

The Highland Council

Agenda Item	7.
Report No	EDU/27/24

Committee: Education

Date: 21 November 2024

Report Title: Service Performance Reporting and Quarter 2 Monitoring – 1 July 2024 to 30 September 2024

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

- 1.1 This report details the Quarter 2 budget monitoring and forecast position for 2024/25. This reflects the first reporting to Strategic Committees using the new Corporate Financial System implemented in April this year. Members will note from **Appendix 3** an example of the style of blended graphical/tabular data available from the new system to budget holders, with further development work over the course of this year to realise further benefits from the new system. This appendix is provided as a work-in-progress illustration given aspects of the reporting dashboards are still being developed.
- 1.2 The report details relevant performance data and contextual information as outlined in the Service Plan and Corporate Plan, as well as providing Members with the Quarter 2 monitoring statement for the Education and Learning Service budget 2024/25. Members will recall that there was no reporting in terms of Quarter 1 due to the adoption of the new financial system. As such this monitoring report represents the first input for this financial year. The annual Service budget is £268.5m with a predicted end of year underspend forecast of £0.506m which represents 1.9 % of the total revenue budget. The main factors which relate to this position and the budget variances shown are set out within this report and the details are set out in **Appendix 1**.
- 1.3 This report also provides performance information on:
- Corporate Indicators
 - Contribution to the Corporate Plan
 - Service Plan Progress
 - Mitigation of Service Risks
 - Operational Delivery Plan/Portfolio responsibilities
 - Service updates outwith 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 Service performance and risk information.

3. Implications

3.1 Resource

There are no implications arising as a direct result of this report other than those set out.

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 Risk

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

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

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

3.5 Gaelic

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

4. Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5. Service Revenue Quarter 2 Monitoring – 1 July 2024 to 30 September 2024

5.1 The forecasted year-end position is an underspend of £0.506m. The main factors which relate to this position are set out within this report. Revenue monitoring statements showing actual expenditure up to Quarter 2 and year-end estimates are set out in **Appendix 1. The main variances contributing to the Service pressures and underspends are set out in **Appendix 2** and the following sub-sections.**

5.2 There are pressures in the following areas of the budget totalling £0.640m

- There is a historic pressure relating to staffing in Special Schools of £0.591m. Work is ongoing to establish a staffing standard which will standardise staffing across these schools.
- There is an inflationary pressure of £0.036m which relates to grants to Voluntary Organisations as a result of indexation on SLAs.
- There is a pressure of £0.012m resulting from unachieved income targets of £73k offset, in part, by underspends on other costs & staff turnover.

5.3 The above pressures have been offset by underspends across the following areas:

- A 3% turnover in Additional Support for Learning (ASL) staffing and other Area Specialist Provisions has resulted in an underspend of £0.499m on Additional Support – Schools, albeit this is likely to be partially offset by invoices yet to be received.
- Early Learning and Childcare (ELC) staff turnover within Highland Council settings and the central team which represents 2% of overall staffing budgets has resulted in an underspend of £0.391m
- The impact of vacancies/secondments across the Service Management Support Team in the service information & support team has resulted in an underspend of £0.091m
- There is currently an underspend of £0.048m due to vacancies/turnover across the Primary Class Contact budget.

7. Budget Savings Delivery

7.1 There are savings targets in place totalling £2.795m across the service for 2024/25 and these are incorporated into the year-end forecast. Satisfactory progress is being made towards achieving the overall savings as agreed by Council in February 2024 with staff turnover, service re-design and Devolved School Management budget on track to contribute to the overall target.

8. Service Performance - Corporate Indicators

Service performance in relation to Absence, Complaints, Freedom of Information (FOI) requests and Invoice Payments are set out in the following sub-sections.

8.1 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 3.88 days per non-teaching employee and 2.38 days per teacher, compared to an average of 3.24 for the Council as a whole. At the time of writing this report Quarter 2 details were not available.

