2025-28 Quarter to September 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	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. Service Plans have Priority ratings ranging between 1 & 3. 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. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1)	42%	

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	PRIORITY **1** WEIGHTING **3** The overall progress of Strategic Outcomes is determined by the **Seven Actions** below (EGD25-28 Strat 4.1 - EGD25-28 Strat 4.7) In addition, **15 Milestones** measure progress over the 3-years duration of the plan: **Year 1** 1. Progress the Moray Growth Deal - 7 of the 8 MGD Projects in delivery by Mar 2026 (EGD25-28 Strat 4.1) **(Complete)** 2. Community benefits portal by Mar 2026 (EGD25-28 Strat 4.2) (**Complete)** **Year 2** 1. Progress Moray Growth Deal - A paper to Council regarding next steps with Grant Lodge and a decision on whether it can move to delivery by Mar 2027 (EGD25-28 Strat 4.1) (**Outstanding**) 2. Progress Moray Growth Deal - Design activity relating to a second STEM Hub in the east of the region by Mar 2027 (EGD25-28 Strat 4.1) (**Outstanding**) 3. Planning guidance finalised by Mar 2027 (EGD25-28 Strat 4.2) (**Outstanding**) 4. Produce Moray Pathways Workforce North Roadmap by Dec 2026 (EGD Strat 4.3) **(Complete)** 5. Produce policy guidance on school aged childcare provision by Dec 2026 (EGD Strat 4.4) **(Outstanding)** 6. Two pilot projects within schools into delivery by Dec 2026 (EGD 25-28 4.4) (**Outstanding)** 7. Engagement on proposals to progress an Area Wide Climate Change Strategy by Nov 2026 (EGD25-28 4.7) **(Outstanding)** 8. Report to Committee/Community Planning Board on Area Wide Climate Change Strategy by Dec 2026 (EGD25-28 4.7) **(Outstanding)** **Year 3** 1. Update Community Wealth Building Action Plan by June 2027 (EGD25-28 Strat 4.2) **(Outstanding) (updated from June 2026 due to new CWB (Scotland) Act 2026)** 2. Progress Moray Growth Deal - Eighth MGD project (skills and innovation) to have entered delivery by Mar 2028 (EGD25-28 Strat 4.1) (**Outstanding**) 3 Progress Moray Growth Deal - Business Enterprise Hub Facility to open by Mar 2028 (EGD25-28 Strat 4.1) (**Outstanding**) 4. Progress Moray Growth Deal - Elgin Town Hall to reopen by Mar 2028 (EGD25-28 Strat 4.1) (**Outstanding**) 5 Progress Moray Growth Deal - Bus Revolution Phase 3 to commence by Mar 2028 (EGD25-28 Strat 4.1) (**Outstanding**)	**37%**	

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	PRIORITY 1 and **2** WEIGHTING 3 and **2** Progress of the Service Level element over the remaining time of the plan is measured by actions and milestones. Actions and Milestones have completion dates at various stages over the next two years. Progress will not be uniformed.	**50%**	

