




2024-25 Quarter to March - Governance, Strategy and Performance



Performance Report - Service Plan









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

GOVERNANCE, STRATEGY & PERFORMANCE STRATEGIC OUTCOMES						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2024-25 STRA 1.1	Strategy and Performance: Re-establish a framework for Continuous Improvement across council services with a timetable guidance	<p>Planned Outcome - Drive continuous improvement across services. Demonstrate best value</p> <p>Outcome measures - Develop / re-activate self-assessment framework. Agree timetable / programme for review. Report outcome through service performance report (6 monthly going forward)</p>	31-Oct-2024	<p>Brief on follow-up actions presented to CMT in March; alignment of PSIF themes with other self-evaluation models, schedule complete. Improvement Services supporting HR, ICT & OD with PSIF end to end process to pass on training to RIO in May. Areas on Interchange to be identified to publish PSIF materials, resourcing around PSIF schedule to review.</p> <p>This action will continue for 2025/26 with a revised completion date of July 2025.</p>	75%	
GSP 2024-25 STRA 1.2	Strategy and Performance: Establish Corporate reporting regime to drive performance improvement	<p>Planned Outcome - Timely reporting that identifies issues and contribute to improvement.</p> <p>Outcome measures - Performance reports for benchmarking, Corporate Plan and LOIP are met.</p>	31-Dec-2024	<p>Best Value (BV) update to Corporate Committee on 27 August reported BV Action 1.5 as complete. Quarter 3 performance reporting to CMT & HoS complete February 2025. Quarter 3 Corporate Plan progress update to CMT in April 2025. Corporate Plan themed report on Tackling Poverty to ECMT in February. LGBF reporting to ECMT in March, Corporate Committee in April and Audit & Scrutiny Committee in May. Focus now on LOIP Delivery Documents and Annual Report and Quarter 4 performance cycle.</p>	100%	

Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2024-25 STRA 1.3	Strategy and Performance: Investigate "one plan" position for Moray (to potentially Act as Corporate Plan and LOIP)	Planned Outcome - Council and community partners decide if there is merit in having a shared strategic plan Outcome measures - Council and CPB decision	31-Dec-2024	Reports submitted to CPOG on 7 November (LOIP Delivery Plans and Role of CPP Groups) and 12 February (Localities Approach Proposal), work ongoing on development of Single Plan.	80%	
GSP 2024-25 STRA 1.4	Strategy and Performance: Implement governance and committee issues identified in Collaborative Leadership issues.	Actions identified in external advisor report, June 2024 have been incorporated into the Best Value Action Plan.	31-Mar-2025	Two further Governance documents have been approved: Guidance on External Bodies and Member officer relations.	100%	
GSP 2024-25 STRA 1.5	Internal Audit: Clarify the remit of the Audit and Scrutiny Committee with further training for members	Planned Outcome - Councillors are clear on role of the committee Outcome measures - Survey of members confirms roles are clear	31-Oct-2024	Further training has taken place and questionnaire issued. Further actions may be identified which will feed into Best Value action Plan.	100%	

GOVERNANCE, STRATEGY & PERFORMANCE SERVICE OUTCOMES DIGITAL TRANSFORMATION and EFFICIENCY						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2024-25 DT&E 1.1	Customer Services: Identify and develop opportunities for the use of Artificial Intelligence for Customer Contact channels (AI)	Planned Outcome - Service efficiency, Improved Customer self-service Outcome Measures - Identify opportunities and deliver business case	31-Mar-2025	As previously reported, artificial intelligence tools will be identified following introduction of replacement Customer Relationship Management (CRM) system. This will ensure full integration between these systems, and a structured approach to configuration and implementation. This action will be integrated into the CRM action for going forward into the 2025/26 Service Plan.	5%	
GSP 2024-25 DT&E 1.2	Customer Services: Introduce an updated or new Customer Relationship Management (CRM) solution	Planned Outcome - Improved customer experience, service efficiencies, increased customer self service Outcome Measures - Reduced call and email waiting times and number of abandoned calls	31-Mar-2025	Project team has progressed with both CRM soft market testing and development of defined statement of requirements to support the business case which will be submitted to CMT March 25. Suppliers such as GOSS, Verint and Granicus have presented to project team, enabling greater understanding of functionality and possibility in CRM systems today. This knowledge has been contextualised through meetings with Aberdeen City, Angus, Perth & Kinross, Fife and Highland councils who have offered feedback on CRM systems in use, functionality, supplier support etc. The combination of market and partner feedback is hoped to ensure realistic system expectations and estimates of resource required for design/build/support.	15%	

