



2025-26 Quarter to March 2026 People, Change and Community Strategy Performance Report - Service Plan Actions





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



People, Change & Community Strategy Overall Plan Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC2025-28	People, Change and Community Strategy Service Plan	1		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>	76%	




People, Change & Community Strategy Section 4: Strategic Outcomes or Priorities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC STRAT 25-28	Section 4 Strategic Actions	1		31-Mar-2027	<p>Progress of the Strategic element of the plan is measured by 13 Actions.</p> <p>Of the nine Actions due to complete by 31 March 2026 three completed and six did not complete. Four Actions remain in progress with completion dates due during 2026/27.</p>	78%	


People, Change & Community Strategy Section 5: Service Level Outcomes or Priorities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC SERV 25-28	Section 5 Service Level Outcomes			31-Mar-2027	<p>Progress of the Service Level element of the plan is measured by 17 Actions.</p> <p>Of the 14 Actions due to complete by 31 March 2026, nine have completed and 5 did not complete. Three Actions remain in progress with completion dates due during 2026/27.</p>	74%	




Section 4: Strategic Outcomes or Priorities 4.1 Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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	<p>1. More of the activities, services and plans are influenced by the communities they serve</p> <p>2. More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services</p>	30-Jun-2026	<p>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).</p> <p>THEME PRIORITY: 1 THEME WEIGHTING: 3</p> <p>Of the three Actions due to complete by 31 March 2026, one completed and two Actions are overdue for completion. Three Actions remain in progress with completion dates due during 2026/27.</p>	84%	



<p>STRAT ERC 1.1 25-28</p>	<p>Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.</p>	<p>1</p>		<p>31-Mar-2026</p> <p>Q4 2025/26 - This Action has achieved most objectives during 2025/26. it's recognised that further action needs to be undertaken, as such the timeframe for completion has been extended to December 2026.</p> <p>Buckie - Monitoring Group have been reviewing and updating the Action Plan to identify the priorities they could have a direct influence on. As cost of living remains the main area of concern for Buckie residents, the group are continuing to support their main projects of The Hub and Community lunches along with Buckie Area Forum and Findochty and Buckie Development Trust. Funding has been secured from Moray Communities Mental Health and Wellbeing fund which will allow The Hub to continue operating. A funding application to Corra Foundation for Household Hardship funding has also been successful to allow financial support to be made directly to individuals in the community. They are looking to work with Community Planning partners to promote Buckie. They recognise there are many strands to this priority so will look at various opportunities then ask the community to 'vote' on what they think would make Buckie an even better place. One area is around public toilets, and they are speaking to neighbouring communities and Moray Council regarding opportunities to improve toilets in Buckie. They continue to aspire to establishing a multi-purpose Community Hub in the area and it is hoped that other Community Planning partners will contribute to this longer-term project as there is an identified need within their services to secure premises in Buckie. The Monitoring Group work closely with the Sea Change project (the resident Artist is based in The Hub) and the Community Safety project to identify opportunities for partnership working. There have been 966 volunteer hours given this quarter to support sessions, at which 1660 members of the community were supported. 384 of these were specific support i.e. financial support, guidance on services and signposting. This includes referrals for partner organisations across the area, who refer in for food parcels, shopping vouchers and utility vouchers. There is new funding available that allows us to distribute money, trailing a cash first approach to promote and strengthen dignity of those in financial hardship. 1276 of these were social visits for connection</p> <p>New Elgin - The Link has continued to grow this quarter, with three new volunteers joining the now 17-strong team, each contributing at least four hours a week. Volunteers are central to designing and delivering most community activities, including the expanding Saturday food</p>	<p>94%</p>	
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					<p>larger, which supports around 25 people weekly and reduces food waste. Other well-attended activities include the weekly Sunday family fun group averaging 10 families, and midterm sessions that engaged 22 families and 111 children through crafts and STEM activities. Daily groups also run throughout the week, such as Knit n Natter with around 25 participants, a Family Drop-In supported by Moray Pathways, Support Services drop-ins, youth groups, Brownies, and a suicide bereavement support group. The first Health Issues in the Community (HIIC) course in Moray is nearing completion, with students now working on a community project, and The Link also offers CLD Adult & Family Learning, ASN support for pupils, and Digiknow digital support. Progress is also beginning to appear on wider aspirations from the New Elgin East Community Plan, including anticipated funding for New Elgin & Ashgrove Halls and improvements to open spaces.</p>		
STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1		31-Mar-2026	<p>Q4 2025/26 - Consultation on the future of the Learning Estate remains in progress. The first phase of the consultation has completed and information learned has been shared. The ambitious completion date of 31 March 2026 has not been met. Remainder of work due to be completed will be carried forward into 2026/27 with a revised completion date of 31 March 2027.</p> <p>Workshop with elected members planned and delivered on 24 March 2026. The purpose of this session was to build a shared understanding of the learning estate challenges, test and refine emerging themes and options, agree criteria for prioritising interventions and identify short, medium and long term priorities for shaping the sustainable future of the Moray Learning Estate.</p>	75%	
STRAT ERC 1.3 25-28	Support the engagement and consultation work on service specific projects(e.g. Libraries and Leisure) (BV1.2)	1		30-Jun-2026	<p>Q4 2025/26 - Work with Cultural Quarter – Application to Architecture Heritage Fund was successful and recruitment process underway to appoint a Development Officer to support with the next phase of the project</p> <p>Work with Economic Development to support Falconer Museum trustees still ongoing to ensure they can take on a lease of the building. Allotments – work in both Buckie and Lossiemouth underway to look at potential sites in both settlements. Forres Allotments Group now have a licence to occupy in place for their site at Bogton Road, Forres while they work with Estates to agree allotment lease terms.</p>	88%	

