Chief Executive and Registrar's Report

March 2022

For reporting period December 2021 to February 2022

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Context of Education Reform

1. Strategic leadership of professional learning and leadership for teachers and college lecturers
2. **Roles and responsibilities in supporting effective system regulation**
3. Arrangements for ensuring effective collaborative working of independent bodies
4. Governance in education –information flow and decision rights, and the impact for planning and plans
5. Policy coherence – alignment and clarity from the individual teacher's point of view

2

Strategic Objective 1: Upholding public trust and confidence in teaching professionals

Court of Session Ruling

Six months ago a ruling at the Court of Session saw Lord Uist agree with the long-held position of GTC Scotland in relation to ongoing information sharing issues with Police Scotland. Lord Uist reinforced GTC Scotland's position that Police Scotland can and could share information about individual teachers where information is essential in progressing Fitness to Teach cases. There has been no material change in Police Scotland's information sharing practices to date. This is the subject of further discussion with the Scottish Government.

Our Fitness to Teach Work

Significant focus is being made to progress our fitness to teach work. The team is being enhanced in support of this.

Future Legislative Change

GTC Scotland is drafting requirements for future legislative change following specific engagement with Scottish Government officials.

Early Career Support

Support for probationer teachers continues with a particular focus on individual coaching where required and is informed by regular engagement with probation managers. A probation manager conference was held in February 2022 and specific support for probation managers is being prioritised.

3

Strategic Objective 2: Inspiring and influencing the ongoing transformation in the leadership and professional learning of teaching professionals

Annual Lecture – Ethics in Education

The 2022 annual lecture took place on 25 January 2022. Dr Shirley Van Nuland presented on Ethics in Teaching: why what we value, do and think really matters. Significant planning has taken place for a year of follow-on events involving provocations about ethics in teaching from a range of individuals to help shape a conversation with the profession. An end product of this work will be a revision to COPAC.

Increasing Race Diversity in the Teaching Profession

An appointment has been made for a funded Senior Education Officer focused on increasing race diversity of the teaching profession.

Advice and Support for Teachers

A resource 'So you want to teach Mandarin' will be digitally published shortly.

A Learning for Sustainability Hub has recently been launched.

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Strategic Objective 3: Deliver innovative, data-informed and high-quality accessible services to registrants and other stakeholders

A Focus on Data

Work continues on the analysis and improvement of data within the Register of Teachers. The migration of professional award data from our legacy system has been completed. Current focus areas are analysis of Registration data, including Registration Category and Subject Specialism data and application statistics, and reporting this data in the form of dashboards.

Stakeholders

Review of management and operation of Stakeholder List started with aim to align with Stakeholder Mapping Tool to create view of customer contact points.

Cyber Security & Web Service

Our compliance checks indicate ongoing good security and service.

Future Fee Policy

A future fee policy has been developed

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Strategic Objective 4: ensure sustainable, healthy and future proof working arrangements

Restructure

Initial work has begun to deliver an organisational restructure and review of our pay and grading scheme.

Future Planning

A longer-term strategic blueprint for the organisation and our influence is under development.

Key Area 1: **Our Brand and Influence**

GTC Scotland is a trusted expert. We are respected as a thought leader. By this we mean we provide space for important issues impacting on teaching to be debated and seek to engage the profession in influencing educational change.

Key Area 2: **Our People and Learning**

As a forward focused learning organisation, our people are knowledge seekers, growers and sharers. Our collaborative and integrated structure, supported by flexible working practices, enable us to have a diverse core team that focuses on leading excellence.
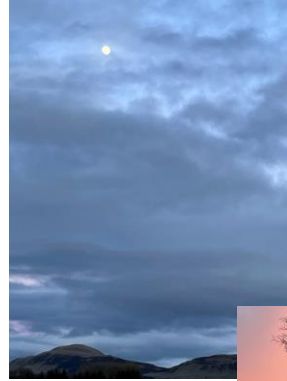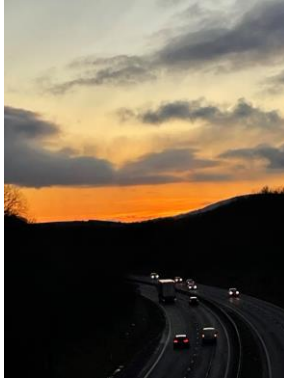
Key Area 3: **Our Processes**

GTC Scotland is user focused; we see the world from a user's perspective. By taking a planned and organised approach we are efficient and create opportunities to innovate. We provide systematic, reliable and impactful services and continually review what we do to improve.
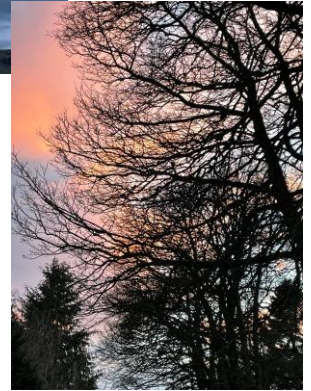
Key Area 4: **Our Digital Technology**

GTC Scotland is a digital first organisation. We prioritise digital innovation on an ongoing basis to meet changing user needs and expectations. This ensures our core team add value to specialist tasks.

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And Finally…

Chief Executive and Registrar's Report – Strategic Performance
Council Meeting – 26 October 2022

Session:	Public Session
Action required:	For discussion and endorsement
Author:	Pauline Stephen, Chief Executive and Registrar
Purpose:	To inform Council as to progress in reporting period March 2022 to October 2022 against all four strategic objectives outlined in GTC Scotland's Strategic Plan 2020 to 2023.
Recommendations:	Consider the progress updates with respect to the strategic objectives outlined in section 2.1. Note that a draft of our next strategic plan (2023 to 2028), is subject to Council consideration at this meeting of Council Endorse the content of this report as assurance that GTC Scotland is meeting its obligations as a good employer and is maintaining progress in relation to strategic priorities. Note the next (and final) report against this strategic plan will be presented in March 2023
Strategic Outcome:	All strategic outcomes
Equality Impact or Data Impact Assessment required:	Some elements of work described have individuals EIAs.
Considered by Committee(s):	None
Annexes:	

1 Introduction

1.1 This report outlines our progress towards achievement of our strategic outcomes in our 2020 to 2023 strategic plan.

1.2 It seeks Council's consideration and endorsement of this progress in meeting our strategic intentions and meeting our obligations as a good employer.

2 Background

2.1 A reprioritisation of our 2020 to 2023 strategic plan took place in line with an analysis of the impact our Covid-19 response, which in addition to managing the impact on our staff internally, saw us undertake significant unplanned work over the reporting year 2020 to 2021. This refocused strategic plan was also approved by Council in September 2021 and outlines four strategic objectives:

- Strategic Objective 1: Upholding public trust and confidence in teaching professionals
- Strategic Objective 2: Inspiring and influencing the ongoing transformation in the leadership and professional learning of teaching professionals
- Strategic Objective 3: Deliver innovative data informed and high-quality accessible services to registrants and other stakeholders
- Strategic Objective 4: Ensure sustainable, healthy and future proof working arrangements.

2.2 In addition, in recognition that GTC Scotland remaining contextually literate in our work is critical to our provision of services and contribution to Scottish education, looking outwards and horizon scanning continues to inform our work.

3 Strategic Performance Reporting March 2022 to October 2022

3.1 Strategic Objective 1 - Upholding Trust and Confidence in Teaching Professionals

Maintaining and enhancing the integrity of our core statutory functions of registration and regulation is central to the achievement of this strategic objective.

Initial Registration

Following instigation of phase two of the college lecturer registration programme (qualified outside Scotland), college lecturer registration has now largely moved to business-as-usual registration processes with the associated removal of additional operational resource pending any planned requirements for moving to phase 3 - securing registration of the existing college lecture workforce.

An initial analysis of our qualified outside Scotland assessment decisions has taken place with further internal analysis and discussion currently ongoing.

Supporting Registration

Internal work has begun on a comprehensive review of policy and guidance in relation to requirements of provisionally registered teachers as they work towards full registration. This policy review will be considered by education committee in November 2022 and then council in February 2023.

Internal work has also begun to explore the impact of the administration of the Teacher Induction Scheme on staff and technical resource. Administration of this work is contracted by the Scottish Government and with the scheme approaching twenty years old, we wish to effectively inform any review of arrangements. Further refinements to our administration of the Teacher Induction Scheme took place this year and have been adapted into core processes for future years.

Work continues to support the national Faster Rate of Progress Group's ambitions to secure greater numbers of teachers registered in Gaelic. This includes support of an additional teaching qualification to provide a route for registered teachers to enhance their registration in Gaelic.

Regulation

It is now five years since new fitness to teach rules were established with over 1000 cases progressing through fitness to teach. We have begun our five-year data review into these cases to explore themes to inform our improvement planning. The initial phase is focusing on process performance. A number of information sessions have been held with stakeholders to outline this work, receive feedback and provide context for current fitness to teach processes.

Work has also taken place with the registrar of independent schools to support an understanding of our referral processes and the circumstances under which we should receive referrals from employers. This has resulted in the obligations of an employer being included in a guidance document for the independent sector published in August 2022. Work is also ongoing with HMIE inspectors with a view to ensuring that those obligations are also incorporated into the agenda for pre-registration visits.

Trust in Teaching

Our year long conversation about ethics continues with the final round table event, on the theme of *Ethical Reasoning and the Future,* scheduled to take place in November. Expert, partnership, and practitioner groups continue with the information from each being combined at the end of the year to determine the best way forward for the planned review of the code of professionalism and conduct.

A proposed resource designed to support teachers in relation to 'speaking up' is subject to Council approval as part of this Council meeting. Recent specific engagement with teachers demonstrates the need for support in this area.

A snapshot registrant survey conducted in May 2022 asked for feedback about perceptions of trust in the profession with the following views gathered:

How trusted is the teaching profession of Scotland?

Highly trusted	149 (13%)
Moderately trusted	410 (36%)
Neither trusted or mistrusted	190 (17%)
Moderately mistrusted	276 (24%)
Highly mistrusted	121 (11%)

We also asked what needed to change to improve trust with the following themes gathered:

- Give teachers a voice
- Respect teacher judgement
- Raise the profile of the profession with the public, parents and the government
- Counter negative stories
- Focus on better conditions.

A GTC Scotland presentation at the recent Scottish Learning Festival discussed trust and belonging in the teaching profession and an associated conference submission has been accepted for the International Congress on School Effectiveness and Improvement.

Initial Teacher Education

A focused review has been completed and reported to education committee and council in September and October 2022 in respect of ensuring our initial teacher education accreditation and associated documentation and guidance are completely up to date and reflect minor modifications in practice that have occurred over time. This work was completed in partnership with higher education institute representatives.

Quarterly engagement meetings have been initiated to facilitate regular communication between and across teacher education institutions in relation to matters relating to programme accreditation and support for the Professional Standards. In the current academic year, these will focus on Learning for Sustainability and diversity in the teaching profession, alongside other priorities.

The student placement system is approaching 10 years old. The digital infrastructure is proving more difficult to adapt over time with an associated impact on responding to individual programme flexibility requirements. The student placement management group, hosted by local authority and higher education institute representatives and attended by GTC Scotland, has been exploring future provision of a student placement system. The system is funded by HEIs and Local Government and currently contracted to GTC Scotland. Suitability of such a system continuing to be hosted by a Teaching Council that also has a statutory accreditation responsibility for Initial Teacher Education is leading to partnership consideration of alternative approaches.

Legislative Reform

GTC Scotland continues to engage with the Scottish Government to explore future legislative possibilities that address issues with GTC Scotland's current legislative framework. Some of these elements are associated with national commitments made in respect of registration of other groups such as college lectures and instrumental music instructors. As yet there is no clarity about the likely planned legislative reform that will address these issues and GTC Scotland will continue to engage with partners in relation to these and seek to influence the required changes.

3.2 **Strategic Objective 2 – Inspiring and Influencing the Ongoing Transformation in the Leadership And Professional Learning of Teaching Professionals**

The suite of professional standards provides a framework for what it means to become, be and grow as a teacher in Scotland. Embedding their use across the education system alongside ensuring a commitment to ongoing learning is central to the achievement of this strategic outcome.

Professional Standards

Enactment support of the professional standards for teachers 2021 continues. GTC Scotland offered input at the Scottish Learning Festival (SLF) about coaching in partnership with Education Scotland and took part in a discussion on improving the experiences of early career minority ethnic teachers.

A GTC Scotland presentation was also provided at SLF, in partnership with colleagues at Learning for Sustainability Scotland, entitled 'Learning for Sustainability (LfS), the Professional Standards and you: supporting the learner entitlement to LfS.' An associated conference submission, focusing on sustainable relationships and professional values, has been accepted for the International Congress on School Effectiveness and Improvement.

Proposed development of a provisional standard for college lecturer entry to the register has been defined and will be subject to Council debate as part of this October 2022 Council. This proposal aims to support the remaining existing college lecturers to access registration.

The Learning for sustainability hub has been developed to support learning for sustainability as a central theme of the Professional Standards.

A recent review of GTC Scotland awards and events has been conducted to ensure clear alignment between such processes and the professional standards. This will be subject to Council approval in this October 2022 cycle.

Professional Update

Data as of 18th October 2022 for cohort 2021-22, indicates that of the total cohort of 12,053 registered teachers, 9962 have completed and confirmed their Professional Update, representing 82.7%. Currently 2091 teachers are yet to confirm their Professional Update, representing 17.3% of the current cohort.

The percentage of those yet to complete Professional Update confirmation for 2021-22 is in line with other years at this stage. We will continue to support the remaining registrants to confirm their Professional Update and issue necessary communication as required.
Please note that total cohort figures for cohort 2021-22 differ from those previously reported to Council, due to movement within the Register as individuals lapse and/or defer their Professional Update year in line with policy flexibility.

From the 13,807 registrants currently in cohort 2022-23, a total of 225 have completed their Professional Update as of 18th October 2022, representing 1.6%. The remaining 13,582 registrants (98.4%) have yet to confirm their Professional Update in this current period.

Diversity in the Teaching Profession

Work is being undertaken to finalise phase 3 of the research being carried out by Children In Scotland and Intercultural Youth Scotland on Children and Young People's Views on Diversity in Education in Scotland. The intention is for learning from the three phases to help inform Council's decision-making on diversity issues, ensuring that the voice of Black and Minority Ethnic young people is heard.

A working group has been established looking at enhancing the experiences of early career Black and Minority Ethnic teachers. The strategic aim here is to mitigate against the risk of early career teachers leaving employment in the profession, thereby offsetting the increasing numbers entering it.

In order to help build capacity across the education system, GTC Scotland now has input into Education Scotland's Building Racial Literacy (BRL) programme. The session focused on viewing equality and diversity issues through the lens of the professional standards, the issue of underrepresentation of BME teachers in Scotland, and an invitation for participants to consider their role in improving this.

Since one of the target audiences for this phase of BRL is system leaders, 3 members of staff in GTCS have signed up.

The process for the second year of the Saroj Lal award for a Pioneering Spirit in Equality and Diversity is concluded. The winner(s) of the 2022 award will be announced shortly with associated article(s) prepared for inclusion in the forthcoming Teaching Scotland magazine.

Early Career Teachers

A new approach to Stepping Stones is being piloted in session 2022-23. Professional learning opportunities have been positively received over the last two years, providing a platform on which to build the revised Stepping Stones Experience. With a focus on values-based leadership and working through three themes of professional identity, community and local impact the new pilot Stepping Stones Experience continues to build on what has been achieved to date. A core team from GTC Scotland, Education Scotland and Columba 1400 is working collaboratively, each with specific remits and responsibilities in this pilot year with GTC Scotland taking a lead role in an Ambassador Pilot, workshops with Probation Managers and acting as a key link with LA Probation Managers who have been and continue to be involved in shaping Stepping Stones.

GTC Scotland has worked collaboratively with Education Scotland, Columba 1400 and probation managers from across Scotland to develop an Ambassadorial programme for support of early career teachers. Currently being piloted in 11 local authorities, the Ambassador Model aims to provide additional support to early career teachers and has been developed with self-sustainability in mind. The purpose of the Ambassador role builds on learning from the probationer supporter role in schools, using coaching conversations to help develop and deepen knowledge and understanding of the Professional Standards with particular focus on the Professional Values of integrity, trust and respect and social justice.

Research

GTC Scotland continues to be represented as liaison at Scottish Educational Research Association (SERA) meetings and a number of sessions will be led by GTC Scotland at the forthcoming SERA Conference in November. These include a symposium and two round table discussions on aspects of our work.

The symposium comprises three papers which are focused on professional values, specifically ethics, sustainable relationships and their influence on practice in education. Both round table discussions are seeking engagement from those engaged in initial teacher education in relation to different aspects of practice. One of the round table discussions will focus on how GTC Scotland's core statutory functions of registration and regulation can support ITE students from early in their teacher journey to develop their professionalism as they become, be and grow as a teacher in Scotland.

Our work in partnership with the 'Measuring Quality in Initial Teacher Education' research project is ongoing and we are in discussion with the principal investigator about hosting a conference event to disseminate the findings of the project at Clerwood House in spring 2023.

School Leadership

Planned engagement with the new cohort of Into Headship participants will take place in November aimed at placing achievement of the Standard for Headship at the heart of school leadership. Ongoing participation in the Into Headship Strategic Board and delivery group has included engagement with the nationally commissioned evaluation of Into Headship by Professor Alma Harris.

3.3 **Strategic Objective 3 - Deliver Innovative Data Informed And High Quality Accessible Services To Registrants And Other Stakeholders**

Continual improvement of how we deliver our services to the teaching profession and our partners is a central strategic priority.

Data

A suite of Registration dashboards is in development which will include the ability to report on the GTC Scotland application processes and duration of those processes. The initial focus is on applications for teachers qualified outside of Scotland. The dashboards provide high level visual pictures of the Register with the functionality to dig down into the detail where required. This allows for high level statistical reporting while also supporting administrative staff with the ability to easily pick up erroneous data on a record specific basis.

Digital

A review of our digital processes, infrastructure, and management has taken place. External expertise through Agenor Technology was commissioned to undertake this exploratory work in partnership with GTC Scotland staff. The outcome of this work is the creation of a digital strategy to align with our new strategic plan that is in development. In the short-term digital change projects have been paused in order to ensure that any planned change is in line with our overall long-term strategic intentions and a change governance infrastructure has been built to support this. Essentially this will ensure greater change governance control of planned, implemented and evaluated changes and provide greater transparency about prioritisation. This work has been particularly important as some of our outward-facing systems such as MyGTCS reach a stage where they are likely to require significant investment and focus to update, upgrade or change. Our new internal information hub will be launched in mid-November.

