

## Initial Teacher Training (ITT) Strategic Plans: Guidelines for Institutional Submissions

To: **Heads of higher education institutions in Wales providing ITT**

Summary: This circular invites ITT providing institutions in Wales to submit an ITT strategic plan for the three years 2003/04 to 2005/06. It also sets out allocations to be made available to institutions in 2003/04 to support the implementation of their plans.

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## ■ INTRODUCTION

- 1 This circular invites ITT providing institutions in Wales to submit an ITT strategic plan for the three years 2003/04 to 2005/06. It also sets out allocations to be made available to institutions in 2003/04 to support the implementation of their plans.

## ■ BACKGROUND

- 2 In June 2003, following consultation with the sector, the Council agreed that, from 2003/04 onwards, three non-formula ITT funding streams should be brought into a single funding mechanism with a more strategic focus, namely:
  - i. National Curriculum for Information and Communications Technology (ICT);
  - ii. Teacher Training Recruitment Scheme (TTRS);
  - iii. Teaching Welsh as a second language to trainee teachers (Welsh 2<sup>nd</sup> Language).
- 3 The Council agreed arrangements for the allocation of the funding. It also agreed to consider the possibility of incorporating further ITT initiative funding streams into this funding mechanism, while continuing to ensure the sufficiency of funding for smaller providers, as part of future arrangements.
- 4 This single funding mechanism is designed to enhance institutional autonomy in ITT strategic planning, helping to align institutional planning processes with the priorities of HEFCW, Estyn, and the Welsh Assembly Government.
- 5 It will also allow greater institutional flexibility to enable ITT providers to plan more effectively, especially within the developing context of reconfiguration, collaboration and other sectoral priorities.

## ■ THE STRATEGIC FUNDING MECHANISM

- 6 To access this funding, ITT providers are required to submit a three year strategic plan for ITT provision, developed in accordance with the guidelines contained within this circular, based around identified targets and priority areas.
- 7 Institutions are asked to plan strategically for a three year period, with more detailed implementation plans to be presented for the immediate year ahead (2003/04 in the first plan).
- 8 The Council will operate a transitional year of funding in 2003/04 and then move to a pro-rata system of allocation for ITT strategic plans based on institutional funded ITT credits from 2004/05. Institutional allocations for 2003/04 are set out in **Annex A**. Indicative allocations for 2004/05 and 2005/06 are set out in **Annex B**.
- 9 The Council is committed to funding through this mechanism for a period of three years in the first instance, with an annual rise to take account of GDP.

## ■ ITT STRATEGIC PLANS

- 10 The institution's ITT strategic plan should be a document of value principally to the institution itself, and should provide structured guidance for the strategic development and management of ITT within the institution's overall management processes. Its secondary function is to inform and assure third parties, not least the Council, that the institution is properly addressing the needs of its ITT students.
- 11 The information provided by institutions through the ITT strategic plans will contribute to the Council's understanding of the sector's activities and strategies, as well as enabling it to inform the Welsh Assembly Government on a range of key ITT issues for higher education in Wales.

- 12 ITT strategic plans will be expected to indicate how ITT provision within an institution is contributing to the work of education departments more generally and to link with institutional strategic plans. ⇒ arrangements for the ongoing monitoring and evaluation of quality and standards linked to the strategy.
- 13 The Council envisages that ITT strategic funding will be used in addition to the core grant for teaching, specifically to facilitate developments in institutional activities which are linked to HEFCW, Estyn and Assembly priority areas.
- 14 ITT strategic plans should also identify activities and priorities in relation to work with partner schools, considering the value-for-money aspects of proposed developments.
- 17 In light of the Welsh Assembly Government's strategy document, 'Reaching Higher', the Council invites an indication of how the ITT strategy helps to address or proposes to address the Assembly's higher education priorities in respect of:
- reconfiguration and collaboration;
  - widening access;
  - research strategies;
  - excellence in teaching and learning;
  - Welsh medium provision;
  - developing a skilled workforce.

