Council, 2 December 2015

Education Report

Executive summary and recommendations

Introduction
The report sets out the main activities of the Education Department in October and November 2015. It includes statistical information and highlights key work undertaken. It also includes a six month review of the 2015-16 work plan.

Particular attention is drawn to –

- The profile of the visit schedule for the 2015-16 academic year. Paramedics and social workers continue to account for over 60% of all activity;
- The annual monitoring schedule for the 2015-16 academic year has launched and has increased significantly as new professions/entitlements engage for the first time;
- The draft report on social work education was considered by the Education and Training Committee in November 2015; and
- The range of stakeholder meetings.

Decision
The Council is requested to discuss the report.

Background information
None.

Resource implications
The resources for the Department are set out in the annual work plans and budgets.

Financial implications
The costs associated with all activities are set out in the budgets.

Appendices
Education management information pack.

Education Department Management Information Pack

Abigail Gorringe
Director of Education

December 2015

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1 Management commentary

Approval process

The workload from the 2014-15 academic year is almost concluded. As of 31 October 2015, there were just 7 active cases from the 2014-15 academic year. One case is due to go to a revisit and the remainder are in the process of meeting conditions for consideration at the Education and Training Panel in November or December 2015.

The Department has progressed its four reviews from the 2014-15 academic year. In November 2015, the Education and Training Committee considered draft reports on (i) the three years of visits to social worker programmes and (ii) the two years of visits to AMHP programmes. These are now being finalised with publication and dissemination planned for early 2016. The reviews into the (iii) the first year of inclusion of lay visitors on approval panels and (iv) the general, annual review leading to the annual report are due to be finalised in 2016.

The Department has continued to schedule and attend approval visits in the 2015–16 academic year. In total, 43 visits have now been formally scheduled. The profile of professions due to be visited has changed slightly. Two professions continue to dominate the schedule (paramedics (36%) and social workers (27%)) but visits to the other professions/entitlements are accounting for a larger proportion overall (36%). Given the six month notice period we require, we are not expecting to arrange visits to any new programmes before June 2016 now.

Annual monitoring process

The Department concluded the annual monitoring process for the 2014–15 academic year in November 2015.

The Department has begun the annual monitoring process for the 2015–16 academic year. All education providers have now been contacted with their individual requirements and the communications strategy has included a blog piece for the first time. Approximately 900 programmes are expected to engage with the process, which is the highest ever, and a 36% increase on the last academic year. The stepped increase in workload is primarily due to social work, approval mental health professional and independent prescribing programmes engaging with the process for the first time. Across the board, the process also had additional complexities this year, as it is being used to assess changes to all programmes, in relation to revised standards of proficiency and the new service user standard of education and training. The number and frequency of assessment days will increase over the next twelve months to allow us to continue to process all cases efficiently.

The Department received 15 new declaration cases in September and October 2015. No audit cases were due for submission or considered in September and October 2015.

Major change process
The Department considered 62 new major change notifications, covering 100 programmes in September and October 2015. All of which have remained in the major change process for full documentary and visitors' assessment. 50 major change cases were concluded in September and October 2015, with the average time taken to consider a complete submission at 2.2 months. As of 31 October 2015, there were 85 active major change cases (these transcend the two academic years).

Concerns process
The Department received one new concern in in September and October 2015. One concern case was concluded in September and October 2015 and involved a referral to the standard approval process. As of 31 October 2015, there were two active concerns – one at the initial enquiry stage and one at the final outcome stage, with Education and Training Committee due to consider it in November 2015.

See sections 2 and 3 for more statistical information on the above operational processes.

Partners
The focused recruitment campaign for music therapists and prosthetists/orthotists visitors in September and October 2015 was very successful. Three music therapists and three prosthetists/orthotists visitors were appointed and the risk in these areas have been significantly reduced. Following the second phase of the recruitment campaign for podiatric surgery visitors in September, we now have five visitors to support this new area of work.

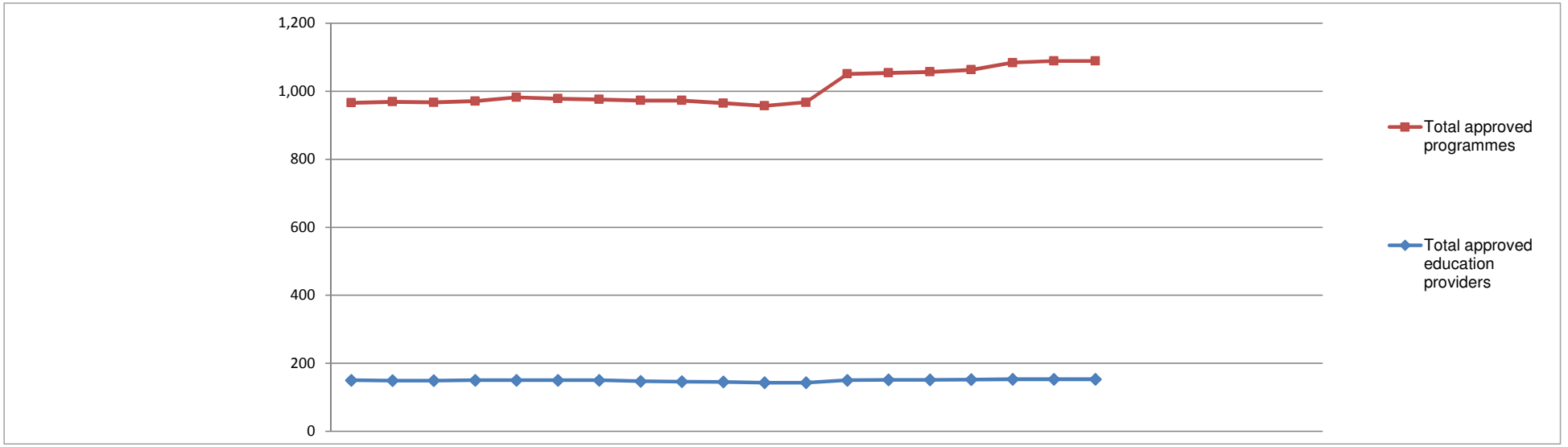
A two day training session for recently recruited visitors has been scheduled in December 2015. The first of four refresher training sessions took place in October, with remaining sessions planned for November, December and January 2016.

