

Council Meeting -(24-26Co(25)Ag7)

Meeting Details

Venue: GTC Scotland, Clerwood House, 96 Clermiston Road, Edinburgh

Date: Wednesday 3 December 2025

Scheduled Start Time: 10.30am

Scheduled Finish Time: 12.30pm

Agenda:

Business:

Public Session

Presenter: Convener

1. Apologies
2. Announcements
3. Intimation of any competent business
4. Declaration of interest
 - **Time:** 10:30am to 10:35am
 - **Page:** verbal

For discussion and approval:

5. Minute of Council Meeting held on 17 September 2025 and matters arising – public session only
 - **Presenter:** Convener
 - **Time:** 10:35am to 10:40am
 - **Paper reference:** 24-26Co(25)Min6_Public session only
 - **Page:** 5 to 9

6. Chief Executive and Registrar's report

- **Presenter:** Pauline Stephen, Chief Executive and Registrar
- **Time:** 10:40am to 11:05am
- **Paper reference:** 24-26Co(25)40
- **Page:** 10-37

For Noting _____

7. Financial position

- **Paper reference:** 24-26Co(25)41

Private Session

For Discussion and Approval

8. Minute of Council Meeting held on 17 September 2025 and matters arising – private session only

- **Presenter:** Convener
- **Time:** 11:05am to 11:10am
- **Paper reference:** 24-26Co(25)Min6_Private session only
- **Page:** 38-47

9. Draft annual budget 2026-2027

- **Presenter:** Lindsey Furness
- **Time:** 11:10am to 11:40am
- **Paper reference:** 24-26Co(25)42
- **Page:** 48-65

10. Accreditation process review and consultation plan

- **Presenter:** Jennifer Macdonald, Strategic Director
- **Time:** 11.40 am to 11:55 am
- **Paper reference:** 24-26Co(25)43
- **Page:** 66-108

11. Engaging online and expression of views professional guide

- **Presenter:** Vikki Robertson, Teaching Standards Education Officer
- **Time:** 11:55 am to 12:10 pm
- **Paper reference:** 24-26Co(25)44
- **Page:** 109-127

12. Fitness to Teach insight report: case and referrer profile

- **Presenter:** Jennifer Macdonald, Strategic Director
- **Time:** 12:10 to 12:25 pm
- **Paper reference:** 24-26Co(25)45
- **Page:** 128-147

For Noting - _____

13. Council membership update

- **Paper reference:** 24-26Co(25)46

14. Teacher education comparability

- **Paper reference:** 24-26Co(25)47

15. Council member complaint update

- **Paper reference:** 24-26Co(25)48

16. Committee Minutes

Professional Regulatory Assurance Committee held on 4 November 2025

- **Paper reference:** 24-26PRA(25)Min7_draft

Education Committee held on 5 November 2025

- **Paper reference:** 24-26Educ(25)Min7_draft

Finance and Corporate Services Committee held on 6 November 2025

- **Paper reference:** 24-26Co(25)Min7_draft

Conveners Committee held on 19 November 2025

- **Paper reference:** 24-26Co(25)Min7_draft

Conclusion of Business:

17. Any other competent business

- **Presenter:** Convener
- **Time:** 12:25pm to 12:30pm
- **Paper reference:** verbal

18. Date of the Next Meeting

Thursday 5 March 2025, 10.30 am – Clerwood House.

Private Session Items Explained:

Agenda Item	Reason for Exclusion
9	a-d
10	c-d
11	c-d
12	c-d
13	c-d
14	c-d
15	c-d
16	c-d

- a) Personal data (as defined by the Data Protection Act 2018 or any subsequent legislation).
- b) Information which may be considered to be legally privileged or relate to matters of legal proceedings either in progress or relating to GTCS.
- c) Draft policies, procedures or similar under consideration and not yet approved by Council.
- d) Any other matters which if publicly disclosed might reasonably prejudice the effective discharge of GTCS' functions.

Meeting Rules:

- Start and finish on time
- Clarify meeting purpose/objectives
- Keep to the set agenda
- Encourage participation by all present
- Keep comments constructive
- End by ensuring agreement reached on way forward
- **Set the date and time for the next meeting**

Meeting minute

Council Meeting – Public Session

(24-26Co(35)min6)

Date of meeting:

Wednesday 17 September

Time:

10.30am

Venue:

Clerwood House

Present:

Omar Kettlewell (Convener)), Ailie Rankin, Andrew McPake, Stephen Day, Elizabeth Russell, Gerry McCormick, Graeme Cowie, Greg Bremner, Helen Happer, James Lyon, Jennifer Seed, Jon Vincent, Kirsty Mavor, Lilian Field, Matthew Moss, Mike Paul, Robert Macmillan, Susan Leslie, Abdul Elghedafi, Iain Gibson, Anne-Marie Harley, Nazim Hamid

In attendance:

Pauline Stephen - Chief Executive and Registrar (CE)

Jennifer Macdonald - Strategic Director (SD-JM)

Victoria Smith – Strategic Director (SD-VS)

Lee Robertson – Head of Digital (HD)

Lindsey Furness – Head of People and Finance (HPF)

Katie Hay - Head of Policy (HP)

Vivien Whyte – Head of Regulatory Investigations (HRI)

Zoe Wilson - Governance Officer (GO)

Nicola Coutts – Leadership Support Officer (LSO)

Observers:

None

BUSINESS MEETING

Agenda item number: 1

Apologies for absence:

Apologies were received from Christopher Devlin, Hannah Tweed, Ian Sharpe, Nuzhat Uthmani, Sarah Sinclair, Catherine Whitley, Clare Harker, Iain Sinclair, Ann Murdoch, Aileen Kennedy, Jane Malcolm, Sandie Gordon, Evelyn McLaren.

Agenda item number: 2

Announcements:

There were no announcements.

Agenda item number: 3

Intimation of Any Competent Business:

There were none.

Agenda item number: 4

Declaration of Interest:

Under agenda item number 7 Omar Kettlewell declared interest as a supporter of 2 provisionally registered teachers in the MyGTCS roll out.

Agenda item number: 5 (24-26Co(25)Min5)

Minute of Council Meeting held on 11 June – public session only

Documents circulated:

- Draft minute of the Council meeting held on 11 June 2025.

Agreed action / decision / amendment:

Decision:

The minute was approved.

