









2025-28 Quarter to June 2025 Human Resources, ICT and Organisational Development Performance Report - Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed



HR ICT & OD - Overall Plan Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HRICTOD25-28	HR ICT OD Service Plan			31-Mar-2027	<p>Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees.</p> <p>Service Plans have Priority ratings ranging between 1 & 4. Actions have been weighted to allow more accurate measurement of progress of the Service Plan by placing a higher value on those Actions rated with a higher priority. Weightings are as follows.</p> <p>Priority 1 (High) - Weighting (3)</p> <p>Priority 2 (Medium) - Weighting (2)</p> <p>Priority 3 (Low)- Weighting (1)</p> <p>Priority 4 (Ongoing) Strategic Actions - Weighting (3)</p> <p>Priority 4 (Ongoing) Service Level - Weighting (2)</p>	36%	



HR ICT & OD - Section 4: Strategic Level Outcomes Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HRICTOD25-28	Section 4 Strategic Level Outcomes	1		31-Mar-2027	<p>PRIORITY 1 WEIGHTING 3 The overall progress of Strategic Outcomes is determined by Eight Actions (HR - HROD25-28 4.1 - 4.5 and ICT - ICT25-28 4.1 - 4.3)</p> <p>In addition, 8 Milestones linked to ICT25-28 4.3 measure progress over year 1 of the plan:</p> <ol style="list-style-type: none"> 1. Assessment of current connectivity updated by March 2025 (Completed) 2. Update cascaded to EMs by April 2025 (Completed) 3. Detailed plan of requirements agreed with BT by April 2025 (Completed) 4. Implementation plan for phase 2 agreed with BT by May 2025 (Completed) 5. MDM Project roll out completed by June 2025 (Outstanding) 6. Peer challenge exercise planned and undertaken by August 2025 (Outstanding) 7. Implementation supported by March 2026 (Outstanding) 8. Bandwidth Increased across school estate (SWAN 2) by March 2026 (Outstanding) 	45%	

HR ICT & OD - Section 5: Service Level Outcomes Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HRICTOD25-28	Section 5 Service Level Outcomes			31-Mar-2027	<p>PRIORITY 1 and 2 WEIGHTING 2</p> <p>Progress of the Service Level element of the plan is measured by Nineteen Actions (HROD25-28 5.1 – 5.7.2 ICT25-28 5.1- 5.8.2) Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.</p>	24%	

Section 4: HR & OD Strategic Outcomes or Priorities


1. (CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Strat 4.1	Establish Leadership Development programme to address corporate and individual needs aligned to the qualities and leadership skills as set out in the corporate management restructure.	1	<p>Leaders are developed to lead the response to the challenging agenda, the Council is prepared for the future and makes sustained progress in its improvement and transformation work. Revised programme in place using phased approach to meet organisational requirements.</p> <ul style="list-style-type: none"> - Revised longer term strategy and plan developed to meet organisational requirements by March 2026 - Interim phase 1 completed by June 2025 - Range of leadership development activity in place across management tiers. - Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points. - Number of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey). - Employee survey question(s) on management impact to provide baseline and show improvement over time. 	31-Mar-2026	<p>Initial work undertaken to review the impact of the agreed corporate management restructure due to be implemented from September 2025 and the actions agreed by Council on the indicative Leadership Development strategy and plan which was agreed in January 2025 with options and proposals on approach to be taken presented to Chief Executive and CLT after recess.</p> <p>Interim Phase 1 not been completed by June due to restriction on dates available that suited both speakers and senior leaders. Baseline information gathered as a result of the Employee Survey 2025 as reported to Council (CC August 2025)</p>	25%	
HROD25-28 Strat 4.2	Develop and implement a recruitment approach that addresses service requirements. Promote employment opportunities and raise the profile of Moray Council as an employer.	1	<p>Recruitment attracts high calibre candidates addressing service resourcing needs. Key corporate priorities and projects are appropriately resourced to ensure completion and achievement of objectives and outcomes Un-resourced areas are flagged for consideration with risks, issues and impacts noted.</p> <ul style="list-style-type: none"> - Increased number of candidates meeting 	31-Mar-2026	<p>Review of exit monitoring approach underway. Development work to streamline vacancy management process begun and liaison with system provider underway to automate workflow where possible. Key themes and messages from Chief Executive recruitment exercise and management restructure drawn into senior recruitment and amended senior recruitment process now in place.</p>	25%	

