



Teaching  
Regulation  
Agency

# Corporate Plan

**1 April 2018 to 31 March 2021**

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# 1. Teaching Regulation Agency

## Purpose

The Teaching Regulation Agency (TRA) is an executive agency of the Department for Education (DfE). The purpose of the agency is to support employers, schools and headteachers with safeguarding responsibilities by taking action on receipt of allegations of serious teacher misconduct and providing employers the opportunity to complete pre-recruitment checks to ensure that they are employing teachers who are appropriately qualified for their role. To support the delivery of this, the TRA will:

- maintain the database of qualified teachers in England (DQT) as a digital by default system to allow employers to complete pre-recruitment checks, including safeguarding checks, and provide a self-service function for teachers to access certificates
- issue a teacher reference number (TRN) to all teachers undertaking initial teacher training (ITT), or early years initial teacher training (EYITT) in England and any individual whose details are added to the DQT
- award qualified teacher status (QTS) to teachers who successfully complete ITT and early years teacher status (EYTS) to teachers who successfully complete EYITT
- record the results of mandatory induction
- act on behalf of the Secretary of State as the competent authority for teaching in England. This includes the award of QTS to fully qualified teachers from the EEA, under EU Directive 2005/36/EC, fully qualified teachers from Australia, New Zealand, Canada, the USA and teachers trained within the United Kingdom
- hold details of teachers who have been prohibited from teaching or hold a sanction from the Secretary of State
- operate the regulatory system for all teacher misconduct as defined by, The Teachers' Disciplinary (England) Regulations 2012 and the Teacher Misconduct Procedures – Disciplinary procedures for the Teaching Profession. This includes:
  - investigating all cases of misconduct received and progressing those cases assessed to be serious enough to result in prohibition through to hearing
  - consider and make decisions on whether an interim prohibition order should be imposed to prevent a person working whilst an investigation is carried out
  - administer the hearing process and procedures, ensuring the constitution of the Professional Conduct Panel reflects regulation and guidelines
  - act as decision maker on behalf of the Secretary of State to consider the Professional Conduct Panel's recommendation and determine whether a prohibition order is appropriate. The decision maker will also decide whether a teacher may apply for a review of the order.

To support these requirements, the TRA has two operational teams:

the Teacher Qualification Unit, and

the Teacher Misconduct Unit

## COVID-19

The Department took the decision in March 2020 to close all offices, and staff were required to work from home, this was made possible by the Department's IT refresh two years ago. This had an impact on teacher misconduct panels, normally held in the Coventry office, which were paused as a result.

Teacher Misconduct referrals have continued throughout this period, albeit reduced by 50%. Casework investigation has progressed up to the point of hearing, and Interim Prohibition Orders (IPOs) continue to be imposed as required. Virtual and a limited number of face to face professional conduct panel hearings are scheduled from November 2020, supported by the use of the hearing suite in our Coventry office, following a risk assessment.

The Teacher Qualification Unit has continued to deliver all of its functions whilst operating remotely.

## Vision

The DfE's vision is to provide world class education and care that allows every child and young person to reach his or her potential. One of the DfE's goals is that every child and young person can access high quality provision, being able to achieve to the best of his or her ability regardless of location, prior attainment and background.

The TRA vision statement is that we will:

- *strive to achieve excellence in all that we do, delivering a fair and consistent regulatory system for the teaching profession on behalf of the Secretary of State.*
- *assess applications for recognition of professional status fairly and efficiently.*
- *support the teaching profession by ensuring high standards of conduct are maintained, by fair, rigorous and timely teacher misconduct investigations, that where appropriate, prohibit teachers where facts found proven of serious misconduct. By regulating the teaching profession, to enable schools to meet their safeguarding responsibilities, including keeping children safe in education.*
- *work to maintain the high quality standards of the profession, allowing every child access to high quality education.*

## Values

The Civil Service is an integral part of the government of the United Kingdom. It supports the government in developing and implementing its policies, and in delivering public services. Civil servants are accountable to ministers, who in turn are accountable to Parliament.

As civil servants, our staff are appointed on merit on the basis of fair and open competition, and are expected to carry out their role with dedication and a commitment to the civil service and its core values: integrity, honesty, objectivity and impartiality. In this code:

- 'integrity' is putting the obligations of public service above your own personal interests
- 'honesty' is being truthful and open
- 'objectivity' is basing your advice and decisions on rigorous analysis of the evidence
- 'impartiality' is acting solely according to the merits of the case and serving governments of different political persuasions equally well.

