







CORPORATE PLAN 2024-29 ACTIONS






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

1. OVERALL PROGRESS
1.1 CORPORATE PLAN

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CORP-PLAN-STRAT-2024-29	(2025 refresh) Moray Corporate Plan 2024-29 Strategic Actions			30-Dec-2030		39%	




1. OVERALL PROGRESS
1.2 PRIORITIES



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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CORP-MC-1-POVERTY-STRAT	Strategic Level Actions (Poverty)			30-Jun-2026		41%	
CORP-MC-2-ECONOMY-STRAT	Strategic Level Actions (Economy)			31-Mar-2028		37%	
CORP-MC-3-COMMUNITES-STRAT	Strategic Level Actions (Community)			30-Dec-2030		35%	
CORP-MC-4-DELIVERY-FW-STRAT	Strategic Level Actions (Delivery Framework)			31-Jul-2027		43%	

2. Tackle Poverty and Inequality


2.1 Reduce child poverty and inequalities in incomes, health and education

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
1POV-CP25-29-P1	Reduce child poverty and inequalities in incomes, health and education		Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	<i>See sub actions below</i> Moray's level of child poverty has declined from 23.9% to 23%. We have developed a robust system for tracking and monitoring the child poverty levels. This tracking is used to support interventions.	32%	
CP-CSP25-26-P01	The impact of poverty on children, young people and families by addressing the extent of maternal and infant food insecurity within Moray and cost of the school day		Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	Updated <i>Cost of the School Day</i> guidance was shared and schools plan at a local level their initiatives. £57K funding secured creating breakfast provision in 7 additional school and enhancing capacity in 3 schools. Bitesize information session shared with all staff in June 2025 and seen by 96% of all Health visiting staff. Infant food insecurity expanded to include midwifery and Family Nurse services. 137 individuals accessed the fund in the quarter.	50%	
CP-CSP25-26-P02	Young adults and parents experience no poverty related barriers to entering / sustaining learning, training and employment by increasing access to Moray Pathway,		Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	The Progress for Parents team received 57 referrals across Q1 and Q2 and is currently supporting 110 individuals—a 50% increase from last year—with 22 positive outcomes including work, training, and education. In Q1 and Q2 118 young people referrals with 221 young people currently being worked with. The team have 98 positive outcomes of work, training or further education. Young person team is embedded	5%	

	affordable childcare options and maximising school holiday provision				<p>within pathway planning within Education.</p> <p>Childcare provision remains a long-term challenge, with internal policies in development. A replacement provider for Kinloss is progressing with an increased number of spaces planned, improved transport access at Duffus has enhanced sustainability and reduced costs—with all 15 spaces available now fully utilised four days a week. Increased school breakfast provision in schools contributes to morning childcare options.</p> <p>This summer, three small-scale, free activity programmes were delivered during the holidays. These initiatives will inform understanding of local needs and assess current workforce capacity to meet demand</p>		
CP-EDU 2025-26 STRA1.1	Early intervention addressing whole family well-being to ensure than children can reach their full potential	1	Continue to improve attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures	31-Mar-2026	Through data analysis we continue to monitor our progress in regard to P1, P4, P7 ACEL and associated PRAG. Early indications from data analysis and interrogation undertaken highlights that we continue to improve in both P1/4/7 Literacy and Numeracy overall with both measures showing year on year improvement with Stretch Aim trajectories met. For Literacy and Numeracy (2025 Stretch Aim), this includes Q1vQ5 PRAG. Work continues through data analysis resulting in interventions across our schools in order to address barriers to learning and achievement. The central Quality Improvement Team continue to support and challenge schools where improvements are required. Schools continue to reach out through parental involvement and engagement activities to families, including those harder to reach.	50%	
CP-HP25-4.2	Reducing the number of children in temporary accommodation, the duration of homelessness for families and the impact of homelessness on children	2	Moray will have lower levels of child poverty in line with national targets Prevention of homelessness or rapid rehousing for families threatened with homelessness	31-Mar-2026	Due to operational pressures in Q1 we have been unable to progress this activity as yet. During Q2, we aim to meet with colleagues in Education and Social Work to agree some baseline data and discuss how we plan to approach to reduce these figures.	25%	

