









2025-28 Quarter to June 2025 Economic Growth and Development Performance Report - Service Plan









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


2025-28 Economic Growth & Development Overall Plan Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28	Economic Growth & Development Service Plan			31-Dec-2028	<p>Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees.</p> <p>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.</p> <p>Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1) Priority 4 (Ongoing) Strategic Actions - Weighting (3) Priority 4 (Ongoing) Service Level - Weighting (2)</p>	16%	





2025-28 Economic Growth & Development Section 4: Strategic Level Outcomes Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28	Section 4 Strategic Level Outcomes			31-Mar-2028	<p>PRIORITY 1 WEIGHTING 3 The overall progress of Strategic Outcomes is determined by the Six Actions below (EGD25-28 Strat 4.1 - EGD25-28 Strat 4.6)</p> <p>In addition 8 Milestones measure progress over the 3-years duration of the plan:</p> <p><u>MILESTONES</u> Year 1 1. Progress the Moray Growth Deal - 7 of the 8 MGD Projects in delivery (Linked to EGD25-28 Strat 4.1) (Outstanding) 2. Introduction of community benefits portal (Linked to EGD25-28 Strat 4.2) (Outstanding) 3. Planning guidance finalised by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding) 4. Regional Socio-economic benefit plan drafted by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding) 5. Delivery of the Town Centre Improvement Plan and Annual Report (Evaluation by April 2027) (Linked to EGD25-28 Strat 4.6) (Outstanding) Year 2 1. Progress the Moray Growth Deal - 1 project to have completed (Digital Health) with remaining 7 in delivery (Linked to EGD25-28 Strat 4.1) (Outstanding) 2. Evaluation by March 2027 (Linked to EGD25-28 Strat 4.5) (Outstanding) Year 3 1. Linked to EGD25-28 Strat 4.1 - Progress the Moray Growth Deal - 1 project to have completed with remaining 7 continuing in delivery. Elgin Town Hall to reopen. Bus revolution phase 3 to commence. Work on MCIM phase 2 to have commenced (business grow on space) (Outstanding)</p>	9%	






2025-28 Economic Growth & Development Section 5: Service Level Outcomes Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28	Section 5 Service Level Outcomes			31-Dec-2028	<p>PRIORITY 2 WEIGHTING 2</p> <p>Progress of the Service Level element of the plan is measured by 15 Actions and 22 Milestones. Actions and Milestones have completion dates at various stages of the 3-year plan. Progress will not be uniformed.</p> <p>15 Milestones are expected to complete by 31 March 2026. (2 Complete) 4 Milestones are expected to complete by 31 March 2027. 2 Milestone is due to complete by 31 March 2028.</p> <p>1 Milestones is not due for completion until December 2028.</p>	27%	


Section 4: Strategic Outcomes 2. (L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Strat 4.1	Progress Moray Growth Deal (MGD) and bring remaining projects into delivery.	1	<p>By the end of the Deal (2031): MGD outcomes relating to GVA uplift, tourism numbers, affordable homes built, job creation and skills uplift to be achieved.</p> <p>1 X Milestone (Year one) 1 X Milestone (Year 2) 1 X Milestone (Year 3)</p>	31-Mar-2028	<p>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.</p> <p>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.</p>	8%	
EGD25-28 Strat 4.2	Delivery of the Community Wealth	1	Ensure wealth stays within the hands of our local communities	31-Aug-2027	The Community Identified Benefits portal has now been created. External consultants CEIS were commissioned to develop it, in consultation with communities and businesses. The portal will be	10%	