Change and Improvement

The Change and Improvement Programme Board was convened for the first time on 31 March and meets every six weeks to oversee the progress, prioritising and resourcing of change and improvement work across GTC Scotland. Six of the 26 projects on the programme at the inception of the board have been successfully completed and closed. An event will take place in early November to develop a five-year plan for the programme, aligned with our strategic plan.

Communication

Work continues to monitor the impact of our communications, demonstrating increased engagement with our digital newsletter overtime. significant work is being undertaken to develop standard responses to key issues and establish a knowledge hub of this information. Deep analysis of our contact information is informing this work and assessment of a potential system for managing contact queries has taken place. the intention is to Commission a contact ticketing system to be in place for the 1st of April 2023.

Registration Process

A number of practical improvements have been made to the registration process including the creation of an online application portal for qualified outside Scotland applicants.

3.4 **Strategic Objective 4 – Ensure Sustainable Healthy and Future-Proof Working Arrangements**

This fourth strategic outcome was included in our strategic planning following mid-term review of our strategic plan 2020 to 2023, in response to the impact of the Covid 19 pandemic. It focuses on improving our organisational sustainability.

Strategic Planning

Work has begun on drafting our strategic plan for the next five years from April 2023. To date this has involved careful analysis of our progress over recent years, feedback about our work and considering

likely future opportunities and challenges. This draft will be publicly considered at Council in October 2022 before refining and developing four associated strategies focused on our people, our resources, our digital and on education. The full package of strategies will then subject to further committee and council consideration next year. This will be complemented by long-term financial planning to outcome planned efficiencies, areas requiring investment and forecasting what this means for GTC Scotland's income through annual fees from the teaching profession.

Flexible Working

A review of our flexible working policy and practices has taken place, involving consideration of staff feedback. This has been complemented by a post-project evaluation of the reopening of the office and reviewing lessons learned. The outcomes of this work are informing ongoing adaptations.

Sustainable Approaches

Focused work continues to take place in the management of Teaching Scotland magazine, specifically in reducing the cost and people resource impact of print copy returns following incorrect registrant address details and encouraging readers to move to the digital version of the magazine. This has included automatic inclusion of digital provision to new registrants and a full exploration of move to digital from 2023 to reduce the costs of producing Teaching Scotland magazine, and to offset rising supplier paper and energy costs. Over the course of 22/23 we will prepare for a full move to digital provision, with the last hard-copy magazine planned for April 2023.

Governance Optimisation

Work is underway with council members to review our governance frameworks and processes to optimise our working practices. A refreshed approach will ensure that all our governing frameworks, processes and policies with will be streamlined, simplified (where appropriate) and more accessible for all that are working with them.

Organisational Change

Following informal consultation earlier this year, a formal consultation with staff in relation to a new organisational structure and pay and grading scheme has just concluded. This will move to the implementation phase following Council consideration as part of the October 2022 cycle before a go live date of 1 April 2023.

Process Mapping

Focused work on process mapping continues with the aim of ensuring processes are as effective and efficient as possible.

4   **Evaluation of Progress**

Expected progress continues in meeting the objectives we set for ourselves in this strategic plan. work earlier in this strategic planning period to refresh our vision and values and create a mission on principles has ensured that we have clarity of purpose. this has been further refined as we prepare for a new strategic planning period with a proposed refreshed vision of trusted teaching providing the foundational why for all our work. our clarity of purpose has been further enhanced by recent refinement of our elevator pitch are short description of what we are as an organisation on what we seek to achieve. we continue to provide learning and leadership support including a focus on well-being for both staff and registrants and are in preparation to ensure greater rigour in this regard following the implementation of our new structure. support and challenge of our ambitious capable and confident team is a continued focused with enhancing trusted and impactful leadership an associated element of work strategic control of resource is an coordination of energies have been a core principle of our post pandemic recovery with increased focus on support on integration communication and planning again this development developing area will be carried forward into essential how methodology and our new strategic plan along with in shooting effective execution.

With regards to external influences a number of significant national events continue to have influence. Engagement in the national discussion about the future of education will be a priority in the next six weeks to ensure GTC Scotland's bespoke role in Scottish education is valued and influences change for and with the

teaching profession. We continue to highlight key issues in the systems management of child protection and will continue to take opportunities to influence critical thinking in this space. In addition we continue to strive to ensure our legislative framework is understood and highlight required matters that could be enhanced. Our relationships with other partners in the system continues to be critical as well as our national focus work. The past month has seen us welcome educators from Chile keen to explore our professional standards and role in initial teacher education and host teaching councils and education workforce councils from Ireland, Northern Ireland and Wales to share opportunities and challenges.

Pauline Stephen
Chief Executive and Registrar

October 2022

Chief Executive and Registrar's Report – Strategic Performance
Council Meeting – 26 April 2023

Session:	Public Session
Action required:	For discussion and endorsement
Author:	Pauline Stephen, Chief Executive and Registrar
Purpose:	To provide assurance to Council about our continued strategic progress as we transition to our new strategic planning period.
Recommendations:	Consider our strategic progress, outlined in this report. Note that our new strategic planning period has now begun and following endorsement of new planning, delivery and performance reporting arrangements, future Councils will consider a new format of CEO strategic performance reporting. Endorse the content of this report as assurance that GTC Scotland is meeting its obligations as a good employer and has made progress in relation to strategic priorities.
Strategic Outcome:	All strategic outcomes
Equality Impact or Data Impact Assessment required:	No
Considered by Committee(s):	None
Annexes:	Annex 1 – Organisational Structure Annex 2 – Trusted Teaching Education Content Overview

1   Introduction

1.1   This report sets the scene for our transition between strategic planning periods and aims to provide assurance to Council of GTC Scotland's continued progress. An outline of Trusted Teaching themes as the basis for external education and engagement will be shared as part of consideration of this paper.

1.2   It seeks Council's consideration and endorsement of this summary of our progress in this transitional period.

2   Background

2.1   We are currently transitioning to our new strategic planning period 2023 to 2028. Our new strategic plan, Trusted Teaching, sets our direction for the next five years with two strategic themes of trust and impact guiding our work. Trusted Teaching has now been published along with the four approved complementary strategies our people our sustainability our education and our digital.

2.2   A reporting framework for assessing how well we are achieving our priorities set out in Trusted Teaching has been developed and considered by FCS committee. Pending approval at this Council this framework will provide the structure for our performance reporting to Committees and Council going forward. The Chief Executive and Registrar's regular Council report will therefore provide overall assurance about our performance, identifying any barriers or opportunities to furthering our strategic aims and summarising the impact of any contextual factors or unplanned activities.

2.3   This particular report in April 2023 sets the scene for this change in reporting as we enter our new strategic planning period and highlights key activity demonstrating continued progress as a interim reporting measure.

3   Transitional Progress Report

3.1   April 2023 sees the transition to a new organisational structure as well as a new strategic planning period. All staff have been issued with updated contracts and, as is our practice, were consulted in relation to the proposed pay award for 2023. Focused recruitment continues. An updated organisational structure is included at annex 1.

3.2   Transitional arrangements in support of a new enquiry management process are being implemented. The aim of our new system is to improve the efficiency of our service delivery with our use of 'Zendesk' (which we currently used for technical queries), being extended to provide increased visibility of contact volume and handling. The new delivery teams have benefited from focused training and development to support this transition.

3.2   Learning is a core organisational principle and will be an area of key focus as part of our people strategy in support of our strategic priorities. A new learning and development policy is in progress supported by a learning, development and leadership framework. Work to align existing personnel policies impacted by these new documents is also underway.

3.3   Alignment of budget allocation and financial reporting requirements in relation to the new organisational structure has taken place.

3.4   Our significant work has been mapped to an organisational calendar and our core change and improvement work scoped.

3.5   Work is underway to map the content and reach of our education and engagement activities in support of Trusted Teaching. The attached presentation provides an introductory outline of the thematic content.

4   Statutory Functions Performance

4.1   Significant work has previously taken place to review our organisational vision, values and principles. This work intended to support a clearer understanding of our role, responsibilities and place in the education and regulation landscape. This work subsequently informed streamlined communication material about GTC Scotland's role and function and expertly delivering our core statutory functions is a strategic priority as part of Trusted Teaching.

4.2   Our programme of education and engagement activity in relation to registration rules has begun. This is focusing both on educating partners about the role and function of registration and learning more from our stakeholders about contextual factors. Registering the remaining existing college lecturer workforce has also now begun.

4.3   A focus on deepening our understanding of our fitness to teach activity is progressing with the instigation of a five-year review of case data. Regular performance reporting to PRA Committee continues. We have followed up our November 2022 contact with local authorities in support of fitness to teach arrangements and continue to take an active role in Scottish Government work to enhance cross-agency processes in relation to child protection. We have provided a submission to a current petition on related matters being considered by Scottish Parliament. Education and engagement about our role as a regulator and the place of fitness to teach has accelerated. A recent council member learning session on our core function of regulation provided a baseline for further consideration of risks in this area of our work.

4.4   Engagement internationally as the oldest Teaching Council in the world continues to form a small part of our work. Recently we have hosted the Ministry of Education from Western Australia to talk about registration and regulation and our independent context. We have provided a similar input to a visiting delegation of Norwegian teachers and have presented about our professional standards at the International ICSEI event. Closer to home we have continued to advance teaching professionalism

through inputs to employers of teachers, individual schools and colleges. Collaboration across UK teaching and education workforce councils took place in Belfast in March.

Pauline Stephen

Chief Executive and Registrar

April 2023

Chief Executive and Registrar's Report – Strategic Performance
Council – 26 April 2023

Session:	Public Session
Action required:	For discussion and approval
Author:	Pauline Stephen, Chief Executive and Registrar
Purpose:	To provide assurance to Council about our continued strategic progress as we transition to our new strategic planning period.
Recommendations:	Consider our strategic progress, outlined in this report. Note that our new strategic planning period has now begun and following approval of new planning, delivery and performance reporting arrangements, future Councils will consider a new format of CEO strategic performance reporting. Approve the content of this report as assurance that GTC Scotland is meeting its obligations as a good employer and has made progress in relation to strategic priorities.
Strategic Outcome:	All strategic outcomes
Equality Impact or Data Impact Assessment required:	No
Considered by Committee(s):	None
Annexes:	Annex 1 – Permanent Organisational Structure Annex 2 – Trusted Teaching Education Content Overview

1   Introduction

1.1   This report sets the scene for our transition between strategic planning periods and aims to provide assurance to Council of GTC Scotland's continued progress. An outline of Trusted Teaching themes as the basis for external education and engagement will be shared as part of consideration of this paper.

1.2   It seeks Council's consideration and endorsement of this summary of our progress in this transitional period.

2   Background

2.1   We are currently transitioning to our new strategic planning period 2023 to 2028. Our new strategic plan, Trusted Teaching, sets our direction for the next five years with two strategic themes of trust and impact guiding our work. Trusted Teaching has now been published along with the four approved complementary strategies our people our sustainability our education and our digital.

2.2   A reporting framework for assessing how well we are achieving our priorities set out in Trusted Teaching has been developed and considered by FCS committee. Pending approval at this Council, this framework will provide the structure for our performance reporting to Committees and Council going forward. Going forward the Chief Executive and Registrar's regular Council report will provide overall assurance about the meeting of our statutory functions and our operation as a good employer, with an annual strategic performance report summarising the progress against our strategic priorities.

2.3   This particular report in April 2023 sets the scene for this change in reporting as we enter our new strategic planning period and highlights key activity demonstrating continued progress as an interim reporting measure.

3   Transitional Progress Report

3.1   April 2023 sees the transition to a new organisational structure as well as a new strategic planning period. All staff have been issued with updated contracts and, as is our practice, were consulted in relation to the proposed pay award for 2023. Focused recruitment continues. An updated organisational structure reflecting permanent posts is included at annex 1.

3.2   Transitional arrangements in support of a new enquiry management process are being implemented. The aim of our new system is to improve the efficiency of our service delivery with our use of 'Zendesk' (which we previously used only for technical queries) being extended to provide increased visibility of overall contact volume and handling. The new delivery teams have benefited from focused training and development to support this transition.

3.3   Learning is a core organisational principle and will be an area of key focus as part of our people strategy in support of our strategic priorities. A new learning and development policy is in progress supported by a learning, development and leadership framework. A current staff consultation is underway with regard to policy changes and work to align existing personnel policies impacted by these new documents will then begin.

3.4   Alignment of budget allocation and financial reporting requirements in relation to the new organisational structure has taken place.

3.5   Our significant work has been mapped to an organisational calendar and our core change and improvement work scoped and timetabled. Further refinement of this planning is taking place including resource allocation to ensure plans are deliverable.

3.6   Work is underway to map the content and reach of our education and engagement activities in support of Trusted Teaching. The attached presentation provides an introductory outline of the draft thematic content.

4   Statutory Functions Performance

4.1   Significant work has previously taken place to review our organisational vision, values and principles. This work intended to support a clearer understanding of our role, responsibilities and place in the education and regulation landscape. This work subsequently informed streamlined communication material about GTC Scotland's role and function and expertly delivering our core statutory functions is a strategic priority as part of Trusted Teaching.

4.2   Our programme of education and engagement activity in relation to registration has begun. This is focusing both on educating partners about the role and function of registration and learning more from our stakeholders about contextual factors. Registering the remaining existing college lecturer workforce has also now begun following approval of a transitional route.

4.3   A focus on deepening our understanding of our fitness to teach activity is progressing. Regular performance reporting to PRA Committee continues. We have followed up our November 2022 contact with local authorities in support of fitness to teach arrangements and continue to take an active role in Scottish Government work to enhance cross-agency processes in relation to child protection. We have provided a submission to a current petition on related matters being considered by Scottish Parliament. Education and engagement about our role as a regulator and the place of fitness to teach has accelerated. A recent council member learning session on our core function of regulation provided a baseline for further consideration of our work in this area.

4.4   Recently we have hosted the Ministry of Education from Western Australia to talk about registration and regulation and our independent context. We have provided a similar input to a visiting delegation of Norwegian teachers and have presented about our professional standards at the International ICSEI event. Nationally we have continued to advance teaching professionalism through inputs to employers

of teachers, individual schools and colleges. Collaboration across UK teaching and education workforce councils took place in March.

5.   **Recommendation**

Council is asked to:

o   Consider our strategic progress, outlined in this report.

o   Note that our new strategic planning period has now begun and following approval of new planning, delivery and performance reporting arrangements, future Councils will consider a new format of CEO strategic performance reporting.

o   Approve the content of this report as assurance that GTC Scotland is meeting its obligations as a good employer and has made progress in relation to strategic priorities.

Pauline Stephen

Chief Executive and Registrar

April 2023

Chief Executive and Registrar's Report
Council Meeting – 25 October 2023

Session	Public Session
Action required	For discussion and approval
Author	Pauline Stephen
Purpose	To provide assurance that GTC Scotland is meeting our statutory functions and aims, acting as a responsible employer, performing against our five-year strategic plan, Trusted Teaching, and associated strategies and being managed and run by the Chief Executive effectively and responsibly.
Recommendations	Receive and discuss this report in order to meet the purpose set out above.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	Ensure GTC Scotland meets its statutory functions and aims. Ensure that GTC Scotland is managed and run by the Chief Executive effectively and responsibly.
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	None in this collated form – performance information included in the report has been subject to scrutiny by the relevant Committee.
Appendices	None

1   Executive Summary

1.1   This Chief Executive and Registrar's Report outlines how we are meeting our statutory functions and aims and provides the first analysis of our progress towards our five-year strategic plan, Trusted Teaching, and associated strategies.

1.2   In line with our plan, our developing datasets for the monitoring of our performance and impact are discussed.

1.3   Council's consideration and approval of our strategic progress is sought. An annual strategic performance report summarising the progress against our strategic priorities will be presented in Spring of each year.

2   Background

2.1   Our new strategic planning period began in April of this year and runs to 2028. Our new strategic plan, Trusted Teaching, (https://readymag.com/gtcscotland/StrategicPlan2023/) with its four supporting strategies (Corporate Publications - The General Teaching Council for Scotland (gtcs.org.uk) set our direction for this five-year period. Two strategic themes, trust and impact, guide our work. We set two strategic outcomes:

❖ That trust in teaching is enhanced at an individual, group and system level, positively impacting learners and guiding educational change; and

❖ That we improve our performance and impact for the teaching profession and in the public interest.

2.2 As part assessing how well we are achieving our priorities set out in Trusted Teaching, reporting arrangements were approved by Council in April 2023 (see agenda item no: 5 Minute of Council Meeting held on 26 April 2023). Our strategic progress is considered alongside regular reporting to Committees about meeting our statutory functions and how we operate as an employer. Together, this gives a holistic analysis of our performance and impact as the teaching profession's independent registration and regulation body.

3 Meeting Our Statutory Functions and Employer Obligations

3.1 To provide assurance to Council that we are meeting our statutory requirements, standardised performance and impact reports are presented to relevant Committees at each meeting cycle.

3.2 In line with agreed arrangements the following standard performance reporting was considered through the Committee cycle preceding this Council Meeting and recommended to Council as evidence that we are meeting our statutory functions:

Fitness to Teach *Part 3 "The Register", articles 18-19, Public Services Reform (General Teaching Council for Scotland) Order 2011.*	Summary information and analysis covering the period 1 January 2023 to 31 July 2023 provided assurance GTC Scotland is performing its statutory fitness to teach function. Professional Regulatory Assurance Committee's Decision Process Review Group's (DPRG) feedback provided further assurance we are performing our statutory fitness to teach function.
The Register of Teachers *Part 3 "The Register", articles 14-16, Public Services Reform (General Teaching Council for Scotland) Order 2011.*	Summary information and analysis of the key information about registration data as of 30 June 2023 provided assurance GTC Scotland is performing our statutory function of registration and keeping the Register of Teachers effectively.
Teaching Qualifications *Part 4 "Standards of Education, Training, etc" section 29, Public Services Reform (General Teaching Council for Scotland) Order 2011.*	The Initial Teacher Education (ITE) Accreditation Annual Report summarised ITE accreditation activity over the period 31 March 2022 to July 2023 and provided assurance GTC Scotland is performing our statutory functions related to determining what constitutes a recognised teaching qualification for individuals seeking registration.

3.3 The following reports were also subject to scrutiny regarding our broader compliance requirements and our obligations as a responsible employer:

GTC Scotland as a responsible employer	The Annual People Report provided assurance that GTC Scotland is acting as a responsible employer.
Financial compliance and effective reporting and monitoring as an independent statutory body with charitable status.	The Draft Annual Report and Financial Statements were agreed and are put forward for Council approval and signing. The annual audit findings report has been considered as well as our Financial Position at 31 July 2023.

Risk assessment and management	Our current Risk Assessment and Management has been reviewed as well as the timeline for our new risk management framework.

