

Council Meeting

9.30am on Tuesday 26th January 2010
Woburn House
Tavistock Square
London
WC1H 9HQ

Ref 09/09-10 Item 11 Public agenda

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Performance Monitoring: Quarter 3 2009-10

1.0 Purpose of the paper

This paper informs Council of progress achieved in the third quarter of the 2009-10 financial year in implementing the current year of the four year Corporate Plan.

2.0 Summary

Performance monitoring against the Corporate Plan is reported using the established 'traffic light' indicators with a brief commentary. The information is set at strategic summary level, consistent with governance responsibilities.

3.0 Recommendations

3.1 Council is recommended to note the report.

4.0 Detail

4.1 This report is brought to Council to enable Members to be informed and updated on progress towards key performance against the Corporate Plan relating to 2009-10.

4.2 The performance monitoring information is provided at Appendix 1. Directors have completed the right hand columns to update Council on progress. The report comprises Strategic Priorities from the Corporate Plan approved by Council in January 2009 and Corporate Measures approved by Executive Committee in March 2009. The information is based upon third quarter (October – December 2009) performance.

5.0 Financial and procurement implications

5.1 There are no financial and procurement implications arising directly from this report.

6.0 Risk management implications

- 6.1 Effective performance management and risk management are key elements of effective corporate governance, alongside financial management. The GTC's planning, budgeting and performance management systems ensure that risks are identified at an early stage and managed and reported upon appropriately. Identifying and mitigating risks is integrated into the plans and activities set out in Appendix 1.

7.0 Equality and diversity implications

- 7.1 There are no specific equality and diversity issues arising directly from this paper.

Appendices

- 1 Council Performance Monitoring Report: Quarter 3 2009-10

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Committee Chair:

Gail Mortimer, Chair of Executive Committee

Date of sign off of paper - 14th January 2010

Appendix 1 - Council Performance Monitoring Report: Quarter 3 2009-10

Strategic Priorities <small>(Approved by Council 27/01/09)</small>	Corporate Measures <small>(Approved by Executive Committee 18/03/09)</small>	Current Indicator RAG	Projected Indicator RAG	Director's Update
<p>1 Improve the development of the knowledge and practice of teaching and learning</p> <p>4 Promote professional and public debate on teaching and encourage engagement with the work of the Council</p>	<p>Professional networks facilitates improvements in practice</p>	<p>Green</p>	<p>Green</p>	<p>The professional networks have led a series of workshops and events to engage teachers in research and practice to facilitate improvements in practice. From 1 April 2009 these have included:</p> <ul style="list-style-type: none"> • 7 Achieve network workshops to engage teachers with the Promoting Equality for Minority Ethnic pupil Research for Teachers resource for over 400 teachers. • 8 Engage network workshops run in partnership with local authorities and schools to engage new teachers in the Behaviour for Learning Research for Teachers resource for over 150 teachers. • 1 Connect network workshop to engage CPD leaders in research on effective professional learning reaching 20 teachers. • 3 workshops to support teachers engage with the conceptual framework for pedagogy reaching over 100 teachers. • A joint event with QCA to support engagement with research on designing and developing the curriculum reaching 80 teachers. • An event for established network members to contribute to the development of the new single network reaching 100 teachers • An event launching a dialogue on knowledge on pupil participation for 80 teachers • An event to build engagement with the rationale and conceptual framework for pedagogy for 80 teachers. <p>Using the web and email newsletters the professional networks has engaged teachers with research and practice and informed teachers about the work of the GTC. The professional networks sent two network email newsletters in the summer 2009 term each to just under 80,000 teachers. This autumn two network emails have been to just under</p>