Average number working days per employee lost through sickness absence

Average Days Lost	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
EDL Non-Teaching	1.82	2.66	2.42	2.08	4.21	4.82	3.88	
EDL - Teachers	1.67	2.66	1.83	0.98	2.65	2.80	2.38	
Highland Council	1.89	2.88	2.48	2.08	3.35	3.48	3.24	

8.2 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 2 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

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Education and Learning	15	93 %	11	82 %	8	100 %	9	67 %	14	93 %	22	95 %	52	96 %	14	93 %
Highland Council	137	93 %	101	90 %	159	92 %	132	78 %	150	80 %	189	76 %	220	84 %	199	77 %

Investigation Resolution within 20 days

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Education and Learning	13	46 %	17	65 %	32	72 %	18	67 %	28	61 %	44	48 %	30	57 %	23	65 %
Highland Council	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %	98	46 %	86	47 %	101	57 %

Escalated Resolution within 20 days

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Education and Learning	1	100 %	3	33 %	2	50 %	3	0 %	2	50 %	0		3	33 %	2	50 %
Highland Council	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %	34	35 %	47	32 %	28	50 %

Please Note: The 2023/24 data is currently being validated and may be subject to minor alterations which will be reported.

8.3 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 2 against a corporate target of 90% is below.

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Education and Learning	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
	78	78 %	97	65 %	44	77 %	52	96 %	35	91 %	57	65 %	46	87 %	41	56 %

% FOIs Compliant - Highland Council	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
	478	81 %	536	75 %	399	84 %	333	88 %	338	89 %	548	77 %	511	81 %	479	76 %

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.

Performance dropped in the last quarter and the Service has investigated the reasons for this. In this period there were several highly complex and extensive requests for information that were complicated to gather, including seeking schools-based data over the summer break. There will be a focus over the remainder of the year to bring the performance back up to previous high standards.

8.4 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 shown below. At the time of writing this report Quarter 2 details were not available.

Invoice Payment within 30 days	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
Education and Learning	91.8 %	91.7 %	93.4 %	88.8 %	92.3 %	92.1 %	89.2 %	
Highland Council	95.1 %	94.9 %	95.1 %	96.7 %	95.6 %	93.6 %	87.7 %	

Invoice Payment less than 10 days	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
Education and Learning	74.4 %	77.8 %	76.9 %	72.8 %	77.3 %	76.3 %	68.7 %	
Highland Council	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %	69.7 %	57.0 %	

9. Service Contribution to the Performance Plan (previously Corporate Plan)

9.1 As noted in paragraph 10.1 below, this is a high-level overview report for the Service's performance. Separate more detailed agenda reports regarding Attainment, School Improvement and High Life Highland are provided to the Education Committee.

The performance information below is for the Academic Year 23/24. Information for the most recent Academic Year is not available until the national Insights data is published in September and so this will be reported in the Quarter 3 report.

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
SCQF Level 5 attainment by all children CP1.01 CHN04	AY 21/22	65.0 %	AY 22/23	64.0 %	AY 23/24	
SCQF Level 6 attainment by all children CP1.01 CHN05	AY 21/22	33.0 %	AY 22/23	31.0 %	AY 23/24	
% P1/4/7 Pupils Achieving in Literacy CP1.01 CHN13a	AY 21/22	59.3 %	AY 22/23	64.8 %	AY 23/24	
% P1/4/7 Pupils Achieving in Numeracy CP1.01 CHN13b	AY 21/22	68.8 %	AY 22/23	72.2 %	AY 23/24	
School attendance rates % Bi-ennial CP1.01 CHN19a	AY 2017 - 2019	92.75 %	AY 2019 - 2021	91.50 %	AY 2021 - 2023	90.00 %
School attendance rates (Care Experienced) % Bi-ennial CP1.01 CHN19b	AY 2017 - 2019	85.67 %	AY 2019 - 2021	86.92 %	AY 2021 - 2023	83.30 %
School Leavers - Highest attaining 20% - Complementary Tariff Score CP1.01	AY 21/22	1,257	AY 22/23	1,251	AY 23/24	
School Leavers - Lowest attaining 20% - Complementary Tariff Score CP1.01	AY 21/22	134	AY 22/23	121	AY 23/24	
School Leavers - Middle attaining 60% - Complementary Tariff Score CP1.01	AY 21/22	618	AY 22/23	575	AY 23/24	
SCQF Level 5 attainment by children from deprived backgrounds CP1.02 CHN06	AY 21/22	42.0 %	AY 22/23	42.0 %	AY 23/24	
SCQF Level 6 attainment by children from deprived backgrounds CP1.02 CHN07	AY 21/22	16.0 %	AY 22/23	13.0 %	AY 23/24	
Pupils entering positive destinations CP1.03 CHN11	AY 21/22	94.46 %	AY 22/23	95.27 %	AY 23/24	
% Highland popn with HLH Card CP1.05	FY 21/22	36.7 %	FY 22/23	29.0 %	FY 23/24	29.0 %
Develop & implement new SLA with Eden Court Highlands CP1.10	Q4 23/24	Completed	Q1 24/25		Q2 24/25	
HLH contract review completed CP1.10	Q4 23/24	Some Slippage	Q1 24/25	Some Slippage	Q2 24/25	Completed
ERDs being completed - EDL CP5.01	Q4 23/24	On Target	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage

- 9.2 Commentary supporting areas of slippage, suggested changes to targets, and no updates:

Action/Performance Indicator:	Comments:
School Attendance CP1.01	Improving attendance has been identified as one of the key priorities in the Education National Improvement Framework (NIF) Plan. In support of this, the Council is running a programme with Education Scotland focused on improving attendance rates across Highland Schools.
ERDs CP5.1	The Service expects to be back on target by the next Quarter.

10. Service Plan Progress

- 10.1 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 only 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.

As the main focus of work is currently establishing the programmes and projects within the Council's new Delivery Plan and the development of meaningful measures of success and milestones, work on a Service Plan for 2024/25 is on hold, as it is across all Services. This report therefore contains progress on Actions within the 2023/24 Service Plan which are ongoing.

The reports on the NIF Plan and on Attainment, both being considered by the Education Committee at this meeting, provide further information on the performance of Education and Learning.

11. Service Risks Mitigation

- 11.1 In addition to contributing to several Corporate Risk actions, which are reported to Audit Committee every quarter, the Service maintains a Service Risk Register which is reported on in **Appendix 4**.

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

The Service risks detailed in **Appendix 4** are also referenced in the 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.

12. Delivery Plan – Workforce for the Future Portfolio

- 12.1 In May 2024, Council approved the Operational Delivery Plan 2024/27. The 'Our Future Highland 2022/27' Programme is very much a statement of what the Council is committed to achieve and why. The Council's Performance Plan (previously known as the Corporate Plan) is a statement of what the Council expects to improve in due course through various strands of activity across the organisation. The Operational Delivery Plan provides detail on how we plan to deliver on the Programme and improve the outcomes for the people and communities of the Highland area.
- 12.2 The Operational Delivery Plan is structured under six portfolio themes, one of which is 'Workforce for the Future'. The Portfolio workstreams and projects are as follows:

Workstream: Industry Engagement & Job Opportunities

- **Project – Industry/Partnership Engagement**

- Industry Engagement; Good Employer Charter; and Work Life Highland Brand to support the entire Portfolio. This work connects with attracting talent, including those who leave to study elsewhere and attracting them to return. There is interdependency with the Employability Toolkit to ensure there is something for everyone: supporting 'universal' as well as targeted/intensive interventions.
- The 7 Sectors targeted for Industry Engagement are: construction; digital; Green jobs/energy; arts and culture; tourism/hospitality; public/third sector; food aquaculture. Public/third sector has been expanded from what was previously Health and Social Care, but this is still a key focus and links in with the Person Centred Solutions Portfolio. Potential to add self-employed/sole traders/entrepreneurs.
- **Project – Council's Future Workforce**
 - Separate project under first workstream but with connections to Industry Engagement under the public sector heading. Key aim – for The Council to become the employer of choice.

Workstream: Career/Employment Pathways & Employability Support

- **Project – Employability Toolkit**
 - Both universal and pick & mix of support solutions for all age groups linking common tools where appropriate. To include career standard embedded in schools; creation of pathways/route map; careers guidance/advice; work experience/enterprise; volunteering; personal development; access to counselling/mentoring/key worker if required (see 2nd workstream).
- **Project – Targeted/person centred employability support**
 - Tackling inequalities across adults and young people, with specific interventions where required, e.g. develop key worker and mentoring offer, supported employment and opportunities for young people and adults at risk of not securing desired positive sustained destinations.
- **Project – Digital School**
 - Separate project to broaden curriculum choice across Highland for the senior phase with a particular focus on remote and rural.

