

2025-28 Quarter to September 2026 - Customer Experience, ICT & Digital Services Performance Report - Service Plan



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

Customer Service & Experience, ICT Infrastructure and Digital Services Overall Plan Progress

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27	CUSTOMER EXPERIENCE, ICT & DIGITAL SERVICES 2026-27			31-Mar-2028		37%	

Customer Service & Experience, ICT Infrastructure and Digital Services Section 4: Strategic Level Outcomes Overall Progress

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27	STRATEGIC LEVEL	1		31-Mar-2027		36%	

Customer Service & Experience, ICT Infrastructure and Digital Services

Section 5: Service Level Outcomes Overall Progress

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27	SERVICE LEVEL	2		31-Mar-2028		39%	

Section 4: Strategic Outcomes or Priorities STRATEGIC OUTCOMES

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27 STRAT 1.1	Acceleration and miximisation of digital tools	1	Planned Outcome: 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. Outcome Measures: Reduction in legacy systems usage Adoption levels of M365 apps (Forms, Planner, OneNote etc.)	31-Mar-2027	1. Digital Signatures – awaiting approval of DPIA 2. AI Policy awaiting Corporate Committee approval – next meeting 24/11/26 3. Digital Champions programme approved and contract placed. Programme to start on 26/10/26 4. 75 Copilot licences now being managed and reallocated as BAU	60%	
CE, ICT & DS 2026-27 STRAT 1.2	Increase use of LEAN process reviews using Engage Modeller	1	Planned Outcome: Service processes are simplified and streamlined, resulting in reduced waste and faster end-to-end delivery. Outcome Measures: Number of processes reviewed using Engage	31-Mar-2027	Limited progress in quarter 2. 1. Business Change Officer (BCO) attended Engage process modelling conference 2. BCO working with Democratic Services to map out the current CMIS process; understand the current process (Engage Modeller), identify improvements and opportunities to simplify it and maximise the benefits of the new functionality that will be presented with the move to SharePoint Online.	25%	
CE, ICT & DS 2026-27 STRAT 1.3	Migration of SharePoint On-Premise EDRMS to SharePoint Online	1	Planned Outcome: Migration to a modern, cloud-based information management environment improving accessibility, searchability and compliance. Outcome Measures: 100% of EDRMS content migrated Number of services actively using new SPO EDRMS Reduction in on-premise storage for EDRMS	30-Jun-2026	All sites migrated – still in discussions with Education regards the security concerns of the School Share site as it contains Police Concern Reports so highly sensitive.	98%	
CE, ICT & DS 2026-	Migration of documents from	1	Planned Outcome: Improved information governance, reduced duplication, better	31-Mar-2027	1. Developing comms plan to promote. 2. 3MB covering M365 file management submitted to	10%	

27 STRAT 1.4	Shared Drives to M365 (SharePoint, Teams, OneDrive)		security and shift to modern collaborative working. Outcome Measures: GB/TB of data migrated Number of shared drives Reduction in on-premises storage for Shared Drives		CLT for review – positive response and will now need to progress via the Information Assurance Governance group. 3. Digital Champions programme will include details of use of these technologies.		
CE, ICT & DS 2026-27 STRAT 1.5	Website Rebuild (Corporate Website)	1	Planned Outcome: 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. Outcome Measures: WCAG 2.2 accessibility compliance Shift to new website platform Decommission of legacy platform	30-Jun-2026	Project was slightly delayed due to the supplier/developer taking longer than they had scheduled. The new website, which meets WCAG 2.2 accessibility compliance, went live on 20th July 2026.	100%	
CE, ICT & DS 2026-27 STRAT 1.6	Intranet Rebuild (Corporate Intranet)	1	Planned Outcome: Delivery of a modern, accessible, user-centred intranet built on a secure and supported CMS platform. Improved internal communication, collaboration, knowledge-sharing and staff self-service across the organisation Outcome Measures: WCAG 2.2 accessibility compliance Increased staff engagement with content and tools	31-Mar-2027	Following on from the website rebuild we have provided requirements to the supplier and are awaiting a quote for the work to rebuild our intranet and migrate content. Starting comms to encourage content editors and owners to remove outdated content.	10%	
CE, ICT & DS 2026-27 STRAT 1.7	Develop a data approach to enhance the value of data to support key corporate priorities	1	Planned Outcome: 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. Outcome Measures: Develop and implement a corporate data strategy and plan for big data to connect data, develop analytics to inform and drive service efficiency	31-Mar-2027	Moray Council is included on the main Scottish Government Data Maturity Programme and is progressing this towards a survey to all staff in November. Once complete the results will be evaluated, along with qualitative data from meetings with staff, to develop a corporate data strategy.	15%	

