

2025-28 Quarter to December 2025 Growth, Planning & Climate Performance Report - Service Plan



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

2025-28 Growth, Planning & Climate 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>	32%	

2025-28 Growth, Planning & Climate
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>MILESTONES</p> <p>Year 1</p> <ol style="list-style-type: none"> 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) 2. Introduction of community benefits portal by March 2026 (Linked to EGD25-28 Strat 4.2) (Complete) 3. Regional Socio-economic benefit plan drafted by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding) 4. Planning guidance finalised by March 2026 (Linked to EGD25-28 Strat 4.2) (Outstanding) <p>Year 2</p> <ol style="list-style-type: none"> 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>Year 3</p> <ol style="list-style-type: none"> 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) 2. Delivery of Levelling Up Fund Elements of the Elgin City Masterplan - Evaluation by March 2028 (Linked to EGD25-28 Strat 4.5) (Outstanding) 	20%	

2025-28 Growth, Planning & Climate
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>	52%	

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>The Programme remains on track to meet the interim target of 7 of the 8 projects in delivery by March 2026. At the end of December, subject to a Registered Social Landlord (RSL) committing to the South Street regeneration site in early Q4, it is anticipated all parties will sign legal agreements during January enabling the 7th project (Business Enterprise Hub) to enter delivery, with construction starting late Q4.</p> <p>For the development of a new skills project (8th project), the procurement process runs until the end of Q3 with a consultant due to be appointed early Q4 to advance skills project development work. Aim is that by the end of Q4 they will have evaluated project proposals and prepared information for the development of a strategic outline case.</p>	18%	
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 3 x milestones (year 1)</p>	31-Mar-2026	<p>The Community Identified Benefits portal was launched on 24 September 2025. Promotion has been undertaken by the CWB Officer along with supporting community groups to ensure the full benefits of this portal are achieved. So far, 16 community groups have registered on the portal and 10 businesses, the most notable of which is Balfour Beatty who fulfilled the first request in December. This will be promoted on the portal in the near future.</p> <p>The work related to the regional socio-economic plan has significantly progressed,</p>	30%	

					<p>with a report going to Council on the 25th of February. If approved, this will allocate the project funds from the Transformation Budget to further develop the project. This funding will include external consultancy to determine the scale of contributions from developers, legal advice on its enforceability and the cost of extending the CWB post of a further 12 months. The plan will hopefully be rolled out in 2027.</p> <p>The CWB officer has commissioned the Centre for Local Economic Strategies (CLES) to research the Council's procurement processes and spend data. This will provide a clearer picture of where the Council's procurement budget goes, the types of sectors, and what percentage goes to SMEs and the third sector. The results of this work will be published in late February and a workshop with Councillors and Senior Officers will be arranged for March.</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	The Moray Pathways Workforce North Event took place in December 2025 with 100 attendees and a total of 50 local employers from the energy sector, training providers and key stakeholders from the public sector. The event provided information on what is working well and where the gaps are along with potential solutions. The new Moray Workforce Group are now working on a roadmap / action plan to progress. The Progress for Parents project, aimed at enabling parents into volunteering, paid work or training, also received national recognition, receiving the Family Learning Award at the recent Scotland Learning Partnership Awards.	33%	
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	There has been an increase in referrals for Parents in Poverty to receive support from Moray Pathways in this year and our marketing campaign has been successful. There is a total of 7 new SAC providers in development, RAFA Kidz Kinloss, Diane's Activity Club, Earthtime new SAC provision, Little Learners Buckie, Flexible Childcare Keith and Buckie, VIP Childcare Elgin and RAF Childcare Elgin. A draft policy to use school buildings for SAC has been created and working with estates to implement. Elgin City Football Club have now been awarded SFA Extra time funding to provide after school activities, Elgin City are working with SAC Project officer to expand this project.	20%	
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 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 to the end of March 2028. South Street redevelopment site has been cleared and construction is anticipated to start in Feb/ March 2026. Works on the Cooper Park pond and toilet block will start March 2026. A planning application has been submitted in December 2025 for the new Creative Arts Centre in the former Gordon Arms Hotel. Consultation has been carried out on active travel measures, with changes to design being progressed. Design work for surface water management scheme at the Sawmill and Auction Mart site is being progressed.	20%	

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. Grant scheme has proved successful again using external funding. Delivery of actions is dependent upon securing external funding.	20%	
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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) (Completed) 2. Shopfront Appraisal complete by December 2025 (Linked to EGD25-28 Serv 5.1.2) (Completed) 3. Vacant Property study complete by December 2025 (Linked to EGD25-28 Serv 5.1.2) (Outstanding now due by June 2026) 4. Stage 1 to develop outline proposal by March 2026 (extended from Dec 2025) (Linked to EGD25-28 Serv 5.1.3) (Outstanding with date to be reviewed) 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 now due by end of 2026) 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 April 2026) (Linked to EGD25-28 Serv 5.1.3) (Outstanding with date to be reviewed) 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) 	28%	