			<p>criteria for council vacancies in hard to fill posts (specifics to be developed further as per service requirements)</p> <ul style="list-style-type: none"> - Attrition rates improved (lowered) for areas with high turnover (to be developed further as per service requirements). - Reduced number of repeat adverts and reduction in time taken from advert to first day of employment. - Feedback of positive impact from managers through personnel forum. - Baseline for number of career progression opportunities established. 			
HROD25-28 Strat 4.4	Have in place fair and competitive pay and conditions that are recognised and free of bias	2	<p>Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required.</p> <ul style="list-style-type: none"> - Assessment against Scottish Government's Minority Ethnic recruitment toolkit with improvement actions identified - Improvement in Moray's ranking for Local Government Benchmarking Framework (Corp3c The Gender Pay Gap (%) and Corp3b % of the highest paid 5% employees are women) including within Family Group. - Increased number of applications and subsequent appointments from ethnic minority groups. 	31-Dec-2025	Working group progressing with actions on gender pay gap and equality related actions.	25% 
HROD25-28 Strat 4.5	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council	2	<p>Working hours and conditions of service modernised and sustainable.</p> <ul style="list-style-type: none"> - Working week reduced to 35 hrs - Working practices reviewed and levels of enhanced rates payable reduced - Terms and conditions revised 	31-Dec-2026	Project plan drafted, recruitment completed, project due to commence 01 August.	15% 


Section 4: HR & OD Strategic Outcomes or Priorities



2. Workforce Planning

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Strat 4.3	Have in place actions to address issues arising from the employee survey and workforce planning themes	1	Actions are implemented that address issues raised. - Employee Survey action plan developed and agreed at Committee - Services progress improvements as per action plan - Service level actions arising from workforce planning are progressed within services and monitored through the regular performance management framework	31-Dec-2025	Report drafted to be presented to CC August 2025, including action plan.	25%	

Section 4: ICT Strategic Outcomes or Priorities

1. (CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Strat 4.1	Develop and expand the Council's digital approach (including potential use of AI, IoT and data) and use the Digital Maturity Assessment to facilitate collaboration and shared best practice	1	Increase the pace of change by contributing to the implementation of the Transformation Strategy projects e.g. digitisation, digitalisation, LEAN in planned programme of work, ensuring un-resourced areas of digital expansion are clearly highlighted at early stage in design and planning. Expansion and enhancement of the use of digital technologies across services to improve the efficient and effective delivery of services and ways of working. Project success rate maximised through sufficient capacity without detracting from business as usual. - Increased number of users of additional online services - Increased use of digital technology for advancement of learning and teaching	31-Mar-2027	Between April and June, the expansion of the digital approach has continued in a number of areas, with the development and go live of new or updated public facing online forms for: • Music Centre Registrations & Register of Interest • Assisted Waste Collection • Adopted Roads Queries • National Entitlement Card Renewals • Memorial Bench Applications • Open Market House Purchase Form • Moray Local Access Forum - Report an issue Form Work continues on the development of online processes and forms for: - Waste Services covering applications for medical waste collections and additional bins (ongoing) - Damp and Mould reporting - Short Term Lets application renewals - ongoing - Benefits applications (ongoing review by the Service prior to testing) - Moss Street and Elgin High Street Consultations	65%	

