

2024-29 Quarter to June 2025 CORPORATE PLAN (2025 Refresh) – Performance Report - 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		25%	




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		15%	
CORP-MC-2-ECONOMY-STRAT	Strategic Level Actions (Economy)			31-Mar-2028		24%	
CORP-MC-3-COMMUNITES-STRAT	Strategic Level Actions (Community)			30-Dec-2030		32%	
CORP-MC-4-DELIVERY-FW-STRAT	Strategic Level Actions (Delivery Framework)			31-Jul-2027		31%	

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	30-Jun-2026	<i>See subactions below</i>	6%	
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	Update from Childrens Partnership will be available in future quarters.	0%	
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, affordable childcare options and maximising		Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	Update from Childrens Partnership will be available in future quarters	0%	

	school holiday provision						
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 improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures	30-Jun-2026	Q1 2025/26 - As an Education Service, through all actions outlined through our service plan as we embrace change from 1 September as a joined service, collectively we initiate key actions to address wellbeing concerns for all through universal and targeted interventions supported by our central Quality Improvement Team, Inclusion, Wellbeing and Alternative Curriculum section, Educational Psychology service and wider support teams. Increase in specific ASN/SEBN needs has resulted in universal training offer and support for practitioners as well as targeted resources to support meeting learning needs.	25%	
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	31-Mar-2026	Q1 2025/26 - 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.	0%	


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 STRA2.1	Getting it right for every child so that we continue to improve attainment for all	1	Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures	28-Feb-2026	Q1 2025/26 - Please see EDU 2025-26 STRA1.1. We continue to progress improvements through SAC PEF, SEF, CECYP funding and wider DSM allocations in order to raise attainment and achievement and close identified PRAG where possible. We note ongoing progress in relation to core measures at BGE and Senior Phase with continued dialogue, target setting, scrutiny and support for schools where additional focus is required. We also report all progress and actions to committee through performance and strategy committee papers.	25%	

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	Progress Moray Growth Deal: bring the	1	Retain and attract young people / families (16-29 years) to live and work in	31-Mar-2028	<i>See subactions below</i>	60%	

	remaining Moray Growth Deal projects into delivery		the area				
CP-EGD25-28 Strat 4.1.1	Progress the Moray Growth Deal - 7 of the 8 MGD Projects in delivery	1	Retain and attract young people / families (16-29 years) to live and work in the area	31-Mar-2026	<p>Q1 2025/26 - For the 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 activity.</p> <p>Work for this year is on track. Business Enterprise Hub in advanced stages of finalising legal agreements for site construction, which would bring to 7 the number of projects in delivery. All other planned activity is scheduled to take place in Qs3 and 4 25/26 FY.</p>	25%	

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
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>Q1 2025/26 - The Community Identified Benefits portal has now been created. External consultants CEIS were commissioned to develop it, in consultation with communities and businesses. The portal will be finalised/launched when the new temporary (12 months) CWB Officer has finalised the content. The CWB Officer will promote the portal to community groups and support them to use it. These developments have been funded in full by the UK Shared Prosperity Fund (UKSPF). The portal will allow suppliers to work in partnership with the Council and to support local communities in a real and 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. Work on the socio-economic benefit model has started with an exploratory internal workshop.</p>	10%	
CP-EGD25-28 Strat 4.3	Improve access to fair work, employment and training opportunities by	1	Minimise barriers to people working such as childcare	31-Mar-2026	<p>Q1 2025/26 - During quarter 1, Moray Pathways has begun work with 12 new local businesses. Analysis of SDS data is ongoing in relation to a gender breakdown of apprenticeship participants</p>	20%	




	delivering a joined-up Skills Planning approach				however 30 females have been involved with the partnership in quarter 1 with 12 assisted into employment.		
CP-EGD25-28 Strat 4.4	Enable more people to work by increasing availability of affordable School Aged childcare provision		Minimise barriers to people working such as childcare	31-Mar-2026	Q1 2025/26 - Provision of new school aged childcare and SAC grants has been delayed. Provision in Kinloss is now expected to commence in quarter 2 while pilots in Buckie and Forres are to be confirmed. Involvement with the Parents in Poverty project has increased with 29 new starts in quarter 1.	10%	

