

The Highland Council

Agenda Item	6.
Report No	EDU/2/24

Committee: Education

Date: 21 February 2024

Report Title: Service Performance Reporting and Quarter 3 Monitoring - 1 October to 31 December 2023

Report By: Executive Chief Officer, Education & Learning

1. Purpose/Executive Summary

- 1.1 This report provides Members with the Quarter 3 2023/24 financial year monitoring statement for the Education and Learning Service. The Service budget for financial year 2023/24 is £249,842m with a predicted end of year underspend forecast of £0.707m
- 1.2 The year-end forecast is an underspend of £0.707m, which equates to 0.28% of the budget, and is an improvement of £0.191m from the £0.516m underspend reported at Q2. The main factors in the improved position are set out within this report. Details are set out in **Appendix 1**.

This report also provides performance information on:

- Corporate Indicator
- Contribution to the Corporate Plan
- Service Plan Progress
- Mitigation of Service Risks
- Service updates out with the Corporate Indicators or Service Plan – **Appendix 4**

The content and structure is intended to:

- assist Member scrutiny and performance management,
- inform decision making to aid continuous improvement, and
- provide transparency and accessibility.

2. Recommendations

2.1 Members are asked to:

- i. Consider the Service's revenue monitoring position.
- ii. Scrutinise the Service's performance and risk information.

3. Implications

3.1 Resource

There are no implications arising as a direct result of this report.

3.2 Legal

This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 Community (Equality, Poverty, Rural and Island)

There are no Community implications arising from this report.

3.4 Climate Change / Carbon Clever

There are no relevant implications arising from this report.

3.5 Risk

There are no risk implications arising as a direct result of this report.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people)

There are no immediate health and safety implications arising from this report.

3.7 Gaelic

There are no implications for Gaelic arising from this report.

4. Quarter 3 2023/24

4.1 **Appendix 1** sets out the Q3 out-turn statement for the 2023/24 financial year.

The final out-turn was an underspend of £0.707m, which equates to 0.28% of the budget, and is an improvement of £0.191m from the £0.516m underspend reported against the Quarter 2 forecast.

4.2 The main factors in the movement between quarters are summarised in **Appendix 2**, with further information of the overall out-turn position in the following paragraphs.

- An underspend of £0.504 m is reported against Early Learning and Childcare.
- There is a reported underspend of £0.576m against Additional Support Schools
- There is reported an overspend of £0.595 against Special Schools.
- Pensions and Insurance are showing an overspend of £0.102m.
- Across Schools General there is an underspend of £0.117m.
- Nil variance is reported against High Life Highland.

5. Service Revenue

5.1 Revenue monitoring statements showing actual expenditure up to Quarter 3 are set out in **Appendix 2**. The predicted annual expenditure of the Service is £249,132m against a budget of £249,842m, which represents an underspend of £0.707m

5.2 The Service savings targets are set out in **Appendix 3**. Savings targets have been incorporated into staff planning and budgets both in the core service structures and across schools based on projected school rolls. Engagement has taken place with all stakeholders. Work is on-going across the service to progress the outstanding savings targets.

5.3 The main variances contributing to the Service underspend are set out in **Appendix 2** and the following sub-sections.

- An underspend of £0.504 m is reported against Early Learning and Childcare the majority of which can be attributed to staff turnover within ELC settings which has increased by £0.215m since Q2.
- There is a reported underspend of £0.576m against Additional Support Schools, this is again due to staff turnover within the ASN Staffing Standard and has increased by £0.175m since Q2.
- There is reported an overspend of £0.595 against Special Schools, this has increased by £0.148m since Q2 which is due to a historical issue relating to the establishment within the schools which has been offset as a result of vacancy management.
- Pensions and Insurance are showing an overspend of £0.102 which is a slight improvement on Q2 of £0.007m
- Across Schools General there is an underspend of £0.117m which is a reduction from Q2 of £0.063m as a result of part year vacancies and overachieved income target.
- Nil variance is reported against High Life Highland. The Council is providing continued financial support within the current financial year as previously agreed at Full Council.

6. Budget Savings Delivery

6.1 Also enclosed with this report is an updated assessment of progress with delivery of budget savings, including corporate savings as currently allocated to the Service. **Appendix 3** sets out a Red/Amber/Green (RAG) assessment of those savings.

