

2025-28 Quarter to December 2025 - Customer Experience, ICT & Digital Services Performance Report - Service Plan



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

Customer Service & Experience, ICT Infrastructure and Digital Services Overall Plan Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICTDS25-28	ICT and Digital Services			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) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1) Priority 4 (Ongoing) Strategic Actions - Weighting (3) Priority 4 (Ongoing) Service Level - Weighting (2)</p>	47%	

Customer Service & Experience, ICT Infrastructure and Digital Services
Section 4: Strategic Level Outcomes Overall Progress

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICTDS25-28	Section 4 Strategic Level Outcomes	1		31-Mar-2027	<p>PRIORITY 1 WEIGHTING 3 The overall progress of Strategic Outcomes is determined by the Three Actions (ICT25-28 4.1 - 4.3)</p> <p>In addition, 8 Milestones within ICT25-28 4.3 measure progress over the year 1 of the plan:</p> <p>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)</p>	49%	

Customer Service & Experience, ICT Infrastructure and Digital Services
Section 5: Service Level Outcomes Overall Progress

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ICTDS25-28	Section 5 Service Level Outcomes			31-Mar-2027	<p>PRIORITY 1 and 2 WEIGHTING 2 Progress of the Service Level element of the plan is measured by Twelve Actions (GSP2025-26 DT&E 1.1 and 1.2 ICT25-28 Serv5.1 – 5.8.2). Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.</p>	46%	

Section 4: 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	<p>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.</p> <ul style="list-style-type: none"> - 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	<p>Between October and December, the expansion of the digital approach has continued in several areas, with the development or update of public facing online functions, including:</p> <ul style="list-style-type: none"> • Short Term Let Renewals • Primary 1 and ELC registrations • Garden Waste Permit applications for 2026/27 • Custom Transport Booking • Bin Day Finder - Xmas collections • Moray Shared Lives information request • Alerts Portal updates for new service areas <p>Work also continues with the development of more online processes and forms, including:</p> <ul style="list-style-type: none"> • Occasional Licence Applications • Non-Domestic Rates Enquiries • Council Tax Special Arrangements • Damp & Mould reporting <p>Copilot for M365 pilot continues but has lost a little momentum due to the staffing changes and the lack of a Digital Services Manager from September. This role has now been filled.</p>	72%	
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>There has been no further update from Scottish Government regarding the Data Maturity programme "lite" in the last quarter.</p> <p>The digital teams have been working with the Service Manager for Benefits and Money Advice regarding the adoption of the SAVVI data sharing framework and the Low Income Family Tracker (LIFT) to create a corporate, ethical, and intelligence led approach for identifying and supporting vulnerable households. These tools will strengthen lawful data sharing, improve integration and data quality, and enable proactive, evidence based interventions to reduce child poverty and financial hardship. This work directly supports our strategic priorities around business intelligence enabled decision making, early intervention, and tackling poverty.</p> <p>Work will progress in Q4</p>	10%	
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	31-Mar-2026	<p>SWAN 2 - BT have migrated 44 out of 50 (88%) of school circuits to the new SWAN network. Work is in progress for the remaining sites with a revised completion date of the end of February 2026. The core Data Centre circuit has also been migrated. This will reduce the volume of traffic flowing between the transit network between Capita (the existing provider) and BT. The new circuit has additional</p>	65%	

			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.		<p>capacity and should see an overall improvement in performance once all sites have been transitioned. Initial discussions have taken place with Education Scotland to novate the schools' Internet link to the Council, which will allow for an increase in capacity.</p> <p>MDM- 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. The project is now principally fully enrolling all compatible iPads so they can be managed with the MDM.</p> <p>ICT have enrolled as many devices as possible for 48 out of the 52 schools. This amounts to 999 out of 1322 (76%) of the originally identified devices. Occasionally, some of the devices that have been provided have been locked, and it is unable to complete the enrolment. In addition, some schools have not provided the full complement of devices to enrol.</p> <p>Newly purchased devices are licensed and fully enrolled prior to deployment.</p> <p>Completion of the project is now solely dependent on input from the remaining schools. An initial meeting was held to discuss the requirement for a revised Education ICT Strategy. This will be progressed in Q4.</p>		
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Section 5: Service Level Outcomes or Priorities
1. Customer Services

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	<p>Planned Outcome - Improve customer experience, service efficiencies, increased customer self-service</p> <p>Outcome Measure - More accessible and efficient service to the public</p> <p>Milestones - Develop Business Case (April 2025) / Complete Tender process (October 2025) / Implement solution with services (March 2026)</p>	31-Mar-2026	<p>CRM The procurement of a replacement CRM solution is complete, with a new supplier selected in October, and contract finalised and signed in December.</p> <p>The project team has completed process mapping of all Lagan processes, and are engaged in system configuration training.</p> <p>In parallel, engagement workshops are currently underway with services to review existing processes, identify what needs improved, and define requirements for the new cloud based CRM. The workshops are intended to prepare teams for build, testing and system GoLive, and explain the Service Design Discover-Define-Develop-Deliver methodology, prioritising the voice of the customer in process review and redesign, with the aim of streamlining customer journeys and improving operational efficiency, ensuring the new system is efficient, consistent and fit for purpose.</p>	33%	