	Building Strategy and Action Plan		3 x milestones (year 1)		finalised/launched when the new temporary (12 months) CWB Officer has finalised the content. The CWB Officer will promote the portal to community groups and support them to use it. These developments have been funded in full by the UK Shared Prosperity Fund (UKSPF). The portal will allow suppliers to work in partnership with the Council and to support local communities in a real and sustainable way. Local community groups and third sector organisations will submit requests for support and Council suppliers can then view the requests and select those they would like to deliver. This provides opportunity for positive engagement and public relations both for the Council and the suppliers in receipt of public contracts. Communities will benefit from receiving essential support to deliver their projects and activities. Work on the socio-economic benefit model has started with an exploratory internal workshop.		
EGD25-28 Strat 4.3	Improve access to fair work, employment and training opportunities by delivering a joined-up Skills Planning approach	1	Refine our Skills Planning approach to improve the response of education and training services to meet the needs of local businesses	31-Mar-2026	During quarter 1, Moray Pathways has begun work with 12 new local businesses. Analysis of SDS data is ongoing in relation to a gender breakdown of apprenticeship participants however 30 females have been involved with the partnership in quarter 1 with 12 assisted into employment.	20%	
EGD25-28 Strat 4.4	Enable more parents to work by increasing availability of affordable School Aged childcare provision	1	Minimise barriers to people working such as school aged childcare provision with initiatives and policy guidance being prepared	31-Mar-2026	Provision of new school aged childcare and SAC grants has been delayed. Provision in Kinloss is now expected to commence in quarter 2 while pilots in Buckie and Forres are to be confirmed. Involvement with the Parents in Poverty project has increased with 29 new starts in quarter 1.	10%	
EGD25-28 Strat 4.5	Delivery of the Levelling up Fund elements of the Elgin City Masterplan	1	Elgin City Centre is a prosperous, attractive and healthy place 1 x milestone (year 2)	31-Mar-2027	Programme staff appointed, detailed designs progressed, legal agreements progressing, update report being provided to Council in August. Awareness raising events held. Programme extended to end March 2028 completion date.	10%	
EGD25-28 Strat 4.6	Delivery of the Town Centre Improvement Plan and Annual Report	1	Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs. 1 X Milestone (Year 1)	31-Mar-2028	Limited progress due to staff resources concentrating on progressing the Local Development Plan and access to external funding. Design works progressed for projects in Dufftown and Forres and public realm works progressed in Buckie. Review of all TCIP actions completed.	20%	

Section 5: Service Level Outcomes 1. Economic Growth & Regeneration							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.1	Economic Growth & Regeneration			31-Dec-2028	<p>Overall progress is determined by the Four Actions below (EGD25-28 Serv 5.1.1 - EGD25-28 Serv 5.1.4). Corresponding weightings are applied to Actions according to Priority Rating (Priority 1 - Weighting 3, Priority 2 - Weighting 2 & Priority 4 - Weighting 2)</p> <p>In addition, 13 Milestones measure progress over the 3-years duration of the plan:</p> <p>MILESTONES</p> <p>Year 1</p> <ol style="list-style-type: none"> 1. Elgin Town Board Investment Plan by October 2025 (Linked to EGD25-28 Serv 5.1.1) (Outstanding) 2. Shopfront Appraisal complete (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 3. Vacant Property study complete (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 4. Stage 1 to develop outline proposal by December 2025 (Linked to EGD25-28 Serv 5.1.3) (Outstanding) 5. Stage 2 to consult for a period of 12 weeks by April 2026 (Linked to EGD25-28 Serv 5.1.3) (Outstanding) 6. Governance arrangements in place by March 2026 (Linked to EGD25-28 Serv 5.1.4) (Outstanding) <p>Year 2</p> <ol style="list-style-type: none"> 1. Public realm improvements complete (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 2. 20 Museum open days July-Aug 2026 (Linked to EGD25-28 Serv 5.1.4) (Outstanding) 3. Business Plan prepared by February 2027 (Linked to EGD25-28 Serv 5.1.4) (Outstanding) 4. Fundraising activity successful by end of March 2027 (Linked to EGD25-28 Serv 5.1.4) (Outstanding) <p>Year 3</p> <ol style="list-style-type: none"> 1. Interpretation complete (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 2. 2 Priority Projects complete (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 	3%	





