

General Teaching Council for Scotland

Annual Report and Financial Statements

for the year ended 31 March 2020

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Welcome

Convener's Report

In introducing this Annual Report I was drawn to the Robert Burns poem *To a Mouse*:

*But Mousie, thou art not thy-lane,
In proving foresight may be vain;
The best laid schemes 'o mice an' men
Gang aft agley*

All of us will have seen our plans change drastically as a result of the global pandemic. Thankfully, over recent years GTC Scotland has invested in systems which allowed staff to work remotely and as a result I am pleased to say we have been able to largely maintain "business as usual". I have been proud of the professional commitment shown by GTC Scotland employees to support Scottish education and of the professional commitment shown by Scotland's teachers over this time.

Our Annual Report offers an opportunity to reflect on the work of GTC Scotland over the last 12 months. This particular Annual Report also signals the final chapter of our Strategic Plan 2017–20 and allows us to

introduce our [Strategic Plan for 2020–23](#), which I encourage you to take time to look through and see the scope, breadth and quality of work being taken forward by GTC Scotland.

In this introduction, I will highlight a few examples of progress against our objectives over the last three years.

Our first objective, 'Setting high standards and promoting high-quality professional learning, teaching and leadership to improve learner outcomes', is personified in the work to refresh the Professional Standards and revise the Professional Code.

This review started back in 2017 and significant milestones have been met; our National Conversation ran for five months until early 2018 gathering views from across education in Scotland and beyond; the redraft of the Professional Standards and Professional Code underwent public consultation in October 2019; and now we are preparing for a final phase of engagement before the new Standards and Code are launched in 2021.

Our second objective, 'Acting in the public interest and enhancing the reputation of the Scottish teaching profession', has our regulation and registration processes at its heart. We have upgraded our registration technology to move fully online, and our Fitness to Teach procedures continue to be streamlined and developed to provide an enhanced service to registrants.

Our third objective, 'Improve GTC Scotland's organisational effectiveness and capability' illustrates the breadth of services we provide registrants and stakeholders from online portals such as MyPL which has been rolled out to all local authorities, to operating the Student Placement System. We supported this objective by appointing, in 2018, two Development Officers with a role to strengthen the relationship of GTC Scotland with key education stakeholders. The measure of their work is evidenced in the strength of relationships that they have fostered through their visits to 32 local authorities. Sociologist William Bruce Cameron wrote: "Not everything that counts can be

counted, and not everything that can be counted counts.” The Annual Report and Strategic Plan gives a flavour of both our measurable achievements, and the activities which are more difficult to measure.

GTC Scotland strives to achieve and maintain a world-class reputation in all aspects of its work. Together our Annual Report and Strategic Plan for 2020–23, set out how we feel we have achieved this over the last 12 months, over the last three years and how we plan to take it forward over the next three years. They are our best laid plans and events may mean some go agley but I am confident in the ability, professionalism and resilience of employees at GTC Scotland and educators in Scotland to keep our plans on track and to support the pupils and students in our schools and colleges.

David Innes
Convener of Council



Chief Executive's Statement

I am pleased to present GTC Scotland's Annual Report 2019–20, which reports against the Strategic Objectives set out in our 2017–20 Strategic Plan.

The academic session 2019–20 will forever be associated with the Covid-19-related disruption that has engulfed not just our Scottish education system, but the world as a whole. Who could have foreseen that the virus would wreak such global havoc by the end of our annual reporting year, and with the potential to change our world and global outlook so significantly?

At the outset, it is important that I commend the Scottish teaching profession for the manner in which it has responded to the fallout from Covid-19.

Education professionals across the country have shown great commitment and ingenuity in maintaining the delivery of

meaningful learning and teaching in the most challenging of circumstances. Henry Hepburn, the *TES Scotland* news editor best summed it up when he suggested that perhaps post-virus "the world will see teachers in a new light... their bravery, ingenuity and unstinting commitment in the midst of a global crisis will do away with some of the more dismissive takes on the teaching profession."

As education professionals, we all know the value we add to society. In the light of Covid-19, perhaps this is a realisation now dawning on many more in our society.

Over the annual reporting year 2019–20, GTC Scotland has taken forward a wide range of projects. They are designed to support and enhance the professionalism of our 76,600 registrants and, in line with our second strategic objective, maintain the confidence of the public and users of the education systems in the teaching profession.

Sitting at the heart of being an education professional in Scotland are our Professional Standards and Professional Code (previously known as the Code of Professionalism and Conduct). Following our consultation on both the Standards and Code for teachers in late 2019, and in line with our strategic objective to set high standards for the profession, we are now in the process of finalising both documents with support

from a range of stakeholders. The refreshed Professional Standards for Teachers and the revised Professional Code will come into effect fully from summer 2021 and I am grateful to all who contributed suggestions and ideas in bringing this major exercise to fruition. The extent of our national conversation over 18 months and the extensive feedback from the profession on the draft Standards and Code make them truly "by the profession, for the profession".

Another significant milestone was achieved in the annual reporting year with the publication of our five-year longitudinal report on professional learning and Professional Update. With all registrants having now completed the first full cycle of Professional Update, it has been heartening to see clear evidence emerging of the impact quality Professional Review and Development (PRD) is having on practitioners and their students, colleagues and schools. Data was used from the annual evaluations of Professional Update to support our publication *Unlocking the Potential of Professional Review and Development* which provides updated guidelines on PRD and were launched with a range of support materials.

Allied to our role in the ongoing revalidation of local authority and other PRD schemes, which we started this year, GTC Scotland plays a key role in supporting professional learning and PRD, both of which are key to the professionalism



of education practitioners. Recognising and incentivising high-quality professional learning and leadership is an important part of the service GTC Scotland provides to registrants and is reflected in our first strategic objective. Access to quality research through EBSCO on MyPL, now rolled out as the national professional learning portal in the last year, is one way in which registrants are increasingly engaging in and with research. Another way we recognise high-quality learning is through our widening range of accredited Excellence in Professionalism Awards with almost 600 education professionals in receipt of them over 2019–20 and a total of almost 60 programmes now accredited.

We have been investing heavily in the introduction of a Customer Relationship Management (CRM) system (in Microsoft Dynamics) in recent years, and continue to invest in this reporting year, to enhance our IT and deliver on part of our third strategic objective which is to further improve our organisational efficiency. Upgrading our IT systems will allow us to provide a wider range of services and enhance our organisational efficiency over the coming years. We have also begun to look at how this new system will allow us to publish helpful and interesting data from the information we hold on areas of Scottish education in which GTC Scotland plays a critical role, such as registration, student placement, professional

learning and teacher induction. With financial support from Scottish Government, we are stepping up our work to progress the registration and regulation of college lecturers. For over five years, GTC Scotland has worked closely with the college sector and, in 2019, responsibility for the Professional Standards for College Lecturers was transferred from the Scottish Government to GTC Scotland. This transfer is an important part of the infrastructure we are building over the next year to begin the registration and regulation process for lecturers and to ensure we can deliver the high-quality services to them that we currently provide to existing registrants.

Over the past year, our two Development Officers have been engaging with registrants, local authorities and parent bodies across Scotland to increase understanding and awareness of the important role GTC Scotland has in the registration and regulation of the teaching profession. The recruitment of our Development Officers has successfully increased our capacity to engage more regularly with registrants and stakeholders and over the year they have forged positive and supportive relationships at a variety of levels.

Needless to say that all of the work carried out by GTC Scotland is undertaken within careful financial budgeting in line with OSCR, the charities regulator, guidelines. GTC Scotland is externally audited

annually and in 2019–20 we were pleased to once again receive a clean financial audit.

A very pleasing feature of the last year has been the positive feedback we have received on the quality of our *Teaching Scotland* magazine. It is clear from this feedback that it is seen by an increasing number of its readers as being a must-read publication that helps to keep the profession up to date and informed on a wide range of issues affecting Scottish education. Our programme of webinars has also received much acclaim and we are using all our communications experience to provide the profession with much-needed, and greatly valued, resources on wellbeing as practitioners face the challenges posed by Covid-19.

With our new 2020–2022 Council in place, I am proud to say that all the team at GTC Scotland, on behalf of Council, continue to be focused on supporting the teaching profession in its delivery of high-quality outcomes for all learners. It is indeed an honour and a great privilege to be leading GTC Scotland. I can assure you we will continue to do all we can to provide high-quality support through delivering what is set out in our Strategic Plan for 2020–23 as we all engage with the challenges that lie ahead for Scottish education.

Kenneth Muir
Chief Executive and Registrar

Objectives and Activities

About GTC Scotland



Our Vision:

Assuring and enhancing educational professionalism; inspiring world-class learning and teaching

GTC Scotland is the world's oldest, self-regulating professional body for teaching and was set up in 1965. The organisation in its current form was established by the Public Services Reform (General Teaching Council for Scotland) Order 2011 and is a charity registered with the Office of the Scottish Charity Regulator (OSCR). (SC006187).

We have statutory responsibilities for contributing towards:



Improving the quality of teaching and learning



Maintaining and improving teachers' professional standards

Our Key Objectives, held within our Strategic Plan for 2017-2020 are:



Set high standards and promote high-quality professional learning, teaching and leadership to improve learner outcomes



Be an effective regulator acting in the public interest, enhancing the reputation of the Scottish teaching profession



Continue to improve our governance, organisational effectiveness and capability

We embed Our Values in all of our work:



Fairness



Integrity



Trust and Respect



Professionalism



Sustainability

Achievements and Performance

This is the final reporting cycle of our Strategic Plan 2017–20. Here we highlight the key activity we have undertaken to achieve our three strategic objectives.

1. Setting high standards and promoting high-quality professional learning, teaching and leadership to improve learner outcomes

Health and Wellbeing Hub

GTC Scotland responded swiftly at the start of the Covid-19 pandemic to support teachers and lecturers with their mental health and wellbeing. We worked with wellbeing experts to create bespoke resources for teaching professionals on a variety of topics including resilience, managing stress, leadership, meditation and coaching, in addition to interviewing Scottish education professionals about how they're coping with lockdown in our *A Brew and a Blether* series. These resources and others were curated and collated into a central

[Health and Wellbeing Hub](#) for

teachers and lecturers to access. The Hub has

seen over 12,500 unique page views and was publicised in *TES Scotland*.

Refresh of the Professional Standards and revision of the Professional Code

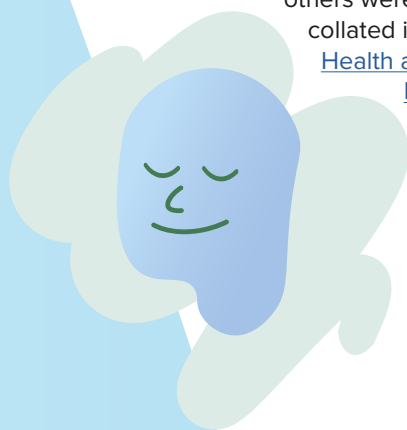
Following work with partners to refresh all five Professional Standards for teachers and revise the Professional Code, we undertook a public consultation from September to December 2019. This provided an opportunity for the public, teachers and interest groups to feedback on the refreshed content. An analysis of the consultation outcomes resulted in 28 recommendations. Recommendations from Children in Scotland were also considered, following engagement with young people.

In March 2020 a small group of partners met to reconsider the Professional Standards for teachers in light of the consultation feedback and the view of the GTC Scotland Council. Work began to draft the final versions by further refining the content of the documents.

The recommendations fell into three key themes on content, development and delivery. In relation to content, much of the feedback was that the Standards had too much jargon and were often too wordy.

An example of how we refreshing the standards is by changing word choices: for example, "IT" has become "digital literacy". It was also considered appropriate to restructure the Professional Standards for teachers to address calls for greater coherence across them.