For TRA staff, our cultural values are:

- our staff deliver a focused, high-quality, efficient customer service that considers the needs and requirements of individuals it comes into contact with
- our workplace should be welcoming, inclusive and organised, where our people support and collaborate with one another
- our people should be valued and respected, engendering a workplace that is effective, professional and inspires them to do their best
- our people should feel empowered to take responsibility and ownership for their work and in meeting collective aims, while the agency should ensure everyone is supported and encouraged to maximise their potential, capability and expertise through learning and development and clear objectives
- our people should embrace and value diversity and treat everyone fairly and consistently
- our leaders should be honest, supportive, visible, approachable and they should respect all views. Our leaders should also be passionate about the agency's work, and motivate staff to achieve our objectives.

## Objectives

The Teacher Qualification Unit will:

- act on behalf of the Secretary of State as the competent authority for teaching in England and ensure the delivery of EU Directive 2005/36/EC. Comply with EU service level agreements for assessment and decisions regarding applications from qualified teachers from the EEA for QTS in England

- provide the European Commission (via BEIS/NARIC) with the annual EEA award and decline data per country for QTS and Partial QTS returns. Ensure all data reporting is timely and robust
- support ministers and wider DfE policy and teacher international recruitment teams with timely and accurate overseas teachers QTS data, providing evidence to help make informed decisions
- comply with service level agreements for assessment and decision making regarding QTS applications from overseas trained teachers (OTT) under the Teachers Regulations 2012
- maintain an effective working relationship with the competent authorities for teachers in Scotland, Wales and Northern Ireland
- collect the 2017/18 cohort result data for trainee teachers who complete either a course of initial teacher training (ITT) or early years ITT in England and award QTS or EYTS to all successful trainees by August 2018. Collect and record the 2017/18 cohort outcomes for all newly qualified teachers who complete the mandatory induction year by October 2018
- utilise the online teacher self-service (TSS) solution to deliver new certificates to all teachers who achieve QTS or EYTS, pass their NQT induction year, or complete a national leadership qualification in England. The unit will ensure teacher self-service is available to all teachers for 98 per cent of the year
- enable employers of teachers to undertake mandatory pre-employment checks by providing secure online access to the list of qualified teachers and the lists of teachers prohibited from teaching or holding a sanction from the Secretary of State. The unit will ensure the online employer service is available to employers for 98 per cent of the year
- collect the 2018/19 cohort registration data for all new trainee teachers commencing a course of ITT in England, use the data to establish trainee records on the database of qualified teachers and issue unique teacher reference numbers by November 2018
- respond to all teacher qualification (TQ) helpdesk enquiries within the agreed service levels. The abandonment rate on helpdesk telephone lines will be below five per cent. Helpdesk emails will receive a reply within five working days
- maintain accurate lists of prohibitions, decisions and restrictions relating to teachers, ensuring relevant data is collected from other regulatory authorities and processed within agreed service level agreements
- maintain a central record of national leadership qualifications and mandatory qualifications ensuring relevant accurate data is collected from partner stakeholders and processed within agreed service level agreements
- support the policy development for recognition of overseas trained teachers on exit of the EU.

The Teacher Misconduct Unit will:

- complete an initial assessment of all referrals made to determine whether a case is serious enough to potentially result in a prohibition order
- consider whether an interim prohibition order should be imposed to prevent the person teaching until the case is concluded
- undertake an initial investigation and decide whether there is a case to answer, where there is a case to answer the TMU will:
  - prepare the case for hearing, working with an external legal firm to present the case at Professional Conduct Panel
  - engage in a timely manner with the teacher, teacher's representative and referrer as required throughout the lifetime of a case
  - administer the Professional Conduct Panel proceedings, scheduling cases at the earliest opportunity available and providing administrative support where required
  - engage with independent panellists to ensure the constitution of the panel meets regulations and guidelines
  - respond to all teacher misconduct case queries
- take decisions on behalf of the Secretary of State to determine whether a prohibition order is appropriate and where appropriate, decide whether a teacher may apply for a review of the order. This decision making will include determining whether a prohibition order can be set aside for General Teaching Council (GTC) legacy cases
- consider cases where a newly qualified teacher (NQT) wishes to appeal failure or an extension to their induction period
- on receipt of high court appeal notifications, prepare case to present on behalf of Secretary of State, engaging legal professionals as required
- work with DfE colleagues to ensure all online teacher misconduct guidance reflects teacher disciplinary regulations
- establish an engagement strategy with key stakeholders to foster a joined-up cross-government response to teacher misconduct
- develop and establish a dedicated witness care function.