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	Year 2 & 3 milestones amended from that included in the Service Plan Year 2 refresh. **Year 2:** - A paper to Council regarding next steps with Grant Lodge and a decision on whether it can move into delivery. - Design activity relating to a second STEM Hub in the east of the region. **Year 3:** - Eighth MGD project (skills and innovation) to have entered delivery. - Business Enterprise Hub facility to open. - Elgin Town Hall to reopen. - Bus revolution phase 3 to commence.	31-Mar-2028	To reflect build times and to provide a clearer picture of progress, agreed milestones for years 2 and 3 of the Plan have been amended. Work remains on track to achieve these desired outcomes. Year 2 (2026/27) Milestones activity: Contractor appointed to advance Grant Lodge RIBA 4 design activity, with a focus on value engineering and options for a potential phased approach to construction. In parallel, a detailed Grant Lodge business plan is at an advanced stage of development and preparations are being made to submit the National Lottery Heritage Fund delivery in November. Design activity relating to the Buckie STEM Hub is underway. Year 3 (2027/28) Milestones activity: Bus Revolution expansion activity and the reopening of Elgin Town Hall expected at the beginning of 2027/28, with a skills project full business case and completion of the Business Enterprise Hub slated for the end of the FY.	35%	
EGD25-28 Strat 4.2	Review delivery of the Community Wealth Building Strategy through the planning system and update the Action Plan	1	Ensure wealth stays within the hands of local communities **Milestones Year 2:** Produce planning guidance on delivery of community wealth building - March 2027 **Milestones Year 3:** Update the Action Plan - June 2027 (extended from June 2026) **PI(s):** - (SLAED) Average gross weekly earnings (full-time employees) - (SLAED) Proportion of people earning less than	30 Jun 2027	Following the conclusion of the UK Shared Prosperity Fund, the funded Community Wealth Building Officer role, has transferred to a Development Officer role within the wider Economy and Enterprise Team. This role will cover CWB 3 days per week. A briefing was held for councillors on the 10th of August to introduce the Community Wealth Building (Scotland) Act 2026 and discuss the implications and next steps needed to meet the requirements of the act. A report covering this was also presented to Full Council on 30th September. This report highlighted the progress of the Community Wealth Building Strategy, including the Community Identified Benefits Portal, procurement research undertaken by the Centre for Local Economic Strategies (CLES) and Community Wealth Building Planning Guidance. From this report, Council also agreed that the Community Planning Partnership (CPP) and Community Planning Officers Group (CPOG) will oversee preparations for compliance with the CWB (Scotland) Act 2026 and that the Council's	40%	

			the living wage		Community Wealth Building Planning Guidance will be reviewed to improve its effectiveness and ensure early inclusion of Moray Pathways. As the new legislation requires an action plan to include wider partner input, due dates for this action and the milestone to update the plan has been extended to June 2027. Other work during the reporting period, included providing input to the development of the new Procurement Strategy 2026-2028, recognising procurement as a key mechanism for delivering Community Wealth Building outcomes. Further opportunities to strengthen measurable Community Wealth Building outcomes and indicators within the strategy have been identified, including early engagement with Moray Pathways, and continued engagement as the strategy progresses through the approval process would be welcomed Note: The Service Plan approved at ED&I in June 2026 incorrectly identified the Strategic Planning & Development Service Manager as the lead officer for this action. The correct lead officer is the Economy & Enterprise Service Manager.		
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 Produce Moray Pathways Workforce North Roadmap - December 2026 Improvement in PIs - March 2027	31-Mar-2027	During the first half of 2026/27, the milestone to produce the Moray Workforce North Road Map has been achieved. Following endorsement by the relevant partnerships, the Road Map has now been published on the Moray Pathways and Skills Development Scotland (SDS) Website. An Apprenticeship Event, organised by the Moray Pathways partnership in collaboration with SDS, was held to promote the range of funding opportunities available for local businesses. A total of 48 local employers attended. A short life working group has also been formed to promote the regional Co-Investment Fund to local employers, and a communication plan is in place. Advice has has been provided to 5 local employers including guidance on how to apply for the co-investment fund and LEP match funding. The Employability team are working with Moray Council HR on a bid for de-population funding. This funding will be used to resource HR staff time to produce a new progressive recruitment policy that supports talent attraction and retention in Moray. Once complete, a draft funding bid will be presented to CLT for approval.	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 Produce policy guidance on school aged childcare provision - December 2026 Two pilot projects within schools into delivery - December 2026 Improvement in PIs - March 2027	31-Mar-2027	Work to minimise barriers around transportation continued with collaboration work with M-Connect service to improve transport routes to support School Aged Childcare provision. A Moray Childcare networking event took place at UHI Moray which included providers, training organisations and public / third sector providers. In September, £1.6million in funding was awarded to Moray Council for a pilot programme designed to make after school activities more accessible and affordable. The Employability Partnership are a member of the new wider activities partnership board. and will work in collaboration, to ensure support continues for parents in poverty.	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 Evaluation undertaken by March 2028 (one year extension from March 2027 granted by the UK Gov)	31-Mar-2028	A report detailing a Programme Update and Reallocation of Funding for the Levelling Up Fund was agreed by Full Council on 30 September 2026. These changes include reallocation of funds available from pausing the Sawmill site to the new Creative Arts Centre in the former Gordon Arms Hotel. Works at Cooper Park are progressing at both the pond and toilet block. Design work for the surface water management scheme at the Auction Mart is being progressed. The South Street redevelopment is well underway and anticipated to complete in late 2027.	50%	

