



STRATEGIC DEVELOPMENT PLAN 2011-2015

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1. Introduction

This Plan describes the Association's plans for the period from 2010 to 2014.

It is written so that:

- Members understand how ATM intends to use its income from subscriptions, publications and CPD in order to live out its aims and guiding principles
- General Council and the employed staff of ATM understand the scope and nature of intended work and can best co-ordinate their activities to further the interests of the Association
- Those beyond the Association's membership know our intentions and can contribute to their achievement. In this sense it is an invitation to work with us.

It sets out:

- Who we are
- Why we associate
- How we organise
- The specific work we intend to undertake this period.

Through its membership network, ATM is a powerful and confident Association with a clear mission to bring to life the mathematician in all learners. This plan demonstrates to those who make decisions about the mathematics curriculum, its teaching and assessment that ATM is able to speak with authority on these matters and influence decisions to the benefit of mathematics learning.

Successes during 2010 include:

- The journal of the Association, *Mathematics Teaching*, achieved another successful year.
- An electronic interactive form of the Association's journal, *MTi*, continued to be trialled and a survey of the Association's members was carried out. This indicated that the membership currently favours a paper-based journal, and this finding will guide the development of *Mathematics Teaching* in 2011. The journal will revert to six paper based copies with additional content on the website.
- The website was further developed, with new resources and facilities.
- Three new publications were released - Completing the Square, Challenge Activities and Mathematical Allsorts.
- Marketing continued their promotion of publications through a range of events, including the BETT show in London, the Education show in Birmingham, a Primary day held in Derby, the NCETM Conference in Sheffield and displays at various school events throughout the country.
- The Association contributed to the Ofqual consultation *From Tradition to Transformation*.
- A successful conference with BCME was held in collaboration with the British Society for Research into the Learning of Mathematics and the Mathematical Association at Manchester University. Trustees and members of the Association attended other conferences and events with a selection of the Association's publications. This served both to increase sales and to raise awareness of the ATM.
- Local branches of the Association around the country continued to meet, supported by a member of the General Council with special responsibility for their coordination and management.
- The Secondary Group successfully worked with the MA to organise two events billed as Secondary Roadshows held in Preston and Gloucestershire.

- The ATM continued to contribute to ongoing discussions with other stakeholders in mathematics education through, amongst others, the Joint Mathematical Council and the Meeting of Mathematical Subject Associations.
- The ATM initiated a meeting between the ATM, the MA, the National Association of Teachers of English (NATE), the Association of Science Educators (ASE) and the Association of School and College Leader (ASCL) to explore areas of common interest.

John White, Honorary Secretary

2. The Aims of ATM

The Association of Teachers of Mathematics aims to support the teaching and learning of mathematics by:

- Encouraging increased understanding and enjoyment of mathematics;
- Encouraging increased understanding of how people learn mathematics;
- Encouraging the sharing and evaluation of teaching and learning strategies and practices;
- Promoting the exploration of new ideas and possibilities;
- Initiating and contributing to discussion and developments in mathematics education at all levels.

3. Guiding Principles

- The ability to operate mathematically is an aspect of human functioning, which is as universal as language itself. Attention needs constantly to be drawn to this fact. Any possibility of intimidating with mathematical expertise is to be avoided.
- The power to learn rests with the learner. Teaching has a subordinate role. The teacher has a duty to seek out ways to engage the power of the learner.
- It is important to examine critically approaches to teaching and to explore new possibilities, whether deriving from research, from technological developments or from the imaginative and insightful ideas of others.
- Teaching and learning are co-operative activities. Encouraging a questioning approach and giving due attention to the ideas of others are attitudes to be encouraged. Influence is best sought by building networks of contacts in professional circles.

4. Business/Administration

The Association continues to be well-served by an efficient and effective administrative team. The team is based in leased premises in Derby.

Annual appraisals of administrative staff highlight strengths and training needs, which are addressed in programmes of professional development.

Premises responsibilities are taken seriously. The premises are on a lease which runs to 2017, with a rent review in 2012. Alongside this review will be an exploration of the balance of responsibilities of landlord and tenant – particularly regarding potential renewal of heating etc.