2. Tackle Poverty and Inequality




2.2 Support vulnerable members of our community

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CP-EDU 2025-26	Getting it right for every child so that we	1	Improved attainment at both Broad General and Senior Phase identified	31-Mar-2026	Full cycle of Secondary Attainment meetings (August/September 2025) and target setting meetings have been completed, with key	50%	

STRA2.1	continue to improve attainment for all		through ACEL and LGBF measures		actions identified. Schools continue to work to address where attainment measures show need for required improvements, with curriculum offer and structures under further review. APM measure showing improvement (2025) with APM % above national average, Stretch Aim trajectories also met. Visits to all 8 secondary schools as part of Moray Quality Improvement Framework (MQIF) planned for this academic session with 2 completed during quarter 2.		
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3. Build Stronger Greener Vibrant Economy




3.1 Deliver the Moray Growth Deal


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CP-EGD25-28 Strat 4.1	Deliver the Moray Growth Deal		Retain and attract young people / families (16-29 years) to live and work in the area	31-Mar-2028	<i>See sub actions below</i>	55%	
CP-EGD25-28 Strat 4.1.1	Progress Moray Growth Deal (MGD): bring the remaining Moray Growth Deal projects into delivery	1	Retain and attract young people / families (16-29 years) to live and work in the area Outcomes relating to GVA uplift, tourism numbers, affordable homes built, job creation and skills uplift to be achieved	31-Mar-2028	Interim target of March 2026: 7 of the 8 projects in be in delivery with a significant advancement in progress regarding the business case for a new skills / innovation project. Other key activity that needs to be progressed in 2025/26 FY includes commencing the following: EY STEM phase 1 activity MICM phase 1 services; Construction on South Street; Elgin Town Hall construction activity; Evaluation activity of DHI project. The Programme remains on track to meet the interim target: - Work has been ongoing between UHI Moray College and Robertsons Construction Limited to conclude the development agreement for the South Street site. This is expected to conclude late October, enabling the project to enter delivery. - Update for CLT prepared on the skills proposal, with the aim that a more detailed briefing is provided at end of October which will seek to determine next steps. - The Council and Taylor and Fraser have undertaken an x22 early contractor engagement process for the Elgin Town Hall, with both parties now working to sign the contract by early October. Construction is expected to commence shortly after this. - Service stand up activity is advancing. A service operator for MICM has been appointed and the internal fit out of the Elgin STEM Hub is expected to take place late Q3.	16%	
CP ECS25-28 Strat 4.1	Progress the Bus Revolution m.connect project as part of delivering the Moray Growth Deal	4	In line with corporate plan outcomes of retain and attract young people, minimise barriers to working, adapt to changing climate and acts sustainably	31-Mar-2026	Work to progress the Bus Revolution project has moved at pace with most planned activity for quarter 1 complete. New vehicles have been received and integrated into the fleet. Driver training is complete with operational systems deployed and service registrations submitted. The Group Booking Function has also been activated earlier than	95%	

					anticipated. Phase 2 of the project is now well underway with several new services launched (367, 368, 333, 334, and 694) . Due to recruitment challenges one further service (691) has been delayed however work is ongoing to progress this. Monitoring of passenger number is undertake monthly with C02e impact annually - new PIs are to be created for these as part of the ongoing PI Review.		
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3. Build Stronger Greener Vibrant Economy




