REPORT TO: EDUCATION COMMITTEE – 22 SEPTEMBER 2014

REPORT ON: EDUCATION DEPARTMENT 2012-17 SERVICE PLAN - ANNUAL REVIEW

REPORT BY: DIRECTOR OF EDUCATION

REPORT NO: 346-2014

1.0   PURPOSE OF REPORT

This report reviews the annual performance of the Education Department in relation to the Service Plan for 2012-2017.

2.0   RECOMMENDATIONS

The Committee is recommended to:

2.1   note the contents of this report

2.2   instruct the Director of Education to continue to monitor the progress and impact of the plan and report back on an annual basis in line with agreed corporate procedures

2.3   approve the new actions contained in paragraph 4.5.

3.0   FINANCIAL IMPLICATIONS

The plan is subject to annual review and update. The costs of meeting the actions in the plan are contained within the Education Department Revenue Budget.

4.0   MAIN TEXT

4.1   The Department has made the following improvements or sustained performance in its priority indicators -

- Increase in the percentage of P4 pupils achieving the national average or better in Interactive Computer Assessment System (InCAS) Reading tests
- Increase in the percentage of P4 pupils achieving the national average or better in InCAS Maths tests
- Increase in the percentage of pupils attaining 3 or more passes at SCQF level 6 or above by the end of S6
- Long term increase in the percentage of school leavers entering a positive destination
- Maintenance of the average pupil tariff score at the end of S4
- Maintenance of the percentage of pupils attaining English & Maths at SCQF level 3 or more by the end of S4
- Maintenance of the percentage of pupils attaining 5 or more passes at SCQF level 5 or above by the end of S4

The Department has made the improvements or sustained current levels in all but one of the Local Government Benchmarking Framework (LGBF) indicators. The only LGBF indicator to decline was –

- Percentage of Adults satisfied with local schools. This indicator is based on the Scottish Household Survey. The Department, as part of its Framework for Improvement has this year introduced its own survey system which gauges parental satisfaction. This year 96% of primary school and 83% of secondary school parents/carers surveyed were satisfied with the level of care and education provided at their child's school.

The following indicators will be the subject of review in the period ahead -

- The attainment at English & Maths Level 3 (end of S4) for pupils living in the 15% most deprived areas in the city. Revised approaches to primary and secondary staffing allocation in line with levels of deprivation introduced in sessions 2012/13 and 2013/14 will be consolidated in session 2014/15. Such approaches will include: the early identification/early intervention work of School & Family Development Workers with vulnerable children and families; the continued use of revised formulae within primary and secondary schools for the allocation of SfL staff; and the allocation of English and Mathematics teachers to secondary schools in line with levels of deprivation.
- The percentage gap between numbers of Looked After Children and non-Looked After Children excluded
- The percentage of schools and pre-school centres receiving positive inspection reports (3 year average)
- The absence rates per Full Time Equivalent employee for Education Local Government Employees

The table below presents the Department's top priority performance indicators. Children's services indicators within the Local Government Benchmarking Framework are shown below.

Key Performance Indicators

These indicators represent the latest available data as at the end (i.e. March) of each financial year.

Definition	Financial Years			2017 Target	National Benchmark	Improvement Status	
	11/12	12/13	13/14			Yr	LT
Number of schools adding value in Reading and Maths as recorded in the PIPS baseline assessment	11	17	16	Increase		▼	●
Percentage of P4 pupils achieving the national average or better in InCAS Reading	53.1	54.3	59.1	Increase		▲	▲
Percentage of P4 pupils achieving the national average or better in InCAS Maths	41.5	43.3	45.6	Increase		▲	▲
Average tariff score at end of S4	163	163	167	184		●	●
Percentage of pupils attaining English & Maths at SCQF level 3 or more by the end of S4	93	94	94	Increase		●	●
Percentage of pupils attaining 5 or more passes at SCQF level 5 or above by the end of S4	28	27	28	33		●	●
Percentage gap in attainment at English & Maths Level 3 (end of S4) for pupils living in the 15% most deprived areas in the city	7.1	6.1	9.9	Reduce		▼	▼
Percentage of pupils attaining 3 or more passes at SCQF level 6 or above	31	31	33	34		▲	▲

Definition	Financial Years			2017 Target	National Benchmark	Improvement Status	
by the end of S6							
Percentage of school leavers entering a positive destination	88.7	90	91.1	90 **		🟠	🔺

** The 2017 target was exceeded in the period 2012-13. The figure is to be monitored closely on an annual basis and published nationally.

Status Yearly & Long term trend: 🔺 = >5% improvement, 🟠 = maintained, 🔻 = >-5% deterioration

Local Government Benchmark Framework Indicators[1]

Indicator	10/11	11/12	12/13	Improvement Status	
				Yr	LT
Cost per primary school pupil	£4,732	£4,552	£4,379	🟠	🔺
Cost per secondary school pupil	£6,840	£6,761	£6,805	🟠	🟠
Cost per pre-school education place	£3,144	£2,949	£2,865	🟠	🔺
Percentage of pupils in S4 achieving 5 or more awards at level 5	27.0%	26.0%	27.9%	🔺	🟠
Percentage of pupils in S6 achieving 5 or more awards at level 6	20.0%	20.0%	21.6%	🔺	🔺
Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at Level 5	13.0%	12.4%	13.1%	🔺	🟠
Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at Level 6	7.4%	6.6%	7.4%	🔺	🟠
Percentage of Adults satisfied with local schools	81.2%	-	77.0%	n/a	🔻
Proportion of pupils entering positive destinations	88.7%	90.0%	91.1%	🟠	🟠

Status Yearly & Long term trend: 🔺 = >5% improvement, 🟠 = maintained, 🔻 = >-5% deterioration

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[1] http://www.improvementservice.org.uk/benchmarking/councils/reports/dundee.pdf. Accessed 3rd July 2014. There is some concern over the timeline of LGBF data. The data should refer to financial years, but attainment and destinations data appears to be out of synch. This issue is being raised with the Improvement Service.