4 Strategic Progress

4.1 12 key impact indicators were established as quantifiable measures to demonstrate performance against an agreed objective, standard or target and summarised in the planning and delivery framework that was launched in April 2023 alongside our new Strategic Plan and supporting strategies. Our strategic performance regarding these indicators will be reported annually in the Spring of each year.

4.2 A cross-organisation operational data dashboard has been created to gather information to support this reporting. This is subject to fortnightly review by the Strategic Leadership Team. This oversight allows for analysis of any key issues and collaborative planning of action.

4.3 We will assess our performance in the first year of our strategic plan at the year-end (31 March 2024) as we will have a complete year of data to evaluate at that time. In the meantime, our regular monitoring has identified three impact indicators where targeted focus and intervention is required to ensure our impact:

Standard	Target	Key Impact Indicator
We open enquiries within one working day of receipt	95%	Percentage of enquiries opened within one working day of receipt
We respond to enquiries within five working days of receipt	90%	Percentage of enquiries responded to within five working days of receipt
We decide on registration applications within three months of the completed application date	95%	Percentage of registration applications decided within three months of completed application date

For the first six months of 23/24 reporting we received more than 22,000 individual e-mail/online queries/contacts and more than 700 registration applications requiring detailed case assessment. This level of demand on our resource has challenged our ability to meet the targets above in the year to date. Positively, because of the implementation of our new contact system we are, for the first time, in a position to have detailed information about the volume, range and type of contact we receive. We have also been tracking the number and type of registration applications that we receive each month. Now that we have six months of this detailed data, we have diverted internal resource over October 2023 to conduct a deep analysis of what the data tells us. The output of this work will be a number of recommendations for action. It is anticipated that this will include specific information about required resource, impact on target timelines and further inform the prioritisation of our digital development.

4.4 Our change and improvement programme sets out our change projects from our strategic plan. We have identified the current requirement for 19 projects over the five-year period. This programme of change and improvement activity has been further refined to map individual project aims with estimated timelines and required resource. One project is yet to be costed for its next phase of work – College Lecturer Registration. Discussions continue with partners to map the timeline for welcoming the remaining 3,500 college lecturers to the Register of Teachers. This level of activity will require additional resource. Our change and improvement programme is subject to ongoing review. This is essential and maps to our horizon scanning activity to ensure that we are prepared for change in the broader system that will impact on our work.

A specific example we are currently assessing is Disclosure Scotland's confirmation of changes to the management of the PVG (Protecting Vulnerable Groups) and disclosure schemes which will be implemented from April 2025. Once we have fully scoped the impact on our own processes we will once again review and reprioritise our change and improvement programme to ensure that we manage the required change in line with the imposed timeline and within the

resource we have available to us. Our change and improvement programme is ambitious. Where progress has been hindered over the first six months of this strategic planning period, the main issue has been the ability to dedicate staff resource. Given the size and scale of our organisation, change resource requires to be diverted to help support business as usual activities at times of need.

5.   Operational Planning and Implementation

5.1   Each functional area in our organisation has an operational plan. Under continuous review, with exception reporting to the weekly strategic leadership team, the operational plan is a valuable tool for translating our strategic objectives into more tangible, practical and measurable pieces of work. It sets out the detail of the main work colleagues will aim to complete in the short, medium, and long term and allocates lead officers, resources, and timescales.

5.2   The key work of the Delivery functional area over the last six months has been to refine our change and improvement plans and introduce Zendesk (our new contact management system) alongside developing newly formed teams because of the organisational restructure. This period has also included contingency arrangements to manage staff absence through a period of change. It has also included processing an increasing number of registration applications requiring individual assessment, alongside annual activity such as the allocation of provisionally registered teachers to the teacher induction scheme. An operational data dashboard has been developed and focused work has begun on an analysis of six months of contact data.

5.3   The key focus for our Digital functional area has been on developing a first phase of improvements to MyGTCS and MyPL, as well as scoping major projects related to our change and improvement activity. Digital resource has also been redirected to support our transition to Zendesk and in targeted support to manage contact through our Delivery team. Specific work is also in train to withdraw from our administration of the Student Placement System.

5.4   The key work of our Education and Standards functional area has been on external education and engagement work with phase two of the registration education programme in progress and the initiation of the review of entry requirements to programmes of Initial Teacher Education. The George D Gray award was presented to Lauren Thomson for her thesis on the topic of tackling homophobic attitudes. Focused sessions with partners to support implementation of changes to the provisional registration and probationary service policy is ongoing as is engagement with newer groups to the Register of Teachers - independent schoolteachers and college lecturers.

5.5   The key work of People and Finance has focused on the annual cycle of finance activity. This includes the annual fee collection as well as targeted planning on our future finance, which continues to include analysis of our pension liability, costing our change and improvement activity, assessing staffing requirements, preparing for consideration of the annual pay award, and instigating a project to review our office requirements. Two whole team events have been facilitated for staff connection and collaboration, including a recent focused day on supporting wellbeing, as well as beginning the implementation of our leadership programme in an ongoing context of recruitment and induction of new staff members.

5.6   The key work of our Policy team has been to transition to our first fully digital Teaching Scotland magazine and to strengthen our public policy profile. We have responded to consultations about physical intervention, restraint and seclusion in schools, the human rights bill and minimum learning hours, and met with the Cabinet Secretary for Skills and Education as well as the education spokespeople from each political party. We have presented information to the Scottish Parliament's petition committee following a request for us to do so in relation to a petition focused on the management of child protection concerns in Scottish education. We have also continued to participate in the Scottish Child Abuse Inquiry. This work has taken place in the context of increased Freedom of Information and Subject Access Requests.

5.7   The key work of our Regulatory Investigations team has been to focus on recovering the caseload while recruiting and inducting several new team members as well as Fitness to Teach

panel members. Since April 2023 we have closed more cases a month than we have opened in four of the six months (received 91, closed 113). Since April, 17 teachers have been removed from the Register following a fitness to teach process. Focused work to update content of fitness to teach information on our website has taken place to support understanding of this work.

5.8 Each operational plan in turn provides a reference point for individual work planning. Every GTC Scotland employee has an Individual Work Plan, agreed between each individual and their line manager. Individual Work Plans are the subject of regular review meetings, which take place at least monthly. Guidance is currently being developed to support effective one to one meeting's that support work prioritisation, wellbeing, and learning.

6. Implications

6.1 Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3 Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation in terms of staff numbers with a comparatively large remit. Understanding our incoming work through our deep analysis of contact queries is critical to exploring how we can better build resilience in our business-as-usual activity as well as our change and improvement focus.

6.4 Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5 Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6 Stakeholder engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7 Recommendations

7.1 Receive and discuss this report in order to gain assurance that GTC Scotland is meeting our statutory functions and aims, acting as a responsible employer, performing against our five-year strategic plan, Trusted Teaching, and associated strategies and being managed and run by the Chief Executive effectively and responsibly.

Chief Executive and Registrar's Report
Council Meeting – 11 June 2024

Session	Public Session
Action required	For discussion and approval
Author	Pauline Stephen
Purpose	To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.
Recommendations	Note and discuss this report in order to meet the purpose set out above.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	Ensure GTC Scotland meets its statutory functions and aims. Ensure that GTC Scotland is managed and run by the Chief Executive effectively and responsibly.
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	None in this collated and summarised form
Appendices	None

1. Executive Summary

1.1 This quarterly Chief Executive and Registrar's Report provides assurance in relation to GTC Scotland's performance and impact, sets our work in the broader context and discusses our organisational confidence and reputation.

2. Background

2.1 In April 2023 at the outset of our new five-year strategic plan, Trusted Teaching, we set out some initial key performance indicators (KPIs) to help us assess our organisational progress. We undertook benchmarking with similar bodies to select initial KPIs.

2.2 As this was the first time we had developed measures like this, we required to both establish mechanisms for gathering the data that would inform progress against each KPI, as well as consider whether the measures we had set ourselves were meaningful in our particular context.

2.3 We needed to gather a full year's worth of data to make this assessment. By and large what this has shown is that the initial KPIs we set for ourselves are effective in telling us how well we are performing across key organisational activity and identifying where further focus is required. We have built an operational 'data dashboard' through which we pull monthly data across the bulk of our activity. This operational level of data is considered by individual teams and reviewed monthly by the strategic leadership team (SLT) and supported by functional area and individual staff member operational planning.

2.4 Monthly SLT data review takes place at the same time as consideration of our overall risk management, ensuring a full assessment of our monthly performance is made. This forms part of our refreshed risk management framework as outlined in February 2024 Council (report 24(64)). Our current strategic risks are summarised below:

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Future	Status
We fail to ensure effective and appropriate governance arrangements.	Minimal	High	Low	Low	Treat
We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	High	High	Medium	Treat
We fail to manage our finances appropriately and effectively.	Minimal	High	Low	Low	Treat
We fail to ensure compliance with our legal responsibilities	Minimal	Medium	Medium	Low	Treat
We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	High	Medium	Medium	Treat
We fail to educate and engage appropriately and effectively with stakeholders.	Open	High	Medium	Medium	Tolerate
We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	High	Low	Very Low	Treat
We fail to make informed decisions that are sustainable / deliver the best outcomes	Open	Low	Low	Medium	Tolerate

2.5 As part of our planned and phased improvement work in risk assessment and management, Council have recently considered risk appetites for each strategic risk and as a result 6 strategic risk are in 'treat' status. Work now continues to enhance risk controls and actions. From next cycle Finance and Corporate Services (FCS) Committee will scrutinise a quarterly Performance and Assurance Report which will outline our risk activity focused on risks under treatment as well as an overview of our strategic risk.

2.5   With the information gathered and analysed for year one of our strategic plan we are now in position to refine our KPIs, ensure an effective distinction between strategic and operational performance management and set out a reporting cycle for year two of our strategic plan. Strategic KPIs will be reported quarterly through the quarterly Performance and Assurance Report that will be subject to FCS Committee scrutiny and summarised to Council as part of each Chief Executive and Registrar's Report. Full year KPIs will also be embedded in our Annual Report and Accounts, along with other requirements, and subject to cycle 2 Committee and Council scrutiny and approval.

3.   Organisational Performance and Impact

3.1   With respect to our year one performance and impact, our ambition is to decide about 95% of registration applications within three months of application. We are currently operating below this target at 77%. Operationally we are monitoring the different registration routes underpinning this KPI in order to further refine processes and have over the course of the last year enhanced our registration case assessment team. This remains a strategic KPI to be reported on as a fundamental area of core activity. We are meeting our KPI in respect to over 95% of Standard for Headship applications being processed within 30 days of receipt and will monitor this KPI operationally going forward.

3.2   We have focused heavily on improving our enquiry management over the course of this year. This has involved the introduction and embedding of a new contact management system. This has led to the need to reframe our initial KPIs in this area as all contacts receive automated immediate contact removing the need for our original KPI to open enquiries within one day of receipt. With respect to our KPI to resolve 90% of enquiries within 5 working days of receipt, our performance over the year overall is 72%. Very early indications may illustrate that our recent work to restructure the website, improve search functionality and provide a contact form that attempts to resolve questions as the querier responds, may be impacting on reducing the overall number of queries requiring an individual response. This remains a focus for us with a need to reframe Highthis KPI from 5 working days to 7 calendar days to more accurately match our system's capabilities. The majority of our contact relates to registration matters and is therefore closely connected with the work summarised in 3.1.

3.3   Ensuring individual teacher engagement in our fitness to teach is a key focus for us and we are meeting our KPI with over 80% of teachers involved in this process participating. In part as a result of our efforts to engage individuals, we are not yet meeting our KPI to conclude 80% of fitness to teach cases within 15 months with last year's performance at 68%. As these KPIs are closely linked and key to our core work we will present this information going forward.

3.4   Our KPI to achieve financial outturn within 5% of budget has been met in year one (3%) and our digital systems have maintained uptime of over 99%. We will increase this latter KPI to 99.89% for year two of our plan. We will continue to present this information as strategic KPIs going forward.

3.5   Our annual staff turnover of 22% is greater than our KPI for rolling annual staff turnover which we aimed to be within a range of 8-15% of the whole staff group. Over recent months this has been dropping in better alignment with our KPI reflecting the impact of the restructure at the beginning of year one.

3.6　　We monitor data in respect to FOISA and SAR requests and will embed this information in a more detailed Annual Legal Compliance report subject to FCS Committee scrutiny. We will also present an annual 'deep dive' on technology matters which will include greater detail about our vulnerability assessment and response.

3.7　　In summary our focus strategic KPIs for 2024/25, year two of our strategic planning period, are detailed below and will be presented quarterly at each cycle for Committee and Council scrutiny. The eighth KPI summarised below is under development as we have identified a gap in our overall analysis and are attempting to develop a strategic KPI underpinned by engagement data that represents a measurement about trust and confidence in GTC Scotland.

KPI Code	KPI Content	Frequency of Update
KPI1	We respond to 90% of enquiries within seven calendar days of receipt	Updated quarterly
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly
KPI5	Our financial outturn is within 5% of budget	Updated quarterly
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly
KPI7	Our digital system availability is above 99.89%	Updated quarterly
KPI8	TBC – development of new strategic KPI focused on GTC Scotland trust and confidence	TBC

3.8　　In terms of Committee and Council assurance the following will take place:

Report Content	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance & Assurance Report	Quarterly at each cycle	FCS	All
CEOR Report	Quarterly at each cycle	Council	All
Governance Report	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Fitness to Teach Annual	Annual	PRA	Cycle 2
Registration	Annual	Education	Cycle 2
Audit Report	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Accreditation	Annual	Education	Cycle 3
Fitness to Teach mid-year	Annual	PRA	Cycle 4

| Technology Deep Dive | Annual | FCS | Cycle 4 |

4 Our Organisation in Context

4.1 The pause on education reform continues as the profession awaits confirmation of change, bodies directly impacted await the introduction of legislation to guide new or adapted roles and responsibilities, and organisations indirectly impacted like GTC Scotland monitor for any unintended consequences or otherwise.

4.2 Within this context three meetings have taken place to co-produce the role and remit of the new Centre for Teaching Excellence announced in October 2023. We have been represented on the co-production group for the development of the Centre. Our key contribution has related to the need to ensure clarity of role, including how the work of the Centre aligns with rather than duplicates the work of other bodies (in the context of paused reform and not yet having a clear understanding of in particular the role of the national education agency). We have noted some concern about the name of such a Centre and expressed the need for resources that link research to practice to actively involve teachers in a context of understand the Professional Standards which transcend individual policy development.

4.3 Alongside the development of the Centre, through our involvement in the Strategic Board for Teacher Education, we have been jointly leading on work to develop a new career long framework of teacher education and development. The proposed framework has been developed through partnership engagement and spans four phases of teacher education and development - initial teacher education, graduate teaching, early career teaching and career enhancement/enrichment. Initial proposals for what each phase would include have been presented to the Board along with the key underlying principles of the framework. The full work to date will be presented to Education Committee in August.

4.4 Overall our view of the education landscape is one that remains unsettled, with several large-scale reviews and their multiple recommendations now aging and an ongoing expectation of forthcoming announcements to clarify next steps. Of course, the constancy of the Professional Standards and Code of Professionalism and Conduct in this context provides a strong foundation for teachers and our most recent survey of teachers completing Professional Update illustrates some deeper engagement with professional standards. This contrasts with some of the challenges we receive in respect to the maintenance of standards in the context of inadequate numbers of teachers in some contexts across Scotland. This is likely to be an ongoing focus for us. The tension between, bluntly, the appropriate quality and adequate quantity of teachers is a global issue and will be the subject of this year's International Federation for Teaching Regulatory Authorities which we are attending in the coming weeks with a view to both sharing our own information and gathering ideas from the very bodies who do the same or very similar work to us.

4.5 It is in this unique position, bridging the education and regulation landscapes that we exist, and learning from other regulatory bodies is critical to our work and sustainability. Recent liaison with UK regulatory partners has demonstrated that the increase in scrutiny we experience through formal and informal data requests are both growing and becoming more complex in nature across organisations like us.

5.0 Organisational Reputation and Confidence

5.1   Our universal communication mechanisms are key to sharing our work and the impact of our activities. As well as maintaining regular registrant newsletters (opened by approximately 40% of recipients), we have also introduced a newsletter focused specifically at MSPs which allows us to target our messaging. Larger scale publications provide an opportunity to highlight some specific aspects of our work and we were delighted to recently publish and share our first ever Fitness to Teach Highlight Report, sharing learning and observations from 1000 fitness to teach cases. We have followed this up with an announcement that we have engaged the Professional Standards Authority in an external review of our fitness to teach work in support of preparation to revise our rules.

5.2   Since the beginning of 2024 we have responded to five Scottish Government consultations as well as conduct one of our own in relation to proposed changes to entry requirements for Initial Teacher Education. General themes in our responses to governmental consultations have included our concerns about proposals to introduce legislation for specific purposes that may undermine our statutory functions, proposals on single issues requiring to be considered in the broader context of other proposed changes and a lack of information as to how proposed changes will take place considering the provision of adequate teacher time and space. In these responses we have taken the opportunity to reinforce understanding of our role.

5.3   Our work to restructure our website to improve searchability presented an opportunity to refine our 'brand' message and although more work will take place iteratively to streamline and update web content, we have ensured our clarity of role and remit is highly visible.

5.4   A core component of effective organisational confidence and building reputation relates to our collective resilience and this includes how we plan for and respond to change. I have previously noted through CEOR reporting that our analysis shows that over time our resource has been pulled continually into addressing and supporting new, unplanned and reactive work; we have experienced unplanned spikes in our activity and external demands - we have been challenged to manage these within the scale and size of staff team that we have; and our resource and focus has been pulled away from our core organisational foundations – the policy, operational process and digital infrastructure that supports all our work. These all now need investment and focus. Recent consideration at Education Committee to pause some discretionary activity will contribute to our deeper focus on core activity. We have introduced a new change governance process to manage smaller changes. In addition, we continue to require to carefully plan our change and improvement work aligned to our strategic plan. Our change and improvement programme currently consists of projects at various stages of development, implementation or closure as illustrated below:
In Flight Projects Bundle 1

Project Number	Project Name
P002	Register Improvement
P003	Operational Excellence
P015	Customer Digital Experience
P027	Digital Skills and Applications
P033	The Vault
P020	SPS Withdrawal
P034	DAS Force

In Flight projects Bundle 2

Project Number	Project Name
P001	Registration Education
P004	Fitness to Teach Rules
P005	Teacher Education
P006	College Lecturer Registration
P011	Professional Codes
P013	PU Review
P021	Future Office
P022	Policy Management
P028	Trusted Teaching & GTCS Brand Refresh
P031	Disclosure Scotland Act 2020 Implementation

Pending Projects:

Project Number	Project Name
P030	New Professional Standards and Codes
P032	IMI Registration
P026	Data Review
P029	New Finance System
P035	We Learn
P036	Fee Force

5.4 Our scale of impact achieved through engagement at events is of course smaller than our universal communications, but, if targeted well, can provide a useful opportunity for us to talk about our work and support deeper understanding of our role. In 2024 we have hosted a Parliamentary roundtable event and our annual lecture. In May we hosted an in-person event for those teachers awarded the Standard for Headship at Clerwood House. We continue to evaluate the effectiveness and focus of hosted events and have communicated with stakeholders that we will host our first in-person employers of teachers conference in September.