## ■ GUIDANCE TO INSTITUTIONS

- 15 The Council is not specifying a particular format or structure for the ITT strategic plan. Guidelines and outcomes tables (attached as **Annex C**) have been prepared to assist institutions in this process, on the understanding that the elements for inclusion in the plan may be adapted in line with institutional formats, reducing the administrative burden on institutions.
- 16 The Council asks institutions to consider the following in their submissions, namely:
- ⇒ the need for consistency between the institution's mission and the ITT Strategic Plan;
  - ⇒ how the strategy and its development fit into the institution's planning and resource allocation process;
  - ⇒ progress to date on the previous non-formula ITT activities (namely, ICT, TTRS and Welsh 2<sup>nd</sup> Language);
  - ⇒ a medium term strategy (three years) which outlines identified needs and opportunities with specific objectives and measurable quantitative or qualitative targets;
  - ⇒ planned activities for 2003/04 with specific targets for that year;
- 18 The Council's strategic aims in relation to ITT are attached as **Annex D**.
- 19 General Estyn priorities for the planning period are attached at **Annex E**. Institutions will also be expected in their ITT strategic plans to indicate how they are addressing specific recommendations arising from recent Estyn inspection reports, where relevant.
- 20 HEFCW officers will be meeting with heads of ITT departments and their colleagues to discuss the development of the first ITT strategic plans in advance of the December submission deadline. A series of meetings has already been arranged throughout October/November 2003.
- 21 For planning purposes, institutions should first base ITT strategies on primary and secondary targets being maintained at the current level in 2003/04. If institutions consider that plans could be affected by possible future changes in intake targets, this should be noted.

## ■ FUNDING ALLOCATIONS

- 22 As the first year's allocation, in 2003/04, is transitional, the ITT strategic fund will be allocated on the basis of a combination of the existing funding formulas and allocations. Hence,

institutions received in September 2003 a first tranche allocation comparable to that received for 2002/03 but will have greater flexibility over its use.

- 23 Second tranche payments will be made in March/April 2004, following submission in December 2003 of a satisfactory strategic plan. Institutions will be asked to submit a progress report, in the form of an annual operating statement, which will include a breakdown of expenditure, at the end of the academic year. It is anticipated, that following consultation, the annual operating statement will be introduced as the principal reporting mechanism for all Council initiatives.

#### ■ IMPLEMENTATION TIMETABLE

- 24 The timetable for implementation is as follows:
- a. First tranche funding for 2003/04 released September 2003, alongside detailed guidelines to assist ITT institutions to prepare their 2003/04 – 2005/06 ITT strategic plan;
  - b. HEFCW officer visits to ITT providers in October and November 2003;
  - c. Strategic plans (covering the period 2003/04 – 2005/06) submitted by **Monday 15 December 2003**;
  - d. Following submission of satisfactory plans, the Council will confirm second tranche allocations in March 2003, with funding released in April 2004;
  - e. Annual operating statement submission, including a breakdown of expenditure, July 2004 - further information in due course.

#### ■ DISSEMINATION

- 25 Following consultation with the sector, the Council has taken into account suggestions for ways to disseminate the good practice arising from this funding stream including HEFCW/Estyn seminars and conferences, HEFCW

publications, and discussion through sector-wide groups such as the Teacher Education Liaison Group.

- 26 Following discussions with the sector in October/November 2003, Council officers will liaise with colleagues in Estyn to develop a programme of activities linked to the dissemination of good practice and the sharing of ideas in relation to the strategic development of ITT provision in Wales.

#### ■ SUBMISSION

- 27 ITT strategic plans should be submitted to the Council by **Monday 15 December 2003**.
- 28 Institutions in the process of merger may, with Council agreement, submit a joint strategic plan. Institutions should contact Karen Jones (029 2068 2283) to make such arrangements.

