



# Education Workforce Council (EWC)

# Strategic Plan

# 2023–26



**Mae'r ddogfen hon hefyd ar gael yn Gymraeg**  
This document is also available in Welsh

## Foreword from our Chair and Chief Executive

The education workforce is a unique group of professionals. Their work matters, not only to the children and young people they educate and inspire, but to society as a whole. Their professionalism and service are integral to shaping the future citizens, society, and economy of Wales.

At the Education Workforce Council (EWC), we take our responsibility for maintaining professionalism and enhancing standards extremely seriously. We are therefore pleased to introduce our Strategic Plan for 2023–26, which outlines our vision of being a trusted, independent, professional regulator for the education workforce in Wales, and explains how we will work in the public interest to achieve this.

The education workforce in Wales has had to adapt and respond to significant challenges over recent years, from the rollout of the new Curriculum for Wales to COVID-19. It has been inspiring to witness the way in which our registrants have responded. Across schools, further education colleges, youth work, and work-based learning, the workforce has demonstrated resilience and a willingness to adapt and embrace new and innovative ways of working.

The EWC has also adapted, and will continue to do so to ensure that we regulate effectively and support our registrants and stakeholders. As we do so, we will remain focused upon providing value for money. Registration fees, which provide our core income, have not increased since we were established in 2015 (since 2008 for school teachers), in spite of rising organisational costs. Within this plan, we set out our continued commitment to improving efficiency and sustainability, and outline how we will ensure that equality and fairness remain integral to our operations and procedures.

Our central priority for the period of this Strategic Plan remains that of safeguarding learners and young people in the interests of parents/guardians and the general public, through our role as the independent, professional regulator.

We will also broaden the range of resources and services that we offer to registrants, providing enhanced guidance and direction to support them in achieving the highest professional standards.





Through [Educators Wales](#), our recruitment, advice, and support service, we play a key role in driving recruitment to the education professions. We will therefore work with a wide range of organisations to seek to attract more individuals to join the workforce, including within priority areas such as educators from Black, Asian, and minority ethnic communities, Welsh speakers, and teachers of shortage subjects.

We will also continue to use our unique position within the education landscape, our knowledge of the system, and the data from [our Register](#) to contribute to the

development of evidence-based policy, which helps to drive improvement across the education system in Wales.

This Strategic Plan is designed to provide strong direction for the EWC as an organisation. However, we are also prepared to adapt and be agile to ensure that we continue to be a successful independent, professional regulator that meets the needs of our registrants, learners and young people, parents/guardians, and the general public.

On behalf of the EWC, we thank you for your interest in, and support for, our work.



**Angela Jardine,**  
Chairperson



**Hayden Llewellyn,**  
Chief Executive

## Introduction

The Education Workforce Council (EWC) is the independent, professional regulator for the education workforce in Wales.

Established by the Education (Wales) Act 2014, practitioners across seven different groups within the education workforce, from the foundation phase through to further education, youth work, and work-based learning, are legally required to register with the EWC. Our [Register of Education Practitioners in Wales](#) is the biggest public register of any profession in Wales, and the most wide-ranging register of education professionals in the world, with over 85,000 practitioners registered.

This Strategic Plan outlines our priorities for the period 2023–26 and reflects our statutory role and remit within the context of the broader education landscape in Wales. In developing the plan, we have undertaken a comprehensive review of both our own activities and the external environment, and consulted with key stakeholders including Council members, EWC staff, and the education community.

## Our vision

To be a trusted, independent, professional regulator that works in the public interest to maintain professionalism and enhance standards within the education workforce in Wales.

## Our purpose

The Education (Wales) Act 2014 formally sets out our role as an independent, professional regulator and strategic leader in the education sector in Wales. The Act also details the obligations we have to our registrants, learners and young people, parents/guardians, and the public. Our principal aims under the Act are summarised below and detailed further in secondary legislation. These are to:

- contribute to improving the standards of teaching and the quality of learning in Wales
- maintain and improve standards of professional conduct amongst teachers and persons who support teaching and learning in Wales
- safeguard the interests of learners, parents, and the public, and maintain public trust and confidence in the education workforce





## Our values

<b>Fairness</b>	We act fairly and with integrity to maintain standards and promote professionalism.
<b>Support</b>	We support the education workforce to maintain high standards of conduct and practice.
<b>Excellence</b>	We pursue excellence and endeavor to provide a high-quality service for registrants, stakeholders, learners and young people, parents/guardians, and the public.
<b>Collaboration</b>	We work in partnership with the education workforce and other stakeholders to develop and promote excellence in teaching and learning.
<b>Independence</b>	We are independent and regulate in a way that is impartial and based on evidence.

