The Highland Council

Agenda Item	4.
Report No	EDU/1/25

Committee: Education

Date: 26 February 2025

Report Title: Revenue Budget Monitoring and Service Performance Reporting for Quarter 3

Report By: Assistant Chief Executive - People

1.   Purpose/Executive Summary

1.1   The report details the Quarter 3 budget monitoring and forecast position for the Education and Learning Budget 2024/25 as set out in **Appendices 1 and 2**. The annual service budget is £288m with a predicted end of year underspend forecast of £1.258m which represents 0.044% of the total revenue budget. The main factors contributing to this position and the budget variances are set out within this report and **Appendices**.

1.2   The report details relevant performance data and contextual information as outlined in the Service Plan and Performance Plan.

1.3   This report also provides performance information on:
  - Corporate Indicators
  - Contribution to the Performance Plan
  - Service Plan Progress
  - Mitigation of Service Risks
  - Operational Delivery Plan/Portfolio responsibilities
  - Service updates out with the Corporate Indicators or Service Plan
  - Service update on outstanding audit action

1.4   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 scrutinise and approve:

  i. The Service's revenue monitoring position;
  ii. The Service's performance and risk information; and,
  iii. The Service's update on outstanding audit action.

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 3 Monitoring – 1 October 2024 to 31 December 2024**

5.1   The forecasted year-end position is an underspend of £1.258m. The main factors which relate to this position are set out within this report. Revenue monitoring statements showing actual expenditure up to Quarter 3 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   The pressures referred to in terms of the report before this Committee for Quarter 2 have largely been managed. Where that is not the case at this point in the financial year they are offset by underspends.

The Service underspends are due to a range of factors: higher than budgeted income achieved from flexible childcare – principally delivered in schools; a reduction in DSM spend due to falling school rolls; and vacancies in ELC. The variances in the ASL budgets are expected to largely offset one another to deliver a near break-even position by the year end.

Savings targets are incorporated within the overall forecast and there is confidence that the Service remains in track to achieve these by year end.

6. Service Performance - Corporate Indicators

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

6.2 <u>Service Attendance Management</u>

Service Attendance Management is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Quarter 3 the Service lost an average of 4 days per non-teaching employee and 2.7 days per teacher, compared to an average of 3.42 for the Council as a whole.

Education and Learning

Average number working days per employee lost through sickness absence

Average Days Lost	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25
EDL Non-Teaching	2.66	2.42	2.08	4.21	4.82	3.88	2.67	4.00
EDL - Teachers	2.66	1.83	0.98	2.65	2.80	2.38	1.47	2.70
Highland Council	2.88	2.48	2.08	3.35	3.48	3.24	2.54	3.42

6.3 <u>Service Complaints Response Times</u>
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.

Complaints - Education and Learning

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

Frontline Resolution within 5 days

	Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25	
Education and Learning	11	82 %	8	100 %	9	67 %	14	93 %	22	95 %	52	96 %	14	93 %	12	92 %
Highland Council	101	90 %	159	92 %	132	78 %	150	80 %	189	76 %	219	84 %	196	78 %	155	88 %

Investigation Resolution within 20 days

	Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25	
Education and Learning	17	65 %	32	72 %	18	67 %	28	61 %	44	48 %	30	57 %	23	65 %	24	83 %
Highland Council	63	41 %	97	63 %	85	49 %	67	48 %	98	46 %	86	47 %	101	57 %	90	42 %

Escalated Resolution within 20 days

	Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25	
Education and Learning	3	33 %	2	50 %	3	0 %	2	50 %	0		3	33 %	2	50 %	2	50 %
Highland Council	15	33 %	32	50 %	32	41 %	28	57 %	34	35 %	47	32 %	28	50 %	26	46 %

6.4   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. Performance has improved since Quarter 2 despite a sizeable increase in requests. The Service is continuing to work to meet the corporate target.

Freedom of Information Requests - Education and Learning

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Education and Learning	Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25	
	97	65 %	44	77 %	52	96 %	35	91 %	57	65 %	46	87 %	41	56 %	90	70 %

% FOIs Compliant - Highland Council	Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25	
	536	75 %	399	84 %	333	88 %	338	89 %	548	77 %	511	81 %	479	76 %	568	73 %

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%.

6.5   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 3 against a target of 77% and 95%, respectively, was as shown below. Performance has improved since Quarter 2.