			PI(s): - (SLAED) Town Vacancy Rates - No of empty properties and vacant/derelict sites in the city centre No of additional residential properties in the Elgin city centre				
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	An information report on the delivery of the Town Centre Improvement Plans will be provided to Planning and Regulatory Services Committee in December 2027. The Town Centre Grant Scheme has been successful in supporting the reuse of vacant premises in town centres and improving their appearance. Bespoke public realm works at Cluny Square Buckie are complete along with design work for Dufftown Square and Museum Square Forres. This is reflected in the Proposed Local Development Plan. The delivery of further actions is dependent on accessing external funding.	80%	
EGD25-28 Strat 4.7	Progress an Area Wide Climate Change Strategy with Moray CAN		The council adapts to the changing climate and acts sustainably. The strategy will guide climate action and nature recovery in the region ensuring the plan reflects the real needs and ambitions of Moray's communities. Engagement on proposals - November 2026 Report to Committee/Community Planning Board - December 2026	31-Dec-2026	A draft Moray Climate and Nature Partnership Plan has been prepared, ready for Full Council (expected 11 November) and the Community Planning Board. Following approval and any required amendments, consultation engagement activity will be undertaken via Moray Engage to inform the final plan.	55%	

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	The progress of this Theme during the remainder of the plan will be determined by **Five Actions** (EGD25-28 Serv 5.1.1 - EGD25-28 Serv 5.1.5). *Weightings are applied to Actions according to Priority Rating (Priority 1 - Weighting 3, Priority 2 - Weighting 2 & Priority 3 - Weighting 1)* In addition, **15 Milestones** will measure progress: **MILESTONES** **Year 1:** 1. Elgin Town Board Plan by October 2025 (EGD25-28 Serv 5.1.1) **(Complete)** 2. Shopfront Appraisal by December 2025 (EGD25-28 Serv 5.1.2) **(Complete)** **Year 2** 1. Governance arrangements by April 2026 (EGD25-28 Serv 5.1.3) **(Complete)** 2. Vacant Property study complete by December 2026 (amended from June 2026) (EGD25-28 Serv 5.1.1) (**Outstanding)** 3. Updates provided to Elgin Neighbourhood Board on the Regeneration Plan for Pride in Place Programme by Sept 2026 (EGD 25-28 Serv 5.1.4) **(Complete)** 4. Forres Museum Business Plan prepared by February 2027 (EGD25-28 Serv 5.1.3) (**Outstanding**) 5. Forres Museum Fundraising successful by Mar 2027 (EGD25-28 Serv 5.1.3) (**Outstanding**) 6. Develop options for transition to a community model for Pride in Place Programme by Mar	29%	