4.2   **Highlights**

The Department's key achievements during the year included:

- the continued implementation of the Curriculum for Excellence 3-18 including the introduction of a revised senior phase including new SQA National Qualifications with enhanced school/college link programmes
- enhanced partnership approaches to curriculum delivery including developments with Skills Development Scotland, Dundee & Angus College and Dundee University
- the delivery of improved literacy and numeracy programmes (3-18) within early years settings, schools and Offsite Learning centres and the associated training of over 500 staff
- the on-going development of health and well-being initiatives and launch of the Relationships and Sexual Health Framework
- the provision of workforce development opportunities in areas including attachment, literacy, numeracy, health and well-being and pedagogy
- the consolidation and development of school review procedures including the introduction of on-line surveys for pupils, staff and parents/carers
- the continued expansion of co-operative learning training for teachers and the associated training of in-house trainers
- the expansion of arts and cultural activities including the development of a community access dance programme
- the introduction of community learning teams and related 'team around the child' procedures
- improved partnership approaches, including those with NHS, to support the additional support needs of pupils including those with mental health difficulties
- the impact of the Inclusion Plus project in reducing the number of pupil exclusions by 30% across pilot schools
- the positive impact of School and Family Development Workers on the lives of vulnerable children; young people; and families
- implementation plan and key tasks completed for the introduction of the increased entitlement to 600 hours early learning and child care from August 2014.

4.3   **Areas for improvement**

On reviewing the service plan the department aims to ensure further improvement next year on the following:

- continued development of literacy, numeracy and health and wellbeing programmes across all schools and centres
- the expansion of targeted interventions to reduce the attainment gap between socio economic groups
- continued use and analysis by staff of standardised assessment data to inform and improve pupil attainment
- the provision of support and challenge to schools both prior to and following Education Scotland/HMI inspection activity
- the provision of support and training for staff in the use of the new Senior Phase Benchmarking Tool – INSIGHT
- strengthened approaches with partners, including Skills Development Scotland, to secure sustained positive destinations for pupils
- further development of the Language Learning in Scotland 1 + 2 approach

4.4   The Department carries out self-assessment through the use of VSE (*Validated* Self Evaluation). This identifies strengths and areas for improvement. Areas for VSE will be determined in session 2014-15 to support the identification of emerging priorities and related actions.

4.5   **New Actions**

Based on the Single Outcome Agreement, Council Plan and Department Plan reviews, the department believes that existing projects/service improvements and related strategic actions within the 2014-15 service plan fully encompasses all priority areas for improvement.

All of the department's projects/service improvements will feature in future performance reports.

5.0   POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. An Equality Impact Assessment has been carried out and is attached to this report.

6.0   CONSULTATIONS

This report has been subject to consultation with the Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services.

7.0   BACKGROUND PAPERS

Education Department Service Plan 2012-2017.

MICHAEL WOOD
Director of Education
11 September 2014

Appendix 1

Education Department Service Plan 2012-2017

Dundee Outcome: Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Identify and support young people at risk of not entering employment, education or training	Michael Wood/Danny Webster	**01/07/2014** A session on the new examination structure has been delivered to staff from Skills Development Scotland. Awareness raising of BtC 4 with schools continues and further CPD sessions have continued. The mentor programme continues to develop and there has been some engagement with Scottish Business in the Community. Currently there is engagement with the Improvement Service with reference to the Scottish Government Benchmarking Framework in regards to positive destinations. Further engagement and consolidation of protocols around the data hub are developing. There has been an increase in the number of courses offered to S4 young people by Dundee and Angus College.	30/06/2017	On Schedule

Dundee Outcome: Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Identify, support and develop quality and excellence in the arts and culture	Michael Wood/Danny Webster	**18/06/2014** First meeting of Evaluation and Monitoring Team took place on 12.02.14. First phase of in school curricular linked dance programme nearing completion in Rowantree PS and St Vincent's RC PS. Culminating in large scale in school performances for family and friends. Scottish Dance Theatre's production of Innocence performed to around 140 early years pupils in St Vincent's RC PS and Rowantree PS 11.03.14. Development of community access dance programme underway Music Co-ordinators full secondment started 10.03.14 ASPIRE Dundee presented at Scottish Government Instrumental Music Conference 26.02.14 ASPIRE Dundee presented to MA Education students at Dundee University on 04.02.14 ASPIRE Dundee Evaluation Framework agreed in partnership with Dundee University. Briefing for Head Teachers on 19.3.14 ASPIRE Dundee Twitter account launched at ASPIRE Dundee Report given to Legacy 2014 Team at Victoria Quay 14.2.14. Excellent feedback. ASPIRE Dundee project is most progressed in terms of evaluation and monitoring planning among all Legacy projects nationally. ASPIRE Dundee Board Meeting 3 - took place at Dundee House on 6.3.14 Investing in Children will organise and deliver an 'agenda day' open voice event aimed at giving young people a voice in the future sharing of the project in April/May 2014. Date tbc.	30/06/2017	On Schedule
Implement strategy for the introduction of community learning teams in all clusters	Michael Wood/Danny Webster	**18/06/2014** Local Learning Partnerships have begun to establish sub groups to take forward local action plans. Team Around The Child meetings have now been established to replace the previous Joint Action Teams. Work force development events have been arranged for all relevant staff covering each of the ward areas and will be completed at the end of March 2014.	30/06/2017	On Schedule