Education and Learning - Invoice Payments

Invoice Payment within 30 days	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25
Education and Learning	91.7 %	93.4 %	88.8 %	92.3 %	92.1 %	89.2 %	82.7 %	90.0 %
Highland Council	94.9 %	95.1 %	96.7 %	95.6 %	93.6 %	87.7 %	91.4 %	92.9 %

Invoice Payment less than 10 days	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25
Education and Learning	77.8 %	76.9 %	72.8 %	77.3 %	76.3 %	68.7 %	63.7 %	71.8 %
Highland Council	71.6 %	72.8 %	80.9 %	75.3 %	69.7 %	57.0 %	68.5 %	63.8 %

7.   **Service Contribution to the Performance Plan (previously Corporate Plan)**

7.1   This is a high-level overview report for the Service's performance.

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.

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	68.7 %
% P1/4/7 Pupils Achieving in Numeracy || CP1.01 || CHN13b	AY 21/22	68.8 %	AY 22/23	72.2 %	AY 23/24	74.4 %
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	94.45 %	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	Q1 24/25		Q2 24/25		Q3 24/25	
HLH contract review completed || CP1.10	Q1 24/25	Some Slippage	Q2 24/25	Completed	Q3 24/25	
ERDs being completed - EDL || CP5.01	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage	Q3 24/25	On Target

8.   Service Plan Progress

8.1   The intent within this report is to provide high level dashboard information across a range of performance measures for the whole Service. Through these quarterly reports, officers will highlight key matters for Members to consider, significant variations, or key developments in the quarter.

Separate reports are provided to Committee on a regular basis to provide more in-depth consideration of key priorities and performance. This includes, for example, Attainment, School Improvement and High Life Highland.

8.2   The Service performance indicators illustrated in Appendix 3 include the whole Service dashboard. This is provided for completeness which means 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 well as those that are relevant to the quarter being reported against. The format of presentation 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 the current quarter.

8.3   As the main focus of work is currently establishing the programmes and projects within the Council's Operational 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.

9.   Service Risks Mitigation

9.1   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 3.

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 3 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.

10.   Review of Financial Procedures in Schools

10.1   Following an internal audit that looked at a sample of secondary schools, the audit findings were shared and discussed with Head Teachers and the report was subsequently emailed to them to ensure everyone was clear about the actions that need to be undertaken. Reminders will also be issued to schools on a regular basis.

10.2   The Finance Service have been successful in recruiting staff, following a number of retirements, to support Head Teachers with managing all aspects of their Devolved School Management budget and School Fund. Regular monitoring meetings are taking place to provide advice and guidance, and training is being provided to new and acting Head Teachers. There has also been work undertaken to develop dashboards within the CIA financial system which will simplify the presentation of budget management information.

Designation: Assistant Chief Executive - People
Date: 13 February 2025

Author: Fiona Malcolm – Chief Officer Integrated Services; Jennifer McGonagle – Service Finance Manager; Anne Macpherson – Strategic Lead, Resources; Sophie Stuart, Performance Business Partner.

Background Papers: n/a

Appendices:
Appendix 1 – Education & Learning Monitoring Statement 2024-25
Appendix 2 – Quarter 3 Detailed Monitoring Statement 2024-25
Appendix 3 – Education & Learning Service Plan Performance Dashboard

EDUCATION & LEARNING MONITORING STATEMENT 2024-25   **APPENDIX 1**

31/12/2024	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Service Management Team & Support	1,109	1,771	1,634	(138)
Pensions, Insurance and Other Pan-Service Costs	1,579	2,260	2,264	3
Commissioned HLH Services	815	18,287	18,287	0
CLD - Adult Learning	58	247	247	0
CLD - Youth Work	133	644	644	0
Grants to Voluntary Organisations	595	775	811	36
Hostels	1,087	1,417	1,489	72
Crossing Patrollers & School Escorts	548	777	775	(2)
Secondary Schools	70,336	96,138	96,138	0
Primary Schools	59,681	80,719	80,677	(42)
Schools General	8,255	5,741	5,258	(483)
Learning & Teaching	1,327	557	531	(26)
Early Learning & Childcare	24,717	36,024	35,315	(708)
Additional Support - Schools	24,673	33,775	33,284	(491)
Additional Support - Special Schools	4,721	5,603	6,209	606
Specialist Additional Support Services	2,320	3,365	3,278	(86)
Grand Total ECO Education	**201,954**	**288,099**	**286,841**	**(1,258)**

