriate, develop

	e. continuously review and monitor any new case law, to ensure that its procedures remain fair and consistent with the principles of natural justice and human rights.	new processes in readiness for SVG implementation by October 2009; iv. monitor ISA developments and timescales and assess their impact upon the Council's Professional Standards procedures and arrangements. v. revise internal and external procedures implementing any amendments by 31 March 2010;
	f. develop competency standards for chairs and members of committees to better enable them to reflect on and evaluate their performance.	vi. develop competency standards for chairs and members of committees by March 2010;
	g. keep under review the training needs of current and former Council members and 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. Training scheduled for 19 June 2009;

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 2009-2010 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 2009–2010 are:

Activity	**Budget £**
Full-time equivalent staffing numbers associated with this objective – 1.09 fte **Salary Costs**	74,481
Other Costs associated with- • 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	-
Objective 2: Total Expenditure	**74,481**

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***
An element of the 1.09 full-time equivalent (FTE) staff committed to the strategic objective No specific non-staffing expenditure committed to this area of operational activity	The Policy and Planning Manager and other senior officers will work to help shape policy by monitoring relevant developments in readiness to provide timely and well-informed advice: a. contribute to the development of advice and policy on teaching issues and matters relating to teaching. These areas include: o standards of teaching and conduct for teachers; o the standing and role of the teaching profession; o the training, career development and performance management of teachers; o recruitment, supply and retention of teachers within the profession;; o medical fitness to teach o other issues, when asked to do so by the Welsh Assembly Government. b. focus on Professional Development (more detail on the Council's work in this area can be found in objective 3). 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 on the development of a new teacher planning and supply model for Wales. d. work with key stakeholders to engage with the key issues involved in the GTCW's position on the regulation of teachers in the Further Education (FE) sector.	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; ii. provide advice the Welsh Assembly Government on the development of teacher planning and supply model for Wales (up to equivalent 5 days work at HEO level);

	e. work with key stakeholders to engage with the key issues involved in the the GTCW's position on its role in the accreditation of courses of initial teacher education and training. f. to advise the Welsh Assembly Government in taking forward its Pedagogy Strategy	

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***
An element of the 1.09 full-time equivalent (FTE) staff committed to the strategic objective No specific non-staffing expenditure committed to this area of operational activity	Senior officers will respond to consultations in a timely manner, and work with key stakeholders to shape policy: 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: • Foundation Phase Implementation Task and Finish Group • Foundation Phase Workforce Group • Teacher Education Liaison Group; • Teacher Support Cymru Advisory Group; • Teacher Training and Education Recruitment Forum; • Children and Young People's Workforce Development Network; • School Effectiveness Framework Reference Group. • Disabled Teachers Task Force • Empowering Teachers Group • NGFL Cymru Steering Group • Bichard Safer Recruitment Forum	i. respond to consultations by deadline set;

	• Nuffield 14-19 Review Advisory Group • WAG Review of CPD	

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***
An element of the 1.09 full-time equivalent (FTE) staff committed to the strategic objective No specific non-staffing expenditure committed to this area of operational activity	The Council will work to engage the profession in its work in order to remain an informed representative body. We will conduct research alone or in partnership to increase our knowledge : 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.	i. secure input from teachers on a range of consultations by April 2010. Consultations will include: - draft Professional Code, - GTCW response to Estyn 2010, - design and mainstreaming of Chartered Teacher programme;

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 2009-2010 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 2009–2010 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 13.09 fte	
Salary Costs	536,361
Other Costs associated with-	
• Establishing a Professional Development Framework	168,628
• Administering funding for Induction and Early Professional Development	5,381,071
• Managing the CPD funding programme	2,391,940
• Disseminating the CPD activities of teachers	100,000
Objective 3: Total Expenditure	**8,578,000**