5.5 May 2024 also saw us host our internal annual staff conference which provided an important opportunity for the whole GTC Scotland team to come together and reflect on our achievements in year one of our strategic planning period and prioritise ongoing activity. Guided by our organisational vision, values and principles, the staff team remains committed to delivering our core functions expertly, in the interests of trusted teaching and ensuring our work has impact.

6. Implications

6.1 <u>Risk Implications</u>

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 <u>Legal Implications</u>

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3   Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4   Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5   Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6   Stakeholder Engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7   Recommendations

7.1   To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

Chief Executive and Registrar's Report
Council Meeting
11 June 2024

Session	Public Session
Action required	For discussion and approval
Author	Pauline Stephen
Purpose	To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.
Recommendations	Note and discuss this report in order to meet the purpose set out above.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	Ensure GTC Scotland meets its statutory functions and aims. Ensure that GTC Scotland is managed and run by the Chief Executive effectively and responsibly.
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	None in this collated and summarised form
Appendices	None

1. Executive Summary

1.1 This quarterly Chief Executive and Registrar's Report provides assurance in relation to GTC Scotland's performance and impact, sets our work in the broader context and discusses our organisational confidence and reputation.

2. Background

2.1 In April 2023 at the outset of our new five-year strategic plan, Trusted Teaching, we set out some initial key performance indicators (KPIs) to help us assess our organisational progress. We undertook benchmarking with similar bodies to select initial KPIs.

2.2 As this was the first time we had developed measures like this, we required to both establish mechanisms for gathering the data that would inform progress against each KPI, as well as consider whether the measures we had set ourselves were meaningful in our particular context.

2.3 We needed to gather a full year's worth of data to make this assessment. By and large what this has shown is that the initial KPIs we set for ourselves are effective in telling us how well we are performing across key organisational activity and identifying where further focus is required. We have built an operational 'data dashboard' through which we pull

monthly data across the bulk of our activity. This operational level of data is considered by individual teams and reviewed monthly by the strategic leadership team (SLT) and supported by functional area and individual staff member operational planning.

2.4   Monthly SLT data review takes place at the same time as consideration of our overall risk management, ensuring a full assessment of our monthly performance is made. This forms part of our refreshed risk management framework as outlined in February 2024 Council (report 24(64)). Our current strategic risks are summarised below:

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Future	Status
We fail to ensure effective and appropriate governance arrangements.	Minimal	High	Low	Low	Treat
We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	High	High	Medium	Treat
We fail to manage our finances appropriately and effectively.	Minimal	High	Low	Low	Treat
We fail to ensure compliance with our legal responsibilities	Minimal	Medium	Medium	Low	Treat
We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	High	Medium	Medium	Treat
We fail to educate and engage appropriately and effectively with stakeholders.	Open	High	Medium	Medium	Tolerate
We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	High	Low	Very Low	Treat
We fail to make informed decisions that are sustainable / deliver the best outcomes	Open	Low	Low	Medium	Tolerate

2.5   As part of our planned and phased improvement work in risk assessment and management, Council have recently considered risk appetites for each strategic risk and as a result 6 strategic risk are in 'treat' status. Work now continues to enhance risk controls and actions. From next cycle Finance and Corporate Services (FCS) Committee will scrutinise a quarterly Performance and Assurance Report which will outline our risk activity focused on risks under treatment as well as an overview of our strategic risk.

2.6   With the information gathered and analysed for year one of our strategic plan we are now in position to refine our KPIs, ensure an effective distinction between strategic and operational performance management and set out a reporting cycle for year two of our strategic plan. Strategic KPIs will be reported quarterly through the quarterly Performance and Assurance Report that will be subject to FCS Committee scrutiny and summarised to Council as part of each Chief Executive and Registrar's Report. Full year KPIs will also be embedded in our Annual Report and Accounts, along with other requirements, and subject to cycle 2 Committee and Council scrutiny and approval.

3.   Organisational Performance and Impact

3.1   With respect to our year one performance and impact, our ambition is to decide 95% of registration applications within three months of the completed application. We are currently operating below this target at 77%. Operationally we are monitoring the different registration routes underpinning this KPI in order to further refine processes and have over the course of the last year enhanced our registration case assessment team. This remains a strategic KPI to be reported on as a fundamental area of core activity. We are meeting our KPI in respect to over 95% of Standard for Headship applications being processed within 30 days of receipt and will continue to monitor that.

3.2   We have focused heavily on improving our enquiry management over the course of this year. This has involved the introduction and embedding of a new contact management system (ticketing). This has led to the need to reframe our initial KPIs in this area as all contacts receive automated immediate contact removing the need for our original KPI to open enquiries within one day of receipt. With respect to our initial KPI to respond to 90% of enquiries within 5 working days of receipt, our performance over the year overall is 72%. Very early indications may illustrate that our recent work to restructure the website, improve search functionality and provide a contact form that attempts to resolve questions as the querier responds, may be impacting on reducing the number of queries requiring an individual response. This remains a focus for us with a need to reframe this KPI from 5 working days to 7 calendar days to more accurately match our system's capabilities and move the focus to enquiry resolution (rather than response). The majority of our contact relates to registration matters and is therefore closely connected with the work summarised in 3.1.

3.3   Ensuring individual teacher engagement in our fitness to teach is a key focus for us and we are meeting our KPI with over 80% of teachers referred into this process participating in it. In part as a result of our efforts to engage individuals, but also as a result of the range of factors explained in our recent Fitness to Teach Insight Report, we are not yet meeting our KPI to conclude 80% of fitness to teach cases within 15 months with last year's performance at 68%. Growing resilience within Regulatory Investigations resource has been a strong recent focus and additional staff recruitment is ongoing. As these KPIs are closely linked and key to our core work we will present this information going forward.

3.4   Our KPI to achieve financial outturn within 5% of budget has been met in year one (3%) and our digital systems have maintained uptime of over 99%. We will increase this latter KPI to 99.89% for year two of our plan. We will continue to present this information as strategic KPIs going forward.

3.5   Our annual staff turnover of 22% is greater than our KPI for rolling annual staff turnover which we aimed to be within a range of 8-15% of the whole staff group. Over recent months this has been dropping in better alignment with our KPI reflecting the impact of the restructure at the beginning of year one and our use of fixed term contracts in the structure transition.

3.6   We monitor data in respect to FOISA and SAR requests and will embed this information in a more detailed Annual Legal Compliance report subject to FCS Committee scrutiny. We will also present an annual 'deep dive' on technology matters which will include greater detail about our regular system vulnerability scanning and remedial actions.

3.7   In summary our focused strategic KPIs for 2024/25, year two of our strategic planning period, are detailed below and will be presented quarterly at each cycle for Committee and Council scrutiny. The eighth KPI summarised below is under development as we have identified a gap in our overall analysis and are attempting to develop a strategic KPI

underpinned by engagement data that represents a measurement about trust and confidence in GTC Scotland.

KPI Code	KPI Content	Frequency of Update
KPI1	We resolve 80% of enquiries within seven calendar days of receipt	Updated quarterly
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly
KPI5	Our financial outturn is within 5% of budget	Updated quarterly
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly
KPI7	Our digital system availability is above 99.89%	Updated quarterly
KPI8	TBC – development of new strategic KPI focused on GTC Scotland trust and confidence	TBC

3.8   In terms of Committee and Council assurance the following will take place:

Report	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance & Assurance Report	Quarterly at each cycle	FCS	All
CEOR Report	Quarterly at each cycle	Council	All
Governance Report	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Fitness to Teach Annual	Annual	PRA	Cycle 2
Registration	Annual	Education	Cycle 2
Audit Report	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Accreditation	Annual	Education	Cycle 3
Fitness to Teach mid-year	Annual	PRA	Cycle 4
Technology Deep Dive	Annual	FCS	Cycle 4

4   Our Organisation in Context

4.1   The pause on education reform continues as the profession awaits confirmation of change, bodies directly impacted await the introduction of legislation to guide new or adapted roles and responsibilities, and organisations indirectly impacted like GTC Scotland monitor for any unintended consequences or otherwise.

4.2   Within this context three meetings have taken place to co-produce the role and remit of the new Centre for Teaching Excellence announced in October 2023. We have been represented on the co-production group for the development of the Centre. Our key contribution has related to the need to ensure clarity of role, including how the work of the

Centre aligns with rather than duplicates the work of other bodies (in the context of paused reform and not yet having a clear understanding of in particular the role of the national education agency). We have noted some concern about the name of such a Centre and expressed the need for resources that link research to practice to actively involve teachers in a context of understand the Professional Standards which transcend individual policy development.

4.3   Alongside the development of the Centre, through our involvement in the Strategic Board for Teacher Education, we have been jointly leading on work to develop a new career long framework of teacher education and development. The proposed framework has been developed through partnership engagement and spans four phases of teacher education and development - initial teacher education, graduate teaching, early career teaching and career enhancement/enrichment. Initial proposals for what each phase would include have been presented to the Board along with the key underlying principles of the framework. The full work to date will be presented to Education Committee in August.

4.4   Overall our view of the education landscape is one that remains unsettled, with several large-scale reviews and their multiple recommendations now aging and an ongoing expectation of forthcoming announcements to clarify next steps. Of course, the constancy of the Professional Standards and Code of Professionalism and Conduct in this context provides a strong foundation for teachers and our most recent survey of teachers completing Professional Update illustrates some deeper engagement with professional standards. This contrasts with some of the challenges we receive in respect to the maintenance of standards in the context of inadequate numbers of teachers in some contexts across Scotland. This is likely to be an ongoing focus for us. The tension between, bluntly, the appropriate quality and adequate quantity of teachers is a global issue and will be the subject of this year's International Federation for Teaching Regulatory Authorities which we are attending in the coming weeks with a view to both sharing our own information and gathering ideas from the very bodies who do the same or very similar work to us.

4.5   It is in this unique position, bridging the education and regulation landscapes that we exist, and learning from other regulatory bodies is critical to our work and sustainability. Recent liaison with UK regulatory partners has indicated that the increase in scrutiny we experience through data requests are both growing and becoming more complex in nature across organisations like us.

5.0   Organisational Reputation and Confidence

5.1   Our universal communication mechanisms are key to sharing our work and the impact of our activities. As well as maintaining regular registrant newsletters (opened by approximately 40% of recipients), we have also introduced a newsletter focused specifically at MSPs which allows us to target our messaging. Larger scale publications provide an opportunity to highlight some specific aspects of our work and we were delighted to recently publish and share our first ever Fitness to Teach Highlight Report, sharing learning and observations from 1000 fitness to teach cases. We have followed this up with an announcement that we have engaged the Professional Standards Authority in an external review of our fitness to teach work in support of preparation to revise our rules.

5.2   Since the beginning of 2024 we have responded to five Scottish Government consultations as well as conduct one of our own in relation to proposed changes to entry requirements for Initial Teacher Education. General themes in our responses to governmental consultations have included our concerns about proposals to introduce legislation for specific purposes that may undermine our statutory functions, proposals on single issues requiring to be considered in the broader context of other proposed changes and a lack of information as to how proposed changes will take place considering the provision of

adequate teacher time and space. In these responses we have taken the opportunity to reinforce understanding of our role.

5.3 Our work to restructure our website to improve searchability presented an opportunity to refine our 'brand' message and although more work will take place iteratively to streamline and update web content, we have ensured our clarity of role and remit is highly visible.

5.4 A core component of effective organisational confidence and building reputation relates to our collective resilience and this includes how we plan for and respond to change. I have previously noted through CEOR reporting that our analysis shows that over time our resource has been pulled continually into addressing and supporting new, unplanned and reactive work; we have experienced unplanned spikes in our activity and external demands - we have been challenged to manage these within the scale and size of staff team that we have; and our resource and focus has been pulled away from our core organisational foundations – the policy, operational process and digital infrastructure that supports all our work. These all now need investment and focus. Recent consideration at Education Committee to pause some discretionary activity will contribute to our deeper focus on core activity. We have introduced a new change governance process. In addition, we continue to require to carefully plan our change and improvement work aligned to our strategic plan. Our change and improvement programme currently consists of projects at various stages of development, implementation or closure as illustrated below:

In Flight Projects Bundle 1

Project Number	Project Name
P002	Register Improvement
P003	Operational Excellence
P015	Customer Digital Experience
P027	Digital Skills and Applications
P033	The Vault
P020	SPS Withdrawal
P034	DAS Force

In Flight projects Bundle 2

Project Number	Project Name
P001	Registration Education
P004	Fitness to Teach Rules
P005	Teacher Education
P006	College Lecturer Registration
P011	Professional Codes
P013	PU Review
P021	Future Office
P022	Policy Management
P028	Trusted Teaching & GTCS Brand Refresh
P031	Disclosure Scotland Act 2020 Implementation

Pending Projects:

Project Number	Project Name
P030	New Professional Standards and Codes
P032	IMI Registration
P026	Data Review
P029	New Finance System
P035	We Learn
P036	Fee Force

5.5 Our scale of impact achieved through engagement at events is of course smaller than our universal communications, but, if targeted well, can provide a useful opportunity for us to talk about our work and support deeper understanding of our role. In 2024 we have hosted a Parliamentary roundtable event and our annual lecture. In May we hosted an in-person event for those teachers awarded the Standard for Headship at Clerwood House. We continue to evaluate the effectiveness and focus of hosted events and have communicated with stakeholders that we will host our first in-person employers of teachers conference in September.

5.6 May 2024 also saw us host our internal annual staff conference which provided an important opportunity for the whole GTC Scotland team to come together and reflect on our achievements in year one of our strategic planning period and prioritise ongoing activity. Guided by our organisational vision, values and principles, the staff team remains committed to delivering our core functions expertly, in the interests of trusted teaching and ensuring our work has impact.

6. Implications

6.1 Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3 Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4 Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5 Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6 Stakeholder Engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7 Recommendations

7.1   To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

Chief Executive and Registrar's Report
Council Meeting
19 September 2024

Session	Public Session
Action required	For discussion and approval
Author	Pauline Stephen
Purpose	To provide performance and risk information that: • Outlines our current performance and risk • Highlights any areas of concern • Summarises any corrective action required • Provides overall assurance in relation to GTC Scotland's impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.
Recommendations	Discuss and approve this report in order to meet the purpose set out above. Approve the previously identified eight strategic risks are streamlined into a package of six, as explained, and with the associated tolerances detailed at part 5.2 of this report as recommended by Finance and Corporate Services Committee
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	Ensure GTC Scotland meets its statutory functions and aims. Ensure that GTC Scotland is managed and run by the Chief Executive effectively and responsibly.
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	In part by Finance and Corporate Services Committee
Appendices	None

1. Executive Summary

1.1 This quarterly Chief Executive and Registrar's Report outlines our current organisational performance and risk - how well we are delivering our core functions and managing risk. It provides an overview of our strategic risks as well as how we are performing against our identified performance indicators, highlights any areas of concern and identifies any associated corrective action. In doing so it aims to provide assurance that we are undertaking our work effectively, in line with our legislative framework and strategic plan, whilst also operating as a good employer. The report covers the period 1 April 2024 to 30 June 2024.

1.2 Council also has the opportunity at this September meeting to discuss our annual report for the first year of our 2023-2028 strategic plan – Trusted Teaching. The annual report presents a holistic, retrospective account of our performance and outlines our progress towards our five-year strategic plan and associated strategies as it pulls together information from a whole year.

2. Assurance Reporting

2.1 Our performance is reported through all of our committees and on to Council. Alongside a regular performance, risk and assurance report and this associated Chief Executive and Registrar's report, there will be opportunities for "deep dive" discussion and focused assurance sessions throughout the year according to the planner below. In line with this plan cycle 2 of Council's Committees 2024-2026 have reviewed: our financial position, performance, risk and assurance, audit, annual finance and accounts and annual people report (Finance and Corporate Services Committee); our annual fitness to teach performance (Professional Regulatory Assurance Committee); and our annual registration data snapshot (Education Committee).

Assurance Report/Deep Dive Opportunity	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance and Risk	Quarterly at each cycle	FCS	All
Chief Executive Officer and Registrar Report	Quarterly at each cycle	Council	All
Governance	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Fitness to Teach	Annual and Mid-year	PRA	Cycle 2 and Cycle 4
Registration	Annual	Education	Cycle 2
Audit	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Teacher Education Programme Accreditation	Annual	Education	Cycle 3
Technology	Annual	FCS	Cycle 4

3 Performance Indicators

3.1 This Report to Council in June explained the background to our development of KPIs as we have worked to enhance our organisational data collation and reporting to improve our impact.

3.2 Our current position in respect of each identified KPI is summarised in the table below, appropriate to where we are in the year.

KPI Code	KPI Content	Frequency of Update	2023-2024 Reported Position (1 April 2023 to 31 March 2024)	2024-25 Position Quarter 1 (Q1 – 1 April 2024 to 30 June 2024)
KPI1	We resolve 80% of enquiries within seven calendar days of receipt	Updated quarterly	72%	77%
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly	77%	63%
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly	68%	
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly	>80%	
KPI5	Under refinement - Our financial outturn is within 5% of budget	Updated quarterly	106%*	+5%
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly	16%*	
KPI7	Our digital system availability is above 99.89%	Updated quarterly	>99%	100%
KPI8	Under development - new strategic KPI focused on GTC Scotland trust and confidence	TBC	n/a	-

*These figures were updated through this cycle to Finance and Corporate Services Committee.

3.3   Members should note that the quarter one reporting of KPI2 is lower than our annual performance for 2023-2024. This is an anticipated reduction that we would anticipate at this point in the session. This is due to the KPI2 percentage reporting not yet including the completed processing of the significant number of Qualified Inside Scotland applications from individuals completing programmes of Initial Teacher Education in Scotland (circa 2500). These will be reflected within the percentage reported at the end of quarter two.

3.4   Finance and Corporate Services Committee have requested that KPI5 is refined in order to ensure this reflects budget activity related to core functions and to manage the impact of variance due to any additional income from higher interest rates as well as in-year project underspends as part of change and improvement. This work is in progress with the support of the Committee Convener.

4.   Change and Improvement Project Performance

4.1   Our change and improvement work reflects the strategic aims and objectives set out through our Strategic Plan. The work is organised into a portfolio of projects to help us plan and deliver the work effectively.

