2025-28 Quarter to September 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	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. 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. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1) Priority 4 (Ongoing) **Strategic Actions** - Weighting (3) Priority 4 (Ongoing) **Service Level** - Weighting (2)	**46%**	▶

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	PRIORITY **1** WEIGHTING **3** The overall progress of Strategic Outcomes is determined by the **Eight Actions** (HR - HROD25-28 4.1 - 4.5 and ICT - ICT25-28 4.1 - 4.3) In addition, 8 Milestones within ICT25-28 4.3 measure progress over the year 1 of the plan: **MILESTONES** 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**)	**48%**	⚠️

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	PRIOITY **1** and **2** WEIGHTING **2** 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.	**44%**	▶️

| 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	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. - 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	Work around Interim Phase 1 was delayed due to restriction on suitable dates. This has now been secured for October.

A recent Leadership Forum session reflected on leadership development and gaps/requirements against agreed leadership competencies and behaviours. A draft proposal is due to be confirmed by CLT. | 40% | ▶ |
| 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 | Recruitment attracts high calibre candidates addressing service 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. - Increased number of candidates meeting criteria for council vacancies in hard to fill posts (specifics to be developed further as per service requirements) - 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. - Positive feedback from managers through personnel forum. - Baseline for number of career progression opportunities established. | 31-Mar-2026 | Exit monitoring has been reviewed with an amended approach now being finalised for implementation from Quarter 3. Key themes and messages from the Chief Executive recruitment exercise and management restructure have been incorporated into an amended senior recruitment process. This is now ongoing for various Senior Management positions as a result of the new management structure in place from 1st September. | 40% | ▶ |

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Strat 4.3	Have in place fair and competitive pay and conditions that are recognised and free of bias	2	Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required. - 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	The working group continue to consider and progress actions relating to gender pay gap and equality related actions.	35%	▶
HROD25-28 Strat 4.4	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council	2	Working hours and conditions of service modernised and sustainable. - Working week reduced to 35 hrs - Working practices reviewed and levels of enhanced rates payable reduced - Terms and conditions revised	31-Dec-2026	A project plan has been developed and considered by the Transform Board in September. Engagement has commenced with Trade Unions with data refreshed and analysis underway. Work on other project strands is also progressing.	35%	▶

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 4.5	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	A report on workforce planning was presented to Corporate Committee in August detailing progress made against the 2024/25 plan and outlining the actions for 2025/26. Following approval, a report to CLT is now drafted and arrangements are being finalised to disseminate service level information and follow up with Heads of Service and Service Managers. An employee booklet is also being drafted.	80%	▶

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 - 10% increased use of digital technologies in key strategic projects	31-Mar-2027	Between July and September, the expansion of the digital approach has continued in several areas, with the development and go live of new or updated public facing online forms for: • Moss Street and Elgin High Street Consultations • Moray Local Access Forum - Access issue reporting Work continues with the development of more online processes and forms, including: - Integration with Gov.UK Pay for handling online payments - Non-Domestic Rates Enquiries - Council Tax Special Arrangements - Children & Families Service questionnaire - Damp & Mould reporting - Short Term Lets application renewals - ongoing The procurement of a new CRM solution, and associated online forms / portal functionality, will potentially require the redevelopment of our current services. This will be clearer once a supplier has been selected (target October 2025). Following the initial pilot of Copilot for Microsoft 365, a Project Mandate was developed and presented to CLT formalising the approach to AI governance and outlining the resources required to embed the tool and support benefit realisation. CLT requested more detail around the broader scope of digital initiatives to ensure the most effective use of funding. In the meantime, the pilot has now been extended until June 2026, with a cap of 75 licences. CLT has reviewed the list of pilot users. A promotional campaign for the free version of Copilot—available to all staff with Microsoft 365 access—has been published on Interchange. Additionally, a request form has been developed to allow staff to apply for access to the full paid version.	67%	▶
ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities	1	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; - 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	A draft Data Strategy and Action Plan has been developed however no further progress has been made due to focusing on the refresh of the Digital Strategy which has now been approved at Corporate Committee on 26 August. Discussions took place with Scottish Government regarding their Data Maturity programme, a 6-month programme to help organisations such as Moray Council to improve data capabilities. Interest has been registered for Moray Council to be early adopter of the Scottish Governments new shortened Data Maturity Assessment.	5%	▶