Given this further change, we plan to undertake a period of engagement with the teaching profession in October 2020 to seek feedback on the content and usability. We will then work with partners to prepare for formal enactment of the refreshed and restructured Professional Standards in August 2021. Further work will take place to refine the Professional Code for teachers. It is anticipated that a new Professional Code for the college sector will be issued for public consultation in due course.



Supporting professional learning

We have now completed the final cohort of the [five-year implementation of Professional Update \(PU\)](#) for all teachers in Scotland. More than 67,000 teachers have successfully engaged with the process.

In 2014, each local authority, school or organisation had its PU process validated by GTC Scotland. As part of this revalidation process, we have been taking a closer look at what PU has meant for the profession and what the experience has been like for all those who have been involved in supporting or engaging with the process.

More than 700 registrants not currently working within Scottish schools have also engaged in the PU process by making a direct submission to GTC Scotland. Many have been supported through direct submission by videoconferencing or face-to-face meetings.

As with the original validation process, GTC Scotland is taking a phased approach, and to date the revalidation process has been completed within 19 local authorities and three universities. Initial feedback from the process indicates that the publication of GTC

Scotland's *Unlocking the Potential of PRD* guidelines has further enhanced employer processes to ensure a positive and supportive Professional Review and Development (PRD) experience for teachers.

Focus group feedback from the revalidation process also indicates that most teachers have access to a wide range of high-quality professional learning activities, with collaborative approaches to learning having the greatest impact on practice and thinking.

In addition, the feedback suggests that PU is now less commonly perceived as a five-yearly event, but rather an ongoing process of reflective self-evaluation which informs and supports teacher engagement in professional learning, collaboration with colleagues and supportive dialogue with reviewers.

During the reporting year, a wide-reaching digital transformation programme was undertaken which saw registrants with full registration given access to MyPL, a new national online portal where teachers log their professional learning and which replaced the old PU system. The more modern MyPL platform is not only faster but also has scope to provide registrants with

specific content and greater interactivity. The next stage is to provide access to MyPL to those who are due to be fully registered. Feedback from MyPL users has been positive and their responses will inform future developments and improvements.

Following completion of the revalidation process within local authorities, universities and national organisations the next phase will focus on schools within the independent sector from January 2021.

The intention of PU is to support professional learning for all those registered with GTC Scotland through effective and meaningful ongoing professional dialogue, and PRD. It was, and continues to be, about the impact that this learning has on the learning and lives of the young people in our schools. The revalidation process thus far confirms that this aim is being successfully achieved for many of our registrants.

Feedback from the revalidation process, in addition to findings from the PU Annual Evaluation, will continue to inform the PU Action Plan for GTC Scotland. Our aim is to further enhance experiences of, and impact from, the PRD and PU processes.

More than
67,000

teachers have now completed the Professional Update process



More than
700

teachers have now completed the Professional Update process through direct submissions to GTC Scotland

Key findings from the PU five-year study



While teachers like collaborative learning...



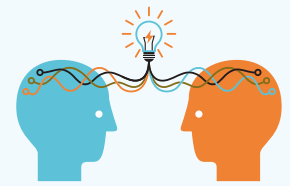
they are less positive about the impact it has on colleagues



Is collaborative learning well understood?



Almost all teachers engage in PRD
(Fewer than 5% don't)



Coaching supports the process but there is an ongoing need to support reviewers' coaching skills



Professional Standards provide support for self-evaluation

Teachers mostly use the Standard for Career-Long Professional Learning as it provides a broad and varied framework to enhance teacher professionalism.



It works best when teachers have ownership. Together we need to tackle bureaucracy to support workload management. It is important to recognise that the PL needs of supply teachers and those outwith school contexts may be different



Most teachers feel prepared and knowledgeable to develop evidence of impact of professional learning ...



but a fifth of respondents did not gather evidence of impact



Support is needed to help teachers understand how to do this effectively

When teachers know about and use supporting materials, they find them helpful



Engagement with Practitioner Enquiry is growing but is still relatively low

2. Be an effective regulator acting in the public interest, enhancing the reputation of the Scottish teaching profession

Enhancing professionalism in the college sector

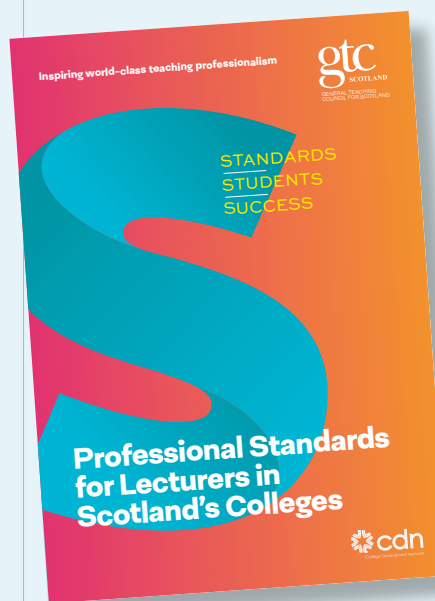
GTC Scotland has continued to work with the college sector to validate individual colleges for Professional Update; we expect to see all colleges validated by 2021–22. In 2017, it was agreed as part of the National Joint Negotiating Committee settlement, that all college lecturers would be registered with GTC Scotland.

A strategic cross sector working group, chaired by GTC Scotland, was set up in 2018 to establish requirements and pathways for college lecturers to register with, and be regulated by, GTC Scotland. The steering group, known as the College Lecturer Registration Working



Group (CLRWG), includes representatives from GTC Scotland, EIS-FELA, Colleges Scotland, universities offering the Teaching Qualification in Further Education (TQFE) and the Scottish Government. To support this work, and to advise the main CLRWG, two sub-groups were established in December 2019 in the areas of registration and professionalism. These groups currently are led, co-ordinated and administered by GTC Scotland.

Registration and regulation are seen as important steps in acknowledging the professionalism of lecturers and their ongoing commitment to professional learning. Importantly responsibility for the Professional Standards for Lecturers in Scotland's Colleges passed to GTC Scotland in December 2019.



GTC Scotland has been preparing for college registration, such as enhancing our online application for registration capabilities as part of the wide reaching ATLAS project – which is improving our organisational efficiency through digital transformation – and creating bespoke college sections within our professional learning platform (MyPL). Presentations, workshops and surgeries have taken place with key stakeholder groups in many colleges to support enhanced communications and engagement.

College-related content has been included within *Teaching Scotland* magazine and we have established a new college e-newsletter, *Inspiring Lecturers*, to enhance direct engagement

with college lecturers.

GTC Scotland is also leading a review of the teaching qualification landscape, on behalf of the Scottish Government, specifically to examine and report upon the range of qualifications, pathways, potential equivalencies, models of delivery and specific backgrounds that lecturers in colleges bring to the sector.

Accreditation of Teacher Education Institutions

Throughout 2019–20, we have been exploring new and innovative ways to attract people into the teaching profession in Scotland. We have been working with partner ITE providers to offer flexible routes into teaching in a bid to attract people and encourage greater diversity in the profession. A programme of accreditation and re-accreditation throughout the year has seen new and existing programmes of teacher education evaluated to ensure that high standards are maintained. These programmes are listed in Table 1.

Professional Recognition recognises the enhanced, significant and sustained enquiry a teacher has undertaken and the development of their professional learning in a particular area. The award recognises the expertise and accomplishment of the teacher. Programmes leading to Professional Recognition are awarded with a Quality Mark, signifying their high-quality content which ensures that teacher professionalism is maintained and enhanced, and that learning experiences are professionally recognised and valued.

Over 3,000 teachers currently hold a Professional Recognition Award. In 2019–20, 592 teachers were awarded Professional Recognition (863 in 2018–19). To date over 50 professional learning programmes have been awarded professional recognition with 10 programmes successfully achieving accreditation or reaccreditation this year.

GTC Scotland has accredited eight professional learning programmes this year (five were accredited last year). See Table 2.

Registration of teachers in independent schools

Focused work has continued in 2019–20 to support the registration of teachers in the independent sector prior to the deadline for their registration. The deadline for registration was 1 October 2020, but

this has been pushed back to June 2021 as a result of Covid-19. We have analysed our database and compared it to the census returns of each school in this sector and provided information to support each school to ensure that it meets the registration requirements. Specific work is underway to ensure the bespoke needs of some in this sector can be met through effective registration routes.

Table 1: Teacher accredited programmes

Initial Teacher Education Provider	Name of Programme	Date of accreditation
University of Glasgow	MD Technology Education	23 May 2019
University of Northampton	PGCE Top Up	17 June 2019
University of Aberdeen	International PGDE	29 August 2019
University of Edinburgh	MA Primary Education with Gaelic	9 September 2019
University of the Highlands and Islands	PGDE Primary and Secondary (English and Gaelic Pathways)	20 February 2020

Table 2: Professional learning programmes

1.	Dundee University with the award M. Ed Programme Named Pathways
2.	LFEE Europe Modern Languages Immersion and Methodology Programme in France and Spain
3.	City of Edinburgh Council Supporting of Learning Dyslexia programme
4.	Glasgow City Council Improving our Classrooms
5.	Learning through Landscapes (formerly Grounds for Learning)
6.	University of Dundee Graduate Diploma in French/German by Distance Learning
7.	West Lothian Council Leadership Development Programme
8.	Scottish Natural Heritage Teaching In Nature

Recognising excellence in the teaching profession

A number of national events were held throughout 2019–20 recognising the expertise and accomplishments of teachers.

In May 2019, the Leadership Awards ceremony saw 125 of Scotland’s newest education leaders awarded with GTC Scotland’s Standard for Headship after successfully completing the Education Scotland coordinated Into Headship programme. The National Probationer celebration held in June 2019 recognised those joining the profession via the Teacher Induction Scheme and Flexible Route, both of which are managed by GTC Scotland.

Our prestigious national Excellence in Professional Learning Awards event, held in September 2019 at the conclusion of the Scottish Learning Festival, recognised Excellence in Professional Learning across the teaching profession.

The recipients of Excellence in Professional Learning Award for Schools and Organisations in 2019 were:

- Alloa Academy
- Angus Virtual School
- Bankton Primary School
- Capshard Primary School and Torbain Primary School
- Earlston High School

- Eyemouth High School
- Hillhead High School
- Kirkintilloch Learning Community
- North Berwick High School
- Smithycroft Secondary School
- St Ninians Primary
- University of Strathclyde PGDE Course Team

Professional Recognition for Professional Learning in 2019 was awarded to:

- MEd (named Pathways), University of Dundee
- Making connection through Learning for Sustainability, University of Edinburgh
- Support for learning, City of Edinburgh Council
- Improving our classrooms, Glasgow City Council
- Supporting teacher learning, University of Strathclyde

The Convener’s Award 2019 winner:

Paul Beaumont, Director of Professional Learning at the Scottish Schools Education Research Centre (SSERC) received this prestigious award as he had shown outstanding leadership through his work and exemplified the GTC Scotland Professional Values of Trust, Respect, Integrity, Professional Commitment and Social Justice.

Professional Learning Award for Organisations 2019:

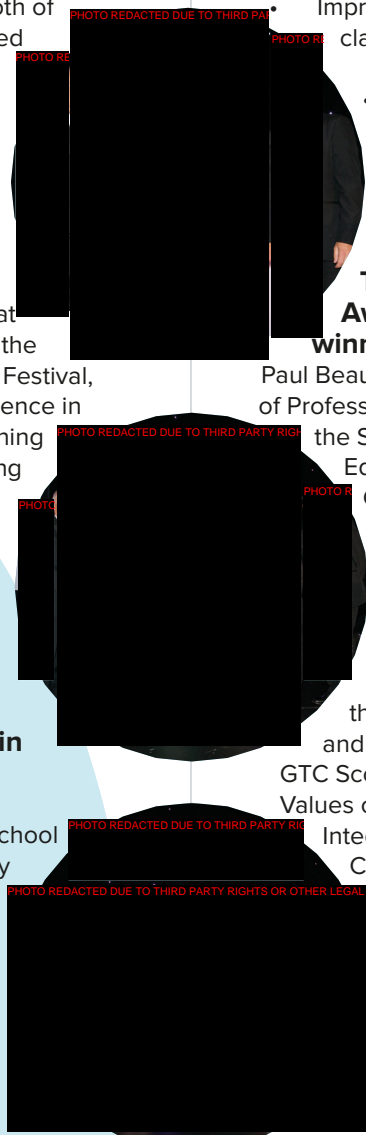
- Learning for Sustainability Scotland
- School Leaders Scotland
- The Wood Foundation

Student Placement System

The Student Placement System (SPS) places students undertaking Initial Teacher Education, ITE programmes into schools. It is administered by GTC Scotland’s Student Support Team on behalf of the Scottish Government, the ITE providers and local authorities; the placements are arranged between ITE providers and their local authority partners. In 2019–20 GTC Scotland placed 6,434 students across Scotland (6,299 for 2018–19).