			- 10% increased use of digital technologies in key strategic projects		<p>New forms have been requested for Excess Charge Payments and a Pedestrian Areas Access Survey.</p> <p>The Copilot for Microsoft 365 pilot concluded in June, with 75 participants across services. Survey results and usage data informed a CLT discussion on next steps, including licence allocation, funding, and project development priorities. The pilot will be extended into 2026 and CLT are reviewing pilot participants. A project mandate is being prepared to articulate benefits and guide future expansion.</p>		
ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities	1	<p>Develop and implement a corporate data strategy and plan for big data that connects data and develop analytics to inform and drive service efficiency. This data approach will;</p> <ul style="list-style-type: none"> - enhance the value of data through robust, open and transparent access that supports key corporate priorities e.g. Transformation through the use of data analytics, Power BI etc. - ensure data and information is held, accessed and made available to improve understanding and inform decisions in a safe and lawful way. 	31-Mar-2026	<p>A draft Data Strategy and Action Plan has been developed. There has been no further progress on this item as the Digital Strategy has been being refreshed.</p> <p>Discussions took place with Scottish Government regarding their Data Maturity programme, a 6-month programme to help organisations such as Moray Council to improve our data capabilities. We were too late to be included in the 2025 cohort as preparation work would need to have started in April (and discussions were not held until June) but we can potentially join next year's cohort. Interest has been registered in being an early adopter of the Scottish Governments new shortened Data Maturity Assessment, which we can potentially complete this calendar year.</p>	5%	
ICT25-28 Strat 4.3	Support and contribute to the development of an Education ICT Strategy	1	Support and contribute to the development of an Education ICT Strategy that ensures readiness for future digital development that enhances learning and teaching as well as the possible impact of developing technologies such as AI. ICT infrastructure has the technology and the capacity required to support future digital development opportunities to facilitate enhanced digital learning and teaching that suits long term educational requirements.	31-Mar-2026	<p>4 milestones linked to this action have completed as planned by the end of June. The assessment of current connectivity has been completed, with input from all schools. This was revised based on feedback from by Head Teachers and has been issued to Elected Members. SWAN 2 - Central Internet link for schools (provided by Education Scotland) has been migrated from Capita to BT. All Secondary schools, with the exception of Milne's High School, have been migrated to the new SWAN 2 contract with BT. BT are engaging with Capita to resolve the configuration issues for Milne's High School. Additional bandwidth for Primary schools was approved at Full Council on 21 May 2025. All orders have been placed with BT. BT Openreach have scheduled appointments for fibre circuit installations at 29 schools, and for site surveys at 6 schools. Circuit installations have had to be rescheduled for a further 4 schools due to resourcing issues at BT. Aiming for transition of all schools to SWAN 2 by the end of December 2025.</p>	25%	

					Work remains ongoing in relation to the MDM Project milestone. ICT have assisted schools so that all compatible iPads are re-connected to the Internet either as Fully Managed devices or simply connected to the MDM via a QR Code. Finalising this project is now dependent on schools engaging with ICT to complete full enrolment of all compatible iPads so they can be managed with the MDM. 47% of originally identified Devices have been fully enrolled, and 32 out of 52 Sites have been completed.		
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Section 5: HR & OD Service Level Outcomes or Priorities

1. Recruitment and Retention

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.1	Develop a succession planning approach that builds internal capacity and contributes to a positive culture	2	Internal capacity is increased with internal candidates enabled to prepare for alternative and promoted positions. Measures for number of internal applicants developed: Year 1 – measure/baseline established Year 2 – 5% increase in volume of internal applicants Year 3 – 2.5% increase and 5% increase in number of career progression opportunities	31-Oct-2025	Succession Planning approach agreed at CC June 2025. Implementation plan progressing including establishing baseline figures by September 2025, raising awareness across HR and OD as well as supporting comms plan across organisation.	75%	


Section 5: HR & OD Service Level Outcomes or Priorities

2. Organisational Development

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.2	Develop and implement initiatives to create a culture where employees are prepared and supported. Encourage flexibility and adaptability.	1	<p>Employees are empowered, prepared and enabled to embrace change by developing and implementing initiatives to create a culture where employees are prepared and supported to adjust to the future changes that may be required of them. Encourage flexibility and adaptability to support employees to adapt to new ways of working including embedding digital skills and competence to improve efficiency and levels of service.</p> <ul style="list-style-type: none"> - Employee survey questions establish baseline for monitoring improvement on: - Impact of training and development to support new ways of working - Levels of confidence in being supported to be flexible and adaptable - Levels of confidence in improved efficiency and levels of service achieved as a result of change - Positive feedback from change exercises 	31-Mar-2026	<p>Proposal for overarching strategic approach to be presented to CLT after recess to set the direction for the work on empowerment and engagement and ensure that the project plan which has been drafted supports the intended outcomes.</p> <p>Cross service work around digital skills underway to re-invigorate initiatives in this area following removal of OD resource to support these developments. Further to reporting of outcomes on Employee Survey 2025 (CC August 2025), proposals for longer term approach to Surveys being researched and developed to be presented to CLT after recess. Ensure that existing set of questions are fit for purpose as far as this area of work is concerned and/or develop additional questions to support measurement of progress and improvement.</p>	25%	

