







CORPORATE PLAN 2024-29 (2025 refresh) ACTIONS

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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		54%	



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		75%	
CORP-MC-2-ECONOMY-STRAT	Strategic Level Actions (Economy)			31-Mar-2028		43%	
CORP-MC-3-COMMUNITES-STRAT	Strategic Level Actions (Community)			30-Dec-2030		44%	
CORP-MC-4-DELIVERY-FWORK-STRAT	Strategic Level Actions (Delivery Framework)			31-Jul-2027		54%	


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	1	Moray will have lower levels of child poverty in line with national targets	30-Jun-2026	<p><i>See sub-actions below</i></p> <p>Moray's level of child poverty has declined from 23.9% to 23%. We have developed a robust system for tracking and monitoring the child poverty levels. This tracking is used to support interventions.</p>	76%	
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	1	Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	<p>Standardised approach across Moray on how to access pathway, shared with all health visitor teams. 207 Crisis Grant applications made, 131 were successful, 50 of these households had a child under 3 years old. Only small number of applicants mention Health Visitor in making application, albeit Health Visitor Teams may still be making an impact in making families aware of the fund.</p> <p>Updated Cost of the School Day guidance was shared with all schools. Continued support is provided through QIO for further implementation in schools.</p>	100%	
CP-CSP25-26-P02	Young adults and parents experience no poverty related barriers to entering / sustaining learning, training and employment by increasing access to	1	Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	<p>The service had 29 new referrals in quarter 1, 28 in quarter 2 and 57 in quarter 3 with 24 registered for this quarter. The service is currently working with 116 parents. Young person service currently engaged with 213 people.</p> <p>Pilot is underway with UHI Moray to support Parents Underemployed to improve household income, 5 out of 9 spaces filled extensive</p>	79%	

	Moray Pathway, affordable childcare options and maximising school holiday provision				<p>engagement work by Project Officer has increased referrals. Outcomes for parents will be reported for year end.</p> <p>From success of Buckie Mums Group, planning completed to start another group in Forres from January.</p> <p>Affordable wrap around childcare option have been developed and tested through successful funding for Bright Start Breakfast used to launch 7 new breakfast clubs and expand 3 existing clubs. Six providers are participating in the SAC Business Programme with grant schemes available for Group provision and Childminders. Kinloss provision expected with renovations started on buildings in preparation for opening. Earthtime SAC is at full capacity, extra transport in place to meet demand.</p> <p>Free and subsidised school holiday provision benefited from £15.5k of Scottish Government funding to support families with a disability. Sessions offered in October holidays, with follow-up work with families to improve future offers.</p>		
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	31-Mar-2026	Through a range of supports and interventions, our schools continue to show improvement in ACEL performance, maintaining or increasing previous session data presented for key literacy and numeracy measures. Through close monitoring of Stretch Aims, trajectories have been achieved for Core Stretch Aims (P1/P4/P7 Literacy and Numeracy) and Core Plus (S3 Literacy) based on December 2025 published data, with work progressing towards aspirational stretch aims set for 2026 through improvements focussed on wellbeing, equality and inclusion, learning and teaching, tracking and monitoring and leadership at all levels. For above measures and Core Plus Numeracy (S3), positive progress in closing identified poverty and wider attainment gaps continues. Scottish Attainment Challenge funding (PEF and SEF) continues to support interventions for raising attainment, focussing on literacy, numeracy, health and wellbeing, attendance and inclusion.	75%	
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	1	Moray will have lower levels of child poverty in line with national targets	31-Mar-2026	Two meetings have taken place with colleagues in Education, Health and Social Work and are in the process of agreeing baseline data to monitor ongoing performance.	50%	