- 12.3 A Portfolio Board has been established to oversee the work of the workstreams each with a nominated lead officer. The Board consists of officers from across the Council as well as representatives from relevant stakeholders. The Board meets on a six-weekly basis to receive progress updates as well as to make any decisions escalated from each of the workstreams.

Measures of success, milestones and key risks have been developed and incorporated into the Performance and Risk Management System (PRMS) to record and monitor progress for each of the programmes and projects. This will support the reporting of progress against key deliverables within the Operational Delivery Plan and Committee will receive scheduled updates.

Governance and resource requirements for each of the workstreams have been established over the summer months with support and co-ordination from the Council's Portfolio Management Office (PMO) and Corporate Performance Team.

Designation: Kate Lackie, Assistant Chief Executive - People

Date: 7 November 2024

Author: Anne MacPherson, Interim Head of Service (Resources)
Anna Templeton, Corporate Performance Business Partner

Appendices: Appendix 1 Quarter 2 Monitoring Statement (Revenue) 2024-25
Appendix 2 Quarter 2 Monitoring Statement (Variances) 2024-25
Appendix 3 Extract from CIA System
Appendix 4 E&L Service Plan Performance & Risk Dashboards

EDUCATION & LEARNING MONITORING STATEMENT 2024-25

APPENDIX 1

30/09/2024	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Service Management Team & Support	763	1,698	1,607	(91)
Pensions, Insurance and Other Pan-Service Costs	1,050	2,260	2,260	(0)
Commissioned HLH Services	(2,744)	17,916	17,916	0
Grants to Voluntary Organisations	572	775	811	36
Hostels	630	1,364	1,377	12
Crossing Patrollers & School Escorts	334	736	706	(31)
Secondary Schools	44,321	91,721	91,721	0
Primary Schools	39,741	76,810	76,762	(48)
Schools General	3,731	(471)	(481)	(10)
Learning & Teaching	697	528	500	(29)
Early Learning & Childcare	16,126	34,929	34,538	(391)
Additional Support - Schools	15,258	31,996	31,497	(499)
Additional Support - Special Schools	3,098	5,315	5,907	591
Specialist Additional Support Services	1,524	2,964	2,917	(47)
Grand Total ECO Education	125,101	268,543	268,037	(506)
BY SUBJECTIVE				
Staff Costs	117,396	238,291	237,374	(917)
Other Expenditure	12,423	48,074	48,366	293
Gross Expenditure	129,818	286,364	285,741	(624)
Grant Income	(3,430)	(15,763)	(15,704)	59
Other Income	(1,287)	(2,059)	(2,000)	59
Total Income	(4,717)	(17,821)	(17,703)	118
NET TOTAL	125,101	268,543	268,037	(506)

EDUCATION & LEARNING MONITORING STATEMENT 2024-25

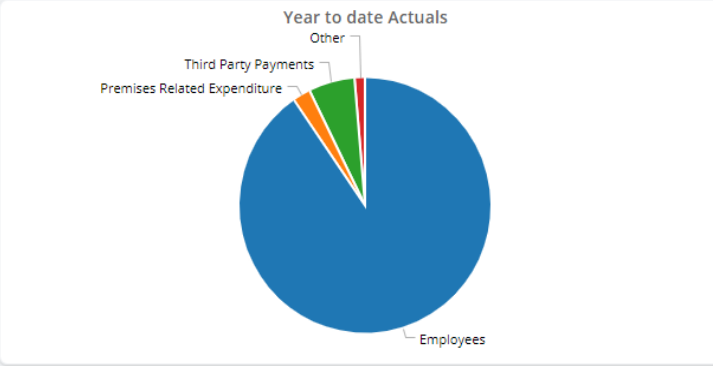
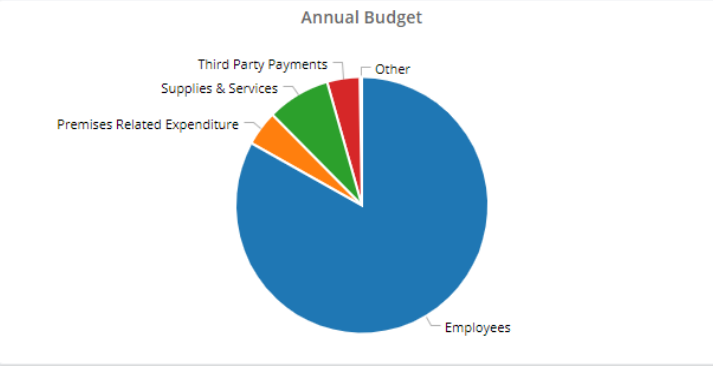
Appendix 2

