

The Highland Council

Agenda Item	9.
Report No	EDU/18/23

Committee:	Education
Date:	7 September 2023
Report Title:	Revenue Budget Monitoring Final Out-turn 2022/23 and Service Performance Reporting for Quarter 1 - 1 April 2023 to 30 June 2023
Report By:	ECO Education & Learning

1. Purpose/Executive Summary

- 1.1 This report provides Members with a final revenue monitoring and out-turn position for the 2022/23 financial year, as well as the Quarter 1 2023/24 financial year monitoring statement for the Education and Learning Service. The Service budget for financial year 2023/24 is £241,568m with a predicted end of year underspend forecast of £0.052m.
- 1.2 The year-end forecast is an underspend of £2.6M, which equates to 1% of the budget, and is an improvement of £0.9m from the £1.7m underspend reported at Q3. 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 Indicators
- Contribution to the Corporate Plan
- Service Plan Progress
- Mitigation of Service Risks
- Service updates out with the Corporate Indicators or Service Plan – **Appendix 6**

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. Final Out-turn 2022/23

4.1 **Appendix 1** sets out the final out-turn statement for the 2022/23 financial year.

The final out-turn was an underspend of £2.6m, which equates to 1% of the budget, and is an improvement of £0.9m from the £1.7m underspend reported against the Quarter 3 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.

- £1.624m underspend in schools general is attributed to £2.9m staffing underspend of which £2.1m being a one-off benefit as a result of industrial action taken by teaching staff, the remainder is as a result of corporate recruitment controls as agreed at the December Council budget report. There was also a pressure on utilities budgets of £1.4m which has reduced the net underspend. The council has made provision to address utilities pressures in the 2023/24 budget.
- £0.7m underspend across secondary and primary schools, this can be attributed to budget surpluses over 5% being returned to the centre from schools as per the agreed DSM scheme parameters. The split of this is £0.3m Secondary & £0.4m Primary. This is as a direct result of the corporate spend/recruitment controls agreed at December Council.
- £0.328m underspend in Early Learning and Childcare, £0.1m is attributed to staff turnover in Highland Council ELC settings and £0.1m to savings as a result of vacancies and secondments within the central team, £0.1m is as a result of over predicted recovery of income targets for flexible childcare, which has been incorporated into a savings target for next year.

- £0.320m underspend within Additional Support Schools, which represents 1% of the overall budget and is as a result of staff turnover within the staffing standard allocation
- £0.108m underspend against Grants to Voluntary Organisations this budget covers village halls and sports council funding, these budgets will be phased out over the next 2 financial years as part of the savings measure agreed at March council.
- Special Schools £0.436m overspend against the budget for the Council's 3 Special Schools. There remains a legacy need to review the basis of budget allocation to the Council's three Special schools, to ensure that the level of provision and budget align going forward.

5. Service Revenue

- 5.1 Revenue monitoring statements showing actual expenditure up to Quarter 1 and year-end estimates are set out in **Appendix 3**. The predicted annual expenditure of the Service is £241,516m against a budget of £241,568m, which represents an underspend of £0.052m.
- 5.2 The Service savings targets are set out in **Appendix 5**. 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 4** and the following sub-sections.
- 5.4 There is an overspend of £0.109m against Pensions and Insurance which is mainly due to cost pressures within the building sector which impact upon premiums for building insurance.
- 5.5 £0.079m School Hostels pressure, this relates to unachieved income targets to be delivered relating to school hostel letting. A further review of the proposed commercialisation and income generation targets is due to take place to develop actions and recommendations relating to this budget pressure area.
- 5.6 £0.522m historic overspend against Special Schools, as part of the on-going work to review budgets linked to the DSM scheme review, further work is being taken forward to develop a new budget model including staffing formula for our three special schools.
- 5.7 There is an underspend in the Additional Support Schools budget of £0.204m, this represents a 0.7% turnover of staff within the new staffing standard.
- 5.8 £0.167m underspend in schools general which is as a result of recent retirements and secondments, consideration is being given to the requirement to recruit to these posts going forward.