Section 5: Service Level Outcomes or Priorities

1. ICT

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27 SERV ICT 1.1	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).	1	Planned Outcome: Service specific systems are fully functional, and downtime is minimised. Enhancements and upgrades are supported. Outcome Measures: Reduction in downtime Enhancements and upgrades are completed within prescribed timescales per system	31-Mar-2027	Ongoing support and system updates as required during the year.	50%	
CE, ICT & DS 2026-27 SERV ICT 1.2	Assurance (ICT): Cyber Resilience – Implement enhanced measures to manage cyber security and resilience risks	1	Planned Outcome: Implementation of Cyber Resilience Plan completed. Business Continuity Plans / work for corporate and service cyber resilience completed. Outcome Measures: Plan implemented for enhanced risk-based approach 80% of online workforce completed eLearning modules Improved self-assessment tool ratings including certifications (e.g. PSN Accreditation, Cyber Essentials/Plus) Reduced number of high-risk actions arising from annual health IT health check	31-Mar-2027	The final uptake for the Social Engineering module for corporate staff was 51%. The module was delayed for schools pending their internet upgrade; this has now been published. A new module for corporate staff on AI has just been launched. A new Information Security Policy has been drafted and will be reported to Corporate Committee on 24 November 2026. Agreement with Internal Audit to use outcomes from the Scottish Government Cyber Resilience Assessment (CRA) as the basis for the Internal Audit Cyber Security Plan. This year's CRA will be starting imminently. Cyber incident response exercise for CLT / eCLT has been organised for the end of October. Work still to be completed for the prioritised list of systems for disaster recovery scenario.	30%	
CE, ICT & DS 2026-27 SERV ICT 1.3	Forward Planning (ICT): Identify, plan, schedule and support large scale corporate system replacements	2	Planned Outcome: Corporate system replacements are replaced efficiently and timeously in accordance with agreed council procedures Outcome Measures: Systems replaced within scheduled timeframes	31-Mar-2027	Continuation of activities in quarter2 - Business Change Officer currently progressing the following: 1. Business Systems Review process developed 2. Finance re FMS replacement/upgrades 3. HR re system upgrades 4. Roads re Profess Works job costing system 5. Housing re Business Objects mitigation in NEC 6. Members' Support re CMIS process review 7. Fleet re Fleet Management System	35%	