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	31-Mar-2026	Following work leading up to November ECLSC and following further work supported by improvement methodology/tools, key actions for raising attainment are progressing at school and system levels for Senior Phase measures. 4 of 8 secondary school improvement visits have been undertaken and completed with moderated reports identifying strengths and areas for improvement in relation to QI 2.3 (Learning, Teaching and Assessment) and QI 3.1 (Wellbeing, Equality and Inclusion). We continue to monitor secondary school targets set against performance at key milestones with second data collection period underway. DHT Tracking and Monitoring Network developed to support collaboration between schools and improvements in this area, meeting across term 3 and term 4.	75%	



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	Delivery Moray Growth Deal: bring the remaining Moray Growth Deal projects into delivery	1	Retain and attract young people / families (16-29 years) to live and work in the area	31-Mar-2028	<i>See sub actions below</i>	60%	
CP-EGD25-28 Strat 4.1.1	Progress the Moray Growth Deal (MGD): bring the remaining Moray Growth Deal projects into delivery	1	Retain and attract young people / families (16-29 years) to live and work in the area Outcomes relating to GVA uplift, tourism numbers, affordable homes built, job creation and skills uplift to be achieved	31-Mar-2028	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. 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.	25%	
CP ECS25 28 Strat 4.1	Progress the Bus Revolution m.connect project as part of	1	In line with corporate plan outcomes of retain and attract young people, minimise barriers to working, adapt to changing	31-Mar-2026	Work to progress the Bus Revolution project has moved at pace with most planned activity for quarter 1 complete. New vehicles have been received and integrated into the fleet. Driver training is complete with	95%	



	delivering the Moray Growth Deal		climate and acts sustainably		operational systems deployed and service registrations submitted. The Group Booking Function has also been activated earlier than 95% 5 anticipated. Phase 2 of the project is now well underway with several new services launched (367, 368, 333, 334, and 694) . Due to recruitment challenges one further service (691) has been delayed however work is ongoing to progress this. Monitoring of passenger number is undertake monthly with CO2e impact annually - new PIs are to be created for these as part of the ongoing PI Review.		
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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
ECO-CP25 29-P2	Focus on a wellbeing economy, one that provides opportunities for all	1	Minimise barriers to people working such as childcare	31-Mar 2026	See sub actions below	27%	
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>The Community Identified Benefits portal was launched on 24 September 2025. Promotion has been undertaken by the CWB Officer along with supporting community groups to ensure the full benefits of this portal are achieved. So far, 16 community groups have registered on the portal and 10 businesses, the most notable of which is Balfour Beatty who fulfilled the first request in December. This will be promoted on the portal in the near future.</p> <p>The work related to the regional socio-economic plan has significantly progressed, with a report going to Council on the 25th of February. If approved, this will allocate the project funds from the Transformation Budget to further develop the project. This funding will include external consultancy to determine the scale of contributions from developers, legal advice on its enforceability and the cost of extending the CWB post of a further 12 months. The plan will hopefully be rolled out in 2027.</p> <p>The CWB officer has commissioned the Centre for Local Economic Strategies (CLES) to research the Council's procurement processes and spend data. This will provide a clearer picture of where the Council's procurement budget goes, the types of sectors, and what percentage goes to SMEs and the third sector. The results of this work will be published in late February and a workshop with Councillors and Senior Officers will be arranged for March.</p>	30%	

CP-EGD25-28 Strat 4.3	Improve access to fair work, employment and training opportunities by delivering a joined-up Skills Planning approach	1	Minimise barriers to people working such as childcare	31-Mar-2026	The Moray Pathways Workforce North Event took place in December 2025 with 100 attendees and a total of 50 local employers from the energy sector, training providers and key stakeholders from the public sector. The event provided information on what is working well and where the gaps are along with potential solutions. The new Moray Workforce Group are now working on a roadmap / action plan to progress.	33%	
CP-EGD25-28 Strat 4.4	Enable more people to work by increasing availability of affordable School Aged childcare provision	1	Minimise barriers to people working such as childcare	31-Mar-2026	There has been an increase in referrals for Parents in Poverty to receive support from Moray Pathways in this year and our marketing campaign has been successful. There is a total of 7 new SAC providers in development, RAFA Kidz Kinloss, Diane's Activity Club, Earthtime new SAC provision, Little Learners Buckie, Flexible Childcare Keith and Buckie, VIP Childcare Elgin and RAF Childcare Elgin. A draft policy to use school buildings for SAC has been created and working with estates to implement. Elgin City Football Club have now been awarded SFA Extra time funding to provide after school activities, Elgin City are working with SAC Project officer to expand this project.	20%	