					Extending beyond 3-year Plan - Building Health Check complete (Linked to EGD25-28 Serv 5.1.2)		
EGD25-28 Serv 5.1.1	Plan for neighbourhoods updated investment plan – Elgin	1	Elgin City Centre is a prosperous, attractive and healthy place. 1 X Milestone (Year 1)	30-Nov-2025	Engagement events held to gather views, additional Board members recruited, and Project Manager appointed. Scoring criteria being developed and proposals will be considered and scored during September with Regeneration Plan considered by Council in November.	15%	
EGD25-28 Serv 5.1.2	Delivery of the 5-year Forres Conservation & Heritage Scheme	1	Forres Town Centre is revitalised 2 X Milestones (Year 1) 1 X Milestone (Year 2) 3 X Milestones (Year 3)	31-Dec-2028	Work relating to the shopfront appraisal is approximately 10% complete. The new project officer has been recruited and is due to start in July. The shopfront appraisal has been commissioned, along with design and delivery of public realm improvements, interpretation design and heritage co-ordinator. Contracts start late June/July 2025.	10%	
EGD25-28 Serv 5.1.3	Stage 1 & 2 Development of Moray Visitor Levy	1	Scheme proposal agreed 2 X Milestones (Year 1)	30-Apr-2026	The process to commission a tourism strategy started in June. This work will inform Stage 1 and with progress reported at approximately 10%.	10%	
EGD25-28 Serv 5.1.4	New operating model for Forres Museum	4	Transfer of museum service. 1 X Milestone (Year 1) 3 X Milestones (Year 2)	31-Mar-2027	Work towards the agreed milestones is reported at approximately 15% complete. A feasibility study and outline business model have been produced. The reports have been shared with the community and a group of individuals (39 in total) with a diverse mix of skills, experience and expertise have confirmed interest in being trustees, executive volunteers, volunteers and in-kind specialist advisors. The preferred model includes an Occupation Agreement in Year 1, leasehold and 4-year Service Level Agreement (SLA) with Moray Council from Year 2. The transition process would happen over a 5-year period with the new operating body becoming fully self-sustaining by the end of this term. A long-term lease of minimum 25 years would be required to enable the new body to access funding in Year 4. Report to go to ED&I 2nd September 2025.	15%	


Section 5: Service Level Outcomes							
2. Legislative & Regulatory							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.2	Legislative/ Regulatory			31-Dec-2027	<p>The overall progress of this Theme is determined by the Five Actions below (EGD25-28 Serv 5.2.1 - EGD25-28 Serv 5.2.5)</p> <p>In addition, 3 Milestones measure progress, all due for completion in Year 1:</p> <p>MILESTONES</p> <p>1. Consultation complete (Linked to EGD25-28 Serv 5.2.2) (Outstanding)</p> <p>2. Final guidance prepared by December 2025 (Linked to EGD25-28 Serv 5.2.4) (Outstanding)</p> <p>3. Guidance documents and associated plans complete (Linked to EGD25-28 Serv 5.2.2) (Outstanding)</p>	26%	
EGD25-28 Serv 5.2.1	Preparation of Moray Local Development Plan (LDP)	1	Proposed LDP to deliver homes, employment, prosperity, town centre regeneration, active travel, healthy living, infrastructure, carbon reduction, climate adaptation and biodiversity enhancement.	30-Dec-2027	Work progressing on developing policies and settlements statements for place-based Plan. Workshops for members planned in September. Proposed Plan will be reported in Q1 2026/27.	40%	
EGD25-28 Serv 5.2.2	Guidance for Policy 11c) in NPF4 to maximise socio-economic benefit associated with energy developments	2	Production of guidance document and associated plans to maximise economic impact and address community wealth building and ensure compliance with Policy 11 c) in NPF4 2 X Milestones (Year 1)	30-Apr-2026	0.5FTE staff recruited, discussing approaches taken by other Councils and developing ideas for Investment Plan.	25%	
EGD25-28 Serv 5.2.3	Deliver improvement plan and outcomes following the peer review process for the Planning Improvement Framework	2	Deliver the Annual Improvement Plan - April 2026	30-Apr-2026	As part of the work to deliver the Improvement Plan, an additional temporary planning officer has been recruited, and the role of Chief Planner is currently under review. Succession planning is also underway for Development Management as part of the wider EGD plan. A programme to roll out year one Improvement Actions and the longer-term work is to be developed.	15%	
EGD25-28 Serv 5.2.4	Review of Developer Obligations Supplementary Guidance	2	Ensure Developer Obligations Guidance is robust to ensure collection and spending of Developer Obligations. 1 X Milestone (Year 1)	31-Dec-2025	Peer review by Aberdeenshire Council underway and once complete reporting final version will be advanced.	80%	

