

CUSTOMER EXPERIENCE, ICT and DIGITAL SERVICES SERVICE PLAN 2025-28

1. Service Definition:	Customer Experience, ICT and Digital Services provides the strategic leadership, technology infrastructure, data capability, and customer focused design that enable the Council to deliver modern, efficient and accessible services. The service brings together customer contact, digital development, and ICT operations to support transformation across the organisation and improve outcomes for our residents, communities and workforce.
2. Service Resources:	Service Resources: 87.16 FTE Budget: Capital £526k Budget: Revenue: £5,559k

3. What have we identified for improvement in 2025-28?	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Acceleration and Maximisation of Digital Tools	Digital Strategy 2025–2028
Workforce Digital Skills, Capability & Confidence	Digital Strategy 2025–2028
Innovation & Future Readiness	Digital Strategy 2025–2028
Business Intelligence and Insight	ICT Strategy 2025-2028
Assurance (Security, Compliance & Resilience)	ICT Strategy 2025-2028
Forward Planning	ICT Strategy 2025-2028

Note: Progress against BV Actions will be monitored and reported out with Service Plan process

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4. Local Outcomes Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low)
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Acceleration and maximisation of digital tools	Expansion and enhancement of digital technologies across services to improve efficiency, effectiveness and ways of working. Reduced reliance on legacy platforms. Increase usage of AI technologies such as Copilot and Copilot Agents in the organisation.	<ul style="list-style-type: none"> • Reduction in legacy systems usage • Adoption levels of M365 apps (Forms, Planner, OneNote etc.) 	Ongoing	Service Manager Digital Services	1
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Increase use of LEAN process reviews using Engage Modeller	Service processes are simplified and streamlined, resulting in reduced waste and faster end-to-end delivery.	<ul style="list-style-type: none"> • Number of processes reviewed using Engage 	Ongoing	Service Manager Digital Services	1
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Migration of SharePoint On-Premise EDRMS to SharePoint Online	Migration to a modern, cloud-based information management environment improving accessibility, searchability and compliance.	<ul style="list-style-type: none"> • 100% of EDRMS content migrated • Number of services actively using new SPO EDRMS • Reduction in on-premise storage for EDRMS 	June 2026	Service Manager Digital Services	1

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4. Local Outcomes Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low)
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Migration of documents from Shared Drives to M365 (SharePoint, Teams, OneDrive)	Improved information governance, reduced duplication, better security and shift to modern collaborative working.	<ul style="list-style-type: none"> • GB/TB of data migrated • Number of shared drives decommissioned • Reduction in on-premise storage for Shared Drives 	March 2027	Service Manager Digital Services	1
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Website Rebuild (Corporate Website)	Delivery of a modern, accessible, user-centred website built on a secure and supported CMS platform. Improved usability, performance and navigation to support residents, businesses, partners and staff.	<ul style="list-style-type: none"> • WCAG 2.2 accessibility compliance • Shift to new website platform • Decommission of legacy platform 	June 2026	Service Manager Digital Services	1
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Intranet Rebuild (Corporate Intranet)	Delivery of a modern, accessible, user-centred intranet built on a secure and supported CMS platform. Improved internal communication, collaboration, knowledge-sharing and staff	<ul style="list-style-type: none"> • WCAG 2.2 accessibility compliance • Increased staff engagement with content and tools 	March 2027	Service Manager Digital Services	1

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4. Local Outcomes Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low)
		self-service across the organisation.				
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Develop a data approach to enhance the value of data to support key corporate priorities	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.	Develop and implement a corporate a data strategy and plan for big data to connect data, develop analytics to inform and drive service efficiency	March 2027	Service Manager Digital Services	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high, 3 low)
Service Development (ICT)	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).	Service specific systems are fully functional, and downtime is minimised. Enhancements and upgrades are supported.	Reduction in downtime. Enhancements and upgrades are completed within prescribed timescales per system.	March 2027 (or per contractual requirements)	Service Manager Digital Services	1
Assurance (ICT)	Cyber Resilience – Implement enhanced measures to manage cyber security and resilience risks	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	March 2027	Service Manager ICT	1
Forward Planning (ICT)	Identify, plan, schedule and support large scale corporate system replacements	Corporate system replacements are replaced efficiently and timeously in accordance with agreed council procedures	Systems replaced within scheduled timeframes Compliance with procurement procedures and due technical diligence	March 2027	Service Manager Digital Services	2
Health and Wellbeing (ICT)	Ensure revised operational implementation of absence management procedures are applied by managers	Absence is managed effectively, and levels of absence are reduced efficiently and timeously	Reduction in number of days absence per employee	March 2027	Service Managers	2

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		long term educational requirements.				
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ADD ANY NEW SERVICE LEVEL ACTIONS BELOW

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Customer Services	Creation of a Customer Strategy	A council-wide customer strategy is in place and being used to improve the consistency, accessibility and responsiveness of customer services across all channels.	<p>Customer Strategy and implementation plan developed in consultation with services, and approved by Committee.</p> <p>Customer service standards adopted across all Council services</p> <p>Evidence of service improvements delivered through the strategy implementation plan</p> <p>Improvement in customer satisfaction and/or reduction in customer complaints relating to access, communication or responsiveness</p>	Committee approval by December 2026 Strategic outcomes	Service Manager Customer Service and Experience	1