7. Service Performance - Corporate Indicators

Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

7.1 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council’s benchmarked performance. In Quarter 2 the Service lost an average of 2.08 days per non-teaching employee and 0.98 days per teacher, compared to an average of 2.08 for the Council as a whole. At the time of writing, updates for Quarter 3 were not available for this report.

Average number working days per employee lost through sickness absence

Average Days Lost	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
EDL Non-Teaching	2.43	2.62	1.19	1.82	2.66	2.42	2.08	
EDL - Teachers	1.89	1.74	0.96	1.67	2.66	1.83	0.98	
Highland Council	2.22	2.24	1.58	1.89	2.88	2.48	2.08	

7.2 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints

which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

Performance for complaints during Quarter 3 against a corporate target of 80% is shown below.

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Education and Learning	9	100 %	8	63 %	10	100 %	15	93 %	11	82 %	8	100 %	9	67 %	14	93 %
Highland Council	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	160	92 %	133	78 %	153	79 %

Investigation Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Education and Learning	11	45 %	30	70 %	11	18 %	13	46 %	17	65 %	32	72 %	18	67 %	28	61 %
Highland Council	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %

Escalated Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Education and Learning	1	0 %	5	0 %	2	50 %	1	100 %	3	33 %	2	50 %	3	0 %	2	50 %
Highland Council	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %

Notes In terms of the slight underperformance in relation to resolving 20-day complaints, these are complex school-based complaints which relate to individual pupil's circumstances.

7.3 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 3 against a corporate target of 90% is below.

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Education and Learning	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
	36	83 %	49	78 %	51	78 %	78	78 %	97	65 %	44	77 %	52	96 %	35	91 %

% FOIs Compliant - Highland Council	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %	333	88 %	338	89 %

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall. The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

Note: these figures differ slightly to those reported previously as the system for calculation previously used for these reports has been changed to ensure it is consistent with the system used when reporting to the Scottish Information Commissioner.

7.4 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 10- and 30-days during Quarter 2 against a target of 77% and 95%, respectively, was as shown below. At the time of writing, updates for Quarter 3 were not available for this report.

Invoice Payment within 30 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Education and Learning	91.6 %	92.2 %	86.1 %	91.8 %	91.7 %	93.4 %	88.8 %	
Highland Council	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %	96.7 %	

Invoice Payment less than 10 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Education and Learning	60.7 %	74.6 %	69.1 %	74.4 %	77.8 %	76.9 %	72.8 %	
Highland Council	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	

8. Service Contribution to the Corporate Plan

- 8.1 A complete set of data for performance indicators for the Academic Year 2022/23 was not available at time of writing, all attainment related data once entered for 2022/23 will be supported by separate detailed reports.

Education and Learning - PIs and Actions in Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
SCQF Level 5 attainment by all children CP1.01 CHN04	AY 20/21	64.0 %	AY 21/22	67.0 %	AY 22/23	
SCQF Level 6 attainment by all children CP1.01 CHN05	AY 20/21	34.0 %	AY 21/22	33.0 %	AY 22/23	
% P1/4/7 Pupils Achieving in Literacy CP1.01 CHN13a	AY 20/21	49.5 %	AY 21/22	59.3 %	AY 22/23	64.8 %
% P1/4/7 Pupils Achieving in Numeracy CP1.01 CHN13b	AY 20/21	60.1 %	AY 21/22	68.8 %	AY 22/23	72.2 %
School attendance rates % Bi-ennial CP1.01 CHN19a	AY 2017 - 2019	92.75 %	AY 2019 - 2021	91.50 %	AY 2021 - 2023	
School attendance rates (Care Experienced) % Bi-ennial CP1.01 CHN19b	AY 2017 - 2019	85.67 %	AY 2019 - 2021	86.92 %	AY 2021 - 2023	
School Leavers - Highest attaining 20% - Complementary Tariff Score CP1.01	AY 20/21	1,302	AY 21/22	1,257	AY 22/23	
School Leavers - Lowest attaining 20% - Complementary Tariff Score CP1.01	AY 20/21	139	AY 21/22	134	AY 22/23	
School Leavers - Middle attaining 60% - Complementary Tariff Score CP1.01	AY 20/21	656	AY 21/22	618	AY 22/23	
SCQF Level 5 attainment by children from deprived backgrounds CP1.02 CHN06	AY 20/21	48.0 %	AY 21/22	51.0 %	AY 22/23	
SCQF Level 6 attainment by children from deprived backgrounds CP1.02 CHN07	AY 20/21	19.0 %	AY 21/22	19.0 %	AY 22/23	
Pupils entering positive destinations CP1.03 CHN11	AY 20/21	94.26 %	AY 21/22	94.46 %	AY 22/23	
% Highland popn with HLH Card CP1.05	FY 20/21	31.8 %	FY 21/22	36.7 %	FY 22/23	29.0 %
Develop & implement new SLA with Eden Court Highlands CP1.10	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
HLH contract review completed CP1.10	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	Some Slippage
ERDs being completed - EDL CP5.01	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	Some Slippage