The TRA will:

- proactively collect and analyse all stakeholder feedback to identify opportunities for improvements to service delivery
- respond to all correspondence, including freedom of information (FOI) and subject access requests (SAR) within the DfE service level agreement timelines

- work to the governance and accountability arrangements as set out in the TRA Framework Document

## Scale of Operation

The scale of the Teacher Qualification Unit operational delivery includes:

- the award of QTS and EYTS to approximately 32,000 teachers who complete either a course of ITT or EYITT in England
- processing approximately 6,000 applications from overseas trained teachers requesting recognition as a qualified teacher in England
- delivery of up to 75,000 new online certificates to teachers through the teacher self service portal (TSS)
- recording approximately 30,000 NQT induction passes onto the database of qualified teachers
- issuing up to 39,000 teacher reference numbers (TRN)
- answering up to 33,000 telephone and responding to approximately 45,000 email helpdesk enquiries

The scale of the Teacher Misconduct Unit operational delivery includes:

- considering approximately 900 referrals of serious misconduct
- formally investigate approximately 70 per cent of referrals
- administer approximately 60 Professional Conduct Panels
- Working with policy colleagues to ensure that there are sufficient trained panellists

The TRA will ensure compliance with changes to the Data Protection Act following the implementation of the General Data Protection Regulation on 24 May 2018.

## Priorities for 2020 and beyond

### Context

Teachers are a significant factor in a child's education and the overwhelming majority are highly competent and effective, and never engage in any form of misconduct.

Headteachers and governing bodies are responsible for managing teachers in relation to their competence and conduct, and for taking action to address under performance and misconduct in their schools.

The Disclosure and Barring Service (DBS) is responsible for deciding whether an individual should be barred from working with children and vulnerable adults and for maintaining a list of those individuals who are determined to be unsuitable (the barred list).



The TRA will operate the regulatory system on behalf of the Secretary of State. This includes investigating allegations of unacceptable professional conduct and taking action to prohibit teachers for life.

Teaching in England is a regulated profession in so far as legislation sets out what training a teacher has to undertake in order to teach in certain settings. The TRA will act on behalf of the Secretary of State as the competent authority for teaching in England and will award QTS as well as recognise the professional status and standing of teachers who have qualified outside of England. As the United Kingdom negotiates its exit from the European Union the Teacher Qualification Unit will support the transition process and implement ministerial decisions on the recognition of professional qualifications (RPQ).

The Teacher Qualification Unit will:

- implement strengthened QTS in the timeframe agreed by the Secretary of State
- upgrade the database of qualified teachers (DQT) delivering a solution that aligns with the DfE strategic 'service lines' model and provides better user experience and the potential for greater integration with DfE systems. The priority is to establish a single platform for the Teaching Regulation Agency business systems. The new case work management system (Emerge) will be integrated with DQT during the alpha build in spring 2018.
- collaborate with DfE and Teacher Pensions to deliver a more robust process for the allocation and sharing of teacher reference numbers
- replace the unit's existing electronic document archive system with a solution that complies with DfE electronic archiving strategy
- implement the post Brexit policy for recognition of overseas trained teachers.

The Teacher Misconduct Unit will:

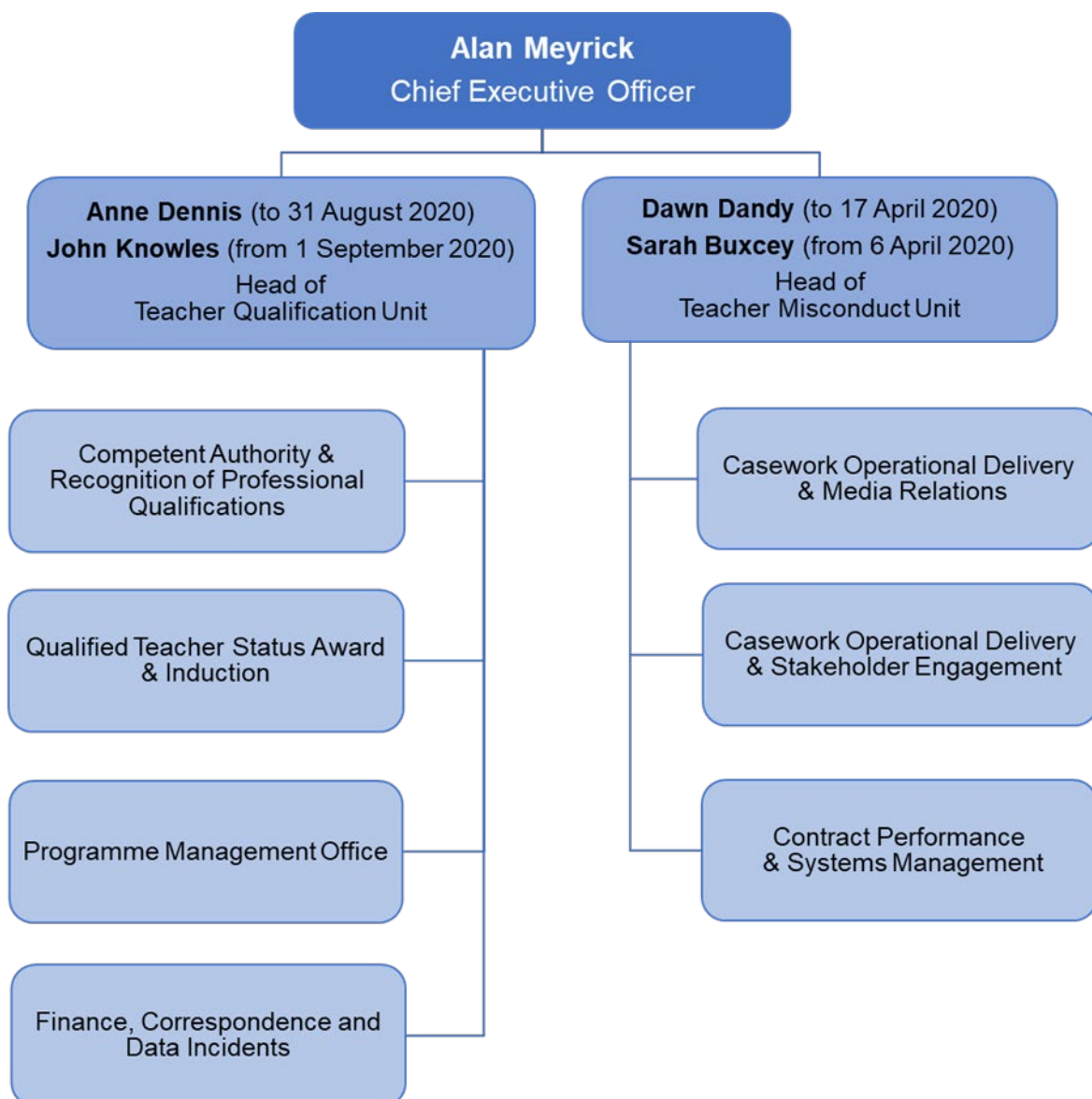
- introduce and embed a new virtual platform to hold some professional conduct panels and meetings
- develop and embed a new case management system (Emerge) to strengthen TRA record management of misconduct cases
- procure and contract manage legal services ensuring that contracts awarded represent best value in terms of quality and cost
- explore options and embed secure processes to hold and transfer all teacher misconduct case information digitally
- embed a new quality assurance framework focused on casework

## 2. Organisational design

From 1 April 2018, the National College for Teaching and Leadership (NCTL) was repurposed and renamed as the Teaching Regulation Agency (TRA), with responsibility for the regulation of the teaching profession, including misconduct hearings and the maintenance of the database of qualified teachers.

A Chief Executive Officer leads two distinct units, each headed by a Grade 6.