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	1	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 sub actions below</i>	39%	
CP-EGD25-28 Strat 4.5	Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan	1	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	Programme staff appointed, detailed designs progressed, legal agreements progressing, update report being provided to Council in August. Awareness raising events have also been held over the summer. Due to the programme of work to be undertaken as part of delivering the Levelling Up elements of the Masterplan, an extension of one year has been granted by the UK Government to the end of March 2028. South Street redevelopment site has been cleared and construction is anticipated to start in Feb/ March 2026. Works on the Cooper Park pond and toilet block will start March 2026. A planning application has been submitted in December 2025 for the new Creative Arts Centre in the former Gordon Arms Hotel. Consultation has been carried out on active travel measures, with changes to design being progressed. Design work for surface water management scheme at the Sawmill and Auction Mart site is being progressed.	20%	

CP-EGD25-28 Strat 4.6	Delivery of the Town Centre Improvement Plan & Annual Report	1	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	During the first half of 2025/26, staff resourcing has focused on the Local Development Plan and accessing the external funding to deliver the project. Design works have progressed for projects in Dufftown and Forres with public realm work progressing in Buckie. Review of all TCIP actions completed. Grant scheme has proved successful again using external funding. Delivery of actions is dependent upon securing external funding.	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.	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	<i>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).</i> THEME PRIORITY: 1 THEME WEIGHTING: 3	79%	
CP-STRAT ERC 1.1 25-28	Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	New Elgin - Activity at The Link continues to develop and grow. During this quarter, 4 new volunteers have been recruited. A food larder has been established by the volunteers. The facility is open on a Saturday morning for the food larder and on Sunday for an open family session. An October programme was planned and delivered during the school holidays with activities including crafts, STEM, board games and outdoor fun. 5 sessions were held with 54 families attending – a total of 158 children. An event to celebrate the one year anniversary of the opening of the Link was held. As well as the regular weekly activities a Health Issues in the Community (HIIC) Course has been running. Buckie - Work ongoing to secure core funding to cover the costs of the Buckie Hub beyond March 2026. An application has been submitted to the Moray Community Health and Wellbeing Fund for £30k to cover 2 years' running costs. Work is still ongoing to explore options for a larger Hub – aware of interest from Children and Families and other partners who have similar aspirations in the area so work to explore a joint initiative is ongoing. Monthly community lunches continue and are well attended by the public and partners. An average of 15 volunteers help each month.	88%	
CP-STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	31-Mar-2026	The first phase of the Learning Estate Engagement in all ASGs has been completed and written up. Supported the relocation consultation on Forres Academy which comprised of a Parent/Carers meeting (47 attendees), a community meeting (23 attendees) and an online session (4 attendees). No further work by CSU on transformation, awaiting new Senior Management appointments that have transformation as part of their portfolio.	68%	

CP-STRAT ERC 1.3 25-28	Support the engagement and consultation work on service specific projects(e.g. Libraries and Leisure) (BV1.2)	1	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>Work with:</p> <p>Open Spaces on community engagement and consultation for the new play facilities in Archiestown and Aberlour. Both concluded this quarter and contracts awarded.</p> <p>Cultural Quarter delivering a Trustee Development session for Grant Lodge trustees and support with application to Architecture Heritage Fund.</p> <p>Economic Development and Falconer Museum trustees – development session.</p> <p>Allotments – Lossiemouth – governance support to group to become a SCIO. Work still ongoing to identify a suitable space. Buckie – work ongoing to explore options for a location for allotments.</p>	77%	
CP-STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	Moray Engage platform launched 22/8/25 and being utilised by a range of services – positive feedback internally and externally. https://engage.moray.gov.uk	77%	
CP-STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2026	Development paused since October 2025 until the new Service Manager is in place (February 2026).	66%	
CP-STRAT ERC 1.6 25-28	Development of new digital engagement platform for all corporate community engagement	1	More communities and individuals are more involved in local decision making and in helping to plan and delivery of local services	30-Jun-2025	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%	

