



From mountain to sea

Aberdeenshire Council

Archaeology Service Strategy

2017-20

“We will aim to provide the best protection, management and promotion of the historic environment of Aberdeenshire for the benefit of all.”



The Strategy is primarily an Aberdeenshire Council working document to help manage and deliver key priorities of the Archaeology service for the next 3 years.

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1 Introduction

From mountain to sea, Aberdeenshire boasts a rich and valuable resource in its historic environment. The archaeological sites, from the unique recumbent stone circles to castles, are internationally recognised for their importance and attract numerous visitors every year. The historic environment is an essential component of the character of Aberdeenshire and helps make it one of the most desirable places to live and visit. It is intrinsic to our sense of place and strong cultural identity.

However our historic environment is also dynamic and constantly changing through natural processes, development, land management and climate change. The archaeological resource is finite, and as such must be carefully managed in a sustainable way.

1.1 Scope of Strategy

The Aberdeenshire Council Archaeology service has the job of understanding, evaluating, safeguarding, and promoting the historic environment within Aberdeenshire and other local authorities with which it has an agreement. This involves partnership working across a diverse range of bodies including national agencies, academic institutions, public and private sector bodies, landowners, community groups and individuals. The core of the team's work is based around the sustainable development of the historic environment in the planning process.

This Strategy shows where the Archaeology service clearly delivers, or contributes to, Scottish Government and Aberdeenshire Council Priorities. The Strategy is primarily an Aberdeenshire Council working document to help manage and deliver key objectives of the Archaeology service. The Strategy also provides opportunities to improve efficiency, participation and collaboration with key stakeholders and partners and embed best practice in the delivery of the Archaeology service.

The Strategy provides a structured approach to service delivery for the next 3 years. Through the period of the Strategy there will be a requirement to consider the challenges of our changing environment and the changing needs of our present, and potential, user groups. To reflect these changes and challenges, an Annual Action Plan will be prepared which will provide detailed actions on the delivery of the Strategy and reflect new and emerging priorities.

1.2 Aberdeenshire Council's Vision for the Archaeology Service

It is Aberdeenshire Council's vision to be the best area and the best Council in Scotland.

It is the vision of the Archaeology service that the benefits gained from Aberdeenshire's unique historic environment should be available to those who live, work in and visit Aberdeenshire, and that the value of these resources, and the need to protect and enhance them for future generations through sustainable management, is understood. This vision for the Archaeology service can be summarised:

"We will aim to provide the best protection, management and promotion of the historic environment of Aberdeenshire for the benefit of all."

Careful management of our historic environment provides authentic and attractive places, which in turn increases a community's sense of pride, character and identity. This can lead to positive impacts such as improved well-being and community vitality, creating opportunities for increased prosperity through tourism, investment, skills, regeneration and creativity.

2 Resources

Aberdeenshire Council's Archaeology service is part of the Specialist Services Team within Infrastructure Services. The Archaeology service comprises 3.8 Full Time Equivalent (FTE) staff made up of 2.2 Archaeologists and 1.6 Sites & Monuments Record Assistant posts. The service extends beyond Aberdeenshire to serve Moray and Angus Councils via Service Level Agreements, and Aberdeen City Council via a Shared Service Agreement.

The Archaeology service has an annual budget (for 2017-18 this is £29,000) but through commercial work, Service Level Agreements and other partnership working it generates an additional income.

In 2016-17 this additional income was £65,300, of which £40,000 offset part of the original budget allocation, and all of the salary and on-costs of the 1.0 Full-time equivalent (FTE) Sites & Monuments Record Assistant post under the agreement with Aberdeen City Council.

Looking ahead the future budgets are estimated to remain at approximately the same levels, with proposed increases to the Service Level and Shared Service Agreements in line with inflation.