					<p>Year 3</p> <p>1. Interpretation complete by September 2027 (Linked to EGD25-28 Serv 5.1.2) (Outstanding)</p> <p>2. 2 Priority Projects complete by December 2027 (Linked to EGD25-28 Serv 5.1.2) (Outstanding)</p> <p>Extending beyond 3-year Plan - Building Health Check complete by December 2028 (Linked to EGD25-28 Serv 5.1.2)</p>		
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 Neighbourhood Board 10-year Vision and Regeneration Plan is complete with engagement events held to gather views, additional Board members recruited and a Project Manager appointed. The Regeneration Plan was submitted on time to the UK Government and feedback is awaited.	100%	
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	<p>Work towards this action has continued however the original timeline has been amended in some areas.</p> <p>The Vacant Property study originally planned for completion by December 2025 has been pushed back to Q1 2026 while completion of Public Realm Improvements is likely late 2026 with the public consultation now planned for Q4 (date tbc). Progress with the Priority Buildings and Building Health Check grant schemes has also been slower due to delays with HES updated third party grant, for grants over £50k.</p> <p>Work has progressed well with Shopfront Appraisal surveys, completed as planned during quarter 3 although Quantity Survey costings are to follow. Final feedback on the draft Interpretation Plan was received from our Partnership Management Group in October, with icecream architecture sharing their final Interpretation Plan for review and sign off. Promotion of volunteering opportunities to assist with 'High Street Histories' heritage project took place through GSA student marketplace in October and engagement around building grant schemes (priority, historic shopfront and building health check) continues. The assigned Evaluation Consultant is also in the final stages of reviewing the evaluation strategy and framework.</p>	25%	
EGD25-28 Serv 5.1.3	Stage 1 & 2 Development of Moray Visitor Levy	1	Scheme proposal agreed 2 X Milestones (Year 1)	30-Sep-2026	Th Draft Tourism Strategy has been received and reviewed, with feedback provided to the contractor/consultant. Work is now ongoing to create the final version. The first consultation questionnaire, aimed at accommodation providers, is now live with a closing date of 9 February. A second questionnaire, which will be open to all, is currently being drafted and will be reviewed by Business Gateway and the Federation of Small Businesses (FSB) prior to publication. Work on forecasting is progressing slowly. The timeline linked to achieving this action is currently under review to ensure sufficient time is allocated to the pre-consultation stage and for council to consider the draft scheme proposal that is developed.	20%	

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	The museum is now officially registered with Office of the Scottish Charity Regulator (OSCR) as 'The Falconer Museum' (charity number SC054798) allowing access to various streams of development funding. Governance arrangements are progressing slowly however these are expected to complete by the end of March 2026. Following a meeting with Property/Estates, confirmation was received work can commence on an 'Occupation Agreement' to start on 1st April 2026 and contact details for this have been exchanged. The Community Support Unit are working with the group to help build capacity and development planning. Assistance from Legal has also been requested to prepare the SLA while monthly meetings continue with the Chair and Secretary of the group.	25%	
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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	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) In addition, 3 Milestones measure progress, all due for completion in Year 1 : MILESTONES 1. Consultation complete by November 2025 (Linked to EGD25-28 Serv 5.2.2) (Outstanding) 2. Final guidance prepared by December 2025 (Linked to EGD25-28 Serv 5.2.4) (Outstanding) 3. Guidance documents and associated plans complete by April 2026 (Linked to EGD25-28 Serv 5.2.2) (Outstanding)	43%	
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. Ward level briefings and a workshop on draft policies will be held early 2026 with a proposed plan expected to be reported to council in June 2026.	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 using funding secured through UK Shared Prosperity Fund. Discussions have taken place with other Councils around the various approaches taken and ideas relating to an investment plan.</p> <p>One element of the work has been identified as requiring consultancy support and further legal support is required. A project mandate has been completed to request the required funding for this, and a report is being submitted to Council in February 2026.</p> <p>Initial consultation with the renewables sector has taken place. However further extensive engagement is required to help inform the draft Regional Socio-Economic Benefit Plan and consult on the Plan itself. Once in place, this Plan will form the basis for negotiations with developers for renewable energy developments, grid infrastructure and storage.</p>	50%	
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	No Q3 update received. Update to end of September - 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 complete with revised Developer Obligations Guidance now finalised. This guidance, originally planned for P&R committee in January, will be presented for approval at Full Council on 25th February.	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. Team structure and relevant plans are being collated, and a review of all PIs is complete. Work will continue during quarter 4 with a revised completion date of 31 March 2026.	60%	

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> <p>1. Draft Climate Change Strategy by August 2025 (Linked to EGD25-28 Serv 5.3.2) (Complete)</p>	90%	

					<p>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)</p> <p>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)</p> <p>4. Approved Routemap by October 2025 (Linked to EGD25-28 Serv 5.3.1) (Complete)</p> <p>5. Public consultation on Draft Climate Change Strategy by October 2025 (Linked to EGD25-28 Serv 5.3.2) (Complete)</p> <p>6. Final Climate Change Strategy by December 2025 (Linked to EGD25-28 Serv 5.3.2) (Outstanding)</p>		
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. Next report due to ED&I in March.	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	Following approval at Full Council on 24 September, the public consultation for the Climate Change Strategy took place during quarter 3 2025/26. This survey is now closed with contributions currently being analysed. Feedback will inform the final version due to be presented to Full Council in May.	75%	
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, work moved to the Consultation stage. This consultation was extended to take into account the community council elections where the community councils were in abeyance. The final version of the biodiversity strategy will be presented to May 2025 full council meeting.	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. Paper with further details seeking devolved responsibility to apply for shortlist will go to Jan 2026 full council	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 early 2026, planned recruitment of second trainee post can now progress. This graduate position is expected to be advertised in late spring with the successful candidate joining the September intake with Abertay.	70%	

					<p>Trading Standards - Trainee results were received in July with 1 resit planned for May 2026.</p> <p>Building Standards – The officer in training is now fully qualified having obtained full membership of Chartered Institute of Building at the end of 2025 as planned.</p> <p>Strategic Planning & Development - 2 members of staff have commenced the distance learning Planning degree course. Succession Planning discussions have been built into staff ERDPs in line with the recently produced succession planning Toolkit produced by Organisational Development.</p>		
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Section 5: Service Level Outcomes
5. Workforce 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 the reporting changes required in line with the new management structure, Q2 and Q3 data is not yet available but all absences continue to be managed via current HR policy.	25%	