					Allotment demand exceeds availability with 92 requests on Allotments Waiting List as of 23/3/26. The highest waiting lists are in Forres (31), Lossiemouth (23) and Buckie (21). the remaining 17 are spread across 6 areas.		
STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1		30-Jun-2026	Q4 2025/26 - Progress has stalled due to staff vacancies. Moray Engage as a platform is now established and there is use from Moray Council teams for wider engagement, and this will expand with a new working group for Moray Engage due to meet in April 2026. There will be further exploration with E-CLT, around the introduction and development of a Community Engagement Strategy with the new Service Manager and Head of Service now in post.	77%	
STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1		30-Jun-2026	Q4 2025/26 - Progress has stalled due to staff shortages. A working group has been established with an initial meeting due to be held in April 2026. This has been identified as a priority for the new Service Manager moving forward. Work with internal and external teams will be progressed during quarter 1 2026/27.	75%	
STRAT ERC 1.6 25-28	Development of new digital engagement platform for all corporate community engagement	1		30-Jun-2025	Q2 2025/26 - 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 engagements (Buckie Harbour masterplan / Biodiversity Strategy / Climate Change Strategy / Coastal Communities Grant Fund/ Moray Growth Deal / Early Learning and Childcare Survey etc)	100%	

Section 4: Strategic Outcomes or Priorities							
4.2 (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
1HROD25-28	Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	1		31-Mar-2027	The overall progress of this Theme is determined by the Seven Actions below (GSP 2025-26 - HROD25-28). THEME PRIORITY: 1 THEME WEIGHTING: 3	72%	