Computer provision is kept up to date. In the recent past, a database server was installed in November 2005 and a system database in January 2008. Currently consideration is being given to putting the database onto a central server not in the building (see Web Editor's aims).

Much of the premises are dedicated to maintaining stocks of publications. With the increased capacity for material to be held electronically, there are progressive moves to shorter print runs and, later, to all materials being held electronically and produced in hard copy on demand. These changes will help guide decisions about premises needs when the lease comes up for renewal in 2017.

Currently the premises in Derby play host to the materials of the British Origami Society. Administrative staff provide a mailing service for BOA and the rental of storage space and mailing service are an additional source of income for ATM.

5. General Council

The General Council comprises Honorary Secretary, Treasurer, up to 14 elected members and up to four co-opted members.

For the period 2011 to 2012 these are:

Jenni Back	Jean Carnall
Claire Beckett	Peter Lacey (Chair)
Tandi Clausen-May	Lynne McClure
David Lawrence	Andrew Roberts
Melissa Rodd	Jayne Stansfield
Ruther Tanner	Sidney Tyrrell
John White (Hon Sec)	Karen Wintle
Liz Woodham	

General Council meets on three weekends each year and the Executive meets three extra Saturdays each year to co-ordinate the running of the Association. All GC members are trustees of the Association. General Council and the Executive discuss broad issues and consider policy.

Progress on nuts and bolts issues is achieved through the work of General Council Business Groups and Working Groups. Currently, these are:

GC Business Groups

- CPD (including Branches)
- Journal and Web
- Publications
- Membership and Marketing

GC Working Groups

- Secondary Curriculum
- Primary Curriculum
- All Attainment Learning & Teaching

6. Membership – fully paid

6.1. UK Membership:

	Feb 2009	Feb 2010	Feb 2011
Personal	928	1170	1155
NQT	105	110	87
Students	317	357	376
Institutional	353	364	320
E Membership	78	122	192
	1796	2127	2130

6.2. Overseas Membership:

Personal	51	49	43
NQT	2	0	1
Students	0	0	1
Institutional	323	178	193
	394	253	238
Total Members	2190	2380	2368

7. GC Business Groups

7.1. CPD (incl Conference, Branches, Working Groups and Courses)

Title of GC Business Group	CPD (Continuing Professional Development) – including Branches
Purpose	<ul style="list-style-type: none"> Organises the ATM annual conference Liaises with Branches Liaises with Working Group Convenors Professional Services with regard to CPD and courses
Lead member	Karen Wintle
Until	April 2013
Link ATM staff member	Karen Kirkley
ATM Professional Services	<ul style="list-style-type: none"> Recommending session contributors and advise type of sessions at the conference. Linking with working groups to offer support and encourage development and to advise services group Linking with branches to offer support and encourage development and to advise services group. Co-ordination of CPD and courses.
Achievements during 2010	<ul style="list-style-type: none"> Successfully contributed to BCME7 in Manchester Planned the Conference in Telford Arranged a venue for 2012 Conference Started to establishment of a network of Regional Conferences in conjunction with the Mathematical Association Branches are beginning to expand .
Aims for 2011	<ul style="list-style-type: none"> Establish separate meetings for Conference team, to enable CPD group to focus on wider issues To create CPD database Web based resources Support CPD To implement an ATM Easter conference at Telford in 2011. Continue to plan and implement a programme of Regional conferences in association with the MA and other subject associations.
Outline Plans for 2012 to 2015	<ul style="list-style-type: none"> To commence planning for ATM conferences in 2012 and 2013 To review BCME7 and contribute to discussions of BCME8, scheduled for 2014. Continued exploration of other CPD opportunities. To increase the number of branches and local groups year on year until all areas of the country are covered. Support Branches where needed and update website as necessary. Develop web as source of CPD
Budget for 2011	CPD: £77 750.00 Branches: £420