4.2   Individual in-flight project status was reported to Finance and Corporate Services Committee in August with 7 of our 16 active projects having a green status (progressing

as expected), 8 amber projects requiring corrective action to get back on track and 1 red project with defined action outlined. Committee has asked for further detail to be presented in relation to project progress which will be actioned in cycle 3. As well as 16 active projects, a further 8 pieces of change and improvement work are pending over this strategic planning period. Active management of this work is a core focus to ensure we manage the balance of core work with improvement activity within our organisational size, scale and scope. Active horizon scanning takes places regularly to anticipate any as yet unplanned work or external factors which may have an impact on our plans.

5. Risk Management

5.1 We refreshed our risk management framework in February 2024 and have been doing work since then to embed that new framework.

5.2 As set out in my report to Council in June, our latest focus has been to enhance risk controls and plan corrective actions. In carrying out that work, we have identified that two of our identified risks – failure to educate and engage appropriately with stakeholders and failure to make informed decisions that are sustainable and deliver the best outcomes – were creating unnecessary duplication and overlap in practice. We therefore propose subsuming these risks within the others (public trust and confidence and financial management largely). This also makes the package more targeted and proportionate to our organisational scale. The before and after picture is set out below, including with updated net scoring.

Before:

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Future/Target	Status
We fail to ensure effective and appropriate governance arrangements.	Minimal	High	Low	Low	Treat
We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	High	High	Medium	Treat
We fail to manage our finances appropriately and effectively.	Minimal	High	Low	Low	Treat
We fail to ensure compliance with our legal responsibilities	Minimal	Medium	Medium	Low	Treat
We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	High	Medium	Medium	Treat
We fail to educate and engage appropriately and effectively with stakeholders.	Open	High	Medium	Medium	Tolerate
We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	High	Low	Very Low	Treat
We fail to make informed decisions that	Open	Low	Low	Medium	Tolerate

are sustainable / deliver the best outcomes					

After:

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Future	Status
Governance We fail to ensure effective and appropriate governance arrangements.	Minimal	High	Medium ↑	Low	Treat
People We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	High	Medium ↓	Medium	Treat
Financial Management We fail to manage our finances appropriately and effectively.	Minimal	High	Medium ↑	Low	Treat
Legal Compliance We fail to ensure compliance with our legal responsibilities	Minimal	Medium	Medium ↔	Low	Treat
Technology We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	High	Medium ↔	Medium	Treat
Trust and Confidence We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	High	Medium ↑	Very Low	Treat

5.3 Risk and Performance Assessment

We believe that risk management should be a golden thread running through and informing all our work. We have therefore assessed and summarised our performance against each of the six strategic risk themes, including areas of concern and corrective action underway or planned. The summary draws in project work, as well as our core operational and ongoing improvement activity.

5.4 Governance

Our governance arrangements have been tested over recent months. The Annual Governance Report presented to the May Conveners Committee outlined these challenges which have been discussed further through this Committee cycle. This position has been reflected in the increased net score for this strategic risk. Corrective actions planned and underway to treat this risk include the review of all governance schemes and policies which will commence through the next meeting cycle; as well as the proposal to establish a performance review and development mechanism for Council Members, to be discussed as part of this Council meeting. There has already been a focus on Council and Panel

member learning sessions and opportunities which will continue. An externally facilitated Council effectiveness review is currently pencilled for autumn 2025.

5.5   People

Our new organisational structure is embedded, and we have observed positive trends over the course of 2023/24, as outlined in more detail in the Annual People Report considered at Finance and Corporate Services Committee this cycle. We have achieved greater stability with fewer fixed term posts and fewer vacancies remaining to be filled; as well as lower levels of absence and reduced staff turnover. We have augmented resource in places to help address workload issues, enriched our diversity and we have also enhanced performance management and one to one arrangements. Organisational learning and internal communication have also been enhanced. This positive progress has been reflected in the reduction in the net risk level.

Recruitment activity and welcoming new team members has taken a significant portion of resource this year across the organisation. As we move into a more settled and stable state, we anticipate having more time and space to invest elsewhere to achieve what is set out in our People Strategy. We know that changing our ways of working in order to improve our performance and impact will continue to present challenges for our staff, and we need to ensure we provide effective support. We have invested in enhancing our leadership and management expertise over the last year and this remains an ongoing area of focus for us. The addition of our planning and delivery team is a significant step in improving how we manage and implement change, and we anticipate the impact of this will continue to grow as we implement a change governance process. Focusing on our workforce planning and health and wellbeing strategy; as well as reviewing policies taking account of analysis of our data and legislative change are key areas of upcoming focus. Our staff engagement survey in September will be key in helping us further evaluate how far we have come and prioritisation of further actions.

5.6   Financial Management

Whilst we remain in a consistently strong financial position and have experienced a series of positive annual audits, we have a pattern of underspending against planned budget and, more recently, have received higher income than anticipated. A review of our procurement and supplier management is planned and overdue as other work has taken priority in our Delivery function. This context, coupled with the intention to incrementally increase the registration fee from April 2025 in order to mitigate against any larger future increase, have increased the net risk score.

Financial planning will be a particular focus over the autumn period as we need to set the budget for 2025/26 and determine the required registration fee level. The enhancements in our planning and delivery arrangements will help significantly in this context; as will the implementation of our new change governance process. Consideration of future office requirements will form part of financial planning. Reviewing our pension scheme arrangements requires to be planned at a suitable point, as does planning for a new finance system which has been de-prioritised for the present time and remains a pending project. Our Sustainability Strategy continues to guide our work generally in this context.

5.7   Legal Compliance

The impact of our resource being pulled over time to reactive, unplanned work and external demands has meant that we now have policies, processes and procedures that are overdue for review and investment. Work is in progress in this regard, and we have a planned project that will directly interact with this (Data Review). We have reviewed and refreshed our insurance arrangements, and we are confident that we have transferred financial exposure associated with this risk significantly. We are currently carrying out work

demand analysis in relation to our legal compliance function to assess adequacy of resource. It is likely we will need to increase staffing.

5.8   Technology

There is significant activity underway to enhance our technology in line with our Digital Strategy. We have a critical path for delivery of a new MyGTCS platform. The status of the associated project (Customer Digital Experience) is amber, and this is the key reason for the status of the strategic risk. The project is being closely monitored to ensure delivery. The production of a phase 1 prototype is currently being reviewed internally.

We know that cyber-attacks are increasing in complexity and frequency. A review of our technology and cyber security related policies is underway and we have recently refreshed our cyber-attack insurance arrangements. Work is planned to strengthen our incident response arrangements, including what our insurance arrangements will step in and support. This forms part of wider work planned to review and refresh our business continuity and disaster recovery planning. We plan to establish comprehensive digital product roadmaps to sit under our digital strategy ensuring digital products are kept up to date and lifecycle management plans are in place moving ahead.

A deep dive session on this risk is planned at Finance and Corporate Services Committee meeting cycle 4.

5.9   Trust and Confidence

Whilst we have continued to reduce the overall fitness to teach caseload despite significant challenges and so far, that positive trend is continuing into the 2024-25 year, we are not yet meeting the case throughput target that we have set. The Fitness to Teach Rules Review project is also in progress and at our request the Professional Standards Authority (PSA) is currently reviewing the effectiveness and efficiency of the fitness to teach process – a report from them is anticipated in early 2025. The fitness to teach process continues to attract interest and September will see a call for views about this aspect of our work. Professional Regulatory Assurance Committee undertook a deep dive focus at this meeting cycle on the performance of our fitness to teach process over 2023-24 and will also consider the mid-year position at meeting cycle 4.

Information requests generally have continued to increase. There will be a deep dive focus on this area within the legal compliance session planned for FCS meeting cycle 3.

We know there is still work to do on increasing awareness and understanding of our role as a regulatory body. Our project on our brand reset requires to be replanned meaning the status of this project is currently red. A new events, strategic communications and events planner is a significant step in this reset and is being finalised. This includes the next step on our journey to contemporary strategic communications through the transition from a digital Teaching Scotland magazine, in 2025, our 60th year as an organisation, to the establishment of a Blog aligned to Trusted Teaching. In addition, our website content requires reviewed and revised, for example, and our aged digital products (i.e. MyGTCS linked to MyPL) require to be replaced. As part of helping enhance our stakeholder engagement and improve understanding of our role across our core functions, it is also of note that we are holding our first Annual Teacher Employer Conference in late September. This is part of work we are doing related to our brand reset project, to better align all of our communication, publication, event and engagement activity to promote and enhance clarity of our brand as the regulatory body for teachers.

We are carefully monitoring registration timescales with the number of qualified outside Scotland registration applications appearing to be dropping to our target level (1000 per year) following the registration assessment fee increase. We know that we are not quite

yet where we want to be, and we are identifying that our KPI in this context should likely be refined. We have also placed our review of the Registration Rules (that set out our criteria for entry to the Register and registration requirements) on hold in order to focus and prioritise our resource on other in-flight projects.

Taking all these factors together with ongoing Education Reform and contextual uncertainty, including what the role of the proposed new Centre for Teaching Excellence will be and how our role will relate to that of Education Scotland and a new inspectorate body, we believe our net trust and confidence risk position has increased slightly over the last quarter.

We have invested considerably in recruitment and enhancing the resilience of our resource in various places within our organisation to make progress on our processing/case throughput times. We also believe this will help make time and space to focus on proactive improvement work which is where we know we could make more significant trust and confidence gains.

We have made significant progress in our customer service delivery, and it is important to note that April to June is our peak activity period (given this is when we collect the fee and also welcome a cohort of new teachers on to our Register). We have invested particularly in ensuring a smoother fee collection process this year (the DAS Force project) as well as improving customer enquiry management and this has had a positive impact, as demonstrated through the relevant KPI.

The number of registrants on our Register has decreased slightly over 2023-24 but otherwise appears to be relatively stable. Corrective action is underway in the process we use for assessing qualified outside Scotland registration applications with an in-depth analysis of how our process currently operates so we can identify what might make it more efficient. The Education Committee had a deep dive focus on our registration function through this meeting cycle.

Our development of a suitable KPI that helps us track and measure our overarching trust and confidence performance will be very important in sharpening evaluation of our performance in this context. We plan to develop and introduce such a KPI for 2025/26.

6. Implications

6.1 Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3 Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4   Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5   Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6   Stakeholder Engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7   Recommendations

7.1   To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

Chief Executive and Registrar's Report
Council
4 December 2024

Session	Public Session
Action required	For discussion and approval
Author	Pauline Stephen, Chief Executive and Registrar
Purpose	To provide performance and risk information which: • Outlines our current performance and risk • Highlights any areas of concern • Summarises any corrective action required • Provides overall assurance of effective operational management
Recommendation(s)	To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	• Advise and make recommendations to Council on GTC Scotland's risk management and audit arrangements to provide assurance of operational management and delivery as well as legal compliance • Assure Council that GTC Scotland is managed and run by the Chief Executive effectively and responsibly • Assure Council that GTC Scotland is performing against its strategic plans and performance indicators
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	Finance and Corporate Services Committee
Appendices	None

1 Executive Summary

1.1 This report outlines our current organisational performance and risk - how well we are delivering our core functions and managing risk. It provides an overview of our strategic risks as well as how we are performing against our identified performance indicators, highlights any areas of concern and identifies any associated corrective action. In doing so it aims to provide assurance that we are undertaking our work effectively, in line with our legislative framework and strategic plan, whilst also operating as a good employer.

1.2 This is the second report of this nature and in this format. It will continue to be refined and developed over time and feedback on the format and content is welcomed. The core content has been considered at Finance and Corporate Services Committee through this meeting cycle.

2 Assurance Reporting

2.1 Our performance is reported through all of our committees and on to Council. The table below sets out these arrangements:

Assurance Report/Deep Dive Opportunity	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance and Risk	Quarterly at each cycle	FCS	All
Chief Executive Officer and Registrar Report	Quarterly at each cycle	Council	All
Governance	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Fitness to Teach	Annual and Mid-year	PRA	Cycle 2 and Cycle 4
Registration	Annual	Education	Cycle 2
Audit	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Teacher Education Programme Accreditation	Annual	Education	Cycle 3
Technology	Annual	FCS	Cycle 4

3 Performance Indicators

3.1 Our current position in respect of each identified KPI is summarised in the table below, appropriate to where we are in the year. Figures marked * show data for the quarter with figures marked ** showing data related to a rolling 12 month period. Unless marked otherwise, figures show the cumulative position for all quarters to date within the reporting year.

KPI Code	KPI Content	Frequency of Update	2023-2024 Previously Reported Position (1 April 2023 to 31 March 2024)	2024-25 Previously Reported Position Quarter 1 (1 April 2024 to 30 June 2024)	2024-25 Position Quarter 2 (to 30 Sept 2024)
KPI1	We resolve 80% of enquiries within seven calendar days of receipt	Updated quarterly	72%	77%*	87%*
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly	77%	63%	87%
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly	68%		74%
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly	>80%		94%
KPI5	Under development – replacement KPI focused on GTC Scotland financial management	TBC	-	-	-
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly	16%		16%**
KPI7	Our digital system availability is above 99.89%	Updated quarterly	>99%	100%	100%
KPI8	Under development - new strategic KPI focused on GTC Scotland trust and confidence	TBC	-	-	-

* data for the quarter
** data for a rolling 12 month period

4. **Change and Improvement Programme Performance**

4.1 Our change and improvement work reflects the strategic aims and objectives set out in our Strategic Plan. The work is organised into a programme of projects to help us plan and deliver the work effectively. A prioritisation exercise is almost completed to ensure that our projects are appropriately sequenced, and resources targeted accordingly, in line with the assessed impact of the projects. Council should therefore anticipate some change in the next meeting cycle to this summary of our change and improvement work in light of our comprehensive prioritisation assessment. The following table summarises the current status of the various projects.

Code	Project	Stage	Previously reported RAG	Current RAG	Comments (amber and red only, or to explain status changes)
P002	Register Improvement	Initiation	n/a	G	Project Initiation Document (PID) in development.
P003	Operational Excellence	Execution	A	A	Phase one completed successfully. Recommendations from phase one integrated into relevant other projects with recommendations considered and 22% completed. Amber status allocated due to required resource competing with other projects. Path to green is resource prioritisation exercise and associated reframing of timelines in this and other resource-dependent projects.
P004	Fitness to Teach Rules	Execution	A	A	Amber due to the limitations of resource required and ongoing recruitment in Regulatory Investigations. Otherwise on track. Path to green is resource prioritisation exercise as well as completion of current recruitment and subsequent successful induction of new staff.
P005	Teacher Education	Execution	A	A	Project has started Phase 2 (accreditation policy and practice change). Initial engagement with key partners complete and next steps agreed by Education Committee. Accreditation database has been created and implemented. Path to green is completion of revised project plan.
P006	College Lecturer Registration	Execution	A	G	Ongoing registration work embedded in business as usual activity. Engagement with partners ongoing.
P011	Professional Codes	Execution	G	G	
P013	Professional Update Review	Execution	G	G	
P015	Customer Digital Experience	Execution	A	A	Resource for business requirement development being prioritised to ensure completion within required timescales. Critical path for delivery and resource risk means the project is under close monitoring. Path to green is resource prioritisation exercise and associated monitoring of timelines.

P020	SPS Withdrawal	Closure	G	G	
P021	Future Office	Execution	G	G	
P026	Data Review	Initiation	n/a	G	Project Initiation Document (PID) in development.
P027	Digital Skills and Applications	Closure	A	G	Digital skills requirements per role developed and implemented. Weekly bitesize digital learning communications commenced. Small number of remaining tasks to be completed to allow closure before end of 2024.
P028	Trusted Teaching and GTC Scotland Brand Refresh	Execution	R	A	Resource diverted to this project to allow it to be reset and replanned, ensuring clarity of output within clearly defined timescales. Path to green is resource prioritisation exercise and associated reframing of timelines in this and other resource-dependent projects.
P031	Disclosure Scotland Act 2020 Implementation	Initiation	A	G	Internal scoping of impact of known changes completed. External consideration of changes with others to discuss common issues and understanding of change.
P033	The Vault	Execution	A	R	Phase 1 (development and launch of process/procedure Vault) successfully completed in August. Limited progress since then due to required resource competing with other projects. Path to green is resource prioritisation exercise and associated reframing of timelines in this and other resource-dependent projects.
P034	DAS (Deduct at Source) Force	Closure	G	G	DAS process complete for 2024/25 registration fees. Project closure and lessons learned report complete. Project to move to 'Complete' status.
P014	Promoting Equality & Diversity within the Teaching Profession	Complete			
P018	Organisational Restructure	Complete			
P001	Registration Education	Pending	n/a	n/a	
P022	Policy Management	Pending	n/a	n/a	
P029	New Finance System	Pending	n/a	n/a	
P030	New Professional Standards and Codes	Pending	n/a	n/a	
P035	We Learn	Pending	n/a	n/a	
P036	Fee Force	Pending	n/a	n/a	
P037	Fitness to Teach Case Management System	Pending	n/a	n/a	

5. Risk Management

5.1 The scoring of our strategic risks has remained stable and consistent with what was reported through the Council's last meeting cycle. The explanation for this is set out within the Risk and Performance Assessment section below.

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Future	Status
Governance We fail to ensure effective and appropriate governance arrangements.	Minimal	High	Medium↔	Low	Treat
People We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	High	Medium↔	Medium	Treat
Financial Management We fail to manage our finances appropriately and effectively.	Minimal	High	Medium↔	Low	Treat
Legal Compliance We fail to ensure compliance with our legal responsibilities	Minimal	Medium	Medium ↔	Low	Treat
Technology We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	High	Medium ↔	Medium	Treat
Trust and Confidence We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	High	Medium↔	Very Low	Treat

5.2 Risk and Performance Assessment

5.2.1 We have assessed and summarised our performance against each of the six strategic risk themes, including areas of concern and corrective action underway or planned. The summary draws in project work, as well as our core operational and ongoing improvement activity.

5.3 Governance

5.3.1 Our governance arrangements have continued to be tested. Complaints management activity has continued impacting on a review of our service complaints procedure which we now anticipate bringing through an early 2025 Committee cycle. We are still experiencing attendance and engagement challenges across Council, Committees and Panels. Shadow trustee risk also remains under active management. We have now introduced a performance review process for Council and Panel members, and through Conveners Committee considered the schemes and policy frameworks that underpin our governance arrangements for review.

5.3.2 Fitness to Teach Panel member attendance/release issues have become particularly pronounced. The issue is being exacerbated because fitness to teach full hearings are demanding more hearing time. This is a result of increasing case complexity and the other factors explained in our Fitness to Teach Insight Report published earlier this year. At present we have a cluster of hearings to schedule each requiring 10 or more hearing days. Long hearings of this nature are very challenging for many of our teacher panel

members to be released to attend. The composition of Fitness to Teach Panels requires a registered teacher majority which has been the established GTC Scotland policy to date.