				100,000 teachers. The growth in numbers reflects the cohort of newly qualified teachers becoming part of the professional networks. Director of Policy and Research
Strategic Priorities (Approved by Council 27/01/09)	Corporate Measures (Approved by Executive Committee 18/03/09)	Current Indicator RAG	Projected Indicator RAG	Director's Update
2 Promote policies that enable effective teaching and learning	GTC influences thinking on accountability that includes a greater use of informed professional judgement in teaching	Green	Green	<p>GTC influence on accountability has been felt through interactions with teachers and stakeholders including think tanks and other professional bodies on the call for change. Further opportunities for the GTC to increase its voice is via it's response to the White Paper (Sept 2009) and further planned stakeholder engagement for the Autumn.</p> <p>The Survey of Teachers is being utilised in developing GTC policy and briefings for the DCSF on Licence to teach and in supporting the GTC's policy development on professional accountability.</p> <p>Further interactions with teachers and stakeholders in an engagement seminar (December 2009) provided opportunities for the GTC to make the case for change and for a greater emphasis on professional accountability.</p> <p>The GTC is currently commissioning work related to parental perspectives on accountability issues that will further develop its evidence base and strengthen the GTC influence in this area.</p> <p>Director of Policy and Research</p>
2 Promote policies that enable effective teaching and learning	GTC facilitates improvements in practice	Green	Green	<p>The communications team supports the dissemination of GTC policy advisory work, its research resources and the work of the professional networks through the website, editorial, advertising, press coverage and events that provide teachers with the opportunity to engage with research and key themes in teaching and learning.</p> <p>Director of Communications</p>

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<p>1 Improve the development of the knowledge and practice of teaching and learning</p> <p>4 Promote professional and public debate on teaching and encourage engagement with the work of the Council</p>	<p>The Teacher Learning Academy drives up quality in teacher learning and development and has capacity to improve practice.</p>	<p>Amber</p>	<p>Green</p>	<p>The capacity to improve practice established by the NFER Impact Evaluation of the TLA, particularly where teachers participate in TLA schools or centres. There are now 161 accredited schools and centres, with a further 64 in progress and 13 further applications pending. In addition, increased numbers of teachers will become involved through CPD directly linked to improving practice from accredited TLA support partners. 18 have already been accredited, with a further 33 in progress. 77% of TLA presentations are recognised first time, an indicator of the rigour of the quality assurance of verification & moderation system and the quality of support within the system. Developmental feedback from verifiers has been effective in enabling successful re-submission by the majority of the remaining 23%. 3147 new enrolments have been processed since April 1st 2009 against a target of 10,000 for the year to March 2010. 1513 presentations have been recognised since April 1st 2009 with the conversion rate currently running at 63%. There are now 7077 presentations in total, available to impact further on the practice of others through the creation and management of professional knowledge from the TLA, i.e.</p> <ul style="list-style-type: none"> • Monthly report on TLA themes & learning foci now available. • First external report planned on ICT themes for Becta. • Knowledge enhanced outputs have been introduced within TLA community via web forums • Participants can search interests and presentation foci of other participants and contact those of interest to them. <p>Amber status due current lower rate of enrolment meaning that the impact on quality of the TLA is not yet sufficiently widespread Director of Policy & Research</p>

				<p>The communications team promotes the Teacher Learning Academy through a proactive media programme, editorial coverage, a presence at key industry and partner events and a range of marketing campaigns that aim to raise awareness and encourage teacher and school engagement with the TLA.</p> <p>Director of Communications</p>
<p>Strategic Priorities</p> <p>(Approved by Council 27/01/09)</p>	<p>Corporate Measures</p> <p>(Approved by Executive Committee 18/03/09)</p>	<p>Current Indicator RAG</p>	<p>Projected Indicator RAG</p>	<p>Director's Update</p>
<p>3 Assuring standards of competence and conduct of all registered teaching professionals</p>	<p>QTS relating to degree and PGCE courses awarded to all successful trainees by 1 September annually.</p>	<p>Green</p>	<p>Green</p>	<p>2008/09 college exit process completed before end August 2009. 2009/10 cohort provisionally registered.</p> <p>Registrar</p>
<p>3 Assuring standards of competence and conduct of all registered teaching professionals</p>	<p>New Code of Conduct and Practice known and used by teachers and employers</p>	<p>Green</p>	<p>Green</p>	<p>Following completion of the launch programme in the autumn term, the Code Business Change Group continues to manage a range of activities to develop further awareness, understanding and use of the Code. A parent-targeted awareness campaign is being developed for March, and a range of resources for schools and ITT institutions, are in preparation, the first of which are to be available by the end of the present term.</p> <p>As in previous years, we have undertaken autumn term market research among teachers on a variety of GTC topics, this year including the Code. A report to Executive Committee will follow later this term, but initial findings show that a majority of teachers (54%) recall hearing about the revised Code.</p> <p>Director of Communications</p>