Dundee Outcome: Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Continue to develop policy and practice to address the needs of particular groups including LAC, young carers, children affected by domestic harm and children and young people with health and wellbeing issues	Michael Wood/Danny Webster	**01/07/2014** Joint work continues with partners in NHS Tayside (through the Complex ASN SPG) to identify a staged approach to meeting the needs of young people with mental health difficulties. In addition, Education staff continue to make a contribution to Barnardo's Rollercoaster which supports schools and families in relation to loss and bereavement.	30/06/2017	On Schedule
Continue to implement Curriculum for Excellence in all Dundee City Council educational establishments	Michael Wood/Danny Webster	**01/07/2014** The ARR group has met a few times since the last update and at the last meeting, the Action Plan and timeline were reviewed showing excellent progress in all areas. The Reporting group have delivered training sessions and have produced a pack of materials to support ongoing professional development in this area. New guidelines have been produced and training has been provided on the updated SEEMIS product. The CLPL sub group have conducted an audit and have a draft plan in place for professional development for Session 2014-15. Work is ongoing in conjunction with Education Scotland showcasing good practice. There is to be a short life working group set up to develop tracking of standardised assessment and to ensure consistency of approach and analysis of data. A HT seminar for all HTs in all sectors was held in February 2014 to share practice and to discuss the way forward in this area. There has been a Profiling Sharing Event that was well attended and supported by staff from all sectors. There was also input on profiling and e-portfolios from Education Scotland at this event.	30/06/2017	On Schedule
Continue to monitor, develop and implement all aspects of assessment and moderation, recording and reporting in line with the national Curriculum for Excellence Implementation Plan	Michael Wood/Danny Webster	**01/07/2014** The ARR group has met a few times since the last update and at the last meeting, the Action Plan and timeline were reviewed showing excellent progress in all areas. The Reporting group have delivered training sessions and have produced a pack of materials to support ongoing professional development in this area. New guidelines have been produced and training has been provided on the updated SEEMIS product. The CLPL sub group have conducted an audit and have a draft plan in place for professional development for Session 2014-15. Work is ongoing in conjunction with Education Scotland showcasing good practice. There is to be a short life working group set up to develop tracking of standardised assessment and to ensure consistency of approach and analysis of data. A HT seminar for all HTs in all sectors was held in February 2014 to share practice and to discuss the way forward in this area. There has been a Profiling Sharing Event that was well attended and supported by staff from all sectors. There was also input on profiling and e-portfolios from Education Scotland at this event.	30/06/2017	On Schedule
Continue to promote ICT across the curriculum as an effective learning tool through the implementation of GLOW2	Michael Wood/Danny Webster	**18/06/2014** There has been some progress nationally in moving this agenda forward. Some of the responsibility for the development has been moved, by the Scottish Government, from Education Scotland to the Digital Directorate in Edinburgh. Local officers continue to support the present iteration Glow.	30/06/2017	On Schedule
Develop Equality Outcomes to eliminate discrimination, advance equality and foster good relations	Michael Wood/Danny Webster	**18/06/2014** The impact of the anti-bullying recording procedures (for protected characteristics) will be analysed once a full school year/session of data has been gathered. This will inform areas of	30/06/2017	On Schedule

		intervention and support for schools. Dundee City Council's Accessibility strategy has been highlighted as good practice in the Scottish Government's consultation on accessibility guidance, in particular that the strategy has been informed by wide consultation with pupils with additional support needs and accessibility requirements.		
Develop and introduce revised learning and teaching policy and toolkit	Michael Wood/Danny Webster	**01/07/2014** Revised online learning and teaching toolkit nearing completion and due to be launched in session 2014-15.	30/06/2017	On Schedule
Develop authority skills strategy based on BTC4	Michael Wood/Danny Webster	**01/07/2014** A fact finding session has been held with representatives from almost all secondary schools to elicit the extent of the delivery and development of skills for young people in S1-S3. This will be developed into a matrix for schools to assist in identifying gaps in delivery. Once any gaps are identified, work will be undertaken to ensure that young people do not miss out on skills development.	30/06/2017	On Schedule
Ensure education strategy and decision-making is informed by action research and best use of data	Michael Wood/Danny Webster	**18/06/2014** The 3 current areas of action research continue to inform education strategy and decision-making. The SEBN review is now completed and its findings will be used to identify areas for development and improvement in our SEBN provision. The ASD findings will contribute to the cross-sector/city wide action plan and longer term strategic commissioning, in particular for young people in transition to adult life. The LD/ASD SPG oversees this work. With regard to Additional Support Needs, we are now in the early stages of analysing data with Allied Health Professional partners for children under 3 to inform the pattern of provision and joint agency service delivery for children entering nursery.	30/06/2017	On Schedule
Ensure health and wellbeing is fully integrated into the 3-18 curriculum and within existing Council-wide health and wellbeing strategy	Michael Wood/Danny Webster	**18/06/2014** RSHP framework launched with Harris Cluster, progressing opportunity of seconding teacher to deliver CLPL to support the 3-18 framework from August 2014. HWB Network ongoing and attended by all secondary schools. School Health Nurses continue to support Health Drop Ins and are spending more time within schools. Health Drama Tour for all S3 pupils and issued with yp health services leaflet. New Active Schools Manager appointed - takes up post in April 2014. Early work on a pilot project to take forward Healthy Living Zones with Menzieshill High. Ongoing work with schools on effective planning for learning, teaching and assessment within Health and Wellbeing. Focus on Responsibility of All HWB - Education Scotland conference held in Dundee, strategy paper in draft form, plans to launch strategy early next session.	30/06/2017	On Schedule
Ensure that educational programmes for literacy operate within existing Council-wide literacy strategy for 0-18	Michael Wood/Danny Webster	**01/07/2014** Programmes for improving Literacy which articulate well with each other, providing pace and progression are in place across the city. All council nursery staff received training in ABC and Beyond. Focused plans for implementation are in place in all council-run Early Years settings. All Primary Schools are teaching reading from P1 using Read Write Inc. (Many schools are using the resource beyond P1) Over 500 Primary teachers received 2-day training from Ruth Miskin in November. Over 70 upper primary and secondary staff received training in Fresh Start. 8 of 9 Secondary schools are using Fresh Start with pupils identified from INCAS and other reading tests as having below expected reading skills. All Secondary Schools have a Literacy Leader with responsibility for promoting Literacy across Learning. Meetings to support sharing, implementation and building capacity have taken place as follows. 5 Primary Reading Leaders, 2 Secondary Literacy Leaders, 1 Fresh Start Support. Staff Tutor was trained with Ruth Miskin Trainers and has carried out 53 Primary and 29 Secondary Support and 8 Offsite visits and delivered 31 Central Twilights. Development Days led by Ruth Miskin trainers have identified exemplary practice and areas for improvement and progress across the city. Staff Tutor has	30/06/2017	On Schedule