					Of the six Actions due to complete by 31 March 2026, two have completed and four Actions are overdue for completion. The remaining Action is in progress with a completion date of 31 December 2026.		
GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance	2	Planned Outcome - Drive continuous improvement across services // Demonstrate best value Outcome Measure - Develop / re-activate self-assessment framework // Agree timetable / programme for review // Report outcome through service performance reports (6 monthly going forward)	31-Jul-2025	Q2 2025/26 - ECLT agreed schedule through to July 2026, Interchange PSIF page and Engage page checklist and guidance set up.	100%	
GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26	2	Planned Outcome - Cycle of assessments embedded Outcome Measure - Scheduled assessments completed	31-Mar-2026	Q4 2025/26 - PSIF Programme in place, EGD complete, Finance Checklist returns analysed in advance of consensus session. Preparation underway for Governance. Slight slippage but on schedule to complete by summer 2026.	100%	
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.	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. - Revised longer term strategy and plan developed to meet organisational requirements by March 2026 - Interim phase 1 completed by June 2025 - Range of leadership development activity in place across management tiers. - Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points. - Number of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey).	31-Mar-2026	Q4 2025/26 - Progress has focused on embedding leadership development through both structured activity and day-to-day operational practice. Building on the interim Phase 1 delivery and Leadership Forum engagement, People Management Services has strengthened managers' people management capability by using routine casework and advisory interactions as real-time development opportunities. This has supported improved confidence, consistency and decision-making aligned to organisational values and the expectations of the new corporate management structure. Work has also progressed on refining the longer-term Leadership Development Strategy, with alignment to management tiers and the introduction of evaluation measures informed by the 2025 employee survey baseline. Interim Phase 1 completed with sessions held in Oct 25 and Feb 26. Revised longer-term strategy and plan drafted along with outcomes from Leadership Forum session for discussion with new Head of Service and development of proposal to the Corporate Leadership Team (CLT). Existing leadership development activity in place, with a range of ad hoc arrangements across management tiers. Skills Analysis survey drafted as part of longer term strategy and plan with measures included.	75%	


			- Employee survey question(s) on management impact to provide baseline and show improvement over time.		Employee survey question(s) developed and in place, baseline known from 2025 survey, ongoing measurement required once longer term strategy and plan agreed and implemented. Staffing and recruitment have hindered the progress of some elements of work. New management team in place from February 2026. Work to continue in 2026/27, with a revised completion date of 31 December 2026.		
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	Recruitment attracts high calibre candidates addressing service resourcing needs. Key corporate priorities and projects are appropriately resourced to ensure completion and achievement of objectives and outcomes Un-resourced areas are flagged for consideration with risks, issues and impacts noted. - Increased number of candidates meeting criteria for council vacancies in hard to fill posts (specifics to be developed further as per service requirements) - Attrition rates improved (lowered) for areas with high turnover (to be developed further as per service requirements). - Reduced number of repeat adverts and reduction in time taken from advert to first day of employment. - Feedback of positive impact from managers through personnel forum. - Baseline for number of career progression opportunities established.	31-Mar-2026	Q4 2025/26 - Progress has focused on strengthening the Council's recruitment approach through both targeted senior recruitment activity and the development of improved workforce intelligence. A number of key senior appointments have been progressed, supporting organisational capacity and stability, while preparatory work has been undertaken to enhance exit monitoring arrangements to better inform future workforce planning and retention strategies. People Management Services has continued to support services in managing recruitment challenges, particularly in hard-to-fill roles, while establishing baseline data to enable more effective measurement of recruitment outcomes, including time to hire, candidate quality and attrition. Progress remains at approximately 50%, with further development of the corporate recruitment approach dependent on the appointment of key HR and OD postholders; once in place, the next phase will focus on refining and implementing the recruitment strategy, strengthening employer branding, and improving outcomes across priority service areas. Work to continue in 2026/27, with a revised completion date of 31 December 2026.	50%	
HROD25-28 Strat 4.3	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. - Assessment against Scottish Government's Minority Ethnic recruitment toolkit with improvement actions identified - Improvement in Moray's ranking for Local Government Benchmarking Framework (Corp3c The Gender Pay Gap (%) and	31-Dec-2025	Q4 2025/26 - Progress has focused on maintaining oversight of pay equality and ensuring that pay and conditions remain fair, transparent and aligned to organisational and national expectations. Ongoing monitoring of the Gender Pay Gap and wider equality indicators has been undertaken, alongside completion of an assessment against the Scottish Government's Minority Ethnic Recruitment Toolkit, with improvement actions identified. People Management Services has continued to support services in applying consistent and equitable pay practices through job evaluation, policy application and advisory	50%	