Section 5: HR & OD Service Level Outcomes or Priorities


3. Communication and Engagement

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.3	Review and refresh communication and engagement to support corporate and service priorities	1	<p>Corporate vision and priorities are positively promoted in public communication and engagement activities including use of a range of platforms e.g. social media</p> <ul style="list-style-type: none"> - % of engagement levels increase for public and community-based consultations 	31-Mar-2026	<p>Corporate vision and priorities incorporated into communications and engagement plan and included in quarterly performance report for Communications Team.</p> <p>Further to procurement of Engage HQ as a tool to support engagement and consultation, development work well underway to support implementation of the tool across the organisation and support public consultation and workforce engagement and consultation going forward.</p>	80%	


			<ul style="list-style-type: none"> - % of engagement levels increase for participatory budgeting exercises - 75% of employees aware of council priorities (employee survey question) - Citizens engagement as measured by the Scottish Social Attitudes Survey will increase 	<p>Questions were introduced in the Employee Survey 2025 to provide a baseline for the measurement of the level of employee awareness of council priorities with 69% indicating that they are familiar with the Council's priorities and 62% responding that they are aware of and understand the Council's vision and values.</p> <p>In addition there was an increase of 10% from 2023 outcomes (83% from 73%) of awareness of the challenges that face the council over the next few years and a 6% increase (79% from 73%) in understanding that the council will have to change the way it delivers services because of the challenges. The Comms and OD teams are continuing to ensure that corporate and service priorities are embedded and aligned in all communication and engagement as relevant and appropriate.</p>		
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Section 5: HR & OD Service Level Outcomes or Priorities



4. Best Value Actions

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.4	Support workforce related actions contained within the Best Value Plan in accordance with agreed timescales	1	<p>Effective distributive leadership and collaborative working. Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to support transformation. Improved use of data including exploration of use of real time data where possible</p> <ul style="list-style-type: none"> - Employee survey responses show greater than 20% improvement in leadership questions - Culture of cooperation and partnership evidenced in leadership survey results - Real time data researched and assessed with timescale for implementation if viable 	30-Jun-2025	Responses to the Leadership and Management questions in the latest Employee Survey indicated a range of views from improvement to no change and to decline. Data continues to be analysed and assessed.	20%	

Section 5: HR & OD Service Level Outcomes or Priorities
5. Continuous Improvement

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.5	Undertake self-evaluation e.g PSIF to measure and evidence continuous improvement	2	Assurance of continuous improvement that demonstrates Best Value - PSIF completed and reported with clear actions where required.	31-Oct-2025	During Q1, HR ICT and OD took part in the pilot PSIF for Moray Council. A good response was received for the online survey with 15 participants taking part in two online consensus sessions. Agreed priorities were included in a draft improvement plan and following discussions with the Head of Service and other service managers a revised plan (showing where work is already planned against some of the draft priorities) was circulated to all.	100%	



Section 5: HR & OD Service Level Outcomes or Priorities
6. Health and Wellbeing

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.6.1	Ensure revised operational implementation of absence management procedures are applied by managers	2	Absence is managed effectively, and levels of absence are reduced efficiently and timeously - Reduction in number of days absence per employee and % (CORP6a Sickness absence days per teacher reduced by 0.5 days per fte CORP6b Sickness absence days nonteacher reduced by 0.5 days per fte)	31-Mar-2026	Absence across HR, ICT and OD has increased slightly between Q4 and Q1. All cases of absence are dealt with as per agreed absence policy.	25%	
HROD25-28 Serv 5.6.2	Proactively support the Health & Wellbeing of employees; review measures to reduce absence, ensure procedures are applied, provide support to reduce V&A in schools	2	Measures are deployed that support school-based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately - Review proactive measures to reduce sickness absence. - Provide support for reducing incidents of violence and aggression in schools as set out in agreed ASN action plan. Work with Trade Unions to identify actions to address short term absence. - Reduction in time taken to manage	31-Mar-2026	Support provided to ensure actions are delivered by the Short Life Working Group on V&A includes advice and guidance and policy development.	15%	

			sickness absence linked to incidents of challenging behaviour				
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Section 5: HR & OD Service Level Outcomes or Priorities

