



From mountain to sea

Aberdeenshire Council Archaeology Service Strategy Review

2017-20

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



Summary

The Archaeology Service has the role of protecting, managing, and promoting the historic environment of not only Aberdeenshire but also, via Service Level Agreements, Angus and Moray Council areas, and via a Shared Service Agreement, Aberdeen City Council. The Archaeology Service has 3.8 full-time equivalent staff, forming part of the Specialist Services Team, within the Planning and Environment Service.

The review of the 2017-20 Strategy is primarily an assessment of key priorities and outcomes achieved by the Archaeology Service over the last three years during the delivery of 'Our Place in Time – The Historic Environment Strategy for Scotland' (2014), 'Scotland's Archaeology Strategy' (2016), 'Scotland's Historic Environment Data Strategy' (2014), 'National Planning Framework 3' (2014), and Aberdeenshire Councils 'Single Outcome Agreement 2013-23'.

Highlights include: generating £205,142 of income; providing mitigation advice for 2,323 planning applications with an average response time of 95% within 14 days; dealing with 936 other land management consultations; adding 8,778 new records across the four Historic Environment Records and updating a further 30,967 records; supporting the delivery of 60 projects which resulted in 8,001 volunteer days and £260,396 of external funding; distributing 38,445 leaflets; and helping develop 17 national guidance documents and policies. On average for every £1 spent on the Archaeology Service, £15 was generated for the economy ('Archaeology in Development Management' by Landward Ltd, 2019).

Discoveries made during this three-year period include an Iron Age hillfort at Huntly, a Bronze Age cemetery at Carnoustie, an Iron Age settlement at Cruden Bay, an Iron Age cemetery and settlement at Inverurie, Palaeolithic flints along Deeside, and a prehistoric building at Aden Country Park.

Front Cover: Aerial photograph of Dunnottar Castle, Aberdeenshire

Contents

1	Introduction	5
1.1	Review of Strategy	5
1.2	Aberdeenshire Council's Vision for the Archaeology Service 2017-20	5
2	Overview of Archaeology Service Strategy Performance 2017-20	6
2.1	Key Priorities 2017-20	6
2.2	Overview of Resources	7
2.3	Aim 1 – Protect and Manage the Historic Environment	11
	Case Study 1 - Aberdeen City Historic Environment Record Launch	15
	Case Study 2 - Angus Listed Buildings Project	16
	Case Study 3 - Inverurie Pictish Stones Shelter	17
	Case Study 4 - Partnership Working with Police Scotland	18
	Case Study 5 - Digitisation of Tullich Carved Stones Collection	19
2.4	Aim 2 – Promote and Support Sustainable Development	20
	Case Study 6 - Bronze Age Cemetery, Upper Victoria, Carnoustie	24
	Case Study 7 - Unenclosed Settlement, Cruden Bay, Aberdeenshire	25
	Case Study 8 - Cemetery and Settlement, Inverurie, Aberdeenshire	26
	Case Study 9 - Tanachy House, Moray	27
2.5	Aim 3 – Enhance Community Learning and Participation	338
	Case Study 10 - Mesolithic Deeside Project	30
	Case Study 11 - Battlehill, Huntly, Aberdeenshire	31
2.6	Aim 4 – Promote Aberdeenshire as a Destination	392
	Case Study 12 - Year of History, Heritage & Archaeology Social Media Campaign	34
	Case Study 13 - Historic Environment Interpretation Boards	35
2.7	Aim 5 - Share Good Practice, Skills and Knowledge	36
2.8	Aim 6 - Continuous Improvement	38
2.9	2017-20 Strategy Review Discussion	40
2.10	Looking Forward to 2020-23	40
3	Detailed Archaeology Service Strategy Performance Indicators 2017-2041	
3.1	Aim 1 – Protect and Manage the Historic Environment	41
3.2	Aim 2 – Promote and Support Sustainable Development	52

3.3	Aim 3 – Enhance Community Learning and Participation	56
3.4	Aim 4 - Promote Aberdeenshire as a Destination	67
3.5	Aim 5 - Share Good Practice, Skills and Knowledge	68
3.6	Aim 6 - Continuous Improvement	70

Appendix 1	– Aberdeenshire Council Archaeology Service Strategy 2017-20	71
-------------------	---	-----------

1 Introduction

From mountain to sea, North East Scotland boasts a rich and valuable resource in its historic environment. In Aberdeenshire 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. It contributes to our economy and everyday wellbeing.

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

1.1 Review of Strategy

The Aberdeenshire Council Archaeology Service has the job of understanding, evaluating, safeguarding, and promoting the historic environment within Aberdeenshire, Aberdeen City, Moray and Angus. 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.