The system uses a complex algorithm to ensure that all students studying to be teachers are placed in schools appropriate to their subject and learning requirements. This takes into account many different requirements including journey times between a student’s home and designated school (by private and public transport). Average travel time in 2019–20 was calculated as 23.94 minutes.

The Student Support Team assists students by answering queries and providing support and guidance to SPS users, namely the Teacher Education Institutions and local authorities. The Team, in collaboration with our SPS partners, strives to provide the best possible service to aspiring new teachers.



Regulation

The protection of the public is at the heart of GTC Scotland’s Fitness to Teach (FtT) process. Work has continued during the year to streamline our processes and develop new methods of tracking and monitoring FtT casework in order to provide an enhanced service to registrants.

We received 228 cases during 2019–20, a 26% increase from the 181 new cases we received in 2018–19. As with previous years, the majority of cases related to conduct. Of the 228 cases received, 207 were conduct referrals (91%), competence referrals totalled eight (3.5%) and 13 related to other fitness to teach processes including subsequent registration, conditional registration order reviews and registration reviews (6%).

This means that we received FtT referrals in respect of

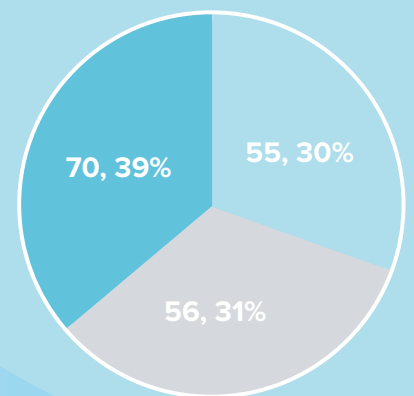
0.3% of our total number of registrants (0.24% in 2018–19).

There has been a continued focus on older cases during this year with 21 of the 42 cases from prior to 2018 having concluded. This represents a reduction of 50%.

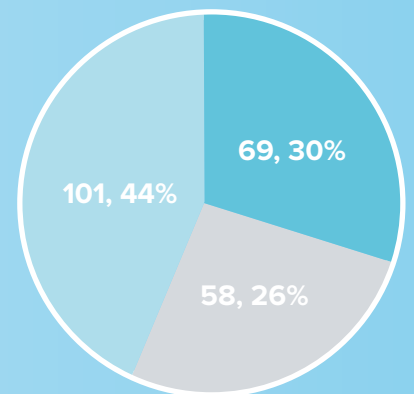
In terms of referrals, 69 cases were referred by the public, a 25% increase from 2018–19 which saw 55 cases from the public; and 58 cases were referred by employers, a 4% increase from 2018–19 which saw 56 cases from employers.

Increased awareness of our FtT processes and the correct grounds for referral through the outreach work of our Development Officers may explain the increase in referrals from members of the public and employers. Just over 100 cases were referred from other sources including: Disclosure Scotland, Police Scotland and self-referrals.

Referral Source – All cases received 2018–2019



Referral Source – All cases received 2019–2020



- Member of Public
- Other combined
- Employer

Open FtT cases by stage and year of receipt:

At 1 April 2019							
Stage/Year of Receipt	2014	2015	2016	2017	2018	2019	Total
Initial Consideration	0	0	0	0	1	8	9
Investigation	0	2	3	15	54	17	91
Hearing	3	3	7	9	4	0	26
Total	3	5	10	24	59	25	126

At 31 March 2020								
Stage/Year of Receipt	2014	2015	2016	2017	2018	2019	2020	Total
Initial Consideration	0	0	0	0	1	8	3	12
Investigation	0	2	3	15	54	17	27	118
Hearing	3	3	7	9	4	0	2	28
Total	3	5	10	24	59	25	32	158

Information Governance

Following an exercise to assess GTC Scotland’s compliance with GDPR against the seven Data Protection principles, an action plan was formulated to address specific elements. While the action plan is now complete, work continues in the area of data sharing.

The number of FOI and Subject Access requests received by GTC Scotland remained around the same in 2019–20 as compared to 2018–19 with 61 FOIs (64 in 2018–2019) and 22 Subject Access requests (18 in 2018–2019). In 2019–2020, four applications for a decision by the Scottish Information Commissioners Office were submitted. In one the Commissioner found that GTC Scotland had complied with FOI, another was resolved amicably following the advice of the Commissioner, and the third application reached a conclusion prior to the investigation stage. We await the outcome of the fourth application. In comparison, in 2018–19, one requester made an application for a Decision by the Scottish Information Commissioner (in which the

Commissioner found that GTC Scotland had complied with FOISA).

All requests for personal information, and 94% of FOI requests were responded to within the required timescales (6% of FOI requests were incomplete). Reasons for the incomplete FOIs include non-payment of the fee notice and further information not being provided by the applicant.

Equality and Diversity

Our Equality and Diversity staff group continues to champion equality of opportunity throughout the organisation. The group delivered a range of initiatives in 2019–20, including: a highly-informative equality and diversity day for staff during Anti-Bullying Week featuring guest speakers and breakout workshops; introducing an online equality and diversity training module which all staff have been asked to complete; curating a cultural calendar to raise awareness among staff of important initiatives, such as Show Racism the Red Card day; and introduction of an impact assessment check

in the Project Management Office process.

GTC Scotland understands that varied perspectives will make valuable contributions to the teaching profession and that this will benefit learners. To this end, in 2019–20 we have worked on a number of initiatives including the *Teaching in a Diverse Scotland* action plan which, among other aims, seeks to attract more people from a BAME background into the profession; published a booklet, in partnership with Bòrd na Gàidhlig, that provides guidance on how to become a teacher in, or of, Gaelic; and drafted an *Equality and Diversity* professional guide for teachers.

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It is almost half a century since the 1976 Race Relations Act came into force and 10 years since the 2010 Equalities Act came into effect. Yet, still, in the second decade of the 21st century, it appears that we have a long way to go in addressing some issues of equality, not least having a teaching profession that includes appropriate representation from black and ethnic minority communities.”

Ken Muir, Chief Executive and Registrar

Registration

Registration of teachers and college lecturers is at the heart of our work.

There has been an increase (1.28%) in the number of teachers registered with GTC Scotland in this reporting period. In 2019–20, 76,756 teachers were registered whereas in 2018–19 it was 75,784.

Each year hundreds of teachers and lecturers request registration with GTC Scotland. Below are some figures that illustrate the work we do in this area:

- GTC Scotland registered 1,040 applicants via Qualified Outside Scotland processes (1,139 in 2018–19)
- 341 registrants were awarded GTC Scotland Professional Registration, which is up 10% on the previous period (309 in 2018–2019)
- 2,872 probationer teachers

were awarded Full Registration via the Teacher Induction Scheme from the 2019–20 cohort (previous year 2,746)

- The total number of probationer teachers who completed ITE programmes in the 2019–20 session in Scotland and are currently on the Flexible Route is 1,352 (previous year 1,133).
- 54 teachers were awarded GTC Scotland ASN registration (41 in 2018–2019)

As with 2018–19, the potential implications of Brexit on registration have been at the forefront of our activity during this reporting period.

While the registration rules and processes will not change for teachers from other EU Member States during

the transition period, after 31 December 2020, such teachers will be assessed for registration according to our rest-of-world rules and processes (as was the case until the introduction of EU legislation in 1989, which required different rules and processes to be agreed).

At this point we will also provide access to the Internal Market Information (IMI) database which provided access to information about EU citizens applying for registration to teach in Scotland.

This will increase our administrative workload although it will also allow us to operate one process for all teachers. We continue to closely monitor developments and prepare for 31 December 2020.

Table 3: Registration data

	As at 31 March 2020	As at 31 March 2019	As at 31 March 2018
Primary Head Teachers	940	1,085	1,194
Primary Educators	38,949	38,011	36,859
Secondary Head Teachers	139	165	179
Secondary Educator	36,110	35,943	35,446
Further Education (College Sector)	481	448	485
Teacher Education Institutions	137	132	134
Total	76,756	75,784	74,297
Qualified Outside Scotland	1,040	1,139	1,097
Professional Registration	341	309	255

3. Continue to improve our governance, organisational effectiveness and capability

Stakeholder engagement

The appointment of two GTC Scotland Development Officers in 2018 had the aim of strengthening the relationships between GTC Scotland and a range of stakeholders in the Scottish education system. The officers' main area of initial focus was to support understanding of GTC Scotland's FtT processes and procedures across the country. Following the Development Officers visits to all 32 local authorities, each Officer has now taken on responsibility for 16 local authorities, which they have continued to visit on a regular basis to identify gaps in understanding of FtT and to bridge those gaps.

The Officers have also delivered training to

headteachers, local authority HR staff and school staff on what FtT means for them and how the processes involved encourage teacher professionalism and promote the development of a highly-respected teaching workforce in Scotland.

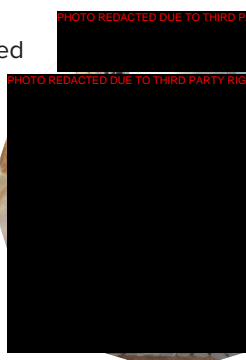
The Development Officers have worked closely with the Professional Associations and parent groups to raise awareness of FtT processes and procedures and to encourage appropriate interaction. It was recognised early on, for instance, that the Regulation team at GTC Scotland was receiving a high number of referrals from members of the public that were being dismissed at the first stage. Following discussions with the National Parent Forum for

Scotland (NPFs), CONNECT and the Scottish Parental Involvement Officer Network (SPION), the Officers held a number of events informing parents of the requirements of the referral process. This led to engagement with the Scottish Child Law Centre to raise their awareness of where members

of the public fit into the referral process and of the role that such organisations can play in supporting the process.

There have also been a number of fruitful engagements with the different

Professional Associations. In addition, they plan to extend training into local areas to raise awareness among teachers of the purpose of GTC Scotland's FtT processes and procedures and of how they impact on the development of teacher professionalism.



SPION is extremely grateful to GTC Scotland for hosting recent meetings. This has enabled good professional dialogue between SPION members and key staff in GTC Scotland."

Kathryn Farrow, Quality Improvement Officer, Glasgow City Council



I was at a Parent Council meeting last week. A couple of the parents had been at your session and their feedback was very positive – they said they now had a far stronger understanding of the role of GTC Scotland, and were reassured that checks and processes are in place where there are significant issues about teacher conduct and competence."

Robin Calder, Acting Quality Improvement Officer, Shetland Islands Council

IN DEPTH CYBER SECURITY

Five steps to good cyber security



Whether you're using cloud-based systems or getting homework submissions online, keeping learners' data safe is down to just five simple steps

Data is one of the most precious assets we own, and it is being used and misused to powerful effect. With the number of cyberattacks on the rise it is more important than ever that we keep learners' data safe.

From marks recorded in online apps, to fingerprints used for cashless canteens and images recorded on CCTV, learners' data takes many different forms and is obtained and stored in a variety of ways.

