








2025-28 Quarter to September 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>	25%	



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</p> <p>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, 7 Milestones measure progress over the 3-years duration of the plan:</p> <p><u>MILESTONES</u></p> <p>Year 1</p> <p>1. Progress the Moray Growth Deal - 7 of the 8 MGD Projects in delivery by March 2026 (Linked to EGD25-28 Strat 4.1) (Outstanding)</p> <p>2. Introduction of community benefits portal by March 2026 (Linked to EGD25-28 Strat 4.2) (Complete)</p> <p>3. Regional Socio-economic benefit plan drafted by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding)</p> <p>4. Planning guidance finalised by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding)</p> <p>Year 2</p> <p>1. Progress the Moray Growth Deal - 1 project to have completed (Digital Health) with remaining 7 in delivery by March 2027 (Linked to EGD25-28 Strat 4.1) (Outstanding)</p> <p>2. Delivery of Levelling Up Fund Elements of the Elgin City Masterplan - Evaluation by March 2027 (Linked to EGD25-28 Strat 4.5) (Outstanding)</p> <p>Year 3</p> <p>1. Progress the Moray Growth Deal - 1 project to have completed with remaining 7 continuing in delivery by March 2028. Elgin Town Hall to reopen. Bus revolution phase 3 to commence. Work on MCIM phase 2 to have commenced (business grow on space) (linked to EGD25-28 Strat 4.1) (Outstanding)</p>	17%	


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>	38%	

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 1) 1 X Milestone (Year 2) 1 X Milestone (Year 3)</p>	31-Mar-2028	<p>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.</p> <p>The Programme remains on track to meet the interim target:</p> <ul style="list-style-type: none"> - Work has been ongoing between UHI Moray College and Robertsons Construction Limited to conclude the development agreement for the South Street site. This is expected to conclude late October, enabling the project to enter delivery. - Update for CLT prepared on the skills proposal, with the aim that a more detailed briefing is provided at end of October which will seek to determine next steps. - The Council and Taylor and Fraser have undertaken an x22 early contractor engagement process for the Elgin Town Hall, with both parties now working to sign the contract by early October. Construction is expected to commence shortly after this. - Service stand up activity is advancing. A service operator for MICM has been appointed and the internal fit out of the Elgin STEM Hub is expected to take place late Q3. 	16%	
EGD25-28 Strat 4.2	Delivery of the Community Wealth Building Strategy and Action Plan	1	<p>Ensure wealth stays within the hands of our local communities</p> <p>3 x milestones (Year 1)</p>	31-Mar-2026	<p>The Community Identified Benefits portal is now complete and is due to launch on 24 September 2025. The CWB Officer will now promote and support community groups to ensure the full benefits of this portal are achieved. This portal, funded in full by the UK Shared Prosperity Fund (UKSPF), will allow suppliers to work in partnership with the Council and support local communities in a real and</p>	20%	

					<p>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.</p> <p>Following meetings with Highland and Shetland Council to learn about their approach to the Socio-economic benefits of renewable developments, a socio-economic plan for Moray has been drafted. Consultation with legal is ongoing to ensure the legality of the proposals included. Work is also ongoing with the procurement team to understand where improvements can be made with local spend in line with the targets set in the CWB Strategy. Although at an early stage, approaches have also been made to other councils to learn more about their procurement and local business development.</p>		
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	A new Moray Pathways skills planning sub-group has been formed - "Moray's Workforce Group" aims to refine baseline data, using both local intelligence and the new Regional Skills Assessment (RSA) (developed by Skills Development Scotland (SDS) using forecast data commissioned by SDS through Oxford Economics). This group are also leading on a Moray Skills Summit in December, bringing private and public sector together to create an action plan with regards to the Energy Transmission and Transition sector.	25%	
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 planned new school aged childcare and SAC grants has been delayed. The tender for Kinloss provision has been awarded however work with the care inspectorate has taken longer than anticipated which has resulted in changes to the opening date. This is now expected to commence early Autumn. Pilot schemes in Buckie and Forres remain in the development phase with work ongoing with Estates around polices covering use of buildings and associated charges. Despite these delays, new after school provision at Earthtime has resulted in a small increase in places available. Involvement with the Parents in Poverty project has increased with 29 new starts in quarter 1. A total of 10 Schools in Moray have received Bright Start Funding of a total of £54,000 to develop new breakfast club provision.	15%	
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 milestones (Year 3)	31-Mar-2028	Programme staff appointed, detailed designs progressed, legal agreements progressing, update report being provided to Council in August. Awareness raising events have also been held over the summer. Due to the programme of work to be undertaken as part of delivering the Levelling Up elements of the Masterplan, an extension of one year has been granted by the UK Government therefore an evaluation is now expected by March 2028.	15%	
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.	31-Mar-2028	During the first half of 2025/26, staff resourcing has focused on the Local Development Plan and accessing the external funding to deliver the project. Design works have progressed for projects in Dufftown and Forres with public realm work progressing 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>The overall progress of this Theme 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 by December 2025 (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 3. Vacant Property study complete by December 2025 (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 4. Stage 1 to develop outline proposal by March 2026 (extended from Dec 2025) (Linked to EGD25-28 Serv 5.1.3) (Outstanding) 5. 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 by June 2026 (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. Stage 2 to consult for a period of 12 weeks by September 2026 (extended from March 2026) (Linked to EGD25-28 Serv 5.1.3) (Outstanding) 4. Business Plan prepared by February 2027 (Linked to EGD25-28 Serv 5.1.4) (Outstanding) 5. 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 by September 2027 (Linked to EGD25-28 Serv 5.1.2) (Outstanding) 2. 2 Priority Projects complete by December 2027 (Linked to EGD25-28 Serv 5.1.2) (Outstanding) <p>Extending beyond 3-year Plan - Building Health Check complete by December 2028 (Linked to EGD25-28 Serv 5.1.2)</p>	9%	