The 'Aberdeenshire Council Archaeology Strategy Review 2014-17' was the first such review produced by the Archaeology Service. This review builds on the success of that one, and once again demonstrates the scale of what the Archaeology Service has delivered, or contributed to, in terms of Scottish Government and Aberdeenshire Council Priorities, over the last three years.

Furthermore the 2017-20 Archaeology Strategy has continued to provide opportunities to improve efficiency, participation and collaboration with key stakeholders and partners, and embed best practice in the delivery of the Archaeology Service. Overall, it can be considered a success in terms of how it focussed and streamlined the Team's working practices.

1.2 Aberdeenshire Council's Vision for the Archaeology Service 2017-20

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 in, 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."

2 Overview of Archaeology Service Strategy Performance 2017-20

The Archaeology Strategy aims and priorities were drawn together to reflect the strategies, plans and policies which formed the 'golden thread' between Scottish Government outcomes and delivery on the ground. The Team objectives provided a common framework for a customer and performance focussed service. The Staff worked in partnership with stakeholders to deliver a high quality, efficient service for best value.

2.1 Key Priorities 2017-20

Over the 3-year period of the Strategy, the key priorities were achieved except for Priority 4 which encountered delays owing to the need to clarify historical legal responsibilities of ownership.

Table 1: Key Priorities 2017-20

Priority	Success Measure	Actual Output	Impact
1 Create and launch online a Historic Environment Record for Aberdeen City Council	Database online	New Historic Environment Record launched Jan 2018	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%	28 projects supported, a decrease of 10% 150% increase in number of volunteer days generated	Increased skills learning Increased well-being Increased volunteer opportunities Better public understanding of the historic environment
3 Improve consultation response times for development management	Average response times improved by 10%	Average response times reduced from 13.3 days to 5.83 days, an improvement of 56%	Increased efficiency Better management of the historic environment
4 Improve management of Aberdeenshire Council owned scheduled monuments	Management Plans in place for all 54 scheduled monuments	Asset Management Plan template created Management Plan created for 4 sites	Better management of the historic environment Targeted resourcing