### Management structure



### 3. Delivery

#### Programmes of work

#### Teacher Qualification Unit

Maintain the database of qualified teachers (DQT)	
<b>Establish the Teacher Record</b>	The TRA collects information on individuals undergoing approved courses of initial teacher training (ITT) in England from the DfE and the Higher Education Statistics Agency. Information on individuals undergoing such courses in Wales is collected from the Education Workforce Council. On receipt of this information, the TRA checks whether the individual already has a record on the DQT. If the individual does not have a record, then the agency creates a teacher record and allocates the individual a teacher reference number (TRN). This number is a unique identifier and will be used by the individual throughout their teaching career. The TRA maintains the teacher record, contacts trainees to inform them of their TRN and allows trainees to access their record on the DQT through the teacher self service (TSS) web portal.
<b>Maintain Quality Standards</b>	The TQ unit regularly checks the quality of data within the DQT to ensure it is accurate, that information is not duplicated and faults with manual or automated processes can be identified.
<b>Award QTS and EYTS</b>	The TRA collects results from accredited ITT providers regarding the outcome of a trainee's programme of ITT. The TRA awards the individual the formal accreditation of QTS if the ITT provider formally recommends the individual has passed their course of ITT following assessment against the Teachers' Standards. The TRA also awards EYTS for trainees on an Early Years course. The TRA informs the individual of their newly awarded status and allows them to download a certificate as evidence through the TSS. The TRA shares this information about the teacher's status through the DfE Secure Access solution so employers within the education sector can check an individual's eligibility to teach. The TRA also retains physical and electronic copies of historic ITT results and QTS recommendations according to the Teacher Qualification Unit's data retention policies.
<b>Record Induction Results</b>	The TRA processes and maintains the central record of outcomes of the statutory mandated newly qualified teacher (NQT) induction period. The TRA collects information from appropriate bodies (ABs) as part of this process and records on the NQT's teacher record that they have started a period of induction. The TRA also collects information from ABs concerning the outcome of induction. The agency updates the NQT's record to reflect this outcome. If the NQT has 'passed' induction by consistently meeting the Teachers' Standards, then the TRA documents this pass on the teacher's record and allows the individual to download a certificate as evidence from the TSS. The TRA shares individuals' induction status through the DfE Secure Access solution so employers within the education sector can check an individual's

	eligibility to teach. The TRA also retains physical and electronic copies of historic induction results according to the TQ Unit's data retention policies.
<b>Record Mandatory Qualifications</b>	A teacher employed in a school to teach pupils who have hearing/visual or multi-sensory impairments must possess an additional mandatory qualification (MQ) in addition to holding QTS. The TRA collects data on individuals who are studying for a MQ from approved providers at the beginning of the academic year. The TRA updates an individual's teacher record on the DQT to reflect their trainee status, and updates their qualification details upon the supply of a result from the provider. This information is shared through the DfE Secure Access solution so employers within the education sector can check an individual's eligibility to teach sensory impaired pupils.
<b>Record National Professional Qualifications</b>	The TRA collects data on individuals who have been awarded a National Professional Qualification (NPQ) from the DfE. These qualifications are the 1) National Professional Qualification for Headship (NPQH), 2) National Professional Qualification for Senior Leadership (NPQSL) and 3) National Professional Qualification for Middle Leadership (NPQML). The TRA updates the individual's record on the DQT to reflect this award and allows them to download a certificate as evidence from the TSS.
<b>Maintain a user helpdesk</b>	The TRA provides email and telephone contact details so that individuals and, or organisations affected by the work of the agency may contact the agency. The TRA maintains a helpdesk, which offers telephony and email correspondence services to respond to such enquiries. Enquiries by email primarily relate to issues surrounding employer access, QTS, college exit, induction and early years. Enquiries by phone primarily relate to issues surrounding employer access, induction and QTS. The TRA counts the number of correspondence through each method to evidence its monthly activity.
<b>Support employer safeguarding</b>	The TRA maintains the central list of persons who have a decision, prohibition, restriction and, or sanction with regard to their teaching in England. The TQ Unit collects this information from the Teacher Misconduct Unit, alongside the Disclosure and Barring Service, the Education Workforce Council, the General Teaching Council for Scotland, the General Teaching Council for Northern Ireland and from competent authorities in European Economic Area States through the internal market information system. The TRA adds this information to an individual's record in the DQT and shares this information through the DfE Secure Access solution so employers within the education sector can check an individual who they employ, or are considering employing, has no decision, prohibition, restriction and, or sanction related to their ability to teach in England.