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
4COM-CP25-29-P2	Provide modern and sustainable services, housing and infrastructure that meet	1	Increase in affordable housing available in Moray	30-Sep-2029	See sub actions below	49%	





	the needs of our communities						
CP-HP25-4.1	Delivery of the Housing. Investment and Affordable Housing Supply programmes	1	Increase in affordable housing available in Moray	31-Mar-2028	Resource Planning Assumption (RPA) of £8.995m grant funding available from Scottish Government for 2025/26. The SHIP was published in November 2025 which includes 5 years affordable housing completion statistics. Housing and Community Safety Committee receive updates biannually on the number of completions, anticipated site starts and open market purchases.	43%	
CP-STRAT ERC 2 25-28	Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Sep-2029	<i>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).</i> <i>There is one Milestone within this Theme:</i> MILESTONE: <i>(Strategic Planning) Learning Estate Review Report completed by 30 November 2026 (Outstanding)</i> THEME PRIORITY: 1 THEME WEIGHTING: 3	55%	
CP-STRAT ERC 2.1 25-28	(Design and Construction) Elgin High School Extension Build	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Oct-2027	Project remains on hold. Report to ECLS Committee in Nov reported the findings of the school roll forecast review and additional detailed review of timetable, curriculum and space utilisation. The confirmed SRF methodology information indicates that the school capacity requirement will not exceed 900 over the next 8 years – and any annual increase beyond that will be minimal. Future option recommended to ECLS Committee to scale down project to internal repurposing only. Decision deferred to Council on 28 Jan 26 – following Service facilitated visit to the school by elected members/community cllrs and parent council. Recommended option would not qualify as LEIP2 project. Initial positive discussions in early Dec over transfer of LEIP2 status to alternate project in Learning Estate portfolio. Further meetings planned late Jan.	45%	
CP-STRAT ERC 2.2 25-28	(Design and Construction) Future Forres Academy operational	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Sep-2029	Use of Common Good – petition submitted to Court of Session in Nov 25. Provisional hearing set for 12 Feb 26 and Substantive Hearing 5 Mar 26 Full Planning Application submitted (<i>Planning Approval granted 14 Jan 26</i>) Forres Academy relocation proposal consultation undertaken Sep-Oct 25 in accordance with Schools (Consultation)(Scotland) 2010 Act.	36%	

					Report to be released 4 Feb 26 – with ECLS Committee 11 Feb and full Council 25 Feb 26.		
CP-STRAT ERC 2.3 25-28	(Design and Construction) Future Buckie HS operational	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Dec-2030	Further report issued to ECLS Committee on Nov 25 on continuing affordability issues related. 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. Further report to Committee planned Jun 26 with more insight into Scottish Government intentions for successor to LEIP.	10%	
CP-STRAT ERC 2.4 25-28	(Engagement and Consultation) ASG Level Options Development (long term investment strategy)	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	Information report on Learning Estate Review to ECLS Nov 25. Target of full review to Committee/Council Jun 26 – with interim workshops on findings and initial options planned for Mar 26.	35%	
CP-STRAT ERC 2.6 25-28	(Engagement and Consultation) Effective stakeholder engagement on Learning Estate sustainability options	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	All engagements completed. Initial options paper planned for ELT Sep 25 with Committee paper in Nov 25. Action complete September 2025.	100%	
CP-STRAT ERC 2.7 25-28	(Estate Rationalisation) Future of Crossroads PS consultation completed	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	30-Jun-2025	Surplus report issued to Asset Management Working Group. Handover to Estates on track for end of Sep. Action Complete September 2025.	100%	
CP-STRAT ERC 2.8 25-28	(Design and Construction) Options developed to manage for Elgin South primary school capacity requirements	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2027	Review of Sep 2025 census data indicating further actual and planned school rolls across the Moray Learning Estate including Elgin North and South. Some potential minor risk of capacity challenges with Bishopmill PS to be determined in Q4 – with any intervention requirements to be reported in Q1 FY26/27	35%	
CP-STRAT ERC 2.9 25-28	(Design & Construction) Schools BB upgrade programme delivering minimum 3 B condition/suitability school upgrades per year	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2026	BB Upgrade works completed at Speyside HS, Milnes HS, East End Primary School and Mosstodloch PS – in progress works at Cullen PS, Rothes PS and Mortlach PS. Design works completed at Alves PS.	85%	

