

## ECONOMIC GROWTH & DEVELOPMENT SERVICE PLAN 2025-28

<b>1. Service Definition:</b>	<p><b>Economic Growth and Development leads on Economic Growth and Regeneration, Climate Change, Moray Growth Deal and delivers key regulatory services:</b></p> <p><b>Environmental Health and Trading Standards</b> deliver regulatory services for food safety, health and safety, animal health, private water supply, public health, private water supplies, housing, landlord registration, community safety, consumer advice, trading standards, safety of goods, petrol licensing, illicit goods, consumer advice and tobacco sales.</p> <p><b>Development Management and Building Standards</b> is responsible for planning and building standards applications/warrants, compliance with planning conditions, enforcement of breaches of planning control and dangerous buildings, both services aim to be self-financing attracting significant income through statutory and discretionary fee income.</p> <p><b>Economic Growth and Regeneration</b> delivers Business Gateway Service and Community Wealth Building, external funding and manage allocations including UKSPF, Town Centre Regeneration activities, Business Improvement District, transfer of Museum service, Skills and Moray Council Employability team.</p> <p><b>Strategic Planning and Development</b> is responsible for the Local Development Plan/Supporting guidance, preparation of masterplans, Climate Change Strategy/ Routemap, Biodiversity Strategy, Just Transition, Conservation Areas and Grants, Town Centre Regeneration, Moray Growth Deal Housing Mix Delivery projects, Levelling up Funding, Elgin Plan for Neighbourhoods and Developer Obligations.</p> <p><b>Corporate Function</b> responsible for Street naming and numbering, Geographical &amp; Information System (GIS).</p>
<b>2. Service Resources:</b>	<p>90 FTE</p> <p>Annual Budget 2025/26: Net Revenue £3.539 million</p>

3. What have we identified for improvement in 2025-28?	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Develop proposals for future Just Transition Bids	Climate Change Strategy 2020-30
Produce one overarching Environmental Health Team Plan	Food Safety, Animal Health and Health & Safety Framework
Prepare guidance document for Policy 11 c) in National Planning Framework 4 to maximise socioeconomic benefit associated with energy developments and address community wealth building.	National Planning Framework 4, Community Wealth Building Strategy 2025, Highlands and Islands Regional Economic Partnership (Regional Economic Strategy 2024)
To implement the outcomes of the National Planning Improvement Framework peer review	National Planning Improvement Framework Guidance 2024
Improve communications for members of the public in relation to the Moray Growth Deal and other regeneration projects in Elgin to ensure wider appreciation of funding outcomes	Internal Audit Recommendation
Review of Developer Obligations Supplementary Guidance, publish and consult on revised guidance including review of methodologies.	National Planning Framework 4, Developer Obligations Supplementary Guidance Moray Local Development Plan 2020 Guidance
Delivery of a joined-up skills planning approach	Corporate Plan, Review of focus of Moray Economic Partnership sub group activity, link to Moray Growth Deal

**Note: Progress against BV Actions will be monitored and reporting out with Service Plan process**

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low, 4 for ongoing, 5 for on hold)
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Progress Moray Growth Deal (MGD) and bring remaining Moray Growth Deal projects into delivery.	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>Milestone(s):</p> <p>7 of the 8 MGD projects in delivery. Business case in progress for the eighth. MICM Phase 1 operational (demonstration hub and business incubator units). EY STEM Phase 1 operational (Elgin STEM Hub, mobile solution, lending library) Bus revolution Phase 2 commenced</p> <p>1 project to have completed (Digital Health), with the remaining 7 in delivery. Eighth MGD project (skills and innovation) to have entered delivery. Business Enterprise Hub facility to open (subject to the project entering delivery by Q1 25/26)</p> <p>1 project to have been completed with the remaining 7 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)</p>	<p>March 2026</p> <p>March 2027</p> <p>March 2028</p>	Moray Growth Deal Manager	1
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Delivery of the Community Wealth Building Strategy and Action Plan with a focus on priority actions	Ensure wealth stays within the hands of our local communities	<p>Milestone(s):</p> <p>Introduction of community benefits portal by March 2026</p> <p>Regional Socio-economic benefit plan drafted by March 2026</p> <p>Planning guidance finalised by March 2026</p>	March 2026	Economic Growth & Regeneration Manager	1