<b>Act as the Competent Authority in England</b>	
<b>Recognition of qualified teachers from EEA</b>	<p>The TRA, on behalf of the Secretary of State, acts as the competent authority for teaching in England, and is responsible for implementation of Directive 2005/36/EC regarding the mutual recognition of professional qualifications (MRPQ) in England.</p> <p>Upon receipt of an EEA application, a record is created and an assessment takes place within the 90 working days directive service level agreement. The TRA informs the individual of their newly awarded QTS or partial QTS, including their exemption from serving an induction period, and allows them to download a certificate as evidence through the TSS. Partial QTS is awarded to EEA fully recognised special educational needs teachers upon successful application in England. The TRA shares the information regarding a teacher's status through the DfE Secure Access solution so employers within the education sector can check an individual's eligibility to teach.</p>
<b>Recognition of teachers from OTT</b>	<p>The TRA is responsible for implementing the assessment of applications for QTS from overseas trained teachers (OTT) as set out in the 2012 Teachers Regulations. These include; Australia, Canada, New Zealand and the USA. Upon receipt of an OTT application, a record is created and an assessment takes place within the 20 working days service level agreement. If successful, the TRA informs the individual of their newly awarded status in England, including their exemption from serving an induction period, and allows them to download a certificate as evidence through the TSS. The TRA shares this information about the teacher's status through the DfE Secure Access solution so employers within the education sector can check an individual's eligibility to teach.</p>
<b>Data collection</b>	<p>The TRA collects data from overseas teachers who have been awarded QTS/partial QTS in England through the DQT. Following high-level sign-off, this secure data can be internally shared with teams across the DfE to provide informed decision-making support.</p> <p>Individual EEA and OTT country QTS award data is also published annually on the government website pages showing historical, as well as currently available award data.</p> <p>The data collected for annual award and decline of EEA applications for QTS/partial QTS in England is provided to BEIS, as UK coordinator, for submission to the European Commission.</p> <p>Enquiries to the mutual recognition team by email, from both EEA and OTT applicants, usually relate to issues surrounding their QTS applications, specific home country qualification information and, or responses to assessor requests for further application information. The collected data is used to inform continuous improvements to our customer service and efficiency.</p>

## Teacher Misconduct Unit

The System of Teacher Regulation	
<b>Action on receipt of referrals</b>	<p>The TRA receives referrals from employers, the public, the police, the disclosure and barring service (DBS), and other interested organisations, or other regulators. On receipt of a case the agency will check that it:</p> <ul style="list-style-type: none"> <li>relates to a teacher in England</li> <li>is a case of serious misconduct</li> </ul> <p>If it is decided not to undertake an investigation, the referrer and teacher are informed and no further action is taken.</p>
Investigation stage	
<b>Initial Assessment</b>	<p>The TRA completes an initial assessment to determine whether a case is serious enough to potentially result in a prohibition order and the referrer is notified. If it is decided not to undertake an investigation, the referrer and teacher are informed and no further action is taken.</p>
<b>Interim Prohibition Order</b>	<p>The TRA considers whether an interim prohibition order (IPO) should be considered to prevent the person teaching until the case is concluded. An IPO can be applied at any stage once the seriousness of the facts of the allegations have been established, without the need for a formal conduct hearing. The teacher is given seven days' notice to provide any additional evidence when they are informed consideration is being given to the application of an IPO.</p> <p>If an IPO is given, the teacher, referrer and current employer are informed. The current employer must take action to ensure the teacher does not carry out teaching work whilst a case is ongoing. Where the teacher makes an application to the TRA, the IPO will be reviewed within six months of the date it was made and subsequently at six monthly intervals. If an IPO is not given, the teacher is informed.</p>
<b>Investigation</b>	<p>When the TRA carries out a formal investigation, It will first inform the teacher and referrer that they have 28 days to submit evidence. The TRA considers the evidence, seeking advice from experts when needed, including from teaching, medical, legal professions and decides whether to proceed to a hearing. It will then inform the teacher and referrer of the outcome.</p> <p>If it is decided not to refer the case to a professional conduct panel, the referrer and teacher are informed and no further action is taken.</p>