5. Strategic Delivery Framework







5.1 Financial Strategy

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status
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5DEL-CP25-29-P1	Financial Strategy	1	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	See sub actions below	63%	
CP-FIN25-28 Strat 4.1.1	Strengthen capital monitoring	1	Automated monthly monitoring reports More accurate forecasts of capital spend	30-Jun-2026	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 31/03/2026 ready for next financial year.	66%	
CP-FIN25-28 Strat 4.1.2	Review forecasting procedures for revenue budget	1	More accurate estimated actual	30-Jun-2025	Following further amendments and assessment of the methodology for forecasting the revenue budget, auditors have now closed this recommendation from the 2024/25 plan as complete.	100%	
CP-FIN25-28 Strat 4.2	Further develop Participatory Budgeting	1	Capture more information on community led decision making	31-Mar-2026	Participatory Budgeting activity continued during Q3 with ongoing community-led decision-making for the Alice Littler and Archiestown play park renewal projects. Both projects progressed using Moray Engage, with further engagement taking place through local schools and continued involvement from community groups. At Alice Littler, the Aberlour Playpark Group and Moray Council maintained regular communication with the community as the project advanced through technical evaluation and preparation for implementation. In Archiestown, community representatives remained involved as the preferred design, selected through online, in-person and school-based voting, and moved forward following its approval with over 40% of the vote. Additional PB spend in Q3 relates to further Bus Revolution activity, with m.connect introducing a new on-demand Saturday service in Speyside, launched on 4 October 2025 and operating 10am-6pm, providing flexible, community-driven transport options for rural areas.	23%	


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	1		31-Dec-2026	<i>See sub actions below</i>	57%	
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.	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.	31-Mar-2026	Interim Phase 1 session held in October 2025 with arrangements being finalised for next session in Jan/Feb. 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 CLT. Employee survey baseline information in place from 2025 survey.	50%	
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	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.	31-Mar-2026	Arrangements are being finalised to enable the implementation of revised exit monitoring. Senior recruitment process applied over a number of posts during Q3 with appointments made and new staff due to start in Q4. Once new key post holders are in place for HR and OD, the approach, outlined in the corporate recruitment action plan, to be reviewed and updated. Sources for baseline data considered and established where possible.	50%	
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)	1	Actions are implemented that address issues raised.	31-Dec-2025	Service level information has been disseminated and follow up with Heads of Service and Service Managers has been undertaken with some meetings to be completed in Q4. Discussions with Trades Unions have taken place on outcomes and actions. Employee booklet completed. Communications plan implemented. Approach to future employee surveys outlined in options appraisal paper for CLT consideration in January 2026.	95%	
CP-HROD25-28 Strat 4.4	Have in place fair and competitive pay and conditions that are recognised and free of bias	1	Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required.	31-Dec-2025	Monitoring of gender pay gap and equality issues undertaken on an ongoing basis, with actions identified as a result of the completed assessment against the Scottish Governments Ethnic Minority recruitment toolkit. Once new key post holders are in place for HR and OD, further work will be taken forward.	50%	
CP-HROD25-28 Strat 4.5	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council	1	Working hours and conditions of Service modernised and sustainable	31-Dec-2026	The full business case has been drafted and incorporates assessments undertaken for each service to refine the proposed way ahead in relation to the working week. CLT has identified that an in depth management session is required to provide direction for the FBC to be finalised and this is being planned.	40%	