BY SUBJECTIVE				
Staff Costs	181,896	250,063	248,255	(1,808)
Other Expenditure	25,973	49,682	50,351	669
Gross Expenditure	**207,869**	**299,745**	**298,606**	**(1,139)**
Grant Income	(4,127)	(9,579)	(9,569)	9
Other Income	(1,787)	(2,067)	(2,196)	(129)
Total Income	**(5,914)**	**(11,646)**	**(11,765)**	**(120)**
NET TOTAL	**201,954**	**288,099**	**286,841**	**(1,258)**

EDUCATION & LEARNING MONITORING STATEMENT 2024-25   **Appendix 2**

31/12/2024	STAFF COSTS				OTHER COSTS				GRANT INCOME				OTHER INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY																				
Service Management Team & Support	1,557	1,005	1,377	(180)	260	133	302	43	(11)	(11)	(11)	0	(34)	(18)	(34)	0	1,771	1,109	1,634	(138)
Pensions, Insurance and Other Pan-Service Costs	2,097	1,579	2,100	3	164	0	164	0	0	0	0	0	0	0	0	0	2,260	1,579	2,264	3
Commissioned HLH Services	0	0	0	0	19,567	2,137	19,567	0	(1,096)	(1,124)	(1,096)	0	(184)	(198)	(184)	0	18,287	815	18,287	0
CLD - Adult Learning	238	58	238	0	16	0	16	0	(1)	0	(1)	0	(6)	0	(6)	0	247	58	247	0
CLD - Youth Work	652	133	652	0	30	0	30	0	(33)	0	(33)	0	(5)	0	(5)	0	644	133	644	0
Grants to Voluntary Organisations	0	0	0	0	775	595	811	36	0	0	0	0	0	0	0	0	775	595	811	36
Hostels	1,292	977	1,292	0	210	118	205	(5)	(28)	(0)	(0)	28	(57)	(8)	(8)	49	1,417	1,087	1,489	72
Crossing Patrollers & School Escorts	771	546	774	3	6	2	2	(4)	0	0	0	0	0	0	0	0	777	548	775	(2)
Secondary Schools	90,456	66,308	90,456	0	6,905	5,703	6,905	0	(1,227)	(1,675)	(1,227)	0	4	0	4	0	96,138	70,336	96,138	0
Primary Schools	77,377	59,345	77,348	(29)	6,252	4,808	6,239	(13)	(2,909)	(4,460)	(2,909)	0	0	(12)	0	0	80,719	59,681	80,677	(42)
Schools General	7,354	3,587	6,922	(431)	341	495	302	(39)	(1,067)	4,836	(1,067)	0	(887)	(663)	(900)	(13)	5,741	8,255	5,258	(483)
Learning & Teaching	1,800	1,318	1,797	(3)	249	183	228	(21)	(1,493)	(174)	(1,494)	(2)	0	0	0	0	557	1,327	531	(26)
Early Learning & Childcare	24,631	16,372	24,068	(562)	12,889	9,918	12,924	35	(599)	(687)	(617)	(18)	(898)	(885)	(1,060)	(163)	36,024	24,717	35,315	(708)
Additional Support - Schools	33,348	23,885	32,316	(1,033)	1,475	1,422	2,012	538	(1,048)	(635)	(1,044)	4	0	(0)	0	0	33,775	24,673	33,284	(491)
Additional Support - Special Schools	5,540	4,731	6,132	592	130	101	144	14	(67)	(112)	(67)	0	0	0	0	0	5,603	4,721	6,209	606
Specialist Additional Support Services	2,950	2,050	2,783	(168)	414	357	501	87	0	(84)	(3)	(3)	0	(3)	(3)	(3)	3,365	2,320	3,278	(86)
Grand Total Education & Learning	**250,063**	**181,896**	**248,255**	**(1,808)**	**49,682**	**25,973**	**50,351**	**669**	**(9,579)**	**(4,127)**	**(9,569)**	**9**	**(2,067)**	**(1,787)**	**(2,196)**	**(129)**	**288,099**	**201,954**	**286,841**	**(1,258)**

