








2025-28 Quarter to March 2026 - 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	Customer Experience, 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>	66%	




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			31-Mar-2027	<p>PRIORITY 1 WEIGHTING 3</p> <p>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: MILESTONES</p> <ol style="list-style-type: none"> 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 (Completed) 6. Peer challenge exercise planned and undertaken by August 2025 (Outstanding) 7. Implementation supported by March 2026 (Completed) 8. Bandwidth Increased across school estate (SWAN 2) by March 2026 (Completed) 	61%	

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</p> <p>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>	71%	

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	Increase the pace of change by contributing to the implementation of the Transformation Strategy projects e.g. digitisation, digitalisation, LEAN in planned programme of work, ensuring un-resourced areas of digital expansion are clearly highlighted at early stage in design and planning. Expansion and enhancement of the use of digital technologies across services to improve the efficient and effective delivery of services and ways of working. Project success rate maximised through sufficient capacity without detracting from business as usual. - Increased number of users of additional online services - Increased use of digital technology for advancement of learning and teaching - 10% increased use of digital technologies in key strategic projects	31-Mar-2027	Completed Interchange Policies A-Z search function. Progressing SharePoint Online implementation programme. Progressing Website modernisation and migration to Umbraco. Copilot for M365 pilot continues – trial comes to an end in June and we are looking into justification cases to continue and enhance usage.	80%	
ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities	1	Develop and implement a corporate data strategy and plan for big data that connects data and develop analytics to inform and drive service efficiency. This data approach will; - enhance the value of data through robust, open and transparent access that supports key corporate priorities e.g. Transformation through the use of data analytics, Power BI etc. - ensure data and information is held, accessed and made available to improve understanding and inform decisions in a safe and lawful way.	31-Mar-2026	There has been no further update from Scottish Government regarding the Data Maturity programme "lite" in the last quarter. Phase 2 staffing restructure within Digital Services will help us align our team appropriately so that we can continue progressing. Planning to liaise with officers from Scottish Government to develop a progression plan. This action has been rolled forward to the 2026-27 Service Plan.	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	SWAN 2 - All the schools migrated to the BT SWAN 2 network before the end of March 26. Two schools were set up with contingency circuits; Milne's Primary School, and Rothes Primary School. Milne's PS has now transitioned to the full fibre circuit and Rothes PS is scheduled to do so on 15/4/26.	95%	


			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>The schools' Internet link novated to Council ownership on 1/4/26, and discussions are taking place with BT to provide a significant increase in capacity. This has been escalated with BT to ensure that additional capacity is delivered as soon as possible to address the ongoing issues with saturation on the Internet link.</p> <p>Mobile Device Management (MDM)– all iPads capable of transferring across to the new MDM solution have been migrated. A business-as-usual process has been established, whereby all new iPads are purchased with an MDM licence and added to the system by default; over 300 new devices have been added to the MDM system since the implementation started. MDM progress is monitored at Transform Board, and the project will move to the project closure stage now.</p> <p>Education ICT Strategy– work was undertaken in Q4 to provide some analysis of the existing ICT asset estate with associated costs. This will be taken forward at CLT imminently with a view to setting out an investment proposal to refresh the existing assets. ICT support for the creation of a new Education ICT Strategy is included on the 2026/27 ICT Service Plan.</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>The project team has completed all required training and are now 'Certified Builders'. Netcall Project Manager now assigned (March). Regular project calls now underway and first technical workshop has been held. Access to the Citizen Hub Framework enabled on 01/04/26. Initial Discovery workshop and subsequent commencement of build scheduled for April. Other technical workshops will continue alongside building, covering integrations, server architecture/set up. Data migration approach now agreed; data migration matrix in progress; data cleansing to commence mid-April. Service engagement workshops now completed; project officers have commenced further engagement sessions to further develop high-level service specific scope documents developed at each workshop.</p>	34%	
GSP 2025-26 DT&E 1.2	Customer Services: Review out of hours phone service along with housing	2	<p>Planned Outcome - Calls are rationalised and a less time intensive move from housing out of hours service</p>	31-Jul-2025	<p>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.</p>	100%	

			Outcome Measure - Successful move onto a new system		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.		
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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 Q4. As with previous quarters, all ICT work has been carried out in line with the agreed timescales for the project activities.	100%	