					2027 (EGD25-28 Serv 5.1.4) **(Outstanding)** **Year 3** 1. Stage 1 outline proposal by June 2027 (EGD25-28 Serv 5.1.2) (**Outstanding**) 2. 20 Museum open days July-Aug 2027 (EGD25-28 Serv 5.1.3) (**Outstanding**) **(extended from July-Aug 2026)** 3. Public realm improvements by Sept 2027 (EGD25-28 Serv 5.1.1) (**Outstanding)** 4. Interpretation complete by Sept 2027 (EGD25-28 Serv 5.1.1) (**Outstanding**) 5. Stage 2 12-week consultation by Nov 2027 (EGD25-28 Serv 5.1.2) (**Outstanding**) 6. 2 Priority Projects by Dec 2027 (EGD25-28 Serv 5.1.1) (**Outstanding**) **Extending beyond 3-year Plan -** Building Health Check by Dec 2028 (EGD25-28 Serv 5.1.1) **(Outstanding)**		
EGD25-28 Serv 5.1.1	Delivery of the 5-year Forres Conservation & Heritage Scheme	1	Forres Town Centre is revitalised Milestones(s): - Shopfront Appraisal complete - Dec 2025 complete (Year 1) - Vacant Property study complete - December 2026 (amended from June 2026) - Public realm improvements complete - Sept 2027 - Interpretation complete - Sept 2027 - 2 Priority Projects complete - Dec 2027 - Building Health Check complete - Dec 2028	31-Dec-2028	Applications for shopfront grant launched in August and sent to the 10 shops that received condition survey earlier this year. Round 1 of applications currently due to close 30 November 2026, with some shop owners also awaiting receipt of Building Health Check survey for remainder of the building. Due to the volume of other procurement activity and timetabling of work, the Vacant Property Study originally expected to complete by June 2026 is now planned for Q3. Draft ITQ currently being reviewed and updated – DPIA required. Delayed start to Phase 1 of public realm works, as specifications and costings still to be finalised and agreed with contractor. Still working towards start of Phase 1 in Q3, with installation of friendly benches and refurbishment of railings at Mosset Green entrance at Bridge Street. 5 picnic benches also to be installed at Grant Park during Q3. Options for greening projects within Mosset Green and The Needle currently being reviewed and will be delivered alongside public realm works in these spaces. Phase 2 will be confirmed in due course. Updated interpretation design plan presented at Forres Tolbooth as part of Culture Day Forres (26 Sep). Final amendments following public feedback to be made and signed off before procurement for the manufacture and installation stage (planned for Q3). HES contract for grants over £50,000 currently being reviewed by Legal. Engagement with all 4 Priority Building owners ongoing and full details on grant terms will be shared once approved, to allow for progress to be made with this grant scheme. Building Health Check surveys carried out on 21 shortlisted buildings during September, with final drone inspections and internal damage assessments taking place w/c 5th October. Draft reports received for review and costings to be calculated. Once approved and issued, post-survey discussions will be held with property owners toward the end of October, before applications for the grant are made live. Procurement for Project Manager for identified works to follow once number of buildings awarded grant and estimated cost of works known – estimated Q4 - with works estimated to begin Q1 2027	35%	
EGD25-28 Serv 5.1.2	Stage 1 & 2 Development of Moray Visitor Levy	1	If approved, develop the Moray economy, encourage sustainable tourism, support related infrastructure investment and enhance visitor experience.	30-Nov-2027	During the meeting of Full Council on 30 June 2026, (para 16 of minute refers), agreement was reached to proceed with the development of a draft Visitor Levy Scheme proposal based on the timeline for a report being brought before Council in August 2027. A detailed programme mapping out development work is currently being drafted. Consultation work	25%	

