2025-28 Quarter to June 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	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 & 3. 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)	23%	

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	PRIORITY 1 WEIGHTING 3 The overall progress of Strategic Outcomes is determined by the **7 Actions** (CE, ICT & DS 2026-27 STRAT 1.1 – 1.7)	23%	

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	PRIORITY 1 and 2 WEIGHTING 2 Progress of the Service Level element of the plan is measured by **12 Actions** (CE, ICT & DS 2026-27 SERV ICT 1.1 - 1.9, SERV ED 1.1, SERV CS 1.1 – 1.8 & SERV H&WB1.1). Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.	25%	

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 maximisation 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. Developed proposal to introduce digital signatures – awaiting funding. 2. Developed AI Policy – currently being reviewed by ICT Cyber Security, and Governance officer. 3. Developed business case to introduce Digital Champions programme – awaiting HR/OD review and funding approval. 4. Gained approval for the Copilot pilot to become business as usual with ongoing funding for 75 licences, following staff survey and business case.	25%	
CE, ICT & DS 2026-27 STRAT 1.2	Increase use of LEAN process reviews using Engage Moeller	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	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	1. All EDRMS SharePoint sites migrated to SharePoint Online, however a phased approach is required to go live so that services are certain how to use the new resource effectively, otherwise there could be a detrimental effect on productivity. 2. Projecting old system will no longer be used by mid August.	25%	
CE, ICT & DS 2026-27 STRAT 1.4	Migration of documents from Shared Drvies to M365 (SharePoint, Teams, OneDrive)	1	Planned Outcome: Improved information governance, reduced duplication, better 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	31-Mar-2027	Currently working on phase one of the EDRM migration to SharePoint Online. Once complete we will commence with phase 2, which will include shared drives, Teams, OneDrive.	0%	
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 a business case, funding was successfully secured under the Small Works Improvement Bid 2026/27 from the Transformation Project fund. Work on this will commence once new the website is live and stable.	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	31-Mar-2027	Difficulties getting approval from Scottish Government to access their Data Maturity Lite assessment, but initial meeting set up for 5th August to discuss how to progress this.	5%	

			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				

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.	25%	
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	Progress in last quarter impacted by staff absence and operational work on high-priority projects e.g. schools' internet upgrade, infrastructure work for SWIMS and CRM replacements. Bespoke actions arising from Scottish Government Cyber Resilience Assessment received and reviewed. Awareness module on Phishing Level 2 completed (uptake 37%), and module on Social Engineering in progress (uptake to date 47%). Phishing Simulation (World Cup Theme) undertaken; 8% of staff clicked on link, and 5 % entered data. Work undertaken to deliver previous courses to new starts, and work is ongoing to integrate security awareness training into MS Teams. Service BCP has been completed. Business Systems Review substantially complete.	10%	
CE, ICT & DS 2026-	Forward Planning (ICT): Identify, plan,	2	Planned Outcome: Corporate system replacements are replaced	31-Mar-	Business Change Officer currently progressing the following: 1. Business Systems Review process developed	25%	

27 SERV ICT 1.3	schedule and support large scale corporate system replacements		efficiently and timeously in accordance with agreed council procedures Outcome Measures: Systems replaced within scheduled timeframes Compliance with procurement procedures and due technical diligence	2027	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		
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 onboraded Reduction in corporate device procurement	31-Mar-2027	No significant work planned for Q1. Limited initial research using BYOD guidance from National Cyber Security Centre (NCSC).	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 Q1. The telephony review will be undertaken once the PSTN Shutdown work has been completed.	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	ICT provision has been discussed at the Elected Member Digital Group Meetings. A survey was issued prior to the recess to establish the requirements for the next election. Reminders / review will be undertaken after the recess.	10%	
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 costs Number of applications migrated to Cloud / SaaS Decommissioning milestones achieved Reduction in data centre incidents / outages	31-Mar-2028	1. Digital Services – Migration of SharePoint on premise to Online has resulted in a reduction of 2 servers, and there will be a phased reduction by 9 as the project progresses 2. Digital Services – upgrade of website and intranet from on premise server to cloud reduced dependency on server estate. Website go live is July 2026, intranet will be later in the year. 3. No updates from an Infrastructure perspective.	18%	

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 - Test PCs are with the Support Team and Back Office Team. As for the Laptop build, there are encryption and wireless connectivity issues: Wireless requires a move from PEAP username/password authentication to certificate-based EAP-TLS. Encryption Client is being checked as initial tests failed. Education - Reference build is complete, but Group Policy checks still to be completed.	5%	
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	Work is progressing well on the telephony systems for corporate sites. Ashgrove Depot, Chesworth Gardens, OT Store, Keith Roads Depot, and the Bailing Plant have all been migrated from analogue to digital solutions. Planning for the migration of the next batch of sites is underway. The telephone systems in all schools have been upgraded as a precursor to migrating away from analogue telephony services. All schools will move across to a digital solution in the middle of August. As well as telephony systems, the project covers Public Safety CCTV (complete), broadband services, alarm systems (community, intruder, fire and lift), Building Management Systems, Metering, and Telemetry, all of which are progressing well.	35%	

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
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.	31-Mar-2028	The migration to the BT Scottish Wide Area Network (SWAN) was completed for all schools by the end of March 2026. Two schools were on contingency circuits but have subsequently migrated to their full fibre provision. This has provided a significant uplift in bandwidth for all schools with the option to step up to the next level for a very modest additional cost. The Education Scotland Internet link was novated to the Council in April 2026. However, the regrade to 10Gbps took longer than expected due to resourcing issues at BT; work was completed in June 2026. The additional capacity has had a positive impact on network performance but there was limited time to assess this fully before the	5%	

			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)		summer break. ICT will engage with all schools after the holidays to assess the full impact and to identify any residual issues. Work was undertaken to export the existing Education ICT asset inventory into Microsoft's data analytics and interactive dashboard platform. Adding replacement costs for the different asset types has enabled some modelling to be performed on indicative pricing for a technology refresh for a new Education ICT Strategy. In addition, discussions have taken place with Microsoft, and Phoenix Software to consider the viability of joining the Microsoft tenancies for Corporate and Education to enable better data sharing across the two environments.		