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3 Assuring standards of competence and conduct of all registered teaching professionals	GTC's registration and TQ work processed within statutory timeframes and telephone calls, emails and correspondence responded to within advertised service standards	Green	Green	All statutory timeframes and service standards met or exceeded despite significant increases in work volumes across September/October. Registrar
4 Promote professional and public debate on teaching and encourage engagement with the work of the Council	Website that reflects the GTC's aims and meets teachers' needs	Green	Green	The web team continues to engage with colleagues across the organisation to ensure that the website supports as effectively as possible current strands of work and new initiatives. The team is currently investigating new media tools that can enhance further the GTC's engagement with the teaching profession and other stakeholders. Improved editorial alignment between web, print and media has led to internal efficiencies and greater consistency of external messaging. For the period 1 November 2009 – 1 January 2010 we have seen a 25% increase in total visitor numbers to the website over the same period in the previous year. The most

				popular downloads for the period are the application to register and the revised Code of conduct. Director of Communications
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4 Promote professional and public debate on teaching and encourage engagement with the work of the Council	Improved perception of the GTC by the public and stakeholders.	Green	Green	<p>An internal tool and internal stakeholder relationship managers have been devised to track engagement with GTC stakeholders and support our engagement strategy. All 'Teaching in 2012' programmes include a stakeholder plan as an integral part of the programme.</p> <p>Strands of work to develop an advocate strategy, review GTC communications with headteachers and enhance the way in which we describe and position the GTC will contribute to improving the perception of the GTC by stakeholders and the public.</p> <p>The Council tracks teacher perceptions of its remit and work via market research, and evaluation of interaction with registrants. Tighter evaluation of the ITT advocacy programme in 2010 will provide evidence of trainee perceptions of the GTC.</p> <p>We currently have no regular mechanism for tracking wider public opinion of the GTC, although provision has been made in the 2010-11 budget for an opinion-tracking survey of a stakeholder group, such as parents. As indicated previously, the GTC's media profile provides a proxy for estimating the public's awareness of the work of the Council</p>

		Amber	Amber	The Communications Team aims to secure a balanced profile of the council's work but in common with other regulatory bodies, a subset of its disciplinary work attracts greatest media attention (hence Amber rating). Director of Communications
Strategic Priorities (Approved by Council 27/01/09)	Corporate Measures (Approved by Executive Committee 18/03/09)	Current Indicator RAG	Projected Indicator RAG	Director's Update
5 Ensure the fitness for purpose and effectiveness of Council's governance and working practices	Reducing the time taken from receipt of case in GTC from referring authority to conclusion of case while maintaining quality standards and with no increase in legal challenges	Amber	Amber	A significant increase in the level of referrals has led to a slight worsening of the average timeframe for considering cases at the investigating stage, from 23 weeks (as at 31/3/09) to 23.5 weeks (as at 15/12/09 - service standard 20 weeks). Timeframes for concluding cases (from referral to conclusion) have also deteriorated to an average of 64 weeks (as at 15/12/09) opposed to 59 weeks (as at 31/3/09 - service standard 43 weeks). This is due in part to the conclusion of a number of long standing cases as well as to endemic problems caused by the postponement and adjournment of cases. The numbers of appeals and other types of court applications received by the Council has increased over the last two financial years, though this is not related directly to the worsening of the timeframes for resolving cases. There has been no increase in successful legal challenges Registrar
5 Ensure the fitness for purpose and effectiveness of Council's governance and working practices	Data security systems in which we can place confidence and related training are in place in all	Amber	Amber	SIROs have: made an annual statement on information risk management to the Accounting Officer; attended meetings with DCSF and Cabinet Office designed to clarify government requirements and share best practice; monitored and reported to DCSF compliance with Cabinet Office requirements; sponsored efforts to raise and maintain awareness among staff.