- 29 Plans should be submitted to:

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Senior Learning and Teaching Manager  
Higher Education Funding Council for Wales (HEFCW)  
The Orchards, Ilex Close  
Tel: 029 2068 2283  
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### Initial Teacher Training Strategies - Actual Allocations 2003/04

INSTITUTION	1ST TRANCHE - 50% OF TOTAL FUNDING PAID SEPTEMBER 2003	2ND TRANCHE 50% OF TOTAL FUNDING PAID MARCH/APRIL 2004	Funding for 2003/04, based on total received through the three separate funding streams for 2002/03
			<b>Total allocation for 2003/04       £</b>
University of Wales, Aberystwyth	21,099	21,099	42,198
University of Wales, Bangor	55,315	55,314	110,629
University of Wales Swansea	37,548	37,547	75,095
Swansea Institute of Higher Education	31,158	31,159	62,317
University of Wales Institute Cardiff	75,756	75,755	151,511
University of Wales College Newport	50,692	50,693	101,385
North East Wales Institute	18,247	18,246	36,493
Trinity College Carmarthen	33,758	33,759	67,517
<b>Total</b>	<b>323,573</b>	<b>323,572</b>	<b>647,145</b>

#### NOTES

Total funding for each institution in 2003/04 is comparable to that received in 2002/03. New TTRS allocations calculated for 2003/04 have been added to the 2002/03 allocations for Welsh second language and ICT to give the total allocations for 2003/04. The undergraduate placement grant element of the TTRS allocation will remain outside the new mechanism. The total UG placement allocation for 2003/04 is £321,400.

As signalled in circular W03/25HE (April 2003), it is proposed that the UWCN supplementary allocation for ITT Welsh second language provision, included above in the 2003/04 allocations, will be removed for 2004/05 and redistributed to all ITT institutions on a pro rata basis.

Institutions will have one academic year in which to manage the transition to the funding method based on ITT funded credits, due to be introduced in 2004/05.

**Initial Teacher Training Strategies - Actual Allocations 2003/04**

## Initial Teacher Training Strategies - Indicative Allocations for 2004/05 and 2005/06

Institution	Funding for 2003/04 under ITT Strategy Funding Stream	Proposed funding from 2004/05*				Proposed funding from 2005/06*			
		Funded credit values	Funded places (equivalent)	Pro-rata funding allocation to funded credits £	Difference in funding from previous year £	Funded credit values	Funded places (equivalent)	Pro-rata allocation according to funded credits £	Difference in funding from previous year £
University of Wales, Aberystwyth	42,198	33,000	275	47,300	5,102	33,000	275	49,108	1,808
University of Wales, Bangor	110,629	84,720	706	121,432	10,803	84,720	706	126,073	4,641
University of Wales Swansea**	75,095	50,640	422	72,584	-2,511	50,640	422	75,358	2,774
Swansea Institute of Higher Education	62,317	43,080	359	61,748	-569	43,080	359	64,108	2,360
University of Wales Institute Cardiff	151,511	110,400	920	158,240	6,729	110,400	920	164,288	6,048
University of Wales College Newport***	101,385	60,600	505	86,860	-14,525	60,600	505	90,180	3,320
North East Wales Institute	36,493	27,240	227	39,044	2,551	27,240	227	40,536	1,492
Trinity College Carmarthen	67,517	61,680	514	88,408	20,891	61,680	514	91,787	3,379
<b>Total</b>	<b>647,145</b>	<b>471,360</b>	<b>3,928</b>	<b>675,616</b>	<b>0</b>	<b>471,360</b>	<b>3,928</b>	<b>701,439</b>	<b>0</b>

**Notes**

Indicative ITT strategy funding for 2004/05 and 2005/06 is based on an estimated year on year GDP increase of 2.59%. It should be noted that funding for the moderation of the Welsh Colleges Scheme has also been included in the allocations for 2004/05 onwards. Accordingly, it is intended that ITT institutions will pay for the moderation of the Welsh Colleges Scheme from ITT strategy allocations from 2004/05. Institutional totals seen here are minus the estimated allocations for TTRS placement grants.

\* Based on funded credits for 2003/04. Actual funding for 2004/05 and 2005/06 will be based on funded credits/ITT intake targets for that academic year.