3.2 Focus on a wellbeing economy, one that provides opportunities for all




Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ECO-CP25-29-P2	Focus on a wellbeing economy, one that provides opportunities for all		Minimise barriers to people working such as childcare	31-Mar-2026	<i>See sub actions below</i>	20%	
CP-EGD25-28 Strat 4.2	Delivery of the Community Wealth Building Strategy and Action Plan	1	Increase the number of people in Moray benefitting from Fair Work practices	31-Mar-2026	<p>The Community Identified Benefits portal is now complete and is due to launch on 24 September 2025. The CWB Officer will now promote and support community groups to ensure the full benefits of this portal are achieved. This portal, funded in full by the UK Shared Prosperity Fund (UKSPF), will allow suppliers to work in partnership with the Council and support local communities in a real and 20% 4 sustainable way. Local community groups and third sector organisations will submit requests for support and Council suppliers can then view the requests and select those they would like to deliver. This provides opportunity for positive engagement and public relations both for the Council and the suppliers in receipt of public contracts. Communities will benefit from receiving essential support to deliver their projects and activities.</p> <p>Following meetings with Highland and Shetland Council to learn about their approach to the Socio-economic benefits of renewable developments, a socio economic plan for Moray has been drafted. Consultation with legal is ongoing to ensure the legality of the proposals included. Work is also ongoing with the procurement team to understand where improvements can be made with local spend in line with the targets set in the CWB Strategy. Although at an early stage, approaches have also been made to other councils to learn more about their procurement and local business development.</p>	20%	
CP-EGD25-28 Strat 4.3	Improve access to fair work, employment and training opportunities by delivering a joined-up	1	Minimise barriers to people working such as childcare	31-Mar-2026	A new Moray Pathways skills planning sub-group has been formed - "Moray's Workforce Group" aims to refine baseline data, using both local intelligence and the new Regional Skills Assessment (RSA) (developed by Skills Development Scotland (SDS) using forecast data	25%	





	Skills Planning approach				commissioned by SDS through Oxford Economics). This group are also leading on a Moray Skills Summit in December, bringing private and public sector together to create an action plan with regards to the Energy Transmission and Transition sector.		
CP-EGD25-28 Strat 4.4	Enable more people to work by increasing availability of affordable School Aged childcare provision	1	Minimise barriers to people working such as childcare	31-Mar-2026	Provision of planned new school aged childcare and SAC grants has been delayed. The tender for Kinloss provision has been awarded however work with the care inspectorate has taken longer than anticipated which has resulted in changes to the opening date. This is now expected to commence early Autumn. Pilot schemes in Buckie and Forres remain in the development phase with work ongoing with Estates around policies covering use of buildings and associated charges. Despite these delays, new after school provision at Earthtime has resulted in a small increase in places available. Involvement with the Parents in Poverty project has increased with 29 new starts in quarter 1. A total of 10 Schools in Moray have received Bright Start Funding of a total of £54,000 to develop new breakfast club provision.	15%	

4. Build Thriving, Resilient, Empowered Communities

4.1 Involve and empower our communities in shaping places that people want to live in, visit and invest in

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
4COM-CP25-29-P1	Involve and empower our communities in shaping places that people want to live in, visit and invest in	1	More of the activities, services and plans are influenced by the communities they serve Elgin City Centre is a prosperous, attractive and healthy place	31-Mar-2028	<i>See subactions below</i>	35%	
CP-EGD25-28 Strat 4.5	Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan	1	More of the activities, services and plans are influenced by the communities they serve Elgin City Centre is a prosperous, attractive and healthy place	31-Mar-2027	Programme staff appointed, detailed designs progressed, legal agreements progressing, update report being provided to Council in August. Awareness raising events held. Programme extended to end March 2028 completion date. Due to the programme of work to be undertaken as part of delivering the Levelling Up elements of the Masterplan, an extension of one year has been granted by the UK Government therefore an evaluation is now expected by March 2028.	15%	
CP-EGD25-28 Strat 4.6	Delivery of the Town Centre Improvement Plan & Annual Report	1	Developing a diverse, inclusive and sustainable economy: By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid	31-Mar-2028	During the first half of 2025/26, staff resourcing has focused on the Local Development Plan and accessing the external funding to deliver the project. Design works have progressed for projects in Dufftown and Forres with public realm work progressing in Buckie. Review of all TCIP actions completed.	20%	