		engaged Offsite Education Service to begin providing targeted reading and writing support in line with mainstream service. ABLe panning framework has been updated.		
Ensure that educational programmes for numeracy operate within existing Council-wide numeracy strategy for 0-18	Michael Wood/Danny Webster	**18/06/2014** All clusters have representation in 'Developing Conceptual Understanding in Number' initiative which is being funded by the Scottish Govt and led by Angus Council. This has provided the opportunity to create a local neighbourhood hub with Angus, Fife, Perth and Kinross and ourselves. Feedback is very positive, staff are highly motivated and there is evidence through professional support visits that strategies are being implemented in the classroom. A number of schools have had targeted support from the Staff Tutor. Those staff now have a greater understanding of the pedagogy of teaching numeracy. This is leading to a greater consistency within school settings. A numeracy classroom has been set up in a local primary to demonstrate a numeracy rich environment. A numeracy folder has been created in both the secondary and primary M drives. This has been populated with resources as well as background reading and educational papers. A new joint Literacy and Numeracy newsletter is published regularly. It allows schools to share good practice and keep abreast of relevant CPD opportunities and new ideas. A twitter account has been created and has 45 followers some of whom attended a recent international conference with our staff tutor. Numbers are increasing weekly. The Pan Tayside Head Teacher conference allowed schools to share good practice and developments across authorities. Tom Renwick delivered in-service to 150 staff across the city on mental agility and the importance of the numeracy map. All schools have been made aware of Education Scotland's Parentzone link on the website that promotes ideas and activities for parents to support their children's numeracy. Incas assessments have been introduced in P3 to allow us to be more data rich and reflect more accurately on our evidence. A short life working party has been set up to ensure all schools are analysing the data consistently and making effective use of the data to help raise attainment in numeracy. We hosted two Education Scotland Conversation Days entitled ' Numeracy across Learning' which were attended by the staff tutor, staff and children from all sectors. This provided participants with an opportunity to discuss their views on Numeracy across Learning, Numeracy in the Workplace and Effective Practice in Numeracy. The days were very successful and all participants valued the opportunity to discuss the topics and were positive in their feedback.	30/06/2017	On Schedule
Implement an increase in early learning and childcare from 475 to 600 hours per year for 3-4 year olds , 2 year olds who are subject to a kinship care order or are Looked After and eligible 2 year olds where a parent/ carer is in receipt of certain out of work benefits	Michael Wood/Danny Webster	**01/07/2014** Committee paper approved setting out implementation methodology. Senior Early Years Practitioners have been appointed in 21 schools. Expansion to 2 years olds- provision located, updated paper agreed at committee April 2014. Additional staff recruited and local advertising underway.	30/06/2017	On Schedule
Implement the use of ABLe framework across all learning establishments	Michael Wood/Danny Webster	**01/07/2014** ABLe continues to be implemented in primary and secondary schools in the city. Feedback from extended school reviews indicates that ABLe is having a positive impact on schools' capacity to plan for pupils with additional support needs at universal and additional levels. It has been adopted by another local authority in Scotland which will provide benchmarking information in the future.	30/06/2017	On Schedule
Improve outcomes for all Dundee's children through early intervention and prevention	Michael Wood/Danny Webster	**01/07/2014** Early years IPAA group identified aims and has begun to consider priorities- an action plan will be produced. Attachment training to be offered to all early years staff in May 2014. 600 hours offered to children aged 2 in workless homes from August 2014.	30/06/2017	On Schedule
Introduce and prepare support for 3-15 tracking and monitoring system - On Track With Learning	Michael Wood/Danny	**01/07/2014** The OTWL pilot programme continues to make very good progress with pilot schools and users	30/06/2017	On Schedule

	Webster	supported by central staff and the OTWL Users' Group. Feedback from managers and users within pilot schools indicates that with growing competence and confidence by teachers in using the tool, the tool can be effective in supporting teachers in the effective planning and assessment of learning and teaching. OTWL training has taken place for school leaders/managers with access to the OTWL training portal now available for those in attendance. OTWL training for phase two schools is scheduled to commence in April/May 2014. A formal evaluation of the OTWL pilot will take place in June 2014 with an update seminar planned for head teachers in November 2014.		
Introduce and provide training for all staff in Co-operative learning	Michael Wood/Danny Webster	**18/06/2014** 17 Academies have now been delivered. 9 trainers have been identified and ongoing training for them underway. 3 further academies will be delivered by end of school session. Local trainers will develop a training programme for next school session. Discussions have started to develop Teacher Learning Communities and these will be implemented over session 2014/15. Evaluations of the Academies are very positive and an overall evaluation report will be produced by end of session.	30/06/2017	On Schedule
Prepare and implement support and training for CFE Stacs	Michael Wood/Danny Webster	**18/06/2014** The Senior Phase Benchmarking Tool working group continue to make progress in outlining related plans associated with: use of the SPBT in school attainment reviews from session 2014/15; the provision of SPBT training for staff and the impact on school standards and quality reports. All schools are scheduled to be involved in SPBT national training with Morgan Academy on 9 June 2014. The Scot Gov professional consultant on use of the tool will support the working group on 19 March 2014 at a seminar within Grove Academy.	30/06/2017	On Schedule
Reduce attainment gap between socio-economic groups through ensuring a distribution of resources in all our activities	Michael Wood/Danny Webster	**18/06/2014** The successful review of SCSS Educational Resource Workers deployment continues to ensure support for pupils from disadvantaged areas. Promotional work continues within schools in relation to: uptake of FME and access to extra curricular activities and holiday programmes for pupils from disadvantaged homes. The appointed School & Family Development Workers continue to make an impact to those most in need through activities including: 1:1 and family support sessions; drop-in-sessions for families; group work activities in areas including literacy, parent groups and skills development; signposting of services. The work of primary early years support assistants is supporting the flexible deployment of staff within schools in an effort to raise pupil attainment and achievement.	30/06/2017	On Schedule
Reduce the gap in conception rate for those aged under 19 between the least and most deprived communities, including increase to the % of those not using contraception or started on an appropriate method of contraception through attending the sexual health service	Michael Wood/Danny Webster	**01/07/2014** Continued work on the use of more localised data. Action Plan agreed and review meeting in April to evaluate work being taken forward as a result of the recommendations from the Teenage Pregnancy Inquiry. In discussion with Government regarding the revision of guidelines on RSHP for parents. Producing leaflets for parents on RSHP. Training programme for all clusters being developed and implementation of this was launched with Harris Cluster in February 2014. Planning for themed review of learners' experiences of RSHP over session 2014/15. Early discussions have taken place on the development of standards for RSHP and will continue over session 2014/15. Family Nurse Partnership programme has been mainstreamed supporting girls under 19 in their first pregnancy. Healthy Transitions programme delivery underway and evaluation will take place June 2014.	30/06/2017	On Schedule
Review SFL provision across sectors (including ASNA provision)	Michael Wood/Danny Webster	**18/06/2014** A reference group has been established to take forward the Support for Learning review recommendation to establish SfL communities to manage and meet learning needs within local communities. There has been consultation with headteachers and partners in health to identify	30/06/2017	On Schedule