\*\*A number of factors are likely to decrease UW Swansea's allocation in 2004/05, since it received a high level of funding through the old TTRS system. Further details can be found in Circular W03/25HE, April 2003.

\*\*\*Under the current formula, UWCN receives supplementary funding of £18,600 through the ITT Welsh 2nd language allocations. This funding has been removed from UWCN for the purposes of the exemplifications for 2004/05 and 2005/06 and redistributed to all institutions, as explained in circular W03/25HE.

# ITT STRATEGIC PLANNING GUIDELINES AND TEMPLATES FOR INSTITUTIONAL SUBMISSION

## Elements for inclusion in the ITT Strategic Plan

### 1 Executive summary

### 2 Institutional ITT Strategy

- ⇒ The Institutional aims and objectives for ITT.
- ⇒ The locations of ITT within the institution's overall mission and strategic plan.

### 3 Progress to Date

- ⇒ Give an account of ITT activities over the previous academic year, including progress in recruitment, student support, Welsh medium, Welsh as a second language, and ICT. A statement of how the institution has responded/is responding to the outcomes of Estyn inspection(s), action plan, and reports should also be provided.

### 4 Medium Term Strategy - for the next three years setting out, with qualitative and quantitative targets:

- ⇒ Key ITT activities/priorities in relation to the institutional strategic plan and mission.
- ⇒ Key ITT activities/priorities particularly in relation to the priorities of the Welsh Assembly Government, Estyn and the HEFCW.
- ⇒ Collaboration across the sector in Wales.
- ⇒ Maintenance and development of school partnerships.
- ⇒ Growth in Welsh medium and Welsh second language provision.
- ⇒ Marketing and recruitment, including any hardship arrangements for ITT students.
- ⇒ Curriculum design and development, including developments relating to ICT.
- ⇒ Quality assurance and enhancement, including work to meet with outcomes of inspection.
- ⇒ Activities to address statutory responsibilities, including the Race Relations Amendment Act, Criminal Records Bureau checks etc.
- ⇒ Student support and guidance.
- ⇒ Targets and outcomes for 2003/04 – 2005/06 [*to be provided in Table 1*] - Listing proposed targets and outcomes under each heading within the strategy, to be monitored by the Council through an Annual Operating Statement. A breakdown of the use to be made of ITT Strategic Funding should be provided, clearly identifying (i) the projects and programmes being supported, (ii) other Council funding such as core funding, innovative provision funding, and ITT rewarding quality allocations, and (iii) funding from other sources, which may be contributing to the furtherance of the strategy.

### 5 Implementation and Funding for 2003/04 – setting out for the 2003/04 academic year, with qualitative and quantitative targets:

- ⇒ Planned ITT activities/priorities for 2003/04 in relation to the institutional strategic plan and mission.

- ⇒ Key ITT activities/priorities particularly in relation to the priorities of the Welsh Assembly Government, Estyn and the HEFCW.
- ⇒ Collaboration across the sector in Wales.
- ⇒ Maintenance and development of school partnerships.
- ⇒ Growth in Welsh medium and Welsh second language provision.
- ⇒ Marketing and recruitment, including any hardship arrangements for ITT students.
- ⇒ Curriculum design and development, including developments relating to ICT.
- ⇒ Quality assurance and enhancement, including work to meet with outcomes of inspection.
- ⇒ Activities to address statutory responsibilities, including the Race Relations Amendment Act, Criminal Records Bureau checks etc.
- ⇒ Student support and guidance.
- ⇒ Targets and outcomes for 2003/04 **[to be provided in Table 2]** - Listing proposed targets and outcomes under each heading within the strategy, to be monitored by the Council through the Annual Operating Statement. A breakdown of the use to be made of ITT Strategic Funding should be provided, clearly identifying (i) the projects and programmes being supported, (ii) other Council funding such as the core grant for teaching, innovative provision funding, and ITT rewarding quality allocations, and (iii) funding from other sources, which may be contributing to the furtherance of the strategy.