			Corp3b % of the highest paid 5% employees are women) including within Family Group. - Increased number of applications and subsequent appointments from ethnic minority groups.		support, reinforcing fairness in decision-making across the organisation. Progress remains at approximately 50%, with further advancement dependent on the appointment of key HR and OD postholders; the next phase will focus on implementing identified improvement actions, strengthening data-driven insights, and supporting measurable improvement in workforce equality outcomes and benchmarking performance. Staffing and recruitment have hindered the progress of some elements of work. Work to continue in 2026/27, with a revised completion date of 31 December 2026.		
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. - Working week reduced to 35 hrs - Working practices reviewed and levels of enhanced rates payable reduced - Terms and conditions revised	31-Dec-2026	Q4 2025/26 - Progress has focused on advancing the development of a modernised conditions of service framework, with particular emphasis on the proposed changes to the working week and associated financial sustainability considerations. A full business case has been developed, incorporating service-level assessments to ensure that proposals are operationally viable and aligned to organisational needs. Corporate Leadership Team has identified the requirement for a detailed management session to provide further direction prior to finalisation. People Management Services has continued to support services through the assessment of current working practices and the implications of change, ensuring that proposals are informed by operational realities and workforce impact. Progress remains at approximately 40%, with the next phase focused on securing strategic direction, refining proposals, and progressing implementation planning in line with financial and workforce objectives. Work to continue in 2026/27, with a revised completion date of 31 December 2026.	40%	
HROD25-28 Strat 4.5	Have in place actions to address issues arising from the employee survey and workforce planning themes	1	Actions are implemented that address issues raised. - Employee Survey action plan developed and agreed at Committee - Services progress improvements as per action plan - Service level actions arising from workforce planning are progressed within services and monitored through the regular performance management framework	31-Dec-2025	Q4 2025/26 - Progress has focused on embedding and progressing actions arising from the employee survey and workforce planning themes across services. Service level information has been disseminated and follow up with Heads of Service and Service Managers has been undertaken with some meetings concluding during quarter 4. Constructive engagement with Trade Unions has also taken place to align on key priorities, alongside the completion of an employee survey feedback booklet and implementation of a supporting communications plan. An options appraisal for the future approach to employee surveys, including the introduction of pulse surveys, has been developed for CLT	95%	

					consideration. Progress is at approximately 95%, with remaining activity focused on completing service engagement, maintaining momentum on delivery, and embedding ongoing monitoring through the performance management framework. Work to continue in 2026/27, with a revised completion date of 31 December 2026.		
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Section 5: Service Level Outcomes or Priorities
5.1 Youth Work - deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 1 25-28	YW deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people	2	1. Working together to make the biggest difference to the outcomes for people in Moray. 2. Young people are more ready to enter employment, training or college 3. Young people participate in informal learning programmes they have co-designed and as a result have increased attendance at school.	30-Jun-2026	The overall progress of this Theme is determined by the Two Actions below (SERV ERC 1.1 25-28 & SERV ERC 1.2 25-28) THEME PRIORITY: 2 THEME WEIGHTING: 2 The Action due for completion by 31 March 2026 did not complete. The remaining Action is in progress with a completion date of 30 June 2026.	85%	
SERV ERC 1.1 25-28	Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing issues and/or Employability activities in S3.	2		31-Mar-2026	Q4 2025/26 - Although not completing by due date, good progress has been made during 2025/26. There is however recognition that work needs to continue into Year 2 of the plan. Action will be reset at the beginning of 2026/27 to 45% complete (90% x 50%) with a revised completion date of 31 March 2027. Transition work with P7s has been a large part of Youth Work delivery across Moray this quarter. Delivery has taken place in the classroom, through lunchtime and afterschool drop-ins and also in Youth Club provision in the community. A partnership with Elgin High senior pupils and SLT has seen 60+ P7s attend weekly Youth Club sessions in Elgin High. Feedback from pupils, parents and staff has been very positive.	90%	

