

GROWTH, PLANNING & CLIMATE - SERVICE PLAN 2025-28 (Year 2 refresh)

1. Service Definition:	Growth, Planning & Climate delivers key regulatory services associated with five services. <i>Planning & Building Standards</i> - responsible for planning management & enforcement, planning advice, permissions & consents and building standards. <i>Strategic Planning & Development</i> - leads on economic strategy development, inward investment, local development plan, regional spatial strategy, town & city centre improvement, local place planning and climate & sustainability. <i>Community Protection</i> - delivers regulatory services for trading standards and environmental health, pest control and animal health, public health, community safety & ASB and environmental protection. <i>Economy & Enterprise</i> - covers local business support, capital bids & external funding, tourism & regeneration, skills & employability and community wealth building. <i>Moray Growth Deal</i> - works to progress programme management, liaison with funders & stakeholders and procurement and contract management.
2. Service Resources:	Annual Budget 2026/27: £3,628,893 127.91FTE

3. What have we identified for improvement in 2026-28?	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 Bid in Financial Year 2026/27 and future years	Climate Change Strategy 2020-30, Corporate Plan priorities
Produce one overarching Environmental Health Team Plan	Food Safety, Animal Health and Health & Safety Framework
Prepare Regional Socio-Economic Benefit plan to maximise socio-economic 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)
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
Delivery of a joined-up skills approach for Moray	Corporate Plan, Moray Pathways Workforce North Group reporting to Moray Economic Partnership, link to Moray Growth Deal
To support the Elgin Neighbourhood Board to raise awareness of the work of the Board and the projects within the regeneration plan	Pride in Place Programme: governance and boundary guidance, March 2026
Undertake a review of Business Gateway	Moray Economic Strategy
Progress Area Wide Climate Change Strategy with Moray CAN	Corporate Plan, Climate Change Strategy 2020/2030, Sustainable Development Statement, Best Value Action Plan

Note: Progress against any BV Actions will be monitored and reported out with Service Plan process

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4. Local Outcomes Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low)
(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.	Retain and attract young people / families (16-29 years) to live and work in the area 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.	Milestone(s): 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). 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).	March 2027 March 2028	Service Manager - Moray Growth Deal	1
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	Review delivery of the Community Wealth Building Strategy through the planning system Updated Community Wealth Building Action Plan	Increase the number of people in Moray benefitting from Fair Work practices Ensure wealth stays within the hands of our local communities	Milestone(s): Update the Action Plan Produce planning guidance on delivery of community wealth building PI(s): -(SLAED) Average gross weekly earnings (full-time employees) -(SLAED) Proportion of people earning less than the living wage	June 2026 March 2027	Service Manager – Strategic Planning & Development	1

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(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	Minimise barriers to people working, such as childcare Refine our Skills Planning approach to improve the response of education and training services to meet the needs of local businesses Moray Pathways Employer Engagement project commencing 2026-2027.	Milestone: Produce Moray Pathways Workforce North Roadmap created 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	December 2026	Employability Team Manager/ Moray Pathways LEP Lead/Workforce North	1

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			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) - Mapping of current provision and gaps			
(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	Milestones: Produce policy guidance on school aged childcare provision Two pilot projects within schools into delivery PI(s): - (NOMIS) Gender Pay Gap - (LGBF) % unemployed people assisted into work from Council operated/funded employability programmes - Increase the number of Parents assisted through Employability partnership - Increase the number of School Aged Childcare places available	December 2026 December 2026 March 2027	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	More of the activities, services and plans are influenced by the communities they serve Elgin City Centre is a prosperous,	Milestone(s): Evaluation by March 2028 PI(s): - (SLAED) Town Vacancy Rates - No of empty properties and vacant/derelict sites in the city centre	March 2028	Service Manager - Strategic Planning and Development	1

