


## 2025-28 Quarter to March 2026 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	Growth, Planning & Climate 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 &amp; 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) <b>Strategic Actions</b> - Weighting (3)                      Priority 4 (Ongoing) <b>Service Level</b> - Weighting (2)</p>	52%	



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><b>PRIORITY 1 WEIGHTING 3</b></p> <p>The overall progress of Strategic Outcomes is determined by the <b>Six Actions</b> 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><b>MILESTONES</b></p> <p><b>Year 1</b></p> <ol style="list-style-type: none"> <li>1. Progress the Moray Growth Deal - 7 of the 8 MGD Projects in delivery by March 2026 (Linked to EGD25-28 Strat 4.1) <b>(Complete)</b></li> <li>2. Introduction of community benefits portal by March 2026 (Linked to EGD25-28 Strat 4.2) <b>(Complete)</b></li> <li>3. Regional Socio-economic benefit plan drafted by March 2026 (Linked to EGD25-28 Strat 4.2) <b>(Outstanding)</b></li> <li>4. Planning guidance finalised by March 2026 (Linked to EGD25-28 Strat 4.2) <b>(Outstanding)</b></li> </ol> <p><b>Year 2</b></p> <ol style="list-style-type: none"> <li>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) <b>(Outstanding)</b></li> </ol> <p><b>Year 3</b></p> <ol style="list-style-type: none"> <li>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) <b>(Outstanding)</b></li> <li>2. Delivery of Levelling Up Fund Elements of the Elgin City Masterplan - Evaluation by March 2028 (extended from March 2027 by UK Gov) (Linked to EGD25-28 Strat 4.5) <b>(Outstanding)</b></li> </ol>	35%	



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><b>PRIORITY 2</b> <b>WEIGHTING 2</b></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 4 Milestones are expected to complete by 31 March 2027. 2 Milestone is due to complete by 31 March 2028. 1 Milestones is not due for completion until December 2028.</p>	<b>79%</b>	


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>Interim target achieved for 7 of the Deal's 8 projects to be in delivery by the end of the March 2026. UHI confirmed that whilst their development agreement will be signed in April 2026, they are content that all UHI-Moray Board conditions have been met enabling the project to enter delivery. This means they intend to make a Q4 claim for funding (comment written 31 March 2026). In relation to the 8th project, the MGD Programme Board has recently given approval for a strategic outline case (SOC) to be developed for the recommended option. This was completed in March 2026.</p> <p>During 2026/27 governance approvals will be sought to bring this project into the Deal and an outline business case (OBC) will be developed.</p>	35%	
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>To ensure the Community Wealth Building Portal reaches its full potential, the Community Wealth Building Officer has continued to undertake promotion and provide support where needed. So far, 22 community groups have registered on the portal along with 10 businesses. The first fulfilled request was completed in December involving Balfour Beatty. This success story has been promoted on the Council's website.</p> <p>Work related to maximising socio-economic benefits from energy has significantly progressed, with the report being passed by Council on the 25th of February. The</p>	35%	



					<p>project funds from the Transformation Budget are in the process of being allocated to an external consultant 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 be rolled out in 2027.</p> <p>To provide a clearer picture of where the council's procurement budget is spent, including the type of sectors and percentages involved, the Centre for Local Economic Strategies (CLES) was commissioned by the CWB officer to research procurement processes and spend data. Feedback from a workshop with senior managers held on the 26th of March, will be incorporated into the final version of the report that aims to highlight how departments such as procurement, economy &amp; enterprise, Business Gateway etc, can work more effectively together to boost local/regional spend and strengthen community benefits enforcement.</p> <p>The CWB Officer post has been extended until 17 July 2026 using project underspend following UKSPF extension to September 2026. Work to finalise the Socio-Economic Plan and produce Planning Guidance will continue as part of the Service Plan Year 2 refresh for 2026/27.</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	<p>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 Local Employability Partnership have applied for onshore skills funding to invest in the Sector Based Work Academy Programme (SWAP). A draft roadmap is nearing completion with measurable outputs available in the coming year. This action will continue as part of the Service Plan Year 2 refresh in 2026/27.</p>	50%	
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	<p>Recent marketing of the support available from Moray Pathways through the Parents in Poverty project has proved successful with an increase in referrals. Six School Aged Childcare (SAC) provision streams are in development while the closure of another was prevented. A draft policy to use school buildings for SAC has been created and is currently in the Committee process. Funding has also been received to progress utilising transport to support Childcare. This work originally focusing on Duffus, will now move to the Speyside area. Elgin City Football Club have been awarded SFA Extra Time funding to provide after school activities, this currently involves three schools with the Club now working with the SAC Project officer to expand this into 12 schools in total. To support the promotion of careers within the childcare sector, a two-week taster course 'Step into Childcare' is scheduled to take place again in 2026. This course aims to help develop the local workforce by introducing the childcare roles and training opportunities available. In 2025, 12 individuals successfully participated in the programme delivered by UHI Moray. This year's course is planned to commence in June.</p>	50%	