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		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>	29%	
CP-EGD25-28 Strat 4.5	Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan		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	Q1 2025/26 - 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.	10%	
CP-EGD25-28 Strat 4.6	Delivery of the Town Centre Improvement Plan & Annual Report		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 jobs	31-Mar-2028	Q1 2025/26 - Limited progress due to staff resources concentrating on progressing the Local Development Plan and access to external funding. Design works progressed for projects in Dufftown and Forres and public realm works progressed in Buckie. Review of all TCIP actions completed.	20%	
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.		More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	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	58%	
CP-STRAT ERC 1.1 25-28	Locality Planning process supported in New Elgin and Buckie through work of		More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	Q1 2025/26 Buckie - continues to have strong locally lead activity with the volunteer community hub continuing to meet local needs along with	63%	






	community led action groups developing and delivering projects.				<p>the monthly community lunches which average 80 participants. Volunteers sustain a six day a week offer from the community hub which is currently funded through tsi Moray Mental Health and Wellbeing funding until March 2026. Volunteers also raised £700 for food vouchers through a coffee morning. There is much wider volunteer led activity being supported in Buckie as well with CSU and Active Communities supporting the development of a new sports hub and local volunteers securing significant funding for the redevelopment of Linzee Gordon Playpark. The CSU have also been linking in with the Community Council and other stakeholders to identify a suitable site to meet demand for allotments in the town.</p> <p>New Elgin - The Link Community Hub in New Elgin is becoming more established with 283 residents accessing groups or activities in Q1 2025/26. Volunteers are continuing to be supported to take more ownership as they work towards being an independent group. Around 20 volunteers are currently active in New Elgin promoting activity which reaches the wider community. A small group of volunteers are researching the best way to set up a community larder with a local business committed to providing free stock.</p> <p>A weekly youth group has been attracting an average of 8 young people per session – ten different partners organisations have delivered sessions; adult and family learning have delivered one driving test theory programme / family sessions were delivered during the midterm school break and Digi Know How sessions have been delivered to support digital connectivity and skills. Most groups have a social wellbeing purpose with some now well established such as the Kinit and Knatter group which is led by volunteers and meets weekly. Feel Good Fridays offer a space for people to take part in mindful wellbeing sessions.</p>		
CP-STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services		More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	<p>Q1 2025/26 - 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.</p> <p>The council have still to agree their approach to engaging with communities around transformation. A session was held with the Leadership Forum which identified potential projects which have gone back to the Central Leadership team for consideration.</p>	50%	
CP-STRAT ERC 1.3 25-28	Support the engagement and consultation work on		More communities and individuals are more involved in local decision making and in helping to plan and delivery of	30-Jun-2026	<p>Q1 2025/26 - 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</p>	55%	







	service specific projects(e.g. Libraries and Leisure) (BV1.2)		local services		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. 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)		
CP-STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)		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>Q1 2025/26 - 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 Pans and Place Plans in Lossiemouth and Forres with the involvement of other key CPP partners.</p>	55%	
CP-STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)		More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	Q1 2025/26 - A new online Citizen's Panel is in development and will be embedded into the new Moray Engage platform, referred to in STRAT ERC 1.6 25-28 below.	55%	
CP-STRAT ERC 1.6 25-28	Development of new digital engagement platform for all corporate community engagement		More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2025	Q1 2025/26 - A new digital engagement platform has been commissioned by the Council. Work has begun to train key staff with a view to a soft launch in August 2025. Services have been asked to identify staff who will act as Service Champions and training has been delivered to familiarise them with the new portal. One of the launch activities in Q2 will be to identify potential participants for an online citizen's panel – one of the actions that related back to the Best Value Audit.	75%	

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
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4COM-CP25-29-P2	Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities		Increase in affordable housing available in Moray	30-Sep-2029	See subactions below	35%	
CP-HP25-4.1	Delivery of the Housing. Investment and Affordable Housing Supply programmes		Increase in affordable housing available in Moray	31-Mar-2028	Q1 2025/26 - Resource Planning Assumption (RPA) of £8.995m grant funding received from Scottish Government. During Q1 there have been zero new build affordable completions and 4 completed open market acquisitions.	25%	
CP-STRAT ERC 2 25-28	Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements		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	45%	
CP-STRAT ERC 2.1 25-28	(Design and Construction) Elgin High School Extension Build		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Oct-2027	Q1 2025/26 - 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 current impact on LEIP 2 funding	45%	
CP-STRAT ERC 2.2 25-28	(Design and Construction) Future Forres Academy operational		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Sep-2029	Q1 2025/26 - Hub Stage 1 (RIBA Stage 2 Concept Design) completed April 2025. Hub Stage 2 (RIBA Stage 3 and 4) Detail Design in progress with expected completion Mar 2026. Use of common Good legal submission delayed by availability of Junior Counsel. Planned legal submission in Aug 25 with earliest session Oct 25. Pre-Planning Application Notification consultation process underway due to complete end of August – with Full Planning Application on track for Sep 25. Forres Academy relocation consultation proposal in accordance with Schools (Consultation)(Scotland) 2010 Act, drafted for submission to Committee in Sep 25 with report due Feb 26 Phase 1 – Operational date now Sep 28 – with Phase 2 demolition	34%	