Notes:

- Primary attainment is not RAG rated for previous years, like other attainment PIs, as it is new to the Corporate Plan with no previous targets set. Performance data for Literacy and Numeracy performance indicators is illustrating ‘some slippage,’ supporting context can be found in **Continuing Raising Attainment and Achievement committee paper**, submitted to Education & Learning Committee in February 2024, and summary details in **Appendix 4**, table – ‘Items currently indicating slippage’.
- SCQF Level 5 and 6 attainment all children, and SCQF Level 5 and 6 attainment by children from deprived areas – Local Government Benchmark Framework (LGBF) update due by February 2024.
- Positive Destinations Local Government Benchmark Framework (LGBF) update due by April 2024.
- School attendance rates (both indicators) – Local Government Benchmark Framework (LGBF) update every 2 years, due by July 2024.
- % Highland Population with HLH Card – reported to September full Council, [item 9, Annual Corporate Performance Report 2022/23](#), advising ‘The % of the Highland population with a HLH card membership has dropped by 8% between 2022 and 2023. Within this figure it is noted that leisure centre membership has increased by 14%. The overall decrease can be attributed a reduced number of library memberships, many had expired during the year.’

9. Service Plan Progress

- 9.1 The Service performance information as outlined in the [Education and Learning Service Plan](#) approved by Committee on 7th September 2023, can be found in **Appendix 4**.

While the purpose of this report is to give regular quarterly updates on overall service performance, given the breadth of the Education and Learning Service, there will inevitably be a need for separate more detailed agenda reports to this or future Committees to provide much more in-depth consideration of key priorities and performance. This would include, for example, Attainment, School Improvement and High Life Highland. The intent is not to provide in-depth analysis within this report, rather to provide over-arching context on Service performance. As below, through these quarterly reports, officers will highlight key matters for members to consider, significant variations, or key developments in the quarter.

While this format of report will be considered quarterly, there are many performance measures which are not updated to that frequency, and in some cases, it is on an annual basis that performance can be measured. The format of presentation, as described below, aims to balance the need to provide members with visibility of the complete performance dashboard, while ensuring that there is clarity on which subset of those indicators are more relevant, or with points to note, for this current quarter.

The Service performance indicators illustrated in **Appendix 4** include the complete service dashboard. This is provided for completeness, but as noted earlier it includes indicators which may not have moved during the quarter, those with only an annual update, and those indicators which have no exceptions to highlight.

10. Service Risks Mitigation

- 10.1 In addition to contributing to several Corporate Risk actions, which are reported to the Audit Committee every quarter, the Service maintains a Service Risk Register which is reported on in Appendix 4, with details of any elements of slippage.

The Service Risk Register is reviewed quarterly to update and ensure it reflects the current environment, and monitoring is on-going, reporting quarterly.

The service risks detailed in **Appendix 4**, are also referenced in the refreshed 2023/24 Service Plan. The service risks and mitigating actions identified aim to ensure the Education and Learning team have awareness of the risks that could impact delivery of their service plan priority actions, how this connects to their operational risks, and when a risk should be considered for escalation.