- 5.9 Nil variance against High Life Highland. HLH is on track to deliver £1.843m through income, efficiencies and savings as detailed in the Highland Council budget paper on 2 March 2023. The Council has made provision of £3m financial support to meet additional pressures, therefore no variance is reported within the Education and Learning budget. Joint work is currently ongoing between officers from both organisations to review the service delivery contact and to ensure financial sustainability going forward.
- 5.10 In general terms, staff turnover across the service has compensated for the overspends highlighted above resulting in a forecast underspend at Q1, management action will be taken throughout the year to ensure continued mitigations.

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 5** 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 1 the Service lost an average of 2.42 days per non-teaching employee and 1.83 days per teacher, compared to an average of 2.48 for the Council as a whole.

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
EDL Non-Teaching	1.21	1.74	2.43	2.62	1.19	1.82	2.66	2.42
EDL - Teachers	1.00	1.44	1.89	1.74	0.96	1.67	2.66	1.83
Highland Council	1.52	1.83	2.22	2.24	1.61	1.92	2.88	2.48

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 1 against a corporate target of 80% was as follows:

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

Frontline Resolution within 5 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Education and Learning	6	100 %	12	83 %	9	100 %	8	63 %	10	100 %	15	93 %	11	82 %	8	100 %
Highland Council	263	62 %	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	162	92 %

Investigation Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Education and Learning	3	33 %	16	69 %	11	45 %	30	70 %	11	18 %	13	46 %	17	65 %	32	72 %
Highland Council	32	63 %	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %

Escalated Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Education and Learning	3	0 %	1	0 %	1	0 %	5	0 %	2	50 %	1	100 %	3	33 %	2	50 %
Highland Council	43	40 %	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %

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 1 against a corporate target of 90% was as follows:

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Education and Learning	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	29	86 %	32	75 %	36	83 %	49	78 %	51	78 %	78	78 %	97	65 %	44	77 %

% FOIs Compliant - Highland Council	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	391	87 %	414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %

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 1 against a target of 77% and 95%, respectively, was as follows:

Invoice Payment within 30 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Education and Learning	89.4 %	91.2 %	91.6 %	92.2 %	86.1 %	91.8 %	91.7 %	93.4 %
Highland Council	95.8 %	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %

Invoice Payment less than 10 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Education and Learning	74.8 %	70.4 %	60.7 %	74.6 %	69.1 %	74.4 %	77.8 %	76.9 %
Highland Council	80.2 %	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %

8. Service Contribution to the Corporate Plan

Data for performance indicators AY & FY 22/23 was not available at time of writing. All attainment related data once entered for 22/23 will be supported with a separate detailed report.

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP1.01 CHN04 - SCQF Level 5 attainment by all children	AY 20/21	64.0 %	AY 21/22	67.0 %	AY 22/23	
CP1.01 CHN05 - SCQF Level 6 attainment by all children	AY 20/21	34.0 %	AY 21/22	33.0 %	AY 22/23	
CP1.01 CHN13a % P1/4/7 Pupils Achieving in Literacy	AY 20/21	49.46 %	AY 21/22	59.28 %	AY 22/23	
CP1.01 CHN13b % P1/4/7 Pupils Achieving in Numeracy	AY 20/21	60.10 %	AY 21/22	68.80 %	AY 22/23	
CP1.01 CHN19a - School attendance rates % Bi-ennial	AY 2017 - 2019	92.75 %	AY 2019 - 2021	91.50 %	AY 2021 - 2023	
CP1.01 CHN19b - School attendance rates (Care Experienced) % Bi-ennial	AY 2017 - 2019	85.67 %	AY 2019 - 2021	86.92 %	AY 2021 - 2023	
CP1.01 School Leavers - Highest attaining 20% - Complementary Tariff Score	AY 20/21	1,302	AY 21/22	1,257	AY 22/23	
CP1.01 School Leavers - Lowest attaining 20% - Complementary Tariff Score	AY 20/21	139	AY 21/22	134	AY 22/23	
CP1.01 School Leavers - Middle attaining 60% - Complementary Tariff Score	AY 20/21	656	AY 21/22	618	AY 22/23	
CP1.02 CHN06 - SCQF Level 5 attainment by children from deprived backgrounds	AY 20/21	48.0 %	AY 21/22	51.0 %	AY 22/23	
CP1.02 CHN07 - SCQF Level 6 attainment by children from deprived backgrounds	AY 20/21	19.0 %	AY 21/22	19.0 %	AY 22/23	
CP1.03 CHN11 - Pupils entering positive destinations	AY 20/21	94.26 %	AY 21/22	94.46 %	AY 22/23	
CP1.05 % Highland popn with HLH Card	FY 20/21	31.8 %	FY 21/22	36.7 %	FY 22/23	
CP1.10 Develop & implement new SLA with Eden Court Highlands	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage	Q1 23/24	On Target
CP1.10 HLH contract review completed	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage	Q1 23/24	On Target
CP5.01 ERDs being completed - EDL	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target

Note: 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.