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			PI(s): - (SLAED) Average gross weekly earnings (full-time employees) - (SLAED) Proportion of people earning less than the living wage			
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Improve access to fair work, employment and training opportunities by delivering a joined-up Skills Planning approach	Refine our Skills Planning approach to improve the response of education and training services to meet the needs of local businesses • • • • •	PI(s): - 5% Increase in number of females participating in (all age) apprenticeships at all levels (Funding dependent – current waiting list) - 5% Increase in the number of young females participating, progressing and sustaining learning, training and employment opportunities across the Moray Pathways Local Employability Partnership 5% Increase the number of young females entering the workforce via our Sector Based Work Academy Programme and MERI scheme (paid job placements) - Number of MA and Graduate Apprenticeships in Moray to increase by 50 (20 via upskilling from existing employees and 30 via newly created apprenticeships). - Increase the number of businesses engaging with Moray Pathways Training and FE/HE provision by 10%. - Increase the proportion of 16–29-year-olds within Moray by 2% each year (against NRS Mid-Year2023 data) <ul style="list-style-type: none"> <li>- Mapping of current provision and gaps</li> </ul>	March 2026	Employability Team Manager/ Moray Pathways LEP Lead	1

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(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Enable more parents to work by increasing availability of affordable School Aged childcare provision	Minimise barriers to people working such as school aged childcare provision with initiatives and policy guidance being prepared	PI(s): <ul style="list-style-type: none"> <li>- (NOMIS) Gender Pay Gap</li> <li>- (LGBF) % unemployed people assisted into work from Council operated/funded employability programmes</li> <li>- Increase the number of Parents assisted through Employability partnership</li> <li>- Increase the number of School Aged Childcare places available</li> <li>- Increase the number of 5–12-year-olds participating in new SACC provision by 5%</li> <li>- Increase the number of unemployed adults and parents progressing, and sustaining learning, training and employment opportunities by 10%</li> </ul>	March 2026	Employability Team Manager/ Moray Pathways LEP Lead	1
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Delivery of the Levelling up Fund elements of the Elgin City Masterplan	Elgin City Centre is a prosperous, attractive and healthy place	Milestone(s): Evaluation by March 2027  PI(s): <ul style="list-style-type: none"> <li>- (SLAED) Town Vacancy Rates</li> <li>- No of empty properties and vacant/derelict sites in the city centre</li> <li>- No of additional residential properties in the Elgin city centre</li> </ul>	March 2027	Strategic Planning and Development Manager	1
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Delivery of Town Centre Improvement Plan & Annual Report	Developing a diverse, inclusive and sustainable economy: By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs	Town Vacancy Rates SLAED annual report indicators – town centre vacancy rates	Ten year programmes 2035	Strategic Planning and Development Manager	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
<b>Economic Growth &amp; Regeneration</b>	Plan for neighbourhoods updated investment plan – Elgin	Elgin City Centre is a prosperous, attractive and healthy place	<p>Milestone(s): Elgin Town Board Investment Plan by October 2025</p> <p>PI(s):</p> <ul style="list-style-type: none"> <li>- (SLAED) Town Vacancy Rates</li> <li>- No of empty properties and vacant/derelict sites in the city centre</li> <li>- No of additional residential properties in Elgin City Centre</li> </ul>	Submission to Government November 2025 2025	Strategic Planning & Development Manager	1
<b>Economic Growth &amp; Regeneration</b>	Delivery of the 5-year Forres Conservation & Heritage Scheme	Forres Town Centre is revitalised	<p>Milestones(s):</p> <ul style="list-style-type: none"> <li>- Shopfront Appraisal complete</li> <li>- Vacant Property study complete</li> <li>- Public realm improvements complete</li> <li>- Interpretation complete</li> <li>- 2 Priority Projects complete</li> <li>- Building Health Check complete</li> </ul>	<p>Dec 2025</p> <p>Dec 2025</p> <p>June 2026</p> <p>Sep 2027</p> <p>Dec 2027</p> <p>Dec 2028</p>	Economic Growth & Regeneration Manager	1
<b>Economic Growth &amp; Regeneration</b>	Stage 1 & 2 Development of Moray Visitor Levy	Scheme proposal agreed	<p>Milestones(s):</p> <p>Stage 1 to develop outline proposal by December 2025</p> <p>Stage 2 to consult for a period of 12 weeks by April 2026</p>	<p>December 2025</p> <p>April 2026</p>	Economic Growth & Regeneration Manager	1
<b>Economic Growth &amp; Regeneration</b>	New operating model for Forres Museum	Transfer of museum service	<p>Milestones(s)</p> <ul style="list-style-type: none"> <li>- Governance arrangements in place by March 2026</li> <li>- 20 Museum open days July-Aug 2026</li> <li>- Business Plan prepared by February 2027</li> <li>- Fundraising activity successful by end of March 2027</li> </ul>	<p>March 2026</p> <p>August 2026</p> <p>February 2027</p> <p>March 2027</p>	Economic Growth & Regeneration Manager	4

