









# 2025-26 Quarter to September - Governance, Strategy and Performance Performance Report - Service Plan





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




GOVERNANCE, STRATEGY & PERFORMANCE 2025-26 OVERALL PROGRESS 2025-26							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26	Governance, Strategy & Performance Service Plan 2025-26			31-Mar-2026	<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 &amp; 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)            Priority 2 (Medium) - Weighting (2)            Priority 3 (Low)- Weighting (1)            Priority 4 (Ongoing) <b>Strategic Actions</b> - Weighting (3)            Priority 4 (Ongoing) <b>Service Level</b> - Weighting (2)</p>	51%	

## GOVERNANCE, STRATEGY & PERFORMANCE - STRATEGIC OUTCOMES CONTINUOUS IMPROVEMENT

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance	2	Planned Outcome - Drive continuous improvement across services // Demonstrate best value  Outcome Measure - Develop / re-activate self-assessment framework // Agree timetable / programme for review // Report outcome through service performance reports (6 monthly going forward)	31-Jul-2025	Extended Corporate Leadership Team agreed PSIF schedule through to July 2026, Interchange PSIF page and Engage page checklist and guidance set up.	100%	
GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26	2	Planned Outcome - Cycle of assessments embedded  Outcome Measure - Scheduled assessments completed	31-Mar-2026	Economic Growth and Development service self-assessment to begin in quarter 2 with schedule agreed for further PSIF sessions with other council services.	15%	


## GOVERNANCE, STRATEGY & PERFORMANCE - SERVICE OUTCOMES DIGITAL TRANSFORMATION AND EFFICIENCY

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 DT&E 1.1	Customer Services: Introduce an updated or new Customer Relationship Management (CRM) solution	2	Planned Outcome - Improve customer experience, service efficiencies, increased customer self-service  Outcome Measure - More accessible and efficient service to the public  Milestones - Develop Business Case (April 2025) / Complete Tender process (October 2025) / Implement solution with services (March 2026)	31-Mar-2026	At present, we are in the midst of the procurement process. We have received tender responses from all four suppliers we are considering, and these are currently being scored. Product demonstrations are scheduled for later in September. The target is to agree on a successful supplier by mid-October, and we remain confident that we will meet this target.	30%	
GSP 2025-26 DT&E 1.2	Customer Services: Review out of hours phone service along with housing	2	Planned Outcome - Calls are rationalised and a less time intensive move from housing out of hours service  Outcome Measure - Successful move onto a new system	31-Jul-2025	The project to provide emergency out-of-hours support to Murray Council has been successfully completed. Although we initially encountered complications with the intended supplier, the corporate committee approved an alternative that met all necessary deadlines. The service went live on 30th June. The transition was seamless, in part due to project team engaging with services and developing clear	100%	

					process maps of all OOH scenarios. The alternative supplier provides the service at approx. £40,000 per year less than the originally identified supplier - resulting in approximately 45% reduction in budget.		
GSP 2025-26 DT&E 1.3	Benefits / Money Advice: Develop Benefits e-form	2	Planned Outcome - Service efficiency savings and improved customer service  Outcome Measure - % of total applications successfully completed through e-form / Reduction in application processing time	31-Dec-2025	Progress has slowed in the last quarter due to the necessary prioritisation of new benefit software testing prior to implementation.	90%	
GSP 2025-26 DT&E 1.4	Benefits / Money Advice: Establish whether there is a viable case for further centralisation of means testing	3	Planned Outcome - Determine whether a staffing efficiency and maximisation of council resources is achievable  Outcome Measure - Completion of business case	31-Dec-2025	Scoping of this development has progressed recently and aim to have completed by December, with an outline of the key areas that would be improved by aligning some of the processes within the social care financial assessments team with the benefits and money advice service.	90%	
GSP 2025-26 DT&E 1.5	Citizens Advice Service Level Agreement (SLA)	2	Planned Outcome - Finalise the terms of SLA in terms of draft presented to committee  Outcome Measure - Completion of Citizens Advice SLA	31-Aug-2025	This action should be concluded by Q3 as currently just awaiting the CAB Board to sign off the SLA at their next meeting later this month.	90%	