9. Service Plan Progress

- 9.1 The Service performance information as outlined in the [Draft Directorate Service Plan](#) approved by Committee on 29th September 2022, can be found in **Appendix 6** – an overview, and full details in **Appendix 7**

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.

Service Performance Indicators

- **Appendix 6** provides high level analysis of the suite of performance measures and an 'at a glance' perspective on overall service performance and going forward the intent would be to utilise this aspect of the reporting to also show quarter to quarter movements.
- **Appendix 7** also includes 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 leading on several Corporate Risks, which are reported to Audit & Scrutiny Committee every quarter, the Service maintains a Service Risk Register. Work has recently been completed to ensure the Service Risk Register is relevant to the current working environment.

The new service risks are detailed below, and in the refreshed 2023/24 Service Plan. Monitoring of related mitigating actions will commence in Quarter 2. The service risks and mitigating actions identified aim to ensure the Education and Learning team work with schools to achieve the stated attainment goals, whilst providing effective leadership and the required school estate.

Service Risk:

Risk No.	Risk Rating	Risk Name
EDL06	C2	Impact to successfully deliver consistent improved outcomes – in attainment, achievement, and positive destinations for learners
EDL07	C2	Ability to influence futureproofing of school estate
EDL08	B2	Recruitment and retention of Head Teachers

Designation: Executive Chief Officer, Education & Learning

Date: 11 August 2023

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Appendices: 1 & 2 E&L Outturn 22-23
3 & 4 E&L Quarter 1 Forecast
5 – E&L Savings 23-24
6 – E&L Service Plan Performance Dashboard
7– E&L Service Plan Templates

EDUCATION & LEARNING MONITORING STATEMENT 2022-23

APPENDIX 1

31/03/2023	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Service Management Team & Support	(512)	(538)	(512)	26
Corporate Staffing Savings	0	0	0	0
Pensions, Insurance and Other Pan-Service Costs	2,057	2,065	2,057	(8)
Commissioned HLH Services	18,933	18,904	18,933	29
Grants to Voluntary Organisations	762	870	762	(108)
Hostels	1,389	1,314	1,389	75
Crossing Patrollers/School Escorts	756	761	756	(5)
Secondary Schools	86,559	86,894	86,559	(335)
Primary Schools	76,985	77,348	76,985	(363)
Schools General	(423)	1,201	(423)	(1,624)
Learning and Teaching	438	517	438	(79)
Early Learning & Childcare	6,350	6,678	6,350	(328)
Additional Support - Schools	29,403	29,723	29,403	(320)
Additional Support - Special Schools	5,891	5,455	5,891	436
Specialist Additional Support Services	1,614	1,637	1,614	(23)
COVID-19 Response	2,284	2,278	2,284	6
Grand Total ECO Education	232,486	235,107	232,486	(2,621)
BY SUBJECTIVE				
Staff Costs	220,682	226,050	220,682	(5,367)
Other Expenditure	52,387	49,401	52,387	2,986
Gross Expenditure	273,070	275,451	273,070	(2,381)
Grant Income	(38,198)	(38,090)	(38,198)	(108)
Other Income	(2,385)	(2,253)	(2,385)	(132)
Total Income	(40,583)	(40,343)	(40,583)	(240)
NET TOTAL	232,486	235,107	232,486	(2,621)