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	Update reports agreed by Council in August 2025 and February 2026, which made a number of changes to the programme. A planning application has been submitted in December 2025 for the new Creative Arts Centre in the former Gordon Arms Hotel with title transferring to the Council on March 12th. Design work for surface water management scheme at the Sawmill and Auction Mart site is being progressed. Works at Cooper Park to the pond and toilet block should start in April 2026.	40%	
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	Staff resourcing has focused on the Local Development Plan and accessing the external funding required to deliver the various projects. Design works have progressed for projects in Dufftown and Forres with public realm work progressing in Buckie. A review of all TCIP actions is complete. The grant scheme using external funding has proved successful. Delivery of follow-on actions is dependent upon securing additional funding. An annual report has been drafted and will be presented to Planning and Regulatory Services Committee during quarter 2 2026/27.	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 <b>Four Actions</b> below (EGD25-28 Serv 5.1.1 - EGD25-28 Serv 5.1.4). <b>Corresponding weightings are applied to Actions according to Priority Rating (Priority 1 - Weighting 3, Priority 2 - Weighting 2 &amp; Priority 4 - Weighting 2)</b></p> <p>In addition 13 Milestones measure progress over the 3-years duration of the plan:</p> <p><b>MILESTONES</b></p> <p><b>Year 1</b></p> <ol style="list-style-type: none"> <li>1. Elgin Town Board Investment Plan by October 2025 (Linked to EGD25-28 Serv 5.1.1) <b>(Completed)</b></li> <li>2. Shopfront Appraisal complete by December 2025 (Linked to EGD25-28 Serv 5.1.2) <b>(Completed)</b></li> <li>3. Vacant Property study complete by December 2025 (Linked to EGD25-28 Serv 5.1.2) <b>(Outstanding now expected Q1 2026/27)</b></li> <li>4. Stage 1 to develop outline proposal by March 2026 (extended from Dec 2025) (Linked to EGD25-28 Serv 5.1.3) <b>(Outstanding with date to be reviewed)</b></li> <li>5. Governance arrangements in place by March 2026 (Linked to EGD25-28 Serv 5.1.4) <b>(Outstanding now expected Q1 2026/27)</b></li> </ol> <p><b>Year 2</b></p> <ol style="list-style-type: none"> <li>1. Public realm improvements complete by June 2026 (Linked to EGD25-28 Serv 5.1.2) <b>(Outstanding now expected late 2026)</b></li> </ol>	29%	