## GOVERNANCE, STRATEGY & PERFORMANCE - SERVICE OUTCOMES

### IMPROVED GOVERNANCE

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 IG 1.1	Internal Audit: Work with critical services to ensure business continuity arrangements are up to date	2	Planned Outcome - Business Impact Assessments reviewed for all critical services and business continuity plans are in place for critical services  Outcome Measure - To aid appropriate response to unplanned events and circumstances  Milestones - Assess which services are deemed critical services (April 2025) / Critical services reviewed and sustainable ongoing cycle (March 2026)	31-Mar-2026	The part-time business continuity corporate resource continues to support service managers with their review and refresh of business continuity planning processes. This work is focused on ensuring that updated plans are proportionate and achievable as the council progresses through a period of change, and also considers any residual risks that may impact on service continuity for reporting as part of the council's risk management arrangements.	50%	


## GOVERNANCE, STRATEGY & PERFORMANCE - SERVICE OUTCOMES

### PERFORMANCE MANAGEMENT

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 PM 1.1	Strategy and Performance: Finalise Delivery Frameworks and reporting arrangements following review of LOIP	2	Planned Outcome - Board can measure progress against agreed outcomes Outcome Measure - Agree suitable indicators	31-Dec-2025	LOIP Delivery Framework agreed by the Board in August 2025 with reporting due half yearly. First progress report for period to September will be reported in November 2025.	100%	
GSP 2025-26 PM 1.2	Strategy and Performance: Further development of Ideagen for performance reporting	3	Planned Outcome - Creation of dashboards for reporting Outcome Measure - Agree format and reporting of dashboards	31-Mar-2026	Draft dashboards have been developed. Next step to pilot within a service.	40%	
GSP 2025-26 PM 1.3	Strategy and Performance: Assist in the transition of survey to engagement platform	4	Planned Outcome - Council surveys to be incorporated into the engagement platform Outcome Measure - Surveys conducted through engagement platform	31-Mar-2026	Engage Moray went live mid-August, limited RIO involvement in survey work to date, platform developed for PSIF checklist due to be rolled out to Economic Growth and Development in quarter 2.	30%	
GSP 2025-26 PM 1.4	Strategy and Performance: Child Friendly Complaints (CFC) embedded into complaints process	3	Planned Outcome - Child Friendly Complaints recorded and reported as part of complaints process Outcome Measure - % of CFCs being recorded monitored and reported	31-Mar-2026	Local Authorities were required to use SPSO issued guidance along with our CHP to consider Child Friendly Complaints effective from 1 July 2024. In January 2025 SPSO issued online training in CFC handling. CFC templates have been prepared to guide staff. Training is currently being worked on for staff out with the £50 SPSO online training course.	25%	
GSP 2025-26 PM 1.5	Strategy and Performance: Review performance management framework	1	Planned Outcome - Clarify reporting dates and venues for performance data Outcome Measure - Timely reporting to committee	30-Nov-2025	Reviewed PMF in other councils, meeting to be arranged with Chief Executive to set out requirements. Progress to gain pace through September / October.	10%	

## GOVERNANCE, STRATEGY & PERFORMANCE - SERVICE OUTCOMES

### LEGAL SERVICES

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 LS 1.1	Legal Services: Identify means to increase staffing levels	2	Planned Outcome - Improve resilience of legal advice service Outcome Measure - Better balance in internal vs external costs	31-Mar-2026	Discussions ongoing with HR around options within current corporate job evaluation scheme.	30%	

GOVERNANCE, STRATEGY & PERFORMANCE - SERVICE OUTCOMES HEALTH & WELLBEING							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 H&WB 1.1	Ensure revised operational implementation of absence management procedures are applied by managers	2	Planned Outcome - Absence is managed effectively and levels of absence are reduced efficiently and timeously  Outcome Measure - Reduction in number of days absence per employee	31-Mar-2026	Review meetings have been held in line with policy and appropriate action taken to manage risk.	50%	