## Equality, diversity, and inclusion

Our commitment to equality and diversity is integral to how we approach our role as an independent, professional regulator and implement our strategic objectives. Our [Strategic Equality Plan 2020-24](#) explains how we will work to promote these principles, both inside our organisation, and (within our remit) across the wider education workforce in Wales.

## Our people

Our Council is made up of fourteen members who set the organisation's strategic direction and are responsible for its governance.

Each member is appointed for a four-year period. Seven members are appointed directly through the Welsh Government public appointments system and seven are appointed following nomination from a range of stakeholders.

We also maintain and support:

- a pool of over 50 fitness to practise panel members
- an Initial Teacher Education (ITE) accreditation board of 12 members
- a pool of over 40 assessors of the Quality Mark for Youth Work in Wales

We employ over 50 members of staff.



## Financial sustainability

As an independent, professional regulator funded by registration fees, it is essential that we operate within our means and use our resources efficiently. We will continue to strive to keep fees as low as possible, whilst providing the highest level of service in fulfilling our statutory duties. Like other regulators, we maintain adequate financial reserves in order to provide stability and ensure that our services are protected from risks that may arise from unexpected events.

We regularly lead activities on behalf of Welsh Government where it is considered that we are the most appropriate body to do such work in Wales. In such instances, Welsh Government will cover our costs through grant funding. The EWC is also able to undertake commercial activities and does so where it considers this to be in the interests of registrants and the education sector in Wales.

Our Annual Report and Accounts are laid before the Senedd annually and are audited by Audit Wales.

## The Welsh Language

We are committed to the Welsh language and proud to be a bilingual organisation. We work with the Welsh Language Commissioner to ensure full compliance with the Welsh language standards.

We will continue to operate as a fully bilingual organisation, offering services in both Welsh and English.

## Biodiversity

We are committed to minimising our impact on the environment in line with the duties outlined within the Environment (Wales) Act 2016. Our [statement on the Section 6 Biodiversity and Resilience of Ecosystems Duty](#), published on our website, outlines our approach to these matters. As a small body, opportunities to reduce our environmental impact are limited, however, wherever possible, we seek to do so.





## Key objectives for 2023–26

Our objectives set out how we aim to realise our vision during the lifetime of this plan. These will feed into specific, measurable actions that will be set as part of our annual operational planning process. The EWC will report on its progress against the objectives and outcomes by producing four quarterly reviews and the publication of the Annual Report and Accounts.

### Objective 1

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Be an effective independent, professional regulator, working in the public interest and building confidence in the education workforce

- 1.1** Maintain a Register of Education Practitioners that is accurate and accessible.
- 1.2** Operate robust, fair, and transparent regulatory procedures which ensure that only those deemed suitable to practise may do so.
- 1.3** Shape the practice of registrants by developing and promoting high standards of conduct and professionalism.
- 1.4** Accredite and quality assure education programmes and provision in Wales.
- 1.5** Influence Welsh Government and other stakeholders to ensure that legislation underpinning our regulatory functions is sufficiently robust.



## Objective 2

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Support professionalism and learning within the education workforce

- 2.1** Provide a suite of guidance, resources, and professional services for registrants.
- 2.2** Lead and support initiatives to promote and encourage effective professional learning for registrants.
- 2.3** Lead and support initiatives to promote research engagement and help disseminate best practice to registrants.
- 2.4** Ensure visibility and understanding of the EWC's work amongst registrants, parents/guardians, the public, and our stakeholders through effective, accessible, and responsive communication and engagement.





## Objective 3

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Seek to inform, shape, and influence educational policy in Wales for the benefit of the education workforce

- 3.1** Provide independent advice, research, and analysis to inform and influence the development and delivery of education policy in Wales which serves to enhance standards.
- 3.2** Collaborate with registrants, parents/guardians, the public, and our stakeholders to inform and influence education policy in Wales, helping to enhance standards.
- 3.3** Lead initiatives to promote careers within the education workforce and drive improvement in recruitment.
- 3.4** Act as Secretariat to the Independent Welsh Pay Review Body (IWPRB).



## Objective 4

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Be a resilient, capable, and financially sustainable organisation that offers value for money to registrants

- 4.1** Manage resources effectively and sustainably to meet current and future needs, making appropriate use of technology to drive efficiency and improve our services.
- 4.2** Have effective planning, performance management, and compliance processes, ensuring they incorporate best practice.
- 4.3** Be an excellent employer that promotes a supportive and inclusive culture where all staff, Council, and committee/panel members feel valued and fully able to contribute.
- 4.4** Influence the Welsh Government and other stakeholders to ensure that legislation underpinning our independence, governance, and finances is fit for purpose.