Liaison with stakeholders
Members of the Department met with the following stakeholders in October and November 2015:
- Quality Assurance Agency (QAA)
- Quality Assurance Agency and College of Paramedics
- Health Education England
- Academy of Healthcare Science
- Education Inter-Regulatory Group
- NHS Wales (workshop)

Systems
The Department has primarily focused on the second and final phase of the Education systems build major project in recent months. This includes both development work (to resolve bugs identified since go live) and integration work (with other HCPC information systems).

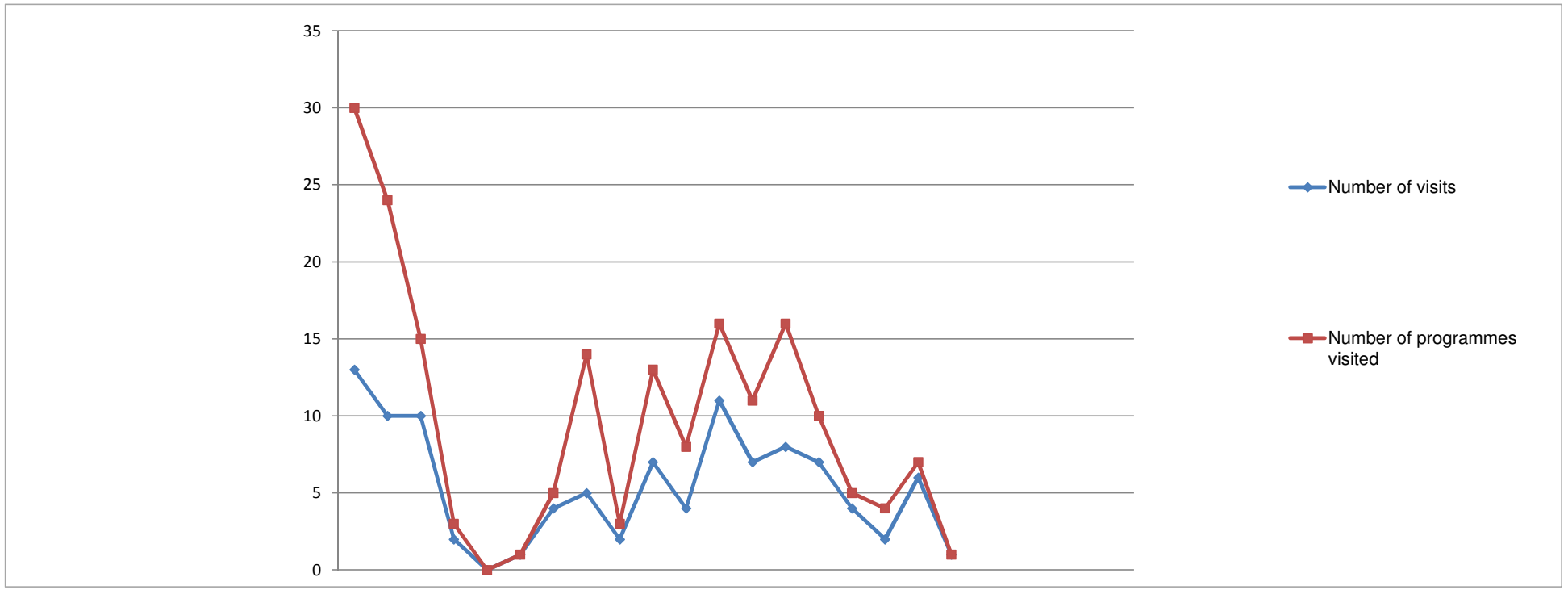
Employees
The total number of employees across the Department remains at seventeen, with a budgeted headcount of 19 expected by the end of 2015-16. Aveen Croash (former Education Administrator) was successful is being offered one of the new Systems and Quality Officers posts and took up this new position in November 2015. We were unsuccessful in appointing to the second Systems and Officer post and will re-advertise in January 2016. The Department will recruit to the vacant Education Administrator post in November/December 2015. We continue to hold a vacant Education Officer position (temporary/backfill) and will re-evaluate recruiting to this in early 2016 now.