<b>Hearing and Decision</b>	
<b>Hearing</b>	Where a case is referred to a professional conduct panel, the teacher and referrer are informed and invited to give any further evidence. A panel (usually 3 members made up of professional and lay members) hears evidence (from teachers and witnesses) and the panel decides whether facts have been proven and, if so, whether to recommend on behalf of the Secretary of State that a prohibition order would be appropriate or not.
<b>Decision</b>	<p>Where unacceptable professional conduct is found the Secretary of State can make a decision on prohibition and these decisions are published on gov.uk. This includes cases where unacceptable professional conduct (UPC) is found but a decision not to prohibit is made.</p> <p>Where the panel makes no findings of UPC on a case the teacher chooses whether or not the outcome is published on gov.uk.</p>
<b>Review</b>	A prohibition order is for life however, the Secretary of State may determine that a teacher can apply to have their prohibition order reviewed after the minimum period specified in their order has passed (not less than two years).

## 4. Monitoring and performance

### Key performance indicators

#### Teacher Qualification Unit

- **Database of Qualified Teachers:** the TQ Unit will process all qualified teacher status (QTS) recommendations from initial teacher training providers and make the outcomes available on DQT web services within two working days of receipt
- **Database of Qualified Teachers:** the TQ Unit will process all induction results submitted by appropriate bodies and make the outcomes available on DQT web services within two working days of receipt
- **Database of Qualified Teachers:** all DQT web services will be available to users for 98 per cent of the reporting year
- **Initial Assessment:** 100% of overseas applications completed within 20 working day service level agreement
- **Award/Decline decision:** completed within 90 working days for EEA, and 20 working days for OTT service level agreements
- **TQ Helpdesk:** all helpdesk emails responded to within five working days of receipt
- **TQ Helpdesk:** abandonment rate for helpdesk telephone enquiries to be less than 5%.

#### Teacher Misconduct Unit

- **Initial Assessment:** 95% of teacher misconduct referrals are screened and sifted within 72 hours of receipt
- **Investigation:** cases that are formally investigated are concluded within 20 weeks (median) from the date of investigation
- **Hearing:** teacher misconduct cases that are considered at the hearing stage are concluded within 52 weeks (median) from the date of receipt



## 5. Risk management

The TRA will ensure that it continues to manage risk effectively. The TRA Executive Board will oversee the strategic and operational risk management of the agency. The Board will:

- identify risks and issues through open discussion
- discuss and agree the reliability, suitability and integrity of countermeasures and contingencies to manage identified risks and issues
- ensure risk management meet the requirements of internal audit and support the implementation of the departmental strategic risk management framework.

The TRA Chief Executive will discuss risks and issues with the Senior Sponsor at both their monthly review meetings and the quarterly Strategic Performance Review (SPR) meetings. The Senior Sponsor is responsible for escalating any risk that meets the escalation criteria as set out in the department's risk management framework initially to the Performance and Risk Committee (PRC) who will escalate to leadership team and the Audit and Risk Committee where appropriate. The TRA will review all risk registers with the Department's risk team every six months.

TRA manages risk using the following principles:

- risks must be managed at the lowest appropriate level within the agency's established governance arrangements
- risks must be systematically identified and assessed by each governance level
- risks must be clearly articulated to demonstrate the potential cause of a risk and that proposed countermeasures will address the cause
- responsibility for owning risk, overseeing countermeasures and contingencies should be allocated to named individuals
- risks are managed within the defined risk appetite.

### **Continuous Improvement Projects**

The TRA has a number of continuous improvement projects and the TRA Executive Board govern these through individual project steering groups. Other sub boards oversee internal and external stakeholder engagement. The TRA are also currently working with commercial colleagues to build capacity and capability in this area.

## 6. Budget information

For 2020-21, the TRA plans to spend:

Area of spend	£
Administration budget	£207,000
Programme budget	£7,813,000
Capital budget	n/a
<b>Total</b>	<b>£8,020,000</b>

NB: Within the Teaching Regulation Agency there is formal agreement that staff costs (excluding the Programme Management Office) have a 'programme' budget.

The programme summary is provided below:

Cost Centre / Account Code Description	2020-21 Full Year Forecast
Teacher Services Programme (not incl. PMO)	£3,060,000
Presenting Costs Programme	£2,365,000
Regulation Costs Programme	£1,484,000
QTS & Induction Programme	£59,000
TRA IT Development	£845,000
<b>Total Programme Budget</b>	<b>£7,813,000</b>

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