2.2 Overview of Resources

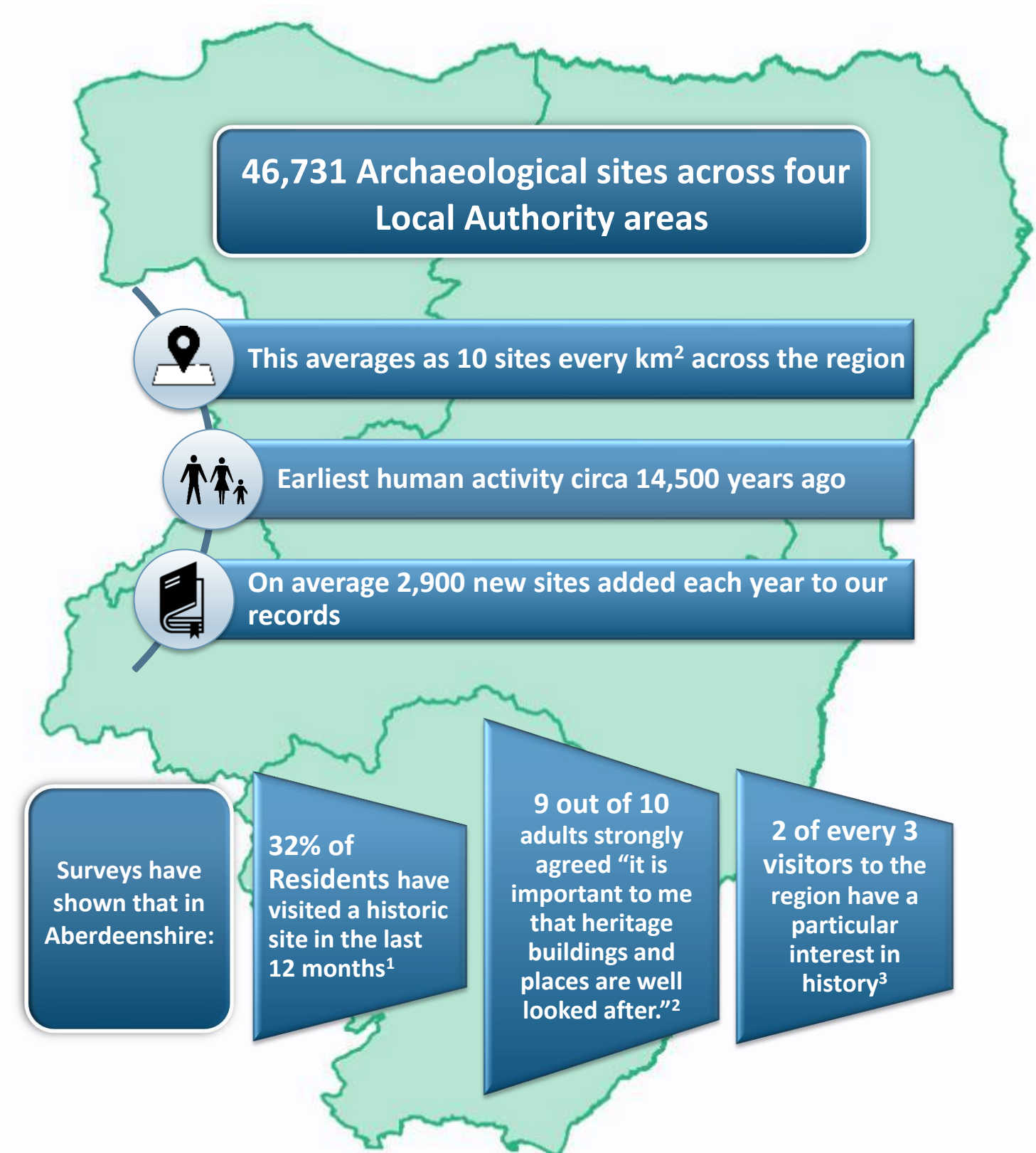


Illustration 1: Historic Environment Overview in North East Scotland

¹2018 Scottish Householder Survey, ²People Culture and Heritage 2015, ³Scotland Visitor Survey 2015/16

Illustration 2: All currently known sites in North East Scotland in the Historic Environment Record databases (2020)

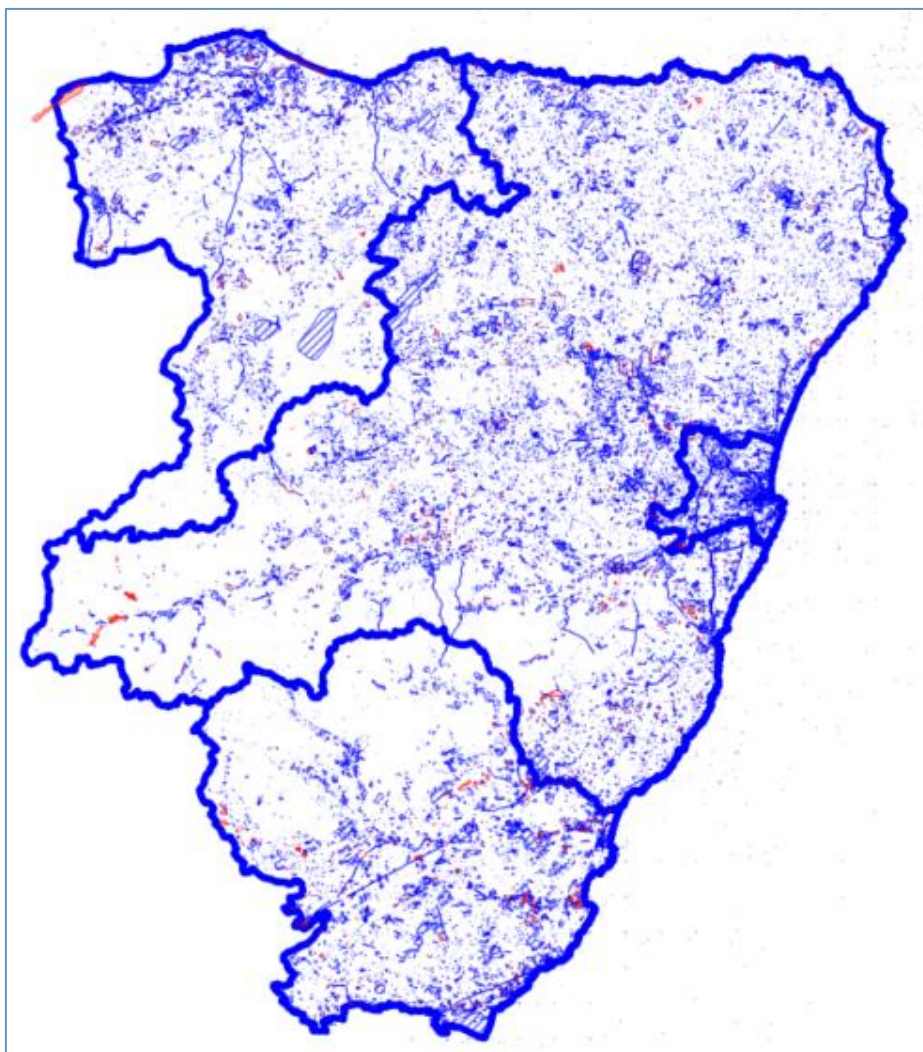


Table 2: Local Authorities within Aberdeenshire Council Archaeology Service remit