	STAFF COSTS				OTHER COSTS				GRANT INCOME				OTHER INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End
	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance
30/09/2024																				
BY ACTIVITY																				
Service Management Team & Support	1,502	666	1,361	(142)	241	119	292	51	(11)	(11)	(11)	0	(34)	(11)	(34)	0	1,698	763	1,607	(91)
Pensions, Insurance and Other Pan-Service Costs	2,097	1,050	2,096	(0)	164	0	164	0	0	0	0	0	0	0	0	0	2,260	1,050	2,260	(0)
Commissioned HLH Services	0	0	0	0	19,196	(2,117)	19,196	0	(1,096)	(559)	(1,096)	0	(184)	(68)	(184)	0	17,916	(2,744)	17,916	0
Grants to Voluntary Organisations	0	0	0	0	775	572	811	36	0	0	0	0	0	0	0	0	775	572	811	36
Hostels	1,240	588	1,191	(49)	210	49	198	(12)	(28)	(0)	(1)	27	(57)	(6)	(11)	46	1,364	630	1,377	12
Crossing Patrollers & School Escorts	731	333	705	(25)	6	0	0	(6)	0	0	0	0	0	0	0	0	736	334	706	(31)
Secondary Schools	86,038	42,936	86,038	0	6,915	1,926	6,915	0	(1,233)	(541)	(1,233)	0	1	0	1	0	91,721	44,321	91,721	0
Primary Schools	73,490	38,824	73,455	(35)	6,287	2,286	6,274	(13)	(2,967)	(1,366)	(2,967)	0	0	(2)	0	0	76,810	39,741	76,762	(48)
Schools General	8,082	2,237	8,164	82	(443)	1,551	(529)	(86)	(7,224)	600	(7,224)	0	(887)	(657)	(892)	(5)	(471)	3,731	(481)	(10)
Learning & Teaching	1,722	737	1,719	(3)	283	67	275	(7)	(1,476)	(107)	(1,494)	(18)	0	0	0	0	528	697	500	(29)
Early Learning & Childcare	23,536	10,429	23,074	(462)	12,897	6,923	12,965	68	(607)	(687)	(625)	(18)	(898)	(539)	(876)	22	34,929	16,126	34,538	(391)
Additional Support - Schools	31,784	15,162	31,062	(721)	1,260	731	1,415	155	(1,048)	(635)	(980)	68	0	(0)	0	0	31,996	15,258	31,497	(499)
Additional Support - Special Schools	5,255	3,086	5,850	595	132	53	128	(4)	(72)	(41)	(72)	0	0	0	0	0	5,315	3,098	5,907	591
Specialist Additional Support Services	2,814	1,346	2,659	(155)	150	262	261	111	0	(81)	0	0	0	(3)	(3)	(3)	2,964	1,524	2,917	(47)
Grand Total Education & Learning	238,291	117,396	237,374	(917)	48,074	12,423	48,366	293	(15,763)	(3,430)	(15,704)	59	(2,059)	(1,287)	(2,000)	59	268,543	125,101	268,037	(506)

THC - Revenue Monitoring - Appendix 3

Directorate		
Directorate ▾	Annual Budget	Actuals YTD
A - Education & Learning	268,543	125,101

Nominal Group Summary			
Nominal Group	↑↓	Annual Budget	Actuals YTD
Employees		234,331	117,396
Premises Related Expenditure		12,412	3,006
Transport Related Expenditure		480	227
Supplies & Services		22,810	1,506
Third Party Payments		11,764	7,687
Transfer Payments		113	(4)
Support Services		184	0
Income		(13,550)	(4,717)
Appropriations		0	0
Suspense		0	0



Monitoring Line			
Monitoring Line AP1 Description	↑↓	Annual Budget	Actuals YTD
Additional Support - Schools		31,996	15,258
Additional Support - Special Schools		5,315	3,098
Commissioned HLH Services		17,916	(2,744)
Crossing Patrollers & School Escorts		736	334
Early Learning & Childcare		34,929	16,126