			jobs				
CP-STRAT ERC 1 25-28	Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action.	1	More of the activities, services and plans are influenced by the communities they serve More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	See subactions below The overall progress of this Theme is determined by the Six Actions below (STRAT ERC 1.1 25-28 to STRAT ERC 1.6 25-28). THEME PRIORITY: 1 THEME WEIGHTING: 3	72%	
CP-STRAT ERC 1.1 25-28	Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.	1	More of the activities, services and plans are influenced by the communities they serve More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	New Elgin - the Friends of the Link volunteer led group was constituted and the project presented an update to the Elgin Town Board on their plans. A busy summer programme took place and Education Scotland visited a Family outdoor activity session to see how STEM activity was being delivered in communities (with input from Adult and Family Learning, Youth Work, Libraries and the RAF Stem Team). Themed sessions were piloted over the summer with high demand for digital support sessions which became established sessions in the Link summer family fun sessions attracted 131 family attendances, with 552 individuals taking part. The first Blue Light themed session at Thornhill pitches was the busiest attracting 45 families / 199 individuals with input from Police Scotland, Scottish Fire Services, Street Pastors and local charity Kierens Legacy also present. Buckie - Capacity building work continues to pay dividends with the Linzee Gordon park committee securing all the funding(150K) required for their playpark improvements with the final piece in the jigsaw being a 32k investment through the UK Shared Prosperity fund. CSU staff also helped the Buckie Community Sports Hub to secure Stage 1 Land Funding to engage external consultants to produce a feasibility and business case prior to their CAT submissions. The local development trust is working on funding proposals to do further work on the potential use of the vacant Bank of Scotland site as a community hub. The local Monitoring Group are currently reviewing the priorities in the local plan and will be meeting as a group and with elected members in the next quarter to refresh priorities.	75%	
CP-STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	The first phase of Learning estate engagement is nearing completion with a focus group for head - teachers in Lossiemouth held this quarter. There was a well-attended event in Buckie with 54 people participating, a similar session in Forres on the site for the new campus engaged with 111 community members. The council have still to agree their approach to engaging with communities around transformation. A session was held with the	62%	








					Leadership Forum which identified potential projects which have gone back to the Central Leadership team for consideration.		
CP-STRAT ERC 1.3 25-28	Support the engagement and consultation work on service specific projects (e.g. Libraries and Leisure) (BV1.2)	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	<p>Libraries staff have set up stakeholder /service user groups across Moray and these have been well received. The first round of learning estate consultations has now been completed across all ASG's. The CSU facilitated an interactive session for the Moray Council Leadership Forum to identify the next stages for the Transformation journey across the council. A report for consideration by the Central Leadership team has been produced to sit alongside that produced with elected members in the last quarter.</p> <p>Work to identify suitable allotment sites continues in Buckie and Lossiemouth – with positive leads being surfaced with Buckie Community Council in the new Inchgower Development (Springfield Properties)</p>	66%	
CP-STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	<p>A report was presented to the Community Planning Partnership Board to discuss the new Moray Engage platform and how it can potentially be used for CPP engagement.</p> <p>Work to improve digital connectivity through the UK Shared PROSPERITY Fund has been awarded extended funding for 25/26 and is leading on the 'We are Digital Moray' project where a team of 40 volunteer buddies act as a peer support network to address digital exclusion.</p> <p>The CPP Community Engagement Group heard feedback from the Community Planning Partnership self-evaluation carried out by the Improvement Service and agreed to suspend activities until such time as the CPP has a clear picture on how community voice fits into the CPP structure.</p> <p>The CSU continue to support community planning through Local Community Plans and Place Plans in Lossiemouth and Forres with the involvement of other key CPP partners.</p>	66%	
CP-STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	Initial registrations show 58 people who have expressed an interest in being part of a Citizens Panel. Work is ongoing to analyse how representative the current parties are of the Moray demographic and where efforts need to be put to recruit a representative panel.	66%	
CP-STRAT ERC 1.6 25-28	Development of new digital engagement platform for all corporate community engagement	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2025	The new digital engagement platform 'Moray Engage' went live during quarter 2, with initial consultations on Playparks (Linzee Gordon and Commerce Street, Lossiemouth) / 20mph speed zones / Housing Walkabouts / and Moray Champions Board. More services have since used the platform which is becoming the space for all council	100%	

					engagements (Buckie Harbour masterplan / Biodiversity Strategy / Climate Change Strategy / Coastal Communities Grant Fund/ Moray Growth Deal / Early Learning and Childcare Survey etc)		
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4. Build Thriving, Resilient, Empowered Communities