Local Authorities within Aberdeenshire Council Archaeology service remit		
Aberdeenshire Council	6,317 sq. km 25,810 site records	8% of Scotland 8.1% of national record ⁴
Moray Council	2,237 sq. km 7,585 site records	2.9% of Scotland 2.4% of national record
Angus Council	2,184 sq. km 8,160 site records	2.8% of Scotland 2.6% of national record
Aberdeen City Council	182 sq. km 5,176 site records	0.2% of Scotland 1.6% of national record

⁴National Record Historic Environment April 2020 contained 319,767 records

Table 3: Staffing

Financial Year	Staff Numbers
2017/18	3.8 FTE
2018/19	3.8 FTE
2019/20	3.8 FTE

In 2016 a Shared Service Agreement was signed with Aberdeen City Council. The funding secured by this allowed for a 1.0 Full-time equivalent (FTE) HER Assistant post to be filled, thereby increasing the team to 3 full-time individuals and 1 part-time individual.

Table 4: Budget

Financial Year	Gross Expenditure (incl. salaries)
2017/18	£221,000
2018/19	£242,000
2019/20	£244,000
TOTAL	£707,000

Amount of gross expenditure funding allocated by Aberdeenshire Council as budget for the Archaeology Service, including salary and associated staff costs, administration, travel, supplies and services.

Research in 2019 established that for **every £1 spent** on a local authority Archaeology Service, **£15 was generated** for the economy⁵.

⁵ 'Archaeology in Development Management' Report by Landward Ltd, 2019

Table 5: Income

Financial Year	Income
2017/18	£67,203
2018/19	£69,254
2019/20	£68,685
TOTAL	£205,142

Total income generated by Archaeology Service. This income is made up from both annual charges for service provision to neighbouring local authorities and day-to-day commercial activity.

2017-20 Average Working Day for Archaeology Service







2017-20 Average Working Day for Archaeology Service			2014-17
	Resources	<ul style="list-style-type: none"> • 3.8 FTE staff • Spent £927.82 of archaeology budget (including staffing costs) • Made £269.22 of income • Generated £13,287 for the economy⁶ 	<ul style="list-style-type: none"> • 3.8 FTE • £771.66 • £237.25 • £11,575
	Supporting Sustainable Development	<ul style="list-style-type: none"> • Checked 20 planning applications • Commented on 3 planning applications • Instigated 2 pieces of archaeological mitigation work • Commented on 1.2 other land use change consultation 	<ul style="list-style-type: none"> • 24 • 2.8 • 2 • 1
	Improving Management of Historic Environment	<ul style="list-style-type: none"> • Created 11.5 new site records • Updated 40.6 site records • Provided support to 7 ongoing historic environment projects • Contributed £87.98 to historic environment projects • Facilitated £129.28 external funding for historic environment projects 	<ul style="list-style-type: none"> • 8.6 • 12.4 • 8 • £96.38 • £275.28
	Creating Community Opportunities	<ul style="list-style-type: none"> • Provided support to 8 ongoing community projects • Contributed £42.49 to community projects • Facilitated £212.45 external funding for community projects • Created 10.5 volunteer days, worth £1,138.75 	<ul style="list-style-type: none"> • 7 • £58.92 • £198.73 • 4.2 days
	Promoting Aberdeenshire	<ul style="list-style-type: none"> • The public viewed 353 pages of the website • 76 people searched the online databases • 50 leaflets picked up by visitors • 2 posts on social media read by 6021 people 	<ul style="list-style-type: none"> • 367 • 46 • 25 • 2 / 5470
	Sharing Skills and Knowledge	<ul style="list-style-type: none"> • Trained 0.18 staff, agents, and contractors • Answered 7 general enquiries from contractors or public • Contributed to 0.2 policy, strategy, guidance, or plan documents • Supported the work of 1 national group or organisation 	<ul style="list-style-type: none"> • 0.18 • 6.8 • 0.2 • 1

Table 6: Aberdeenshire Council Archaeology service 2017-20 Average Working Day (based on 762 available working days over the 3-year period (note for 2014-17 comparison this was 770 days)). ⁶'Archaeology in Development Management' Report by Landward Ltd, 2019

2.3 Aim 1 – Protect and Manage the Historic Environment

Maintain a record of all known archaeological sites, between 12,500 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 7: Team Objectives – Protect and Manage the Historic Environment