Number of approved programmes, by profession April 2014 - March 2016



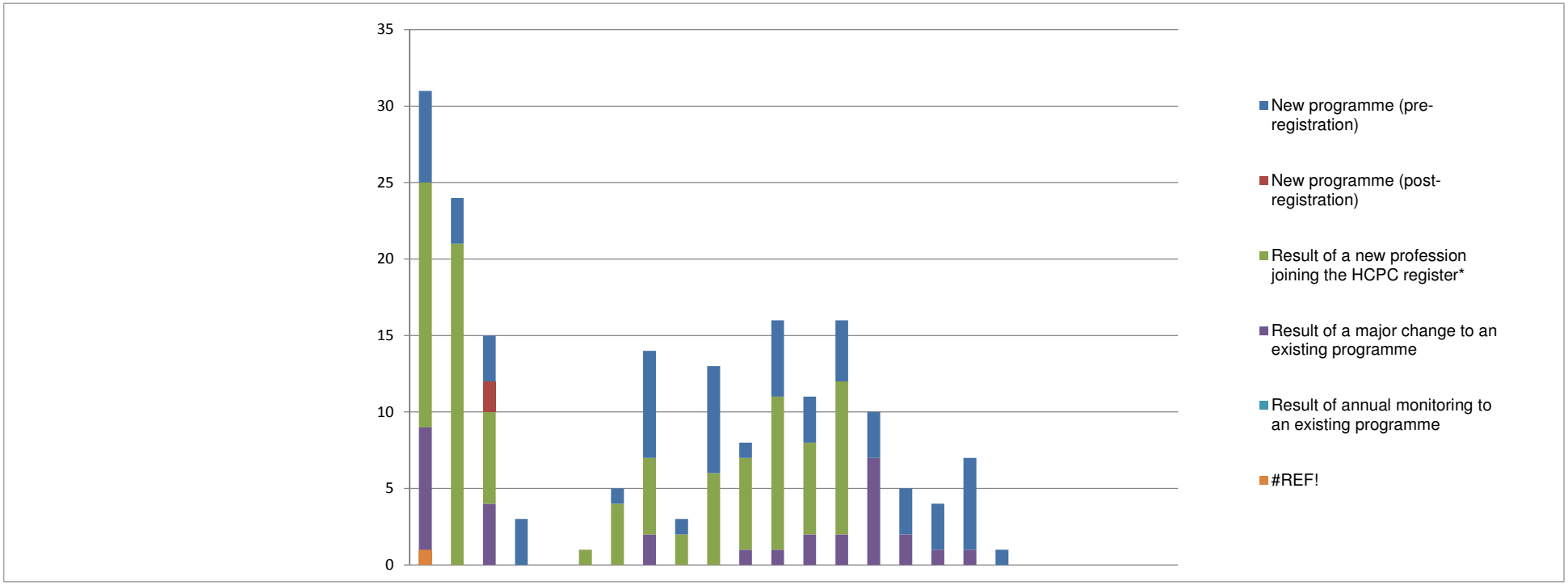
Profession/entitlement	2014									2015														2016					2011/12	2012/13	2013/14	2014/15	2015/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					FYE	FYE	FYE	FYE	YTD
Arts therapists	30	30	30	30	30	30	31	29	28	28	28	28	33	33	33	32	33	33	33										21	29	30	28	33
Biomedical scientists	57	57	57	57	59	59	58	58	57	55	55	55	63	63	63	63	65	65	65										49	60	57	55	63
Chiropodists/ Podiatrists	17	17	17	17	17	17	17	16	16	16	16	16	21	21	21	21	23	23	23										20	18	17	16	21
Clinical scientists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3										1	3	3	3	3
Dietitians	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32										33	32	32	32	32
Hearing aid dispensers	18	18	18	19	20	20	20	20	20	19	19	20	23	22	22	23	23	23	23										18	15	18	20	22
Occupational therapists	70	70	70	70	72	71	70	71	71	70	69	69	73	73	71	73	73	73	73										74	73	70	69	71
Operating Department Practitioners	34	34	34	34	36	35	35	35	34	34	34	34	40	40	40	40	42	42	42										34	35	34	34	40
Orthoptists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3										3	3	3	3	3
Paramedics	48	46	46	46	49	47	46	46	48	48	49	53	62	64	67	67	72	75	75										50	50	49	53	67
Physiotherapists	69	69	69	69	70	70	70	70	70	70	69	69	70	69	68	70	70	71	71										67	65	69	69	68
Practitioner psychologists	91	94	94	94	96	95	96	96	96	95	94	93	96	96	96	96	97	99	99										95	91	91	93	96
Prosthotists/Orthotists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3										3	3	3	3	3
Radiographers	51	51	51	51	51	51	51	51	51	51	50	50	52	52	52	52	52	52	52										56	53	51	50	52
Social workers in England	222	222	220	223	225	224	224	223	223	221	219	221	248	249	250	250	256	255	255											231	223	221	250
Speech and language therapists	30	31	31	31	31	31	31	31	31	31	31	31	35	36	36	36	36	36	36										32	31	30	31	36
Local anaesthesia	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4										2	4	4	4	4
Prescription only medicine	10	10	10	10	10	10	10	10	10	10	9	9	9	9	9	9	9	9	9										9	9	10	9	9
Supplementary prescribing	63	63	63	63	60	61	61	59	58	57	57	59	59	59	58	59	59	59	59										77	77	62	59	58
Independent prescribing	86	86	86	86	86	87	86	87	87	87	87	89	89	90	90	91	93	93	93												86	89	90
Approved mental health professionals	25	26	26	26	25	25	25	26	28	28	26	26	33	33	36	36	36	36	36											27	26	26	36
Total approved programmes	966	969	967	971	982	978	976	973	973	965	957	967	1,051	1,054	1,057	1,063	1,084	1,089	1,089										644	909	968	967	1,057
Total approved education providers	150	149	149	150	150	150	150	147	146	145	143	143	150	151	151	152	153	153	153										128	150	151	143	151

Overview of approval visits April 2014 - March 2016



Overview of approval visits	2014									2015													2016												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2009/10 FYE	2010/11 FYE	2011/12 FYE	2012/13 FYE	2013/14 FYE	2014/15 FYE	2015/16 YTD
Number of visits	13	10	10	2	0	1	4	5	2	7	4	11	7	8	7	4	2	6	1						38	58	59	56	66	69	35
Number of programmes visited	30	24	15	3	0	1	5	14	3	13	8	16	11	16	10	5	4	7	1						80	101	112	103	170	132	54