4.2 Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
4COM-CP25-29-P2	Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities	1	Increase in affordable housing available in Moray	30-Sep-2029	<i>See sub actions below</i>	36%	
CP-HP25-4.1	Delivery of the Housing. Investment and Affordable Housing Supply programmes		Increase in affordable housing available in Moray	31-Mar-2028	Resource Planning Assumption (RPA) of £8.995m grant funding received from Scottish Government. During quarter 1 there were no new build affordable completions and four completed open market acquisitions. During quarter 2 there have been no new build affordable 25% 3 completions and two completed open market acquisitions. Ten new affordable completions in Lossiemouth are anticipated during quarter 3.	25%	
CP-STRAT ERC 2 25-28	Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Sep-2029	The overall progress of this Theme is determined by the Eight Actions below (STRAT ERC 2.1 25-28 to STRAT ERC 2.9 25-28). There is one Milestone within this Theme: MILESTONE: (Strategic Planning) Learning Estate Review Report completed by 30 November 2026 (Outstanding) THEME PRIORITY: 1 THEME WEIGHTING: 3	47%	
CP-STRAT ERC 2.1 25-28	(Design and Construction) Elgin High School Extension Build	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Oct-2027	Project paused whilst awaiting independent assessment of the school roll forecast methodology and confirmation of requirement for new build annex. Delay in appointment of consultancy to complete this works – with 2 unsuccessful 'quick quote' procurement attempts. Aberdeenshire Council Learning Estate team have now been appointed to complete review in time to report findings and recommendations to ECLS Committee on 25 Nov 2025. Scottish Futures Trust continue to be updated on status and although a 12month delay on completion – if project remobilises in Dec – no	45%	

					current impact on LEIP 2 funding		
CP-STRAT ERC 2.2 25-28	(Design and Construction) Future Forres Academy operational	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Sep-2029	Use of common Good legal submission delayed by availability of Junior Counsel. Planned legal submission in Oct 25. Pre Planning Application Notification consultation process completed – Full Planning Application on track for end Sep 25. Forres Academy relocation consultation proposal in accordance with Schools (Consultation)(Scotland) 2010 Act approved by ECLS 16 Sep 25 with report due Feb 26	34%	
CP-STRAT ERC 2.3 25-28	(Design and Construction) Future Buckie HS operational	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Dec-2025	Further report issued to ECLS Committee on 13 May 23 on affordability issues related to Buckie HS. Approval to continue options development to support a later delivery project – new build or hybrid new build/refurbishment – with expectation that this would support a further bid to Scottish Government funding from next programme of future schools’ investment (yet to be defined). Update report to ECLS in Nov 2025.	10%	
CP-STRAT ERC 2.4 25-28	(Engagement and Consultation) ASG Level Options Development (long term investment strategy)	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Jun-2025	Elected members briefing on initial findings of ASG Review in Nov – supported by Information paper for ECLS Committee 25 Nov 25. Final report planned end of Q4	35%	
CP-STRAT ERC 2.6 25-28	(Engagement and Consultation) Effective stakeholder engagement on Learning Estate sustainability options	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	All engagements completed. Initial options paper planned for ELT Sep 25 with Committee paper in Nov 25. Action complete September 2025.	100%	
CP-STRAT ERC 2.7 25-28	(Estate Rationalisation) Future of Crossroads PS consultation completed	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Jun-2025	Surplus report issued to Asset Management Working Group. Handover to Estates on track for end of Sep. Action Complete September 2025.	100%	
CP-STRAT ERC 2.8 25-28	(Design and Construction) Options developed to manage for Elgin South primary school capacity requirements	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2027	School census data indicates further fall in primary school numbers across Elgin High School ASG catchment although some temporary management of capacity increase Greenwards PS to be assessed. Next steps to be determined and updated options report (Due by 30 November 2025) to be discussed following completion of independent school roll forecast methodology review.	30%	
CP-STRAT ERC 2.9 25-28	(Design & Construction) Schools BB upgrade programme delivering minimum 3 B condition/suitability school upgrades per year	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	Works to value of £8.5m in progress to complete Phase 1 BB condition/suitability upgrade works at 8 Primary Schools this year: Milnes HS, Speyside HS, Cullen PS, Alves PS, Mortlach PS, Mostodloch PS, Rothes PS, East End PS. Design works planned for Phase 2 works and further Phase 1 works for additional 3 schools but due to reduction in overall Learning Estate capital budget anticipated the more challenging to take forward to contract award and commence work next year.	25%	