					<p>2. 20 Museum open days July-Aug 2026 (Linked to EGD25-28 Serv 5.1.4) <b>(Outstanding)</b></p> <p>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) <b>(Outstanding with date to be reviewed)</b></p> <p>4. Business Plan prepared by February 2027 (Linked to EGD25-28 Serv 5.1.4) <b>(Outstanding)</b></p> <p>5. Fundraising activity successful by end of March 2027 (Linked to EGD25-28 Serv 5.1.4) <b>(Outstanding)</b></p> <p><b>Year 3</b></p> <p>1. Interpretation complete by September 2027 (Linked to EGD25-28 Serv 5.1.2) <b>(Outstanding)</b></p> <p>2. 2 Priority Projects complete by December 2027 (Linked to EGD25-28 Serv 5.1.2) <b>(Outstanding)</b></p> <p><b>Extending beyond 3-year Plan - Building Health Check complete by December 2028 (Linked to EGD25-28 Serv 5.1.2)</b></p>		
EGD25-28 Serv 5.1.1	Plan for neighbourhoods updated investment plan – Elgin	1	<p>Elgin City Centre is a prosperous, attractive and healthy place.</p> <p>1 X Milestone (Year 1)</p>	30-Nov-2025	<p>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.</p>	100%	
EGD25-28 Serv 5.1.2	Delivery of the 5-year Forres Conservation & Heritage Scheme	1	<p>Forres Town Centre is revitalised</p> <p>2 X Milestones (Year 1)</p> <p>1 X Milestone (Year 2)</p> <p>3 X Milestones (Year 3)</p>	31-Dec-2028	<p>Work towards this action has continued, with some adjustments to timelines and further progress across several workstreams.</p> <p>Procurement for the Vacant Property Study is planned for Q1. Public Realm improvement works still likely to begin late 2026. A public consultation was held on Friday 20 March. The event was well attended, and feedback is currently being reviewed by Architype. Proposed designs will also be available for public viewing at Forres Library during April, alongside paper feedback forms, with additional opportunity to contribute online via Moray Engage.</p> <p>Progress with the Priority Buildings grant scheme remains on hold pending updated guidance from HES for grants over £50k. The Building Health Check scheme has now progressed, with formal Notes of Interest being accepted until 31 March. Procurement for a contractor to undertake surveys is scheduled for April/May 2026, with surveys of shortlisted buildings expected to take place over the summer.</p> <p>Shopfront Appraisal surveys and associated costings now complete and shared with shop owners in February. Follow-up discussions taking place March/April, with grant applications anticipated to open in May.</p> <p>Procurement for next stage of the Interpretation project (design, including content</p>	30%	






					<p>and copywriting) took place in February/March, with Icecream Architecture - who developed the Interpretation Design Plan - appointed to deliver this phase. Manufacture &amp; install to be procured in Q2.</p> <p>Volunteers recruited for 'High Street Histories' heritage project, with work underway towards an online exhibition launch this summer.</p> <p>The Evaluation Strategy and Framework draft is currently under review for sign-off of the preparatory stage.</p> <p>Work to progress this action will continue as part of the Service Plan Year 2 refresh for 2026/27.</p>		
EGD25-28 Serv 5.1.3	Stage 1 & 2 Development of Moray Visitor Levy	1	<p>Scheme proposal agreed</p> <p>1 X Milestone (Year 1)</p> <p>1 X Milestones (Year 2)</p>	30-Sep-2026	<p>The Draft Tourism Strategy was considered by ED&amp;I on 10 March and approval was given for work to move to public consultation stage. Consultation went live on Moray Engage between mid-March and late April. Any material amendments arising from this consultation will be made to the final strategy and a further report will be presented to ED&amp;I.</p> <p>The first consultation aimed at accommodation providers received 81 responses with the majority stating they were against the introduction of a visitor levy. 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.</p> <p>The timeline linked to achieving this action is currently under further review to ensure sufficient time is allocated to the pre-consultation stage and for council to consider the draft scheme proposal that is developed. Work will be carried forward and monitored as part of the Service Plan Year 2 refresh for 2026/27.</p>	20%	
EGD25-28 Serv 5.1.4	New operating model for Forres Museum	4	<p>Transfer of museum service.</p> <p>1 X Milestone (Year 1)</p> <p>3 X Milestones (Year 2)</p>	31-Mar-2027	<p>There have been some changes to the office bearers and internal working procedures and processes are being developed. A productive meeting with the new Chair and Vice Chair along with some of the trustees, Community Support Unit and Economy &amp; Enterprise took place in March. A draft licence to occupy has been shared with them and they have had the opportunity to discuss. The draft SLA is being prepared and will also be shared. It was anticipated that the agreements would be in place by end of March however this will now more likely be April/May. A group of 9 volunteers attended a session on Collections Care delivered by High Life Highland in March.</p> <p>Work to progress this action will be carried forward into the Service Plan Year 2 refresh for 2026/27.</p>	30%	