3 Aberdeenshire Council Archaeology Service Golden Thread

Scottish Government Purpose	To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth.			
Scotland Performs Scottish Government National Outcomes (A1)	<i>National Outcome</i> We live in well-designed, sustainable places where we are able to access the amenities and services we need	<i>National Outcome</i> We value and enjoy our built and natural environment and protect it and enhance it for future generations	<i>National Outcome</i> We take pride in a strong, fair and inclusive national identity	<i>National Outcome</i> Our public services are high quality, continually improving, efficient and responsive to local people's needs
Scottish Government National Plans, Policies & Strategies (A2-4)	A2) Our Place in Time – The Historic Environment Strategy for Scotland		A3) National Planning Framework 3	A4) National Tourism Development Framework
	A2a) Historic Environment Scotland's Policy Statement	A2b) Scotland's Historic Environment Data Strategy	A2c) Scotland's Archaeology Strategy	
Aberdeenshire Council Vision	Serving Aberdeenshire from mountain to sea – the very best of Scotland			
Aberdeenshire Council Plans & Strategies (B1-5)	B1) Aberdeenshire Council Single Outcome Agreement 2013-23			
	B3) Aberdeenshire Council Plan 2013-17		B2) Aberdeenshire Council Community Plans	
	B6) Corporate Asset Management Plan 2015-20		B7) Town Centre First Framework	
	B4) Infrastructure Services Service Plan 2017-20		B5) Local Development Plan 2017	
Archaeology Service Vision	We will aim to provide the best protection, management and promotion of the historic environment of Aberdeenshire for the benefit of all.			
Archaeology Strategy (C1)	C1) Aberdeenshire Council Archaeology Strategy 2017 - 2020			
Archaeology Plans (C1a-b)	C1a) Annual Team Action Plan		C1b) Annual Individual Workplans	

4 Archaeology Service Strategy Priorities, Aims, and Objectives

The Archaeology Strategy aims and objectives have been drawn together to reflect the strategies, plans and policies which form the 'golden thread' (see Section 3) between Scottish Government outcomes and delivery on the ground. The Strategy objectives provide a common framework for a customer and performance focussed service which works in partnership with stakeholders to deliver a high quality, efficient service for best value.

As part of this process key priorities have been identified which not only deliver cross-cutting outcomes over the Aims of the Strategy, but which also deliver the most positive impact on the historic environment for the region.

The Annual Team Action Plan (Appendix 2) provides the detailed actions the Archaeology service will take to achieve the Strategy objectives not just for Aberdeenshire but also Moray, Angus and Aberdeen City Councils, and indicates how the core outcomes of the Strategy will be measured. The team will use the Strategy and the Action Plan to develop individual annual work programmes which will reflect the specific historic environment needs and aspirations of the north east of Scotland.

4.1 Key Priorities 2017-20

Table 1: Key Strategy Priorities 2017-20

Key Priority	Success Measure	Impact
1 Create and launch online a Sites & Monuments Record for Aberdeen City Council	Database online	Increased public access to information Better management of the historic environment
2 Increase number of opportunities for communities to become involved in archaeology	No. of local projects supported increased by 20%	Increased skills learning Increased well-being Increased voluntary opportunities Better public understanding of the historic environment
3 Improve consultation response times for development management	Average response times improved by 10%	Increased efficiency Better management of the historic environment
4 Improve management of Aberdeenshire Council owned assets designated as Scheduled Monuments	Management Plans in place for all 54 Scheduled Monuments (see Appendix 1)	Better management of the historic environment Targeted resourcing

4.2 Aim 1 – Protect and Manage the Historic Environment

Maintain a record of all known archaeological sites, between 12,000 BC and 1945 AD, to use that record as a basis to provide expert advice and information on those sites, and to ensure that all sites are protected where possible for future generations.

Table 2: Aim 1 Objectives

Objective	Golden Thread (see Section 3)	Outcome
1 Develop, maintain and update the Sites & Monuments Record (SMR)	A1, A2a, A2b, A2c, A3a, A3b, A4, B1, B2, B3, B4, B5, B7	Greater public access to data Better management of historic environment
2 Provide input into historic asset designation process	A2, A2a, A2b, A2c, B3, B7	Better protection of historic environment
3 Develop and support projects that protect and/or increase our understanding of historic assets in the area	A1, A2, A2c, A4, B1, B2, B3, B4, B6, B7	Better protection of Council owned assets Better management of historic environment
4 Provide advice and support for human remains discovery and reporting	A1, A2, A2a, A2c	Better management of historic environment
5 Provide advice and support for artefact discovery and reporting	A1, A2, A2a, A2c	Better management of historic environment
6 Provide advice and support to Scheduled Monument Consent process	A1, A2, A2a, A3, A3a, A3b, B5, B6, B7	Better informed decision making

4.3 Aim 2 – Promote and Support Sustainable Development

Provide advice, support and expertise to ensure that conservation and change within the historic environment is managed in a considered, sustainable way, in line with national and local policies.