To be actioned by:

Leadership Support

Date by which to be actioned:

19 September 2025

Agenda Item No: 6

Matters Arising/Actions

Key themes:

No matters arising.

Agenda item number: 7 (24-26Co(25)31)

Chief Executive and Registrar's Report

Documents circulated:

- Chief Executive and Registrar's report – cover paper
- Appendix 1 and 2

Key themes:

The concerns with the implementation of changes to the Disclosure Scotland regime were discussed. CE assured members that the issues have been raised appropriately, however, GTC Scotland is not yet reassured by the planned approach.

Members discussed the professional guides, acknowledging the complexity of the issues and the differences for teachers of school-age learners and those in college. CE assured members that the guides would be succinct, meaningful and easy to follow. The drafts will be considered by Education Committee and Council; stakeholder feedback will also be obtained following appropriate engagement.

The challenges around scheduling of Fitness to Teach hearings were discussed and members stressed the importance of making sure everyone involved is treated fairly.

A member asked for further detail of the planned refresh to the registration rules and standards in 2026 that was mentioned in the report. CE explained to members that this review would be focused on refreshing the Registration and Standards Rules – the Rules that govern entry to the Register and the ongoing requirements of registration – it was clarified that this was not a refresh of the Professional Standards.

HD assured members that contact received relating to the new MyGTCS roll-out is mostly in relation to onboarding and linked to firewalls and multi-factor authentication, not the platform itself. Digital colleagues are currently addressing these with relevant partners.

Agreed action / decision / amendment:

Decision:

Members approved the report with a view to it providing Council with 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.

Agenda item number: 8 (24-26Co(25)32)

Financial Position as at 30 June 2025

Documents circulated:

- Financial position as at 30 June 2025

Key themes:

No matters arising. Members noted the paper.

Agenda item number: 9

Any other competent business:

There was none.

Agenda item number: 10

Date of next meeting:

3 December 2025, 10.30 am

Chief Executive and Registrar's Report

Council Meeting - 3 December 2025

Session:

Public Session

Action Required:

For discussion and approval

Author:

Pauline Stephen, Chief Executive & Registrar

Purpose:

To provide performance and risk information which:

- outline our current performance and risk
- highlight any areas of concern
- summarise any corrective action required
- provide overall assurance of effective operational management

Recommendation(s):

- Discuss and consider the report with a view to it providing Council with 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:

- Ensure the performance of GTC Scotland against its strategic plans and performance indicators
- Ensure that effective risk management and audit arrangements are in place to provide assurance of operational management and delivery as well as legal compliance
- Ensure GTC Scotland meets its statutory functions and aims
- Ensure that GTC Scotland is managed and run by the Chief Executive and Registrar effectively and responsibly

Equality Impact or Data Impact Assessment Required:

- No

Considered by Committee(s):

- Finance and Corporate Services – substantive content

Appendices:

- Risk management information
- Operational KPI data

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. Background/Introduction:

2.1 Our performance is reported through our committees and on to Council as follows:

Assurance Report/Deep Dive Opportunity	Frequency	Committee/Council	When
Financial Position	Quarterly at each cycle	Finance and Corporate Services Committee Council	Every cycle

Performance and Risk	Quarterly at each cycle	Finance and Corporate Services Committee	Every cycle
Chief Executive Officer and Registrar's Report	Quarterly at each cycle	Council	Every cycle
Governance	Annual	Conveners Committee	Cycle 1
Audit Plan	Annual	Finance and Corporate Services Committee Council	Cycle 1
Teaching Standards	Annual	Education Committee	Cycle 1
Fitness to Teach	Annual and Mid-year	Professional Regulatory Assurance Committee	Cycle 2 Cycle 4
Registration	Annual	Education Committee	Cycle 2
Audit	Annual	Finance and Corporate Services Committee Council	Cycle 2
Annual Report & Accounts	Annual	Finance and Corporate Services Committee Council	Cycle 2
People	Annual	Finance and Corporate Services Committee	Cycle 2
Risk Management	Annual	Finance and Corporate Services Committee	Cycle 2
Legal Compliance	Annual	Finance and Corporate Services Committee	Cycle 3
Teacher Education Programme Accreditation	Annual	Education Committee	Cycle 3
Technology	Annual	Finance and Corporate Services Committee	Cycle 4

Following discussion at November's Finance and Corporate Services Committee, an annual deep dive on risk management has been added to cycle 2. This provides an opportunity to discuss our risk management in more detail, provides an opportunity for Council to review its risk appetite and will be complemented by a greater focus on risk management in each deep dive report noted above as well as our quarterly performance, risk and assurance summary report.

2.2 This Cycle's Focus

This cycle, cycle 3 of 2025/26, Finance and Corporate Services Committee had a deep dive opportunity to discuss our legal compliance report, our financial position report and performance and risk report as part of separate agenda items. Education Committee had a detailed annual report on teacher education programme accreditation matters.

3. Strategic Performance:

3.1.1 Our 2023 to 2028 Strategic Plan, Trusted Teaching sets out the focus of our change and improvement work over the next five years. This work can be summed up in two words: trust and impact. In essence, delivering our core functions of registration and regulation, well. Our work is supported by four underlying strategies – Digital, Education, People and Sustainability.

3.1.2 We are now halfway through our strategic planning period. The strategic leadership team (SLT) recently undertook an in-depth review of our strategic plan and supporting strategies to ensure that we are on track to deliver the objectives set. We also wanted to evaluate whether the planning and delivery framework we have established and embedded was effectively capturing (and prioritising) our work. By way of reminder the following framework is in place to guide our work:

Strategy (our why)	Our legislation – The Public Services Reform (General Teaching Council for Scotland) Act 2011
	Our 6 strategic risks – finance, governance, legal compliance, people, technology and trust and confidence
	Our future operating model – digital first, self-serve, user focused
	Our organisational vision and strategies – Trusted Teaching with the 4 supporting strategies of Digital, Education, People and Sustainability
Tactics (our how)	Our organisational mission: To maintain the integrity of registration and regulation of the teaching profession as a safeguard for the quality of education in Scotland. To enhance trust in teaching at an individual, group and system level. This ensures the best possible outcomes for learners.