			Compliance with procurement procedures and due technical diligence				
CE, ICT & DS 2026-27 SERV ICT 1.4	ICT: BYOD (Bring Your Own Device)	1	Planned Outcome: A secure, compliant BYOD framework enabling flexible working and reduced hardware costs. Outcome Measures: BYOD policy approved and implemented Number of staff successfully onboarded Reduction in corporate device procurement	31-Mar-2027	Work planned to start in Q3.	0%	
CE, ICT & DS 2026-27 SERV ICT 1.5	ICT: Telephony Review	2	Planned Outcome: Comprehensive review of all telephony provisions to identify rationalisation, savings and modernisation opportunities. Outcome Measures: Telephony footprint reduced Savings realised Consolidation onto fewer, modern platforms	31-Mar-2027	Nothing planned for Q2. The telephony review will be undertaken once the PSTN Shutdown work has been completed. Likely to start in Q4.	0%	
CE, ICT & DS 2026-27 SERV ICT 1.6	ICT: Review/Refresh of ICT Provision for Elected Members	1	Planned Outcome: Modern, secure and user-friendly digital provision for Elected Members to support effective communication, casework and governance. Outcome Measures: Updated devices / systems deployed Improved satisfaction of Elected Members Fewer support calls raised by Members	28-Feb-2027	Survey has been completed. No conclusive outcome on device provision. Finalise at next meeting of Elected Member Digital Group in December.	20%	
CE, ICT & DS 2026-27 SERV ICT 1.7	ICT: Reduction of On-Premise Server Estate	1	Planned Outcome: Reduced dependency on ageing on-premise infrastructure through consolidation, migration to cloud platforms, and decommissioning of legacy systems. This improves resilience, security, and long-term cost efficiency. Outcome Measures: Reduction in physical servers Reduction in on-premise hosting / energy	31-Mar-2028	Digital Services progressing with the SharePoint migration and intranet projects. Website complete but will not release any server requirement until intranet is completed. No further updates from an Infrastructure perspective.	25%	

			costs Number of applications migrated to Cloud / SaaS Decommissioning milestones achieved Reduction in data centre incidents / outages				
CE, ICT & DS 2026-27 SERV ICT 1.8	ICT: Rollout of Windows 11	1	Planned Outcome: Modern, secure, and supported desktop operating environment rolled out across the organisation, ensuring compliance, improved performance, and compatibility with modern applications. Outcome Measures: 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	31-Mar-2027	Corporate Windows 11 - work continues on build for other teams to test and evaluate. Internal server has been rebuilt so image building can be started again. Testing on Group Policy Objects ongoing. Education Windows 11 - Group Policies to be tested with reference image. Image with reference image. Image to be re-worked to address the constraints of the partition size available for loading the Windows operating system.	15%	
CE, ICT & DS 2026-27 SERV ICT 1.9	ICT: Public Switched Telephone Network (PSTN) Switch-Off Programme	1	Planned Outcome: Migration of legacy PSTN, and Integrated Services Digital Network Services (ISDN) solutions to modern digital All-IP based solutions. Outcome Measures: All legacy systems migrated by national switch-off deadline Reduction in telephony costs	31-Jan-2027	Most of the work on the corporate sites has been completed, with only a small number of lines left to transition. The work to transition the schools across to a fully digital solution was completed in August as planned. The remaining focus is on Nursery sites. Discussions and site visits have taken place to agree solutions to replace legacy analogue services. Work is ongoing to identify associated costs. All workstreams on track.	70%	

Section 5: Service Level Outcomes or Priorities

2. EDUCATION: ICT STRATEGY

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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CE, ICT & DS 2026-27 SERV ED 1.1	Education: Support and contribute to development of Education ICT Strategy	1	Planned Outcome: Support and contribute to the development of an Education ICT Strategy that ensures readiness for future digital development that enhances learning and teaching as well as the possible impact of developing technologies such as AI. ICT infrastructure has the technology and the capacity required to support future digital development opportunities to facilitate enhanced digital learning and teaching that suits long term educational requirements. Outcome Measures: Bandwidth increased across school estate (SWAN 2) Digital learning devices and use of technology increased (March 2026 - end of Capita SWAN Contract / March 2029 as part of SWAN 2) Internet link from Education Scotland novated to the Council, and bandwidth increased (April 2026) Refresh of Education ICT Strategy (October 2026)	31-Mar-2028	Despite the significant increase in bandwidth, the schools reported ongoing issues at the start of the new term. A very high number of Windows updates contributed to this disruption, causing particular difficulties for older devices. ICT have developed an improvement plan which aims to stabilise the situation as well as providing a longer-term plan, and strategy, to improve infrastructure and devices in schools. This will also include working with each school to build up a detailed diagnostic of the assets and performance issues. Work has started with an external provider to run a pilot of a system which will analyse device performance. This is due to start at the end of October.	15%	
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Section 5: Service Level Outcomes or Priorities