7. Workforce Planning

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.7.1	Ensure key projects are resourced, planned and delivered within agreed timescales and budget	1	Projects are resourced sufficiently to allow timely completion of aims and objectives - Projects completed on time and achieved objectives - Workload on project and core staff is managed and manageable	31-Oct-2026	No work scheduled for Q1.	0%	
HROD25-28 Serv 5.7.2	Improve and develop knowledge and skills transfer across teams	1	Resilience of small teams and lean service is improved - Review purpose and format of personnel discussion group - Create pathways and establish measures for transfer of knowledge and skills	31-Dec-2025	No work scheduled for Q1.	0%	


Section 5: ICT Service Level Outcomes or Priorities

1. Transformation

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.1	Support the Smarter Working Project Phases with hybrid working established as the norm.	2	Hybrid working rolled out across satellite properties. Council has the capacity to flex and Contract homeworking in line with the organisational, national and regional requirements - All eligible satellite properties equipped to support hybrid working.	31-Mar-2026	ICT continue to support the project via attendance at Project Board and Delivery Group meetings. Minimal work undertaken during Q1, but this has been in line with agreed requirements and timescales.	25%	


Section 5: ICT Service Level Outcomes or Priorities

2. Service Development

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.2	Support services to fully utilise systems and platforms to enhance service delivery to the public e.g. Gladstone in Sport and Leisure, Spydus in Libraries, Lagan (Customer Services).	1	Service specific systems are fully functional, and downtime is minimised. Enhancements and upgrades are supported. - % of downtime is reduced. Enhancements and upgrades are completed within prescribed timescales per system.	31-Mar-2027	DLO – Working through improvements to their use of existing digital tools to improve service delivery. HR/Payroll – Payroll working on redeveloping requirements for Notification of Appointment and Delegated Authority Request forms. ICT developing software specifications and this will progress when Payroll have finalised their requirements. Accountancy – beginning to progress review of Authorisation system. Now have access to Engage Process Modeler and mapping will be going ahead next period. HSCM – Service progressing process mapping and have appointed additional resource to take this forward. HSCM have purchased an additional licence for Engage Process Modeler. Transportation – ICT work has begun on digitising manual tasks.	15%	

Section 5: ICT Service Level Outcomes or Priorities



3. Assurance

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.3	Cyber Resilience – Implement enhanced measures to manage cyber security and resilience risks	1	Implementation of Cyber Resilience Plan completed. Business Continuity Plans / work for corporate and service cyber resilience completed. Plan implemented for enhanced risk-based approach. 80% of online workforce completed eLearning modules Improved self-assessment tool ratings including certifications (e.g. PSN Accreditation, Cyber Essentials/Plus) Reduced number of high-risk actions arising from annual health	31-Mar-2027	Training module on Remote Home Working published for corporate staff and Elected Members, and module on Ransomware published for Education staff. Uptake is lower than previous modules due to holidays; 37% and 22% respectively. Next phishing simulation drafted along with comms. This will be based on senior management impersonation following receipt of an email recently purporting to be from the Chief Executive. Work has started on the procurement of external ICT security services to undertake the IT Health Checks required to support the annual PSN accreditation process, as well as testing services to ensure that the Council's online services meet the necessary security requirements.	20%	


			IT health check				
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Section 5: ICT Service Level Outcomes or Priorities