Table 3: Aim 2 Objectives

Objective	Golden Thread (see Section 3)	Outcome
7 Provide input into national policy and guidance development	A1, A2, A2a, A2b A2c, A3a, A3b, B5	Better protection of historic environment Increased sustainable development
8 Provide input into Local Development Plan process	A3, A3a, A3b, B5, B7	Better protection of historic environment Increased sustainable development
9 Provide consultation advice and support to the Development Management process	A1, A3, A3a, A3b B5, B7	Better management of historic environment Increased sustainable development
10 Provide consultation advice and support for forestry applications	A1, A2, A2a	Better management of historic environment Increased sustainable planting
11 Provide consultation advice and support for agri-environment applications	A1, A2, A2a	Better management of historic environment Increased sustainable farming
12 Provide consultation advice and support for utility applications	A1, A2, A2a, A3b	Better management of historic environment Increased sustainable development
13 Provide consultation advice for property enquiries	A1, A2, A2a	Better informed decision making
14 Provide training to development management staff	A1, A2c, A3a, A3b, B4, B5, B6	Better informed decision making

4.4 Aim 3 – Enhance Community Learning and Participation

Create and support opportunities for everyone to understand and enjoy the historic environment, and to ensure it is at the heart of community wellbeing and sense of place.

Table 4: Aim 3 Objectives

Objective	Golden Thread (see Section 3)	Outcome
15 Work in partnership with relevant individuals, groups and organisations	A1, A2, A2c, A4, B1, B2, B3, B4, B7	Greater community Engagement Better understanding of the historic environment
16 Develop and support projects which increase public participation and enjoyment of the historic environment in the area	A1, A2, A2c, A4, B1, B2, B3, B4, B6, B7	Increased skills learning Increased volunteering opportunities Better understanding of historic environment Increase well-being

4.5 Aim 4 – Promote Aberdeenshire as a Destination

Promote the rich history, heritage and archaeology of the region as a tourist and work destination for all, and to contribute to sustainable economic growth.

Table 5: Aim 4 Objectives

Objective	Golden Thread (see Section 3)	Outcome
17 Develop, maintain and update Archaeology section of corporate website, and a social media presence	A1, A2b, A3b, A4, B1, B2, B3	Greater public access to Information Promotion of the region
18 Develop promotional material on the historic environment of the area, focussing on tourism opportunities	A1, A4, B1, B2, B3, B7	Promotion of the region Increased economic activity

19 Participate in relevant promotional events which highlight the historic environment of the area	A1, A4, B1, B2, B3, B7	Promotion of the region Increased economic activity
20 Work in partnership with relevant individuals, groups and organisations	A1, A2, A2c, A4 B1, B2, B3, B4, B7	Greater community engagement Increased joint project delivery

4.6 Aim 5 – Share Good Practice, Skills and Knowledge

Support and develop national, regional and local understanding of the historic environment, to continue to provide a shared service to neighbouring local authorities, and to share best practice for management of archaeological sites.

Table 6: Aim 5 Objectives

Objective	Golden Thread (see Section 3)	Outcome
21 Work in partnership with relevant individuals, groups and organisations at national, regional and local level to share knowledge and best practice	A1, A2, A2c, A4, B1, B2, B3, B4, B6, B7	Maintain Aberdeenshire as Best Practice example for Sector Increased joint project delivery Continuous improvement
22 Establish and explore opportunities for sharing services with other local authorities	A1, A2	Consistent approach across local authorities Best value Secure funding streams
23 Provide information and advice to colleagues, government, charitable, private, commercial and public individuals and organisations on the historic environment	A1, A2, A2c, A3, A4, B1, B2, B4, B5, B7	Better understanding of historic environment Better informed decision making Better management of historic environment

4.7 Aim 6 – Continuous Improvement

Ensure that the Archaeology Team's service is high quality, continually improving, efficient and responsive to local people's needs.