Education and Learning Service Plan Performance Dashboard

Note - if entry is blank it means:

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

Entitlement, Excellence & Equity - Improved Outcomes Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
3 Year ASL implementation plan delivered	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q2 26/27
Activity to achieve stretch aims agreed with Education Scotland	Q1 24/25		Q2 24/25			Completed Q4 23/24
All performance data analysed to set targets and determine next steps - PRIMARY	AY 22/23		AY 23/24	100 %	80 %	Update due following September
All performance data analysed to set targets and determine next steps - SECONDARY	AY 22/23		AY 23/24	100 %	80 %	Update due following September
Annual monitoring of quality and standards in schools - PRIMARY	Q1 24/25	On Target	Q2 24/25	On Target		Ongoing until Q2 25/26
Annual monitoring of quality and standards in schools - SECONDARY	Q1 24/25	On Target	Q2 24/25	On Target		Ongoing until Q2 25/26
Collaborative Improvement Framework embedded consistently across the Authority - PRIMARY	AY 22/23		AY 23/24	100 %	80 %	Update due September
Collaborative Improvement Framework embedded consistently across the Authority - SECONDARY	AY 22/23		AY 23/24	100 %	80 %	Update due September
Continue to review underpinning of approach to ASL	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q2 24/25
Effectiveness and impact of leadership of Learning Training	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q2 25/26
Establish local collaborative networks	Q1 24/25		Q2 24/25			Completed Q2 23/24
Establish the Performance and Achievement tracking system in Primary	Q1 24/25		Q2 24/25			Completed Q3 23/24
Improved Head Teacher and Officer collaboration	Q1 24/25	Completed	Q2 24/25			Completed Q1 24/25
Improvements in admissions procedures for special schools	Q1 24/25		Q2 24/25			Completed Q4 23/24
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 22/23		FY 23/24		80 %	Update due Dec 24
Leadership of Learning training completed	AY 22/23		AY 23/24	100 %	80 %	Training completed
Progress and Achievement model used in Primary schools	AY 22/23		AY 23/24	100 %	80 %	Update due following September

Entitlement, Excellence & Equity - Improved Outcomes Q2 24/25

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 22/23	85.1 %	AY 23/24			annual update February
% School leavers with 1+ Lvl6 SQA Grade A-C	AY 22/23	55.7 %	AY 23/24			annual update February
% Participation rate for 16-19 year olds (per 100) CHN21	FY 22/23	94.9 %	FY 23/24		94.3 %	annual update December
SCQF Level 5 attainment by all children CP1.01 CHN04	AY 22/23	64.0 %	AY 23/24		68.0 %	annual update February
SCQF Level 6 attainment by all children CP1.01 CHN05	AY 22/23	31.0 %	AY 23/24		34.0 %	annual update February
% P1/4/7 Pupils Achieving in Literacy CP1.01 CHN13a	AY 22/23	64.8 %	AY 23/24		69.0 %	annual update December
% P1/4/7 Pupils Achieving in Numeracy CP1.01 CHN13b	AY 22/23	72.2 %	AY 23/24		75.0 %	annual update December
School attendance rates (Care Experienced) % Bi-ennial CP1.01 CHN19b	AY 2019 - 2021	86.92 %	AY 2021 - 2023	83.30 %	84.40 %	update July every 2 yrs
School attendance rates % Bi-ennial CP1.01 CHN19a	AY 2019 - 2021	91.50 %	AY 2021 - 2023	90.00 %	90.20 %	update December every 2 yrs
School Leavers - Highest attaining 20% - Complementary Tariff Score CP1.01	AY 22/23	1,251	AY 23/24			annual update February
School Leavers - Lowest attaining 20% - Complementary Tariff Score CP1.01	AY 22/23	121	AY 23/24			annual update February
School Leavers - Middle attaining 60% - Complementary Tariff Score CP1.01	AY 22/23	575	AY 23/24			annual update February
SCQF Level 5 attainment by children from deprived backgrounds CP1.02 CHN06	AY 22/23	42.0 %	AY 23/24			annual update February
SCQF Level 6 attainment by children from deprived backgrounds CP1.02 CHN07	AY 22/23	13.0 %	AY 23/24			annual update February
Pupils entering positive destinations CP1.03 CHN11	AY 22/23	95.27 %	AY 23/24			annual update April