					Youth Workers have been utilising HIIC activities within groupwork sessions and have had a good response from young people who have been keen to share their views about their own communities and the issues that concern them. Many of these short engagements with young people are leading to projects in their community.		
SERV ERC 1.2 25-28	Outreach youth workers are employed in Buckie, Forres, Keith and Elgin to pilot work in school and in the community with young people who are not fully engaged in learning.	2		30-Jun-2026	<p>Q4 2025/26 - The pilot project contract comes to an end in July 2026. Recruiting and maintaining worker numbers has been problematic due to the longevity of the project. Work continues with depleted staff numbers, at this stage it is not known whether work will continue after contract expiry.</p> <p>Outreach Workers remain a crucial part of the Youth Work team with work being undertaken in Keith, Elgin and Buckie to engage with young people who may not be engaging with learning in class or have poor attendance.</p> <p>Buckie Youth Hub has been developed in response to needs identified by young people who have been involved in ASB and who are disengaged from their learning. The space, in Buckie High caf&eacute; and Community Lounge is open twice a week, afterschool and an evening and young people can enjoy a range of activities and learning. Again, feedback from young people, their parents, staff and Police has been positive and this is reflected in attendance levels and levels of ASB being reported in and around the school area.</p>	80%	


Section 5: Service Level Outcomes or Priorities							
5.2 Recruitment and Retention							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.1	Develop a succession planning approach that builds internal capacity and contributes to a positive culture	2	Internal capacity is increased with internal candidates enabled to prepare for alternative and promoted positions. Measures for number of internal applicants developed: Year 1 – measure/baseline established Year 2 – 5% increase in volume of internal applicants	31-Oct-2025	<p>THEME PRIORITY: 2 THEME WEIGHTING: 2</p> <p>Q3 2025/26 - Information from existing reporting methods and systems available confirmed to enable measure/baseline to be established.</p>	100%	

			Year 3 – 2.5% increase and 5% increase in number of career progression opportunities				
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Section 5: Service Level Outcomes or Priorities
5.3 Organisational Development

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.2	Develop and implement initiatives to create a culture where employees are prepared and supported. Encourage flexibility and adaptability.	1	<p>Employees are empowered, prepared and enabled to embrace change by developing and implementing initiatives to create a culture where employees are prepared and supported to adjust to the future changes that may be required of them. Encourage flexibility and adaptability to support employees to adapt to new ways of working including embedding digital skills and competence to improve efficiency and levels of service.</p> <ul style="list-style-type: none"> - Employee survey questions establish baseline for monitoring improvement on: - Impact of training and development to support new ways of working - Levels of confidence in being supported to be flexible and adaptable - Levels of confidence in improved efficiency and levels of service achieved as a result of change - Positive feedback from change exercises 	31-Mar-2026	<p>THEME PRIORITY: 1 THEME WEIGHTING: 3</p> <p>Q4 2025/26 - Progress in quarter 4 was limited due to continuing senior recruitment pressures for the team. Agreement from the Corporate Leadership Team (CLT) on future approach to employee surveys, which is being implemented.</p> <p>CLT recognised the longer term nature of this project over a period of a number of years rather than a few months. Action will be carried forward into 2026/28 with a revised completion date of March 2028.</p>	50%	

Section 5: Service Level Outcomes or Priorities
5.4 Communication and Engagement


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.3	Review and refresh communication and engagement to support corporate and service priorities	1	<p>Corporate vision and priorities are positively promoted in public communication and engagement activities including use of a range of platforms e.g. social media</p> <ul style="list-style-type: none"> - % of engagement levels increase for public and community-based consultations - % of engagement levels increase for participatory budgeting exercises - 75% of employees aware of council priorities (employee survey question) - Citizens engagement as measured by the Scottish Social Attitudes Survey will increase 	31-Mar-2026	<p>THEME PRIORITY: 1 THEME WEIGHTING: 3</p> <p>Q3 2025/26 - The development work has become embedded into business as usual in terms of the comms and engagement approach including the implementation of the Moray Engage platform and measures in place to monitor improvement.</p> <p>The revised 2026 engagement programme has been approved by CLT.</p> <p>The Comms and OD teams will continue to operate closely together to ensure that corporate and service priorities are central in all communication and engagement activities.</p>	100%	