Designation: Executive Chief Officer, Education & Learning

Date: 22 January 2024

Authors: Nicky Grant, ECO Education & Learning
Anne MacPherson, Head of Resources
Anna Templeton, Corporate Performance Business Partner
Carolyn Maxwell, Service Finance Manager

Appendices:

- Appendix 1 – E&L Monitoring Statement (Revenue) 2023-24 Q3
- Appendix 2 – E&L Monitoring Statement (Variances) 2023-24 Q3
- Appendix 3 – E&L Savings 2023-24
- Appendix 4 – E&L Service Plan Performance Dashboard & Risk Register

EDUCATION & LEARNING MONITORING STATEMENT 2023-24

APPENDIX 1

31/12/2023	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Service Management Team & Support	1,237	1,714	1,628	(86)
Pensions, Insurance and Other Pan-Service Costs	1,794	2,199	2,300	102
Commissioned HLH Services	7,080	18,231	18,231	0
Grants to Voluntary Organisations	643	775	777	2
Hostels	1,024	1,304	1,382	79
Crossing Patrollers/School Escorts	543	739	729	(10)
Secondary Schools	64,680	90,295	90,295	0
Primary Schools	55,640	76,820	76,784	(37)
Schools General	6,114	4,741	4,623	(117)
Learning and Teaching	950	538	384	(154)
Early Learning & Childcare	1,131	10,962	10,458	(504)
Additional Support - Schools	23,036	32,927	32,351	(576)
Additional Support - Special Schools	4,709	5,841	6,436	595
Specialist Additional Support Services	2,148	2,756	2,756	(1)
Grand Total ECO Education	170,728	249,842	249,132	(707)
BY SUBJECTIVE				
Staff Costs	172,629	233,622	232,371	(1,251)
Other Expenditure	29,956	50,941	51,433	493
Gross Expenditure	202,586	284,563	283,803	(758)
Grant Income	(30,076)	(32,607)	(32,606)	0
Other Income	(1,780)	(2,114)	(2,065)	50
Total Income	(31,856)	(34,721)	(34,671)	50
NET TOTAL	170,730	249,842	249,132	(707)

EDUCATION & LEARNING MONITORING STATEMENT 2023-24

Appendix 2

31/12/2023	GROSS EXPENDITURE				VARIANCE ANALYSIS		GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Staff Costs Variance	Other Costs Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY														
Service Management Team & Support	1,840	1,283	1,753	(86)	(109)	22	(126)	(47)	(126)	0	1,714	1,237	1,628	(86)
Pensions, Insurance and Other Pan-Service Costs	2,198	1,794	2,300	102	(8)	110	0	0	0	0	2,199	1,794	2,300	102
Commissioned HLH Services	19,479	8,303	19,479	1	0	(0)	(1,248)	(1,224)	(1,248)	0	18,231	7,080	18,231	(0)
Grants to Voluntary Organisations	775	643	777	2	0	2	0	0	0	0	775	643	777	2
Hostels	1,388	1,031	1,389	0	0	0	(85)	(7)	(6)	79	1,304	1,024	1,382	79
Crossing Patrollers/School Escorts	739	543	729	(11)	(4)	(5)	0	0	0	0	739	543	729	(10)
Secondary Schools	91,660	66,629	91,660	0	0	0	(1,365)	(1,949)	(1,365)	0	90,295	64,680	90,295	0
Primary Schools	80,282	60,532	80,245	(38)	(28)	(10)	(3,461)	(4,892)	(3,461)	0	76,820	55,640	76,784	(37)
Schools General	6,727	4,023	6,621	(105)	(111)	6	(1,986)	2,092	(1,999)	(13)	4,741	6,114	4,623	(117)
Learning and Teaching	1,618	1,357	1,473	(145)	(86)	(59)	(1,079)	(407)	(1,089)	(10)	538	950	384	(154)
Early Learning & Childcare	35,498	25,357	35,002	(496)	(469)	(27)	(24,537)	(24,226)	(24,544)	(8)	10,962	1,131	10,458	(504)
Additional Support - Schools	33,424	23,841	32,846	(578)	(887)	310	(498)	(805)	(496)	2	32,927	23,036	32,351	(576)
Additional Support - Special Schools	5,896	4,810	6,490	595	607	(12)	(54)	(101)	(55)	(0)	5,841	4,709	6,436	595
Specialist Additional Support Services	3,039	2,438	3,038	(1)	(157)	156	(282)	(290)	(282)	0	2,756	2,148	2,756	(1)
											0	0	0	0
Grand Total ECO Education	284,563	202,584	283,803	(758)	(1,251)	493	(34,721)	(31,856)	(34,671)	50	249,842	170,728	249,132	(707)