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 <b>Five Actions</b> below (EGD25-28 Serv 5.2.1 - EGD25-28 Serv 5.2.5)</p> <p>In addition 3 Milestones measure progress:</p> <p><b>MILESTONES</b></p> <p>1. Initial consultation complete by November 2025 (Linked to EGD25-28 Serv 5.2.2) (<b>Complete</b>)</p> <p>2. Final guidance prepared by December 2025 (Linked to EGD25-28 Serv 5.2.4) (<b>Complete</b>)</p> <p>3. Guidance documents and associated plans complete by April 2026 (Linked to EGD25-28 Serv 5.2.2) (<b>Outstanding</b>)</p>	67%	
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 was held early 2026 with a proposed plan expected to be reported to council in September 2026.	75%	
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 1 X Milestones (Year 1) 1 X Milestone (Year 2)	30-Apr-2026	<p>Following a report to Full Council on 25th February 2026, funding for a background study to inform the development of a Regional Socio-Economic Plan was agreed. Approval was also given for a dedicated staff resource to support project delivery for an initial 12-month period.</p> <p>Initial consultation with the renewables sector has taken place however further extensive engagement is required to help inform and consult on the draft Regional Socio-Economic Benefit Plan. 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	Work to progress delivery of the improvement plan has been affected by other work priorities during quarter 4. This action will be carried forward into the Service Plan Year 2 refresh for 2026/27.	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	Following approval at P&R committee on 5th March, the review and development of revised Developer Obligations Guidance is now complete.	100%	

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	Work to develop one overarching plan has progressed during quarter 4 with Pls reviewed and developed where appropriate. This action will be carried forward into the Service Plan Year 2 refresh for 2026-27	80%	
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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 <b>Four Actions</b> 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 <b>Year 1</b>:</p> <p><b>MILESTONES</b></p> <ol style="list-style-type: none"> <li>1. Draft Climate Change Strategy by August 2025 (Linked to EGD25-28 Serv 5.3.2) <b>(Complete)</b></li> <li>2. Approved draft Biodiversity Strategy and subsequent metrics for actions to be agreed by August 2025 (Linked to EGD25-28 Serv 5.3.3) <b>(Complete)</b></li> <li>3. Approved Just Transition Strategy and subsequent metrics for actions to be agreed by August 2025 (Linked to EGD25-28 Serv 5.3.4) <b>(Complete)</b></li> <li>4. Approved Routemap by October 2025 (Linked to EGD25-28 Serv 5.3.1) <b>(Complete)</b></li> <li>5. Public consultation on Draft Climate Change Strategy by October 2025 (Linked to EGD25-28 Serv 5.3.2) <b>(Complete)</b></li> <li>6. Final Climate Change Strategy by December 2025 (Linked to EGD25-28 Serv 5.3.2) <b>(Complete)</b></li> </ol>	100%	
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 ED&I on 10 March 2026.	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 public consultation, the final version of the CCS has been amended and is being presented to full council on May 6th.	100%	
EGD25-28 Serv 5.3.3	Produce Biodiversity Strategy	1	Creation of Strategy. 1 X Milestone (Year 1)	31-Aug-2025	Following public consultation, the final version of the Biodiversity Strategy has been amended and is being presented to full council on May 6th.	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. A shortlist of projects was agreed by Council on Jan 2026. These have been worked up and in consultation with the Just transition Fund have been reduced to three projects being taken forward in a Just Transition Fund application.	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	<p>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.</p> <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 &amp; 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>	80%	

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	<p>Revised absence procedures are in place and followed by all service managers with input from HR sought when required. This has proved successful with Growth, Planning &amp; Climate with the absence rate declining over the last year from 5.01% to 2.97%. Work is ongoing with HR to confirm days lost data which will improve monitoring further going forward.</p>	100%	