	Our organisational values and principles: • Social justice, integrity, trust and respect • We care, we collaborate, we communicate, we learn, we add value
	Our roadmap of organisational activity an prioritisation toolkit – our calendar of business as usual activity and prioritised change and improvement activity
	Our change governance and project management structures
Operations (our what, by who)	Functional area plans
	Team plans
	Individual workplans supported by one to one structure
	Total Team activities

Since our comprehensive restructure in 2023 we have together built and refined this framework to support effective delivery. Our data dashboard has been established to help us see the progress and impact we make as well as identify areas for improvement including where resource needs to be realigned. SLT's review concluded that work was completed, in train, or planned over the course of this strategic plan to meet our objectives. It was noted that our tactics, through improved change governance and project management structures as well as our resource prioritisation toolkit were greatly assisting us to plan our work, in the right order and in full awareness of dependencies and other factors. This review reinforced that our current key organisational priorities – fitness to teach casework, digital development and sustain the positive changes we have made remain appropriate and will continue as 2026's focus.

3.1.3 This quarterly performance, risk and assurance paper summarises our performance at the end of quarter 2. Information is presented about our risk management, performance data and change and improvement activity as together these highlight our performance and our strategic progress of the following objectives.

3.1.4 **Trust: Strengthen our registration and regulation frameworks**

Trusted Teaching 2023/28 Objectives:

- Strengthen accreditation processes in teacher education and work with partners to effectively quality assure
- Deeply embed the Professional Standards and Code of Professionalism and Conduct
- Educate and engage our partners on our registration and regulation frameworks and respective responsibilities
- Engage with partners to revise our registration and regulation rules
- Evaluate the teaching profession's feedback on 10 years of Professional Update to enhance career-long professional learning and inform improvement of the MyPL system
- Horizon scan to anticipate the register of the future

Our trust and confidence risk is underpinned by multiple drivers to assessing our progress. Our KPIs from our operations, digital, people and engagement drivers are considered alongside the progress of our change and improvement activity and the management of our other 5 strategic risks. Our data shows that significant and sustained focus is required in relation to our fitness to teach work to further improve trust and confidence in GTC Scotland and the teaching profession.

We continue to perform very slightly under our target of concluding 80% of FTT cases within 15 months (YTD at end Q2, 78%) but this has improved from 73% at the end of Q1. We know from the data we are now gathering that this is affected by significant variation across the different stages of the Fitness to Teach process and the nature of specific cases. We are receiving more Fitness to Teach referrals and more referrals from members of the public than we have ever seen before. There are also still significant challenges affecting case throughput, particularly with scheduling hearings and the volume of cases that are now reaching the hearing stage which are reflected in our governance risk. Engagement in FTT cases remains at 87% at YTD end Q2 (target, 80%). Increased budget to help to address these issues has been highlighted in the 26/27 draft annual budget.

Council approved the key messages emerging from a decade of Professional Update which will be adopted into our core engagement activity. As previously reported, work will begin in 2026 to refresh the Registration and Standards Rules. Work to revise the Fitness to Teach Rules is also now gathering pace with a direction setting

paper under consideration by PRA Committee this meeting cycle. Education Committee this cycle reviewed an annual report on our accreditation work, and considered documentation related to the review of our accreditation policy framework which is now recommended for Council approval to go out for stakeholder consultation.

3.1.5 **Trust: Speak up for high standards**

Trusted Teaching 2023/28 Objectives:

- Lead and support initiatives to improve diversity in teaching and tackle discrimination
- Promote teaching as a positive professional career
- Enhance opportunities to hear what matters most to becoming, being and growing as a teacher to inform our policy and feedback into the education system
- Identify topical issues and facilitate targeted conversations, for and with the teaching profession, to enhance teacher education and standards
- Provide expert independent recommendations to Scottish Ministers
- Publish and collaborate with partners on research-informed materials and provide quality data that advance trusted teaching

Engagement activity is seeing our newsletter open rate continuing to exceed our target of 40% (YTD end Q2, 46%). We continue to see issues with our newsletter click through rate, that is very few individuals click through links. As noted before, we believe that we will likely need to revisit some of our KPIs related to this area given what is emerging with the growing use of AI based search engines and changes in user behaviour.

We have published our annual registration data and annual report. Our registration data in particular has already been used to inform national teacher supply planning and we have written to the Cabinet Secretary for Education and Skills and other stakeholders to share our data and core analysis which is:

1. **Focus on teacher retention.** Early insights suggest teachers are leaving the Register sooner than expected. Tackling the issues impacting on retention is

critical to maximise existing resource as well as improving the attractiveness of the profession.

2. **Increase teacher mobility.** Providing teachers with the support they need to enhance their qualifications and gain additional registrations is key. This addresses system needs as well as enhances opportunities for career progression using frameworks that already exist.
3. **Hold firm on high teacher standards.** Learning from other jurisdictions tells us that quick fixes such as developing alternative routes and lowering entry requirements has the opposite impact to that intended. They diminish the status and attractiveness of the profession. Any step in this direction further entrenches supply issues.
4. **Understand our system's nuanced requirements and where the gaps are.** Our education system needs to understand which teachers are needed, where and when. Teachers need to know where the jobs are. Urgent action is needed to address the challenges in gathering the data to answer these questions. We need to establish targeted and national communication mechanisms to support this.
5. **Deeply consider system structures.** As a profession, teaching competes for graduates and also needs to be more diverse. Deep consideration of structures such as working practices (particularly opportunities for flexible and part time work), time for personal development and support for career progression is necessary to enhance the attractiveness and diversity of the profession.

3.1.5 **Impact: Enhance our data, systems and processes to better meet needs and ensure our sustainability**

Trusted Teaching 2023/28 Objectives:

- Enhance our documented processes so we are more resilient
- Improve our use of data and ensure our work is critically informed
- Lead an ambitious programme of digital change and improvement to ensure that our digital products and systems are user-focused, efficient and add value
- Develop and embed a process for assessing the economic, social and environmental impact of significant organisational activity
- Understand our environmental footprint and reduce it

We reported through the last cycle the successful launch of the first phase of our digital platform MyGTCS in August 2025 to all provisional registrants and their

supporters. This sets the scene for transforming our engagement with registrants. Our focus has turned to implementation planning and associated communication in respect of phase 2 implementation in early 2026 which will see all registrants transfer on to the new platform as well as improved search the register functionality. This is informed by learning from the first phase. Our website availability was 99% year-to-date and was adversely impacted by recent international web outage issues beyond our control so it fell slightly below our target of 99.89%.