Category	Ref	Saving Description	Agreed Saving £m	What value of saving do you forecast for 23/24 (to capture any variation – more or less – than what was agreed by Council)	BRAG status	Comments for Committee Report
Reducing Waste/Avoidable Spend	1.1	Reduction in Chromebook breakages	0.150	0.150	A	Information has been circulated to schools showing level of damages and a small group of teachers are working on sharing best practice.
Reducing Waste/Avoidable Spend	1.4a	Secondary DSM - Adjustment to budget for supply staffing in secondary schools.	0.200	0.200	B	Adjustment being made to budgets based on staffing.
Reducing Waste/Avoidable Spend	1.4b	Primary DSM - Adjustment to budget for supply staffing in primary schools.	0.100	0.100	B	Adjustment being made to budgets based on staffing.
Budget Not Required for Original Purpose	2.1b	Robust absence management	0.095	0.095	G	Engagement with Head Teachers on absence management is on-going.
Budget Not Required for Original Purpose	2.2a	Core budget saving - external funding source identified (SEF)	0.565	0.565	B	Budget actions taken place.
Budget Not Required for Original Purpose	2.3	Mothballing of schools	0.500	0.500	B	Actions on-going in line with statutory consultation legislation.
Budget Not Required for Original Purpose	2.4	Standardising the approach to paying for materials for practical class subjects	0.321	0.321	B	Engagement with Head Teachers taking place.
Budget Not Required for Original Purpose	2.5	Reduction in DSM carry forwards.	1.000	1.000	G	Action to be applied to DSM c/f as per the savings target before the end of the financial year.
Budget Not Required for Original Purpose	2.6a	Secondary DSM - Reduction - Additional 2.00 fte for 5 largest Secondaries	0.600	0.600	B	Adjustments made to staffing formula for start of session 23/24.
Budget Not Required for Original Purpose	2.6b	Secondary DSM - Reduction in secondary additionality	0.100	0.100	B	Adjustments made to staffing formula for start of session 23/24.
Budget Not Required for Original Purpose	2.6c	Secondary DSM - ASG Raising Attainment DHT's	0.200	0.200	B	Adjustments made to staffing formula for start of session 23/24.
Budget Not Required for Original Purpose	2.8	Primary Management Time Review	1.000	1.000	B	Adjustments were made to staffing formula for start of session 23/24.
Service Redesign and Efficiency	3.3	Early Learning Care (ELC): Phase 3 of ELC Redesign.	1.500	1.500	G	Plan in place to consider central team savings and efficiencies in settings.
Service Redesign and Efficiency	3.15	Review Mental Health and Wellbeing	0.500	0.500	B	Pathfinder projects have ended and services are embedded across HC and other stakeholders, counselling services in schools continue.
Service Redesign and Efficiency	3.16	Redesign Area Teams & Core Structure	0.543	0.543	G	Redesign work has been undertaken to core structures in partnership with unions and staff deployed as agreed.
Service Redesign and Efficiency	3.17	Establish a Highland Wide 3-18 Formula for schools	0.475	0.235	A	Initial scoping work will be undertaken in the new session.
Removal of Discretionary Spending	5.1	Review of the Early Years grants budget	0.090	0.090	B	Action has been taken to engage with organisations and funding has ceased as per council decision.

Removal of Discretionary Spending	5.2	Remove legacy funding	0.095	0.095	B	Action has been taken to engage with organisations and funding has ceased as per council decision.
Removal or Reduction in Service	6.8	Virtual Academy	0.600	0.600	G	Adjustments made to staffing formula for start of session 23/24.
Increasing Income - Contribution to Cost Recovery	7.6	Full Cost Recovery on external funding streams	0.775	0.775	B	Budget actions taken place.
Increasing Income - Commercial	7.13	Flexible Childcare and Out of School Care	0.150	0.150	G	Will be achieved by a combination of increased demand and inflationally uplift in charging.
			9.559			

Education and Learning Service Plan Performance Dashboard

Note for Service Plan tables if entry is blank:

- Performance Indicator – no update due this quarter
- Action – is complete, no update required.