Team Objectives – Protect and Manage the Historic Environment – Achieved 2017-20		
1. Develop, maintain, and update the Historic Environment Record (HER)		
2. Provide input into historic asset designation process		
3. Develop and support projects that protect and / or increase our understanding of historic assets in the area		
4. Provide advice and support for human remains discovery and reporting		
5. Provide advice and support for artefact discovery and reporting		
6. Provide advice and support to Scheduled Monument Consent process		

Table 8: Aim 1 – Protect and Manage the Historic Environment: Overview of Performance Indicators

Aim 1 Performance Indicator	2017-20 Totals	Outcome
Total No. of Records in HER databases (31 st March 2020)	46,731	Better management of the historic environment
Total No. of New Records Added	8,778	Better management of the historic environment
Total No. of Records Updated	30,967	Better understanding of the historic environment
Total No. of Historic Environment Management Projects Supported	32	Enhanced communities and places

		Better protection of the historic environment
Total Funding Contributions to Historic Environment Management Projects	£67,039	Higher quality of project delivery
Total External Funding Raised by Historic Environment Management Projects	£98,509	For every £1 invested into asset projects, £1.47 was match funded
Total No. of Volunteer Days Created (see also Table 13 for Community volunteer days)	635	Enhanced skills Enhanced wellbeing
Economic Value of Volunteers	£68,884	Greater re-investment in the historic environment

- 2.3.1 The Historic Environment Record (HER) is the principal source of, and signpost to, information relating to historic landscapes, buildings, monuments, sites, places, and archaeological finds spanning more than 14,500 years of human activity in the region. While primarily used for planning and development management, the records also fulfil an educational and visitor attraction role.

Over the last three years the records have seen a significant increase as a result not only of new discoveries, but also from a programme of including all maritime sites and all Listed Buildings for Aberdeenshire, Aberdeen City, Moray and Angus Council areas, completed in March 2020. This is in anticipation of future additional responsibilities associated with regional marine planning boards, and the increased recording of designated structures in the planning process at a Local Authority level.

In addition, since the implementation of the Shared Service Agreement with Aberdeen City Council in 2016, the HER for Aberdeen City has undergone a complete rebuild to ensure it meets national standards. The new database was launched online in January 2018 (see Case Study 1). As a contribution to Scotland's Historic Environment Data Strategy and Scottish Government's push for open and linked data, a pilot project with the University of Aberdeen has been established to look at how their museum's collections can be digitally linked to the HER.

- 2.3.2 The baseline information provided by the HER allows the Archaeology Service to provide management and mitigation advice to landowners, agents, developers, local communities, and researchers. It also fulfils a statutory obligation for the Council through regular data updates to the Improvement Service's Spatial Hub, a single point of access for quality-assured local authority data.

As of March 2020, the baseline consists of 46,731 known archaeological sites in the North East, many of which are recognised as being of national importance through

the scheduling process. There are currently 554 scheduled monuments in Aberdeenshire, and 3,778 listed buildings.

- 2.3.3 Our understanding of these sites is constantly developing as new discoveries are made. For staff to be able to keep pace with these changes and provide the most accurate management advice possible to landowners and developers, the Archaeology Service supports projects which develop our understanding of the region's history. These projects not only help to inform sustainable development, but also provide opportunities for communities to learn about, and engage with, Aberdeenshire's past.
- 2.3.4 At a national and local level, the Archaeology Service has also continued to contribute to the development of policies and guidance documents. These are critical to ensure the proper protection and management of archaeological sites and heritage assets.

This is ever more so as the number of incidents of heritage crime, while low in North East Scotland, has continued to rise over the last three years. The term "heritage crime" relates to any crime committed against a cultural heritage asset, that is to say any historic or archaeological site, monument or building, and includes metal theft, vandalism, stone theft, graffiti, arson attacks, and unlawful metal detecting on historic sites. One such incident in 2017 involved graffiti being painted on to the nationally scheduled site of Aikey Brae Stone Circle, a Council owned asset. Arranging for the removal of this paint by specialists (to minimise the potential damage to this 4,500 year old monument) cost £1,000, along with staff time liaising with Police Scotland, colleagues, and members of the public. The Team will continue to be proactive in monitoring and reporting such crimes, working in partnership with key Council initiatives such as the Historic Asset Management Project (HAMP).