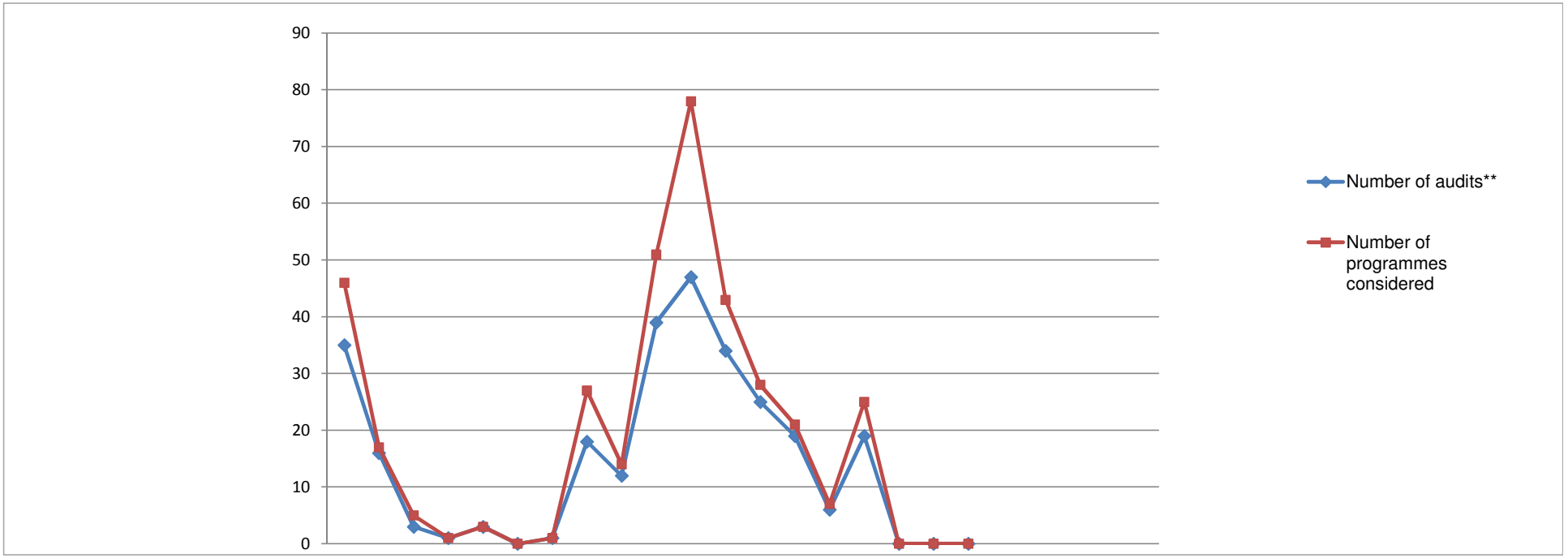
Reasons for approval visits April 2014 - March 2016



Reason for programme visited	2014									2015															2016							2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE	FYE	YTD
New programme (pre-registration)	6	3	3	3	0	0	1	7	1	7	1	5	3	4	3	3	3	6	1						25	29	17	30	29	37	23
New programme (post-registration)	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						1	0	2	1	1	2	0
Result of a new profession joining the HCPC register*	16	21	6	0	0	1	4	5	2	6	6	10	6	10	0	0	0	0	0						7	31	34	51	125	77	16
Result of a major change to an existing programme	8	0	4	0	0	0	0	2	0	0	1	1	2	2	7	2	1	1	0						42	37	57	21	15	16	15
Result of annual monitoring to an existing programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						3	4	2	0	0	0	0
Total	30	24	15	3	0	1	5	14	3	13	8	16	11	16	10	5	4	7	1						78	101	112	103	170	132	54

* Practitioner psychologists July 2009 - July 2012
Hearing Aid Dispensers April 2010 - July 2012
Social workers in England August 2012 - July 2015
Approved mental health workers September 2013 - July 2015