Entitlement, Excellence & Equity - Improved Outcomes Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
3 Year ASL implementation plan delivered	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 26/27
Activity to achieve stretch aims agreed with Education Scotland	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
All performance data analysed to set targets and determine next steps - PRIMARY	AY 21/22		AY 22/23		80 %	Update due following September
All performance data analysed to set targets and determine next steps - SECONDARY	AY 21/22		AY 22/23		80 %	Update due following September
Annual monitoring of quality and standards in schools - PRIMARY	Q2 23/24	On Target	Q3 23/24	On Target		Ongoing until Q2 25/26
Annual monitoring of quality and standards in schools - SECONDARY	Q2 23/24	On Target	Q3 23/24	On Target		Ongoing until Q2 25/26
Collaborative Improvement Framework embedded consistently across the Authority - PRIMARY	AY 21/22		AY 22/23		80 %	Update due September
Collaborative Improvement Framework embedded consistently across the Authority - SECONDARY	AY 21/22		AY 22/23		80 %	Update due September
Continue to review underpinning of approach to ASL	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
Effectiveness and impact of leadership of Learning Training	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 25/26
Establish local collaborative networks	Q2 23/24	Completed	Q3 23/24			Due to complete Q2 24/25
Establish the Performance and Achievement tracking system in Primary	Q2 23/24	On Target	Q3 23/24	Completed		Due to complete Q2 24/25
Improved Head Teacher and Officer collaboration	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
Improvements in admissions procedures for special schools	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
Increase in children reporting wellbeing needs are being met	AY 2019 - 2021	73.1 %	AY 2021 - 2023	72.8 %	76.8 %	Survey results every 2 years
LAC considered for a Coordinated Support Plan	FY 21/22		FY 22/23		80 %	Update due Oct 24
Leadership of Learning training completed	AY 21/22		AY 22/23		80 %	Training completed
Progress and Achievement model used in Primary schools	AY 21/22		AY 22/23		80 %	Update due following September

Entitlement, Excellence & Equity - Improved Outcomes Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% School leavers with 1+ Lvl5 SQA Grade A-C	AY 21/22	87.1 %	AY 22/23		91.2 %	Update due February
% School leavers with 1+ Lvl6 SQA Grade A-C	AY 21/22	60.5 %	AY 22/23		67.0 %	Update due February
% Participation rate for 16-19 year olds (per 100) CHN21	FY 21/22	92.7 %	FY 22/23	94.9 %	93.2 %	LGBF update - due December
SCQF Level 5 attainment by all children CP1.01 CHN04	AY 21/22	67.0 %	AY 22/23		67.5 %	LGBF update - due February
SCQF Level 6 attainment by all children CP1.01 CHN05	AY 21/22	33.0 %	AY 22/23		33.5 %	LGBF update - due February
% P1/4/7 Pupils Achieving in Literacy CP1.01 CHN13a	AY 21/22	59.3 %	AY 22/23	64.8 %	67.0 %	LGBF update - due December
% P1/4/7 Pupils Achieving in Numeracy CP1.01 CHN13b	AY 21/22	68.8 %	AY 22/23	72.2 %	75.0 %	LGBF update - due December
School attendance rates (Care Experienced) % Bi-ennial CP1.01 CHN19b	AY 2019 - 2021	86.92 %	AY 2021 - 2023			LGBF update - due July every 2 yrs
School attendance rates % Bi-ennial CP1.01 CHN19a	AY 2019 - 2021	91.50 %	AY 2021 - 2023			LGBF update - due April every 2 yrs
School Leavers - Highest attaining 20% - Complementary Tariff Score CP1.01	AY 21/22	1,257	AY 22/23			Insight update - due February
School Leavers - Lowest attaining 20% - Complementary Tariff Score CP1.01	AY 21/22	134	AY 22/23			Insight update - due February
School Leavers - Middle attaining 60% - Complementary Tariff Score CP1.01	AY 21/22	618	AY 22/23			Insight update - due February
SCQF Level 5 attainment by children from deprived backgrounds CP1.02 CHN06	AY 21/22	51.0 %	AY 22/23			LGBF update - due February
SCQF Level 6 attainment by children from deprived backgrounds CP1.02 CHN07	AY 21/22	19.0 %	AY 22/23			LGBF update - due February
Pupils entering positive destinations CP1.03 CHN11	AY 21/22	94.46 %	AY 22/23		95.50 %	LGBF update - due April

Entitlement, Excellence & Equity - Improve the Consistency and Quality of Provision Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop a Learning and Teaching Policy	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
Improve quality of ELC provision	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage		Due to complete Q2 24/25
Improved Leadership of Learning and Teaching	AY 21/22		AY 22/23			Update made annually to reach target by Sept 2026

Entitlement, Excellence & Equity - Net Zero Carbon Targets Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop promotional plan to support Learning for Sustainability - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 26/27
Research funding resource to recruit a development officer - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	Completed		Due to complete Q3 23/24