	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
31/03/2023														
BY ACTIVITY														
Service Management Team & Support	1,612	1,638	1,638	26	(99)	125	(2,149)	(2,150)	(2,150)	(0)	(538)	(512)	(512)	26
Corporate Staffing Savings	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pensions, Insurance and Other Pan-Service Costs	2,064	2,057	2,057	(8)	(10)	2	0	0	0	0	2,065	2,057	2,057	(8)
Commissioned HLH Services	20,143	20,172	20,172	29	0	28	(1,239)	(1,239)	(1,239)	0	18,904	18,933	18,933	29
Grants to Voluntary Organisations	870	762	762	(108)	0	(108)	0	0	0	0	870	762	762	(108)
Hostels	1,399	1,397	1,397	(2)	(2)	(0)	(85)	(8)	(8)	77	1,314	1,389	1,389	75
Crossing Patrollers/School Escorts	761	756	756	(5)	2	(6)	0	0	0	0	761	756	756	(5)
Secondary Schools	88,195	87,943	87,943	(252)	(1,092)	840	(1,301)	(1,384)	(1,384)	(83)	86,894	86,559	86,559	(335)
Primary Schools	80,888	80,550	80,550	(337)	(997)	660	(3,540)	(3,565)	(3,565)	(26)	77,348	76,985	76,985	(363)
Schools General	4,915	3,367	3,367	(1,548)	(2,939)	1,390	(3,714)	(3,790)	(3,790)	(76)	1,201	(423)	(423)	(1,624)
Learning and Teaching	1,207	1,129	1,129	(79)	(12)	(67)	(690)	(690)	(690)	(0)	517	438	438	(79)
Early Learning & Childcare	31,835	31,581	31,581	(254)	(99)	(156)	(25,157)	(25,231)	(25,231)	(74)	6,678	6,350	6,350	(328)
Additional Support - Schools	30,956	30,690	30,690	(266)	(385)	119	(1,233)	(1,287)	(1,287)	(53)	29,723	29,403	29,403	(320)
Additional Support - Special Schools	5,538	5,978	5,978	440	427	13	(83)	(87)	(87)	(4)	5,455	5,891	5,891	436
Specialist Additional Support Services	2,766	2,744	2,744	(23)	(162)	140	(1,129)	(1,130)	(1,130)	(1)	1,637	1,614	1,614	(23)
COVID-19 Response	2,301	2,307	2,307	6	0	6	(23)	(23)	(23)	0	0	0	0	0
Grand Total ECO Education	275,451	273,070	273,070	(2,381)	(5,367)	2,986	(40,343)	(40,583)	(40,583)	(240)	235,107	232,486	232,486	(2,621)

30/06/2023	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
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BY ACTIVITY

Service Management Team & Support	385	1,590	1,503	(87)
Pensions, Insurance and Other Pan-Service Costs	780	2,191	2,300	109
Commissioned HLH Services	124	18,231	18,231	0
Grants to Voluntary Organisations	522	775	777	2
Hostels	293	1,094	1,173	79
Crossing Patrollers/School Escorts	151	690	604	(86)
Secondary Schools	20,764	87,216	87,216	0
Primary Schools	17,826	74,806	74,767	(39)
Schools General	1,181	7,720	7,553	(167)
Learning and Teaching	121	527	419	(108)
Early Learning & Childcare	7,163	9,255	9,246	(9)
Additional Support - Schools	7,200	29,228	29,024	(204)
Additional Support - Special Schools	1,495	5,556	6,078	522
Specialist Additional Support Services	733	2,689	2,625	(64)
Grand Total ECO Education	58,739	241,568	241,516	(52)

BY SUBJECTIVE

Staff Costs	55,697	227,988	227,464	(524)
Other Expenditure	7,077	46,577	46,981	405
Gross Expenditure	62,774	274,564	274,445	(119)
Grant Income	(5,034)	(31,876)	(31,860)	16
Other Income	998	(1,121)	(1,069)	52
Total Income	(4,036)	(32,996)	(32,929)	67

NET TOTAL	58,739	241,568	241,516	(52)
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EDUCATION & LEARNING MONITORING STATEMENT 2023-24