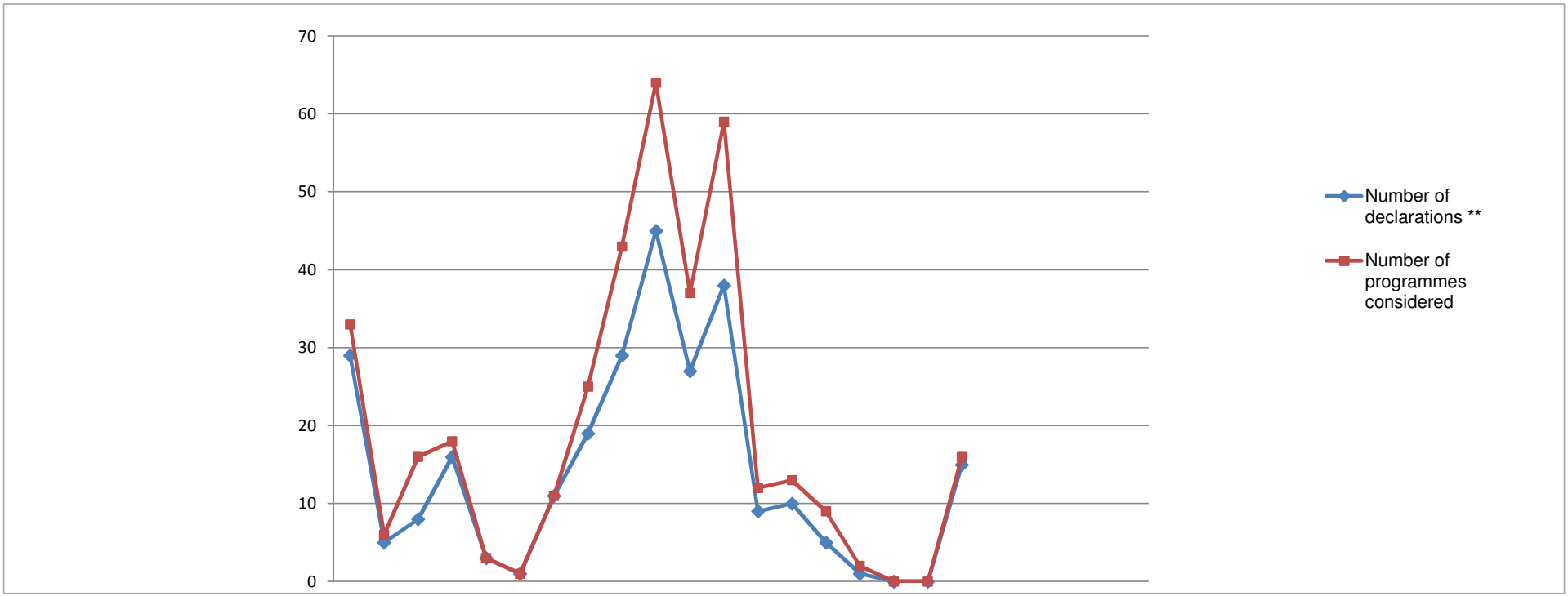
Overview of annual monitoring audit submissions, April 2014 - March 2016



Type of submission	2014									2015													2016												2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE	FYE	YTD
Number of audits**	35	16	3	1	3	0	1	18	12	39	47	34	25	19	6	19	0	0	0						105	232	163	199	222	209	69
Number of programmes considered	46	17	5	1	3	0	1	27	14	51	78	43	28	21	7	25	0	0	0						158	265	206	282	268	286	81

** From March 2015, this records the number of cases

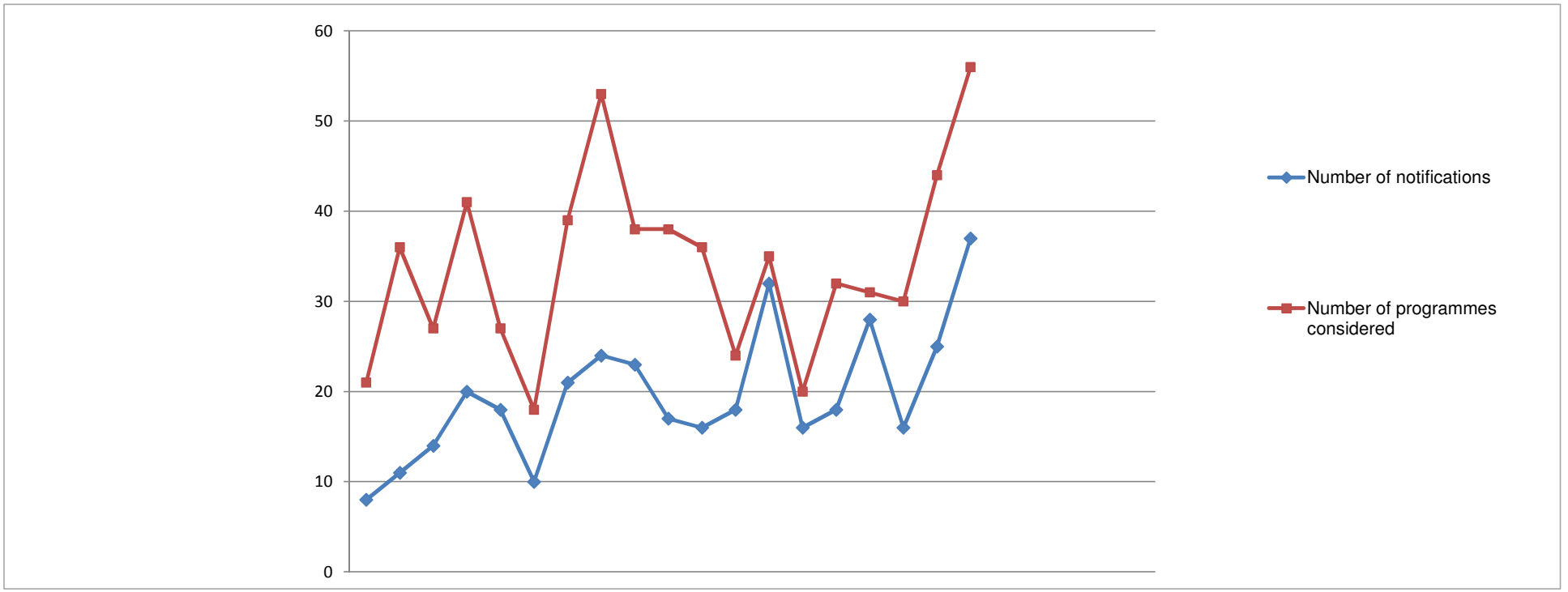
Overview of annual monitoring declarations, April 2014 - March 2016



Type of submission	2014									2015														2016												2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE	FYE	YTD
Number of declarations **	29	5	8	16	3	1	11	19	29	45	27	38	9	10	5	1	0	0	15						105	232	232	199	222	231	40
Number of programmes considered	33	6	16	18	3	1	11	25	43	64	37	59	12	13	9	2	0	0	16						142	237	249	267	297	316	52