4. Forward Planning

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.4.1	Improve visibility of upcoming system replacements to allow resource to be planned accordingly	2	Resource and capacity management optimised, allowing for early identification of potential issues Clear oversight of systems estate detailing contract and support end dates	31-Oct-2025	Performance and process mapping, which is expected to accelerate progress in this area will progress following recent recruitment to an additional part time post.	0%	
ICT25-28 Serv 5.4.2	Identify, plan, schedule and support large scale corporate system replacements	2	Corporate system replacements (Lagan, Care First, Content Management System) are replaced efficiently and timeously in accordance with agreed council procedures Systems replaced within scheduled timeframes Compliance with procurement procedures and due technical diligence	31-Mar-2027	<p>Lagan (CRM) system business case completed and approved by Committee on 25th June. Work is progressing starting the procurement process and establishing the project delivery team.</p> <p>The project to replace CareFirst is on-going. Working group meetings continue to be held every two weeks and Project Board meetings every four weeks.</p> <p>Meetings were held with Procurement to discuss procurement options. Following these discussions and feedback from the Project Board the decision was taken to explore the open tendering process alongside the Scotland Excel G Cloud 14 Framework. A Prior Information Notice was issued but there was limited interest, with only two responses received. As a result, it was determined that proceeding to an open tender would not be worthwhile and that a framework approach be adopted</p> <p>A short list of four suppliers on the Scotland Excel G Cloud 14 Framework was produced. These suppliers have been sent copies of the requirement specification and supplier presentations have been arranged for w/c 28th July.</p> <p>Alongside procurement of the new system, a data cleansing exercise to ensure that the data is in the best state possible for migrating to the new system is on-going as is process mapping workshops to map the current as is processes.</p> <p>A new part-time person will soon be starting to assist with performance and process mapping, which is expected to accelerate progress in this area.</p>	15%	


Section 5: ICT Service Level Outcomes or Priorities
5. Best Value Actions

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.5	Implement ICT and digital related actions contained within the Best Value Plan in accordance with agreed timescales	1	Resilience plans in place for information systems as part of wider Digital/Resilience Strategy Implementation of Cyber Resilience Plan Complete Business Continuity Plans/work for corporate and cyber resilience	31-Mar-2026	Cyber Resilience and Information Security Team established. Recruitment for Senior ICT Officer post in progress. Work progressing on ICT Information Security Policy: target for final draft is Sep 25. Supplier selected for testing of cyber incident response plan. Further penetration testing undertaken for online services and work in progress for penetration for employee self-service on HR / Payroll system. Limited progress on Business Continuity during Q1. Priority for Q2. Establishment of dedicated team will help to progress this.	15%	

Section 5: ICT Service Level Outcomes or Priorities
6. Continuous Improvement


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.6	Undertake self-evaluation e.g. PSIF to measure and evidence continuous improvement	2	Assurance of continuous improvement that demonstrates Best Value PSIF complete and reported with clear actions where required	31-Oct-2025	During Q1, HR ICT and OD took part in the pilot PSIF for Moray Council. A good response was received for the online survey with 15 participants taking part in two online consensus sessions. Agreed priorities were included in a draft improvement plan and following discussions with the Head of Service and other service managers a revised plan (showing where work is already planned against some of the draft priorities) was circulated to all.	100%	

Section 5: ICT Service Level Outcomes or Priorities
7. Health and Wellbeing

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.7	Ensure revised operational implementation of absence management procedures are applied by managers	2	Absence is managed effectively, and levels of absence are reduced efficiently and timeously Reduction in number of days absence per employee and %.	31-Mar-2026	No major absence management issues in Q1 for ICT although data for the whole HR, ICT and OD service show a slight increase between Q4 and Q1. Any absences have been short term, with no instances of long term absence. Priority of for Q2 is the analysis of trend information.	25%	

Section 5: ICT Service Level Outcomes or Priorities

8. Workforce Planning

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICT25-28 Serv 5.8.1	Ensure key projects are resourced, planned and delivered within agreed timescales and budget.	1	Projects are resourced sufficiently to allow timely completion of aims and objectives - Projects completed on time and achieved objectives - Workload on project and core staff is managed and manageable	31-Oct-2026	No work scheduled for Q1.	0%	
ICT25-28 Serv 5.8.2	Improve and develop knowledge and skills transfer across teams	1	Resilience of small teams and lean service is improved - Review purpose and format of personnel discussion group - Create pathways and establish measures for transfer of knowledge and skills	31-Dec-2025	No work scheduled for Q1.	0%	