		the factors required to implement a fair and equitable provision of support across the city. There have been further developments with the Outreach team to provide a service from 0 - 18, building upon the current provision in early years and school-age outreach teams. Following consultation with staff, the proposal is to implement the 0-18 outreach team from August 2014. A benchmarking exercise is underway with other local authorities in relation to ASNA provision in order to establish a baseline for future budgeting and deployment of staff. This will also be a key task for the reference group.		
Review and evaluate the impact of additional educational support provided within and outwith school including OES	Michael Wood/Danny Webster	**18/06/2014** The SEBN Review has concluded their work with the review report now being considered by the Support for Learning Operational Group (SLOG). The SLOG will make related recommendations to the department's SMT in due course.	30/06/2017	On Schedule
Review what we do to improve young people's engagement and participation in learning	Michael Wood/Danny Webster	**18/06/2014** LI/SC booklet delayed due to editing - now ready to be issued to all schools. Whole staff training in this area has continued via individual school requests. Co-operative learning training expanded to include training for trainers. Focus on pupils' skills development and creative learning built into the NQT training programme. Pupil forum feedback from Extended Reviews continues to help identify future school development needs.	30/06/2017	On Schedule

Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	**Previous Figures**	**Latest Figures**	**Yearly Trend**	**Long Term Trend**	**Average**	**Best**	**Latest Update (followed by remedial action if declining performance indicated)**
% gap between numbers of Looked After Children and non-Looked After Children excluded	03/13 - 20.7 03/12 - 20.1 03/11 - 25.5 03/10 - 23.5	03/14 - 24.5	▼	▼			**Remedial Action:** The Senior Management Team will continue to work closely with Head Teachers to ensure implementation of the Promoting Inclusion, Reducing Exclusion policy (May 2013). This policy explicitly includes advice for dealing with Looked After Children in Appendix 3.
% gap in attainment at English and Maths Level 3 (end of S4) for pupils living in the 15% most deprived areas in the city	03/13 - 6.1 03/12 - 7.1 03/11 - 9.1 03/10 - 10	03/14 - 9.9	▼	▼			Results from 2013 exam diet. S4 pupils gaining SCQF level 3 in English and Maths or better. 84.9% in Dundee's share of Scotland's 15% most deprived data zones. 94.9% in Dundee's remaining data zones. Most deprived data zones based on SIMD 2012 **Remedial Action:** From next year the new National exam regime will require us to employ new indicators to measure attainment and deprivation. These will be based on nationally published figures in the new Senior Phase Benchmarking Tool (Insight)

Indicator	Historical	Current				Comments
Average tariff score end of S4	03/13 - 163 03/12 - 163 03/11 - 157 03/10 - 156	03/14 - 167	🟠	🟠	188	Source: ScotXed, Points Based Statistics, Whole School Points Measures for Dundee City, STACs 2013 post-appeals **Comments on Comparative Data:** Scottish Average. S4: Average Tariff score - all pupils: 2011/2012. Source SNS
Average tariff score of Looked After Children	03/13 - 98 03/12 - 80	03/14 - 98	🟠	🔺		This is the same data as filed for March 2013. From Scottish Government, Education Outcomes for Scotland's looked after children, 2011/12, Additional tables. Number of children = 7. Next data not due to be published until June 2014.
Number of schools adding value in Reading and Maths, as recorded in the baseline assessment 'Performance Indicators in Primary Schools' (PIPS)	03/13 - 17 03/12 - 11 03/11 - 17 03/10 - 18	03/14 - 16	🔻	🟠		**Remedial Action:** Literacy and Numeracy continue to be priority areas for improvement in primary schools. Overall Dundee City Council's median value added scores for maths and reading in P1 continued to remain above the national average.
Number of schools reaching the national two hours or two periods per week in PE for pupils in statutory education - Primary	03/13 - 35 03/12 - 31 03/11 - 18	03/14 - 35	🟠	🔺		All Primary Schools meet the national requirement
Number of schools reaching the national two hours or two periods per week in PE for pupils in statutory education - Secondary	03/13 - 9 03/12 - 5 03/11 - 4	03/14 - 9	🟠	🔺		All secondary schools meet the national requirement
Number of young people involved in delivering Peer Education and Health Buddies projects	03/13 - 250 03/12 - 3,029 03/11 - 2,047 03/10 - 1,400	03/14 - 300	🔺	🔻		HEALTHY TRANSITIONS PEER LED PROGRAMME IS NOW BEING DELIVERED ACROSS ALL SCHOOL CLUSTERS - S2 PEER EDUCATORS DELIVERING TO ALL P7 PUPILS
Number of young people receiving DofE Awards, Youth Achievement Awards and Sports Leader Awards	03/13 - 690 03/12 - 917 03/11 - 424 03/10 - 250	03/14 - 1,997	🔺	🔺		
Percentage of 13 year olds reporting to have been really drunk	03/13 - 37 03/12 - 37	03/14 - 37	🟠	🟠		SALSUS DATA AVAILABLE END 2014
Percentage of 13 year olds reporting using drugs ever	03/13 - 6 03/12 - 6	03/14 - 6	🟠	🟠		Salsus information will be updated end 2014
Percentage of 13 year olds reporting using drugs in the past month	03/13 - 2 03/12 - 2	03/14 - 2	🟠	🟠		NEW SALSUS DATA AVAILABLE END 2014
Percentage of 15 year olds reporting to have been really drunk	03/13 - 58 03/12 - 58	03/14 - 58	🟠	🟠		NEW SALSUS DATA AVAILABLE END 2014
Percentage of 15 year olds reporting using drugs ever	03/13 - 21 03/12 - 21	03/14 - 21	🟠	🟠		NEW SALSUS DATA AVAILABLE END 2014