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<b>Legislative/ Regulatory</b>	Preparation of Moray Local Development Plan (LDP)	Proposed LDP to deliver homes, employment, prosperity, town centre regeneration, active travel, healthy living, infrastructure, carbon reduction, climate adaptation and biodiversity enhancement	In accordance with updated Development Plan Scheme	December 2027	Strategic Planning & Development Manager	1
<b>Legislative/ Regulatory</b>	Guidance for Policy 11c) in NPF4 to maximise socio-economic benefit associated with energy developments	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	Milestone(s): Consultation complete  Guidance documents and associated plans complete	Nov 2025  April 2026	Strategic Planning & Development Manager	2
<b>Legislative/ Regulatory</b>	Deliver improvement plan and outcomes following the peer review process for the Planning Improvement Framework	Improvement plan for the planning service	Set out in the annual Improvement plan	April 2026	Development Management & Building Standards Manager & Strategic Planning & Development Manager	2
<b>Legislative/ Regulatory</b>	Review of Developer Obligations Supplementary Guidance	Ensure Developer Obligations Guidance is robust to ensure collection and spending of Developer Obligations.	Milestone(s): Final guidance prepared by December 2025	December 2025	Strategic Planning & Development Manager	2

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<b>Legislative/ Regulatory</b>	Produce one overarching Environmental Health team plan	Having an efficient and focused service delivering on key statutory requirements	PI(s): - Improved response times for EH Performance Indicators	December 2025	Environmental Health & Trading Standards Manager	1
<b>Climate Change and Biodiversity Routemap to Net Zero</b>	Update Routemap to net Zero	Creation of Routemap	Milestone(s): Approved Routemap by October 2025	October 2025	Strategic Planning & Development Manager	1
<b>Climate Change and Biodiversity Routemap to Net Zero</b>	Update Climate Change Strategy	Achievement of targets, indicators and outcomes identified in Climate Change Action Plan to achieve carbon neutrality	Milestone(s): Draft Strategy Public consultation on Draft Strategy Final Climate Change Strategy -	August 2025 October 2025 Dec 2025	Strategic Planning & Development Manager	1
<b>Climate Change and Biodiversity Routemap to Net Zero</b>	Produce a Biodiversity Strategy	Creation of Strategy	Milestone(s): Approved draft strategy and subsequent metrics for actions to be agreed by August 2025	August 2025	Strategic Planning & Development Manager	1
<b>Climate Change and Biodiversity Routemap to Net Zero</b>	Develop a Masterplan to inform future submissions of Just Transition Bids	Creation of Just Transition Strategy	Milestone(s): Approved Strategy and subsequent metrics for actions to be agreed	August 2025	Strategic Planning & Development Manager	1
<b>Workforce Planning</b>	Identify route for succession of professional officers across the service	Reduces risk of statutory failures impacting on the delivery of the service	Reduce number of services at risk of insufficient staffing levels in next 5 years for the whole service	March 2026	H/EGD	1
<b>Health and Wellbeing</b>	Ensure revised operational implementation of absence management procedures are applied by managers	Absence is managed effectively, and levels of absence are reduced efficiently and timeously	Reduction in number of days absence per employee  PI(s): Sickness absence days lost per FTE	March 2026	Service Managers / H/EGD	2