Table 7: Aim 6 Objectives

Objective	Golden Thread (see Section 3)	Outcome
24 Develop and maintain a Team Strategy and Action Plan	C1, C1a, C1b	Efficient working
25 Ensure staff CPD requirement: met as required by the Chartered Institute for Archaeologists (CIfA)	A2a, A3b, C1, C1b	Professional standards are maintained
26 Maintain Key Performance Indicators	A2, B5, C1	Monitored work outcomes
27 Produce performance reports	A2, B4, C1	Monitored work outcomes
28 Maintain continuous service improvement	B1, B3, B4	Continuous improvement

5 Annual Performance Indicators

5.1 Aim 1 – Protect and Manage the Historic Environment

- I. Total number of records in the Sites & Monuments Record
- II. Total number of new and updated records in the Sites & Monuments Record
- III. Total funding contributions to projects
- IV. Total external funding raised by projects
- V. Total number of volunteer days created and their economic value

5.2 Aim 2 – Promote and Support Sustainable Development

- VI. Up-to-date archaeology policies within the Local Development Plans
- VII. Total number and average response time to Planning Application consultations
- VIII. Total percentage of Planning Application consultations responded to within 14 days
- IX. Total number of archaeological mitigations put into place
- X. Total number of pre-scoping, masterplan and major pre-application dealt with
- XI. Total percentage of pre-scoping, masterplan and major pre-application consultations responded to within 14 days
- XII. Total number of Felling/Forestry Applications dealt with
- XIII. Total percentage of Felling/Forestry consultations responded to within 28 days
- XIV. Total number of Scottish Rural Development Plan Applications dealt with
- XV. Total percentage of Scottish Rural Development Plan consultations responded to within 28 days
- XVI. Total number of Utility Applications dealt with
- XVII. Total percentage of Utility Application consultations responded to within 28 days

5.3 Aim 3 – Enhance Community Learning and Participation

- XVIII. Total number of community projects supported
 - XIX. Total funding contributions to projects
 - XX. Total external funding raised by projects
 - XXI. Total number of volunteer days created and their economic value
-

5.4 Aim 4 – Promote Aberdeenshire as a Destination

XXII. Total number of website users and countries they are from

XXIII. Total number of social media followers/views

XXIV. Total number of leaflets distributed

5.5 Aim 5 – Share Good Practice, Skills and Knowledge

XXV. Council is a member of Association Local Government Archaeological Officers: Scotland

XXVI. Shared Services provided to neighbouring local authorities

XXVII. Total number of development management training events delivered

XXVIII. Total number of attendees at training events delivered

5.6 Aim 6 – Continuous Improvement

XXIX. Up-to-date Archaeology Service Action Plan

XXX. Completed biennial feedback survey of customers

Appendix 1 – List of Scheduled Monuments Owned by Aberdeenshire Council

BUCHAN

Parkhouse Hill Stone Circle (Aikey Brae)

St Fergus's Church, Old Parish Church

St Peter's Church, Old Parish Church, Peterhead

St Columba's Church, St Combs

Crimond Old Parish Church

Fetterangus Church

Fetterangus Church Symbol Stone

BANFF & BUCHAN

Old Pitsligo Church and Burial Ground

Fordyce Old Church and Burial Ground

Duff House Mausoleum

King Edward Old Parish Church

Boyndie Old Kirk

St John's Church and Burial Ground, Gamrie

St Ethernan's Old Parish Church, Rathen

St Drostan's Kirk, Old Aberdour and Burial Ground

St Mary's Parish Church and Burial Ground, Banff

Fraserburgh Cemetery, Pill Box

GARIOCH

Christchurch Stone Circle and Standing Stone, Midmar

Insch Old Parish Church and associated memorials

St Meddan's Church and Burial Ground

Inverurie Cemetery, four Symbol Stones

Kintore Church, Symbol Stone

The Bass and Little Bass, motte-and-bailey castle, Inverurie

Midmar Church, Settlement and (Cunningar) Motte

Kinaldie Home Farm, Canal Bridge

Pitscurry, Burial Cairn

Brandsbutt Symbol Stone, Inverurie

Kinkell Church and Burial Ground

MARR

Huntly Market Square, Symbol Stone and Standing Stone

Logie Coldstone, Cross-marked Stone

Migvie Parish Church, Cross-slab

Rhynie, three Symbol Stones

Tullich Church, Burial Ground and Symbol Stones

Kincardine O'Neil Old Church and Hospital

Kindrochit Castle, Braemar

Dunbennan Old Church and Burial Ground

Kinnoir Old Church

St Bride's Chapel (Kildrummy Old Parish Church)

Forbes Church and Burial Ground

St Marnoch's Church, Kirkton of Leochel

Rhynie Parish Church, two Symbol Stones

Huntly Castle (Land only)