3. CUSTOMER SERVICES

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27 SERV CS 1.1	Customer Services: Introduce new Customer Relationship Management (CRM) solution	2	Planned Outcome: Improve customer experience, service efficiencies, increased customer self-service Outcome Measures: More accessible and efficient service to the public No remaining forms on legacy system Decommission of legacy CRM System Milestones: Contract Finalisation (December 2025) Training (February 2026) Discovery Sessions (March 2026) Implementation Build (November 2026) Go-Live (November 2026) Go-Live Enhancements (March 2027)	31-Mar-2027	The CRM replacement project remains on track and within budget, with delivery now reported at around 60%. The project end date has been revised to March 2027 to include the approved expansion of scope for Housing Tenant Hub and Repairs modules, while the wider CRM replacement remains targeted for December 2026. Democratic Services, Print Order Request, Information Governance and Licensing are in testing, with Complaints, Customer Services, Community Protection, Roads, Transportation and PTU moving through build and scheduled for testing. Core infrastructure is nearly complete, including production environments, database and gazetteer upload, with email integration and customer data migration due to complete by the end of September. Principal risks relate to compressed timescales, supplier support, Housing integration complexity and potential extension of Lagan support for Housing Repairs only; these are being managed through project governance, enhanced Netcall support, ICT/Housing collaboration and use of identified	60%	

					contingencies.		
CE, ICT & DS 2026-27 SERV CS 1.2	Customer Services: Creation of a Customer Strategy	1	Planned Outcome: A council-wide customer strategy is in place and being used to improve the consistency, accessibility and responsiveness of customer services across all channels. Outcome Measures: Customer Strategy and implementation plan developed in consultation with services, and approved by Committee. Customer service standards adopted across all Council services Evidence of service improvements delivered through the strategy implementation plan Improvement in customer satisfaction and/or reduction in customer complaints relating to access, communication or responsiveness Increased consistency in how customer contact is handled across channels and services	31-Mar-2027	Development of the Customer Strategy remains on track for presentation to the November Corporate Services Committee. A draft strategy has been prepared and consultation is now in progress, allowing services, customers and wider stakeholders to comment on the proposed direction, priorities and implementation approach. Feedback from the consultation will be used to refine the final strategy, strengthen the supporting action plan and ensure the strategy reflects the needs and expectations of customers across all channels.	75%	
CE, ICT & DS 2026-27 SERV CS 1.3	Customer Services: Investigate AI solutions (Telephony / Chatbot)	2	Planned Outcome: 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. Outcome Measures: Options appraisal completed with recommendation for implementation or non-implementation. 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. Pilot or proof of concept completed, where appropriate Evidence of potential or actual reduction in avoidable contact and repetitive enquiries Evidence of improved response times and/or increased first-contact resolution for suitable enquiry types Evidence of staff time released from routine transactional work	31-Jul-2027	The AI element of this work is now being taken forward through the procurement of the Netcall Converse CX platform. The initial urgent implementation will focus on restoring and modernising the voice and telephony element, which is covered under CS 1.6. Once that core telephony platform is live and stable, the AI-assisted functionality, including chatbot and related customer contact automation, will be implemented as a later phase in Q1 2027/28. This phased approach will allow the service to stabilise the essential voice channel first, then introduce AI capability in a controlled way to support routine customer enquiries, improve response times and release staff capacity for more complex contact.	30%	
CE, ICT & DS 2026-27 SERV CS 1.4	Customer Services: Internal service liaison and improvement	2	Planned Outcome: 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	31-Jul-2027	Service liaison meetings have now started, with the initial meeting with Licensing taking place last week and further meetings scheduled over the coming month. These sessions are being led by Donna Wyness and Caroline Forsyth, with the Service Manager in attendance, and the format will continue	40%	