5. Strategic Delivery Framework




5.1 Financial Strategy




Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
5DEL-CP25-29-P1	Financial Strategy	1	Financial plans show how the local authority will align service provision with funding to ensure the sustainability of its services in the future	30-Jun-2026	<p><i>See sub actions below</i></p> <p>PRIORITY 1 and 2 WEIGHTING 2</p> <p>Progress of the Service Level element of the plan is measured by Eight Actions and Five Milestones listed under Section 5. Actions and Milestones have completion dates at various stages of the 3-year plan. Progress will not be uniformed.</p> <p>2 Milestones are expected to complete by 31 March 2026. 1 Milestone is expected to complete by 31 March 2027. 2 Milestones are due to complete by April 2028.</p>	59%	
CP-FIN25-28 Strat 4.1.1	Strengthen capital monitoring	1	Financial planning improves in line with recommendations from the 2024/25 Annual Audit Review and financial plans show how the local authority will align service provision with funding to ensure the sustainability of its services in the future through automated monthly monitoring reports and more accurate forecasts of capital spend	30-Jun-2026	Affordability addressed as part of 2025/28 three-year capital plan approved in Jan 25 with a 'cap of capital'. Also allowing for greater clarity on amounts available to BMs to help address slippage. Improvements as part of strengthened capital monitoring. Q1 Cap Monitoring includes revised reporting format that puts emphasis on delivery of capital spend against profile. Greater accountability. Greater dialogue with BMs on importance of accurate profiling. Minor delays to improved FMS reporting due to staff sickness. Pilot complete and revised proof of concept. Plan to have fully rolled out by 31/03/2025 ready for next financial year.	66%	
CP-FIN25-28 Strat 4.1.2	Review forecasting procedures for revenue budget	1	More accurate estimated actual	30-Jun-2025	Following further amendments and assessment of the methodology for forecasting the revenue budget, auditors have now closed this recommendation from the 2024/25 plan as complete.	100%	
CP-FIN25-28 Strat 4.2	Further develop Participatory Budgeting	1	Capture more information on community led decision making	31-Mar-2026	<p>PB activity For Bus Revolution, - Spend was allocated to maintain and enhance services introduced since April following previous community engagement. A targeted marketing campaign ran from July to early August 2025 using digital platforms to reach a broader audience. This was complemented by other social media content, stakeholder engagement, leaflet drop etc to the existing customer base.</p> <p>PB activity For Play Park upgrades during quarter 2 is yet to be confirmed however during quarter 1, installation was completed for Cameron Playing Field, Hopeman and Pilmuir Play Area, Forres. Cameron Playing Field, Hopeman - The wider village consultation was</p>	13%	

					<p>carried out via an online survey monkey shared on the Village Association's social media and QR coded posters put up in the park. 187 responses were received. Primary School consultation packs were used to develop the 'scope of service' for the project which was shared with the Community Association for final agreement prior to publishing on the PCS procurement portal. Vote on the final design: 266 members of the Hopeman community (131 school pupils, 135 members of the wider village) via in person voting and online posters with QR link to the survey. Pilmuir Play Area, Forres – Facilitation by Open Space Technical Officer and Forres Area Community Support Officer in person at Pilmuir Primary School to gather information used to develop the 'scope of service' for the project. The scope was shared with the steering 13% 4 group for the final agreement prior to publishing on PCS procurement portal. The wider Forres Greenspaces group were also informed of the project and the Community Support Officer worked with them to facilitate further suggestions for the Pilmuir area but not directly linked to the play renewal project / fund (trees / wildflowers etc.) Open Spaces consulted with a total of 157 members of the Pilmuir Primary School catchment area of Forres for the final vote, this was made up of 117 school Pupils and 40 members of the catchment population, with QR codes n posters and in person voting taking place</p>		
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5. Strategic Delivery Framework