Indicator	Data	03/14					Comments
Percentage of 15 year olds reporting using drugs in the past month	03/13 - 10 03/12 - 10	03/14 - 10	🟠	🟠			NEW SALSUS DATA AVAILABLE END 2014
Percentage of P4 pupils achieving the national average or better in InCAS - Maths	04/13 - 43.3 03/12 - 41.5	03/14 - 45.6		🔺			Academic year 2013/14
Percentage of P4 pupils achieving the national average or better in InCAS - Reading	04/13 - 54.3 03/12 - 53.1	03/14 - 59.1		🔺			Academic Year 2013/14
Percentage of pupils attaining 3 or more passes at SCQF level 6 or above by the end of S6	03/13 - 31 03/12 - 31 03/11 - 25 03/10 - 25	03/14 - 33	🔺	🔺			Exam diet 2013. STACs post-appeal.
Percentage of pupils attaining 5 or more passes at SCQF level 5 or above by the end of S4	03/13 - 27 03/12 - 28 03/11 - 27 03/10 - 28	03/14 - 28	🟠	🟠	36.5		Exam diet 2013. STACs post-appeal **Comments on Comparative Data:** Scottish Average. S4: Percentage of Pupils with 5 awards at SCQF level 5 and above: 2010/2011. Source SNS
Percentage of pupils attaining English and Maths at SCQF level 3 or above by the end of S4	03/13 - 94 03/12 - 93 03/11 - 89 03/10 - 89	03/14 - 94	🟠	🟠	93		Exam diet 2013. STACs post-appeal. **Comments on Comparative Data:** Scottish Average. S4: Percentage of pupils with English and Maths at SCQF level 3 or above: 2010/11. Source SNS
Percentage of school leavers entering a positive destination (SPI)	03/13 - 90 03/12 - 88.7 03/11 - 83.2 03/10 - 81.5	03/14 - 91.1	🟠	🔺	88.8		Source SDS. Destinations as at 7/10/2013 for pupils leaving school in Academic year 2012/13. **Comments on Comparative Data:** Scottish average. Initial Destination. % in HE, FE, Training or Employment. 2010/2011. Source SNS
Percentage of schools and pre-school centres receiving positive inspection reports - 3 year average	03/13 - 88 03/12 - 96.2 03/11 - 90.9	03/14 - 80	🔻	🔻			Three year average based on inspection reports for Academic years 2010/11, 2011/12 and 2012/13. The very small sample nature of this indicator will lead to fluctuations in its value. **Remedial Action:** Areas determined as weak or unsatisfactory in school inspection reports are targeted by the quality improvement team in subsequent annual and extended reviews of those schools.
Proportion of healthy BMI levels of children in P1	03/12 - 69.2 03/11 - 73.3 03/10 - 72.2	03/13 - 74	🔺	🟠			
Teenage conception rates (rate per 1,000 aged 13-15, 3 year aggregate data)	03/13 - 14.4 03/12 - 14.4 03/11 - 18.5	03/14 - 13.3	🔺	🔺	7.4		MOST UP TO DATE PUBLISHED FIGURES (2009-2011) - FURTHER LOCAL DATA AVAILABLE FOR MANAGEMENT PURPOSES WHICH SUPPORTS A DOWNWARD TREND

| | 03/10 - 17.3 | | | | | | Comments on Comparative Data:

Scottish Average: Teenage pregnancies aged under 16, rate per 1000 women aged 13 to 15: 2008-2010. Source SNS |
| The level of exclusion in schools (total number of half days per session as a %) | None | 03/14 - 0.12 | | 🟠 | | | Source SEEMIS Vision for Academic Year 2012/13. 7,877 exclusion openings from 6,456,804 total openings = 0.12% |

Dundee Outcome: Our people will live in a low carbon, sustainable city

Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	**Previous Figures**	**Latest Figures**	**Yearly Trend**	**Long Term Trend**	**Average**	**Best**	**Latest Update (followed by remedial action if declining performance indicated)**
Percentage of schools achieving an ECO Schools award - Bronze	04/13 - 70.69 03/12 - 69 03/11 - 60 03/10 - 46	03/14 - 74.5		🔺			
Percentage of schools achieving an ECO Schools award - Green	04/13 - 12.07 03/12 - 9 03/11 - 5 03/10 - 2	03/14 - 12.7		🔺			
Percentage of schools achieving an ECO Schools award - Silver	04/13 - 43.1 03/12 - 41 03/11 - 33 03/10 - 26	03/14 - 43.6		🔺			

Dundee Outcome: Our customers will get the services they need in an efficient and customer focused manner