- 2.3.5 The Team continues to be acknowledged as an example of delivering best practice both at a Scottish and a UK wide level in terms of planning mitigation advice, partnership working, and inputting into policy development. Over the last three years the Team have represented the Council on the following national groups:


- Association of Local Government Archaeological Officers Scotland
 - Association of Local Government Archaeological Officers UK (*Vice-Chair 2017-20*)
 - Historic Environment Records Forum (Scotland)
 - Historic Environment Records Forum Technical Working Group (Scotland)
 - Built Environment Forum Scotland
 - Scotland's Strategic Archaeology Committee (*Lead for Aim 3 Care & Protection*)
 - Scotland's Archaeological Research Framework Advisory Board
 - Historic Environment Scotland Policy Forum
 - The Archaeology Forum (TAF) UK
 - Federation of Archaeological Managers and Employers (FAME) Liaison Group UK
-

Furthermore, the Team have supported partnership working with the following external organisations for activities undertaken in North East Scotland:

- Mesolithic Deeside
- North East Scotland Archaeological Research Society
- Aberdeenshire Museum Service
- Aberdeen City Museum Service
- Angus Museum Service
- Elgin Museum
- National Museum of Scotland
- University of Aberdeen
- University of Edinburgh
- University of Reading
- University of York
- University of Dublin
- University of Stirling,
- University of Bradford
- Forestry & Land Scotland
- National Trust for Scotland
- VisitScotland
- Historic Environment Scotland
- Marine Scotland
- Scottish National Heritage
- Treasure Trove Unit
- Police Scotland

Finally, the Team have input (through working groups, steering boards, formal responses, provision of evidence, interviews) into the following national policy and strategy consultations during 2017-20:

- Historic Environment Policy Scotland (HEPS)
 - Planning Advice 2/2011 Technical Review
 - HES Understanding Cultural Significance Guidance
 - HES Climate Change Adaption Guidance
 - HES Conserving our underwater heritage Guidance
 - HES Working on and near scheduled monuments Guidance
 - HES Archaeological Excavation on scheduled monuments Guidance
 - HES Guidance on Conservation Areas
 - HES Your Heritage
 - Management of Lithic Scatters Guidance
 - Scottish Planning Review
 - Planning (Scotland) Bill
 - Energy Efficient Scotland
 - Culture Strategy for Scotland
 - Environmental Principles and Governance in Scotland
 - Permitted Development Rights in Scotland
 - National Planning Framework 4
-

Case Study 1	Aberdeen City Historic Environment Record Launch
Who	2016-18 Archaeology Service working with Aberdeen City Museum Service
Where	Aberdeen City
Aim	Convert and update the old Aberdeen City Sites and Monuments Record (SMR) to national standards, at the same time developing it into a Historic Environment Record (HER) and launch public version online. Work to include digitisation of associated records where possible and improve site mapping by amending existing point data into polygonised sites.
Results	New Aberdeen City HER launched formally online in January 2018 with improved standard of records, including fully digital polygonization of mapped site extents. Since then, all Listed Buildings and Maritime records have also been added. The work was supplemented by document scanning that was then incorporated into the HER archive, providing valuable supplementary information to the online record.
Legacy	A more comprehensive historic environment record for the City, with freely available online public version for use by anyone. Updates continue daily as new information is received and additional sources assessed. The records now provide a better basis for decision making, including planning advice, and informing other enquiries.
<p data-bbox="245 1576 461 1845"><i>Aberdeen Harbour Control Tower prior to construction of new operations centre. Now recorded as a historic site.</i></p>	
	

Case Study 2 Angus Listed Buildings Project

Who	2018-20 Archaeology Service working with Angus Council and Historic Environment Scotland (HES)
Where	Angus
Aim	Complete, update, cleanse and amend all Angus Listed Building records that had previously been bulk imported into the Historic Environment Record (HER) as basic records.
Results	Completion of the updating of all Angus Listed Building HER records. Part of this data cleanse required significant partnership working between the Archaeology Service, Angus Council and HES, to help identify and resolve as far as possible, where Listed Buildings had been demolished or had been significantly altered, notably since the original Listed Building surveys had taken place in the 1970s and 1980s.
Legacy	Cleansed data for Angus Listed Buildings. Excellent working partnerships established between the Archaeology Service, Angus Council Built Heritage Team, the HES Designations Team and the HES GIS Team.

Example below of Listed Building anomaly found and reported to HES and Angus Council for clarification and designation status change:



Above: Tarry Mill (HER Ref No NO64SW0142) on the 1st Edition Ordnance Survey map.

Below: 2019 aerial photograph showing the mill no longer exists.



Case Study 3 Inverurie Pictish Stones Shelter

Who 2016-19 Archaeology Service working with Inverurie Community Council, Historic Environment Scotland, Ronnie Watt Studio, Spectrum Heritage, John Renshaw Architects, Aberdeenshire Council Landscape Services

Where Old Inverurie Kirkyard, Inverurie, Aberdeenshire (HER Ref No NJ72SE0011)

Aim Conserve and protect four Pictish Symbol Stones dating to the Early Medieval period in the Council's ownership; enhance a local historic asset to become more of an accessible visitor attraction.