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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	An assessment of current connectivity is complete following revisions based on feedback from by Head Teachers. This was issued to Elected Members. SWAN 2 - Central Internet link for schools (provided by Education Scotland) has been migrated from Capita to BT. 7 secondary schools have been migrated to this new contract. Configuration issues for Milnes High have been resolved with migration due to take place by 3rd October. BT have proposed a further 14 schools will be migrated by the start of December. The remaining 8 sites are either scheduled for a site survey, or circuit installation by BT Openreach with the project still expected to complete by December 2025. Work remains ongoing with the MDM project milestone with 71% of originally identified devices fully enrolled, and 38 out of 52 schools complete. ICT continues to contact those schools remaining to schedule iPad sanitisation and reset and subsequent updates however finalising this project is dependent on positive engagement from those outstanding schools. It should be noted that all new iPads are now procured with an MDM licence and enrolled before being deployed to the schools. Undertaking a peer review also remains outstanding however with the school's connectivity project on track, this work may no longer be required.	45%	▶

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	Following approval at Corporate Committee in June 2025, the revised Succession Planning approach has been communicated and supporting documentation provided. Awareness across HR and OD completed to support implementation across services. Baseline figures to be confirmed once changes made to existing reporting methods and systems available.	90%	▶

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	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. - 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	Feedback to be confirmed on strategic proposals. Work continues with colleagues on digital skills which will be assisted by the recently agreed Digital Strategy. Digital Skills Mindset sessions are being considered as part of interim leadership development phase. Proposals for the future of employee surveys will also be considered once current survey actions in terms of CLT report and follow up work with service is complete.	40%	▶

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	Corporate vision and priorities are positively promoted in public communication and engagement activities including use of a range of platforms e.g. social media - % of engagement levels increase for public and community-based consultations - % 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	31-Mar-2026	Development work relating to Comms is ongoing as agreed by CLT including corporate vision and priorities incorporated into communications and engagement plan and included in quarterly Comms performance reports and monthly managers sessions are now in place. The new engagement platform Moray Engage has been successfully launched and assistance with embedding the tool across the organisation continues to be supported by the Comms Team. 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. 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.	80%	▶

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	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 - 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	Initial work on feasibility of real time data undertaken but needs development into plan with achievable timescales. Leadership and management questions in the employee survey have now been analysed at corporate level and departmental breakdown is being worked on. This action will continue out with original target timescales.	40%	🛑

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 - 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	Focused approach to target areas of highest absence continues. Spend to save proposal in draft and scheduled for Full Council in December 2025.	50%	▶

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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 sickness absence linked to incidents of challenging behaviour	31-Mar-2026	Work has recommenced following the summer break. Support has been provided around policy development with leadership of the Working Group now transferred to Education.	50%	▶

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	Future workforce project team in place and work is progressing. Employment administration automation project is partially resourced and work beginning to progress albeit delayed by peak service demands in August and September.	50%	▶
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	Discrete groups working on specific project areas to develop and cascade knowledge and skills, eg PVG group for implementation of legislative changes. Initial discussion on format of personnel discussion group held, options to be considered.	50%	▶

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. All required work undertaken during the first half of 2025/26 has been carried out in line with agreed timescales.	50%	▶

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 – Continuing to work through improvements to their use of existing digital tools to improve service delivery. HR/Payroll – Payroll still working on developing requirements for Notification of Appointment and Delegated Authority Request forms. Vacancy Management is moving to TalentLink and Payroll still reviewing the impact of changes. ICT developing software specifications but still awaiting outcome of Payroll requirements review. Accountancy – Review of Authorisation system progressing. Meetings with users to define their requirements for changes to screens, what areas no longer used etc. Meetings with Accountancy to review progress. Further meeting scheduled for next period to finalise user requirements. HSCM – Service is making good progress in mapping Access Team processes using the Engage Process Modeler tool. Continuing to support HMSC in this. Transportation – ICT work has begun and passed to Front Office Team for development.	25%	▶