5.3.3   Scheduling of Fitness to Teach Panel hearings is under active management. An externally facilitated Council effectiveness review is planned for autumn 2025.

5.4   People

5.4.1   We have moved into a more settled and stable state since the restructure in April 2023 and have recently received the results of our annual staff engagement survey and, whilst we still need to consider the results in more detail and associated staff discussion is underway, they reinforce that good progress has been made and the organisation is heading in a positive direction.

5.4.2   The impact of recruitment activity and welcoming new team members has continued over the last quarter. Our turnover KPI remains slightly outside our target level which we attribute in large part to the residual impact of the restructure.

5.4.3   Focusing on our workforce planning and health and wellbeing strategy; as well as reviewing policies taking account of analysis of our data and legislative change are key areas of upcoming focus over this strategic planning period. Continuing to grow our leadership and management capability and expertise is also still in frame.

5.5   Financial Management

5.5.1   As reported at the last committee meeting and as the latest financial position shows, we remain in consistently strong financial position and have experienced a series of positive annual audits. How we are performing in this context has therefore not materially changed since the Committee's last meeting.

5.5.2   Financial planning is obviously a key focus through this council cycle as we set the budget for 2025/26 and determine the required registration fee level. Continuing to improve our planning and reporting will remain a key area of focus for us. Development of a new financial management KPI will be key in helping us see the progress we are making.

5.5.3   A planned review of our procurement and supplier management is overdue as other work has taken priority in our Delivery function. Through the prioritisation work that is in progress it is likely that this work will be de-prioritised for the time being to ensure focus on higher priority tasks.

5.5.4   As reported at the Committee's last meeting, reviewing our pension scheme arrangements requires to be planned at a suitable point in the future; as does planning for a new finance system which has also been de-prioritised for the present time and remains a pending project. Our Sustainability Strategy continues to guide our work generally in this context.

5.6   Legal Compliance

5.6.1   Finance and Corporate Services Committee considered a separate "deep dive" report in relation to our legal compliance through this meeting cycle. Our view is that due to the various factors explained in that report, our performance has not materially changed over the last quarter and nor has the risk status.

5.6.2   Our annual report on this topic summarised our legal compliance in the context of our unique constitutional and public identity, meaning that we have a higher compliance burden than many other organisations. Over the last decade we have seen this compliance burden increase significantly, with enhancements to data protection legislation, equality legislation and the incorporation of UNCRC. This together with

greater public engagement in compliance, particularly around information rights, continually increases our compliance considerations.

5.6.3   As we are also deemed to be a public authority in various pieces of legislation, notably the Freedom of Information (Scotland) Act 2002 and are listed as a Scottish public authority because of the public nature of the functions we perform, we are therefore subject to the terms of the legislation, in Schedule 1 of the Act. However, as Council is aware, we are not a public body as we are independent rather than part of Scottish Government structures and our core work is funded by registration fees.

5.6.4   This comprehensive report to committee summarised the main elements of our legal work and highlighted completed, ongoing and future work in this area to provide Committee with assurance of our legal compliance. It covered information governance – data protection and freedom of information, records management, registered charity requirements, other legislative requirements such as equalities and diversity and UNCRC, employment law and health and safety legislation as well as a summary of litigation. Our focused improvement work in this area was summarised along with the mitigations we have in place and some horizon scanning of potential developments in this area.

5.7   Technology

5.7.1   There is significant activity underway to enhance our technology in line with our Digital Strategy.

5.7.2   As reported, MyGTCS – our core digital product for registrants – is based on technology that is nearing end of life. We therefore have a critical path for delivery of a new MyGTCS platform by a drop-dead date of March 2026. The status of the associated project (Customer Digital Experience) is amber and this remains the key reason for the status of the strategic risk. The project is being closely monitored to ensure delivery and remains on track to date with a tender process recently successfully identifying a suitable digital development supplier and user engagement informing future direction.

5.7.3   A review of our technology and cyber security related policies is underway. Focused work is planned for 2025 to ensure our incident response arrangements are as clear as possible. This forms part of wider work planned to review and refresh our business continuity and disaster recovery planning. We plan to establish comprehensive digital product roadmaps to sit under our digital strategy ensuring digital products are kept up to date and lifecycle management plans are in place moving ahead.

5.7.4   A deep dive session on this risk is planned at Finance and Corporate Services Committee meeting cycle 4.

5.8   Trust and Confidence

5.8.1   Our performance in handling customer enquiries has been strong over the last quarter and we have therefore seen a marked improvement in the related KPI with us having exceeded the target set.

5.8.2   Whilst we have continued to reduce the overall fitness to teach caseload despite significant challenges and so far that positive trend continues, we are not yet meeting the case throughput KPI target that we have set. A range of corrective action is underway but, as noted against the Governance risk, panel member availability and attendance is presenting a particular barrier and is a factor over which we do not have direct control. The Fitness to Teach Rules Review project remains in progress and is on track with resource under careful monitoring. The fitness to teach process continues to attract interest and this

directly affects the information requests we receive.   The PRA Committee will consider the mid-year position at meeting cycle 4.

5.8.3   Information requests generally have continued to increase in number and complexity. Finance and Corporate Services Committee considered a deep dive focus on our legal compliance at this meeting cycle.

5.8.4   We know there is still work to do on increasing awareness and understanding of our role as a regulatory body and what regulation means. Our project on our brand is being reset and replanned. Website content requires reviewed and revised, for example, and our aged digital products (i.e. MyGTCS linked to MyPL) continue to cause some user frustration. We are carefully monitoring registration timescales with the number of qualified outside Scotland registration applications appearing to be dropping to below our initial assumed level (1000 per year) following the registration assessment fee increase. We are seeing improvement in our registration timelines.

5.8.5   Corrective action is underway in the process we use for assessing qualified outside Scotland registration applications with an in-depth analysis of how our process currently operates so we can identify what might make it more efficient planned for early 2025. Education committee focused specifically on our accreditation work of teacher education this meeting cycle as we progress our project in this area (Teacher Education). There is considerable interest in teacher education at present, particularly from the Scottish Government led by the Cabinet Secretary and aligning our work to national developments in this context will be critical.

5.8.6   As part of helping enhance our stakeholder engagement and improve understanding of our role across our core functions, we held our first Annual Teacher Employer Conference in late September. This was well attended with good post-event feedback provided. Over September and October, our role was referenced in every meeting of the Scottish Parliament's Education, Children and Young People Committee as they took evidence from a variety of people in relation to the Education Bill at Stage 1. Input from a MSP about our role in two of these sessions demonstrates some evidence of the impact of our focused engagement work with MSPs.

5.8.7   Balancing all the factors explained together with ongoing Education Reform and contextual issues impacting on teaching, we have assessed the risk scoring for this risk to remain the same as the last reporting period. Whilst there has been strong performance and improvement in some aspects, there is still a range of corrective action required to treat this risk.

5.8.8   As previously intimated, our development of a suitable KPI that helps us track and measure our overarching trust and confidence performance will be very important in sharpening evaluation of our performance in this context. We plan to develop and introduce such a KPI for 2025/26 and discussion at this Council's learning session will helpfully inform that work.

6.   Implications

6.1   Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2   Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal

structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3   Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4   Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5   Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6   Stakeholder Engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7   Recommendations

7.1   To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

Chief Executive and Registrar's Report
Council
28 February 2025

Session	Private Session
Action required	For discussion and approval
Author	Pauline Stephen, Chief Executive and Registrar
Purpose	To provide performance and risk information which: • Outlines our current performance and risk • Highlights any areas of concern • Summarises any corrective action required • Provides overall assurance of effective operational management
Recommendations	• To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly. • To discuss preferred strategic KPI reporting for strategic year 2025 to 2026. • To consider introduction of a new KPI5 to measure our performance against budgeted operating expenditure as per section 3.2. • Note progress in relation to development of KPI8 as per section 3.3.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	• Advise and make recommendations to Council on GTC Scotland's risk management and audit arrangements to provide assurance of operational management and delivery as well as legal compliance • Assure Council that GTC Scotland is managed and run by the Chief Executive effectively and responsibly • Assure Council that GTC Scotland is performing against its strategic plans and performance indicators
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	Substantive content on Finance and Corporate Services Committee agenda but not discussed due to time constraints
Appendices	None

1. **Executive Summary**

1.1 This report outlines our current organisational performance and risk - how well we are delivering our work and managing risk. It summarises our strategic risks, how we are performing against our performance indicators, highlights any areas of concern and identifies any associated corrective action. The report aims to provide assurance that we are working effectively, in line with our legislative framework and strategic plan.

2. Assurance Reporting

2.1 Our performance is reported through all of our committees and on to Council. By way of reminder, alongside the summaries in this report, there are opportunities for "deep dive" sessions in specific areas throughout the year as detailed below.

Assurance Report/Deep Dive Opportunity	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance and Risk	Quarterly at each cycle	FCS	All
Chief Executive Officer and Registrar Report	Quarterly at each cycle	Council	All
Governance	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Fitness to Teach	Annual and Mid-year	PRA	Cycle 2 and Cycle 4
Registration	Annual	Education	Cycle 2
Audit	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Teacher Education Programme Accreditation	Annual	Education	Cycle 3 (4 in 24/25)
Technology	Annual	FCS	Cycle 4

3 Performance Indicators

3.1 Our current performance against each KPI is summarised in the table below, appropriate to where we are in the year.

Figures marked * show data for the quarter. Figures marked ** show data related to a rolling 12 month period. Figures marked 'Y' show the year to date position where that is available.

KPI Code	KPI Content	Frequency of Update	2023-2024 Previously Reported Position (1 Apr 2023 to 31 Mar 2024)	2024-25 Previously Reported Position Quarter 1 (1 Apr 2024 to 30 Jun 2024)	2024-25 previously reported Position Quarter 2 (to 30 Sept 2024)	2024-25 Position Quarter 3 (to 31 Dec 2024)
KPI1	We resolve 80% of enquiries within seven calendar days of receipt	Updated quarterly	72%	77%*	87%*	91%* Y=83%
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly	77%	63%	87%	93%*
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly	68%		74%	76%* Y= 75%
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly	>80%		94%	

KPI	Description	Frequency				
KPI5	Proposed below – replacement KPI focused on GTC Scotland financial management	TBC	-	-	-	-
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly	16%		16%**	
KPI7	Our digital system availability is above 99.89%	Updated quarterly	>99%	100%	100%	100%* Y = 100%
KPI8	Under development - new strategic KPI focused on GTC Scotland trust and confidence	TBC	-	-	-	-

* data for the quarter
** data for a rolling 12 month period
Y year to date

3.2 In line with the Finance and Corporate Services Committee previous decision to reframe KPI5 it is proposed that we measure our performance against budgeted operating expenditure. This measure focuses on the accuracy of our financial planning. During the year we will measure our quarterly forecast against the full-year budget. At the year-end we will measure our actual operating expenditure (per P12 management accounts) against the full year budget. Our target for 2025-26 is less than 5% with the aim of reducing this target over the remainder of the strategic plan as the accuracy of our financial planning and forecasting improves.

3.3 Development of the trust and confidence KPI (KPI8) is in progress with the intention it is introduced for the next reporting year. It will look different to other strategic KPIs in that it will encompass a number of initiatives across the organisation (such as website and newsletter traffic, event participation, parliamentary references and survey responses) rather than one thing. It will measure the alignment of our stakeholder engagement with our strategy so that we can see whether our engagement activities are focused on the most relevant and impactful stakeholders and whether our engagement approach is tailored to specific stakeholder needs and interests. We are currently assessing how we gather the various strands of data required to implement the new KPI.

3.4 As indicated at the last Council meeting, we will consider options for our strategic KPIs for the next reporting year now that we are in the process of implementing greater scope of operational KPIs that will sit underneath them. These will be brought forward through the next meeting cycle. Benchmarking of organisations similar to us took place at the point of introducing our current strategic KPIs. It would be helpful for Council to discuss any preferences for strategic KPI reporting to help inform this work.

4.   Change and Improvement Programme Performance

4.1   Our change and improvement work reflects the strategic aims and objectives set out in our Strategic Plan. The work is organised into a programme of projects to help us plan and deliver the work effectively. A prioritisation exercise has been completed to ensure that our projects are appropriately sequenced, and resources targeted accordingly, in line with the assessed impact of the projects. The following table reflects this comprehensive prioritisation assessment and summarises the current status of the various projects.

Code	Project	Stage	Previously reported RAG	Current RAG	Comments (amber and red only, or to explain status changes)
P002	Register Improvement	Pending	G	N/A	Reprioritised and moved to pending status – now scheduled for January 2027. Informed further by project P0015.
P003	Operational Excellence	Complete	A		Recommendations from phase one integrated into relevant other projects. Future change to be implemented through Change Governance process and business as usual activity.
P004	Fitness to Teach Rules	Execution	A	G	This is current priority activity. Conducted reprioritisation activity and accelerated recruitment to bring this into green status.
P005	Teacher Education	Execution	A	G	Phase 2 on this project is in train (accreditation policy and practice change) and in line with considerations at cycle 3's education committee.
P006	College Lecturer Registration	Execution	G	G	Ongoing registration work embedded in business as usual activity. Engagement with partners ongoing.
P011	Professional Codes	Closure	G	G	Closure report being prepared for consideration at February SLT. Re-published digital COPAC now live.
P013	Professional Update Review	Pending	G	N/A	SCEL and GTCS funded research due to report Spring 2025. Planned activity likely to take place 26/27 in line with consideration of research recommendations and aligned to prioritisation activity.
P015	Customer Digital Experience	Execution	A	A	At final stage of contract signature with the supplier so project remains at amber. Following signature path to green is working with new supplier in line with closely monitored timelines.

P020	SPS Withdrawal	Complete	G		Closure report considered at SLT. Main learning relating to process we require to undertake on entering any externally funded arrangement are clearly defined to ensure clarity about contract, exit planning, etc.
P021	Future Office	Execution	G	G	External evaluation of Clerwood House undertaken and focused report presented to FCS committee in February 2025. Further work commencing.
P026	Data Review	Initiation	G	G	Project Initiation Document (PID) for stage 1 of this project is completed. Prioritisation activity begun as a high priority project.
P027	Digital Skills and Applications	Complete	G		Completed project and closure report has been considered. Ongoing activity moving into business as usual activity and aligned to individual employee learning and development review arrangements.
P028	Trusted Teaching and GTC Scotland Brand Refresh	Execution	A	A	Path to green is the finalisation of the refocused project plan and agreement of final project scope. Council member discussion related to GTCS communications and stakeholder engagement informing.
P031	Disclosure Scotland Act 2020 Implementation	Initiation	G	G	Awaiting further updates from Disclosure Scotland, project is green related to the information we currently are aware of. Internal workshop took place in January re. changes to 5 year renewal scheme and our influence.
P033	The Vault	Execution	R	A	Resource prioritisation undertaken. Path to green is finalisation of timeline planning and mapping of where all work aspects from this project sit across other projects and packages of work.
P034	DAS (Deduct at Source) Force	Complete	G		Completed project, learning now embedded in business as usual activity.
P014	Promoting Equality & Diversity within the Teaching Profession	Complete			This project closed following the conclusion of funding from the Scottish Government related to agreed outputs in line with funding agreement. Closure report provided to Scottish Government with recommendations for actions by partners and with core aspects of work embedded in our ongoing work and planning.
P018	Organisational Restructure	Complete			Full organisational structure implemented in April 2023 following comprehensive programme of planning, consultation and policy development. Project closure conducted with external support and lessons learnt embedded into organisational change management.
P001	Registration Education	Pending	N/A		

P022	Policy Management	Removed	N/A		This work is now being undertaken as a focused piece of work out with our project arrangements as clear definition of the scope of this work identified it as an improvement work package
P029	New Finance System	Pending	N/A		
P030	New Professional Standards and Codes	Pending	N/A		
P035	We Learn	Removed	N/A		This work is now being undertaken as a focused piece of work out with our project arrangements. Definition of the scope of this work highlighted the requirement of taking it forward as part of business as usual activity and an improvement work package.
P036	Fee Force	Pending	N/A		
P037	Fitness to Teach Case Management System	Pending	N/A		

5   Risk Management

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Change since last reporting period	Future	Status
Governance We fail to ensure effective and appropriate governance arrangements.	Minimal	21 High	17 Medium↔	Maintained	8 Low	Treat (Spring 2026)
People We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	23 High	14 Medium↔	Maintained	13 Medium	Treat (Autumn 2025)
Financial Management We fail to manage our finances appropriately and effectively.	Minimal	25 High	5 Very low	Reduced	8 Low	Tolerate (N/A)
Legal Compliance We fail to ensure compliance with our legal responsibilities	Minimal	20 High	16 Medium ↔	Maintained	8 Low	Treat (Spring 2026)
Technology We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	24 High	18 Medium ↔	Maintained	13 Medium	Treat (Autumn 2025)
Trust and Confidence We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	24 High	13 Medium↔	Maintained	5 Very Low	Treat (no date as anticipated this is always at Treat status)

5.1 The scoring of our strategic risks has remained stable and generally consistent with what was reported through the Council's last meeting cycle, with the exception of Financial Management. The explanation for this is set out within the Risk and Performance Assessment section below.

Likelihood

Impact	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
5. Critical	15 Medium	19 Medium	22 High	24 High	25 High
4. Major	10 Low	14 Medium	18 Medium	21 High	23 High
3. Moderate	6 Very Low	9 Low	13 Medium	17 Medium	20 High
2. Minor	3 Very Low	5 Very Low	8 Low	12 Low	16 Medium
1. Insignificant	1 Very Low	2 Very Low	4 Very Low	7 Low	11 Low

5.2   Risk and Performance Assessment

We have assessed and summarised our performance against each of the six strategic risk themes, including areas of concern and corrective action underway or planned. The summary draws in project work, as well as our core operational and ongoing improvement activity. In addition, core Council Member briefing information has been included in highlight boxes.

5.3   Governance

As previously reported our governance arrangements have continue to be tested and actions that would materially affect this risk scoring remain to be completed, in part this is linked to staff resource which is in the process of being addressed.   Complaints management activity has continued.

We are still experiencing attendance and engagement challenges across Council, Committees and Panels. A Fitness to Teach learning programme for 2025 is now established and has been shared with panel members. There has been a concentrated focus on hearing scheduling with 7 full hearings totalling 40 days, 4 procedural hearings and 5 panel meetings planned to be held before July 2025.

Shadow trustee risk also remains under active management. Conveners committee considered the first output of our newly introduced performance review process for Council and Panel members. An externally facilitated Council effectiveness review is planned for autumn 2025.