Auchindoir, St Mary's Church, Mote Hill and Dovecot

KINCARDINE & MEARNS

St Ciaran's Old Parish Church, Fetteresso

Cowie Chapel, Stonehaven

Marykirk Old Parish Church and Burial Ground

Old Deer Old Parish Church

St. Palladius' Chapel

St Cyrus Old Parish Church

Maryculter House, Church and Burial Ground

FORMARTINE

Annand Memorial, Ellon Churchyard

Ellon Castle and Garden (part of)

Tolquhon Tomb, Tarves

Appendix 1 - Archaeology Team Action Plan

Archaeology Team Action Plan 2017 - 2018				
AIM 1 - PROTECT AND MANAGE THE HISTORIC ENVIRONMENT	Actions	Lead Office r	Completi on date	Annual Performance Indicator
Objective 1 - Develop, maintain and update the Sites & Monuments Records (SMR)	1. Maintain and update Aberdeenshire SMR (data content, priorities as agreed)	CP/NA	Ongoing	I. No of new records added to Aberdeenshire SMR II. No of new records added to Angus SMR III. No of new records added to Moray SMR IV. No and average response time for supply of data extracts
	2. Maintain and update Angus SMR (data content, priorities as agreed)	CP/NA	Ongoing	
	3. Maintain and update Moray SMR (data content, priorities as agreed)	CP/NA	Ongoing	
	4. Develop and update Aberdeen City SMR	CP	Ongoing	
	5. Develop SMR SQL databases	CH	Ongoing	
	6. Add Listed Building Data to Aberdeenshire, Moray & Angus SMRs	CP/CH	2017	
	7. Add Maritime Data to Aberdeenshire SMRs	CH	2017	
	8. Add Listed Building Data to Aberdeen City SMR	CP	2018	

	9. Add Maritime Data to Aberdeen City SMR	CP	2018	
	10. Provide and exchange data extracts to key partners (Local Authorities, Pastmap, National Trust Scotland, Forestry Commission Scotland, Royal Society Protection Birds, Historic Environment Scotland)	CH/CP	Ongoing	
	11. Maintain Online Access to the Index of Archaeological investigationS (OASIS) Validation process (via Archaeology Data Service)	CH	Ongoing	
	12. Digitise any physical paper and photographic records	CH	Ongoing	
	13. Maintain concordance with Canmore (National dataset)	All	Ongoing	
	14. Technical maintenance of SMR (SQL and GIS)	CH	Ongoing	
Objective 2 - Provide input into historic asset designation process	1. Provide advice and recommendations to Historic Environment Scotland on new designations	BM/CH	Ongoing	N/A
	2. Provide advice to organisations and landowners on submitting assets for designation	BM/CH	Ongoing	
Objective 3 - Develop and support	1. Develop and support Understanding Submerged Palaeo-Environments Project NE Scotland	BM	March 2018	N/A

projects that protect and/or increase our understanding of the historic assets in the area	2. Develop Inverurie Churchyard Pictish Stones Project, Inverurie	BM	March 2018
	3. Support Dandaleith Pictish Stone Project, Moray	CH	Ongoing
	4. Input into and support Aberdeenshire Council's Historic Assets Management Project	CH/BM	Ongoing
	5. Implement plan for Grampian Regional Council legacy projects – Human Remains Project, Aberdeenshire	BM/CH	March 2018
	6. Provide support, advice and data to projects which contribute to the historic environment of the area	All	Ongoing
	7. Develop a Regional Research Framework	BM	Ongoing
	8. Input outcomes of projects into Sites & Monuments Record	CP/NA	Ongoing
	9. Support Interpretation Board for Historic Assets Project	CH	Ongoing
10. Support Fetternear Palace Post-excavation Process	BM	Ongoing	
11. Support and provide advice to Aden Country Park HLF Project	BM	Aug 2021	
12. Support and provide advice to Haddo House HLF Project	BM	Dec 2017	
13. Support and provide advice to Cluny Hill Project	CH	Ongoing	
14. Support and provide advice to Commemorative Plaque Schemes	All	Ongoing	
15. Support and provide advice to Battlehill Project	BM	Ongoing	
16. Support maintenance of Dunnydeer, Easter Aquorthies, Tap O'Noth carparks	BM	Ongoing	
17. Support and provide advice to Tullich and Tullich Stones Projects	CH	Ongoing	