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***
1.44 full-time equivalent (FTE) staff committed to this operational objective £168,628 of non-staffing expenditure committed to this area of operational activity	Senior officers will work in support of the implementation of a Professional Development Framework for teachers in Wales and will build on the advice previously provided to the Welsh Assembly Government. In this regard. work will focus on: *a Chartered Teacher pilot programme* - continue development and extended piloting of the national programme for Chartered Teacher. This will involve working closely with providers and the independent evaluators of the programme. *b Preparing for the mainstreamed Chartered Teacher programme* - subject to the emerging outcomes of evaluation, develop and communicate the structure of the mainstream Chartered Teacher programme.	i. complete extended pilot modules by end of March 2010; ii. secure agreement from the Welsh Assembly Government and LEAs to provide funding for the mainstream programmes by end of March 2010; iii. subject to ii. above, and Council's agreement, publish provider arrangements/processes for Chartered Teacher mainstream programmes by

	c Supporting the implementation of the advice on professional development, recording, self reflection and quality assurance - develop a costed business case for piloting strands 3 and 4 and submit to WAG.	January 2010; iv. support the implementation of Strands 3 and 4 of the Professional Development Frameworkby presenting a costed business case to WAG for piloting main recommendations by 30 April 2009;

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***
5.65 full-time equivalent (FTE) staff committed to this operational objective £5,381,071 of non-staffing expenditure committed to this area of operational activity	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. 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.	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***
6.00 full-time equivalent (FTE) staff committed to operational objectives 3.3 and 3.4. £2,391,940 of non-staffing expenditure committed to this area of operational activity	The CPD Team will work to ensure that the CPD Funding Programme has a positive impact on as many teachers as possible within the constraints imposed by the WAG budget: a. administer the funding in an efficient and cost effective way and keep its own administrative costs as low as possible. b. work with WAG to develop new funding criteria for the CPD Funding Programme, consistent with the School Effectiveness Framework, in particular, the pedagogy initiative, leadership and networks of professional practice, and quality assured CPD through the Chartered Teacher Programme.	i efficient management of the CPD Funding Programme, to ensure that 4000 teachers benefit by 31 March 2010; ii. allocation of 100% of the available funding by 31 March 2010; iii. manage the administration of the CPD funding programme to comply with WAG timescales for processing applications, expediting claims and processing claims; iv. subject to WAG's review of CPD, advise WAG by end November 2009. New guidance issued to teachers by March 2010;

	c. monitor the effectiveness of the funding through internal evaluation undertaken. d. ensure that other providers are kept fully informed about funding administered through the Council.	v. evaluate participants' responses by March 2010; vi. provide LEAs with termly lists of activities;

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***
Refer to staff committed under 3.3. £100,000 of non-staffing expenditure committed to this area of operational activity	The Council will co-ordinate activities that will encourage and enable individual teachers to disseminate the outcomes of professional development activities by. a. maintaining and developing GTCW's CPD Report Resource. b. organising local conferences to showcase the best CPD experiences and activities undertaken by teachers in partnership with LEAs and HEIs. c. Enable teachers to share their practice through GTCW publications and website.	i. CPD Editorial Board to produce reports twice yearly; ii provide 25 teachers with speaking opportunities at dissemination events by 31 March 2010; iii. organise a seminar for LEAs and other organisations on the Council's CPD work by March 2010;

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 2009-2010 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 2009–20010 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 1.77 fte **Salary Costs**	98,327
Other Costs associated with- • Highlighting the work of teachers • Working with other stakeholders to promote teaching as a high status profession • Increasing the awareness amongst teachers of the work of the Council	)) 91,500)
Objective 4: Total Expenditure	**189,827**

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***
An element of the 1.77 full-time equivalent (FTE) staff committed to this strategic objective An element of the £91,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.	The Council will seek to ensure that its activities provide a positive portrayal of the teaching profession by: a. cultivating effective 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. publishing articles that highlight teaching as a high status profession. d. publicising its work by issuing regular press releases that will make teachers and others aware of its policy development and regulatory work. e. following up the press releases by providing interviews for the broadcast media at a local and national level where appropriate. f. seeking to use the journals of other organisations such as teacher union and association journals and other newsletters to convey key messages. g. reviewing and evaluating media coverage and website reach on a monthly basis	i. generation of the advertising value equivalent of £400,000 of press coverage by providing timely and topical articles on the teaching profession; ii. issuing12 press releases by March 2010; iii. quarterly assessments of media coverage of its work

	as part of its quarterly review process.	and role included in the following Quarterly Review;