			Timeline option of milestones approved at Full Council on 30 June 2026 Milestones Option 2 - Stage 1 to develop outline proposal by June 2027 - Stage 2 to consult for a period of 12 weeks by November 2027		has continued with an online survey via Moray Engage open to the public until 31 October 2026. Further public consultation activity will continue until February 2027. An Officer Working Group has also been established to meet every second month while plans are in place for a Visitor Levy Working Group to meet once consultation results are collated.		
EGD25-28 Serv 5.1.3	New operating model for Forres Museum	1	Development of a community managed sustainable museum service in Forres. Milestones(s) - Governance arrangements in place - April 2026 - Business Plan prepared - February 2027 - Fundraising activity successful - March 2027 - 20 Museum open days - July-Aug 2027 (originally July-Aug 2026)	31 Aug-2027	The Constitution has been updated to enable the group to lease the museum. Final drafts of the SLA and licence will be issued for signature in November. Work on the business plan will start when the SLA and licence are signed with Business Gateway providing support. CSU also continue to provide support with additional professional museum support provided by Helen Avenell Heritage Associates. The group did participate in 2 open days - Doors Open Day and Culture Day - however with the SLA still to be signed and the approaching winter season reducing opening opportunities, the milestone for 20 museum open days originally planned by August 2026 has been extended into summer 2027.	35%	
EGD25-28 Serv 5.1.4	Delivery of the Pride in Place Programme	1	To raise awareness of the Regeneration Plan with updates to Elgin Neighbourhood Board - September 2026 Develop options for transition to a community model - March 2027	31-Mar-2027	Following approval of the Regeneration Plan, information has been shared online and physically circulated throughout Elgin with all 17 supported projects introduced on the Elgin Neighbourhood Board Facebook page> Updates have also been provided to the Board. An event to introduce ENB members and project leads unfortunately had to be rescheduled due to weather but will be rescheduled. Developing options for a community led model has been put on hold awaiting further guidance from the UK Government.	40%	
EGD25-28 Serv 5.1.5	Review the delivery of Business Gateway	2	Strengthening the connections between organisations and the business continuity. Prepare a Business Gateway Action Plan with key recommendations to identify new opportunities for supporting the business community,	31-Dec-2026	Commenced drawing up of a schedule to deliver the Business Gateway service in libraries in Buckie, Forres, Keith and Lossiemouth with a view to this commencing in January 2027. Will liaise with library service before finalising the schedule, following which communications will commence. Review of Business Gateway workshops and events is underway. This has initially involved scheduling meetings with business groups and associations around Moray to establish the needs of local businesses. Increasing our reach to businesses in Moray requires addressing. Will liaise with other Business Gateways in the first instance.	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	The progress of this Theme is determined by the **Five Actions** (EGD25-28 Serv 5.2.1 - EGD25-28 Serv 5.2.5) W*eightings are applied to Actions according to Priority Rating (Priority 1 - Weighting 3, Priority 2 - Weighting 2 & Priority 3 - Weighting 1) I*n addition **2 Milestone** will measure progress: **MILESTONES** **Year 1:** 1. Initial consultation for NPIF by Nov 2025 (EGD25-28 Serv 5.2.2) **(Complete)** **Year 2** 1. Review processes for registered food businesses to ensure accurate and consistent data recording by Mar 2027 (EGD25-28 Serv 5.2.3) (**Outstanding**)	58%	
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. In accordance with updated Development Plan Scheme Report Proposed Plan to Council *(NB - Revised delivery scheme and timeline to be considered at P&R September 2026)*	30-Nov-2026	The Development Plan Scheme setting out the revised timetable for the Proposed Local Development Plan was approved by the Planning and Regulatory Services Committee in July 2026. In line with this, the Proposed Local Development Plan is to be presented to a special meeting of Moray Council on 11 November. Subject to approval, the Proposed Plan will be subject to public consultation for 14 weeks from 30 November 2026 to 5 March 2027. The Plan has been informed by a series of workshops and briefings with elected Members, key agencies and Council services.	95%	
EGD25-28 Serv 5.2.2	Deliver improvement plan and outcomes following the peer review process for the Planning Improvement Framework	2	Improved planning processes and service delivery.	30-Apr-2027	Validation Standards Guidance has been reviewed and updated to include details and links to new legislation and requirements including biodiversity and carbon assessments. Following approval at P&R on 3rd September 2026, officers will hold workshops with local agents to improve awareness and ensure correct front loading of planning applications to increase the rates of validation on first submission. An update meeting is also planned with partners to review progress against the Improvement Action Plan	40%	
EGD25-28 Serv 5.2.3	Produce one overarching Community Protection team plan	1	Having an efficient and focused service delivering on key statutory requirements with improved response times for EH performance indicators. Milestone: Review processes for registered food businesses to ensure accurate and consistent data recording by March 2027	31-Mar-2027	The action to develop an Environmental Health Plan, originally carried forward from Year 1 of the Service Plan at 80% complete, has been expanded. Rather than focusing solely on Environmental Health, a comprehensive Community Protection Service Plan will now be developed alongside a review of all food business processes and procedures. Due to capacity issues, the due date for this action has also been extended from August 2026 to March 2027. At the end of quarter two, operational plans for each area of the service are now in place and are maintained by lead officers. The next phase of work will focus on bringing these together into a single overarching Community Protection Plan, while also undertaking the review of food business processes and procedures.	60%	

EGD25-28 Serv 5.2.4	Review Dangerous Building call out process inc delivery out of hours	1	Having a sufficient and appropriately reactive service to keep our communities safe through a final review and updated process by December 2026.	31-Dec-2026	Benchmarking with other Scottish local authorities is complete and an options appraisal is now underway. Following this, a review of existing procedures will be undertaken to identify a sustainable and effective future service model for Moray.	40%	
EGD25-28 Serv 5.2.5	Preparation of Regional Plan to maximise socio-economic benefit associated with energy developments	1	Regional Plan draft to be reported to Council	31-Dec-2026	A background study for the development of a Regional Socio-Economic Plan is complete. Further engagement with key stakeholders is planned over the next few months with a draft plan expected to be presented to Council during the first half of financial year 2027/28.	50%	