Objective 4 - Provide advice and support for human remains discovery and reporting	1. Provide advice and support to individuals who discover human remains	All	Ongoing	N/A
	2. Liaise with Police Scotland and provide advice as required	CH/B M	Ongoing	
	3. Liaise with Historic Environment Scotland via Call-off Contract	CH/B M	Ongoing	
Objective 5 - Provide advice and support for artefact discovery and reporting	1. Provide advice and support to individuals who discover artefacts	All	Ongoing	N/A
	2. Liaise with Treasure Trove Unit	All	Ongoing	
	3. Liaise with Museum Services and Commercial Units over allocation of assemblages and specific finds	BM/C H	Ongoing	
	4. Provide advice to Metal-detectorists for Council owned land	CP	Ongoing	
	5. Liaise with Historic Environment Scotland via Call-off Contract	All	Ongoing	
Objective 6 - Provide advice and support to Scheduled Monument Consent (SMC) process	1. Provide advice and support to individuals and organisations submitting Scheduled Monument Consent applications within the area	CH/B M	Ongoing	N/A
	2. Provide advice and support to internal colleagues on SMC applications to Historic Environment Scotland for Council owned assets	CH/B M	Ongoing	

AIM 2 - PROMOTE AND SUPPORT SUSTAINABLE DEVELOPMENT	Actions	Lead Officer	Completion date	Annual Performance Indicator
Objective 7 - Provide input into National policy and guidance development	1. Represent Aberdeenshire Council on Scotland's Archaeology Strategy Implementation Group	BM	Ongoing	
	2. Input into Association of Local Government Archaeological Officers (ALGAO) Scotland consultations & workshops	BM	Ongoing	
	3. Attend workshops or other events as invited by Scottish Government, Historic Environment Scotland and other key partners	BM	Ongoing	
	4. Input into internal and external Council consultations	BM	Ongoing	
Objective 8 - Provide input into Local Development Plan process	1. Input into Local Development Plan for Aberdeenshire as required.	BM	Ongoing	I. Up to date Historic Environment Policies within Aberdeenshire LDP II. Up to date Historic Environment Policies within Moray LDP III. Up to date Historic Environment Policies within Angus LDP IV. Up to date Historic
	2. Input into Local Development Plan for Angus as required.	BM	Ongoing	
	3. Input into Local Development Plan for Moray as required.	BM	Ongoing	
	4. Input into Local Development Plan for Aberdeen City as required.	BM	Ongoing	

				Environment Policies within Aberdeen City LDP
Objective 9 - Provide consultation advice and support to the Development Management Process	1. Monitor and respond to all Weekly Planning Lists	CH/B M	Ongoing	I. Annual average response time to Planning Applications
	2. Provide consultation advice and support for Masterplan and Major Pre-Application Process	BM/C H	Ongoing	II. Annual % of Planning Applications responded to within 14 days
	3. Provide consultation responses, advice and support for the Planning Application Process	CH/B M	Ongoing	III. Annual total number of Planning Applications dealt with
	4. Provide training for Development Management staff	BM/C H	Ongoing	IV. Annual total number of Archaeological mitigations conditioned
	5. Provide advice and support to commercial contractors undertaking archaeological mitigation works (including Briefs, WSIs, DSRs, and PERDs)	CH/B M	Ongoing	V. Annual total number of Pre-scoping, Masterplan and Major Pre-Applications dealt with
Objective 10 - Provide consultation advice	1. Provide consultation responses, advice and support for the Forestry Felling Application Process	CP	Ongoing	I. Annual total number of Felling/Forestry Applications dealt with

and support for forestry applications	2. Provide consultation responses, advice and support for the Forestry planting and woodland creation process	CP	Ongoing	II. Annual average response time to Felling/ Forestry Applications
	3. Provide consultation responses, advice and support for the Forest Plan Process	CP	Ongoing	III. Annual % of Felling/Forestry Applications responded to within 28 days
Objective 11 - Provide consultation advice and support for agri-environment applications	1. Provide consultation responses, advice and support for the Scotland's Rural Development Scheme Application Process (including funded Forest Plans and Woodland Creation)	CP	Ongoing	I. Annual total number of SRDP Applications dealt with
	2. Provide advice to landowners on the removal of field boundaries	CP	Ongoing	II. Annual average response time to SRDP Applications
				III. Annual % of SRDP Applications responded to within 28 days
Objective 12 - Provide consultation advice and support for utility applications	1. Provide consultation responses, advice and support for the Utility Application and Development Process	CP	Ongoing	I. Annual total number of Utility Applications dealt with