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		attractive and healthy place	- No of additional residential properties in the Elgin city centre			
(L) Developing a diverse, inclusive & sustainable economy. (CP) Building Stronger Greener Vibrant Economy	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	Milestone (s): Engagement on proposals Committee report/Community Planning Board	October 2026 December 2026	Service Manager - Strategic Planning and Development	2
(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	PI(s): - (SLAED) Town Vacancy Rates	Ten-year programme to 2035	Service Manager - Strategic Planning and Development	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
Economic Growth & Regeneration	Delivery of the 5-year Forres Conservation & Heritage Scheme	Forres Town Centre is revitalised	Milestones(s): Vacant Property study complete Public realm improvements complete Interpretation complete 2 Priority Projects complete Building Health Check complete	June 2026 Sep 2027 Sept 2027 Dec 2027 Dec 2028	Service Manager – Economy & Enterprise	1
Economic Growth & Regeneration	Stage 1 & 2 Development of Moray Visitor Levy	If approved, develop the Moray economy, encourage sustainable tourism, support related infrastructure investment and enhance the visitor experience	{NOTE: Timeline subject to review and confirmation at Full Council 30.6.26 with two options available} Milestones Option 1: Paper to Committee – April 2027 Stage 1 to develop outline proposal by March 2027 Stage 2 to consult for a period of 12 weeks Milestones Option 2: Paper to Committee – Aug 2027 Stage 1 to develop outline proposal by June 2027 Stage 2 to consult for a period of 12 weeks	 March 2027 June/July 2027 June 2027 Nov 2027	Service Manager – Economy & Enterprise	1
Economic Growth & Regeneration	New operating model for Forres Museum	Development of a community managed sustainable museum service in Forres	Milestones(s) Governance arrangements in place 20 Museum open days 2026 Business Plan prepared Fundraising activity successful	April 2026 Jul/Aug 2026 Feb 2027 March 2027	Service Manager – Economy & Enterprise	1

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Legislative/ Regulatory	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	Milestone(s): In accordance with updated Development Plan Scheme Report Proposed Plan to Council <i>{NOTE: Revised Delivery Scheme and timeline to be considered by PRS in September}</i>	November 2026	Service Manager - Strategic Planning & Development	1
Legislative/ Regulatory	Deliver improvement plan and outcomes following the peer review process for the Planning Improvement Framework	Improvement plan for the planning service	Improved planning processes and service delivery	April 2027	Service Manager – Planning & Building Standards	2
Legislative/ Regulatory	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 Two indicators: % of New Food Businesses Registration and requests for advice are given support within 120 days of contact A review of our processes for registered food businesses which are identified as 'Awaiting Inspection' in terms of the Food Hygiene Information to ensure accurate data recording	August 2026	Service Manager – Community Protection	1

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Climate Change and Biodiversity Routemap to Net Zero	Update Climate Change Strategy including carbon, adaptation and biodiversity aspects Progress a series of engagement activities on climate and environmental issues with officers including event days.	Achievement of targets, indicators and outcomes identified in Climate Change Action Plan to achieve carbon neutrality	Milestone(s): Approve final Climate Change Strategy Approved final Biodiversity Strategy Updated Routemap Two engagement events each quarter.	June 2026 May 2026 March 2027 June 2026 and each quarter 26/27	Service Manager - Strategic Planning & Development	1
Workforce Planning	Prepare succession plan for the service	The service is resilient and able to maintain delivery	A plan is in place to ensure service resilience and continuity	December 2026	H/GPC	1
Health and Wellbeing (Staff)	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.	Improve 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.	Pls • Sickness absence days lost (Service) (Non-Teacher) • % of Sickness (Service) (Non-Teacher)	March 2027 (Ongoing Annually)	Service Managers / H/GPC	2

ADD ANY NEW SERVICE LEVEL ACTIONS BELOW

Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
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Climate Change and Biodiversity Routemap to Net Zero Develop proposals for future Just Transition Bid in Financial Year 2026/27 and future years Prepare and submit Just Transition Bid with phasing plan for 2026 and future years	Supports SME-led net zero innovation, demonstrates replicable rural decarbonisation models, embeds community co-design, and strengthens employment, youth retention and skills pathway.	Milestone(s): Prepare and submit Just Transition Bid with phasing plan 2026/27 Prepare and submit Just Transition Bid for future years	May 2026 May 2027/2028	Service Manager – Strategic Planning & Development	1
Economic Growth & Regeneration Delivery of the Pride in Place Programme	To raise awareness of the Regeneration Plan Develop options for transition to a community led model	Milestone (s): Report to council in September 2026	September 2026 March 2027	Service Manager – Strategic Planning & Development	1
Economic Growth & Regeneration Review the delivery of Business Gateway	Strengthening the connections between organisations and the business community	Milestones: Prepare a Business Gateway Action plan with key recommendations to identify new opportunities for supporting the business community	December 2026	Service Manager – Economy & Enterprise	2
Legislative/Regulatory Review dangerous Building Call out process inc delivery out of hours	Having a sufficient and appropriately reactive service to keep our communities safe	Milestone (s): Final review and updated process	December 2026	Service Manager – Planning & Building Standards	1
Legislative/Regulatory Preparation of Regional Plan to maximise socio-economic benefit associated with energy developments	Production of Regional Plan to maximise economic impact and address community wealth building	Milestone(s): Regional Plan draft to be reported to Council	December 2026	Service Manager - Strategic Planning & Development	1
Workforce Planning Implement agreed areas for improvement following the PSIF review	To ensure the service has an inclusive workforce and delivers service improvements	Milestone (s): Implement agreed recommendations in action plan	December 2026	H/GPC	1

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