Appendix 4

	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
30/06/2023														
BY ACTIVITY														
Service Management Team & Support	1,705	384	1,618	(86)	(108)	22	(115)	2	(115)	(0)	1,590	385	1,503	(87)
Pensions, Insurance and Other Pan-Service Costs	2,190	780	2,300	109	(0)	110	0	0	0	0	2,191	780	2,300	109
Commissioned HLH Services	18,266	136	18,266	1	0	0	(36)	(13)	(36)	(0)	18,231	124	18,231	0
Grants to Voluntary Organisations	775	522	777	2	0	2	0	0	0	0	775	522	777	2
Hostels	1,179	294	1,179	1	0	0	(85)	(1)	(6)	79	1,094	293	1,173	79
Crossing Patrollers/School Escorts	690	151	604	(87)	(80)	(6)	0	0	0	0	690	151	604	(86)
Secondary Schools	88,580	21,561	88,580	0	0	0	(1,365)	(797)	(1,365)	0	87,216	20,764	87,216	0
Primary Schools	78,116	19,611	78,076	(40)	(29)	(11)	(3,309)	(1,785)	(3,309)	0	74,806	17,826	74,767	(39)
Schools General	9,608	1,159	9,449	(159)	(92)	(67)	(1,888)	22	(1,896)	(8)	7,720	1,181	7,553	(167)
Learning and Teaching	1,607	420	1,510	(97)	(56)	(42)	(1,079)	(299)	(1,091)	(11)	527	121	419	(108)
Early Learning & Childcare	33,810	7,767	33,790	(20)	(27)	7	(24,555)	(603)	(24,544)	11	9,255	7,163	9,246	(9)
Additional Support - Schools	29,698	7,637	29,496	(202)	(485)	283	(470)	(437)	(472)	(2)	29,228	7,200	29,024	(204)
Additional Support - Special Schools	5,605	1,526	6,127	522	547	(24)	(50)	(31)	(50)	(0)	5,556	1,495	6,078	522
Specialist Additional Support Services	2,734	827	2,671	(63)	(194)	131	(45)	(94)	(45)	(1)	2,689	733	2,625	(64)
Grand Total ECO Education	274,564	62,774	274,445	(119)	(524)	405	(32,996)	(4,036)	(32,929)	67	241,568	58,739	241,516	(52)





















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	Initial awareness raising and engagement with Head Teachers has taken place, with more specific engagement with schools that have high levels of breakages planned for early in the new session.
Reducing Waste/ Avoidable Spend	1.4a	Secondary DSM - Adjustment to budget for supply staffing in secondary schools.	0.200	0.200	G	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	G	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 on-going.
Budget Not Required for Original Purpose	2.2a	Core budget saving - external funding source identified (SEF)	0.565	0.565	G	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	G	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 being applied to DSM budgets as per scheme parameters.
Budget Not Required for Original Purpose	2.6a	Secondary DSM - Reduction - Additional 2.00 fte for 5 largest Secondaries	0.600	0.600	G	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	G	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	G	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	G	Adjustments 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	G	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	235k	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	G	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

Members should note this information is taken from the Council’s performance and risk management system (PRMS). Where the number of RAG updates does not equal the number of Performance Indicators (PI) and Actions being monitored for each priority (last line on each box), this is due to PIs not being due for update in this quarter, or a RAG has not been set for a PI.

Education and Learning Service Plan - Quarterly Monitor

Empowerment and Leadership - Improved Quality of Leadership Q1 23/24			Entitlement, Excellence & Equity - Improve the Consistency and Quality of Provision Q1 23/24			Entitlement, Excellence & Equity - Improved Outcomes Q1 23/24			Opportunities & Relationships - Stakeholder Engagement Q1 23/24		
	completed to date	1		completed to date	5		completed to date	18		completed to date	1
	on target	2		on target	2		on target	3		on target	5
	some slippage	0		some slippage	0		some slippage	0		some slippage	0
	no significant progress	0		no significant progress	0		no significant progress	1		no significant progress	0
	not updated	0		not updated	0		not updated	0		not updated	0
The number of PIs and Actions monitored under this Priority: 4			The number of PIs and Actions monitored under this Priority: 7			The number of PIs and Actions monitored under this Priority: 27			The number of PIs and Actions monitored under this Priority: 6		

Opportunities - Implement Service-wide MIS Q1 23/24			Relationships - Ensure Service Delivery Meets Need Q1 23/24			Relationships - Progress Community Initiatives Q1 23/24		
	completed to date	0		completed to date	6		completed to date	10
	on target	5		on target	1		on target	1
	some slippage	0		some slippage	0		some slippage	0
	no significant progress	0		no significant progress	0		no significant progress	0
	not updated	0		not updated	0		not updated	0
The number of PIs and Actions monitored under this Priority: 5			The number of PIs and Actions monitored under this Priority: 7			The number of PIs and Actions monitored under this Priority: 11		