This data needs to be kept safe, which means ensuring it is obtained with appropriate consents, used for specific purposes and stored securely. If it isn't, the data is more likely to be vulnerable to cyber-attacks and data breaches - there may even be legal implications. It is also important to be aware that under data protection legislation, learners have a right to obtain a copy of the information held on them.

Five good data habits
The first line of cyber security defence is yourself. You can help protect data by cultivating five good data habits.

- 1. Set secure passwords**
If your local authority or college has a password or data protection policy please refer to this, otherwise, there are various steps you can take to help create a secure password, including using:
 - two-factor authentication,
 - your browser's password manager and
 - employer-approved password generators.
- 2. Keep your password to yourself**
It may sound obvious, but ensuring you keep your password confidential will help prevent data security being compromised.
- 3. Use cloud software appropriately**
Many teachers and college lecturers use cloud-based systems such as Glow. When you are using online software it's important to consider:
 - If the appropriate permissions have been taken to store this information
 - If the information is being used for the purposes originally intended
 - If you still need to hold this information.
- 4. Don't use public Wi-Fi**
Cloud software should only be accessed over trusted networks as data could be compromised over public Wi-Fi hotspots.
- 5. And when you're keeping it old school**
It's important not to overlook the security of information held on pen drives and jotters. USB sticks need to be tracked and encrypted while caution should be exercised to avoid misplacing jotters and essays.

Remember to look for the padlock symbol on your browser's address bar. If it isn't there don't submit any sensitive information on that webpage. For more tips on how to create a secure password, read Lorraine Mills' article 'Techno-venture' from *Teaching Scotland*, Issue 77.

HELP GTCs MAINTAIN GOOD DATA SECURITY
GTC Scotland has been awarded Cyber Essentials Plus, which means we have demonstrated, publicly, our commitment to cyber security by putting in place a set of baseline technical controls. Please help us maintain our certification by logging in to your MyGTCS account and ensuring that your contact details are up-to-date.

With thanks to Lorraine Mills, Cyber Security Consultant at BlueRock, who has supported GTC Scotland as part of the Cyber Security Programme.

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Enhancing digital services

We have been carrying out a range of work to enhance our digital services, focusing on service delivery; reduced system downtime; improved functionality for users; and the increasingly critical area of information security. In January 2019, GTC Scotland was certified for Cyber Essentials Plus accreditation, and we are currently working on renewing this accreditation for 2020. The Cyber Essentials scheme is an assurance mechanism for organisations to help demonstrate that cyber security measures are in place to help organisations protect against common, serious online threats. This certification verifies that GTC Scotland's IT systems are secure and that satisfactory defences are in place against cyber attack. We

have an ongoing programme of cyber security awareness for employees on issues such as setting secure passwords; understanding malware and spyware risks; and managing what would happen if our business continuity was ever threatened by a cyber attack. We have also featured articles in *Teaching Scotland* magazine and our website to disseminate this information and useful hints and tips for registrants to help them keep safe online. Contingency measures, including insurance and business continuity planning are in place should GTC Scotland fall victim to a cyber attack.

Our CRM system (based on Microsoft Dynamics technology and named Atlas following an employee poll) continues to be rolled out across the organisation. This is a significant project which will enable substantial improvements to organisational processes and efficiencies as can already be seen in the transition to MyPL, which uses Atlas as its foundation. Student teachers applying for registration and for the Teacher Induction Scheme have done so through the Atlas portal this year. This has brought efficiencies to the process which have benefited the applicants and our employees. The next stage in the modernisation of our services is to transition regulation, registration and probationer systems to Atlas.

Data management and visualisation work continues to progress well alongside the Atlas roll-out, with tools that allow for more efficient and accurate data analysis and reporting. GTC Scotland securely holds large amounts of useful data about teacher numbers; the range of subjects in which teachers are qualified; and the geographical spread of registrants from across the world, among many other areas. We can use this anonymous data to better inform our work and to present information in more interesting and informative ways that enhance the development of education policy.

We continually improve the systems and services that we manage on behalf of registrants. MyGTCS use continues to grow with analysis showing a 48% increase in users over the past year. Work carried out last year on the server infrastructure has not only successfully managed the increase in users but also provides a scalable solution. These changes have ensured minimal downtime of MyGTCS and a faster response time for registrants logging on, which has been 99.95% (uptime) and 1.03s (page load speed) year to date.

The MyPL portal has been further developed and improved, with updates informed through user feedback. The national roll-out, moving all teachers and lecturers from using the PU tab

in MyGTCS, to using a MyPL tab for logging professional learning, completed in December 2019 and is shortlisted for the Holyrood Connect Award for Project Delivery.

A new online Flexible Route Profile System was launched in August 2019 with four pilot local authorities. This has many of the benefits of the online Teacher Induction Scheme Profile System, providing more structure and support to probationers following the Flexible Route, and their supporters.

The combination of improvements to infrastructure together with new processes will allow us to streamline our systems and provide better user experience; as indicated in the Strategic Plan for 2020–2023, continuous improvement is our goal.

Improving internal processes and the working environment

We understand the benefits to registrants of continuous improvement across all aspects of our operations, systems and processes. The more efficient and effective our services, the better outcomes for registrants using them.

The final phase of the refurbishment of Clerwood

House is the resurfacing of the car park. Work began on this at the start of February 2020 and was progressing well before the lockdown measures introduced due to Covid-19 meant that work stopped. Work resumed in July, when it was safe to do so.

GTC Scotland was awarded its Healthy Working Lives Silver Award in July 2019, following a range of initiatives aimed at creating a healthier working environment for employees such as promoting positive mental health, encouraging healthy eating, and providing opportunities to increase the amount of physical activity. In addition, resources from our Health and Wellbeing Hub (which was created for registrants to help them manage their mental health and wellbeing during lockdown) were also promoted to employees.

A review of the structure of GTC Scotland was requested by Council in 2019. Following advice from several organisations which had undergone a similar review, it was decided that a review of culture should take place first. A Culture Review Group (CRG) was formed from employees across the organisation to deliver this piece of work. In February and March the CRG set up individual and group meetings, as well as

implemented an anonymous comments box, to capture the thoughts and opinions of all employees. The findings were analysed and presented in May 2020.

Between the group meetings taking place and the findings being presented, working from home had become a reality for all employees as a result of Covid-19. Following this change in working practice, employees were asked to respond to two surveys to gather views about how they were feeling about lockdown. The results of these surveys and the Cultural Review report were discussed in detail with the Convener of Council.

As a result of the feedback, the Convener has instructed a wider transformational change exercise which goes well beyond Council's original ask of a structural reorganisation.



In developing MyPL, GTC Scotland has shown commitment to the delivery of a system that genuinely helps teachers with their work by offering easy access and functionality.”

Shirley Anderson, Scottish Government



Financial Review

Overview

The organisation recorded net expenditure, before other recognised gains/losses, of £569,000 for the year ended 31 March 2020 (2018–19: net expenditure of £87,000) as reported under the Charities Statement of Recommended Practice (SORP) (FRS102). Key movements in income and expenditure are outlined below.

Income

Total income from charitable activities during the financial year was £5.89m (2018–19: £5.86m).

Registration activities

GTC Scotland is funded predominantly from fees paid

by teachers who are required under the Public Services Reform (General Teaching Council for Scotland) Order 2011 to be registered with GTC Scotland in order to teach in Scotland.

The number of registered teachers continued to increase during 2019–20 with over 76,000 on the register at the end of the year (2018–2019: over 75,000 registered teachers) generating income of £5.08 million (2017–2018: £5.00 million). Further detail on the number of registered teachers is provided on page 17.

Expenditure recharged to third parties

To promote, support and develop the professional learning of teachers, GTC Scotland carries out a wide range of initiatives.

The Student Teacher Placement process is a national placement programme which includes a system that enables automatic matching of student teachers to school placement offers throughout Scotland. GTC Scotland develops, maintains and hosts the system on behalf of the universities, local authorities and schools.

The total number of student placements made in the year was 15,677 (2018–19: 16,840). The total cost recharged to the universities and local authorities by GTC Scotland for providing this service during 2019–20 was £276k (2018–19: £270k).

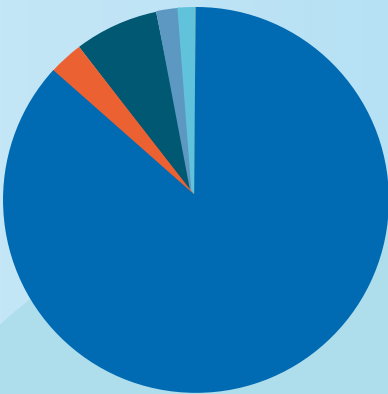
In partnership with the Scottish Government, GTC Scotland is responsible for the administration of the Teacher Induction Scheme (TIS). This scheme provides a guaranteed one-year training post in a local authority to every eligible student graduating with a teaching qualification from one of Scotland's universities. The total cost recharged to the Scottish Government by GTC Scotland for administering this scheme during 2019–20 was £49k (2018–19: £49k).

A further £99k was recharged during the year by GTC Scotland for employees seconded to other organisations (2018–19: £113k). GTC Scotland also recharges expenditure relating to activities such as Teach in Scotland call handling, the Leadership Awards and study visits for overseas delegations. The total amount recharged in 2019–20 was £18k (2018–19: £5k).

External funding

GTC Scotland also receives funding from external third parties to support specific projects. During the year, £60k (2018–19: £80k) was received from Scottish Government to fund the final year of a three-year project to develop a national e-portfolio for teachers (MyPL). A further £63k (2018–19: £55k) was received from Scottish Government to fund year three of the Measuring Quality in Initial Teacher Education (MQiTE) project, which involves research to follow 2017–18 teacher

Income from Charitable Activities



education graduates as they progress through the first five years of their careers.

Advertising and sponsorship

GTC Scotland offers a range of support services to teachers, including the *Teaching Scotland* magazine, which issues five times a year to all registrants. The production of the magazine generated advertising income of £43k during the year (2018–19: £55k). A further £11k (2018–19: £15k) of advertising income was generated as a result of the MyBenefits App which was launched during 2018–19. Advertising and sponsorship opportunities are considered on a case-by-case basis; principal considerations are relevance to registrants and adherence to GTC Scotland’s values.

GTC Scotland hosted its third Excellence in Professional Learning Awards in September 2019. Sponsorship of the awards generated £6k (2018–19 £15k).

Expenditure

Total expenditure on charitable activities has increased by 9% from £5.98m in 2018–19 to £6.49m in 2019–20.

Staff costs

As a service-based organisation GTC Scotland wouldn’t be able to operate without its staff. Staff costs during 2019–20 were £3.97m (2018–19: £3.50m) and accounted for approximately 61% (2018–19: 59%) of the organisation’s expenditure on charitable activities. All new posts are considered by the Corporate Management Team (CMT) and only once they are approved does recruitment take place. Further information regarding staff costs can be found in note 8 to the financial statements.

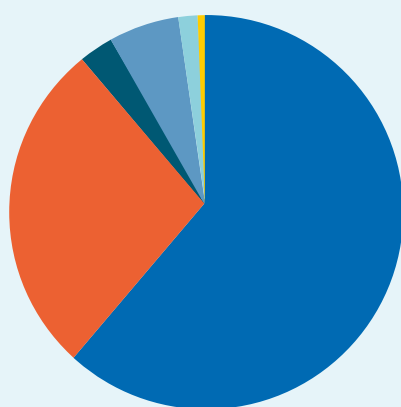
The majority of staff are members of the Strathclyde Pension Fund. At 31 March 2020 GTC Scotland’s share of the Strathclyde Pension Fund (SPF) defined benefit pension liability was £3.2m, a reduction of £1.1m from £4.3m at 31 March 2019. A reconciliation of the net liability and details of the amounts recognised in the Statement of Financial Activities (SoFA) can be found in note 14 to the financial statements.