Results A new shelter for the newly conserved four scheduled Pictish Stones, with improved access and interpretation.

Legacy Aberdeenshire Council successfully engaged with the local community in Inverurie, taking time to not only discuss options with them over how to protect the nationally important stones, but also to listen to their preferences over location and accessibility. This has allowed the development of a template for future projects on these types of assets, considering how to ensure shelter design makes a positive contribution to a location. Furthermore, careful topographic survey at the start of the project has allowed the stones to be relocated away from known flood risk areas which had been a historical issue for them.



The new shelter protecting the four Pictish Stones next to the Bass, Old Inverurie Churchyard.

Case Study 4 Partnership Working with Police Scotland

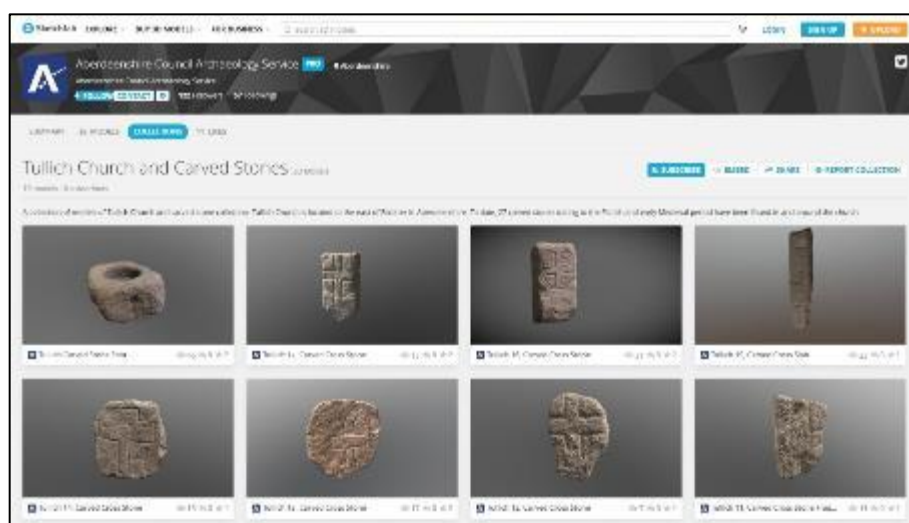
Who	Example Year 2019, Archaeology Service working with Police Scotland and Historic Environment Scotland
Where	North East Scotland
Aim	To respond to Police Scotland requests for assistance when human remains of undetermined age and origin are encountered.
Results	The Archaeology Service responded to five requests by Police Scotland for assistance in providing expert advice on whether newly discovered human remains were archaeological or not. Three cases (Old Church, Cairness in Aberdeenshire, St Fittick's Kirk in Aberdeen City, and St Laurence Church, Forres in Moray) involved disturbance of 19 th century graves. One case at Robert Gordon's University involved utility contractors uncovering part of a medieval burial. One case involved members of the public finding a skeleton and coffin eroding onto the beach at Bridge of Don.
Legacy	Callouts are often during non-work hours, but by providing rapid assistance to Police Scotland the Archaeology Service allows potential crime scenes to be cleared quickly, allowing Officers to return to other duties and workers and members of the public to go about their business. In the case of the eroding skeleton at Bridge of Don, the Service instigated a Human Remains Call-off contract with Historic Environment Scotland which led to the excavation and recovery of the remaining bones. Analysis is ongoing but the remains are of a woman buried in the late 18 th or early 19 th century, though why in this particular location is currently unknown.



Remains of pelvis and leg bone, along with an associated glass bottle from the grave, eroding on the beach.

Case Study 5 Digitisation of Tullich Carved Stones Collection

Who	2018-20 Archaeology Service working with AOC Archaeology Ltd, Spectrum Heritage, Aberdeenshire Council Built Environment Team
Where	Tullich Church, Ballater, Aberdeenshire (HER Ref No NO39NE0002 and NO39NE0016)
Aim	Create a detailed digital record of the Council owned Early Medieval carved stones from Tullich Church and churchyard and allow the carvings on the stones to be seen more clearly. The results to be used to better understand the carved stones, as well as to allow them to be more accessible to the public.
Results	A full set of scans of the carved stones, 3D digital models and video content.
Legacy	<p>The 3D scans have been uploaded to the Archaeology Service's Sketchfab page (https://sketchfab.com/acas/collections/tullich-church-and-carved-stones). This allows anyone, anywhere, to view and interact with the stones. As of 31st March 2020, there have been 236 unique views of these models.</p> <p>The video content was uploaded to the Archaeology Service's YouTube channel in April 2020 - https://www.youtube.com/watch?v=n_v3cUdIAyA&list=PLgJKVy0FluPKwTy6GkiUr0QC1OC2QUFIk</p> <p>This provides an alternative online viewing experience of the stones, without the interactive element. To date (July 2020) there have been 162 unique views.</p>



Part of the Tullich Early Medieval carved stone collection as digital models on SketchFab.