Entitlement, Excellence & Equity - Improve the Consistency and Quality of Provision Q2 24/25

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop a Learning and Teaching Policy	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q2 24/25
Improve quality of ELC provision	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q2 24/25
Improved Leadership of Learning and Teaching	AY 22/23		AY 23/24			Reporting will begin Sept25 (AY24/25)

Entitlement, Excellence & Equity - Net Zero Carbon Targets Q2 24/25

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	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q2 26/27
Research funding resource to recruit a development officer - due to start Q2 23/24	Q1 24/25		Q2 24/25			Completed Q3 23/24

Opportunities - Implement Service-wide MIS Q2 24/25

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	Q1 24/25	Completed	Q2 24/25			Completed Q1 24/25
Ensure mothballed schools are kept under regular review	Q1 24/25	Completed	Q2 24/25			Completed Q1 24/25
GME School catchment areas established and any consultations complete	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q2 25/26
SEEMIS EYMIS - live and operational by target dates	Q1 24/25	Some Slippage	Q2 24/25	Completed		Due to complete Q2 24/25
SEEMIS EYMIS - project benefits realised	Q1 24/25	Some Slippage	Q2 24/25	Completed		Due to complete Q4 24/25
SEEMIS EYMIS - user training and support delivered	Q1 24/25	Some Slippage	Q2 24/25	Completed		Due to complete Q2 24/25

Opportunities - Stakeholder Engagement Q2 24/25

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

Relationships - Ensure Service Delivery Meets Need Q2 24/25

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	Q1 24/25	On Target	Q2 24/25	On Target		Ongoing
Use of Implementation Science to implement local approach to support	Q1 24/25		Q2 24/25			Completed Q3 23/24

Relationships - Progress Community Initiatives Q2 24/25

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	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q2 24/25
Strategic delivery of CLD Plan 2021-24	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q2 24/25

Values-based Leadership - Improved Quality of Leadership Q2 24/25

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
ERDs being completed - EDL CP5.01	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q4 24/25
Design and deliver a Head Teacher induction programme	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q1 25/26
Highland Professional Learning & Leadership Academy Established	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q4 24/25
New Headteacher feedback from staff survey indicates supported in role	AY 22/23		AY 23/24	4.7	4.5	annual update August
Present options for development of a Highland Professional Learning and Leadership Academy	Q1 24/25	Completed	Q2 24/25			Completed Q1 24/25

Items currently indicating slippage:

Please note, academic outcome details will be reported separately.

Action/Performance Indicator:	Comments:
Improve quality of ELC provision	Improved Education Scotland gradings since pre-covid. However, the Care Inspectorate position changes from day to day due to more 'spot' inspections, arriving without warning, providing feedback to settings, which is collated. A refreshed framework from Scot. Govt is delayed, which impacts this work - extend to Dec 2024.
ERDs being completed - EDL (CP5.01)	The PRDs for teaching staff are on target. However, the ERDs for non-teaching staff are showing slippage. Staff who support the completion/ reporting of teacher PRDs, have been asked to work with L&D to establish how many non-teaching staff have reported their ERD complete in Traineasy. L&D has advised 400 have been logged completed PRDs between Jan to Oct 24, and when compared to actual non-teaching staff numbers the numbers do not meet the desired 90% threshold set for this action. As previously reported, work to rectify the situation is now on-going, with issues identified and solutions being considered.

Service Risk:

Risk No.	Risk Rating	Risk Name	Q1 Mitigation
EDL05	C2	Failure to Deliver Agreed ASL Savings	Complete
EDL06	C2	Impact to successfully deliver consistent improved outcomes – in attainment, achievement, and positive destinations for learners	Some Slippage
EDL07	C2	Ability to influence futureproofing of school estate	Complete (related actions now handled via Asset Portfolio in Delivery Plan)
EDL08	B2	Recruitment and retention of Head Teachers	On Target

***Mitigating actions currently indicating slippage:**

Action/Performance Indicator:	Comments:
Risk EDL06 – Mitigating Action: Implement Parental Engagement Strategy	The strategy has been approved in draft, but not implemented as planned in September due to staff absence - an extension to end January 2025 is required.