7.2. Journal and Web

Title of GC Task Group	Journal and Web
Purpose	Liaise between editors of the journal, the web site and General Council
Lead member	The Honorary Secretary of the ATM
Until	2013
Link ATM staff members	Liam Smith – MT Editors Su Strange - Web
Professional Services	Ensure the efficient and effective provision of the journal of the association and its website and promote its development.
Achievements during 2010	<p>MT</p> <ul style="list-style-type: none"> • Continued to enhance the quality of the paper journal • Produced two electronic editions in 2010 • Carried out a substantial survey of the membership to better understand what they require from the Journal and the website. • MT Editor contract reviewed for appointment from January 2012. <p>Web</p> <ul style="list-style-type: none"> • Web Editor Contract Reviewed • Ongoing investigation of ways of setting up a web-based system for members to manage personal details and passwords. • Developed and promoted the use of the ATM forums in association with GC • Provided an improved means of accessing free-resources through specific indexing and a more usable browsing system. • Provided a KS suitability index for free-resources. • Researched an improved means of relating the data held on the website with the data held on the Office database system. • Developed shop system to allow for greater flexibility in usage, data collection, marketing strategies etc. • Encourage office and marketing group to make greater use of Google Analytics data, ongoing. • Incorporated MTi into website. • Redesigned website to be more in-keeping attractive to younger potential members. • Provided more video snippets in a range of genres
Aims for 2011	<p>MT</p> <ul style="list-style-type: none"> • To produce 5 printed journals • To increase the amount of additional content such as photographs, video, references in the journal section of the website. • To prepare for, and appoint, an editor for MT from January 2012 • To review the design and production contracts for the paper version of MT • To decide on the dynamic relationship between the e-journal and the web.

	<p>Web</p> <ul style="list-style-type: none"> • Continue to investigate ways of setting up a web-based system for members to manage personal details and passwords. • Develop and promote the use of the ATM forums in association with GC and Task Group members in particular. But most importantly as a means of uniquely promoting the ATM ethos. Counting usefulness as readership not simply posting frequency. • Further develop the website as a means of seeking opinion to better inform ATM policy making and representation. • Reach out more effectively to the media through a dedicated media section. • Make a greater effort to reach out to home educators. • To provide an improved means of accessing free-resources through specific indexing and a more usable browsing system. • To provide a KS suitability index for free-resources. • To develop an improved means of relating the data held on the website with the data held on the Office database system. • To develop shop system to allow for greater flexibility in usage, data collection, marketing strategies etc. • To continue to encourage office and marketing group to make greater use of Google Analytics data. • Making some pages accessible to office for editing basic information • To redesign website to be more in-keeping attractive to younger potential members. • To introduce 'Google Connect' as a system for comments on content of any page particularly resources. • To provide more video snippets in a range of genres - interviews, reviews, talking heads etc. • To ensure that the review section of the website functions correctly.
<p>Outline Plans for 2012 to 2015</p>	<ul style="list-style-type: none"> • To review the role of the web editor, with possible consideration of developing complementary roles of web manager and web editor. • To carry out an ongoing review into the design of MT.
<p>Budget for 2011</p>	<p>MT £54 300 Web £20 060</p>

7.3. Publications

Title of GC Task Group	Publications
Purpose	To consider new publishing proposals and work with the authors to develop those selected through to publication.
Lead member	Jean Carnall
Until	2012
Link ATM staff member	Karen Moran
Professional Services	Acts as editor and publisher and liaises with designer to bring materials to publication.
Achievements during 2010	<p><i>Publications produced during 2010</i></p> <ul style="list-style-type: none"> • Completing the Square [CD + booklet] - <i>early mathematical thinking</i> • Mathematical Allsorts [CD + booklet] - <i>early mathematical thinking</i> • Challenge Activities [Y6-7, photocopyable pack + download]
Aims for 2011	<p><i>New publications planned</i></p> <ul style="list-style-type: none"> • Rich Task Maths 1 - <i>engaging mathematics for all learners</i> [Y5-8] • Rich Task Maths 2 - <i>engaging mathematics for all learners</i> [Y9-11] • More Challenge Activities [Y5-6, photocopyable pack + download] • First Challenge Activities [Y3-4, photocopyable pack + download] • Some Big Ideas - <i>a holistic scheme for lower secondary</i> [Y7] • Ideas for 6th Form Mathematics • The Long and the Short - <i>enrichment problems</i> [download] • We can work it out 2 • and Maths [joint publication with MA] • CAROM – Creative ideas resulting in offbeat mathematics for A level [for 2012 publication]
Outline Plans for 2012 to 2015	<ul style="list-style-type: none"> • Anticipate the changing needs of teachers and publish relevant books, CDs and online resources. • Encourage individual members and groups of members to write new material for publication. • Continue to explore publishing in a variety of media including mixed media.
Budget for 2011	Publications & Software £19 030