5.2 Workforce Strategy



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
5DEL-CP25-29-P2	Workforce Strategy	1		31-Dec-2026	<i>See sub actions below</i>	46%	
CP-HROD25-28 Strat 4.1&2	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.	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%	
CP-HROD25-28 Strat 4.2	Develop and implement a recruitment approach that addresses service requirements. Promote	1	Recruitment attracts high calibre candidates addressing service resourcing needs. Key corporate priorities and projects are appropriately resourced to	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	40%	

	employment opportunities and raise the profile of Moray Council as an employer		ensure completion and achievement of objectives and outcomes Un-resourced areas are flagged for consideration with risks, issues and impacts noted.		senior recruitment process. This is now ongoing for various Senior Management positions because of the new management structure in place from 1st September.		
CP-HROD25-28 Strat 4.5	Workforce Planning: Have in place actions to address issues arising from the employee survey (Mar 25) and workforce planning themes (Aug 25)	1	Actions are implemented that address issues raised.	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%	
CP-HROD25-28 Strat 4.4	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.	31-Dec-2025	The working group continue to consider and progress actions relating to gender pay gap and equality related actions.	35%	
CP-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	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%	

5. Strategic Delivery Framework

5.3 Digital Strategy


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
5DEL-CP25-29-P3	Digital Strategy	1		31-Mar-2027	<i>See sub actions below</i>	39%	
CP-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	<p>Expansion and enhancement of the use of digital technologies across services to improve the efficient and effective delivery of services and ways of working</p> <p>Project success rate maximised through sufficient capacity without detracting from business as usual</p>	31-Mar-2027	<p>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:</p> <ul style="list-style-type: none"> • Moss Street and Elgin High Street Consultations • Moray Local Access Forum - Access issue reporting <p>Work continues with the development of more online processes and forms, including:</p> <ul style="list-style-type: none"> - Integration with Gov.UK Pay for handling online payments - Non-Domestic Rates Enquiries - Council Tax Special Arrangements - Children & Families Service questionnaire - Damp & Mould reporting 	67%	

					<p>- Short Term Lets application renewals - ongoing</p> <p>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.</p>		
CP-ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities	1	Data and information is held, accessed and made available to improve understanding and better inform decisions in a safe and lawful way	31-Mar-2026	<p>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.</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 data capabilities. Interest has been registered for Moray Council to be early adopter of the Scottish Governments new shortened Data Maturity Assessment.</p>	5%	
CP-ICT25-28 Strat 4.3	Support and contribute to the development of an Education ICT Strategy	1	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>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</p>	45%	

					review also remains outstanding however with the school's connectivity project on track, this work may no longer be required.		
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5. Strategic Delivery Framework

5.4 Transformation Plan / Strategy

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP25-4.3	Review of Depot Stores	1	Improvement and rationalisation of estate	31-Jul-2027	Full Business Case approved at Council on 25 June. Work has progressed following approval to develop implementation plan and agree resourcing of project. Project operational group to meeting in August to agree project plan with Project Board to follow thereafter to approve implementation plan and resources.	16%	

5. Strategic Delivery Framework

5.5 Performance Management Framework

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
5DEL-CP25-29-P5	Performance Management Framework	2	Drive continuous improvement across services Demonstrate best value Cycle is Embedded	31-Mar-2026	<i>See sub actions below</i>	57%	
CP-GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance	2	Drive continuous improvement across services. Demonstrate best value.	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%	
CP-GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26	2	Cycle of assessments is embedded	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%	