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	Work to develop the Neighbourhoods Investment Plan has progressed with engagement events held to gather views, additional Board members recruited and a Project Manager appointed. The Project has also been scored during September with the Regeneration Plan due to be considered by Council in November.	35%	
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	A new project officer to assist in progressing the Forres Conservation & Heritage Scheme started in July 2025. Work relating to the shopfront appraisal is 40% complete and has been promoted to shop owners, tenants, and local groups, including at the FCHS launch event (12 September). Interest to be registered by 1st October, after which appraisal will be scheduled - on track for completion by December 2025. Commission of Vacant Property study will take place Q3 of 2025, with study now due for completion by June 2026. Public realm improvement designs are in progress, with a consultation to be scheduled by the contractor. Initial ideas and themes for the Interpretation project were presented at the FCHS Launch and Doors Open Day (13 September), with final designs due November 2025. Heritage activities progressing, including historical research, sourcing photographs, and recruiting volunteers for the "High Street Histories" project. An evaluation consultant was appointed in September 2025 to undertake a full scheme evaluation. Building grant schemes (priority, historic shopfront and building health check) are being promoted, with strong interest across all grant schemes. All grant processes and applications are currently being finalised.	15%	
EGD25-28 Serv 5.1.3	Stage 1 & 2 Development of Moray Visitor Levy	1	Scheme proposal agreed 1 X Milestones (Year 1) 1 x Milestone (Year 2)	30-Sep-2026	Procurement linked to the Tourism strategy was finalised at the beginning of August, with the contract awarded to SCOTO CIC. Stakeholder engagement has commenced with the community engagement plan now nearing completion. A draft questionnaire aimed at accommodation providers is now under review with Business Gateway and the Federation of Small Businesses (FSB). The Taxation Service has also provided access to NDR information to assist in estimating income. This is a significant piece of work and plans are being developed on how best to undertake this. Timelines for this action have been extended with Stage 1 (outline proposals) now due by March 2026 and Stage 2 (12-week consultation) by September 2026.	15%	
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	Support for Year 1 of the transition process was agreed at ED&I on 2nd September. Approval was also given in principle for Years 2-5 subject to viable business plan and legal formation of the organisation. Work has started on legally establishing the new body and initial meetings have been arranged with Museums Galleries Scotland. With the support of 10 volunteers, the museum participated in Doors Open Day on 13th September, welcoming 293 visitors between 10am and 1pm. Going forward the group hope to open the museum up to 20 days over the next year.	20%	






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 by November 2025 (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 by April 2026 (Linked to EGD25-28 Serv 5.2.2) (Outstanding)</p>	33%	
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 has progressed with the development of policies and settlement statements. Workshops for members are due to take place in September with the expectation a proposed Plan will be reported to council in Q1 2026/27.	50%	
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	<p>To assist with the production of guidance documentation and plans, a 0.5FTE post has now been successfully filled. Discussions have taken place with other Councils around the various approaches taken and ideas relating to an investment plan. Legal advice has also been sought regarding the preferred delivery model and planning guidance has been updated to reflect this.</p> <p>One element of the work has been identified as requiring consultancy support and a project mandate is now being finalised to request the required funding for this.</p>	35%	
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. The review of the Chief Planning Officer has been reviewed and is now embedded into the Head of Service role (Head of Growth, Planning & Climate (Chief Planning Officer)) Succession planning is also underway as part of the wider service plan. A programme to roll out year one Improvement Actions and the long-term work is to be developed.	20%	
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	A peer review with Aberdeenshire Council is now complete and the final version of the revised Developer Obligations Guidance will be reported to the December meeting of the Planning and Regulatory Services Committee.	90%	


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 is ongoing. Relevant plans are being collated and a review of all PIs is complete. Work will continue during quarter 3.	20%	
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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) (Complete) 3. Approved Just Transition Strategy and subsequent metrics for actions to be agreed by August 2025 (Linked to EGD25-28 Serv 5.3.4) (Complete) 4. Approved Routemap by October 2025 (Linked to EGD25-28 Serv 5.3.1) (Complete) 5. Public consultation on Draft Climate Change Strategy by October 2025 (Linked to EGD25-28 Serv 5.3.2) (Outstanding) 6. Final Climate Change Strategy by December 2025 (Linked to EGD25-28 Serv 5.3.2) (Outstanding) 	80%	
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 and reported 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 2025-2035 Strategy is now drafted following input from the Climate Change Working Group. This will be reported to Full Council on 24 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	The draft Biodiversity Strategy was produced and reported to Full Council on 27 August, meeting the agreed deadline of 31 August. With approval given, this work now moves to the Consultation stage.	100%	
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 draft Just Transition Strategy was produced and reported to Council on 27 August, meeting the agreed deadline of 31 August. With approval given, this work now moves to the next stage and the development and shortlisting of bids for submission to the Just Transition Fund in 2026/27.	100%	

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	31-Mar-2026	Environmental Health - 1 graduate trainee currently undertaking university training and professional qualifications which are expected to complete by October 2027. Following recent confirmation from Abertay University that a post grad intake will go ahead in January 2026, planned recruitment of second trainee post can now progress. This will be actioned early quarter 3. Trading Standards - Trainee results were received in July with 1 resit planned for May 2026. 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.	45%	

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	Due to reporting deadlines, Quarter 2 data is not yet available however all absences are dealt with through appropriate HR policy.	25%	