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 Progress on hold due to Payroll and HR resources as they are still dealing with organisational restructuring issues. Accountancy On hold awaiting resolution of FMS replacement. Recommendation has is being created by Finance for submission to the ICT Gateway for approval. Roads Roads still undertaking work to gather their 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	The latest training module, Phishing Level 2, was published on 10/2/26. Weekly reminders are automatically generated for a period of 10 weeks and will expire later in April. The overall uptake currently is just under 33%; breakdown is as follows - Corporate staff and Elected Members (both 39%), and Education staff (27%). The final uptake will be reviewed once all reminders have been sent, and feedback will be presented to CLT to consider options for improving uptake if required. Bespoke phishing simulations have been carried out during Q4. These have been aimed at specific staff groups and distributed randomly to gauge the reaction to the simulations. Results will be drawn up in due course. Further simulations, including a global simulation to monitor trend information, are planned for next financial year. The specification for the IT Health Check (ITHC) had to be reviewed in line with a push from Scottish Government for Councils to undertake Cyber Essentials Plus certification. In addition, the scope of the certification has changed. The specification has now been finalised, and the IT Health Check will be carried out during the next quarter.	85%	

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	Business Systems Review – there was some difficulty getting responses from services which were unsure of responsibility for systems. List of all known systems now documented which will pave the way forward for identifying any prioritised information systems. Any systems which have not been identified as part of the initial review will be added to the list and reviewed accordingly.	100%	
ICT25-28 Serv 5.4.2	Identify, plan, schedule and support large scale corporate system replacements	2	Corporate system replacements (Lagan, Care First, Content Management System) are replaced efficiently and timeously in accordance with agreed council procedures Systems replaced within scheduled timeframes Compliance with procurement procedures and due technical diligence	31-Mar-2027	Carefirst Replacement Programme Board and Project team has been set up, along with 1 @ ICT Senior Officer being seconded to the project team. We have recruited an 18-month temp replacement to enable us to cover other ICT commitments. CRM Continuing to support Customer Experience team with	50%	

					implementation of this project. All relevant training completed. Identified all online forms and allocated resource within the team to progress the ones Digital Services are responsible for. Close liaison continues with the project team to ensure necessary technical changes are made in line with the project.		
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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	30-Sep-2026	<p>Digital Services Manager - Business Systems Review now complete, so Business Change Officer has started liaising with Customer Experience and Business Continuity/Risk Management to assist with the development of Business Continuity and Disaster Recovery planning.</p> <p>ICT Infrastructure: NRS inspection Action Plan and agreement to complete. Updates to cyber action plan ongoing to include emerging priorities. Completed Scottish Government (SG) Cyber Resilience Assessment (CRA) and awaiting bespoke actions arising therefrom. Intermediate Phishing Awareness module prepared and launched. Started preparations for next phishing simulation. ITHC revised to include requirements for Cyber Essentials. Restarted discussions with Cyber and Fraud Centre Scotland with a view to undertaking cyber incident response exercise with eCLT in May. Reviewing the free tabletop exercising (TTX Gym) from SG. Downloaded most recent versions of documents in the SG Cyber Incident Response toolkit. Attended supplier webinars for the provision of a Security Operations Centre (SOC) service following the dissolution of the Digital Office procurement project.</p> <p>Discussions with business Continuity and Risk Manager ongoing. Working with services to review BC and DR processes. Work on Business Systems Review complete (see above) – this will pave the way for identifying the list of prioritised information systems. Allocation of resource for service BCP.</p> <p>Due date has been revised to the 30th September 2026 in line with the Best Value Plan.</p>	55%	


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	Digital Services: Continuing to monitor to ensure absence is managed effectively. ICT Infrastructure: The Team Leaders continue to manage absence in line with Health and Work policy, liaising with HR as appropriate. Most absences are short term. Power BI absence data is not granular enough to provide meaningful analysis; this will be raised at the Workforce Planning meeting with HR. Bespoke absence management session with HR Adviser still outstanding.	95%	

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	Digital Services: Senior ICT Officer appointed and seconded to the Carefirst project team. We have recruited a replacement for an 18-month temporary term and are awaiting a start date, which will be in the next financial year. ICT Infrastructure: The three major projects for the ICT Infrastructure Team have been MDM, PSTN Shutdown, and SWAN 2, with the latter two being national programmes. The delivery schedule for MDM was significantly delayed but the project was delivered within budget. SWAN 2 missed it's indicative target of December 2025, but was successfully completed before the drop dead date of	100%	

					31/3/26; timescales were impacted by third party delays. Work is progressing on the PSTN Shutdown and is on track to finish before analogue services are switched off in January 27.		
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	Digital Services: Proposal for Personal Development Time. Codiance Umbraco training for new website maintenance and updates. Liaison with Organisation Development to support all staff through transition to SharePoint Online (not sure this applies as it's outside our Service area). ICT Infrastructure: Limited progress in Q4 due to operational and project priorities.	20%	