Section 5: Service Level Outcomes or Priorities
5.5 Best Value Actions


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.4	Support workforce related actions contained within the Best Value Plan in accordance with agreed timescales	1	<p>Effective distributive leadership and collaborative working. Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to support transformation. Improved use of data including exploration of use of real time data where possible</p> <ul style="list-style-type: none"> - Employee survey responses show greater than 20% improvement in leadership questions 	30-Jun-2025	<p>THEME PRIORITY: 1 THEME WEIGHTING: 3</p> <p>Q4 2025/26 - Limited progress has been made during quarter 4. Quarter 4 work has focused on supporting delivery of workforce-related actions within the Best Value Plan, with particular emphasis on strengthening leadership insight and the use of workforce data. Analysis of leadership and management survey results has been completed at both corporate and service level and shared to inform improvement activity, while an options appraisal for the future approach to employee survey, including the introduction of targeted pulse surveys e.g. 1/2/3 Leadership survey, have been developed for Corporate Leadership (CLT) consideration.</p>	60%	






			<ul style="list-style-type: none"> - Culture of cooperation and partnership evidenced in leadership survey results - Real time data researched and assessed with timescale for implementation if viable 		<p>Progress in advancing real-time workforce data has been impacted by resource pressures associated with senior recruitment activity; however, this work is scheduled to progress in the next phase. The next stage will focus on implementing agreed survey approaches, progressing data capability, and supporting measurable improvement in leadership and workforce outcomes.</p> <p>The Action will be carried forward into 2026/27 with a revised completion date of 31 December 2026.</p>		
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Section 5: Service Level Outcomes or Priorities
5.6 Continuous Improvement




Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.5	Undertake self-evaluation e.g PSIF to measure and evidence continuous improvement	2	Assurance of continuous improvement that demonstrates Best Value - PSIF completed and reported with clear actions where required.	31-Oct-2025	<p>THEME PRIORITY: 2 THEME WEIGHTING: 2</p> <p>Q1 2025/26 - During quarter 1, 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.</p>	100%	

Section 5: Service Level Outcomes or Priorities
5.7 Performance Management



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
1GSP 2025-26 SERVICE LEVEL	Performance Management	2		31-Mar-2026	<p>The overall progress of this Theme is determined by the Five Actions below (GSP 2025-26 PM 1.1 - GSP 2025-26 PM 1.5)</p> <p>THEME PRIORITY: 2 THEME WEIGHTING: 2</p>	100%	