					Sep 29.		
CP-STRAT ERC 2.3 25-28	(Design and Construction) Future Buckie HS operational		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Dec-2025	Q1 2025/26 - 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)		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Jun-2025	Q1 2025/26 - Report now planned for Nov 2025.	35%	
CP-STRAT ERC 2.6 25-28	(Engagement and Consultation) Effective stakeholder engagement on Learning Estate sustainability options		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	Q1 2025/26 - All engagements completed. Initial options paper planned for ELT Sep 25 with Committee paper in Nov 25.	85%	
CP-STRAT ERC 2.7 25-28	(Estate Rationalisation) Future of Crossroads PS consultation completed		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Jun-2025	Q1 2025/26 - Recommendation to close school agreed by Education, Children's and Leisure Services (ECLS) Committee and Council in May 2025 and decision forward to SG Minister. SG reported 15 Jul that Minister has not 'called in' the Moray decision and process to physical close school and handover to Estates for disposal in progress and expected to completed by end Q2	98%	
CP-STRAT ERC 2.8 25-28	(Design and Construction) Options developed to manage for Elgin South primary school capacity requirements		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2027	Q1 2025/26 - 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		Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	Q1 2025/26 - 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		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	<i>See subactions below</i>	51%	
CP-FIN25-28 Strat 4.1.1	Strengthen capital monitoring		Automated monthly monitoring reports More accurate forecasts of capital spend	30-Jun-2026	Q1 2025/26 - 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		More accurate estimated actual	30-Jun-2025	Estimated actuals compared to actual outturn were reported to council on 25 June: actual expenditure of £289.754m compared to estimated £289.056m. However, there were significant variances within the detail, including overspend on loans charges of £3m above forecast. The methodology for forecasting loans charges has been reviewed. This action will therefore be carried forward to assess the effectiveness of the amended methodology.	80%	
CP-FIN25-28 Strat 4.2	Further develop Participatory Budgeting		Capture more information on community led decision making	31-Mar-2026	Following consultation carried out for two play parks in Q4 2024/25 (Cameron Playing Field, Hopeman and Pilmuir Play Area, Forres). installation was completed in Q1 2025/26 Cameron Playing Field, Hopeman - The wider village consultation was 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.	9%	

					<p>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 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> <p>Bus Revolution introduced new and improved services this year; the outcome of engagement via focus group sessions and survey activity.</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			31-Dec-2026	<i>See subactions below</i>	26%	
CP-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.		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	Q1 2025/26 - Initial work undertaken to review the impact of the agreed corporate management restructure due to be implemented from September 2025 and the actions agreed by Council on the indicative Leadership Development strategy and plan which was agreed in January 2025 with options and proposals on approach to be taken presented to Chief Executive and CLT after recess. Interim Phase 1 not been completed by June due to restriction on dates available that suited both speakers and senior leaders. Baseline information gathered as a result of the Employee Survey 2025 as reported to Council (CC August 2025)	40%	
CP-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		31-Mar-2026	Q1 2025/26: Review of exit monitoring approach underway. Development work to streamline vacancy management process begun and liaison with system provider underway to automate workflow where possible. Key themes and messages from Chief Executive recruitment exercise and management restructure drawn into senior recruitment and amended senior recruitment process now in place.	25%	