			services across all available channels. Outcome Measures: Record of quarterly regular service liaison meetings, with record of agreed actions noted, subsequently tracked and completed.		to be refined as the approach develops. The first shared Customer Services liaison channel has also been created for Licensing and Legal staff, providing a dedicated space to access information relating to the service delivered by Customer Services. This model will be extended as further liaison meetings are held with services, supporting better communication, transparency and shared understanding of service delivery arrangements.		
CE, ICT & DS 2026-27 SERV CS 1.5	Customer Services: Customer Survey / Benchmarking	1	Planned Outcome: Establish a clear baseline of customer experience and sentiment to inform improvements and measure progress over time. Outcome Measures: Baseline customer satisfaction score captured Year-on-year improvement in satisfaction Benchmarking results against comparable councils or services	31-Jul-2026	The customer engagement and experience consultation has now concluded, with the final report received. The report captures 710 responses from members of the public on the extent to which Moray Council's current services feel customer-focused and how well the Council engages with customers when shaping and delivering services. This information is being used to inform development of the Customer Strategy and provides an important baseline of public feedback. In addition, the new CRM system will be configured to automatically seek "How did we do?" survey feedback from customers following contact with the Council. This will support a more consistent approach to gathering customer feedback in future and provide better evidence to inform continuous improvement.	85%	
CE, ICT & DS 2026-27 SERV CS 1.6	Customer Services: New Telephony / Call Recording	2	Planned Outcome: Replacement of legacy telephony and call recording systems with a modern, cost-effective platform that improves reliability, reporting and customer experience. Outcome Measures: New system implemented on schedule Reduction in telephony outages / faults Improved call quality and reporting capability Reduction in call abandonment rates	31-Mar-2027	Procurement activity is now underway for the Netcall Converse CX platform. The immediate priority is the voice and telephony element, which is being progressed urgently to replace the current interim contact centre arrangements and restore a stable, modern telephony service as soon as possible. Work is continuing across Customer Services, ICT, Procurement and Netcall to complete the required assurance, procurement and implementation activity in parallel, including technical requirements, configuration, call routing and transition planning. The AI-assisted and chatbot functionality will follow as a later phase once the core telephony service is live and stable. (CS 1.3)	55%	
CE, ICT & DS 2026-27 SERV CS 1.7	Customer Services: Investigate viability of generating revenue by providing print / copy shop support to public/ third	2	Planned Outcome: Replacement of legacy telephony and call recording systems with a modern, cost-effective platform that improves reliability, reporting and customer experience.	31-Mar-2027	A trial exercise has been carried out with Aberdeenshire Council to compare commercial print quotes. Aberdeenshire's assessment is that Moray's pricing is extremely competitive and likely to be of interest if the Council chooses to proceed with	40%	

	sector partners.		Outcome Measures: Completion of viability assessment, ensuring full cost recovery plus profit, at commercially competitive rates Successful trial of in-sourced print via external customer portal Go-Live		offering this service externally. Configuration of the online customer portal is currently underway, which will allow print requests to be submitted electronically through a consistent online process. The system will initially go live for internal use only, but it provides the opportunity to extend the function to external customers in future. Further work will be undertaken to consider appropriate charges and additional considerations such as delivery costs, with the viability assessment continuing through Q3.		
CE, ICT & DS 2026-27 SERV CS 1.8	Complaints Handling: Refreshed Child Friendly Complaints guidance and training	2	Planned Outcome: 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. Outcome Measures: 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 and reported	31-Mar-2027	Child friendly complaints standards are now understood across Education and Health and Social Care services and are being used as a common reference point where complaints involve children. Complaints information on the external website will be updated in early 2027 to make the child friendly process clearer for parents and the public. The new CRM will also support complaints administrators through links to guidance, a central team space for consistent advice, and the potential introduction of standardised templates for child friendly complaints during 2027.	80%	

Section 5: Service Level Outcomes or Priorities

4. HEALTH & WELLBEING

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CE, ICT & DS 2026-27 SERV H&WB 1.1	Health & Wellbeing: Ensure revised operational implementation of absence management procedures are applied by managers	2	Planned Outcome: Absence is managed effectively, and levels of absence are reduced efficiently and timeously Outcome Measures: Reduction in number of days absence per employee	31-Mar-2027	Digital Services – ongoing management of absence per corporate policy	30%	