				As per quarter 3 update, public tender is planned for Q1 25/26. Interdependencies with new Moray Digital Strategy (currently in development) and other digital projects such as AI agents and web content management are noted; business case will highlight the benefit of achieving a single integrated digital/data environment.		
GSP 2024-25 DT&E 1.3	Customer Services: Review out of hours phone service along with housing	Planned Outcome - Calls are rationalised and a less time intensive move from housing out of hours service Outcome Measures - Successful move onto a new system	30-Apr-2025	Excellent progress has been achieved in Quarter 4, and this project is on track for completion Quarter 1 2025/26. Comprehensive stakeholder engagement has been completed, and all "As Is" scenarios have been process-mapped. Revised "To Be" process maps will be created in consultation with services, completed by end of Quarter 4 completed. Supplier (Aberdeen) has noted some risk of delivery slippage due to requirement to migrate digital telephony systems before onboarding new clients; this risk is noted in the project plan, with appropriate mitigations in place.	75%	
GSP 2024-25 DT&E 1.4	Benefits / Money Advice: Develop Benefits e-form	Planned Outcome - Service efficiency savings. Improved customer service Outcome Measures - % of total applications successfully completed through e-form. Reduction in application processing time.	31-Dec-2024	Development delayed due to other year end priority tasks during February, March and April 2025. Currently completing the final stages of the e-form development. Internal testing from a user perspective is in progress along with any end-stage amendments prior to roll out.	95%	
GSP 2024-25 DT&E 1.5	Benefits / Money Advice: Establish whether there is a viable case for further centralisation of means testing	Planned Outcome - Determine whether a staffing efficiency and maximisation of council resources is achievable Outcome Measures - Completion of business case	31-Dec-2024	Progression had stalled due to corporate budget development and the scrutiny of Money Advice Moray service and resources. Business case can now be progressed during 2025/26. Scoping work has focused on opportunities to centralise and stream-line financial assessment of social care costs and blue badges. For maximum operational and financial results, new processes would include the use of money advice services. Next step is for both current service managers to develop a business case.	10%	
GSP 2024-25 DT&E 1.6	Registrars: Transfer of burial grounds administration to Lands and Parks Service	Planned Outcome - Service efficiency savings. Improved customer service Outcome Measures - Review costs of service and fees / Consult on fees. Transfer calls to Lands and Parks. Records accessible online	31-Mar-2025	The Burials Admin Post has now transferred to the Lands and Parks Service but is continuing to be line managed by the Senior Registrar until 31/03/25.	100%	

GOVERNANCE, STRATEGY & PERFORMANCE SERVICE OUTCOMES IMPROVED GOVERNANCE						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2024-25 IG 1.1	Democratic Services: Continue review programme of second tier governance documents	Planned Outcome - Clarify the respective roles of Councillors and Officers Outcome Measure - All priority A documents to be reviewed	31-Mar-2025	Two further documents reviewed and approved at Corporate Committee on 27 August 2024. External Bodies guidance and Member Officer relations added to the updated 2nd Tier Governance Documents on CMIS.	100%	
GSP 2024-25 IG 1.2	Internal Audit: Work with critical services to ensure business continuity arrangements are up to date	Planned Outcome - Business Impact Assessments reviewed for all critical services and business continuity plans updated as appropriate Outcome Measure - To aid appropriate response to unplanned events and circumstances	31-Mar-2025	<p>This is a cross-service target that is being met in a combination of ways. Some critical services have completed formal business impact assessments and related plans. Others utilise policies and procedures not specifically labelled as business continuity plans. These can be preventive or directive in nature, examples including the winter maintenance plan for the Roads Service, and the key information guide for Head Teachers; both of which are updated annually to aid continuity of service provision.</p> <p>A brief has been prepared for the Corporate Management Team detailing progress and constraints, the latter mainly related to service capacity and relative priorities. Risk appetite/tolerance is also being reviewed in response to the impacts of organisational change; this will inform the commentary on risk appetite in the next iteration of the Corporate Risk Register.</p> <p>This will be an ongoing action which will continue for 2025/26.</p>	50%	

GOVERNANCE, STRATEGY & PERFORMANCE SERVICE OUTCOMES PERFORMANCE MANAGEMENT						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2024-25 PM 1.1	Strategy and Performance: Finalise Delivery Frameworks and reporting arrangements following review of LOIP	Planned Outcome - Board can measure progress against agreed outcomes Outcome Measures - Agree suitable indicators	31-Dec-2024	<p>Draft Delivery Frameworks submitted for 3 of 4 priorities, draft report being prepared for next CPOG/CPB.</p> <p>This action will continue for 2025/26 with a revised completion date of December 2025.</p>	60%	