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Continue to develop planning for improvement through self-evaluation	Michael Wood/Danny Webster	**18/06/2014** Authority taking part in Phase 2 of Professional Update pilot. In light of the recommendations highlighted by GTCS Validation, training sessions to be implemented with regard to new online PRD system	30/06/2017	On Schedule
Continue to review and improve	Michael	**18/06/2014**	30/06/2017	On

parental engagement	Wood/Danny Webster	Number of meetings have been held between Education Manager and PI Officer with regular updates on schools in all sectors regarding Parent Councils and other events promoting parental engagement. There have been City-wide Parent Council Chair's meetings with the Director and senior officers for Primary and Secondary. PI Officer has delivered training for HTs and Parent Council Chairs and has held a city-wide Parent Forum evening. The Parental Involvement Strategy has been revised and is ready for printing and issue to schools and Parent Council Chairs. 2 Internet Safety events are planned for the summer term and the PI Officer is in the early stages of planning a Parent Conference for November 2014. The Action Plan has been reviewed on 31 March 2014.		Schedule
Continue to support the implementation of effective integrated working across agencies and with parents	Michael Wood/Danny Webster	**01/07/2014** Test of change planned with Lochee Pathfinder team, staff in Woodlea and families to explore early literacy strategies as detailed in ABC and beyond. Will be recorded and analysed using EYC methodology. Early Years and ASN managers contributed to resource mapping exercise led by Bert Sandeman- we are awaiting further information. PEEP training rolled out to 17 early years staff and 2 adult learning staff. This will be followed up with individual support meetings and the formation of a strategic and operational network.	30/06/2017	On Schedule
Develop authority strategy to review its work against national indicators through PSIF	Michael Wood/Danny Webster	**18/06/2014** Education Department is now progressing its review activity through the use of VSE (Validated Self Evaluation).	30/06/2017	On Schedule
Implement revised school review procedures	Michael Wood/Danny Webster	**01/07/2014** Review paperwork and procedures have been revised in response to stakeholders' views. Further revisions are planned.	30/06/2017	On Schedule
Review and extend the opportunities for pupils' views and opinions to be heard	Michael Wood/Danny Webster	**18/06/2014** Pupil and parent questionnaires have now been used in Extended Reviews with detailed analysis being given to the Review team and the school by the Information Analysis Officer. The results have complemented the focus groups and have informed the feedback given in Extended Reviews. 9 staff have been identified to become Cooperative trainers and have been through a course of training to start delivering Cooperative Academies by the end of this session. Pupil voice remains a key focus in schools and emphasis is being placed on learner engagement in planning learning. Work is ongoing on the use of profiling and there has been a CLPL twilight delivered by Education Scotland on profiling and recognising wider achievement.	30/06/2017	On Schedule

Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	**Previous Figures**	**Latest Figures**	**Yearly Trend**	**Long Term Trend**	**Average**	**Best**	**Latest Update** **(followed by remedial action if declining performance indicated)**
Levels of parental satisfaction with educational provision - Early Years	03/13 - 99 03/12 - 99 03/09 - 100	03/14 - 100	🟠	🟠			Based on surveys carried out as part of extended reviews.
Levels of parental satisfaction with educational provision - Primary	03/13 - 95 03/12 - 95 03/09 - 97	03/14 - 96	🟠	🟠			Based on surveys carried out as part of extended reviews, December 2013 to March 2014
Levels of parental satisfaction with educational provision - Secondary	03/13 - 92 03/12 - 92	03/14 - 83	🔻	🔻			Based on surveys carried out as part of extended review program between December 2013 and March 2014

	03/09 - 90						Remedial Action: These survey results cannot be compared with the previous source used to complete this indicator.
Levels of pupil satisfaction with educational provision - Primary	03/13 - 92 03/12 - 92	03/14 - 94	🟠	🟠			Based on surveys carried out in support of extended review process.
Levels of pupil satisfaction with educational provision - Secondary	03/13 - 78 03/12 - 78	03/14 - 82	🔺	🔺			Based on surveys carried out in support of the extended review process.

Dundee Outcome: Our organisation values and respects its employees so involves all equally in improving our services

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Implement Education Department Health and Safety Action Plan	Michael Wood/Danny Webster	**18/06/2014** Continual implementation and updating of Dept Operational Action Plan (OpAP) .26 of 63 entries completed, 18 entries are continually ongoing and 13 have been started. Updated copies of the OpAP are available from the Senior H&S Officer	30/06/2017	On Schedule
Provide for teachers at all levels training and support to identify, support and review performance including under-performance	Michael Wood/Danny Webster	**18/06/2014** HR Officers continue to support PRD/EPDR and the use of relevant policies and procedures by Managers/HT's for all staff.	30/06/2017	On Schedule
Revise and implement leadership strategy	Michael Wood/Danny Webster	**18/06/2014** Leadership strategy and appendices approved by IPAA strategy group. Currently being put into final format including hyperlinks to GTCS standards, etc. Middle leadership programme underway - 2 sessions to go this session. Evaluation to be carried out. IPAA group to look at ways of taking forward a similar programme in house and also rolling out coaching and mentoring training.	30/06/2017	On Schedule

Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	**Previous Figures**	**Latest Figures**	**Yearly Trend**	**Long Term Trend**	**Average**	**Best**	**Latest Update** (followed by remedial action if declining performance indicated)
Days lost per FTE for Education LGE	03/13 - 12.19 03/12 - 10.77	03/14 - 12.89	🔻	🔻			**Remedial Action:**

Days lost per FTE for Teachers	03/13 - 6.15 03/12 - 6.25	03/14 - 6.1	●	●			
Staff satisfaction levels based on key questions in staff survey : 'I am satisfied with my working environment'	03/13 - 77 03/12 - 77 03/08 - 74	03/14 - 78	●	●			From 2013 staff survey
Staff satisfaction levels based on key questions in staff survey : 'I find my job satisfying'	03/13 - 89 03/12 - 89 03/08 - 92	03/14 - 90	●	●			From 2013 DCC staff survey: agreement with statement "I enjoy my work".