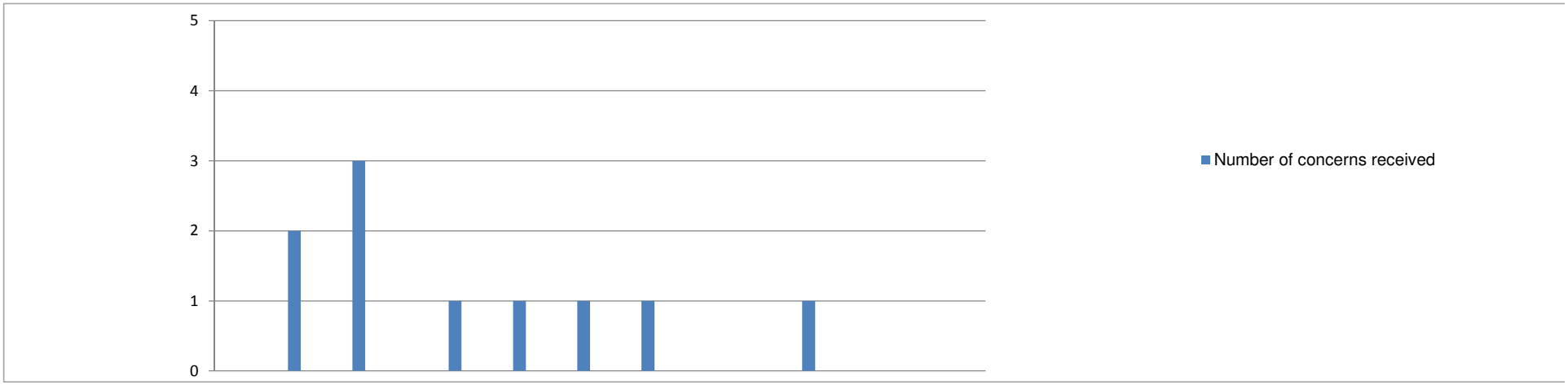
** From March 2015, this records the number of cases

Overview of major change submissions, April 2014 - March 2016



Overview of notifications	2014								2015				2016												2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE	FYE	YTD
Number of notifications	8	11	14	20	18	10	21	24	23	17	16	18	32	16	18	28	16	25	37						119	146	174	146	157	200	172
Number of programmes considered	21	36	27	41	27	18	39	53	38	38	36	24	35	20	32	31	30	44	56						197	250	311	266	250	398	248

Overview of concerns about approved programmes, April 2014 - March 2016



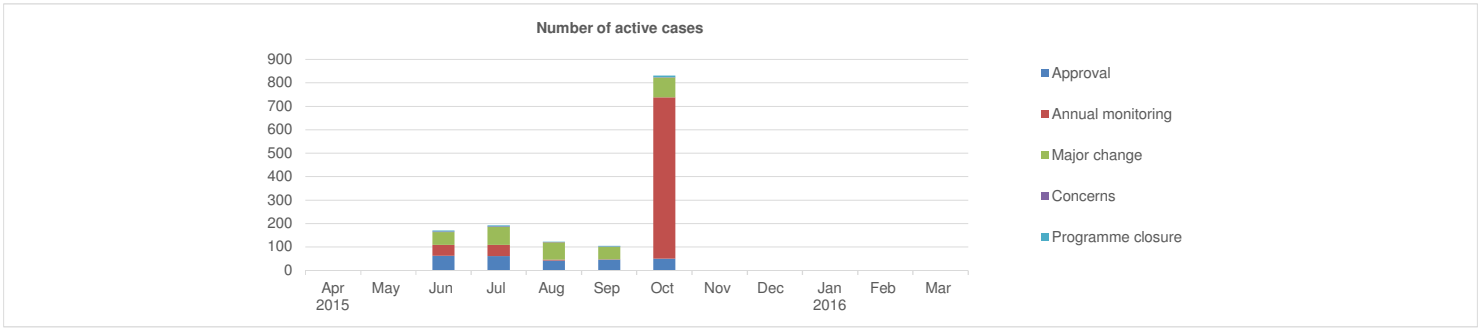
	2014									2015			2016										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of concerns received	0	0	2	0	3	0	0	1	0	1	0	1	0	1	0	0	0	0	1					

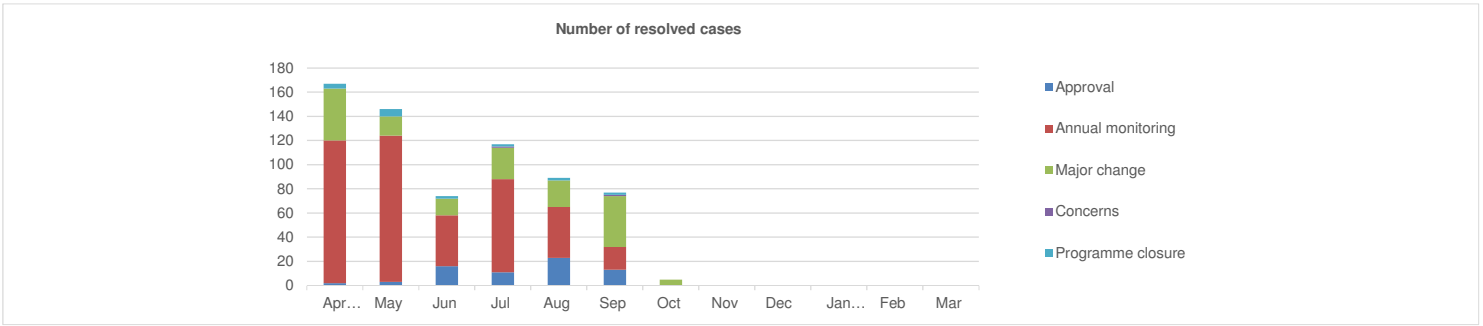
	2009/10 FYE	2010/11 FYE	2011/12 FYE	2012/13 FYE	2013/14 FYE	2014/15 FYE	2015/16 YTD
	5	5	5	6	5	8	2
Total number of approved progs	480	623	644	909	968	967	1,057
% programmes affected by concerns	1.0%	0.8%	0.8%	0.7%	0.5%	0.8%	0.2%