A review of all governance schemes and policies has begun – this is an involved piece of work that will run into 2027.

Following a resource analysis, and as indicated as part of the legal compliance report presented at the last cycle, recruitment is underway for posts to our legal and governance function. This aims to bring greater resilience to an area of our organisation that has been experiencing sustained and complex demand.

The timing of the correction actions underway means that we are aiming to achieve the target level in spring 2026.

5.4   People

Careful monitoring of staff turnover remains with this moving slightly out with our target range. We are also actively monitoring staff absence which is currently higher than our target range. This is why this risk scoring remains at the level reported through the last meeting cycle.

We have further analysed the results of our staff engagement survey, and this has helped us prioritise work in this context. As we reported through the cycle, the results indicate that good progress has been made and that the organisation is heading in a positive direction.

We are making progress in reviewing our induction programme for new staff and putting in place a refreshed plan for organisational learning both as focused and targeted pieces of work for September 2025.

Workforce planning activity will happen over this summer where we will further consider our future staffing needs and how this informs current recruitment and retention arrangements.

Later this year our plan is to review our recruitment practices as we anticipate our focus on recruitment activity will have entered a more settled state by then.

The plans for these corrective actions means that the risk is currently anticipated to hit our target level in autumn this year.

5.5   Financial Management

Approval of the increases to the annual registration fee until the end of this strategic planning period has reduced the impact of this risk. The approach taken ensures sufficient reserves until consideration of our new strategic plan beginning in 2028. For these reasons, the risk score has been reduced since the last cycle.

As indicated earlier in this paper, following Finance and Corporate Committee's request to further consider our KPI reporting in relation to our financial management, we have proposed that KPI5 is reframed to measure our performance against budgeted operating expenditure.   This measure focuses on the accuracy of our financial planning.   During the year we will measure our quarterly forecast against the full-year budget. At the year end we will measure our actual operating expenditure (per P12 management accounts) against the full year budget.

5.6   Legal Compliance

This area was subject to a separate "deep dive" report at the last cycle which detailed where we are and corrective action planned and underway to address our legal compliance risk. Our view is that due to the various factors explained in that report, our performance has not materially changed over the last quarter and nor has the risk status. The team requires additional resource in order to move into the more proactive work that will address the risk issues identified; and the Data Review Project requires to progress. The recruitment is underway (as mentioned earlier) with a target end date of May. We believe that corrective actions reducing the net risk score will realistically be achieved once new resource is in place and embedded in around spring 2026.

5.7   Technology

This risk area was subject to a separate 'deep dive' report this cycle which detailed where we are and action underway. Our view is that due to the various factors explained in that report, our performance has not materially changed over the last quarter and nor has the risk status. It is anticipated that this risk score will be reviewed once the key contract has been signed for the P015 project and following the planned update of our business continuity arrangements as well as the cyber incident response plan and disaster recovery plan.

Highlight – A New MyGTCS

We are developing a new MyGTCS platform for registrants. This important work is driven by our Customer Digital Experience project (P015) which will improve the digital service experience for all users.

Our external-facing digital products and services are now very dated with many usability issues and resulting frustrations and reputational risk. This project will address these known issues and take forward phased improvement work that, using user-centred service design principles, will modernise the entire registrant digital journey and improve trust and confidence in our digital services.

We have engaged with users in this development with the aims to:

- consolidate products into one platform with one consistent experience across the whole registrant journey.

- provide a universal professional learning tool that is used to collect and document evidence against the Standards throughout provisional and full registration.

In practice this means that the different look, feel and use of the current MyGTCS, MyPL and provisionally registered profile systems will all be incorporated into one MyGTCS platform. Teachers, whatever their status of registration will control who they share aspects of their information with. This will necessitate some practical changes to advice given to provisionally registered teachers and guidance is being developed for them as well as those who support them. Engagement has started with key stakeholders.

We are developing and releasing iterations of the new MyGTCS platform to controlled groups of users in a staged process, which allows us to be fully agile in our approach and manage risk more effectively. This is referred to as a minimal viable product (MVP) approach where we will develop the minimum functionality required for the first release of the new MyGTCS (MVP1) and continue to develop further functionality for a second release (MVP2). This process also allows us to be user centred in our approach, where we will gather user feedback from MVP1 and address any user experience issues for MVP2.

The first version of the minimal viable product (MVP1) will include all current MyGTCS functionality (considering all users) and a profile that allows users to evidence that they meet the Standard for Full Registration. MVP1 will be released to provisionally registered teachers only in August 2025 – by targeting a smaller, controlled group for the first release, we can learn from users and improve as required before we release to all registrants. It allows us to test and refine with a smaller group, which lowers risk and can provide cost savings. Fully registered users would continue to use the legacy (existing) MyGTCS and MyPL platforms during this time.

The second version of the MVP (MVP2) is being targeted for release in early 2026. It will bring in functionality for professional update and see us transitioning all fully registered users from the old MyGTCS and MyPL platforms to the new MyGTCS platform. We will also release Search the Register functionality on the new platform and create portal access for employers to use this functionality.

A further stage will see applications for registrations being built into the new platform, consolidating all digital services into one platform. A showcase of the new system is planned for Council Members in June.

5.8 Trust and Confidence

We have identified that it is likely that this risk will always remain in a treat category given the scope and range of what it covers.

As previously indicated above, work is in development to introduce an eighth KPI for next strategic planning period. The establishment of this will support fuller analysis of the risk score and help us evaluate our performance.

Significant work has taken place to deepen our stakeholder analysis and associated engagement plans. Specific engagement activity has also been mapped to MyGTCS development.

We have established a time-limited working group with Education Scotland. The purpose of this work is to better ensure clarity of our respective roles and responsibilities and how we work together. What this means in practice is that we will identify resources we have generated in the past that may be best described as professional learning materials and consider whether Education Scotland is better placed as the national education body responsible for curriculum and professional learning to own and take forward. Seeing this development from the point of view of the teacher would mean that it is clearer where Education Scotland's jurisdiction as the national professional learning provider starts and finishes and how it aligns with our role in regulation, remembering that regulation also means educating about and championing teaching standards. This would then allow us to focus on the development of advice and other materials that better support speaking up for high standards. This in turn helps to ensure clarity of our role and therefore trust and confidence in what we do and how we do it.

Highlight: 60 years of a Teaching Profession

This spring we will issue our final Teaching Scotland magazine as we move into our new Blog and enhanced newsletter strategy. This will be a commemorative edition which also serves to celebrate 60 years of a teaching profession.

In June we then intend to issue specific communications in relation to our anniversary. This will take the form of a short video input and associated written material to foster as much engagement as possible. The content for these will be shaped from our 'asks' in the interests of trusted teaching in the context of a forthcoming Scottish election (a paper on which is to be considered at this Council). Feedback from registrants is helping develop this through a recent newsletter poll. This will be complemented by our new approach to newsletters which will see content targeted across four newsletters – registrants, school leaders, partners and politicians. Alongside focused Blog input on aspects of our role and work this aims to align our external communications to trusted teaching and a trusted GTC Scotland.

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6. Implications

6.1 Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3 Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4 Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5   <u>Sustainability Implications</u>

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6   <u>Stakeholder Engagement</u>

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7   Recommendations

7.1   To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

7.2   To discuss preferred strategic KPI reporting for strategic year 2025 to 2026.

7.3   To consider introduction of a new KPI5 to measure our performance against budgeted operating expenditure as per section 3.2.

7.4   Note progress in relation to development of KPI8 as per section 3.3.

Chief Executive and Registrar's Report
Council
11 June 2025

Session	Public Session
Action required	For discussion and approval
Author	Chief Executive and Registrar
Purpose	To provide performance and risk information which: • Outlines our current performance and risk • Highlights any areas of concern • Summarises any corrective action required • Provides overall assurance of effective operational management
Recommendations	• To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly. • Discuss and note strategic key performance indicator (KPI) information for 1 April 2024 - 31 March 2025. • On the recommendation of the Finance and Corporate Services Committee approve the proposals contained in appendix one for preferred strategic KPI reporting for strategic year 2025 to 2026.
Relevant Committee / Council Function(s) and Delegated Responsibilities (from Standing Order and Committee Scheme)	• Advise and make recommendations to Council on GTC Scotland's risk management and audit arrangements to provide assurance of operational management and delivery as well as legal compliance • Assure Council that GTC Scotland is managed and run by the Chief Executive effectively and responsibly • Assure Council that GTC Scotland is performing against its strategic plans and performance indicators
Equality Impact or Data Impact Assessment required	No
Considered by Committee(s)	None
Appendices	Strategic Performance Summary – 25/26 Proposal

1   Executive Summary

1.1   This report outlines our current organisational performance and risk - how well we are delivering our work and managing risk. It summarises our strategic risks, how we are performing against our performance indicators, highlights any areas of concern and identifies any associated corrective action. The report aims to provide assurance that we are working effectively, in line with our legislative framework and strategic plan.

1.2   This report also sets out the proposed strategic KPIs for 2025-2026 supported by enhanced operational KPI data.

1.3   Council also has a deep dive opportunity at this meeting to discuss our audit plan and also to discuss our financial position at 31 March 2025 as part of separate agenda items.

2   Assurance Reporting

2.1   Our performance is reported through all of our committees and on to Council. By way of reminder, alongside this report, there are opportunities for "deep dive" sessions in specific areas throughout the year as detailed below. We have recently introduced an annual report on our work related to Teaching Standards.

Assurance Report/Deep Dive Opportunity	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	FCS & Council	All
Performance and Risk	Quarterly at each cycle	FCS	All
Chief Executive Officer and Registrar Report	Quarterly at each cycle	Council	All
Governance	Annual	Conveners	Cycle 1
Audit Plan	Annual	FCS & Council	Cycle 1
Teaching Standards	Annual	Education	Cycle 1
Fitness to Teach	Annual and Mid-year	PRA	Cycle 2 and Cycle 4
Registration	Annual	Education	Cycle 2
Audit	Annual	FCS & Council	Cycle 2
Annual Report & Accounts	Annual	FCS & Council	Cycle 2
People	Annual	FCS	Cycle 2
Legal Compliance	Annual	FCS	Cycle 3
Teacher Education Programme Accreditation	Annual	Education	Cycle 3 (4 in 24/25)
Technology	Annual	FCS	Cycle 4

3   Performance Indicators

3.1   Our 2024-2025 performance against each KPI is summarised in the table below.

Figures marked * show data for the quarter. Figures marked ** show data for two quarters. Figures marked *** show data related to a rolling 12 month period. Figures marked 'Y' show the year to date position.

KPI Code	KPI Content	Frequency of Update	2023-2024 previously reported position (1 Apr 2023 to 31 Mar 2024)	2024-25 position Quarter 1 (1 Apr 2024 to 30 Jun 2024)	2024-25 position Quarter 2 (to 30 Sept 2024)	2024-25 position Quarter 3 (to 31 Dec 2024)	2024-25 position Quarter 4 (to 31 Mar 2025)	**2024-2025 Full year position (1 Apr 2024 to 31 Mar 2025)**
KPI1	We resolve 80% of enquiries within seven calendar days of receipt	Updated quarterly	72%	77%*	87%*	91%* Y = 83%	91%* Y = 85%	**Y = 85%**
KPI2	We decide on 95% of registration applications within three months of the completed application date	Updated quarterly	77%	Y = 63%	93%* Y= 87%	93%*	92%*	**Y = 91%**
KPI3	We conclude 80% of Fitness to Teach cases within 15 months of referral	Updated six monthly	68%		Y = 74%	76%* Y = 75%	78%* Y = 76%	**Y = 76%**
KPI4	Our Fitness to Teach process engagement is 80%	Updated six monthly	>80%		94%		90%** Y = 92%	**Y = 92%**
KPI5	Reframed KPI agreed at February 2025 Council for 2025-26. 2024-25 KPI – Our financial outturn is within 5% of budget	-	-	-	-	-	-	-
KPI6	Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	Updated six monthly	16%		16%***		18%***	**Y = 18%**
KPI7	Our digital system availability is above 99.89%	Updated quarterly	>99%	100%	100%	100%* Y = 100%	99.9%* Y = 99.97%	**Y = 99.97%**

KPI8	Under development - new strategic KPI focused on GTC Scotland trust and confidence	-	-	-	-	-	-	-

* data for the quarter
** data for two quarters
*** data for a rolling 12 month period
Y year to date

3.2   In February 2025 Council agreed to reframe KPI5 to measure our performance against budgeted operating expenditure moving forward. This reframed measure focuses on the accuracy of our financial planning. During the year we will measure our quarterly forecast against the full-year budget. At the year end we will measure our actual operating expenditure (per P12 management accounts) against the full year budget. Our target for 2025-26 is less than 5% with the aim of reducing this target over the remainder of the strategic plan as the accuracy of our financial planning and forecasting improves.

3.3   Development of the trust and confidence KPI (KPI8) has progressed with the intention it is introduced for reporting year 25/26 as a strategic key performance indicator. This proposal is outlined in appendix 1, gathering together the various strands of data required to implement the new KPI.

3.4   As indicated at the last Council meeting, we have refined and refreshed the strategic KPIs for the next reporting year now that we are in the process of enhancing operational KPIs that will inform them.

4.   Change and Improvement Programme Performance

4.1   Our change and improvement work reflects the strategic aims and objectives set out in our Strategic Plan. The work is organised into a programme of projects to help us plan and deliver the work effectively. A prioritisation exercise has been completed to ensure that our projects are appropriately sequenced, and resources targeted accordingly, in line with the assessed impact of the projects. The following table reflects this comprehensive prioritisation assessment and summarises the current status of the various projects.

Code	Project	Stage	Previously reported RAG	Current RAG	Comments (amber and red only, or to explain status changes)
Live projects					
P004	Fitness to Teach Rules	Execution	Green	Amber	This is current priority activity. The recently conducted reprioritisation activity and accelerated recruitment brought this project back to green status for the previous committee reporting period however the publication of the PSA report, and the associated focus required on stakeholder engagement and communication management mean that the reported position is amber. Path to green is to take forward all aspects of planned stakeholder engagement and communication management.
P005	Teacher Education	Execution	Green	Green	This project is in train (accreditation policy and practice change) and has been being considered in line with education committee cycles.
P006	College Lecturer Registration	Execution	Green	Green	Ongoing registration work embedded in business-as-usual activity. Engagement with partners ongoing.
P015	Customer Digital Experience	Execution	Amber	Amber	This is current priority activity. Contract in place with the supplier and development is being taken forward in line with closely monitored timelines. An increased requirement for additional stakeholder engagement and communications means this project remains at amber. The path to green is the focus required on stakeholder engagement and communication management.
P021	Future Office	Execution	Green	Green	External evaluation of Clerwood House undertaken and focused report presented to FCS committee in February 2025 recommending reprioritisation of an activity into next strategic plan and recognition of pension arrangement review dependency. Following committee consideration a further update paper is presented to FCS committee this cycle with recommendation to allocate a focused discussion session on this topic.
P026-01	Data Review - Data Capture and Catalogue	Execution	Green	Amber	This project is amber due to it being overdue as the work has been bigger and more complex than anticipated. The path to green is a remapped timeline.

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P028	Trusted Teaching and GTC Scotland Brand Refresh (Brand Identity)	Execution	🟧	🟩	Refocused project plan has been completed after agreement of final project scope, informed by previous Council member discussion. Work being taken forward as per planned timescales using a milestone and sprint approach.
P031	Disclosure Scotland Act 2020	Execution	🟩	🟩	Successful implementation of required GTC Scotland changes to processes, procedures and communications to account for Disclosure Scotland's implementation of Phase 1 of Disclosure (Scotland) Act 2020. No updates have been provided by Disclosure Scotland about proposed future changes, this situation is being monitored and may result in future status change for this project.
P033	The Vault	Execution	🟧	🟧	This project is now temporarily paused to allow resource to be focused on high priority projects.
Pending or Future Start Projects					
P001	Registration Education	Pending	n/a	n/a	
P002	Register Improvement	Pending	n/a	n/a	Reprioritised and moved to pending status – now scheduled for January 2027. Informed further by project P015.
P013	Professional Update Review	Pending	n/a	n/a	SCEL and GTCS funded research due to report Spring 2025. Planned activity likely to take place 26/27 in line with consideration of research recommendations and aligned to prioritisation activity.
P026-02	Data Review – Data Governance	Pending	n/a	n/a	
P026-03	Data Review – Data Improvement	Pending	n/a	n/a	
P029	New Finance System	Pending	n/a	n/a	
P036	Fee Force	Pending	n/a	n/a	
P037	Fitness to Teach Case Management System	Pending	n/a	n/a	
P030	New Professional Standards and Codes	Pending			
P032	Instrumental Music Instructors	Pending			
Completed or Removed Projects					
P003	Operational Excellence	Complete	🟦	🟦	Recommendations from phase one integrated into relevant other projects. Future change to be implemented through Change Governance process and business as usual activity.
P011	Professional Codes	Complete	🟩	🟦	Completed project and closure report has been considered. Re-published digital COPAC now live.

P014	Promoting Equality and Diversity within the Teaching Profession	Complete			This project closed following the conclusion of funding from the Scottish Government related to agreed outputs in line with funding agreement. Closure report provided to Scottish Government with recommendations for actions by partners and with core aspects of work embedded in our ongoing work and planning.
P018	Organisational Restructure	Complete			Full organisational structure implemented in April 2023 following comprehensive programme of planning, consultation and policy development. Project closure conducted with external support and lessons learnt embedded into organisational change management.
P020	SPS Withdrawal	Complete			Closure report considered at SLT. Main learning relating to process we require to undertake on entering any externally funded arrangement are clearly defined to ensure clarity about contract, exit planning, etc.
P022	Policy Management	Removed			This work is now being undertaken as a focused piece of work out with our project arrangements as clear definition of the scope of this work identified it as an improvement work package
P027	Digital Skills and Applications	Complete			Completed project and closure report has been considered. Ongoing activity moving into business-as-usual activity and aligned to individual employee learning and development review arrangements.
P034	DAS (Deduction at Source) Force	Complete			Completed project, learning now embedded in business-as-usual activity.
P035	We Learn	Removed			This work is now being undertaken as a focused piece of work out with our project arrangements. Definition of the scope of this work highlighted the requirement of taking it forward as part of business-as-usual activity and an improvement work package.

5. Risk Management

5.1 Regular review has seen the net risk of two of our strategic risks – people and trust and confidence - increase since last Council cycle. The explanation for this is set out within the Risk and Performance Assessment section below.