Note for Service Plan tables, blank entries:

- Performance Indicator – no update due this quarter, or data not available yet
- Action – is complete, no update required
- Transition to refreshed Service Plan – check supporting notes at end of tables

Empowerment and Leadership - Improved Quality of Leadership Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Monitor feedback from Young Leaders of Learning programme	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
New Headteacher feedback from staff survey indicates supported in role	AY 21/22		AY 22/23		90	
Present options for development of a Highland Professional Learning and Leadership Academy	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 24/25
Structured programme of career-long professional learning supported by ES accreditation	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 24/25

Entitlement, Excellence & Equity - Improve the Consistency and Quality of Provision Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop a Learning and Teaching Policy - Primary	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Develop a Learning and Teaching Policy - Secondary	Q4 22/23	Some Slippage	Q1 23/24	On Target		Due to complete Q2 24/25
Follow up with ES on the launch of 'Realising the Ambition'	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
HTs and ELC Managers evaluate quality of ELC provision and implement change	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Increase number of schools using Digital Profiling	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Increased use of Digital Schools Progression	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
No. schools registered with Digital Schools Award	AY 21/22	11	AY 22/23	60	22	

Entitlement, Excellence & Equity - Improved Outcomes Q1 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		AY 22/23		91.2 %	
% School leavers with 1+ Lvl6 SQA Grade A-C	AY 21/22		AY 22/23		67.0 %	
Annual monitoring of quality and standards in schools	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing until Q2 25/26
ASL implementation plan delivered by Aug 23	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
ASL review completed	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Biannual monitoring and review meetings established with Headteachers	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 25/26
CP1.01 CHN13a % P1/4/7 Pupils Achieving in Literacy	AY 21/22	59.28 %	AY 22/23		67.00 %	Update due December - LGBF
CP1.01 CHN13b % P1/4/7 Pupils Achieving in Numeracy	AY 21/22	68.80 %	AY 22/23		75.00 %	Update due December - LGBF
CHN21 - % Participation rate for 16-19 year olds (per 100)	FY 21/22	92.7 %	FY 22/23		93.2 %	
Collaborate with key stakeholders to update Highland strategy for DYW	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Governance group established to oversee Strategic Equity Fund	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
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
Increase in school staff reporting positive impact following building positive relationships training	AY 21/22	75 %	AY 22/23	87 %	85 %	
Local targets set for poverty-related attainment gaps in schools	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Training provision for staff re self-evaluation for continuous improvement	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

Entitlement, Excellence & Equity - Improved Outcomes Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Attendance Policy developed and implemented - MID	Q4 22/23		Q1 23/24			Completed Q2 22/23
Attendance Policy developed and implemented - NORTH	Q4 22/23		Q1 23/24			Completed Q2 22/23
Attendance Policy developed and implemented - SOUTH	Q4 22/23		Q1 23/24			Completed Q2 22/23
Attendance Policy developed and implemented - WEST	Q4 22/23		Q1 23/24			Completed Q2 22/23
Monthly monitoring of school attendance in place - MID	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Monthly monitoring of school attendance in place - NORTH	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Monthly monitoring of school attendance in place - SOUTH	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Monthly monitoring of school attendance in place - WEST	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Targeted support and intervention for schools re attendance - MID	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Targeted support and intervention for schools re attendance - NORTH	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24
Targeted support and intervention for schools re attendance - SOUTH	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24
Targeted support and intervention for schools re attendance - WEST	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24

Opportunities - Implement Service-wide MIS Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Ensure mothballed schools are kept under regular review	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q4 annually
GME School catchment areas established and any consultations complete	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q4 23/24
SEEMIS EYMIS - live and operational by target dates	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
SEEMIS EYMIS - Project benefits realised	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
SEEMIS EYMIS - user training and support delivered	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24