Objective 13 - Provide consultation advice for property enquiries	1. Provide information and advice to solicitors and private individuals on any historic environment constraints on potential property purchases	All	Ongoing	N/A
Objective 14 - Provide training days as appropriate	1. Provide specialist training for Council staff and Members, especially Development Management staff	BM/CH	Ongoing	I. Total number of attendees at training events held by Team
AIM 3 - ENHANCE COMMUNITY LEARNING AND PARTICIPATION	Actions	Lead Officer	Completion date	Annual Performance Indicator
Objective 15 - Work in partnership with relevant individuals, groups and	See Objective 20 which overlaps	All	Ongoing	

organisations Objective 16 - Develop and support projects which increase public participation and enjoyment of the historic environment in the area	1. Support Kinord Roundhouse Community Project	BM	June 2017	I. Annual total No and value of Volunteer Days created II. Annual total of No of Heritage Projects supported
	2. Provide advice and support to Druminnor Castle Project	BM	Ongoing	
	3. Support Mason's Marks Project, Aberdeenshire, Moray and Angus	CP	Ongoing	
	4. Support development of Mesolithic Deeside Project	BM	Ongoing	
	5. Support Aden Country Park/Book of Deer Community Projects	BM	Ongoing	
AIM 4 - PROMOTE ABERDEE NSHIRE AS A DESTINATION	Actions	Lead Office r	Completi on date	Annual Performance Indicator
Objective 17 - Develop, maintain and update Archaeolo	1. Maintain links and content to ensure it remains current	CH	Ongoing	I. Annual total number of website users II. Annual geographic breakdown of website users
	2. Add links from Moray, Angus, Aberdeen City Council websites back to Archaeology Team webpages	CH/B M	2017	

gy section of corporate website, and a Social Media presence	3. Support Scottish Government Year of History, Heritage & Archaeology 2017	CH	Dec 2017	III. Size of social media followers and reach
	4. Review website content	All	Dec 2017	
Objective 18 - Develop promotional material on the historic environment of the area, focussing on tourism opportunities	1. Explore the options for developing 'Top 10' trails, e.g. Famous People, Famous Places	CH	Ongoing	
Objective 19 - Participate in relevant promotional events which highlight the	1. Liaise with relevant groups over Press Releases and Publicity concerning the historic environment	All	Ongoing	
	2. Ensure Ward pages are updated with relevant news	CS	Ongoing	
	3. Participate in annual worldwide 'Day of Archaeology' blog	NA	July 2017	
	4. Contribute articles to Arcadia, IQ Newsletter	All	Ongoing	
	5. Use of Twitter to promote area and work undertaken	CH/B M	Ongoing	

historic environment of the area	6. Contribute to articles in external journals, magazines and newspapers	All	Ongoing	
	7. Support a programme of events for Scottish Government Year of History, Heritage & Archaeology	BM/CH	Dec 2017	
Objective 20 - Work in partnership with relevant individuals, groups and organisations	1. Attend occasional internal P&BS Team Meetings with relevant colleagues to raise profile of Archaeology Team	All	Ongoing	N/A
	2. Advise and support colleagues, local communities, groups, and landowners undertaking projects on the historic environment in the area	All	Ongoing	
	3. Work with Adopt-a-Monument to develop projects	All	Ongoing	
	1. Liaise with Universities undertaking research within area	BM	Ongoing	
	2. Liaise with Historic Environment Scotland, Archaeology Scotland, National Trust Scotland, Forestry Commission Scotland, Ministry of Defence and Marine Scotland	All	Ongoing	
	3. Oversee work of commercial archaeological contractors	CH/BM	Ongoing	
	4. Agree and implement Shared Working Agreement with Historic Environment Scotland	BM	Unknown	
	5. Provide data extracts for researchers	CP	Ongoing	
AIM 5 - SHARE GOOD PRACTICE, SKILLS	Actions	Lead Officer	Completion date	Annual Performance Indicator