Administrative costs

Administrative costs totalled £1.84m during the year (2018–19: £1.86m) and reflect the non-staff costs that GTC Scotland incurs in providing services to registrants. Whilst there doesn’t appear to have been much movement year on year, this is somewhat masked by the accounting

adjustments made in relation to the provision for VAT in 2018–19 and 2019–20. When excluded, the true increase in administrative costs is in the region of £153k. Approximately £109k of this increase reflects GTC Scotland’s continued investment in its digital services infrastructure as it transitions towards a fully hosted service and automates more of its manual processes. Transitioning to a hosted service does, however, remove the requirement to own and maintain servers internally and this has led to a £24k reduction in the depreciation charge of IT hardware in 2019–20. Other areas of administrative costs that have seen increases in the year are largely outwith GTC Scotland’s control and relate to pensions (£64k) and a provision for legal costs (£60k). Offsetting

Expenditure on Charitable Activities



- Staff Costs – £3,966,904
- Administrative Costs – £1,843,884
- PoVG – £174,799
- Property related costs – £371,326
- Governance costs – £110,195
- SCEL Legacy Fund – £18,071

some of those increases, and as a result of registering for VAT during the year, GTC Scotland was able to recover £43k from HMRC in relation to expenditure incurred in the period from 1 July 2016 to 31 March 2019.

Property costs

Property costs reflect the costs associated with the running and maintenance of GTC Scotland's offices, Clerwood House and amounted to £372k during the year (2018–19: £348k). The increased costs relate to one-off investments in the installation of a wireless fire detection system and the car park upgrade project. This project was due to be complete by 31 March, however, the discovery of unmapped electric cables at the start of the second phase of works delayed progress prior to the downing of tools and site closure as a result of Covid-19 at the end of March. Work recommenced in conjunction with the easing of lockdown measures and the upgrade to the car park reached practical completion by early September.

Governance costs

Governance costs totalled £110k during the year (2018–19: £128k) and reflect the costs associated with the governance arrangements of the charity which relate to the general running of the charity. There were fewer than planned Professional Update Validations, Fitness to Teach hearing days and panel considerations. This combined with a decline in Council member attendance levels at Council and Committee meetings in the second half of the year resulted in a decrease in compensation scheme and expense claims which accounts for the reduction in governance costs.

Fixed Assets

Capital expenditure during the year was £239k (2018–19: £232k). Of this, £230k related to the continued investment in IT development. A valuation of the heritable property was undertaken by DM Hall LLP on 27 March 2020. Their valuation of £3.5m, on the basis of the property being owner occupied and with full vacant possession, has been reflected in the annual accounts and resulted in an increase to the Revaluation Reserve of £625k.

Supplier payment

GTC Scotland supports the CBI Prompt Payment Code and pays its suppliers in accordance with the principles of the Code. Properly authorised invoices are paid within 10 days in line with best practice. GTC Scotland has an approach to procurement which is designed to achieve good value and is subject to regular review.

Cash balances

As at 31 March 2020, GTC Scotland had cash balances totalling £4.5m (2019: £4.3m). Those balances not needed for short-term operational reasons are placed on deposit with highly rated banks to generate interest. Deposits are spread across a number of banks and GTC Scotland is satisfied that it is not exposed to any significant liquidity risk.

Reserves policy

GTC Scotland holds both restricted and unrestricted funds and details of these are provided in note 15 to the financial statements. The available reserves of the charity at 31 March are:

GTC Scotland's reserves policy is to ensure that net current assets are sufficient to meet all contractual obligations as they fall due. Council considers that the minimum level of reserves should be sufficient to meet three months' running costs held in liquid funds which equates to approximately £1.5m. Council considers that this policy has been met as the value of net current assets at 31 March 2020 is £4.3m.

Funds held as custodian trustee on behalf of others

GTC Scotland acts as the agent of the Scottish College of Educational Leadership (SCEL) Legacy Fund and has no discretion over how bursaries are awarded, acting only in accordance with instructions of the SCEL Legacy Fund Selection Committee. As such, these funds are recognised in a restricted fund, as shown in note 15 to the financial statements. £18k was spent on this fund in the year leaving a balance of £57k at 31 March 2020.

Principal risks

GTC Scotland is committed to ensuring that risk management underpins and supports the delivery of its Strategic Plan and the discharge of GTC Scotland's statutory duties, and that an efficient and effective risk management system is in place. Council has overall responsibility for ensuring that effective arrangements are in place to provide assurance on

Reserves Policy	2020 £'000	2019 £'000
Total funds	4,725	2,813
Less: restricted funds	(71)	(89)
Less: fixed assets	(3,883)	(3,218)
Available reserves	771	(494)

risk management, governance and internal control.

GTC Scotland maintains a risk register to support the delivery of our strategic priorities. The risk register is reviewed weekly by CMT; at all team meetings across the organisation; at every committee meeting; and by full Council at each of its quarterly meetings. The key risks to the delivery of our strategic priorities are set out below.

Governance

The risk of a lack of compliance with GTC Scotland’s governance arrangements, including its governing legislation and Council and Committee governance frameworks presents a challenge that is being actively managed by GTC Scotland. Discussions have already taken place with Scottish Government and Ministers, and other key stakeholders, as we await the outcome of a Court of Session appeal.

Interruption to business continuity

GTC Scotland maintains a Business Continuity Plan (BCP) which has been approved by Council. The plan is regularly reviewed so that it remains fit for purpose. The annual business continuity test plan and analysis of our response to business-critical incidents are used to inform the plan and to help build our organisational resilience.

GTC Scotland had cause to invoke its BCP on 17 February and convene a small team to

consider the implications of the developing Covid-19 situation. Through late February and early March a number of measures were taken to prepare for the possible closure of Clerwood House. These included:

- A requirement for all staff to take their laptops home and test that they, and wider IT systems, worked efficiently.
- Activating remote telephone functionality for all staff and providing guidance.
- Providing all employees with Microsoft Teams and remote telephone training, which were also recorded and made available on the intranet.
- Contacting contractors to request details of their planned business continuity response.
- Cancelling meetings that were due to be held in Clerwood House with external stakeholders from 13 March and where possible re-arranging using video or phone functionality in Microsoft Teams.

The full BCP was invoked on 16 March by CMT. Following two CMT/Senior Manager meetings on 16 and 17 March to finalise a plan to address the crisis, all employees were informed that Clerwood House would be closed and the continuation of business as usual as far as possible would take place via home working. Clerwood House closed indefinitely from Friday 19 March until further notice.

Due to the considerable amount of strategic investment and thought in recent years, GTC Scotland has been well

placed to deal with the lockdown during the Covid-19 pandemic.

The investment in digital transformation and the early start in preparing for a potential lockdown by invoking the BCP resulted in a seamless move from Clerwood House to working from home for all employees. But more importantly, the resilience and commitment of GTC Scotland employees has shone through.

Through its commitment to deliver business as usual, GTC Scotland has continued to operate Council and Committee meetings as planned via video conference. The two-day induction event on 18 and 19 March for the incoming 2020–2022 Council was postponed and took place in April in advance of the first formal Council meeting. The appointment of the new Education Panel members was conducted by virtual means along with a successful induction session, allowing the first round of panel meetings to take place. GTC Scotland Council members and its appointed Panel Members have demonstrated their commitment to their roles in embracing the new ways of working and should be commended for their efforts.

A large-scale programme of activities to support teachers has been undertaken across the organisation. These have focused on mitigating the impact of Covid-19 as far as possible and supporting the [health and wellbeing](#) of teachers and lecturers at this challenging time. There has

been a large increase in the number of calls and emails from student teachers and registrants seeking guidance on a range of matters including the Student Placement System, the Teacher Induction Scheme and the Flexible Route. This has presented challenges to the organisation in terms of handling these enquiries, but we continue to ensure timely responses are provided.

FtT hearings have had to be postponed until further notice, although the process of working through referrals and investigations has continued as far as possible. Technology has made it possible to run FtT Panel Meetings and the Regulation and Legal Services department are now investigating the potential for extending this to Procedural Hearings and Temporary Restriction Order Hearings.

In order to ensure a clear audit trail of business decisions taken in relation to changes to policy or process during the lockdown period, a Covid-19 Decisions Log is being maintained.

CMT is now actively discussing how to manage a return to Clerwood House once lockdown is lifted. There is no doubt that the impact of Covid-19 on business activities and employees in particular will continue for months, if not years, to come and this will need to be managed by CMT and the HR team. A detailed exercise is now being carried out to assess the financial impact of Covid-19 on the current financial

year, 2020–21. Through the teacher registration fee, GTC Scotland has a stable source of income which has continued to be received in line with annual planned fee collection processes. With regards to expenditure, there has been no requirement to furlough any employees and, as such, staff costs are continuing to progress in line with budget.

It's likely that there will be some savings in the year due to the cancellation or postponement of planned events and activities and the transition to online meetings removing the requirement for any travel and subsistence. However, it is recognised that any postponement could create a backlog of work which may require additional budget in subsequent years. As such, years two and three of the strategic budget will also be reviewed and updated for any knock-on effect of Covid-19. GTC Scotland does not anticipate that either of these risks and the impact of Covid-19 will negatively affect the financial performance or position of GTC Scotland going forward.

Plans for future periods

A new three-year Strategic Plan for 2020–2023 was published in March 2020 and sets out GTC Scotland's refreshed vision of inspiring world-class teaching professionalism. The strategic outcomes that GTC Scotland aims to achieve over the three-year period are:

- Upholding public trust and confidence in teaching professionals;
- Inspiring and influencing the

ongoing transformation in the leadership and professional learning of teaching professionals; and

- Delivering innovative, data-informed and high-quality accessible services to registrants and other stakeholders.

This Strategic Plan cycle will also encompass the transformational change exercise requested by the Convener, as discussed in 'Improving internal processes and the working environment' above.

In 2020–21, the total approved expenditure budget is £6.3m. This includes provision, over and above recurring education and regulation related activities, for the delivery of key projects that have been identified as a priority for GTC Scotland, namely:

- Enactment of the revised and refreshed Professional Standards and new Professional Code for Teachers – formerly known as the Code of Professionalism and Conduct (COPAC).
- Registration of College Lecturers.
- Completion of the implementation of Atlas, GTC Scotland's new CRM system.

GTC Scotland is a modernising organisation at the forefront of Scottish education. We will continue to embrace our mission to be a world-class organisation acting in the public interest to regulate the teaching profession while supporting its ongoing professional learning and development.

Structure, Governance and Management

The organisation

GTC Scotland was registered as a Scottish Charity (SC006187) on 17 October 1965 with the charitable purpose of advancing education.

GTC Scotland is governed by a Council of 37 members who act as Charitable Trustees and is referred to as Council.

Council Members

Council is comprised of 19 elected registered teachers, 11 educational stakeholder nominees and seven lay members appointed by an independent Appointments Committee.

Council membership is based on a four-year term of office and follows a rolling programme, with election, nomination and appointments processes taking place every two years and half of the members stepping down at the end of each two-year period.

A full two-day induction session is normally delivered to all new and returning Council Members at the start of each new Council. A further induction session takes place in advance of the first formal meeting of

the various Committees. This ensures that Members are well informed and confident in carrying out their role as Charitable trustees. Members joining mid-term are provided with a summarised induction programme in advance of attending their first Committee and Council meeting. Half-day professional learning events for Committees are scheduled to take place on an annual basis in order to ensure that Members continue to be well informed on areas pertinent to the work of the Committee on which they serve. Further professional learning sessions are arranged as required.

Details of Council membership for 2019–20 are set out on page 28 of the report.

Scope of responsibility

Council is responsible for setting the organisation's vision and strategic direction and for monitoring progress to achieve these, while complying with their duties as Charitable Trustees. Council is also responsible for holding the Chief Executive and Registrar to account and ensuring that the organisation is managed effectively and efficiently.