3.1.6 **Impact: Value and support our people to deliver with impact**

Trusted Teaching 2023/28 Objectives:

- Align our organisational culture with our values
- Grow the knowledge, skills and capabilities of our people so we are high performing
- Coordinate and target the resources we have so we maximise our impact and are more resilient
- Develop and embed delivery and impact indicators that drive organisational improvement

We continue to perform strongly in our customer enquiry management timeframes (89% of enquiries at YTD end quarter 2 resolved in 7 calendar days, target 80%) and our processing of registration applications within 3 months is above our target at 98% (target 95%). Our year-to-date council member attendance is at 60% (target 75%). A review of all governance schemes and policies starting with the review of the member expenses and compensation policy is underway, a new service complaints handling policy has been approved, in place from February 2026, and an externally facilitated Council effectiveness review is underway.

At end quarter 2, we have been within our rolling staff turnover target of 8-15%, (12%). Our people net risk remains at our target level. In order to maintain this progress we are implementing new induction arrangements for staff and developing plans on our future workforce and for staff health and wellbeing.

Our financial management remains in a good position. We continue to meet our strategic finance KPI which, in essence, measures the accuracy of our financial planning and this provides assurance on our financial management.

Our legal compliance was subject to detailed consideration at Finance and Corporate Services Committee. We believe that corrective actions reducing the net legal compliance risk score will realistically be achieved in quarter 1 of next strategic year.

3.1.7 Trust and Impact

In summary our Fitness to Teach casework throughput still remains our number 1 organisational priority in ensuring our trust and impact. Practically we are taking a new approach to hearing and panel scheduling and recruiting additional panel members. This will require relentless and consistent focus, particularly recognising that we are now also experiencing increased member of the public referrals. This priority is closely followed by our digital development activity where we can build on our success of phase one of introducing the new MyGTCS platform. In addition, we continue to maximise opportunities to clarify our role and core functions and speak up for high standards with a range of stakeholders. We have published our action plan in response to the PSA report and call for views, are reviewing our Engaging Online guidance and have begun the development of new guidance about professional boundaries. As always we are alert to the external factors impacting (or having the potential to impact) on our work and reputation, a summary of which was recently circulated to Council members through our trending topics newsletter.

3.2 Risk Management

We have 6 strategic risks which are monitored monthly by our SLT. Council have previously set their risk appetite for each risk, and a range of risk controls are in place with ongoing actions implemented through our active assessment. Our net risk scores have not changed since Q1 reporting. Further information about our risk management is available in appendix 1.

Strategic Risk	Gross Risk	Net Risk	Target and date	Comments
Trust and Confidence We fail to maintain public trust and confidence in GTC Scotland and/or the teaching profession.	24 High	13 Medium	5 Very Low Q1 2028/29	Significant work to improve registration and enquiry management has impacted positively on this risk alongside our carefully planned and implemented digital transformation. A deep and sustained focus on our fitness to teach activity is critical to bringing this risk into line with our target. This relates to both our caseload recovery actions as well as our improvement work through our fitness to teach rules project and associated resource publication such as new professional boundaries guidance. The first milestone for planned risk improvement is Q3 2026 to 2027 where our focus on caseload recovery should be significantly impacted with the new fitness to teach rules and associated work being necessary to bring the risk fully into alignment with target at the start of our new strategic planning period.

People We fail to ensure that we recruit / appoint / engage and retain the right people.	23 High	13 Medium	13 Medium	Target met September 2025. Further action in motion to enhance recruitment process, improve induction and develop a future workforce plan and a staff health and wellbeing plan.
Financial Management We fail to manage our finances appropriately and effectively.	25 High	1 Very Low	8 Low	Target achieved January 2025.
Legal Compliance We fail to ensure compliance with our legal responsibilities	20 High	13 Medium	8 Low Q1 2027/28	Key staff roles are now in place. The commissioned PSA Report has been delivered and an action plan approved. A number of documents supporting the legal framework of the fitness to teach process have been reviewed. There is planned work for review of the remainder, including the Fitness to Teach Rules. Effective horizon scanning (including possible new legislation) in place. All GTC Scotland Registration Rules/Schemes reflect legislative requirements of 2011 Order. Our data project is the critical element to unlock the path to green for this risk. This is a comprehensive piece of work planned over 2026 to 2027.
Technology We fail to ensure our digital infrastructure is safe and secure for today and the future.	24 High	13 Medium	13 Medium	Target met September 2025. Successful implementation of new MyGTCS phase 1 with phase 2 planned for early 2026.

Governance We fail to ensure effective and appropriate governance arrangements.	21 High	13 Medium	8 Low Q1 2026/27	Alternative approaches to panel scheduling alongside increasing available panel members are the key actions to be realised to bring this risk into alignment with target.
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RISK SCORING MATRIX