Values-based Leadership - Improved Quality of Leadership Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
ERDs being completed - EDL CP5.01	Q2 23/24	On Target	Q3 23/24	Some Slippage		
Design and deliver a Head Teacher induction programme	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q1 24/25
Highland Professional Learning & Leadership Academy Established	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 24/25
New Headteacher feedback from staff survey indicates supported in role	AY 21/22		AY 22/23		90 %	update due August
Present options for development of a Highland Professional Learning and Leadership Academy	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q1 24/25

Opportunities - Implement Service-wide MIS Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Cross service asset rationalisation board meets quarterly - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	On Target		Ongoing
Ensure mothballed schools are kept under regular review	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 annually
GME School catchment areas established and any consultations complete	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 25/26
SEEMIS EYMIS - live and operational by target dates	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
SEEMIS EYMIS - project benefits realised	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 24/25
SEEMIS EYMIS - user training and support delivered	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24

Opportunities - Stakeholder Engagement Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% Highland popn with HLH Card CP1.05	FY 21/22	36.7 %	FY 22/23	29.0 %	36.7 %	Update due August
Develop & implement new SLA with Eden Court Highlands CP1.10	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
HLH contract review completed CP1.10	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q4 23/24
Contribute to the Active Highland Strategy - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q1 24/25
New Parental Engagement Strategy and Action Plan created	Q2 23/24	On Target	Q3 23/24	On Target		Consultation on strategy to begin Q3 23/24
Parental Engagement Strategy & Action Plan - Reference Group established	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Review existing SLAs/implement recommendations [exc. HLH & Eden Court]	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 24/25

Relationships - Ensure Service Delivery Meets Need Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Support schools undertaking Rights Respecting Schools award - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	On Target		Ongoing
Use of Implementation Science to implement local approach to support	Q2 23/24	On Target	Q3 23/24	Completed		Due to complete Q2 24/25

Relationships - Progress Community Initiatives Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Evaluate and review the impact of existing CLD plan - due to start Q2 23/24	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25
Strategic delivery of CLD Plan 2021-24	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 24/25

Items currently indicating slippage:

Action/Performance Indicator:	Comments:
% P1/4/7 Pupils Achieving in Literacy <i>CP1.01 / CHN13a</i>	Target was based on stretch aim which provided ambitious target. Improvement work resulted in a 6% increase not taking us to the target, but still making significant progress on previous year, and contributes to a 16% increase over the last 2 years. Context can be found in Continuing Raising Attainment and Achievement committee paper , submitted to Education & Learning Committee in February 2024.
% P1/4/7 Pupils Achieving in Numeracy <i>CP1.01 / CHN13b</i>	Target was based on stretch aim which provided ambitious target. Improvement work resulted in a 3% increase not taking us to the target but still making significant progress on previous year and contributes to a 12% increase over the last 2 years. Context can be found in Continuing Raising Attainment and Achievement committee paper , submitted to Education & Learning Committee in February 2024.
Improve quality of ELC provision	A CPD framework created, shared with HTs and Managers. Impact of this to be monitored going forward. HMI and Care Inspectorate grades to be collated in term 4 to monitor improvement.
HLH contract review completed <i>CP1.10</i>	Newly formed board is working on the review and will align with current budget setting.
ERDs being completed - EDL <i>CP5.01</i>	This action is ongoing.
Present options for development of a Highland Professional Learning and Leadership Academy	More research is required, Corporate Performance Business Partner for EDL to help, and support this action.

Service Risk:

Risk No.	Risk Rating	Risk Name	Q3 Mitigation
EDL05	C2	Failure to Deliver Agreed ASL Savings	On Target*
EDL06	C2	Impact to successfully deliver consistent improved outcomes – in attainment, achievement, and positive destinations for learners	On Target
EDL07	C2	Ability to influence futureproofing of school estate	On Target
EDL08	B2	Recruitment and retention of Head Teachers	On Target*

Mitigating Actions currently on-going or reporting ‘some slippage’:

Action/Performance Indicator:	Comments:
EDL05 – Review of Specialist Services (<i>on-going</i>)	The service continues to work through ASL staffing standard as agreed at the February 2023 Education Committee.
EDL08 – Embed system to ensure staff maintain high quality professional communication (<i>some slippage</i>)	Action re-assigned due to capacity within Team, and Corporate Performance Business Partner is now providing support.