Outcome of process	2014									2015			2016										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Directed visit	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0					
Approval process	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0					
Major change process	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Annual monitoring process	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Unsubstantiated	0	0	2	0	3	0	0	1	0	1	0	0	0	0	0	0	0	0	0					
Pending	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1					

Outcome of process	2009/10 FYE	2010/11 FYE	2011/12 FYE	2012/13 FYE	2013/14 FYE	2014/15 FYE	2015/16 YTD
Directed visit	0	0	0	0	0	1	0
Approval process	0	0	1	0	1	0	1
Major change process	1	0	1	0	0	0	0
Annual monitoring process	0	1	0	0	0	0	0
Withdrawn	1	0	0	0	0	0	0
Unsubstantiated	3	4	3	6	4	7	0
Pending	0	0	0	0	0	0	1

Overview of department workload, April 2015 - March 2016





Number of active cases *

Operational process	2015 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2016 Jan	Feb	Mar	2015/16 YTD
Approval			62	61	41	45	50						259
Annual monitoring			46	47	5	2	687						787
Major change			55	77	73	53	85						343
Concerns			3	3	2	1	2						11
Programme closure			3	3	1	3	7						17
Total			169	191	122	104	831	0	0	0	0	0	1,417

* This data is unavailable for April & May 2015

Number of resolved cases

Operational process	2015 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2016 Jan	Feb	Mar	2015/16 YTD
Approval	2	3	16	11	23	13	0						68
Annual monitoring	118	121	42	77	42	19	0						419
Major change	43	16	14	26	22	42	5						168
Concerns	0	0	0	1	0	1	0						2
Programme closure	4	6	2	2	2	2	0						18
Total	167	146	74	117	89	77	5	0	0	0	0	0	675

Number of cancelled cases

Operational process	2015 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2016 Jan	Feb	Mar	2015/16 YTD
Approval	2	1	1	4	0	3	2						13
Annual monitoring	3	2	0	0	0	0	0						5
Major change	5	1	4	0	0	3	2						15
Concerns	0	0	0	0	1	0	0						1
Programme closure	0	0	0	0	0	1	0						1
Total	10	4	5	4	1	7	4	0	0	0	0	0	35

Education Work plan 2015-16 – quarter two overview

The tables below provides an update about progress against the 2015-2016 work plan in quarter two (July – September 2015).

Regulatory operations	Budget Q1 & Q2	Actual Q1 & Q2	Variance	Budget 2015-16	6 month reforecast 2015-16	Variance
Number of approval visits	22	34	57%	46	63	37%
Number of annual monitoring assessment days	7	7	0%	11	13	18%
Number of annual monitoring postal submissions	21	13	-38%	26	43	65%
Number of major change notifications	66	135	105%	160	267	67%
Number of major change submissions	52	93	79%	127	189	49%
Number of concern enquiries	6	7	17%	10	11	10%
Number of concern submissions	5	1	-80%	10	6	-40%

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
Regulatory operations				
Approval process	Completion of third and final academic year of approval visits to social worker programmes.	Complete	Q 1-4	BP / JH
	Completion of second and final academic year of approval visits to approved mental health professional programmes.	Complete	Q 1-4	BP / JH
Annual monitoring process	On-going assessment of revised standards of proficiency by the annual monitoring process.	On track • All audits submissions assessed in July, August & September 2015 from nine professions considered the implementation of the revised SOPs.	Q 1-4	BP

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
	Initial assessment of new service user and carer requirements by the annual monitoring process.	Not yet initiated	Q 3-4	BP
	On-going integration of social worker programmes into the annual monitoring process.	Not yet initiated	Q 3-4	BP
	Initial integration of approved mental health professional programmes into the annual monitoring process.	Not yet initiated	Q 3-4	BP
Policy and process development				
Standards and guidance reviews and implementation	Publicise the revised standards of proficiency for practitioner psychologists and associated changes to programmes.	Complete • Publication and communication of revised standards of proficiency in July 2015.	Q 1-2	BP
	Publicise the revised guidance for disabled persons.	On track • Article in Education Update (October 2015)	Q 1-2	TSS
	Assist the Policy & Standards Department in the on-going review of the standards of education and training and their guidance, primarily in the area of stakeholder engagement support.	On track • PLG meeting (September 2015 • Stakeholder event planned (October 2015)	Q 1-4	AG
	Assist the Policy & Standards Department in the review of the guidance on conduct and ethics for students, primarily in terms of education provider communication.	On track • Council paper (Sept & October 2015) • Article planned for Education Update (October 2015)	Q 2-3	TSS
	Assist the Policy & Standards Department in the review of the	On track	Q 1-4	BE