7.4. **Membership and Marketing**

Title of GC Task Group	Membership and Marketing
Purpose	Co-ordinates services to members
Lead member	Sidney Tyrell
Until	2014
Shadow/Deputy	Vacant
Link ATM staff member	Karen Moran – Marketing Fay Titterton – Membership
Professional Services	<ul style="list-style-type: none"> • Encouraging membership through courses and CPD. • Supporting the increase of sales through attendance at events. • Raising the profile of ATM
Achievements during 2010	<ul style="list-style-type: none"> • Continued support to bundle sales • Promoted CMATHTeach • Promoted new publications • Ran a conferences for advisers to promote materials • Offered a free download at Education Show and others in return for details.
Aims for 2011	<ul style="list-style-type: none"> • Increase and restructure membership rates • To reach more UK teachers and those beyond UK • To attend various shows throughout the country. • To send display books to events when requested • Continue to promote CMATHTeach
Outline Plans for 2012 to 2015	<ul style="list-style-type: none"> • To continue to look for new ways in which to promote membership of the association and its resources.
Budget for 2011	£14 000

8. Working Groups

8.1. Secondary Curriculum

Title of Group	Secondary Curriculum
Purpose	<p>The role of the group is to consider, on behalf of the Association's membership, all issues pertaining to secondary mathematics curriculum. This would include interacting with government departments, quangos, the National Centre for Excellence in Teaching Mathematics and so on.</p> <p>Members of the group attend meetings with appropriate bodies in order to represent the view of ATM. The group sees itself as promoting publications, examining the situation in respect of CPD and related matters and providing a platform for consultation.</p> <p>The group does liaise with the Mathematical Association and other interested professional associations on matters of mutual interest.</p> <p>The group has also worked with the MA in order to set up some collaborative events.</p>
Lead member	John White
Link ATM staff member	Su Strange, Senior Administrative Officer
Professional Services	<ul style="list-style-type: none"> • Liaise with other professional associations on issues related to secondary curriculum. • Encourage members to contribute to the group's work. • Identify topics for the group to discuss.
Achievements during 2010	<ul style="list-style-type: none"> • The group supported the MA in hosting a Secondary Roadshow in Preston and organising its own Roadshow which took place in early 2011.
Aims for 2011	<ul style="list-style-type: none"> • To promote more local Secondary collaborative events. • To respond to any Government Consultations on Secondary Mathematics Education.
Outline plans for 2012 to 2015	<ul style="list-style-type: none"> • To continue to comment on developments and consultations on Secondary Mathematics and promote collaborative events with the MA and others.
Budget for 2011	<ul style="list-style-type: none"> • The group intends to be self financing.

8.2. Primary Curriculum

Title of Group	Primary Curriculum
Purpose	<p>The role of the group is:</p> <ul style="list-style-type: none"> • to consider, on behalf of the Association's membership, and respond to issues related to the primary mathematics curriculum • to consider aspects of mathematical pedagogy and to generate and disseminate ideas for mathematically rich classroom activities and trainers in initial teacher training. • to prepare position papers on issues relevant to mathematics curriculum. • to promote ATM publications • to consider how to make it more feasible for primary teachers/schools to become members of the ATM • to consider the training needs of primary teachers
Lead member	Liz Woodham
Link ATM staff member	Su Strange, Senior Administrative Officer
Professional Services	<ul style="list-style-type: none"> • Liaison with other professional associations on issues related to the primary mathematics curriculum. • Consideration of ways in which it is more feasible for primary teachers/schools to become members of the association. • Encourage members to contribute to the group's work. • Identification of topics for the group to discuss. • Consideration and possible production of new publications and other resources that primary mathematics teachers require. • Build up a database of training needs and CPD providers, and contribute to the planning and delivery of CPD on behalf of the Association.
Achievements during 2010	<ul style="list-style-type: none"> • Had input into the online materials for primary maths subject leaders 'Excellence in Mathematics Leadership' which are now available on the NCETM website • Began drafting activities for publication in two linked cross curricular books • Had input into plans for primary sessions at 2011 Conference
Aims for 2011	<ul style="list-style-type: none"> • Publication of two books – see above • Contribute significantly to running of the primary sessions at 2011 conference • Respond to any proposed changes to the primary mathematics curriculum announced by the new government
Outline plans for 2012 to 2015	<ul style="list-style-type: none"> • To continue to liaise closely with other professional organisations and respond to primary mathematics curriculum issues when appropriate • To liaise with Business Groups to ensure that ATM offers enticing and worthwhile membership for primary teachers
Budget for 2011	£500