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			Increased consistency in how customer contact is handled across channels and services			
Customer Services	Investigate AI solutions (Telephony / Chatbot)	A clear, evidence-based decision is made on the use of AI in telephony and digital contact channels, with identified opportunities to improve customer access, speed of response and staff efficiency.	<p>Options appraisal completed with recommendation for implementation or non-implementation.</p> <p>Procurement exercise completed, identifying solution which offers best value while meeting a range of quality markers including system integration, quality, reliability and information security requirements.</p> <p>Pilot or proof of concept completed, where appropriate</p> <p>Evidence of potential or actual reduction in avoidable contact and repetitive enquiries</p> <p>Evidence of improved response times and/or increased first-contact resolution for suitable enquiry types</p>	July 2027	Service Manager Customer Service and Experience	2

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			Evidence of staff time released from routine transactional work			
Customer Services	Internal service liaison and improvement	Engagement with all council services currently supported by Customers Services, to review and quality-assure all in-person and telephony functions in addition to CRM engagement, ensuring appropriate customer choice, with appropriately accessible, intuitive and well-provisioned services across all available channels.	Record of quarterly regular service liaison meetings, with record of agreed actions noted, subsequently tracked and completed.	March 2027 (recurring annually)	Service Manager Customer Service and Experience	2
Customer Services	Customer Survey / Benchmarking	Establish a clear baseline of customer experience and sentiment to inform improvements and measure progress over time.	<ul style="list-style-type: none"> • Baseline customer satisfaction score captured • Year-on-year improvement in satisfaction • Benchmarking results against comparable councils or services 	July 2026	Service Manager Customer Service and Experience	1
Customer Services	New Telephony / Call Recording	Replacement of legacy telephony and call recording systems with a modern, cost-effective platform that improves reliability, reporting and customer experience.	<ul style="list-style-type: none"> • New system implemented on schedule • Reduction in telephony outages / faults • Improved call quality and reporting capability • Reduction in call abandonment rates 	March 2027	Service Manager Customer Service and Experience	2
Customer Services	Commercialising copy shop	Investigate viability of generating revenue by providing print / copy shop support to public/ third sector partners.	<ul style="list-style-type: none"> • Completion of viability assessment, ensuring full cost recovery plus profit, at commercially competitive rates. 	March 2027	Service manager Customer Service and Experience	2

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			<ul style="list-style-type: none"> • Successful trial of in-sourced print requests via external customer portal • Go Live 			
Complaints Handling	Refreshed Child Friendly Complaints guidance and training	Development and delivery of improved CFP guidance and training to Moray staff and residents as applicable. All Child Friendly Complaints recorded and reported as part of complaints process.	<ul style="list-style-type: none"> • Development of refreshed CFC guidance • Promotion of this to staff and external customers • Training to be delivered to staff via self-directed learning and workshops • % of CFCs being recorded monitored and reported 	31 March 2027	Service manager Customer Service and Experience	2
ICT	BYOD (Bring Your Own Device)	A secure, compliant BYOD framework enabling flexible working and reduced hardware costs.	<ul style="list-style-type: none"> • BYOD policy approved and implemented • Number of staff successfully onboarded • Reduction in corporate device procurement 	March 2027	Service Manager ICT	1
ICT	Telephony Review	Comprehensive review of all telephony provisions to identify rationalisation, savings and modernisation opportunities.	<ul style="list-style-type: none"> • Telephony footprint reduced • Savings realised • Consolidation onto fewer, modern platforms 	March 2027	Service Manager ICT	2
ICT	Review/Refresh of ICT Provision for Elected Members	Modern, secure and user-friendly digital provision for Elected Members to support effective communication, casework and governance.	<ul style="list-style-type: none"> • Updated devices / systems deployed • Improved satisfaction of Elected Members • Fewer support calls raised by Members 	Feb 2027	Service Manager ICT	1
ICT	Reduction of On-Premise Server Estate	Reduced dependency on ageing on-premise infrastructure through consolidation, migration to cloud platforms, and decommissioning of legacy	<ul style="list-style-type: none"> • Reduction in physical servers • Reduction in on-premise hosting/energy costs • Number of applications migrated to cloud/SaaS 	March 2028	Service Manager ICT/Service Manager Digital Services	1

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		systems. This improves resilience, security, and long-term cost efficiency.	<ul style="list-style-type: none"> • Decommissioning milestones achieved • Reduction in data centre incidents/outages 			
ICT	Rollout of Windows 11	Modern, secure, and supported desktop operating environment rolled out across the organisation, ensuring compliance, improved performance, and compatibility with modern applications.	<ul style="list-style-type: none"> • Number of devices upgraded to Windows 11 • Reduction in Windows 10 devices remaining in scope • Reduction in security vulnerabilities associated with outdated OS • Successful deployment of required apps and configurations • Improved device performance/boot times 	March 2027	Service Manager ICT	1
ICT	Public Switched Telephone Network (PSTN) Switch-Off Programme	Migration of legacy PSTN, and Integrated Services Digital Network Services (ISDN) solutions to modern digital All-IP based solutions.	<ul style="list-style-type: none"> • All legacy systems migrated by national switch-off deadline • Reduction in telephony costs 	January 2027	Service Manager ICT	1