

2025-28 Quarter to September 2026 – GOVERNANCE

Performance Report – Service Plan



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

1. GOVERNANCE 2026-27							
1. GOVERNANCE OVERALL PROGRESS 2026-27							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27	SERVICE PLAN			30-Jun-2027	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. 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. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1)	61%	

1. GOVERNANCE, STRATEGY & PERFORMANCE 2025-26							
2. Outcomes - Strategic Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2025-26	STRATEGIC LEVEL OUTCOMES	1			No Strategic Actions 2026-27		

1. GOVERNANCE, STRATEGY & PERFORMANCE 2025-26							
3. Service Level Outcomes - Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2025-26	SERVICE LEVEL OUTCOMES	2		31-June-2026	PRIORITY 1 and 2 WEIGHTING 2 Progress of the Service Level element of the plan is measured by 9 Actions . Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.	61%	

3. SERVICE OUTCOMES							
1. IMPROVED GOVERNANCE							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27 IG 1.1	Internal Audit: Work with services to ensure business continuity arrangements are up to date	2	Planned Outcomes: Business Impact Assessments reviewed for all critical services and business continuity plans updated as appropriate Outcome Measures: To aid appropriate response to unplanned events and circumstances	30-Jun-2026	Business Continuity Plans have now been received for all critical services. Ongoing support will be provided by the Business Continuity & Risk Management Officer to assist services in reviewing, testing maintaining and updating their Business Continuity Plans as required.	100%	
GOVERNANCE 2026-27 IG 1.2	Agree a Council Risk Appetite Statement and review the Council's Risk Register in light of this	1	Planned Outcome: The new approved Risk Appetite Statement will inform the Corporate Risk Register as well as report, programmes, plans and policies Outcome Measures: Risk Appetite Statement approved by committee (May 2026) Draft and consult on proposed changes to the Corporate Risk Register (August 2026) Corporate Risk register reviewed in light of the Risk Appetite Statement (November 2026)	30-Nov-2026	The template for the Corporate Risk Register has been reviewed, updated and agreed by the Corporate Leadership Team as part of the development of a new Risk Management Policy and Framework. The revised template, together with the Risk Appetite Statement incorporated within the Policy, will be reported to the Corporate Committee in November 2026.	100%	

GOVERNANCE 2026-27 IG 1.3	Establish a Local Code of Corporate Governance	1	Planned Outcome: Establish Code as a primary Council governance document which informs the Annual Governance Statement Outcome Measures: Research model codes from elsewhere and agree best model for Moray (December 2026) Committee agreement of Code and review of arrangements (May 2027)	31-May-2027	Development of the Local Code of Corporate Governance is ongoing, with a draft version expected to be completed and available for initial review by 31 December 2026.	60%	
GOVERNANCE 2026-27 LEG 1.4	Review the Council's Committee structure in light of the management restructure to ensure effective reporting	1	Planned Outcome: Provide clarity over the overlaps with MIJB Efficiencies in reporting over newly aligned services Outcome Measures: Survey all Heads of Service and Committee Chairs (December 2026) Revised SOA through committee (May 2027)	31-Mar-2027	Corporate Leadership Team and Heads of Service to be asked to review their specific areas of Scheme Of Administration (SOA) and Scheme Of Delegation (SOD) to ensure they accurately reflect the revised structure. Further work on this action will take place over the next 6 months.	10%	

3. SERVICE OUTCOMES 2. LEGAL SERVICES							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27 LS 1.1	Legal Services: Identify means to increase staffing levels	2	Planned Outcome: Improve resilience of legal advice service Outcome Measures: Better balance in internal vs external costs	31-Mar-2027	A successful recruitment campaign has followed the regrading of the solicitor posts and appointments have been made for the four vacant posts. Once staff trained this will lead to a reduction in external spend although specialist/complex work will still need to be outsourced.	100%	

3. SERVICE OUTCOMES 3. INFORMATION GOVERNANCE							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27 INFO 1.1	Records management: review and update records management policies	1	Planned Outcomes: Policies support revised council information storage landscape, including use of Teams and Sharepoint Outcome Measures: Prioritisation of policies for review (June	30-Jun-2027	In response to the rejection of the Council's Records Management Plan (RMP) by the National Record of Scotland an action plan has been drawn up to address records management issues (closed records) and update a significant number of policies – a priority list has been agreed with target dates spread over the next 18-24 months. Initial progress with the NRS Action Plan has been mixed due to recruitment delays for Closed Records Store staffing. Policy	55%	

			2026) All policies reviewed in accordance with Records Management Action Plan (June 2027)		work is progressing timeously, while closed records work will be brought back on track once staffing in place.		
GOVERNANCE 2026-27 INFO 1.2	Work alongside ICT to roll out Sharepoint online to services who currently use shared drives	2	Planned Outcomes: More efficiency through digitisation Outcome Measures: Initial step: migration of services who currently use sharepoint to sharepoint online (December 2026) All services migrated to sharepoint online EDRMS (June 2027)	30-Jun-2027	Limited capacity within the service to progress work with ICT on Sharepoint Online. In the meantime, staff are working on Sharepoint closing old document sets and generally tidying up what needs to be migrated. Work in this area will be targeted over the next 6 months.	5%	

3. SERVICE OUTCOMES

4. REGISTRARS SERVICE

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27 REG 1.1	Address pressures from increased volumes of business. Seek efficiencies in ways of working through contact centre and digital improvements	2	Planned Outcome: Increased efficiency and improved customer service Outcome Measures: To be determined following specification of improvements - will include improved service availability / reduced cost per transaction	31-Mar-2027	New process implemented to try and improve back office processes in relation to death registrations and reduce the reliance of paper, however further progress has been limited this reporting quarter. Further work on identifying service efficiencies will be targeted over the next six months.	15%	

3. SERVICE OUTCOMES

5. HEALTH & WELLBEING

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GOVERNANCE 2026-27 H&WB 1.1	Ensure the Health and Work Policy and Procedures providing a supportive and comprehensive framework within which to manage health and wellbeing and any absence that occurs are applied by managers	2	Planned Outcome: Improve attendance at work and manage sickness absence through additional targeted support to assist in maximising attendance thus reducing costs and improve practice and adherence to policy Outcome Measures: Reduction in number of days absence per employee	31-Mar-2027	Regular reviews of cases of absence are carried out with action taken as appropriate, to ensure that an appropriate balance is struck between the efficiency of the service and providing appropriate support to employees.	50%	