Council Members' responsibilities regarding the accounts

As Charitable trustees, Council Members are responsible for preparing the annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

The law applicable to charities in Scotland requires Council Members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, Council Members are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable

- accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

Council Members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), and the Public Services Reform (General Teaching Council for Scotland) Order 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Council Members are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Governance framework

Much of the work of Council is conducted through its Committees which have delegated responsibilities in certain areas. The Committees formulate and recommend policies for approval by Council and implement and monitor policies approved by Council. They also advise, inform, and

put forward recommendations or proposals on other matters for Council or its other Committees or Sub-Committees as appropriate.

GTCS Council Members serve on one or more of the following Committees and Sub-Committees:

- Education Committee;
- Executive Committee;
- Finance and Corporate Services Committee;
- Professional Regulatory Assurance Committee;
- Audit Sub-Committee; and
- Staffing Sub-Committee.

GTC Scotland's Corporate Management Team (CMT) is responsible for the day-to-day management of the organisation.

The appointment of the Chief Executive and Registrar (Chief Executive) is effected by the Council. The Chief Executive's remuneration is determined by the Convener of Council and the Convener of the Finance and Corporate Services Committee. The remuneration of other members of CMT is determined by the Convener of Council and the Chief Executive.

The purpose of a governance framework

The system of governance is designed to manage risk rather than eliminate all risk of failure to achieve the GTC Scotland strategic priorities. The system of governance is based on an ongoing process designed to identify the principal risks to the achievement of GTC Scotland's strategic priorities; to evaluate the nature and extent of those risks; and to manage them efficiently, effectively and economically.

It is recognised that systems can only provide reasonable

but not absolute assurance that major risks have been adequately managed.

Review of effectiveness

As Convener of Council, I have responsibility for reviewing the effectiveness of the system of governance. My review is informed by:

- the work of Council and the strategic direction it gives the organisation;
- the work of the Committees and Sub-Committees;
- the managers within the organisation who have responsibility for the development and maintenance of the internal control framework; and
- comments made by the external auditor in its management letter and other reports.


Matters arising

There were no matters arising other than those already laid out in this report.


Conclusion

Based on the assurance provided to me, I have concluded that the internal control system is operating effectively and that appropriate action plans are in place to address any weaknesses identified and to ensure continuous improvement of the system.

By order of Council:



Kenneth Muir
Chief Executive and Registrar



David Innes
Convener of Council

23 September 2020

Membership of Council – 2 April 2019 to 1 April 2020

I ELECTED MEMBERS [19]

(a) Primary/Nursery Teachers (including Headteachers) [9]			
*Lilian Field	Headteacher ⁺		(2022)
*Alison Palmer	Headteacher ⁺		(2020)
*Thomas Britton	Teacher		(2022)
*Craig Carson	Teacher		(2020)
*Adela Mansur	Teacher		(2020)
*Lorraine McBride	Headteacher		(2022)
*John Rodgers	Teacher		(2022)
*Edith Swinley	Teacher		(2020)
*Martin Whitfield	Teacher		(2020)
(b) Secondary Teachers (including Headteachers) [8]			
*David Innes	Headteacher ⁺		(2020)
*John Devine	Headteacher ⁺		(2022)
*Richard Bell	Headteacher		(2020)
*Aileen Lynch	Teacher	(to June 2019)	(2022)
*Kevin Campbell	Teacher		(2020)
*Karen J Farrell	Teacher		(2020)
*Iain Macmillan	Teacher		(2020)
*Allan Connell	Teacher	(from June 2019)	(2020)
*Adam C Sutcliffe	Teacher		(2022)
(c) Further Education [1]			
*Pamela Currie			(2020)
(d) Universities providing courses of Initial Teacher Education [1]			
*Paula Cowan			(2020)

⁺ Reserved Headteacher Places

^{*} Registered Teacher

^{**} Move from Teacher Place to Reserved Headteacher Place (2020) or (2022) indicates the year in which the term of office for a particular Council seat ends on 1 April

[] Numbers in square brackets refer to the number of members available to each category

II NOMINATED MEMBERS [11]

(a) Convention of Scottish Local Authorities (following consultation with the Association of Directors of Education in Scotland) [3]			
John Bell			(2022)
*Helen Budge			(2020)
*David Dodds			(2022)
(b) Universities Scotland (following consultation with universities providing courses of Initial Teacher Education) [3]			
*Donald Gillies			(2022)
*Neil Simco			(2022)
Vacancy	(from December 2018)		(2020)
(c) Further Education Colleges [1]			
David Alexander			(2022)
(d) Scottish Council of Independent Schools [1]			
*Margaret Lannon			(2020)
(e) Church of Scotland [1]			
Charles Scott	(from November 2018)		(2020)
(f) Roman Catholic Church [1]			
Patricia Scott			(2022)
(g) Parent Councils and Combined Parent Councils [1]			
Barrie Sheppard			(2022)

III APPOINTED LAY MEMBERS [7]

Coral Bain			(2022)
Lynsey Cleland			(2020)
Lawrie Davidson			(2020)
Ian Jackson			(2020)
Nazim Hamid			(2022)
Jane Malcolm			(2022)
Carole Wilkinson			(2020)

Reference and Administrative details

Principal Office

General Teaching Council for Scotland
Clerwood House
96 Clermiston Road
Edinburgh
EH12 6UT
Telephone: 0131 314 6000

Charity Number

SC006187

Solicitors

Anderson Strathern LLP
1 Rutland Court
Edinburgh
EH3 8EY

External Auditor

RSM UK Audit LLP
First Floor, Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

Council, Committees and Sub-Committees

Council
Executive Committee
Professional Regulatory Assurance Committee
Education Committee
Finance and Corporate Services Committee
Audit Sub-Committee
Staffing Sub-Committee

Bankers

Bank of Scotland
PO Box 1000
BX2 1LB

Royal Bank of Scotland
36 St Andrews Square
Edinburgh
EH2 2AD

Clydesdale Bank
83 George Street
Edinburgh
EH2 3ES

Santander
Bootle
Merseyside
L30 4GB

Convener

David Innes
David Innes
Lorraine McBride
Craig Carson
Ian Jackson
Karen J Farrell
John Devine

Vice-Convener

Edith Swinley
Edith Swinley
Thomas Britton
Richard Bell
Neil Simco
Edith Swinley
Lillian Field

Key Management Personnel

Kenneth Muir
Ellen Doherty

Chief Executive and Registrar
Director of Education,
Registration and Professional Learning (retired September 2019)

Jennifer Macdonald
Martin Osler
Pauline Stephen

Director of Regulation and Legal Services
Director of Corporate Services
Director of Education, Registration and Professional Learning
(appointed 14 October 2019)

Independent Auditor's Report to Council Members of the General Teaching Council for Scotland

Opinion

We have audited the financial statements of The General Teaching Council for Scotland (the 'charity') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2020 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the

requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Public Services Reform (General Teaching Council for Scotland) Order 2011.

Basis for opinion

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have

obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- Council Members' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- Council Members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Council Members are responsible for the other information. Our opinion on the financial statements does not cover the other information

and, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with Council Members' Report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the

statement of Council Members' responsibilities set out on pages 26 and 27, Council Members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as Council Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Council Members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council Members either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users

taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Council Members, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charity's Council Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its Council Members as a body, for our audit work, for this report, or for the opinions we have formed.



RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
First Floor, Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

9 October 2020

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Financial Statements

Statement of Financial Activities for the year ended 31 March 2020

	Note	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
Income from							
Charitable activities	3	5,888	-	5,888	5,789	-	5,789
Investments	4	28	-	28	25	-	25
Donations	5	-	-	-	-	75	75
Total		5,916	-	5,916	5,814	75	5,889
Expenditure on							
Charitable activities	6	6,467	18	6,485	5,975	1	5,976
Total		6,467	18	6,485	5,975	1	5,976
Net Income/(Expenditure)		(551)	(18)	(569)	(161)	74	(87)
Other recognised gains/(losses)							
Gain on property revaluation	9	625	-	625	-	-	-
Actuarial gains/(losses)	14	1,856	-	1,856	(995)	-	(995)
Net movement in funds		1,930	(18)	1,912	(1,156)	74	(1,082)
Reconciliation of funds							
Total funds brought forward	15	2,724	89	2,813	3,880	15	3,895
Total funds carried forward	15	4,654	71	4,725	2,724	89	2,813

All income and expenditure are derived from continuing activities.

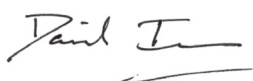
The notes on pages 35 to 47 form part of these financial statements.

Balance Sheet as at 31 March 2020

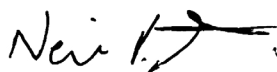
	Note	2020 £'000	2019 £'000
Fixed assets			
Intangible assets	8	331	194
Tangible assets	9	3,552	3,024
Total fixed assets		3,883	3,218
Current assets			
Debtors	10	279	185
Cash at bank and in hand	11	4,485	4,317
Total current assets		4,764	4,502
Current liabilities			
Creditors: Amounts due within one year	12	(493)	(327)
Net current assets		4,271	4,175
Total assets less current liabilities		8,154	7,393
Provisions	13	(243)	(261)
Defined Benefit Pension Liability	14	(3,186)	(4,319)
Net assets		4,725	2,813
Funds of the Charity			
Restricted income funds	15	71	89
Unrestricted funds	15	5,920	5,702
Revaluation reserve	15	1,920	1,341
Unrestricted funds excluding pension reserve		7,840	7,043
Defined Benefit pension scheme reserve	15	(3,186)	(4,319)
Total unrestricted funds		4,654	2,724
Total funds		4,725	2,813

The financial statements of the General Teaching Council for Scotland, registered charity number SC006187, were approved by the Trustees of Council and authorised for issue on 23 September 2020. The notes on pages 35 to 47 form part of the financial statements.

They were signed on its behalf by



David Innes
Convener of Council



Neil Simco
Convener of the Finance and Corporate Services Committee

Statement of Cash Flows for the year ended 31 March 2020

	Note	2020 £'000	2019 £'000
Cashflows from operating activities			
Net cash inflow from operating activities	22	370	669
Cashflows from investing activities			
Interest received		27	18
Purchase of fixed assets		(211)	(214)
Net cash used in investing activities		(184)	(196)
Cashflows from financing activities			
SCEL Legacy Fund		(18)	75
George D Gray CBE MA Award		-	(1)
Net cash outflow / (inflow) from financing activities		(18)	74
Change in cash and cash equivalents in the reporting period		168	547
Cash and cash equivalents at 1 April		4,317	3,770
Cash and cash equivalents at 31 March		4,485	4,317

The notes on pages 35 to 47 form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2020

1. Accounting Policies

Basis of Preparation

The General Teaching Council for Scotland (GTC Scotland) is an unincorporated charity registered with the Office of the Scottish Charity Regulator (OSCR) under charity number SC006187. Details of the principal address can be found on page 29 of these financial statements.

The objective of GTC Scotland is to promote and regulate the teaching profession in Scotland. As such, the charity meets the definition of a public benefit entity under FRS 102.

Without limiting the information given, the financial statements meet the requirements of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities and Trustee Investment (Scotland) Act 2005 and are prepared under Financial Reporting Standard (FRS) 102, the financial reporting standard applicable in the UK and Ireland, and the Charities Statement of Recommended Practice (SORP) FRS 102.

The financial statements are prepared under the historical cost convention modified to account for the revaluation of tangible fixed assets.

The principal accounting

policies applied in the preparation of these financial statements are noted below. These policies have been consistently applied from year to year unless otherwise stated. The presentation currency of these financial statements is Sterling. All amounts have been rounded to the nearest £1,000 unless otherwise stated.

Going Concern

GTC Scotland has assessed a period of 12 months from the date of approval of the financial statements, taking into account the financial impact of Covid-19, and considered that no material uncertainties exist that cast doubt on the ability of the charity to continue as a going concern. The charity has substantial cash reserves and a forward planning cycle of three years which is sufficiently robust to provide early indication of any potential unmanageable losses. Through the teacher registration fee, GTC Scotland has a stable source of future income which has not been impacted by Covid-19. In addition, the Corporate Management Team reviews the GTC Scotland risk register on a regular basis.