EGD25-28 Serv 5.2.5	Produce one overarching Environmental Health team plan	1	Having an efficient and focused service delivering on key statutory requirements	31-Dec-2025	Development of one overarching plan has commenced. with all relevant plans being collated and data merged.	10%	
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Section 5: Service Level Outcomes

3. Climate Change and Biodiversity Routemap to Net Zero

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.3	Climate Change and Biodiversity Routemap to Net Zero			31-Dec-2025	<p>The overall progress of this Theme is determined by the Four Actions below (EGD25-28 Serv 5.3.1 - EGD25-28 Serv 5.3.4)</p> <p>In addition, 6 Milestones measure progress, all due for completion in Year 1:</p> <p>MILESTONES</p> <ol style="list-style-type: none"> 1. Draft Climate Change Strategy by August 2025 (Linked to EGD25-28 Serv 5.3.2) (Complete) 2. Approved draft Biodiversity strategy and subsequent metrics for actions to be agreed by August 2025 (Linked to EGD25-28 Serv 5.3.3) (Outstanding) 3. Approved Just Transition Strategy and subsequent metrics for actions to be agreed (Linked to EGD25-28 Serv 5.3.4) (Outstanding) 4. Approved Routemap by October 2025 (Linked to EGD25-28 Serv 5.3.1) (Complete) 5. Public consultation on Draft Strategy (Linked to EGD25-28 Serv 5.3.2) (Outstanding) 6. Final Climate Change Strategy (Linked to EGD25-28 Serv 5.3.2) (Outstanding) 	62%	
EGD25-28 Serv 5.3.1	Update Routemap to net Zero	1	Creation of Routemap 1 X Milestone (Year 1)	31-Oct-2025	Routemap update complete with report going to Full Council 27 August 2025.	100%	
EGD25-28 Serv 5.3.2	Update Climate Change Strategy	1	Achievement of targets, indicators and outcomes identified in Climate Change Action Plan to achieve carbon neutrality 3 X Milestones (Year 1)	31-Dec-2025	The Climate Change Strategy is now drafted following input from the Climate Change Working Group. This will be reported to Full Council in September and go to Public Consultation between October to December. A final version is planned for Full Council in February.	50%	
EGD25-28 Serv 5.3.3	Produce Biodiversity Strategy	1	Creation of Strategy. 1 X Milestone (Year 1)	31-Aug-2025	A draft strategy is now ready for Full Council on 27 August. Following this a public consultation will take place with a final strategy to be presented to council by the end of the year.	80%	

EGD25-28 Serv 5.3.4	Develop a Masterplan to inform future submissions of Just Transition Bids	1	Creation of Just Transition Strategy. 1 X Milestone (Year 1)	31-Aug-2025	A paper is due at Full Council on 27 August. A members briefing has been organised for 11 August to gather shortlisting ideas. A final short list report will follow.	80%	
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Section 5: Service Level Outcomes 4. Workforce Planning

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.4	Identify route for succession of professional officers across the service	1	Reduces risk of statutory failures impacting on the delivery of the service 1 X Milestone (Year 1)	31-Mar-2026	Environmental Health - 1 graduate trainee currently undertaking university training and professional qualifications which are expected to complete by October 2027. Planned recruitment for a second trainee post has been unable to progress as the approved university course is no longer available. An alternative university is currently being sourced by the Royal Environmental Health Institute of Scotland (REHIS). Trading Standards - 1 trainee successfully completed the final training module and is now qualified Trading Standards Officer. 2nd trainee to get results end of July 2025. Building Standards - 1 officer expected to be fully qualified by end of 2025. Planning - 2 members of staff signed onto the Planning Degree course due to commence January 2026. One Planning Officer working towards Associate member.	25%	

Section 5: Service Level Outcomes 5. Health and Wellbeing

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.5	Ensure revised operational implementation of absence management procedures are applied by managers	2	Absence is managed effectively, and levels of absence are reduced efficiently and timeously	31-Mar-2026	All absences are dealt with through appropriate HR policy.	25%	