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
	standards of proficiency for social workers, primarily in terms of education provider communication.	• Article planned for Education Update (October 2015)		
New professions and initiatives	Comprehensive review of the three academic years of approval visits to social worker programmes.	On track • Review discussed with ETC members (September) • Report being drafted for ETC in November 2015	Q 2-4	JH
	Comprehensive review of the two academic years of approval visits to approved mental health professional programmes.	On track • Report being drafted for ETC in November 2015	Q 2-4	JH
	Preparation for register opening for public health specialists in July 2016, including liaison with education providers.	Withdrawn	Q 1-4	AG
New initiatives	On-going support and communication to education providers in relation to our service user and carer requirements in programmes.	On-going	Q 1-4	JH / BP
	On-going monitoring, support and review of new lay visitor arrangements.	On track • Visitor and education provider surveys launched in September 2015 • Lay visitor focus group planned for October 2015	Q 2-4	TSS
	Preparation and implementation of approval process for programmes for podiatrists practising podiatric, including visitor recruitment.	On track • Two phase recruitment campaign for new visitors in July and September 2015.	Q 1-4	BE

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
	Preparation and implementation of approval process for programmes linked to extensions of prescribing rights and exemptions, including adaptions to process and visitor allocation, if required.	Not yet initiated	Q 2-4	BE
	Assist the Registrations Department in the work on comparable qualifications.	On track • Supporting the work of the Registrations Department on an ad-hoc basis	Q 1-4	BE
Service improvement				
Quality assurance reviews and reports	Preparation of Education annual report 2015, including review of format and associated communication.	Not yet initiated	Q 3-4	BE / BP
	Review of year three of social workers approval visits.	On track • Review discussed with ETC members (September) • Report being drafted for ETC in November 2015	Q 3	JH
	Review of year two of approved mental health professional approval visits.	On track • Report being drafted for ETC in November 2015	Q 3	JH
	Review of year one of social workers annual monitoring engagement.	On track / initiated early • Initial data analysis begun	Q 3-4	BP
Internal operating processes	Review and development of internal business processes, practices and guidelines, following adoption of new Microsoft Dynamics and SharePoint system.	On track • Internal operating guidance documents further developed • Email templates created in July 2015 • Role realignment to improve efficiencies and service delivery in August 2015	Q 1-4	BP / JH / TSS / BE
Feedback mechanisms	Biennial survey of education providers.	On track	Q 2-4	TSS

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
		• Education provider survey launched in September 2015		
	Review approach to gathering feedback from education providers.	On track • Initial scoping of work begun	Q 2-4	TSS / JH / BP
Service support				
Partners	On-going recruitment and training programme to ensure sufficient numbers of visitors, including anticipated recruitment of 10-20 new visitors.	On track • New visitor training planned for December 2015	Q 1-3	TSS
	On-going refresher training programme, including 4-5 anticipated sessions.	On track • Refresher visitor training planned for October, November & December 2015	Q 3-4	TSS
Communications				
Website maintenance and development	Develop and implement cyclical review of education content of webpages, ensuring links with feedback, reports and new initiatives.	On track • Article on education provider survey published September 2015 and presence increased on audience pages	Q 1-4	TSS / JH / BP
Print, digital and on-line content	Refresh introductory information available to new stakeholders.	Not yet initiated	Q 3-4	TSS / JH / BP
	Refresh information available on annual monitoring, major change and concerns processes.	Not yet initiated	Q 3-4	TSS / JH / BP
	Review usage and production of publications, videos and on-line content to ensure a range of accessible and utilised information.	Not yet initiated	Q 3-4	TSS / JH / BP
Research	Dissemination of research findings (disengagement, interprofessional education, preparedness to practice)	Not yet initiated	Q 3-4	TSS

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
	to education providers and stakeholders, including, for example, seminars, newsletter content.			
Education Update	Review, monitor and maximise opportunities with current newsletter.	On track • Issue 20 to be published October 2015	Q 1-4	TSS
Systems				
Microsoft Dynamics and SharePoint system	Consolidation of new system, including roll out of new functionality and end user training and support.	On-going through 2015-16	Q 1-2	MN
	On-going maintenance and development of system	Not yet initiated	Q 3-4	MN
Education systems build major project (phase two)	Integration with other internal systems.	On track/slight delay • Further system development (Microsoft Dynamics and SharePoint) and integration with website and other HCPC systems continues with external suppliers • Go live date planned for November 2015	Q 1-2	MN / BE
Quality compliance and assurance				
Quality compliance and assurance frameworks	Develop and implement framework and take action as required to improve processes and service	Not yet initiated	Q 1-4	MN / AG
Management information	Review management information and reports, following adoption of new Microsoft Dynamics and SharePoint system.	On track • New management information set being developed further	Q 1-4	TSS / BE
Major projects				
Participation in major projects	Varying levels of involvements, primarily linked to preparing			

Activity	Description	Progress / recent or upcoming milestones	Timescale	Lead executive
– Public health specialists	department employees for system usage and/or communicating key messages to education providers and their students.	Withdrawn	Q 1-4	AG
– SAGE/PRS upgrade		On track	Q 1-2	BE / TSS
– Domino to exchange		Complete	Q 1	BE / MN
– Fees review		Complete	Q 1-2	AG
– HR & Partners build		On track	Q 1-3	BE / MN
– Registrations review		Complete	Q 1-2	BE
– Registrations transformation and improvement		On track • Abi to undertake a QA role on the project board	Q 3-4	AG
– Net regulate changes		Withdrawn	Q 1-4	BE / TSS
– Stakeholder relationship management system		On track	Q 1-4	BE

AG = Abigail Gorringe Director of Education
BE = Brendon Edmonds Head of Educational Development
TSS = Tracey Samuel-Smith Education Manager
BP = Ben Potter Education Manager
JH = Jamie Hunt Education Manager
MN = Matthew Nelson Systems and Quality Manager