The Trustees therefore consider it appropriate to prepare these financial statements on a going concern basis.

Income Recognition

All income is included in the Statement of Financial Activities when GTC Scotland is legally entitled to the income, receipt is probable, and the amount can be quantified with reasonable accuracy. All income is accounted for net of Value Added Tax (VAT).

The principal source of income is fee income from teacher registration which is accounted for over the period of registration, 1 April to 31 March. GTC Scotland receives funding from the Scottish Government and other external third parties to finance specific pieces of work such as the Student Placement System (SPS) and MyPL. External funding is treated as income and credited to the Statement of Financial Activities in the period in which GTC Scotland is entitled to recognise the income.

Other income includes outward secondments, interest on investments and advertising income generated from the *Teaching Scotland* magazine. All other income is accounted for on an accruals basis.

Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs

cannot be directly attributed to a particular heading, they have been allocated to activities on a basis consistent with use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at headquarters.

Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Governance costs are those incurred in holding Council election, by Council Members in attending committee and other meetings and the costs of professional services such as external audit.

Expenditure is shown net of Value Added Tax (VAT) where it is recoverable. Irrecoverable VAT is charged as a cost against the activity for which the expenditure is incurred and is either charged to the Statement of Financial Activities or capitalised as part of the cost of the related asset.

Taxation

GTC Scotland is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or section 256 of the Taxation for Chargeable Gains Act 1992, to the extent any surpluses are applied to its charitable purposes.

Intangible Fixed Assets

Expenditure on intangible fixed assets, which includes the purchase of computer

software licences, software and website costs, has a threshold for capitalisation of £1,000.

GTC Scotland recognises an intangible fixed asset when it is probable the asset will bring future economic benefits and where costs can be measured reliably. Intangible fixed assets are valued initially at cost and amortised over their life on an individual basis not exceeding three years.

Amortisation of intangible assets is charged to Expenditure on Charitable Activities in the Statement of Financial Activities.

Tangible Fixed Assets

Expenditure is only capitalised where the cost of the asset acquired exceeds £1,000. On initial recognition, tangible fixed assets are measured at cost including any costs directly attributable to bringing them into working condition.

All fixed assets are reviewed annually for impairment and are carried at cost less any impairment. Heritable Property is stated at its current revaluation less depreciation based on the valuation policy noted below. All other assets are stated at cost, net of depreciation and any provision for impairment.

Heritable Property

Full valuations of heritable property are undertaken at least every five years. A full valuation of Clerwood House was undertaken at 31 March 2020 when it was valued at open market value for existing use. It is included in the accounts at the valuation amount less accumulated depreciation since the revaluation.

Depreciation

Depreciation is provided on tangible fixed assets on a straight-line basis at rates sufficient to write down their cost, less estimated residual value, over their estimated useful lives. The depreciation periods for each category of assets are:

Buildings	50 years
Office furniture	5 years
Computer equipment	3 years

Assets in the course of construction are not depreciated until the asset is brought into use.

Cash and Cash Equivalents

Cash and cash equivalents in the Balance Sheet comprise balances on short term deposits and cash at bank and in hand.

Leases

All GTC Scotland leases where substantially all the risks and benefits of ownership of the asset have not transferred to GTC Scotland are classified as operating leases. Rentals payable are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

There are no assets held under finance lease.

Provisions

Provisions are recognised when GTC Scotland has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Pension Provisions

GTC Scotland is required to meet the additional costs of

benefits beyond the normal pension scheme benefits in respect of employees who retire early.

GTC Scotland provides in full for these costs when the early retirement has been agreed. Pension related provisions are discounted where appropriate, using the discount rate as advised by Hymans Robertson. Where discounting is used, the carrying amount of a provision increases in each year to reflect the passage of time. This change is recognised as an expense and included in the Statement of Financial Activities.

Financial Instruments

The financial assets and liabilities held by GTC Scotland qualify as basic financial instruments as described in Section 11 of FRS 102. Basic financial instruments, comprising trade debtors, cash and cash equivalents and trade creditors, are initially recognised at transaction value and subsequently measured at their settlement value. Trade debtors and trade creditors consist of balances outstanding at the financial year end.

Cash held on short term deposits are with highly rated banks and do not create any significant interest-rate risk. As GTC Scotland's principal source of income is from teacher registration fees the charity is not exposed to any significant liquidity or credit risk.

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire, or when the charity has transferred substantially all the risks and rewards

of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

Debtors

Trade debtors are recognised at the undiscounted amount of cash receivable, which is normally the invoiced amount, less any allowance for doubtful debts. Prepayments are valued at the amount prepaid net of any trade discount due.

Creditors

Creditors are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to the expenditure. Creditors are recognised at their settlement amount after allowing for any trade discount due.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity.

Restricted funds must be used in accordance with the wishes of the donor or grantor. In 2018–19, GTC Scotland became the agent for the administration of the SCEL Legacy Fund. As agent, the Trustees of GTC Scotland have no discretion about the use to which the SCEL Legacy Fund is put. GTC Scotland can only act in accordance with the instructions of the principal of fund.

Revaluation Reserve

The revaluation reserve records changes in the value of the heritable property. Depreciation is charged to the Statement of Financial Activities on the revalued

amount of heritable property. An element of the depreciation arises from the increase in valuation and is in excess of the depreciation that would be charged on the historic cost of the asset. The amount relating to this excess is the realised gain on revaluation and is transferred from the revaluation reserve to unrestricted funds.

The revaluation reserve is a fund not supported by cash and is not available for use.

Termination Payments

The termination of an employee's employment contract with GTC Scotland, and any associated payment, are considered on a case by case basis. Payment in lieu of notice is capped in line with contractual obligations.

Pension Costs

All eligible employees are entitled to membership of the Strathclyde Pension Fund (SPF), a defined benefit scheme administered by Glasgow City Council. Employees who are already members of the Scottish Teachers' Superannuation Scheme (STSS) are instead entitled to maintain their membership of that scheme. Employer's contributions to the STSS are charged to the Statement of Financial Activities as they fall due.

Employer's contributions to the SPF are based on the recommendation of the scheme actuary. The current and past service costs are charged to the Statement of Financial Activities so as to spread the expected cost of providing pensions over the employees' period of service with GTC Scotland.

2. Critical Accounting Estimates and Judgements

In the application of the charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on

historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future period if the revision affects both current and future periods.

The pension liability included in these financial statements includes the effect of the McCloud judgement and GMP equalisation.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3. Income from Charitable Activities

	2020 £'000	2019 £'000
Registration fees	5,083	4,998
Expenditure recharged to third parties	442	436
Protecting Vulnerable Groups (PVG) fees	172	133
External funding	123	136
Advertising and sponsorship	60	85
Sundry income	8	1
Total	5,888	5,789

4. Income from Investments

	2020 £'000	2019 £'000
Short term deposit interest	28	25

5. Income from Donations

	2020 £'000	2019 £'000
SCEL Legacy Fund	-	75

The income from donations in 2018–19 was restricted income.

6. Expenditure on Charitable Activities

	2020 £'000	2019 £'000
Staff costs	3,967	3,504
<i>Administration costs</i>	-	-
IT and digital services	513	441
Legal costs	328	274
PR, marketing and advertising	237	415
Depreciation and amortisation	199	224
Consultancy and professional services	191	158
Other staff costs	140	91
Defined benefit liability interest cost	111	80
Meetings, conferences and events	87	73
Printing, postage and office supplies	53	56
Sundry expenditure	27	44
Recovered input VAT	(43)	-
Subtotal	1,843	1,856
Property costs	372	348
Disclosure and other fees	175	139
SCEL Legacy Fund	18	1
Subtotal	6,375	5,848
<i>Governance - General Expenses</i>	-	-
Council, Committee and Panel Member Compensation	44	66
Travel and subsistence	44	45
Auditor's remuneration	15	17
Election costs	7	-
Subtotal	110	128
Total	6,485	5,976

Following a VAT health check during the year, it was identified that GTC Scotland has exceeded the VAT registration threshold in prior years and was therefore required to register with HMRC for VAT. As the effective date of registration was 1 July 2016, GTC Scotland has been able to recover some of the input VAT charged by suppliers between that date and 31 March 2019. The amount recovered is included within administration costs.

The SCEL Legacy Fund is restricted funds expenditure. All other expenditure is unrestricted.

A GTC Scotland Members Expenses and Compensation Scheme Policy is in operation for Council, Committee and Panel members. As part of the Compensation Scheme, an agreement is in place between GTC Scotland and the Convention of Scottish Local Authorities (COSLA) to ensure the availability of registered teacher Council and Panel Members employed in a local authority to participate in Council, Committee or Panel meetings or professional learning events.

Travel and subsistence wholly represent the cost

of reimbursing Council, Committee and Panel Members for expenses incurred by them in attending meetings. During the year 26 members (2018–19: 30 members) made travel and subsistence claims.

The amount payable to the auditor was £14,892 (2018–19: £14,316). The amount payable to the auditor's related entities for services relating to VAT was £7,740 (2018–19: £nil) and for other tax services was £1,800 (2018–19: £nil).

7. Staff Costs

	2020 £'000	2019 £'000
Wages and salaries	2,526	2,170
Social security costs	260	213
Employers pension contributions	481	376
Staff salary costs	3,267	2,759
Realised pension movement	612	603
Temporary staff	88	142
Total staff costs	3,967	3,504

The average number of persons employed by GTC Scotland during the year was 73 (2018–19: 66), of which 18 were part-time (2018–19: 16). During the year there were on average 68 full time equivalent employees (2018–19: 60).

The Key Management Personnel include the Members

of the GTC Scotland Council and its Corporate Management Team (see reference and admin details on page 29).

No Council Members received any remuneration from GTC Scotland in the year ended 31 March 2020 (2018–19: nil). The total amount of employee pay and benefits paid to the

Corporate Management Team in the year was £375,955 (2018–19: £361,803). The Corporate Management Team's salary progression is subject to annual performance review.

Chief Executive's Remuneration

	2020 £'000	2019 £'000
Salary	107	105
Employer's pension contributions	21	20
Total remuneration	128	125

Employees receiving benefits, excluding pension costs, of more than £60,000

	2020 Number	2019 Number
Banding		
£60k-£69k	-	-
£70k-£79k	1	2
£80k-£89k	-	-
£90k-£99k	-	-
£100k-£109k	1	1
Total	2	3

Two higher paid staff accrued retirement benefits under a defined benefit scheme (2018–19: 3).

8. Intangible Assets

	Software £'000	Website £'000	Total £'000
Cost			
At 1 April 2019	55	795	850
Additions	134	96	230
Reclassification	(2)	2	-
Disposals	(2)	-	(2)
At 31 March 2020	185	893	1,078
Depreciation			
At 1 April 2019	13	643	656
Charge for the year	-	93	93
Disposals	(2)	-	(2)
At 31 March 2020	11	736	747
Net book value			
At 31 March 2020	174	157	331
At 31 March 2019	42	152	194

9. Tangible Assets

	Heritable Property £'000	Office Furniture & Computer Equipment £'000	Computer Equipment £'000	Total £'000
Cost or valuation				
At 1 April 2019	3,357	113	198	3,668
Revaluation	382	-	-	382
Additions	-	1	8	9
Disposals	-	-	(27)	(27)
At 31 March 2020	3,739	114	179	4,032
Depreciation				
At 1 April 2019	414	49	181	644
Charge for the year	68	20	18	106
Eliminated on revaluation	(243)	-	-	(243)
Disposals	-	-	(27)	(27)
At 31 March 2020	239	69	172	480
Net book value				
At 31 March 2020	3,500	45	7	3,552
At 31 March 2019	2,943	64	17	3,024

The heritable property was valued by DM Hall LLP on 27 March 2020 at £3,500,000 on the basis of the property being

owner occupied and with full vacant possession. This value has been reflected above under Heritable Property.