AND KNOWLEDGE				
Objective 21 - Work in partnership with relevant individuals, groups and organisations at national, regional and local level to share knowledge and best practice	1. Represent Aberdeenshire, Moray, Angus & Aberdeen City Councils at ALGAO Scotland	BM	Ongoing	I. Formally agreed Council representative on ALGAO
	2. Member of Sites & Monuments Record (SMR) Forum Scotland	All	Ongoing	
	3. Input Cross-Team Meetings with NE Scotland Museums, Archives and Libraries Services	NA	Ongoing	
	4. Input into Cross-Team meetings with Built Environment	All	Ongoing	
	5. Liaise with North East Society for Archaeological Research (NESARS), Moray Society, Elgin Museum, University of Highlands & Islands, University of Aberdeen, Others as required	All	Ongoing	
	6. Liaise with landowners	All	Ongoing	
	7. Input into Heritage Education Partnership meetings	CH	Ongoing	
	8. Input into Forestry, Biodiversity and Landscape meetings	CP	Ongoing	
	9. Input into HAMP meetings	CH	Ongoing	
	10. Liaise with Historic Environment Scotland (including Field Officers)	All	Ongoing	
Objective 22 – Establish and explore opportunit	1. Provide a SLA Archaeology Service to Moray Council	All	Ongoing	I. Provision of Service in line with SLA/SSA in place with Councils
	2. Provide a SLA Archaeology Service to Angus Council	All	Ongoing	

<p>ies for sharing services with other local authorities</p>	<p>3. Provide a SSA Archaeology Service to Aberdeen City Council</p>	<p>All</p>	<p>Ongoing</p>	
<p>Objective 23 – Provide and exchange information and advice to colleagues, government, charitable, private, commercial and public individuals and organisations on the historic environment</p>	<p>1. Provide general information and advice on the historic environment when requested</p>	<p>All</p>	<p>Ongoing</p>	
	<p>2. Provide data extracts for commercial enquiries</p>	<p>CH/CP</p>	<p>Ongoing</p>	
	<p>3. Exchange data with the public and other contributors</p>	<p>CP/CH/NA</p>	<p>Ongoing</p>	
<p>AIM 6 - CONTINUOUS</p>	<p>Actions</p>	<p>Lead Officer</p>	<p>When</p>	<p>Annual Performance Indicator</p>

IMPROVE MENT				
Objective 24 - Develop and maintain a Team Strategy and Action Plan	1. Implement 3-year Strategy for the Archaeology Team	All	Ongoing	I. Up-to-date Strategy in place II. Up-to-date Action Plan in place
	2. Produce an annual Action Plan for the Archaeology Team	CS	March 2017	
	3. Contribute to an annual Specialist Services Team Plan	CS	March 2017	
	4. Undertake regular Team Meetings	CS	Ongoing	
	5. Undertake 1 to 1s as required	CS	Ongoing	
Objective 25 - Ensure staff CPD requirements are met as required by the Chartered Institute for Archaeologists (CifA)	1. Provide opportunities for staff to attend relevant training events/seminars/conferences/workshops	All	Ongoing	I. Staff have an up-to-date Continuous Professional Development Log
	2. Undertake regular Employee Annual Reviews	CS	Ongoing	
Objective 26 -	1. Maintain Performance Indicator spreadsheets for Development Management and other consultations	All	Ongoing	N/A

Maintain Key Performance Indicators	2. Review PIs in light of Measuring Success Framework	BM	Ongoing	
	3. Develop a benchmarking process for the Service	BM	Ongoing	
Objective 27 - Produce performance reports	1. Produce an annual briefing report for ISC on the performance of the Archaeology Team	BM	May 2017	I. Annual Report approved by Infrastructure Services Committee II. Annual ALGAO Survey completed & submitted
	2. Complete the annual ALGAO Scotland survey	BM	September 2017	
	3. Produce an annual budget report	BM	April 2017	
Objective 28 - Maintain continuous service improvement	1. Undertake annual survey of customers	BM	Dec 2017	I. Complete annual Feedback Survey of Customers II. Up-to-date Operational Manual
	2. Review and revise Operational Manual to ensure all procedures and processes are up-to-date and staff informed	CH	Ongoing	
	3. Ensure staff are aware of feedback and use to improve where possible	CS	Ongoing	
	4. Input to complaints and compliments database	All	Ongoing	
	5. Reduction in volume of stored physical filing	CH	Ongoing	