					All five Actions due for completion during 2025/26 have completed.		
GSP 2025-26 PM 1.1	Strategy and Performance: Finalise Delivery Frameworks and reporting arrangements following review of LOIP	2	Planned Outcome - Board can measure progress against agreed outcomes Outcome Measure - Agree suitable indicators	31-Dec-2025	Q2 2025/26 - LOIP Delivery Framework agreed by the Board in August 2025 with reporting due half yearly. First progress report for period to September will be reported in November 2025.	100%	
GSP 2025-26 PM 1.2	Strategy and Performance: Further development of Ideagen for performance reporting	3	Planned Outcome - Creation of dashboards for reporting Outcome Measure - Agree format and reporting of dashboards	31-Mar-2026	Q4 2025/26 - Positive feedback following presentation of Pentana portals to ECLT, soft launch complete. Further development will be informed by feedback received from users.	100%	
GSP 2025-26 PM 1.3	Strategy and Performance: Assist in the transition of survey to engagement platform	4	Planned Outcome - Council surveys to be incorporated into the engagement platform Outcome Measure - Surveys conducted through engagement platform	31-Mar-2026	Q4 2025/26 - Notification forward to Survey Monkey, account will end March 2026. RIOs providing support and guidance to services as required on Moray Engage survey element.	100%	
GSP 2025-26 PM 1.4	Strategy and Performance: Child Friendly Complaints (CFC) embedded into complaints process	3	Planned Outcome - Child Friendly Complaints recorded and reported as part of complaints process Outcome Measure - % of CFCs being recorded monitored and reported	31-Mar-2026	Q4 2025/26 - Complaints system now has a Child Friendly Complaints (CFC) marker added to the closure eForm demonstrating the embedding of CFCs within the process. CFC training has been developed in house and rolled out within the Services Complaint Administrator group. Further training is planned to ensure all Complaint Administrators are familiar with the process.	100%	
GSP 2025-26 PM 1.5	Strategy and Performance: Review performance management framework	1	Planned Outcome - Clarify reporting dates and venues for performance data Outcome Measure - Timely reporting to committee	30-Nov-2025	Q3 2025/26 - Revised Performance Management Framework due to be submitted to Corporate Committee in February 2026.	100%	

Section 5: Service Level Outcomes or Priorities
5.8 Health and Wellbeing


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.6 (HR&OD)	Health & Wellbeing	2		31-Mar-2026	<p>The overall progress of this Theme is determined by the Two Actions below (HROD25-28 Serv 5.6.1 & 5.6.2)</p> <p>THEME PRIORITY: 2 THEME WEIGHTING: 2</p> <p>Both Actions are overdue for completion.</p>	60%	
HROD25-28 Serv 5.6.1	Ensure revised operational implementation of absence management procedures are applied by managers	2	<p>Absence is managed effectively, and levels of absence are reduced efficiently and timeously</p> <p>- Reduction in number of days absence per employee and % (CORP6a Sickness absence days per teacher reduced by 0.5 days per fte CORP6b Sickness absence days nonteacher reduced by 0.5 days per fte)</p>	31-Mar-2026	<p>Q4 2025/26 - Since its approval, the Improving Attendance Project has moved into the early stages of delivery, with a focus on establishing capacity, strengthening engagement with key stakeholders and progressing priority actions. Two members of HR staff have been recruited and will commence in April. This additional capacity will enable the project to progress to the next phase and support delivery of the approved actions.</p> <p>Five training sessions took place across January -March 2026 on the Health and Work Policy, with 78 employees attending, with further training sessions scheduled twice a year. These sessions provide timely, practical support for managers and are a key component of the project in supporting consistent absence management practice.</p> <p>As part of early engagement activity, a questionnaire has been issued to Head Teachers to support baseline data gathering. The questionnaire is intended to capture information on current absence management practice, leadership capacity, identify barriers to effective absence management and highlight areas where additional support would be most beneficial. The results of this survey will inform the next delivery stages of the project. Further information can be found within the Improving Attendance Project Committee paper to the Education, Children and Leisure Services Committee on 03/03/2026</p>	70%	
HROD25-28 Serv 5.6.2	Proactively support the Health & Wellbeing of employees; review measures to reduce	2	Measures are deployed that support school-based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately	31-Mar-2026	Q4 2025/26 - Progress has focused on supporting the implementation of measures to improve employee health and wellbeing, with particular emphasis on reducing absence and addressing violence and aggression in schools. Following Council approval in December 2025, work has	50%	