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

3.3 Our Data

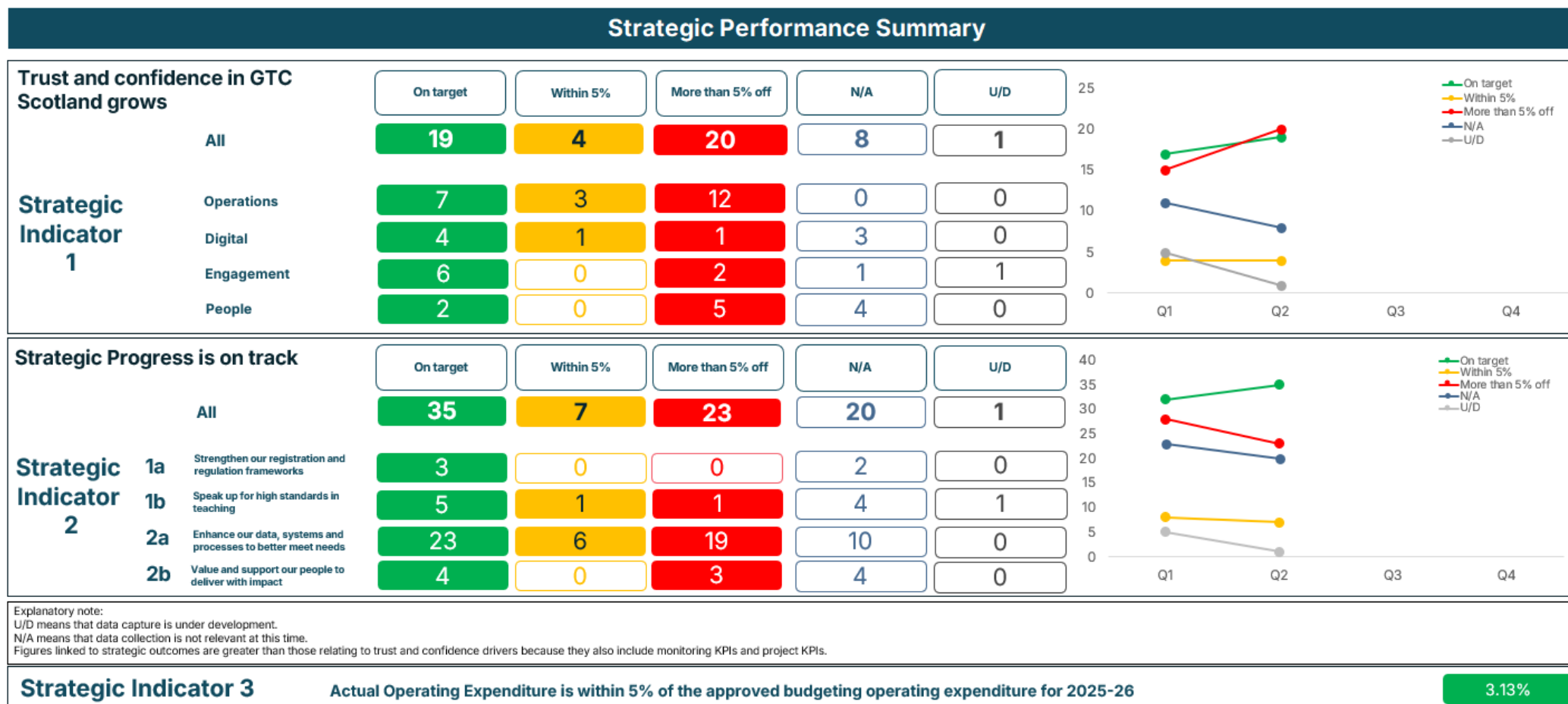
- 3.3.1** Our strategic performance dashboard gathers information about our progress through two strategic indicators as well as monitoring our operating expenditure:

Strategic Indicator 1	Trust and Confidence in GTC Scotland grows
Operational Drivers	Operations (22 KPIs) Digital (9 KPIs)

	People (11 KPIs) Engagement (10 KPIs) More detail is available in appendix 2.
Strategic Indicator 2	Strategic progress is on track
Strategic Outcomes	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: (1a) Strengthen our registration and regulation frameworks (1b) Speak up for high standards 2. Improve our performance and impact for the teaching profession and in the public interest. To achieve this we will: (2a) Enhance our data, systems and processes to better meet needs and ensure our sustainability (2b) Value and support our people to deliver with impact
Strategic Indicator 3	Actual operating expenditure is within 5% of the approved budgeting expenditure for 2025-26.

3.3.2 Our current strategic performance dashboard follows. Green represents a KPI which has been met, amber where a KPI is within 5% of target and red where a KPI is more than 5% away from target. KPIs continue to be developed and refined as part of our improvement activity in this area. This is a newly established way of reporting this information and individual operational KPIs are still in the process of being introduced. It should therefore continue to be interpreted with some caution as it represents data that is under

development. Work is planned for early 2026 to reassess traffic light boundaries for all KPIs and propose the ongoing KPI collection plan for 26/27.



3.4 Our Change and Improvement Activity

Our change and improvement activity is the mechanism through which we make the changes needed to deliver on our strategic plan. Project progress is summarised in the following table. Projects have been aligned to strategic outcomes and progress is therefore reported within the aligned strategic outcome in our dashboard above.

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			This is current priority activity. Reprioritisation activity, accelerated recruitment and the associated focus required on stakeholder engagement and communication management with publication of the PSA report previously brought this project back to green status. This project remains at green as all aspects of planned stakeholder engagement and communication management were taken forward.
P005	Teacher Education	Execution			This project's path to green has involved replanning, adjusting resource allocation and close monitoring of progress. It is anticipated that this project will return to green in next reporting period through maintenance of delivery against the revised milestones for a further reporting cycle, with no further slippage or escalation required.
P006	College Lecturer Registration	Execution			Ongoing registration work embedded in business-as-usual activity. Engagement with partners ongoing.
P015	Customer Digital Experience	Execution			This is current priority activity. Contract in place with the supplier, development being taken forward in line with closely monitored timelines, first phase of product launched as scheduled, further communications taking place about second phase launch in early 2026. Focus remains on importance of continuing comprehensive communication and close monitoring to ensure we deliver phase 2 on schedule.
P026-01	Data Review - Data Capture and Catalogue	Execution			Following identification of the complexity and scale of the work, this project has returned to green following remapping of the associated timeline. Drafting of closure report for this first phase of work is underway.

Code	Project	Stage	Previously reported RAG	Current RAG	Comments (amber and red only, or to explain status changes)
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 Phase 1 of Disclosure (Scotland) Act 2020. The status of this project remains at amber due to information about implementation of aspects of the changes not yet being received. Additional effort continues to be required to ensure clarity in the interface of the roles of Disclosure Scotland and GTC Scotland.
P037	Fitness to Teach: Case Management System	Start up			This is current priority activity. Project initiation document (PID) is nearing finalisation.
P038	PSA Action Plan	Start up			This is current priority activity. Project initiation document (PID) drafting is underway. A high level action plan was presented to PRA committee and Council last cycle with input informing development of the PID further.
Projects with Pending, Paused or Future Start status since previous reporting period					
	None				
Completed or Removed Projects since previous reporting period					
P021	Future Office	Closed			A further options paper was presented to FCS for discussion in August 2025. Closed as project following FCS decision.

4. Implications:

4.1 Risk Implications

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

4.2 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.

4.3 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.

4.4 Equality and Inclusion Implications

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

4.5 Sustainability Implications

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

4.6 Stakeholder engagement

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

5. Recommendation(s):

- 5.1 Discuss and consider the report with a view to it providing Council with 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.