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 Q3 24/25						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
3 Year ASL implementation plan delivered	Q2 24/25	On Target	Q3 24/25	On Target		Due to complete Q2 26/27
Activity to achieve stretch aims agreed with Education Scotland	Q2 24/25		Q3 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	Q2 24/25	On Target	Q3 24/25	On Target		Ongoing until Q2 25/26
Annual monitoring of quality and standards in schools - SECONDARY	Q2 24/25	On Target	Q3 24/25	Completed		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	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25
Effectiveness and impact of leadership of Learning Training	Q2 24/25	On Target	Q3 24/25	Completed		Due to complete Q2 25/26
Establish local collaborative networks	Q2 24/25		Q3 24/25			Completed Q2 23/24
Establish the Performance and Achievement tracking system in Primary	Q2 24/25		Q3 24/25			Completed Q3 23/24
Improved Head Teacher and Officer collaboration	Q2 24/25		Q3 24/25			Completed Q1 24/25
Improvements in admissions procedures for special schools	Q2 24/25		Q3 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 Q3 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	93.0 %	FY 23/24	93.8 %	94.9 %	annual update December
SCQF Level 5 attainment by all children || CP1.01 || CHN04	AY 22/23	64.0 %	AY 23/24			annual update February
SCQF Level 6 attainment by all children || CP1.01 || CHN05	AY 22/23	31.0 %	AY 23/24			annual update February
% P1/4/7 Pupils Achieving in Literacy || CP1.01 || CHN13a	AY 22/23	64.8 %	AY 23/24	68.7 %	67.0 %	annual update December
% P1/4/7 Pupils Achieving in Numeracy || CP1.01 || CHN13b	AY 22/23	72.2 %	AY 23/24	74.4 %	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 Q3 24/25

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop a Learning and Teaching Policy	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25
Improve quality of ELC provision	Q2 24/25	Some Slippage	Q3 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 Q3 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	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 26/27
Research funding resource to recruit a development officer - due to start Q2 23/24	Q2 24/25		Q3 24/25			Completed Q3 23/24

Opportunities - Implement Service-wide MIS Q3 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	Q2 24/25		Q3 24/25			Completed Q1 24/25
Ensure mothballed schools are kept under regular review	Q2 24/25		Q3 24/25			Completed Q1 24/25
GME School catchment areas established and any consultations complete	Q2 24/25	On Target	Q3 24/25	On Target		Due to complete Q2 25/26
SEEMIS EYMIS - live and operational by target dates	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25
SEEMIS EYMIS - project benefits realised	Q2 24/25	Completed	Q3 24/25			Due to complete Q4 24/25
SEEMIS EYMIS - user training and support delivered	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25

Opportunities - Stakeholder Engagement Q3 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	Q2 24/25		Q3 24/25			Completed Q4 23/24
HLH contract review completed || CP1.10	Q2 24/25	Completed	Q3 24/25			Completed Q2 24/25
Contribute to the Active Highland Strategy - due to start Q2 23/24	Q2 24/25		Q3 24/25			Completed Q1 24/25
New Parental Engagement Strategy and Action Plan created	Q2 24/25		Q3 24/25			Completed Q4 23/24
Parental Engagement Strategy & Action Plan - Reference Group established	Q2 24/25		Q3 24/25			Completed Q1 24/25
Review existing SLAs/implement recommendations [exc. HLH & Eden Court]	Q2 24/25	On Target	Q3 24/25	On Target		Due to complete Q4 24/25

Relationships - Ensure Service Delivery Meets Need Q3 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	Q2 24/25	On Target	Q3 24/25	On Target		Ongoing
Use of Implementation Science to implement local approach to support	Q2 24/25		Q3 24/25			Completed Q3 23/24

Relationships - Progress Community Initiatives Q3 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	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25
Strategic delivery of CLD Plan 2021-24	Q2 24/25	Completed	Q3 24/25			Due to complete Q2 24/25

Values-based Leadership - Improved Quality of Leadership Q3 24/25						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
ERDs being completed - EDL || CP5.01	Q2 24/25	Some Slippage	Q3 24/25	On Target		Due to complete Q4 24/25
Design and deliver a Head Teacher induction programme	Q2 24/25	On Target	Q3 24/25	On Target		Due to complete Q1 25/26
Highland Professional Learning & Leadership Academy Established	Q2 24/25	On Target	Q3 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	Q2 24/25		Q3 24/25			Completed Q1 24/25

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

Likelihood
A: Very High
B: High
C: Significant
D: Low
E: Very Low
F: Almost Impossible

Impact
1: Catastrophic
2: Critical
3: Marginal
4: Negligible