8.3. All Attainment Teaching and Learning

Title of Group	All Attainment Teaching and Learning
Purpose	This group is interested in finding, devising and communicating the kinds of mathematical tasks which are accessible, open and rich enough to meet the needs of learners across the attainment spectrum. We consider how to work with a mathematical task in the classroom, how to develop it and the sort of questions we need to ask to extend students' mathematical thinking.
Lead member	Colin Jackson
Link ATM staff member	Su Strange, Senior Administrative Officer
Professional Services	
Achievements during 2010	<ul style="list-style-type: none"> • New Group for funding for 2011 • Two lively day long meetings in Sheffield • Met three times a year
Aims for 2011	<ul style="list-style-type: none"> • To run three day long meetings • Develop further contributions for MT
Outline plans for 2012 to 2015	<ul style="list-style-type: none"> • To be advised
Budget for 2011	<ul style="list-style-type: none"> • £120

9. Branches

ATM has a network of branches across the United Kingdom. In some areas, branches are jointly formed with members from the Mathematical Association. ATM Branch and local group activity is coordinated by Jayne Stansfield, a member of ATM General Council.

Below is a list of currently operating branches - their locations and contact email addresses.

9.1. Active Branches

Avon Ellen Pearson Email: AvonBranch@atm.org.uk	Bath Jayne Stansfield Email: BathBranch@atm.org.uk	Birmingham Dave Hewitt Email: BirminghamBranch@atm.org.uk
Camborne Sam Ladner Email: CamborneBranch@atm.org.uk	Durham Calvin Giles Email: DurhamBranch@atm.org.uk	East Midlands Jan Watson Email: EastMidlandsBranch@atm.org.uk
Essex Andrew Eastwick Email: EssexBranch@atm.org.uk	London Chris Olley Email: LondonBranch@atm.org.uk	Marches Barbara Ball Email: MarchesBranch@atm.org.uk
Meridian Geoff Tennant Email: meridianBranch@atm.org.uk		

9.2. Branches being Set up

Chichester Carol Knights Email: ChichesterBranch@atm.org.uk	South Wales Sian Colbourne Email: SouthWales@atm.org.uk	North Cumbria Rebecca Hanson Email: NorthCumbria@atm.org.uk
Hertfordshire Heather Prendergast Email: HertfordshireBranch@atm.org.uk	East Manchester Andy Davies Email: EastManchester@atm.org.uk	

10. Staff

10.1. Office

Su Strange	Senior Administrative Officer	Maintains and develops all HQ business. Links with General Council.
Karen Moran	Commercial Officer	Provides commercial services to enable the effective distribution of publications, journals and other services.
Fay Titterton	Membership Officer	Ensures Associations duties and liabilities in respect of its members are adequately discharged.
Karen Kirkley	Conference & CPD Administrator	Assists the Administrative Officer & Commercial Officer. Organises the Annual Conference and assists the CPD convenor in the running of all CPD events. Liaises with Branches Officer
Liam Smith	Accounts Administrator	Assists the Administrative Officer & Commercial Officer and administers the accounts system.
Nas Thantrey	Mailing Administrator	Packs and dispatches all publications. Supports the work of other HQ staff.

10.2. Editors

Margaret Jones	Editor of Mathematics Teaching
Marten Gallagher	Editor of the Website & Enews