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***
An element of the 1.77 full-time equivalent (FTE) staff committed to this strategic objective An element of the £91,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.	Senior officers, the Publications and the IS teams will work with other stakeholders to promote teaching as a high status profession by:	
	a. *promoting teaching as a career* - supporting the work of the Welsh Assembly Government, the Training and Development Agency for Schools (TDA) and Initial Teacher Education and Training institutions to promote teaching as a career. - closely liaising with the TDA Recruitment Advisor for Wales, - attending meetings of the Teacher Training & Education Recruitment Forum,	i. attendance at three meetings of the Teacher Training and Education Recruitment Forum by April 2010;
	b. *events, exhibitions and presentations* - 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.	ii. attendance and exhibition at the Urdd National Eisteddfod 2009; iii. evaluation of each event in terms of target audience, enquiries/feedback and value for money within one month of the event; iv. attendance of the national conferences of teacher trade unions and professional associations;

	c. *national and international events* - repeat and build on the success of the previous Wales Education lectures. - ensure the lecture is widely publicised and disseminated.	v. organise the sixth Annual Lecture to be held in October 2009; vi.ensure a positive evaluation by attendees of the international conference(24-26 June 2009;
	d. *host an international Teaching Councils conference in June 2009.*	
	e. *networking* - 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.	

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***
An element of the 1.77 full-time equivalent (FTE) staff committed to this strategic objective An element of the £91,500 of non-staffing expenditure committed to this area of operational activity, including the externally sourced PR function.	The GTCW will work to disseminate information about its work by: a *publishing articles in the Teaching Wales Journal* - publish and distribute two 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. b. *maintaining a corporate website that is ready source of information for teachers* - 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. c. *utilising appropriate publications to highlight activities.* - provide appropriate printed and downloadable publications for teachers on the work of the Council. d. *making presentations to prospective NQTs and others* - undertake presentations to final year students in ITET to highlight the work of the Council and the role of self-regulation, - undertake presentations to other groups,eg, headteachers, school staff on an ad hoc basis	i. publish two editions of Teaching Wales Journal by April 2010; ii. Council website to attract 6,000 visits every month; iii. Visit all ITET Institutions in Wales and give presentations to final year student teachers by July 2009;

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 2009-2010 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
- to work with other teaching councils on a benchmarking exercise looking a pay and grading structures.

The resources for this objective in 2009-2010 are:

Activity	Budget £
Full-time equivalent staffing numbers associated with this objective – 5.94 fte	
Salary Costs	269,332
Other Costs associated with-	
• Internal control and value for money	23,250
• Planning, policy, review and development	5,000
• Staffing and Staff Development	24,500
• Council members	27,975
Objective 5: Total Expenditure	**350,057**

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***
1.27 full-time equivalent (FTE) staff committed to this operational objective £23,250 of non-staffing expenditure committed to this area of operational activity	All staff and members 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: a. make savings of 6% in year. b. argue the case for removing Ministerial consent from the fee-setting process. c. 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. make savings of 6% by April 2010; ii. in light of identified cost savings write to Minister setting our case by May 2009; iii. collect, via LEAs, the registration fees of full and part-time teachers in maintained or foundation schools by April 2009; iv. 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 2009;
	d. agree a schedule with its Internal Auditors to review and report upon the adequacy of internal controls.	v. undertake twenty five “audit days” throughout the financial year, reviewing the Council’s controls;
	e. follow up recommendations from internal audit.	vi. to monitor and report upon the implementation of the internal audit report;
	f. ensure the efficiency and effectiveness of the functions through risk management, critical self review, review by internal audit and appropriate benchmarking.	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 2009, September 2009, December 2009 and March 2010;