06. 24-26Co(25)40_Performance, Risk and assurance report

Appendix 1: Risk Management Information

Risk Impact Descriptors

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
Insignificant	1	< 0.5 day	Minimal effect on employees	No risk of injury; H&S compliant	< £10k	Minor issue affecting a very small number of registrants. Negligible effect on service quality	No adverse media or trade press reporting. Negligible reputational impact.	High compliance standards recognised	Unsupported threat of legal action	High control standards maintained and recognised

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
Minor	2	0.5 > 1 day	Potential for additional workloads intruding into normal non-working time	Minor injury &/or H&S policy not regularly reviewed	£10k - £50k	Minor issue affecting a small number of registrants. Service quality marginally impaired	Negative general article in which GTCS is mentioned. Minor reputational impact.	Verbal comments received	Legal action with limited potential for decision against GTCS	Attempted but unsuccessful minor incidents e.g. cyber crime, fraud, theft
Moderate	3	1 > 3 days	Increase in workloads. Intrusion into	Injury possibly serious. H&S standards insufficient	£50k - £150k	Minor issue affecting a significant number	Critical article in press or on TV. Public criticism from	Findings in written examination report. Potential for	Probable settlement out of court	Allegations of employees (and panel/council

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
			normal non-working time	t / poor training		of registrants or significant issue affecting a small number of registrants. Service quality impaired	[industry body]. Moderate reputational impact.	intervention		members); abuse (physical or mental); cyber crime, fraud, theft

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
Major	4	4 > 7 days	Major intrusion into non-working time. Significant injuries, potential death	Significant injury, possibly leading to loss of life. HSE investigation resulting in fine	£150k - £500k	Issue affecting a very significant number of registrants or major issue affecting a small number of registrants. Significant reduction	Story in multiple media outlets and/or national TV main news over more than one day. Significant reputational impact.	Multiple or repeat governance failings resulting in intervention	Law suit against GTCS with limited opportunity for settlement out of court	Police investigation launched; abuse (physical or mental); cyber crime; fraud, theft

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
						in service quality				
Critical	5	> 7 days	Deaths and/or major effect on employees' lives	Potential to cause one or multiple fatalities. HSE investigation	> £500k	Issue affecting all registrants. Complete failure of services	Sustained campaign against GTCS by media and/or stakeholders. Governmental or comparable political	Action brought against GTCS for significant governance failings	Action brought against GTCS for major breach of legislation or law	Major successful fraud, prosecution brought against GTCS and Exec for significant failure

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
							repercussions. Loss of confidence by public			

Appendix 2 Operational KPI Data

Driver: Operations

Link to SO	Key Performance Indicator
2a	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 8 months (244 days) from the Initial Consideration date
2a	Of investigations not concluded by Officer Review, 80% progress to the Panel Consideration stage within 10 months (305 days) of 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 a median of 365 days to conclude from the Final Panel Consideration Date.
2a	Professional competence cases take a median of 8 months (244 days) to conclude.
2a	75-80% of open Fitness to Teach cases have been open for less than 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	95% of Stage 2 Service Complaints are responded to within 20 working days
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	90% of TIS deferral requests considered within 28 days of receipt
2a	90% of TIS deferral appeals concluded within 14 days of receipt

Driver: Digital

Link to SO	Key Performance Indicator
2a	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 under development

Driver: Engagement

Link to SO	Key Performance Indicator
2a	Our Fitness to Teach process 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)
1b	Our newsletter open rates are 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

Driver: People

Link to SO	Key Performance Indicator
2b	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 mandatory learning completed within required timescale
2b	Target of 8 days average Working Days lost per employee in 2025/26
2b	85% Employee Retention Rate (YTD)
2b	85% of employees are proud to tell people that they work for GTC Scotland
2a	75% Council member attendance at meetings
2a	75% Council member attendance at training/learning events
2a	75% of panel members attend 10 days or more of hearings / meetings per year

Monitoring KPIs

Link to SO	Key Performance Indicator
2a	We complete more than 90% of Regulatory Investigations tasks on time
2a	We accurately post 100% of transactions to the ledger
2a	100% of supplier invoices processed have a PO in place

2a	100% of management accounts are issued within 7 calendar days of month end
2a	Zero errors in payroll processed
2a	We complete 100% of emergency change governance requests within 7 calendar days
2a	100% of Emergency Digital Change Governance requests are actioned for development within 14 calendar days

Financial Position as at 30 September 2025

Council - 3 December 2025

Session:

Public

Action Required:

For noting

Author:

Lindsey Furness, Head of People and Finance

Purpose:

- To provide members with an update on GTC Scotland's financial position and support them to fulfil their obligations as charity trustees.

Recommendation:

- Note the financial position at 30 September 2025.

Relevant Committee/Council Function(s)

and Delegated Responsibilities:

- Exercise financial supervision and control by agreeing financial budgets, monitoring financial performance and approving the annual accounts.

Equality Impact or Data Impact Assessment Required:

- No

Considered by Committee:

- Finance and Corporate Services Committee (6 November 2025).

Appendices:

- Details of the movement between the Q1 forecast and the current forecast (attached to this paper)

1. Executive Summary:

1.1 The table below summarises the financial position at 30 September 2025.

Income & Expenditure (£'000)	Full Year					P6 YTD (50% of year)		
	Q2 Forecast	Q1 Forecast	Q2 vs Q1 Movement	Budget	Q2 vs Budget Movement	Actual	% of Q2 Forecast	Balance Remaining
GTCS								
Income	6527	6510	17 ✓	6430	97 ✓	6206	95%	321
Staff costs	4549	4572	23 ✓	4705	156 ✓	2268	50%	2281
Non-staff costs	2403	2181	(222) ✗	2058	(345) ✗	959	40%	1444
Net Inc / (Exp)	(425)	(243)	(182) ✗	(333)	(92) ✓	2979		
Core Activity								
Income	6527	6510	17 ✓	6430	97 ✓	6206	95%	321
Staff costs	4347	4390	43 ✓	4519	172 ✓	2167	50%	2180
Non-staff costs	2056	1864	(192) ✗	1923	(133) ✗	856	42%	1200
Net Inc / (Exp)	124	256	(132) ✓	(12)	136 ✓	3183		
C&I Programme								
Income	--	--	-- =	--	-- =	--		--
Staff costs	202	182	(20) ✗	186	(16) ✗	101	50%	101
Non-staff costs	347	317	(30) ✗	135	(212) ✗	103	30%	244
Net Inc / (Exp)	(549)	(499)	(50) ✗	(321)	(228) ✗	(204)		
Capital Expenditure	11	31	(20)	366	355 ✓	4	36%	7

✓ = favourable movement ✗ = adverse movement

- 1.2 At the end of P9 2025 to 2026, we are in an overall net income position of £2.9m. This comprises net income of almost £3.2m in relation to our core activity offset by £204k of expenditure incurred in relation to our change and improvement programme.
- 1.3 The revised forecast for the full year estimates a total net expenditure of £425k. This is £182k more than the Q1 forecast (£243k net expenditure) and £92k more than the approved budget (£333k net expenditure).
- 1.4 The revised forecast reflects the priority that we are giving to our Fitness to Teach caseload recovery and the increased level of activity associated with this work. A summary of the movements between the Q1 forecast and current forecast is provided below.