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 IT health check	31-Mar-2027	Training modules on 'Remote Working' (for corporate staff and Elected Members) and 'Ransomware' (for Education staff) were made available online. Uptake has been low with both modules launched just before the summer holiday period. It has also been acknowledged that although targeted at corporate staff, the 'Remote Working' module is not relevant to all as there is a significant number of staff with fixed work styles. To address low uptake. It has been proposed training be three times per year and avoid holiday periods in future therefore modules will now be delivered in January, May and September. Phising simulations will continue on a quarterly basis. A requirement specification has been drafted for the procurement of external ICT security services however the most recent meeting of the Scottish Local Authority Information Security Group highlighted an expectation that all Councils will undertake Cyber Essentials certification as well as the PSN accreditation process. Therefore, the spec will require adjusting before running the competitive procurement exercise.	40%	▶

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 resources 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	A standardised template for business system reviews has been developed and shared with all identified system owners for completion. The template evaluates each system across several key areas, including fitness for purpose, accessibility, data quality, alignment with ICT architecture, contract end dates, and overall cost to the Council. Responses will support the development of a strategic roadmap by identifying when systems may require replacement, highlighting potential budget pressures, and anticipating resource demands. Completion of the overall review is taking longer than expected due to competing demands on business change resources and the availability of system owners, whose input is essential to finalise each template. Therefore, the original anticipated due date for this action is unlikely to be achieved and should be revised to the end of December.	50%	▶
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	**Carefirst -** Responses to the requirement specification have been received from the four shortlisted suppliers. Supplier presentations were held between 28th July and 8th August to enable the project team to see each product in action and assess whether it would meet functional and technical requirements. Having all the demonstrations held in a short space of time also allowed the team to compare the products in terms of usability, functionality and interoperability. Each supplier was also asked to supply contact details for two Scottish local authorities using their product to enable the project team to carry out reference site meetings. These meetings were carried out between 28th August and 15th September. The purpose of the reference site meetings being to meet with authorities using the product and gather information on how the product had been implemented, supplier performance, challenges encountered, and lessons learned. Following on from the supplier presentations and reference site meetings, a set of clarification questions was produced, and these have been to suppliers for comment. The next stage will be for the evaluation team to meet and make their recommendation to the project board. In addition to the procurement, a data cleansing exercise to ensure that the data is in the best state possible for migrating to the new system is on-going. Children and Families process mapping workshops are also on-going to map the current as is processes. It is anticipated that this exercise for Children and Families will be completed by the end of September. **CRM (Lagan) -** Since the Committee approved the CRM business case on 25 June, the project has progressed into the procurement phase and we are currently shortlisting suppliers. We have engaged Computacenter to lead supplier engagement through the Scottish Government's SRS framework. Recruitment is underway for the project delivery team, including the ICT Senior Officer role. Board meetings have now commenced.	18%	▶

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	Although the Cyber Resilience and Information Security Team has been established, ongoing recruitment to fill ICT posts has resulted in some members of this team, (including the Team Lead), often focusing on other work, including delivery of the SWAN 2 project to provide additional bandwidth to schools. Appointments to two vacancies has now been made with start dates awaiting confirmation. Progress is evident in some areas with a supplier selected for testing the cyber incident response plan and a draft ICT information security policy due to be finalised. Testing has also been undertaken for online services and employee self-service systems for HR/Payroll. Work relating to Business Continuity will progress once recruitment is complete.	20%	▶

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	The Team Leaders continue to manage absences in line with the Health and Work Policy. As with Q1, all absences have been short term and no major cause for concern. No progress made on analysis of absence data – will pick up in Q3.	45%	▶

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	Resource planning for key projects relating to the Carefirst and CRM/Lagan replacements has been agreed and built into each business case. This will continue to be monitored as both projects progress (Forward Planning - ICT25-28 5.4.2)	20%	▶
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 with pathways created to ensure transfer of knowledge and skills	31-Dec-2025	Work to improve knowledge within ICT and ensure these skills are shared is in progress with more work to follow in key areas such as cyber resilience.	15%	▶