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***
2.71 full-time equivalent (FTE) staff committed to this operational objective £5,000 of non-staffing expenditure committed to this area of operational activity	Senior officers will work to ensure that planning and monitoring activities are conducted in a timely and effective manner: a. ensure compliance with the production time table for strategic and operational planning processes. b. monitor progress against the Operational Plan by completing Quarterly Reviews and at the year-end, produce the Annual Report and Accounts. 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.	i. Corporate Plan for 2010–2013 agreed by February 2010; ii. Operational Plan for 2010–2011 agreed by February 2010; iii. staff performance and development reviews for the 2008–2009 reporting cycle completed by end May 2009; iv. Quarterly Reviews of progress against the Operational Plan 2009–2010 completed during weeks commencing 29 June 2009, 28 September 2009, 4 January 2010 and 29 March 2009;

		v. Annual Report and Accounts 2008–2009 agreed and laid before the Welsh Assembly Government by September 2009;
	Policy review and development 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.	vi. Health and Safety Forum to have met twice during the year and discussed health and safety issues and to reviewed existing policy; vii. risk assessments of the Council's working environment carried out and documented by April 2009;
	e. review the Council's first Disability Equality Scheme by July 2009	viii. Disability Equality Scheme reviewed by July 2009;
	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.	ix. 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 31December 2009 deadline;

	g. 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. h. monitor, and when considered necessary, implement new, or amend existing personnel polices to accord with legislation and good practice.	x. annually review data held to ensure compliance by March 2010; xi. monitor legislative and good practice development and implement or amend personnel policies accordingly and review the following personnel policies by 31 March 2010: - staff development, - stress at work, - bullying and harassment at work, - family friendly policy, - discipline policy, - grievance policy;

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***
0.25 full-time equivalent (FTE) staff committed to this operational objective £24,500 of non-staffing expenditure committed to this area of operational activity	Senior officers will keep staffing arrangements under review and will: a. work with other teaching councils on a benchmarking exercise looking a pay and grading structures	i. benchmarking exercise to be completed by March 2010;
	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. all line managers and job holders will review training and development needs regularly as part of the staff performance and development review system. e. arrange appropriate training during the course of the year as required.	ii. production of an annual Training and Development Plan by 31 March 2010; iii. produce an annual training evaluation report by March 2010;
	f. maintain the Investors in People (IiP) standards and review and, where necessary, make improvements to its current personnel practices that impact on development and training. g. establish a new staff IiP forum to ensure that it continues to meet the new IiP standards.	iv. GTCW performance against the standards to be kept under review through the establishment of a new staff IiP forum by May 2009;

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***
1.71 full-time equivalent (FTE) staff committed to this operational objective £27,975 of non-staffing expenditure committed to this area of operational activity	The Council's Corporate Support and Administration Team will facilitate the effective working of Council by: a. providing effective administrative support for Council members. b. undertaking all tasks relating to the organisation of Council and Committee meetings. c. distributing papers for meetings within the timescales outlined in the Council's Standing Orders. d. reviewing and updating the Register of Members' Interests in accordance with the regulations set out in the Standing Orders.	i. distribution of Council papers to members at least ten days prior to the meeting; ii. distribution of Committee meeting papers at least seven days prior to the meeting; iii. review and update the Register of Members' Interests by 31October 2009;

Financial Summary for the year ended 31 March 2009

The Council's proposed income budget for 2009-2010 is £10,534,000. 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 2009 by all full time, part time and supply teachers in maintained schools. This will raise £1,665,000 towards the running of the Council in order for it to meet the objectives detailed below.

Expenditure (including salary costs)	**£ 2009-2010**
Objective 1: to maintain and promote the highest standard of professional conduct and practice	1,064,895
Objective 2: to provide an independent, representative and authoritative voice for the profession on teaching issues	74,481
Objective 3: to develop a culture of professional development amongst teachers	8,578,000
Objective 4: to communicate the positive contribution of the teaching profession to society	189,827
Objective 5: to provide efficient, effective and robust finance, personnel and administrative systems that support the delivery of the Council's objectives	350,057
Administration / overhead	224,614
Reserves	45,000
Total Expenditure	**10,526,874**
Income	
Income receivable from registration fees	1,665,000
Grants received from the Welsh Assembly Government	8,829,000
Bank interest on registration fees	40,000
Total Income	**10,534,000**
Surplus for the period	**7,126**