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: Implementation Build (November 2026) Go-Live (November 2026) Go-Live Enhancements (March 2027)	31-Mar-2027	The CRM project remains on track and within budget, with development now progressed from training and discovery into active build. Core system components have been developed, with Democratic Services targeted as the first functional launch. Customer records have been reviewed, consolidated and prepared for migration, and work continues with ICT and Netcall on integration, Housing requirements, Complaints functionality and wider service configuration. Timescale risk is being managed through increased build-team capacity, with the overall target date unchanged.	40%	
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	31-Mar-2027	Work to develop the Customer Strategy is progressing well and remains on track. Benchmarking activity is continuing, alongside a public consultation seeking views on how customer-focused current services feel to members of the public, including how well the organisation engages with customers and develops services with the customer experience in mind. The consultation is due to close at the end of August, with outcomes to inform the Customer Strategy and provide an important baseline of customer sentiment as the organisation prepares for significant improvement and change. It is currently estimated that the strategy will be presented to Full Council in November 2026.	50%	

			access, communication or responsiveness Increased consistency in how customer contact is handled across channels and services				
CE, ICT & DS 2026-27 SERV CS 1.3	Customer Services: Investigate AI solutions (Telephnoy / 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	Progress is positive and on track. The review of AI-enabled customer contact solutions is being considered alongside the telephony and call recording replacement, as unified communications solutions now offer overlapping functionality including IVR call routing, web chat, call routing and basic transactional support. This action is therefore closely linked to CS 1.6, with the same market review informing both the AI/customer contact and telephony replacement priorities. A range of potential solutions is being reviewed, with quality, cost, integration and customer benefit being assessed. A clearer decision on the preferred telephony and web/chat solution is expected by the end of Q2.	20%	
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 services across all available channels. Outcome Measures: Record of quarterly regular service liaison meetings, with record of agreed actions noted, subsequently tracked and completed.	31-Jul-2027	Progress is underway and positive. Service liaison meetings have started, with initial sessions led by Donna Wyness and focused on Customer Contact Centre and reception practices. Further liaison activity will continue during Q2. Mailroom liaison meetings will also be established, led by Caroline Forsyth, with a focus on mailroom and copy shop processes. The purpose of these meetings is to ensure services have a clear understanding of the processes and performance of all areas of Customer Services where support is being provided on their behalf. A simple solution will also be developed to allow appropriate service managers to access information on procedures, performance, demand and cost of provision. This will support transparency, shared understanding and continued positive relationships with services, while enabling ongoing discussion about opportunities to improve service quality and efficiency.	25%	
CE, ICT & DS 2026-27 SERV	Customer Services: Customer Survey / Benchmarking	1	Planned Outcome: Establish a clear baseline of customer experience and sentiment to inform	31-Jul-2026	Work is progressing well and is approximately 75% complete. A public consultation has been launched to capture customer sentiment on how customer-focused council services are, including the extent to	75%	

CS 1.5			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		which customers feel the organisation engages effectively and develops services with the customer experience in mind. This will provide both quantitative and qualitative baseline insight. In parallel, a transactional customer survey is being prepared for customers who contact the Customer Contact Centre or visit reception, seeking feedback on the quality of service received that day. This will be promoted after the consultation closes to avoid overloading customers with requests for information. Results will provide empirical data to support improvement activity and will be reviewed again 12 months after the new CRM and telephony systems are in place.		
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	Progress is positive and on track. Funding has been secured to support replacement of the existing telephony system, with a formal procurement process to follow. Current market review activity is focused on unified communications solutions that can replace legacy telephony and call recording while also supporting improved IVR, routing, reporting and potential AI-assisted customer contact. This action is closely linked to CS 1.3, as the preferred telephony solution is likely to provide much of the AI capability required for future customer contact, including web chat, call routing and simple transactional support. Options are being reviewed against quality and cost, with a preferred direction expected by the end of Q2.	25%	
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 sector partners.	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: 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	31-Mar-2027	Work is underway to assess the operational viability of extending copy shop services beyond internal provision. An online self-service portal has been developed to allow internal customers to request copy shop support, and this has been built in a way that could also support requests from organisations external to Moray Council, should an external print offer be progressed. Work is ongoing to assess the full cost of provision and inform a charging structure that would ensure full cost recovery. Once this assessment is further developed, engagement with local community groups and similar organisations will be used to gauge interest and support proof of concept activity.	20%	
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	31-Mar-2027	Work is progressing well. Local training has been developed by John Black (Complaints Officer) and Laura Morrison (Policy lead, Children & Families) and delivered to most complaint handling administrators, with further sessions continuing to be offered. Moray's work has been recognised by the National Local Authority Complaints Handling Group, with other authorities interested in the approach taken locally. Further work is underway to improve data collection and support accurate national benchmarking, with core recording and monitoring arrangements now embedded through a Child Friendly Complaints marker in the complaints closure process. Training materials and	75%	

			Training to be delivered to staff via self-directed learning and workshops % of CFCs being recorded and reported		guidance to be updated as SPSO best practice develops.		

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%	