CP-HROD25-28 Strat 4.3	Workforce Planning: Have in place actions to address issues arising from the employee survey (Mar 25) and workforce planning themes (Aug 25)		Actions are implemented that address issues raised.	31-Dec-2025	Report drafted to be presented to CC August 2025, including action plan.	25%	
CP-HROD25-28 Strat 4.4	Have in place fair and competitive pay and conditions that are recognised and free of bias		Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required.	31-Dec-2025	Q1 2025/26 - Working group progressing with actions on gender pay gap and equality related actions.	25%	
CP-HROD25-28 Strat 4.5	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council		Working hours and conditions of Service modernised and sustainable	31-Dec-2026	Project plan drafted, recruitment completed, project due to commence 01 August.	15%	

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			31-Mar-2027	<i>See subactions below</i>	31%	
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		<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>Q1 2025/26 -</p> <p>Between April and June, the expansion of the digital approach has continued in a number of areas, with the development and go live of new or updated public facing online forms for:</p> <ul style="list-style-type: none"> • Music Centre Registrations & Register of Interest • Assisted Waste Collection • Adopted Roads Queries • National Entitlement Card Renewals • Memorial Bench Applications • Open Market House Purchase Form • Moray Local Access Forum - Report an issue Form <p>Work continues on the development of online processes and forms for:</p> <ul style="list-style-type: none"> - Waste Services covering applications for medical waste collections and additional bins (ongoing) 	65%	

					<ul style="list-style-type: none"> - Damp and Mould reporting - Short Term Lets application renewals - ongoing - Benefits applications (ongoing review by the Service prior to testing) - Moss Street and Elgin High Street Consultations <p>New forms have been requested for Excess Charge Payments and a Pedestrian Areas Access Survey.</p> <p>The Copilot for Microsoft 365 pilot concluded in June, with 75 participants across services. Survey results and usage data informed a CLT discussion on next steps, including licence allocation, funding, and project development priorities. The pilot will be extended into 2026 and CLT are reviewing pilot participants. A project mandate is being prepared to articulate benefits and guide future expansion.</p>		
CP-ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities		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>Q1 2025/26 - A draft Data Strategy and Action Plan has been developed. There has been no further progress on this item as the Digital Strategy has been being refreshed.</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 our data capabilities. We were too late to be included in the 2025 cohort as preparation work would need to have started in April (and discussions were not held until June) but we can potentially join next years cohort. Interest has been registered in being an early adopter of the Scottish Governments new shortened Data Maturity Assessment, which we can potentially complete this calendar year.</p>	5%	
CP-ICT25-28 Strat 4.3	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	<p>Q1 2025/26 - 4 milestones linked to this action have completed as planned by the end of June. The assessment of current connectivity has been completed, with input from all schools. This was revised based on feedback from by Head Teachers and has been issued to Elected Members. SWAN 2 - Central Internet link for schools (provided by Education Scotland) has been migrated from Capita to BT. All Secondary schools, with the exception of Milne's High School, have been migrated to the new SWAN 2 contract with BT. BT are engaging with Capita to resolve the configuration issues for Milne's High School. Additional bandwidth for Primary schools was approved at Full Council on 21 May 2025. All orders have been placed with BT. BT Openreach have scheduled appointments for fibre circuit installations at 29 schools, and for site surveys at 6 schools. Circuit installations have had to be rescheduled for a further 4 schools due to resourcing issues at BT. Aiming for transition of all schools to</p>	25%	

					<p>SWAN 2 by the end of December 2025.</p> <p>Work remains ongoing in relation to the MDM Project milestone. 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. Finalising this project is now dependent on schools engaging with ICT to complete full enrolment of all compatible iPads so they can be managed with the MDM. 47% of originally identified Devices have been fully enrolled, and 32 out of 52 Sites have been completed</p>		
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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
5DEL-CP25-29-P4	Transformation Plan / Strategy		Improvement and rationalisation of estate	31-Jul-2027	Q1 2025/26 - 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.	8%	

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		Drive continuous improvement across services Demonstrate best value Cycle is Embedded	31-Mar-2026	<i>See subactions below</i>	40%	
CP-GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance		Drive continuous improvement across services. Demonstrate best value.	31-Jul-2025	Q1 2025/26 - Pilot of HR,OD&ICT completed and service feedback on process given to ECLT in July. Interchange page to be created so service can easily access. Resource in place and schedule submitted to CLT for approval with initial process with EGD scheduled for late August.	80%	
CP-GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26		Cycle is Embedded	31-Mar-2026	Q1 2025/26 - Pilot completed, schedule commencing in late August 2025 with the first assessment of ten service areas, expected to take a year to complete.	0%	