Strategic Risk	Risk Appetite	Gross Risk	Net Risk	Change since last reporting period	Future	Status
Governance We fail to ensure effective and appropriate governance arrangements.	Minimal	21 High	17 Medium	Maintained	8 Low	Treat (Spring 2026)
People We fail to ensure that we recruit / appoint / engage and retain the right people.	Cautious	23 High	18 Medium	Increased	13 Medium	Treat (Autumn 2025)
Financial Management We fail to manage our finances appropriately and effectively.	Minimal	25 High	5 Very low	Maintained	8 Low	Tolerate (N/A)
Legal Compliance We fail to ensure compliance with our legal responsibilities	Minimal	20 High	16 Medium	Maintained	8 Low	Treat (Spring 2026)
Technology We fail to ensure our digital infrastructure is safe and secure for today and the future.	Cautious	24 High	18 Medium	Maintained	13 Medium	Treat (Autumn 2025)
Trust and Confidence We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	Averse	24 High	17 Medium	Increased	5 Very Low	Treat (no date as anticipated this is always at Treat status)

Impact \ Likelihood	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
5. Critical	15 Medium	19 Medium	22 High	24 High	25 High
4. Major	10 Low	14 Medium	18 Medium	21 High	23 High
3. Moderate	6 Very Low	9 Low	13 Medium	17 Medium	20 High
2. Minor	3 Very Low	5 Very Low	8 Low	12 Low	16 Medium
1. Insignificant	1 Very Low	2 Very Low	4 Very Low	7 Low	11 Low

5.2 Risk and Performance Assessment

We have assessed and summarised our performance against each of the six strategic risk themes, highlighting areas of concern and corrective action underway or planned. The summary draws in project work, as well as our core operational and ongoing improvement activity.

5.3   Governance

In line with previous reporting our governance arrangements continue to be tested and actions that would materially affect this risk scoring remain to be completed, in part this is linked to staff resource which has been addressed through recruitment.

Complaints management activity has continued. A new complaints handling procedure is under development and subject to Council approval this cycle.

Shadow trustee risk also remains under active management with the establishment of a lobbying register in planning. A review of all governance schemes and policies is underway– this is an involved piece of work that will run into 2027 but with updates starting from the end of this year with the review of the Member Expenses and Compensation Policy. An externally facilitated Council effectiveness review is planned for autumn 2025.

Recruitment has recently completed for additional posts to our legal and governance function. This resource has been required for the reasons set out in the legal compliance report earlier this year. The new postholders are in the process of induction.

The timing and predicted impact of the correction actions underway means that we are aiming to achieve the target level in spring 2026.

5.4   People

Careful monitoring of staff turnover remains with this moving slightly out with our target range. We have undertaken an annual review of this information and have increased the net risk score of this strategic risk as a result. This is mainly to do with the higher than anticipated staff absence for reasons related to stress and/or workload concerns.

We have further analysed the results of our staff engagement survey and this has helped us prioritise work in this context. We have recently internally communicated about the work we have focused on as a result of feedback.

We are making progress in reviewing our induction programme for new staff and putting in place a refreshed plan for organisational learning both as focused and targeted pieces of work for September 2025. Our annual staff conference took place in May which provided an opportunity to recognise our organisational progress, set our plans for the year ahead and celebrate successes.

Focused workforce planning activity launches in June   where we will further consider our future staffing needs and how this informs current recruitment and retention arrangements.

Later this year our plan is to review our recruitment practices as we anticipate our focus on recruitment activity will have entered a more settled state by then.

Work on a staff health and wellbeing strategy and enhanced absence management training and support for managers is planned for autumn.

The plan for these corrective actions means that the risk is currently anticipated to hit our target level in autumn this year.

5.5   Financial Management

Approval of the increases to the annual registration fee until the end of this strategic planning period reduced the impact of this risk meaning it achieved our target range by the last committee cycle. This position is unchanged.

From 1 April we have implemented the refreshed KPI5 that committee considered through the last meeting cycle which focuses on the accuracy of our financial planning. We will start reflecting this measure in our reporting from the next cycle.

5.6   Legal Compliance

As noted at section 5.3 above, resource in this area has recently been enhanced and once embedded, it will be possible to start to complete the corrective actions identified. Given that the small team has continued to be pulled into reactive information governance work and litigation meaning proactive work remains outstanding, the risk status has not materially changed over the last quarter. We believe that corrective actions reducing the net risk score will realistically be achieved in around spring 2026.

5.7   Technology

This risk area was subject to a separate 'deep dive' report through the last committee cycle. We are close to completing work to review our organisational resilience arrangements (business continuity, cyber incident and disaster recovery plans particularly) which has been an area of deep focus over the first part of 2025. The key contract for the P015 project has been signed but that project remains at amber due to emerging stakeholder engagement requirements. This risk score will be reviewed following the planned update of resilience arrangements before summer and then as we draw close to the first rollout of the new MyGTCS (scheduled for August).

5.8   Trust and Confidence

As outlined earlier in this paper, we have worked on developing an eighth KPI for introduction from this financial year and it is presented today for Council's approval. The establishment of this will support fuller analysis of the trust and confidence risk score and help us evaluate our performance. We are working on developing a more refined way of reporting on our performance and risk to introduce alongside this new KPI, including plotting milestones to track progress.

As a headline point, we have increased the score for this risk because we believe the likelihood factor has increased in light of the publication of the Professional Standards Authority (PSA) report on their review of our fitness to teach conduct process. We commissioned this review as we wanted thorough scrutiny and challenge of how we do this work so we can make meaningful improvement as part of the review of our Fitness to Teach Rules project (P004). We expected to hear an objective view from the PSA of where any weaknesses in the process are and what we should consider doing to improve them. Developments that have taken place since the report was commissioned and a context that has emerged mean that we still believe there may be an element of misplaced expectation on the purpose of the report and what it will address regarding child protection and safeguarding. Our comprehensive communications plan was implemented as part of the P004 project to mitigate these potential issues and the position has been reflected in the amber status of that project.

We are closely monitoring fitness to teach case throughput as a result of ongoing issues related to release and availability of panel members to carry out hearings. The recovery of our caseload is in progress with a number of older cases coming through to conclusion but we want to increase the pace of closures particularly because we received a spike in referrals over the year. We are taking a different approach to hearing scheduling and have dedicated specific resource to this focus with the aim of improving timetabling. The steps taken to enhance the resilience of our resource are showing signs of starting to positively impact but this impact on the open caseload has largely been offset by an increase in new cases received. We continue to perform strongly in achieving high levels of participation in the process. More detailed reporting related to this is subject to consideration of the PRA Committee and will be a particular focus through the next committee cycle as it will be presented end of year performance data and analysis. After we have an agreed action plan for this work we will map associated timelines to the management of this risk.

Improvement has been sustained in customer enquiry management as well as in processing registration applications. We are now very close to meeting our KPI target related to registration application processing timeframes and anticipate that this will be met soon as we continue to embed improvements. We believe we will be meeting our target by the autumn this year.

Significant work has taken place to deepen our stakeholder analysis and associated engagement plans. Focused engagement activity is underway with respect to our MyGTCS development. A demonstration of aspects of the new system is planned for Council Members in June's learning session. We are confident that the new platform will enhance users' experience and reduce bureaucracy and recognise that there is a need to provide targeted engagement with specific groups and individuals who are less positive about the change. Delivery of this work is a priority focus and the rollout will begin in August to provisionally registered teachers. We believe that this aspect of this risk will be managed by Autumn 2026 following roll out to all teachers in early 2026 and associated management of communications and instructions for the first cohort using the new platform to complete their professional update.

We have established a time-limited working group with Education Scotland. The purpose of this work is to better ensure clarity of our respective roles and responsibilities and how we work together in the interests of teachers and stakeholders. It is now likely that the timeframe for this work will be required to be extended as a result of Education Scotland's circumstances. We are continuing to maintain a focus on ensuring that our product development and engagement is strongly aligned with our core functions and education strategy. We anticipate that this aspect of the risk to be concluded by the end of 2025 in line with the current timescale for the creation of a new Education Scotland.

We have issued our final Teaching Scotland magazine and begun our new Blog and enhanced newsletter strategy. This was a commemorative edition which also served to celebrate 60 years of a teaching profession. This week we have issued specific communications in relation to our 'birthday'. This took the form of a short video input and associated written material – our manifesto asks. This content has been informed by engagement activity and will form the basis of the discussion at our planned Parliamentary roundtable event with politicians in October. The first of our newsletters targeted to school leaders has been issued in line with our new strategy. We will be carefully monitoring the impact of this activity and whether it is achieving the ambitions set out in the Strategic Plan and education strategy as we work to enhance understanding of what we do and why it matters to the status of the teaching profession as well as the public. It is likely we will understand the impact of our new communication and engagement strategy and its associated impact on this risk in line with the evaluation of our current strategic plan and preparation for the next in 2028.

6. Implications

6.1 Risk Implications

Our strategic risk register and associated operational risk assessment and management provides an effective framework for considering and managing risks.

6.2 Legal Implications

Our cycle of committee and council reporting outlines how we are meeting our statutory functions – the work that GTC Scotland is required by law to carry out. A range of legal structures relate to how we carry out our work. Prioritisation of activity takes place to ensure delivery that relates to our statutory functions and is legally compliant.

6.3 Resource Implications

The strategic leadership team use the strategic planning 'triangle' to support effective planning– what is the purpose of the work, over what timescale, with what resource. Our biggest barrier to scale, scope, and speed of improvement activity to meet our strategic intentions is our ability to have the right resource in the right place at the right time as a relatively small organisation with a relatively large scope.

6.4 Equality & Inclusion Implications

Embedded equality and inclusion considerations as a matter of course in all our policy and practice is an ongoing focus.

6.5 Sustainability Implications

Embedded sustainability considerations as a matter of course in all our policy and practice is an ongoing focus.

6.6   Stakeholder Engagement

Consideration of stakeholder engagement alongside statutory obligations to consult are embedded features of our work.

7   Recommendations

- To provide assurance in relation to GTC Scotland's performance and impact and that the organisation is being managed and run by the Chief Executive effectively and responsibly.

- Discuss and note strategic key performance indicator (KPI) information for 1 April 2024 - 31 March 2025.

- On the recommendation of the Finance and Corporate Services Committee approve the proposals contained in appendix one for preferred strategic KPI reporting for strategic year 2025 to 2026.

Strategic Performance Summary: 25/26 Proposal

Strategic Performance Indicators

We propose 2 Strategic Key Performance Indicators (SKPI):

1. Trust and Confidence in GTC Scotland grows (showing 4 drivers' status)

2. Strategic Progress is on track (separated into our strategic plan's 4 outcomes and our change and improvement performance)

The proposal is for Council to consider these 2 strategic aspects alongside our key financial KPI at each cycle: Actual Operating Expenditure is within 5% of the approved budgeted operating expenditure for 2025-26 (actual percentage).

RAG KPI Legend

Label	Operational Definition
Green	On or above target
Amber	Within 5% of target (note this may be specified for individual operational KPIs)
Red	More than 5% from target (note this may be specified for individual operational KPIs)

Strategic Performance Reporting

The following diagram sets out how progress could be reported (this uses false data to illustrate). Following discussion at Finance and Corporate Services we propose remove was is noted as strategic KPI2 on this diagram. We will still report on this aspect of our performance to Council but will ensure this is done alongside the emphasis on our more strategic KPIs.

Strategic Performance Summary

SKPI1 — Trust and confidence in GTC Scotland grows

- Operations — 17 On or above target
- Digital — 6 On or above target
- Engagement — 6 On or above target
- People — 8 On or above

SKPI2 — Actual Operating Expenditure is within 5% of the approved budgeted operating expenditure for 2025-26 — **5%**

SKPI3 — Strategic Progress is on track

- Strategic Outcome 1a — 3 On or above target
- Strategic Outcome 1b — 7 On or above target
- Strategic Outcome 2a — 37 On or above target
- Strategic Outcome 2b — 8 On or above target
- Change & Improvement — 18 On or above target

f **14**

Background to Strategic Performance: Trust and confidence in GTC Scotland grows

Trust and confidence in what we do and how we do it is central to our success. Arguably trust is becoming increasingly complex to understand and manage.

One of the first steps is understanding how trust can be defined and measured. At its core, trust is the foundation of a meaningful relationship between us and our registrants and stakeholders at both individual and organisational levels. It speaks to regulation being a relationship business.

Trust is built through actions that demonstrate a high degree of competence and the right intent, which result in demonstrated capability, reliability, integrity and care.

With this view of trust in mind we have identified 4 underpinning drivers of our trust and confidence performance:

- **Operations** – where registrants, prospective registrants and stakeholders require to interact with us for a specific function we need to provide effective service delivery with operations that are fit for purpose, clear, timely and aligned with our agreed policy. It is therefore essential that KPIs measuring our operational delivery across the organisation provide a key driver of information for assessing overall trust.

- **Digital** – for many registrants their main (and possibly only) interaction with us will be in a digital form. It is crucial that our digital provision is user-focused, streamlined and effective. It needs to meet our requirements for fulfilling our statutory functions as well as ensure that the user has an effective experience. Given the way that we now work it is also essential that our digital systems, arrangements and equipment meet our internal needs and support the GTC Scotland team to undertake their tasks efficiently and transparently. Most of our planned change and improvement work requires some degree of digital adaption or development. Given the many interdependencies and our ongoing focus on channelling interactions digitally to improve service delivery it is essential that digital KPIs feed into an overall view of trust performance.

- **Engagement** – where registrants require to, or choose to, have deeper engagement with our services we work hard to encourage their engagement. We know that in our fitness to teach activity supporting active engagement of referred teachers leads to better outcomes for all involved. Where we host events directly related to embedding professional standards, providing a positive and meaningful experience is essential. Monitoring engagement with our written material and opting into targeted surveys about our role also provide valuable data about trust and confidence in us.

- **People** – A successful GTC Scotland relies on people; our staff, council and panel members. Committed and engaged staff and volunteers lead to improve services for all our stakeholders. Measures related to people therefore provide direct feedback about internal trust and confidence and correlate with the provision of impactful works that builds external trust and confidence.

Each of these four drivers collates a number of operational KPIs which are being expanded in line with our development journey in performance monitoring. Whilst we would focus on providing the strategic performance overview to Committee and Council (and publicly), we can store the operational data for Council Members to access.

Trust and confidence in GTC Scotland grows: underpinning data

Driver 1: Operations

Associated Operational KPIs	Link to Strategic Outcome
We conclude 80% of Fitness to Teach cases within 15 months of referral	2a
We make decisions on whether to commence an investigation in 80% of cases (initial consideration decision) within 14 calendar days	2a
Of the cases concluded by way of Officer Review, 80% are concluded within 6 months (183 days) from the Initial Consideration date	2a
80% of cases which are not concluded by Officer Review progress through Panel Consideration within 4 months (122 days) of the Investigation End Date	2a
Conduct cases referred to a full hearing take on average (median) 365 days to conclude from the Final Panel Consideration Date	2a

Professional competence cases take on average (median) 8 months (243 days) to conclude	2a
85% of open Fitness to Teach cases have been open for under 18 months (547 days).	2a
We resolve 80% of enquiries within seven calendar days of receipt	2a
Our telephone call answer rate is between 70-80%	2a
We decide on 95% of registration applications within three months of the completed application date	2a
We decide on 95% of lapse/rejoin applications within 14 calendar days	2a
We decide on 95% of professional (additional) registration applications within 2 months	2a
We decide on 95% of Provisional Conditional Registration Further Education applications within 2 months	2a
We decide on 95% of Further Education Full Registration Qualified in Scotland applications within 2 months	2a
We decide on 95% of Standard for headship applications within 1 month	2a
We decide on 95% of qualified in Scotland school teacher applications within 2 months	2a
We decide on 95% of qualified outside Scotland applications within 2 months	2a

100% of FOI/SAR requests responded to within the statutory deadline	2a
100% of data incidents assessed and reported to ICO within 72 hours of incident occurring where appropriate	2a
90% of Teacher Induction Scheme (TIS) deferral requests considered within 28 days of receipt	2a
90% of TIS deferral appeals concluded within 14 days of receipt	2a

Driver 2: Digital

Associated Operational KPIs	Links to Strategic Outcome
MyGTCS server availability is greater than 99.89%	2a
MyGTCS application availability is greater than 99.89%	2a
100% of Critical Vulnerabilities identified through PCI scanning and infrastructure penetration testing are resolved within 15 calendar days	2a
100% of High Vulnerabilities identified through PCI scanning and infrastructure penetration testing are resolved within 30 days	2a
100% of active end-point devices on network are compliant with the most up to date IT policies and updates	2a
100% of active servers are up to date with the latest patches	2a
Website availability is greater than 99.89%	2a
Data analytics platform availability is greater than 99.89%	2a

A new user satisfaction metric for MyGTCS is under development (introduction date 2026 in line with new platform)	2a

Driver 3: Engagement

Associated Operational KPIs	Link to Strategic Outcome
Our Fitness to Teach process teacher engagement is 80%	2a
80% of referred teachers participate at the investigation stage of the process (conduct)	2a
80% of referred teachers participate at the hearings stage of the process (conduct)	2a
80% of referred teachers participate at the hearing stage (competency)	2a
Other cases (100% engagement assumed)	2a
Our newsletter open rate is more than 40%	1b

Our newsletters have a click through rate of over 3.5%	1b
90% of post event feedback reports positive rating	1b
We maintain an overall perception index of 62% or more in the IPSOS MORI survey	1b
Future measure/s related to registrant and stakeholder survey	1b

Driver 4: People

Associated Operational KPIs	Links to Strategic Outcome
Our rolling annual staff turnover is within a range of 8-15% of the whole staff group	2b
85% participation rate in staff survey	2b
85% participation rate in Total Team Meetings	2b
85% participation rate in We Learn sessions	2b
100% of available employees mandatory learning completed within required timescale	2b
8 days or fewer is the average Working Days lost per employee in the year	2b
85% Employee Retention Rate	2b

85% of employees are proud to tell people that they work for GTC Scotland	2b
75% Council member attendance at meetings	2a
75% Council member attendance at training/learning events	2a
95% of panel members attend 10 days or more of hearings / meetings per year	2a

Strategic progress is on track: underpinning data

1. **All operational and monitoring KPIs**

The RAG status of 4 strategic outcomes is pulled from all KPIs which are linked to one of our strategic outcomes. This encompasses the information above and additional monitoring KPIs.

Trusted Teaching Strategic outcome 1:

Trust in teaching is enhanced at an individual, group and system level, positively impacting learners and guiding educational change. To achieve this, we will:

1(a) Strengthen our registration and regulation frameworks
1(b) Speak up for high standards in teaching

Trusted Teaching Strategic outcome 2:

Improve our performance and impact for the teaching profession and in the public interest. To achieve this, we will:

2(a) Enhance our data, systems and processes to better meet needs and ensure our sustainability
2(b) Value and support our people to deliver with impact

2. **Change and Improvement Projects**

The progress (RAG) status of all project work is collated.