10. Debtors

	2020 £'000	2019 £'000
Trade debtors	144	-
Other debtors	-	1
Prepayments and accrued income	135	184
Total	279	185

11. Cash at Bank in Hand

	2020 £'000	2019 £'000
Short term deposits	4,446	4,288
Cash at bank and in hand	39	29
Total	4,485	4,317

12. Creditors

	2020 £'000	2019 £'000
Other taxation and social security	76	-
Trade creditors	60	-
Other creditors	54	6
Accruals	303	321
Total	493	327

13. Provisions

	Pension £'000	Legal Costs £'000	VAT £'000	Total £'000
Provision at 1 April 2019	176	-	85	261
Amounts used during year	(13)	-	-	(13)
Amounts released during year	-	-	(80)	(80)
Amounts provided for during year	-	60	-	60
Unwinding of discount	15	-	-	15
Provision at 31 March 2020	178	60	5	243

The pension provision relates to the future obligations to former members of staff. The provision is based on a calculation as at 31 March 2020 using information relating to each recipient. Date of birth, gender and any entitlements of a spouse are taken into account. A discount rate of 2.3% was used as advised by Hymans Robertson. The provision is released as payments are made to each recipient.

The provision for legal costs relates to two cases. One where the appeal process has started but a court date has yet to be confirmed. The other is a FtT case which is likely to be raised in the Court of Session.

During 2018–19, GTC Scotland’s taxable income breached HMRC’s VAT registration threshold which placed a requirement on GTC Scotland to register for VAT. On further investigation, it appeared that the threshold had also been breached in prior years. A provision was made for the estimated VAT liability due to HMRC whilst work continued to determine the effective date of registration. That work concluded during 2019–20 and GTC Scotland is now VAT registered. GTC Scotland has been able to pass on the cost of the output VAT to the relevant customers and release the balance of provision that is no longer required.

14. Pensions

GTC Scotland participates in two pension schemes. Six employees contributed to the STSS during the year (2018–19: Six). The employee contributions ranged from 10.4% to 11.5% (2018–19: 10.4% to 11.5%) for employees and 17.2% for employers until 31 August

2019, increasing to 23% from 1 September 2019 to 31 March 2023 (2018–19: 17.2%).

The STSS is a defined benefit scheme administered by the Scottish Government with contribution rates based on notional assets set for the area covered as a whole. The scheme is unable to identify each individual body’s share of the underlying assets and liabilities on a consistent and reasonable basis. Council therefore accounts for these pension costs as if it were a defined contribution scheme. Amounts charged to the Statement of Financial Activities in respect of defined contribution plans total £67,389 (2018–19: £44,563). These costs have been wholly attributed to unrestricted funds.

Employees of Council participate principally in the SPF, a defined benefit scheme administered by Glasgow City Council. The scheme is a multi-employer scheme. Annual contributions to the scheme are based on the recommendation of the scheme actuary. Current and past service costs and are charged to the Statement of Financial Activities so as to spread the expected cost of providing pensions over the employees’ period of service with Council. Employees contribute between 5.5% and 9.8% of their salary. Employers’ contributions were 19.3% for 2019–20 (2018–19: 19.3%).

Unfunded early retirement pension enhancements for which Council is liable are provided for in full when employees retire and are charged against the provision when paid. Employer contributions for the year to 31 March 2021 will be

approximately £407,000. A formal valuation of the SPF was carried out as at 31 March 2017 by a qualified independent actuary, Hymans Robertson LLP. In order to assess the actuarial value of the SPF’s liabilities as at 31 March 2017, the Scheme’s actuaries have rolled forward the actuarial value of the liabilities allowing for changes in financial assumptions as prescribed under FRS 102, the Financial Reporting Standard applicable in the UK and Ireland.

The pension liability included in these financial statements includes the effect of the McCloud judgement and GMP equalisation.

The principal assumptions used as at 31 March 2020 were as follows:

	2020 % per annum	2019 % per annum
Inflation / Pension increase rate	1.9%	2.5%
Salary increases	3.0%	3.7%
Discount rate	2.3%	2.4%

The demographic assumptions adopted are consistent with those used for the formal funding valuation as at 31 March 2020. Life expectancy for pensioners and non-pensioners is based on the PMA/PFA92 “year of birth” mortality tables. It has been assumed that 5% of retiring members will opt to increase their lump sums to the maximum allowed.

The assumed life expectations from age 65 are:

		2020 Years	2019 Years
Current pensioners	Males	20.7	21.4
	Females	22.9	23.7
Future pensioners	Males	22.2	23.4
	Females	24.6	25.8

The assets in the scheme and expected rates of return of the SPF investments as at 31 March were as follows:

	2020 Split of assets	2019 Split of assets
Equities	59%	64%
Bonds	26%	24%
Property	13%	10%
Cash	2%	2%

Statement of Financial Activities analysis

The amounts recognised in the Statement of Financial Activities are as follows:

	2020 £'000	2019 £'000
Current Service Cost	950	732
Past Service Cost	-	203
Employer's Contributions	(335)	(330)
Contributors Unfunded Benefits	(3)	(2)
Interest on Obligation	418	400
Expected Return on Plan Assets	(307)	(320)
Net Expense	723	683

The net expense is recognised in the following line items within Expenditure on Charitable Activities in the Statement of Financial Activities:

	2020 £'000	2019 £'000
Staff costs	612	603
Administration costs	111	80
Total	723	683

Balance Sheet analysis

The amounts recognised in the Balance Sheet are as follows:

	2020 £'000	2019 £'000
Fair Value of Employer Assets (A)	12,345	12,699
Present Value of Funded Liabilities (B)	(15,493)	(16,976)
Present Value of Unfunded Obligations (B)	(38)	(42)
Net Liability	(3,186)	(4,319)

A: Reconciliation of Fair Value of Employer Assets

	2020 £'000	2019 £'000
Opening Fair Value of Scheme Assets	12,699	11,747
Expected Return on Scheme Assets	307	320
Actuarial (Losses) / Gains	(849)	386
Contributions by Employer	335	330
Contributions by Participants	149	132
Estimated Benefits Paid (Net of Transfer)	(296)	(216)
Closing Fair Value of Scheme Assets	12,345	12,699

B: Reconciliation of Defined Benefit Obligation

	2020 £'000	2019 £'000
Opening Defined Benefit Liability	17,018	14,388
Service Cost	950	732
Past Service Cost	-	203
Interest Cost	418	400
Actuarial (Gains) / Losses	(2,705)	1,381
Estimated Benefits Paid (Net of Transfer)	(296)	(216)
Unfunded Benefits Paid	(3)	(2)
Contributions by Participants	149	132
Closing Defined Benefit Liability	15,531	17,018
Funded liability	15,493	16,976
Unfunded obligation	38	42
Total	15,531	17,018

Reconciliation of Net Liability

	2020 £'000	2019 £'000
Opening Liability	(4,319)	(2,641)
Current Service Cost	(950)	(732)
Past Service Cost	-	(203)
Employers Contributions	335	330
Contributors Unfunded Benefits	3	2
Interest Cost	(418)	(400)
Expected Return on Employer Assets	307	320
Actuarial Gains / (Losses)	1,856	(995)
Closing Liability	(3,186)	(4,319)

Actual Return on Scheme Assets

	2020 £'000	2019 £'000
Total	(542)	706

15. Funds and Net Assets of the Charity

Analysis of Funds	As at 31 March 2019 £'000	Income £'000	Expenditure £'000	Recognised Gains / (Losses) £'000	Transfer between Reserves £'000	As at 31 March 2020 £'000
George D Gray CBE MA Award	14	-	-	-	-	14
SCEL Legacy Fund	75	-	(18)	-	-	57
Total restricted reserves	89	-	(18)	-	-	71
Accumulated unrestricted reserves	5,702	5,916	(6,467)	-	769	5,920
Revaluation reserve	1,341	-	-	625	(46)	1,920
Defined benefit pension reserve	(4,319)	-	-	1,856	(723)	(3,186)
Total unrestricted reserves	2,724	5,916	(6,467)	2,481	-	4,654
Total funds of the charity	2,813	5,916	(6,485)	2,481	-	4,725

The George D Gray CBE MA Award is an annual award for the best undergraduate thesis or enquiry in ITE in Scotland. George D Gray CBE MA was the first Registrar of GTC Scotland and when he died, a trust fund was set up by his widow, Dr Ethel Gray CBE, as a memorial

to her husband and as a means of encouraging high quality research by undergraduates.

The Scottish College for Educational Leadership (SCEL) Legacy Fund is a bursary scheme to support teaching practitioners

to engage in research. The funding is available as a legacy of SCEL which has become part of Education Scotland. Funding allocations are assessed by the SCEL selection committee on an individual basis with up to £2,000 available per application.

Net Assets	Fixed Assets £'000	Cash £'000	Other net current liabilities £'000	Provisions £'000	Total £'000
Restricted reserves	-	71	-	-	71
Unrestricted reserves	1,963	4,414	(214)	(243)	5,920
Revaluation reserve	1,920	-	-	-	1,920
Defined benefit pension reserve	-	-	-	(3,186)	(3,186)
Total funds at 31 March 2020	3,883	4,485	(214)	(3,429)	4,725
Restricted reserves	-	89	-	-	89
Unrestricted reserves	1,877	4,228	(142)	(261)	5,702
Revaluation reserve	1,341	-	-	-	1,341
Defined benefit pension reserve	-	-	-	(4,319)	(4,319)
Total funds at 31 March 2019	3,218	4,317	(142)	(4,580)	2,813

16. Financial Assets and Liabilities

	2020 £'000	2019 £'000
Financial assets at amortised cost	4,629	4,360
Financial liabilities at amortised cost	(493)	(327)
Total	(4,136)	(4,033)

Financial assets and liabilities include all current assets and liabilities with the exception of prepayments.

17. Operating Leases

Lease payments recognised as an expense in the year are £6,916 (2018–19: £6,916).

Future minimum lease payments under non-cancellable operating leases for each of the following periods are:

	2020 £'000	2019 £'000
Equipment		
Not later than 1 year	7	7
Later than 1 year and not later than 5 years	13	20
Later than 5 years	-	-
Total	20	27

18. Capital Commitments

GTC Scotland had future capital commitments amounting to £156,000 (2018–19: £19,000). For the year 2020–21 Council recognises there may be possible asset purchases amounting to £170,000 (2018–19: £680,000 for the year 2019–20), which have been budgeted for but not yet committed.

19. Indemnity Insurance

GTC Scotland paid £12,910 (2018–19: £14,567) for professional indemnity insurance during the year ended 31 March 2020.

20. Related Parties

There have been no related party transactions during the year that require disclosure other than the transactions with Council Members disclosed in note 6.

21. Post Balance Sheet Events

As detailed in the Annual Report, the impact of Covid-19 on business activities and employees is being managed by CMT and the HR team. GTC Scotland does not anticipate that Covid-19 will negatively affect the financial performance or position of GTC Scotland going forward.

There are no material post balance sheet events that require to be adjusted in the financial statements or to be disclosed.

22. Reconciliation of Net (Expenditure) / Income to Net Cash Flow from Operating Activities

	2020 £'000	2019 £'000
Net Expenditure for the reporting period	(569)	(87)
Adjusted for:		
Depreciation and amortisation	199	224
Interest (received)	(28)	(18)
Donations (paid) / received	18	(74)
(Increase) / decrease in debtors	(93)	(25)
Increase / (decrease) in creditors	138	(70)
(Decrease) / increase in provisions	(18)	36
Realised pension movement	612	603
Defined benefit interest cost	111	80
Cash inflow from operating activities	370	669

23. Analysis of Changes in Net Funds

	At 1 April 2019 £'000	Cash Flows £'000	Foreign Exchange Movements £'000	At 31 March 2020 £'000
Cash at Bank and in Hand	4,317	168	-	4,485



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