	absence, ensure procedures are applied, provide support to reduce V&A in schools		<ul style="list-style-type: none"> - Review proactive measures to reduce sickness absence. - Provide support for reducing incidents of violence and aggression in schools as set out in agreed ASN action plan. Work with Trade Unions to identify actions to address short term absence. - Reduction in time taken to manage sickness absence linked to incidents of challenging behaviour 		<p>progressed on the Improving Attendance project, including recruitment to the project team and the planning of targeted training sessions for school senior leaders on effective absence management. People Management Services has continued to support services in applying absence management procedures consistently and in addressing complex cases linked to challenging behaviour in educational settings. Progress remains at approximately 50%, with the next phase focused on fully implementing the project, embedding preventative measures, and working in partnership with Trade Unions and services to deliver sustained improvements in attendance and staff wellbeing.</p> <p>The Action will be carried forward into 2026/27 with a revised completion date of 31 March 2027. Work will continue beyond this point to continue to monitor levels and provide support.</p>		
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Section 5: Service Level Outcomes or Priorities							
5.9 Workforce Planning							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.7	Workforce Planning	2		31-Oct-2026	<p>The overall progress of this Theme is determined by the Two Actions below (HROD25-28 Serv 5.7.1 & 5.7.2)</p> <p>THEME PRIORITY: 2 THEME WEIGHTING: 2</p> <p>One Action completed during 2025/26. The remaining Action is in progress with a completion date of 31 October 2026.</p>	80%	
HROD25-28 Serv 5.7.1	Ensure key projects are resourced, planned and delivered within agreed timescales and budget	1	<p>Projects are resourced sufficiently to allow timely completion of aims and objectives</p> <ul style="list-style-type: none"> - Projects completed on time and achieved objectives - Workload on project and core staff is managed and manageable 	31-Oct-2026	<p>Q4 2025/26 - Progress has focused on strengthening workforce planning and resourcing arrangements to support the delivery of key projects within agreed timescales and budgets. Recruitment activity has progressed across a number of priority areas, including the Improving Attendance project, senior HR and OD roles, and payroll, helping to build organisational capacity and resilience. People Management Services has continued to support services in managing workload and aligning resource deployment to priority programmes, ensuring that project delivery is informed by operational realities. Progress remains at approximately 60%, with the next phase focused on embedding</p>	60%	

					sustainable resourcing models, monitoring delivery against timelines and outcomes, and ensuring that workforce capacity supports both project and core service requirements.		
HROD25-28 Serv 5.7.2	Improve and develop knowledge and skills transfer across teams	1	Resilience of small teams and lean service is improved - Review purpose and format of personnel discussion group - Create pathways and establish measures for transfer of knowledge and skills	31-Dec-2025	Q4 2025/26 - All elements of the Action are now complete. To ensure work is maintained, progress to be monitored. The Personal Discussion Group (PDG) been reviewed and first meeting of the new format was held in Q4. Succession Planning measures are in place across the teams along with support and development plans.	100%	

Section 5: Service Level Outcomes or Priorities
6.0 Workforce Culture for Change

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 9 25-28	Develop workforce culture to support and enable change	4	Employees are involved in change with opportunities to support the design, delivery and implementation of service related changes and transformation	31-Mar-2027	<p>THEME PRIORITY: 4 THEME WEIGHTING: 2</p> <p>Q4 2025/26 - Following the recent Phase 1 structural changes, all senior posts have now been successfully recruited to and are in post. In line with committee approvals on 15 April 2025, a development programme for the Corporate Leadership Team (CLT) and Extended Corporate Leadership Team (ECLT), alongside a programme for Service Managers, is currently being prepared.</p> <p>External support is being commissioned to facilitate the above as well as a council-wide employee engagement, focusing on the development of employee values and working collaboratively with staff to finalise the operating model, as agreed at committee in April 2025. This engagement will provide valuable evidence of need to inform the next phase of workforce culture development and shape a further programme of management and leadership development. This will not only support and enable ongoing change but also strengthen workforce capability and progression for the future.</p> <p>It is expected that work will move forward at pace after committee approval. Whilst current progress would indicate that action is subject to</p>	20%	

				<p>slippage, the bulk of the work to achieve objectives will be carried out after the approvals process.</p> <p>Supporting and enabling change will remain a focus for the service. The action will be carried forward as an annually recurring action for the remaining duration of the plan.</p>		
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