Movement: previous forecast at 30 Jun to current forecast at 30 Sept			
	Core £'000	Projects £'000	2025-26 Summary of movement > £10k £'000
Net income / (expenditure) per previous forecast	256	(499)	(243)
Increase in income	17		17 Sustained level of interest rates resulting in higher investment income forecast
Decrease / (increase) in staff costs	43	(20)	23 Decrease in core staff due to turnover; increase in C&I staff due to extension of fixed term contracts
Decrease in digital costs	36		36 New MyGTCS licencing start date amended due to extension of hypercare period post go-live of MVP1
Decrease in meeting, conferences & events	13		13 Level of original budget not required as we continue to move and host events online rather than in person
Decrease in other staff related costs	2		2
Decrease in depreciation	2		2
Decrease in sundry costs	1		1
Increase in printing, postage & stationery	(4)		(4)
Increase in travel & subsistence costs	(4)		(4)
Increase in compensation costs	(8)		(8)
Increase in property costs	(26)		(26) Higher prices for labour and materials for repairs and maintenance
Increase in consultancy & professional services		(30)	(30) Allocation of budget to support service design work for P037 FTT case management system project
Loss on disposal of fixed assets	(70)		(70) Write off of digital development WIP which will now not be taken forward
Increase in legal costs	(134)		(134) Increase in level of investigative work being outsourced due to increased referrals plus 3rd vacant RIO post
Net movement	(132)	(50)	(182)
Net income / (expenditure) per current forecast	124	(549)	(425)
Income	6,527	0	6527
Staff costs	(4347)	(202)	(4549)
Non-staff costs	(2056)	(347)	(2403)
Net income / (expenditure) per current forecast	124	(549)	(425)

- 1.5 Our forecast operational expenditure of £6.403m is £39k less than budgeted operational expenditure. This variance equates to less than 1% of budget which is within the strategic finance KPI target variance of 5%.

2. Reserves:

- 2.1 Our total cash reserves at 30 September were £9.138m. The revised forecast estimates that our closing cash reserves at the end of year will be in the region of £5.8m.

3. Implications:

3.1 Risk Implications

The use of outsourcing FTT investigative work has helped to increase our resilience when managing spikes in workload combined with higher levels of staff turnover.

3.2 Legal Implications

We have legal implications to comply with the Disclosure Scotland Act 2020. Phase 1 of our project has been successfully completed, and we are proactively seeking clarification from Disclosure Scotland on proposed future changes.

3.3 Resource Implications

We are outsourcing more FTT investigative work than originally planned. We will require to undertake workforce planning activity to determine our optimal model of internal / external resource going forward and ensure that this is reflected in our financial plans.

3.4 Equality and Inclusion Implications

No implications identified.

3.5 Sustainability Implications

No implications identified. Although our current level of reserves exceeds the minimum level required by our reserves policy, there are plans in place to manage the level of reserves down.

3.6 Stakeholder engagement

No stakeholder engagement required.

4. Recommendation:

4.1 Note the financial position at 30 September 2025.

Appendix 1: Details on the movement between the Q1 and Q2 forecast

1. Income and Expenditure

1.1 Income

1.1.1 The total income for the year is forecast to be £6.5m. This is £17k more than the last reported forecast.

	FULL YEAR				YTD (50% of yr)	
	Q2 Forecast	Q1 Forecast	Q2 v Q1 Movement	Budget	Actual	% of Q2 Forecast
Registration Activities						
Registration fees	6075	6075	- =	6075	6020	99%
QoS assessment fees	148	148	- =	148	74	50%
	6223	6223	- =	6223	6094	98%
Other Income						
Services provided by GTCS	97	97	- =	97	-	0%
Sundry income	2	2	- =	2	1	50%
Investment income	205	188	17 ✓	108	111	54%
	304	287	17 ✓	207	112	37%
Total Income	6527	6510	17 ✓	6430	6206	95%

1.1.2 We are on track to achieve the budgeted income from our registration activities. The budget was based on 81,000 registrants and 800 applications from teachers qualified outside of Scotland (QoS). At the end of September, there were more than 80,000 individuals on the Register and we have received QoS assessment fees from 401 individuals.

1.1.3 Our forecast investment income has been revised upwards by a further £17k. At the end of September, the following amounts were on deposit or in the process of being placed on deposit.

Bank & Product	Amount Deposited	Interest Rate	Maturity Date	Status
Bank of Scotland 97-day term deposit	£501,485	3.01%	6 Oct 2025	Confirmed
Santander 3-month term deposit	£2,000,000	3.22%	9 Dec 2025	Confirmed
Santander 6-month term deposit	£2,000,000	3.44%	5 Jan 2026	Confirmed
Virgin 6-month term deposit	£1,500,000	4.00%	Apr 2026	In progress
Virgin 12-month term deposit	£1,500,000	4.00%	Jul 2026	Confirmed

1.2 Staff Costs

1.2.1 Total staff costs for the year are currently forecast to be £4.5m. This is a slight reduction of £23k on the previously reported forecast.