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-May-2028	The progress of this Theme during the remainder of the plan will be determined by **Three Actions** below (EGD25-28 Serv 5.3.1 - EGD25-28 Serv 5.3.3) W*eightings are applied to Actions according to Priority Rating (Priority 1 - Weighting 3, Priority 2 - Weighting 2 & Priority 3 - Weighting 1)*. In addition, **3 Milestones** measure progress. **MILESTONES** 1. Approve final Biodiversity Strategy - May 2026 **(Complete)** 2. Approve Climate Change Strategy - June 2026 **(Complete)** 3. Updated Routemap - April 2027 **(Outstanding)**	53%	
EGD25-28 Serv 5.3.1	Update Climate Change Strategy	1	Milestones: Approved final Biodiversity Strategy - May 2026 Approved final Climate Change Strategy - June 2026 Updated Routemap - April 2027	31-Mar-2027	The first two milestone of this action have been achieved with the Biodiversity Strategy approved at Full Council on 6th May 2026 and the Climate Change Strategy approved at Full Council on 30th June 2026. The Routemap is due to be reported to Full Council in April 2027.	66%	
EGD25-28 Serv 5.3.2	Progress a series of engagement activities on climate and environmental issues with officers including event days.	1	Two engagement events each quarter	31-Mar-2027	During quarter 1, a Bioblitz event was held at Oakwood in Elgin along with two lunch and Learn teams meetings covering coastal volunteering and school grounds projects. Due to reduced team capacity since August, engagement activity in quarter 2 has focused on staff updates via the Viva Engage page however a lunch and learn event was held covering sustainable construction. More events are planned for November with topics such as emergency planning/resilience and climate and nature training.	40%	
EGD25-28 Serv 5.3.3	Develop proposals for Just Transition bids in 2026/27 and prepare for future years	1	Supports SME led net zero innovation, demonstrates replicable rural decarbonisation models, embeds community co-design and strengthens employment, youth retention and skills pathway. Milestones: Prepare and submit Just Transition Bid with phasing plan for 2026/27 - May 2026 Prepare and submit Just Transition Bid for future years - May 2027 and May 2028	31-May-2028	Work has commenced on the delivery of the Buckie Harbour and Green Energy Park proposals that successfully received funding for 2026/27. The outcome of these projects will inform future applications for the Just Transition Fund over the next two financial years, Further work will be undertaken on the Buildings for the Future project for resubmission in 27/28, subject to Council approval. Officers are engaging with key stakeholders to identify other potentially eligible projects.	40%	

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	Workforce Planning			31-Dec-2026		65%	
EGD25-28 Serv 5.4.1	Prepare succession plan for the service	1	The service is resilient and able to maintain delivery. A plan is in place to ensure service resilience and continuity.	31-Dec-2026	Three service manager posts have recently been successfully backfilled with internal candidates. Recruitment for two further principal posts is ongoing. With a new Head of Service recently appointed, succession planning objectives for the service will be reviewed.	65%	
EGD25-28 Serv 5.4.2	Implement agreed areas for improvement following the PSIF review	1	To ensure the service has an inclusion workforce and delivers service improvements through implementation of agreed recommendations in the action plan.	31-Dec-2026	The PSIF Report and Improvement Plan, covering four areas for improvement was circulated to all relevant staff in May. Improving awareness of the Service Planning process and PIs is underway, with the revised Plan shared with all staff by the agreed deadline. A process to ensure this information continues to be cascaded below third tier management level is to be confirmed. Work is ongoing with the next actions due by December 2026; a review of community engagement and consideration for the introduction of key contact/duty officer for investment and regeneration queries.	65%	

Section 5: Service Level Outcomes 5. Health and Wellbeing (Staff)							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EGD25-28 Serv 5.5	Ensure the Health and Work Policy and Procedures, providing a supportive and comprehensive framework to manage health and wellbeing and any absence that occurs are applied by managers	2	Improved attendance at work and manage sickness absence through additional targeted support to assist in maximising attendance thus reducing costs and improve practice and adherence to policy. PIs - Average Days Lost (Service) (non-teacher) - % of Days Lost (Service) (non-teacher)	31-Mar-2027	Revised operational procedures are in place and followed by all service managers with input from HR when required. To ensure more accurate reporting, absence data supplied by HR has been reviewed. During quarter 2, absence within Growth, Planning & Climate, increased to 2.32 days lost per FTE with 4.13% of all available days lost. No significant issues have been reported, and absence remains significantly below that recorded corporately and for Economy, Enterprise & Operations as a whole.	50%	