Dundee Outcome: Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Continue to support greater sustainability in the use of Education Department resources (carbon emissions)	Michael Wood/Danny Webster	**18/06/2014** Energy briefing sessions for staff to be held in April / May 2014. Energy checklist distributed to all establishments end of March 2014.	30/06/2017	On Schedule
Deliver the modernisation of the school estate on time and on budget	Michael Wood/Danny Webster	**01/07/2014** The Education Department has submitted a report to committee requesting authority to consult on the enrolment and placing requests in primary and secondary schools. The purpose of which is to ensure the department provide clarity on arrangements in the event of over-subscription of pupils to any school through a consistent prioritisation at local level. This will allow the department to manage the school estate efficiently and effectively.	30/06/2017	On Schedule
Ensure an effective system for records management, response to complaints and enquiries and process improvement	Michael Wood/Danny Webster	**18/06/2014** Guidance emailed to all staff and published on intranet and available in Cerdms.	30/06/2017	On Schedule
Ensure effective utilisation of all Education Department resources	Michael Wood/Danny Webster	**18/06/2014** Staff are currently being allocated to schools based on the new PEYSA formula, the expected completion date for this is Summer 2014. Work ongoing regarding the Facilities services review.	30/06/2017	On Schedule
Review the departmental internet/intranet in line with corporate guidelines and develop procedures for update	Michael Wood/Danny Webster	**18/06/2014** Policies which have been updated have been placed in central location in Cerdms to ensure all staff are referring to most recent version.	30/06/2017	On Schedule

Indicators:

	Performance Statistics		Improvement Status	Benchmarks		Commentary
Definition	**Previous Figures**	**Latest Figures**	**Yearly**	**Long**	**Average**	**Best**	**Latest Update**

			Trend	Term Trend			(followed by remedial action if declining performance indicated)
Occupancy levels primary - % of schools in which the ratio of pupils to available places is 61% and 100%	03/13 - 64 03/12 - 38 03/11 - 46 03/10 - 43	03/14 - 69	▲	▲	61.1	94.3	Based on Sept 2013 Census Roll. 9 out of 35 Primary Schools are < 61% occupied, 2 are > 100%.
Occupancy levels secondary - % of schools in which the ratio of pupils to available places is 61% and 100%	03/13 - 78 03/12 - 89 03/11 - 89 03/10 - 89	03/14 - 78	🟠	▼	73.9	100	Based on Sept 2013 census. 2 secondary schools remain below 61% occupancy.

Dundee Outcome: Departmental Service Improvements

Actions:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Risk management and business continuity plans developed	Michael Wood/Danny Webster	**18/06/2014** Short life working group established to develop generic Continuity document which will be issued April 2014. Draft Risk management document prepared for the Department.	30/06/2017	On Schedule

Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	**Latest Update** (followed by remedial action if declining performance indicated)
Govmetric rating	**None**	03/14 - 0.19		🟠		**0.23** (South Tyneside)	Average of monthly ratings for website satisfaction. Apr 2013 to Mar 2014.

Dundee City Council
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CHANGING FOR THE **FUTURE**

EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	Yes ✓	No ☐
Is this a Full Equality Impact Assessment (EQIA)?	Yes ☐	No ✓
Date of Assessment: 11 September 2014	**Committee Report Number: 346-2014**	
Title of document being assessed: Education Department 2012-17 Service Plan Annual Review		
1. **This is a new policy, procedure, strategy or practice being assessed** (If yes please check box)☐	**This is an existing policy, procedure, strategy or practice being assessed?** (If yes please check box) ✓	
2. **Please give a brief description of the policy, procedure, strategy or practice being assessed.**	**This report relates to progress in taking forward improvement projects and related actions contained within the Education Department Service Plan 2012-17.**	
3. **What is the intended outcome of this policy, procedure, strategy or practice?**	**The overarching purpose of the Education Department Service Plan is to facilitate improvements in the delivery of education services to children and young people resulting in improved outcomes.**	
4. **Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.**	**Education Department Service Plan 2012-17 The Equality Act (2010) The Education (Additional Support for Learning) (Scotland) Act 2004 as amended Curriculum for Excellence (suite of documents)**	
5. **Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.**	**N/A**	
6. **Please give details of council officer involvement in this assessment.** (e.g. names of officers consulted, dates of meetings etc)	**Education Department Managers, SMT members and senior officers responsible for service plan projects/improvements and related progress reports.**	
7. **Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?** (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	**No**	

Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	☐	☐	X	☐
Gender	☐	☐	X	☐
Gender Reassignment	☐	☐	X	☐
Religion or Belief	☐	☐	X	☐
People with a disability	☐	☐	X	☐
Age	☐	☐	X	☐
Lesbian, Gay and Bisexual	☐	☐	X	☐
Socio-economic	☐	☐	X	☐
Pregnancy & Maternity	☐	☐	X	☐
Other (please state)	☐	☐	☐	☐

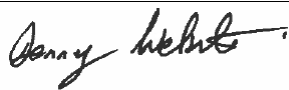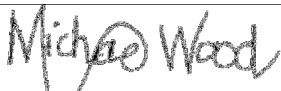**Part 3: Impacts/Monitoring**

1. **Have any positive impacts been identified?** (We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)	• **Percentage of P4 pupils achieving the national average or better in InCAS Reading** • **Percentage of P4 pupils achieving the national average or better in InCAS Maths** • **Average tariff score at end of S4** • **Percentage of school leavers entering a positive destination**
2. **Have any negative impacts been identified?** (Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)	**No direct negative impacts have been identified for children and young people with a protected characteristic.**
3. **What action is proposed to overcome any negative impacts?** (e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)	**N/A**
4. **Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?** (If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)	**N/A**
5. **Has a 'Full' Equality Impact Assessment been recommended?** (If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)	**No**
6. **How will the policy be monitored?** (How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)	**Formative monitoring via a range of strategies including: school review procedures; engagement with head teachers and key stakeholders, including pupils, parents/carers and staff; external scrutiny by Education Scotland.**

Part 4: Contact Information

Name of Department or Partnership	Education Department

Type of Document	
Human Resource Policy	☐
General Policy	☐
Strategy/Service	✔
Change Papers/Local Procedure	☐
Guidelines and Protocols	☐
Other	☐

Manager Responsible		Author Responsible	
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Signature of author of the policy:		Date: 11/09/14
Signature of Director/Head of Service:		Date: 11/09/14
Name of Director/Head of Service:	Michael Wood	
Date of Next Policy Review:	September 2015	