	parts of the organisation, which meet the highest public sector standards.	Amber	Green	IAOs have: reviewed and reported quarterly to SIROs risks to their information assets; undertaken training on data breach incident handling; led efforts in their teams to maintain staff awareness; been involved in ensuring key contractors understand their Information Assurance obligations. All staff have completed the mandatory Cabinet Office Protecting Information Level One training.
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		Green	Green	The Memorandum of Understanding between the GTC and DCSF about respective IA responsibilities was signed on 16/11/ 2009. DCSF have given positive recognition to the GTC's achievements so far and the approach to compliance being adopted. Considerable work is now under way to develop an approach to accredit new ICT systems to government standards and define a framework for establishing contractor compliance requirements. If Executive Committee approves the IA and DP responsibilities of Council Members on 12 January, and recommends them to Council for approval on 26 January 2010, they will be implemented.
		Amber	Amber	
		Amber	Green	Director of Corporate Services
5 Ensure the fitness for purpose and effectiveness of Council's governance and	To provide secure, reliable, efficient and effective ICT services that	Amber	Amber	ICT Service Issues. We have been working with SCC over recent months to improve the quality of support services provided to GTC. We have a commitment that the on-site staff will be present at both offices from 8am and that the Help Desk calls will only be dealt with by their UK staff and not over-flow at busy times to an external help desk.

working practices	support the GTC's business requirements.	Amber	Green	Work has continued on desktop performance issues, including the link between GTC and SCC, PC configuration, and remote take over of PCs by the Help Desk. Following a network review we are trialling a new product that should provide better access between London and Birmingham.
		Amber	Amber	ICT Contracts. The GTC has two contracts which provide ICT support services which are due to terminate on 31 March 2010. These are the Host & Run contract (providing server and system support for GTC hardware in the SCC data centre with Oracle support and development) and a Desktop Support contract (providing Help Desk, PC hardware maintenance and support) in the two GTC offices.
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		Amber	Amber	Managed Service. The GTC now wishes to procure a fully managed service, bringing together the hosting, desktop support, and external data networks, via an OJEU procured framework. An interruption in the OGC framework process resulted in the GTC seeking a short term contract to ensure continuity of service and the GTC is now considering proposals for both short and long term ICT service provision consistent with its requirement for a managed service with transfer of risk and asset ownership to a service provider. Director of Corporate Services
5 Ensure the fitness for purpose and effectiveness of Council's governance and working practices	540,000 fees are collected, in accordance with cash flow targets and the percentage of fees paid by	Green	Green	Fees. Performance remains excellent. Collection at the end of December was 551,000, close to achieving the revised target of 555,000 for the year end. These results are due to both to the continuous improvement in collection processes and to increased numbers of registered teachers. Governance. Main committees and Council have reviewed their effectiveness in 2009, culminating in a paper to Council, July 2009. The Council Secretary produces a regular governance update paper outside of the Governance 2012 programme for Executive

	direct debit increases to 65% in accordance with planned target	Green	Green	<p>Committee that is reported through to Council.</p> <p>Working Practices. The joint work undertaken with CapGemini in 2008 has been developed further, and consolidated into a planning and performance management framework comprising Operational Plans (business as usual) and 2012 Projects and integrated with budgeting processes and risk management.</p> <p>Performance management. Senior Management Team has continued working to develop the Balanced Scorecard (BSC). This is to be used for reporting to Executive Committee from April 2010 onwards. Executive Committee will be updated on the proposed approach at its March meeting.</p>
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		Green	Green	<p>Risk management. The revised Risk Management Policy was approved by Executive Committee on 24 November 2009, and implementation began in December 2009. It included an overall organisational Risk Appetite of 'Cautious', with any recommendations to move from this to be approved by Leadership Team. Internal auditors examined risk management procedures and, subject to three recommendations (2 medium and 1 low), assessed the GTC at a 'Risk Managed' level of maturity, one level below the top status: 'Risk Enabled'.</p> <p>Director of Corporate Services</p>