Opportunities & Relationships - Stakeholder Engagement Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
CP1.10 Develop & implement new SLA with Eden Court Highlands	Q4 22/23	Some Slippage	Q1 23/24	On Target		Due to complete Q2 23/24
CP1.10 HLH contract review completed	Q4 22/23	Some Slippage	Q1 23/24	On Target		Due to complete Q3 23/24
New DSM scheme agreed	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
New Parental Involvement and Engagement Strategy and Action Plan created	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Parental Engagement Strategy & Action Plan - Reference Group established	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Review existing SLAs/ implement recommendations [exc. HLH & Eden Court]	Q4 22/23	Some Slippage	Q1 23/24	On Target		Due to complete Q2 23/24

Relationships - Ensure Service Delivery Meets Need Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Children's Rights & Impact Assessment and Equalities Assessment for Psychological Services plans/policies	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Establish Promoting Positive Relationships Network	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24
Identify the support and training that can align with key themes	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
New plan for the Psychological Services finalised	Q4 22/23		Q1 23/24			Completed Q2 22/23
Psychological Services Plan implemented by team	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Trauma informed policy and practice implemented across schools/settings	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Use of Implementation Science to implement local approach to support	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24

Relationships - Progress Community Initiatives Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
CLD Plan - progress against Improvement Priority 1: Mental Health & Wellbeing	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
CLD Plan - progress against Improvement Priority 2: Voice, Inclusion & Participation	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
CLD Plan - progress against Improvement Priority 3: Digital Inclusion	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
CLD Plan - progress against Improvement Priority 5: Community Development & Resilience	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
CLD Plan - progress against Improvement Priority 4: Employment, Volunteering & Training	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
CLD Plan - progress against Improvement Priority 6: Workforce Development	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Community mental health and wellbeing frameworks developed and implemented	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Feedback from key stakeholders from designated child protection coordinators	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Positive feedback from Child Protection Training	AY 21/22		AY 22/23	85.7 %	80.0 %	
Stakeholder engagement feedback received through CPP events	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Training for new guidance delivered to all staff re Child Protection Guidance	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

Additional commentary, if ‘completed’ due to transition to Service Plan 23/24:

Action / Performance Indicator:	Comments:
Develop a Learning and Teaching Policy - Primary	Going forward one policy is being developed for all sectors.
HTs and ELC Managers evaluate quality of ELC provision and implement change	Continue to improve quality of ELC provision, through working in partnership with HTs to embed Quality framework for ELC services
ASL implementation plan delivered by Aug 23	Going forward to Year 2 ASL Implementation Plan, with additional improvement actions.
Monthly monitoring of school attendance in place	Policy embedded, now ‘business as usual’ with Head Teacher having overview of school attendance, monitored by Area Managers, and support provided by Collaborative Lead Officers.
Targeted support and intervention for schools re attendance	
Establish Promoting Positive Relationships Network	Youth Advisory Group now leading on this work.
Trauma informed policy and practice implemented across schools/settings	Training continues to be delivered, with Conference in August. Action not being carried forward to new Service Plan - training/information all available for staff to sign-up
Community Learning & Development (CLD) Plan - progress against Improvement Priorities 1-6	Reviews and re-structuring taking place, with aspects of the CLD plan being revisited in terms of structure and delivery. There will be a single overarching action in the 23-24 Service Plan to continue monitoring the delivery of the CLD Plan, which is reported in detail separately.
Monitor feedback from Young Leaders of Learning programme	Pilot concept delivered, now sits with HTs to deliver in school setting

Extension requests for Corporate Plan related actions:

Action / Performance Indicator:	Comments:
CP1.10 Develop & implement new SLA with Eden Court Highlands	Both Service Plan actions are published as one combined Corporate Plan action to complete by September 2024 – a request to extend this deadline to February 2024 will go to full Council with the Corporate Plan report. The extension request is due to partnership working, ensuring key people are available for to progress this work
CP1.10 Highlife Highland contract review completed	

Additional commentary, area of slippage:

Action / Performance Indicator:	Comments:
Increase in children reporting wellbeing needs are being met	Target: To increase number of children reporting their wellbeing needs are being met. Source data is collected by using the Highland Lifestyle Survey, covering 8 themes, and the target was based on a 5% increase. A 50% response rate to the survey provided a mix of outcomes for each theme, with none achieving a 5% increase. This has

	highlighted an area of improvement and will be taken forward by Educational Psychology Team.
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