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	1		31-Mar-2027	See sub actions below	49%	
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	1	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	31-Mar-2027	Between October and December, the expansion of the digital approach has continued in several areas, with the development or update of public facing online functions, including: <ul style="list-style-type: none"> • Short Term Let Renewals • Primary 1 and ELC registrations • Garden Waste Permit applications for 2026/27 • Custom Transport Booking • Bin Day Finder - Xmas collections • Moray Shared Lives information request • Alerts Portal updates for new service areas Work also continues with the development of more online processes and forms, including: <ul style="list-style-type: none"> • Occasional Licence Applications • Non-Domestic Rates Enquiries • Council Tax Special Arrangements • Damp & Mould reporting Copilot for M365 pilot continues but has lost a little momentum due to the staffing changes and the lack of a Digital Services Manager from September. This role has now been filled.	72%	
CP-ICT25-28 Strat 4.2	Develop a data approach to enhance the value of data to support key corporate priorities	1	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	There has been no further update from Scottish Government regarding the Data Maturity programme "lite" in the last quarter. The digital teams have been working with the Service Manager for Benefits and Money Advice regarding the adoption of the SAVVI datasharing framework and the Low Income Family Tracker (LIFT) to create a corporate, ethical, and intelligence led approach for identifying and supporting vulnerable households. These tools will strengthen lawful data sharing, improve integration and data quality, and enable proactive, evidence based interventions to reduce child poverty and financial hardship. This work directly supports our strategic priorities around business intelligence enabled decision making, early intervention, and tackling poverty.	10%	


					Work will progress in Q4		
CP-ICT25-28 Strat 4.3	Support and contribute to the development of an Education ICT Strategy	1	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	SWAN 2 - BT have migrated 44 out of 50 (88%) of school circuits to the new SWAN network. Work is in progress for the remaining sites with a revised completion date of the end of February 2026. The core Data Centre circuit has also been migrated. This will reduce the volume of traffic flowing between the transit network between Capita (the existing provider) and BT. The new circuit has additional capacity and should see an overall improvement in performance once all sites have been transitioned. Initial discussions have taken place with Education Scotland to novate the schools' Internet link to the Council, which will allow for an increase in capacity.	65%	

5. Strategic Delivery Framework
5.4 Transformation Plan / Strategy

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CP-HP25-4.3	Review of Depot & Stores	1	Improvement and rationalisation of estate	31-Mar-2027	Delivery Group and Project Board meetings have been scheduled for the year, with Delivery Group meetings now underway and the first Project Board meeting expected on 21 January 2026. Implementation plan to be approved at Project Board. Separately, an update has been shared with Open Spaces staff to support further investigation work, and a site-specific Communication Management Plan has been developed and shared (w/c 8 December 2025) to support the anticipated closure of Tyock Depot on 31 January 2026.	24%	

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	1	Drive continuous improvement across services Demonstrate best value Cycle is Embedded	31-Mar-2026	<i>See sub actions below</i>	80%	
CP-GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance	1	Drive continuous improvement across services. Demonstrate best value.	31-Jul-2025	Q2 2025/26 - 100% complete ECLT agreed schedule through to July 2026, Interchange PSIF page and Engage page checklist and guidance set up.	100%	

CP-GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26	1	Cycle is Embedded	31-Mar-2026	EGD checklists complete and analysis underway, consensus session date to be arranged in January, slightly behind schedule. Finance checklist ready to distribute on schedule.	60%	
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