## **6 Management of the Strategy**

- ⇒ Give a description of the systems in place for managing the development, oversight and implementation of the strategy and for review and revision.
- ⇒ Outline arrangements for ongoing and annual monitoring of progress in the development and implementation of the strategic plan and for evaluating the impact of the strategy on the wider institutional mission and strategy.

**ITT STRATEGIC PLAN  
QUALITATIVE AND QUANTITATIVE TARGETS  
MEDIUM TERM: 2003/04 – 2005/06**

PROJECTS AND PROGRAMMES BEING SUPPORTED	QUALITATIVE AND QUANTITATIVE TARGETS	BY WHEN	COST £	SOURCE(S) OF FUNDING	OTHER RESOURCE IMPLICATIONS	COMMENTS
<i>Collaboration across the sector:</i>						
<i>School Partnerships:</i>						
<i>Welsh medium and Welsh second language provision:</i>						
<i>Marketing and recruitment:</i>						
<i>Curriculum design and development:</i>						
<i>Quality assurance and enhancement:</i>						
<i>Statutory responsibilities:</i>						
<i>Student support and guidance:</i>						

**ITT STRATEGIC PLAN**  
**QUALITATIVE AND QUANTITATIVE TARGETS AND OUTCOMES**  
**SHORT TERM: 2003/04**

PROJECTS AND PROGRAMMES BEING SUPPORTED	QUALITATIVE AND QUANTITATIVE TARGETS	BY WHEN	COST £	SOURCE(S) OF FUNDING	OTHER RESOURCE IMPLICATIONS	COMMENTS
<i>Collaboration across the sector:</i>						
<i>School Partnerships:</i>						
<i>Welsh medium and Welsh second language provision:</i>						
<i>Marketing and recruitment:</i>						
<i>Curriculum design and development:</i>						
<i>Quality assurance and enhancement:</i>						
<i>Statutory responsibilities:</i>						
<i>Student support and guidance:</i>						



**Higher Education Funding Council for Wales  
Corporate Strategy to 2010**

# Strategic Aim

## Initial Teacher Training

**Delivering newly qualified teachers of high quality:**

- to work with Estyn and institutions providing initial teacher training to secure high quality and standards of accredited provision
- to deploy funding to assist institutions to recruit high quality applicants to initial teacher training, including designated priority areas, supplementing Government initiatives
- to take account of the need for teachers to service the Welsh medium education sector

**Strategic Outcome by 2010**

- A supply of high quality new teachers to meet the needs of schools in Wales

**Long-term Strategic Goals and Key Performance Indicators**

- Welsh Assembly Government targets for initial teacher training to be met by all providers
- 80% of initial teacher training provision to be graded by Estyn as at least “good features and with no important shortcomings”, in all areas of provision
- Welsh medium initial teacher training to meet the needs of Welsh medium education and increase by 20% on 2000/01 numbers by 2010

## **Initial Teacher Training in Wales 1996 – 2002**

### **Summary of Estyn findings for the Higher Education Funding Council for Wales**

#### **Recommendations**

There has been a high degree of consistency in the main messages in the full inspection and survey reports produced during 1996-2002. These messages are also supported by the findings of general inspector visits. Taking all the above into account, the key issues for initial teacher education providers are to recognise that whilst the quality of provision is good overall more could be done that is excellent.

#### ***Providers need to:***

- ⇒ identify what is excellent in their training and make what they do well even better;
- ⇒ strengthen their collaboration with other providers in order to share good practice, reduce duplication and develop common practices and expectations;
- ⇒ involve mentors and partner schools more in the planning, managing, monitoring and evaluation of courses;
- ⇒ reduce the variation in the quality of school-based training by improving the support and feedback to mentors and partner schools;
- ⇒ make better use of assessment information and other data to improve target setting and inform course development;
- ⇒ widen access to teacher training to underrepresented groups; and
- ⇒ strengthen their partnership with LEAs to improve the continuing professional development of teachers.