	FULL YEAR					YTD (50% of yr)	
	Q2 Forecast	Q1 Forecast	Q2 v Q1 Movement		Budget	Actual	% of Q2 Forecast
Staff Costs							
Salaries and overtime	3773	3794	(21)	✓	3910	1885	%
Ers pension	279	280	(1)	✓	283	139	%
Ers national insurance	503	504	(1)	✓	512	252	%
Apprenticeship levy	4	4	-	=	-	2	25%
Employment allowance	(10)	(10)	-	=	-	(10)	100%
Temp staff	-	-	-	=	-	-	0%
Total Staff Costs	4549	4572	23	✓	4705	2268	50%
Core	4347	4390	43	✓	4519	2167	50%
Change & Improvement	202	182	(20)	✗	186	101	50%
By funding source	4549	4572	23	✓	4705	2268	50%

1.2.2 Our core forecast staff costs are lower than budget due to staff turnover. Given the period of change that we are experiencing, we have not been directly backfilling vacant posts on a permanent basis when someone leaves GTC Scotland's employment. Instead, we have been able to offer a number of internal secondments on a fixed term basis to existing staff. This helps us to keep our options open while we assess the impact our digital investment has on helping to streamline our processes as well as providing opportunities for existing staff to gain experience in different roles and develop new skills.

1.2.3 To provide continuity and help to ensure delivery of the change and improvement programme, the fixed term contracts of the 2 Project Managers and Business Analysis Support Officer have been extended to the end of the strategic plan period. The additional in-year cost of extending these contracts is £20k.

1.3 Non-staff Costs

1.3.1 Total non-staff costs are forecast to be £2.4m. This is £222k more than the previously reported forecast.

	FULL YEAR					YTD (50% of yr)	
	Q2 Forecast	Q1 Forecast	Q2 v Q1 Movement		Budget	Actual	% of Q2 Forecast
IT & digital services	938	974	36	✓	677	349	37%
Legal costs	484	350	(134)	✗	355	170	35%
Consultancy & prof services	197	167	(30)	✗	260	59	30%
Depreciation	85	87	2	✓	142	52	61%
Other staff costs	132	134	2	✓	134	38	29%
Communications	54	54	-	=	54	9	17%
Print, post & office supplies	35	30	(5)	✗	30	29	83%
Meetings, confs & events	14	28	14	✓	28	3	21%
Sundry expenditure	17	18	1	✓	18	16	94%
PoVG fees	2	2	-	=	2	-	0%
Write off of WIP	70	-	(70)	✗	-	70	100%
Total Admin Costs	2028	1844	(184)	✗	1700	795	39%
Property & grounds maint.	95	69	(26)	✗	69	49	52%

Depreciation - property	40	40	-	=	63	20	50%
Utilities	48	53	5	✓	53	18	38%
Rates & insurance	54	53	(1)	x	51	26	48%
Cleaning & waste mgt.	26	21	(5)	x	21	14	54%
Total Property Costs	263	236	(27)	x	257	127	48%
Council, committee & panel	78	67	(11)	x	67	24	31%
External audit	27	27	-	=	27	13	48%
Election costs	7	7	-	=	7	-	0%
Total Governance Costs	112	101	(11)	x	101	37	33%
Total Non-Staff Costs	2403	2181	(222)	x	2058	959	40%
Core	2056	1864	(192)	x	1923	856	42%
Change & Improvement	347	317	(30)	x	135	103	30%
By funding source	2403	2181	(222)	x	2058	959	40%

- 1.3.2 As previously reported, we have been trialling the outsourcing of some Fitness to Teach investigative work to improve our resilience to better deal with spikes in referrals and to ensure the throughput of casework whilst there are vacant Regulatory Investigations Officer roles within the Regulatory Investigations team. A third RIO post will shortly become vacant due to maternity leave and this, combined with an increase in referrals this year, means that we will now be outsourcing more investigative work than planned. As a result, our forecast legal costs and panel costs have increased.
- 1.3.3 The implementation of a modern case management system to support our regulatory investigations work has been prioritised following the recommendations from the PSA review. The preferred supplier for the new MyGTCS platform offer a "Regulator Online" product that is targeted towards the work we do as a professional regulator. This means that what they offer provides an "off the shelf" solution which is more straightforward to implement as it requires less customisation than other available solutions. Most of the work on the case management system will fall into the next financial year, however, a small budget has been allocated to the project this year to support some service design work (£30k professional services) and legal costs (£7k) in relation to the contractual arrangements with the preferred supplier.
- 1.3.4 Implementing a more modern "off the shelf" case management system means that we now know that some historic and incomplete digital development undertaken in 2018 as part of development of the new Register is redundant. The cost of this work in progress (WIP) has therefore been written off.
- 1.3.5 We have increased our forecast property maintenance costs as we have been experiencing higher prices for labour and materials for minor repairs and maintenance in the year to date which will have a full year impact.

1.4 Change & Improvement Programme

1.4.1 C&I programme costs are forecast to be £560k. This is £30k more than the previously reported forecast.

	FULL YEAR					YTD (25% of yr)	
	Q2 Forecast	Q1 Forecast	Q2 v Q1 Movement		Budget	Actual	% of Q2 Forecast
P002 register improvement	-	-	-	=	-	-	-
P003 operational excellence	-	-	-	=	-	-	-
P004 FTT rules	62	62	-	=	77	26	42%
P005 ITE	2	2	-	=	-	-	0%
P013 PU review	4	4	-	=	-	-	0%
P015 CDE	282	282	-	=	287	103	37%
P021 future office	3	-	(3)	x	22	-	0%
P022 policy management	-	-	-	=	-	-	-
P028 brand refresh	10	10	-	=	10	-	0%
P031 DSA 2020	-	-	-	=	45	-	-
P037 FTT Case management	37	-	(37)	x	-	-	0%
Staff costs attributable >1 project	149	129	(20)	x	84	75	50%
Change governance	-	10	10	✓	30	-	-
Capex outwith projects	11	1	(10)	x	-	4	36%
C&I unallocated budget	-	30	30	✓	132	-	-
Total Project Costs	560	530	(30)	x	687	208	37%
Staff costs	202	182	(20)	x	186	101	50%
Non-staff costs	347	317	(30)	x	135	103	30%
Capital	11	31	20	✓	366	4	36%
Total Project Costs	560	530	(30)	x	687	208	37%

1.4.2 As outlined above, we have extended 3 fixed term contracts and allocated budget to the FTT case management system project (P037). We have also commissioned the pre-planning appraisal for Clerwood House following the committee's discussions in August. In total, this has increased the forecast by £60k, however, this has been offset by a net release of £30k mainly by extending the change freeze for minor digital developments and/or improvements.