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 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.	100%	
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Section 5: Service Level Outcomes or Priorities 2. 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	There have been minimal requirements during Q3. As with previous quarters, all ICT work has been carried out in line with the agreed timescales for the project activities.	75%	

Section 5: Service Level Outcomes or Priorities 3. 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	HR/Payroll – Payroll still working on developing requirements for Notification of Appointment and Delegated Authority Request forms. Vacancy Management moved to TalentLink but not yet live. Payroll still to review the impact of changes. ICT have drafted software specifications but progress on hold due to Payroll resources. Accountancy – Review of Authorisation system now dependant on FMS replacement. Initial user requirements gathered and being reviewed by Payments. Draft Project Plan created based on current FMS but now impacted by replacement project. Now on hold Roads – Work started on detailing and quantifying issues with and the impact of the current Job Costing. Roads also undertaking work to gather user requirements for any replacement.	30%	

Section 5: Service Level Outcomes or Priorities
4. 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	<p>Another training module on phishing (still one of the main threats) is planned for launch by the end of January 2026. Further modules, provisionally Social Engineering and Artificial Intelligence (AI), will be undertaken during 2026.</p> <p>MetaCompliance, the supplier of the cyber awareness solution, provided some benchmarking information on training uptake. This indicated that training uptake across the sector is 62%, lower than our target of 80%/</p> <p>The cyber team is looking at options to develop improved communication channels to raise awareness of the current level of uptake, and to encourage increased participation to improve the Council’s security posture.</p> <p>A phishing simulation was undertaken in November 25. The click rate continues to drop in comparison with the initial baseline simulation.</p> <p>Requirement specification for the external security services completed. IT Health Check scheduled for Q4.</p>	65%	

Section 5: Service Level Outcomes or Priorities
5. 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	<p>Business Systems Review – Lists of known systems compiled and evaluation spreadsheets sent to identified users to help identify financial pressures and resource requirements. Interchange article to help find hidden systems in December and results being collated.</p> <p>Results will be published in Q4</p>	60%	
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>Carefirst Replacement Following a successful procurement exercise, the Mosaic Social Work Case Management System from The Access Group was chosen as the replacement for the current legacy system and the contract awarded at the end of November 2025.</p> <p>An internal Implementation team is currently being assembled with intention to have the new system live by the end of March 2027.</p>	25%	

				<p>Several introductory meetings have been held with The Access Group, as have discussions around resource and implementation planning. The Access Group Project Manager is currently producing an initial project plan which will be circulated w/c 26th January. This will be closely followed by a series of meetings to go through the plan in detail.</p> <p>A Workshop Introduction meeting is also being planned. This will be held before the end of January. A kick of meeting with the Project Board to be held shortly after.</p> <p>CRM The procurement of a replacement CRM solution has been completed and a new supplier selected. As a result, our existing online forms and customer portal will be reviewed for redevelopment with the new, or an alternative, solution.</p> <p>An ICT Senior Officer has been recruited to be dedicated to the CRM project work</p> <p>Workshops are currently underway with services to review their current processes, identify what needs improved, and define requirements for the new cloudbased CRM. The workshops support collaborative redesign, streamlining customer journeys, and preparing teams for build, testing and go-live within the Discover-Define-Develop-Deliver model, ensuring the new system is efficient, consistent and fit for purpose.</p>		
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Section 5: Service Level Outcomes or Priorities
6. 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	<p>Senior ICT officer appointed at the end of Oct 25, which takes the Cyber Resilience and Information Security team up to full complement. Review of tasks and priorities on action plan started. Cyber and Fraud Centre Scotland lined up to do a desktop exercise for incident response. Phishing simulation completed in Nov 25. Cyber awareness modules for 2026 provisionally agreed. Report prepared in response to the Accounts Commission review of the cyber-attack experienced by Comhairle nan Eilean Siar.</p> <p>Newly appointed Senior ICT Officer has started discussions with the corporate Business Continuity and Risk Manager with regard to Business Continuity Plans.</p>	30%	

Section 5: Service Level Outcomes or Priorities
7. 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: Service Level Outcomes or Priorities
8. 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	ICT Infrastructure Team Leaders continue to manage absence in line with Health and Work Policy. Initial review of absence data highlighted that this is not particularly detailed. Absence management session with ICT Team Leaders and HR lined up for Q4.	45%	

Section 5: Service Level Outcomes or Priorities
9. 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	A Senior ICT Officer has been recruited for the CRM project, and recruitment for the Senior ICT Officer post for the CareFirst replacement is under way and looking promising. As a result, both appointments create the need to backfill existing ICT Officer roles. This backfilling will be deferred until the next financial year due to the current budget-related emergency measures.	30%	
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	ICT Infrastructure The newly appointed Team Leader for the Server & Network Team held meetings with the team to discuss workload and to identify areas of knowledge with a view to starting a programme of skills transfer. Overall, limited progress in Q3 though.	20%	