2.4 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 9: Team Objectives – Promote and Support Sustainable Development

Team Objectives – Promote and Support Sustainable Development – Achieved 2017-20	
7. Provide input into national policy and guidance development	
8. Provide input into Local Development Plan process	
9. Provide consultation advice and support to the Development Management Process	
10. Provide consultation advice and support for forestry applications	
11. Provide consultation advice and support for agri-environment consultations	
12. Provide consultation advice and support for utility applications	
13. Provide consultation advice for property enquiries	
14. Provide training to Development Management Staff	

Table 10: Aim 2 – Local Development Plan Policies - Detailed Performance Indicators 2017-20

Aim 2 – Local Development Plan Policies	2017 / 18	2018 / 19	2019 / 20
Local Development Plan Historic Environment Policies up to date	Y	Y	Y

Table 11: Aim 2 - Promote and Support Sustainable Development – Overview of Performance Indicators

Aim 2 Performance Indicator	2017-20 Totals	Outcome
------------------------------------	-----------------------	----------------

Total No. of Planning Applications dealt with	2,323	Better management of historic environment Increased sustainable development
Total average response time to a Planning Application (days)	5.83 days	More efficient development management process
Percentage of Planning Applications responded to within 14 days <i>(includes direct consultations and weekly list monitoring)</i>	95%	Increased customer satisfaction
Total No. of archaeological mitigations put into place	1,560	Better protection of historic environment Increased sustainable development
Total No. of Pre-scoping, Major Applications & Masterplans dealt with	162	Better protection of historic environment Increased sustainable development
Percentage of Pre-scoping, Major Applications & Masterplans responded to within 14 days	96%	Increased customer satisfaction
Total No. of Forest Plans and Felling Applications dealt with	408	Better management of historic environment Increased sustainable planting
Percentage of Forest Plans and Felling Applications responded to within 28 days	100%	Increased customer satisfaction
Total No. of Scottish Rural Development Plans dealt with	125	Better management of historic environment Increased sustainable farming and forestry
Percentage of Scottish Rural Development Plans responded to within 28 days	100%	Increased customer satisfaction
Total No. of Utility and Other Applications Dealt with	241	Better management of historic environment Increased sustainable

development

Percentage of Utility and Other Applications responded to within 28 days	100%	Increased customer satisfaction
--	------	---------------------------------

- 2.4.1 The core business of the Archaeology Service is to conserve and manage the historic environment through ensuring sustainable landscape change. Provision of advice ranges from advice to developers during the planning process, to advice to landowners looking to develop forestry plantations, to helping utility companies mitigate against unexpected impacts. The consultations the Team are involved with cover almost all scales and types of change within the landscape.

During the period that this Review covers, the number of overall planning applications which the team has responded to has increased, but encouragingly the average response time has decreased when compared to the previous three years. A key improvement has been the increase from 59.5% to 95% of all planning applications being dealt with within 14 days.

Amongst the wide-ranging types of developments that the Team have advised on during this time are several major infrastructure projects including the Aberdeen to Inverness Railway Line Improvement Project, the pre-scoping and route assessment works for the A96 Dualling Project, and the Moray Offshore Renewables Ltd projects such as the 21-mile long Inverboyndie to New Deer Cable Route.

All of these, and numerous smaller developments, have led to significant archaeological discoveries requiring careful oversight between numerous contractors and Council Services. Key to the Service's successful input into these developments is the all-inclusive approach by the Team of not only engaging with applicants at an early stage, such as through Major Pre-application meetings, and detailed explanations of what mitigation requirements are expected, but also the support given throughout the works. This support includes reviewing all stage documents produced by archaeological contractors, discussions and meetings where required for any issues which arise, and guidance for stepped discharge of planning conditions where on-site works may have finished, but complex post-excavation analysis and publication are still required.

- 2.4.2 Underpinning the protection and sustainable management in the planning process of the historic environment, which by its very nature is a finite resource, are the Local Development Plan policies within each Local Authority. Without clear understanding of the significance of the historic environment presented in these policies, and the positive opportunities it offers to landowners, it is all too easy to regard archaeological sites as 'contaminated' land which need to be 'dealt with' under the "polluter pays" principle.

Through closer working with other Council staff, in particular with Development Management, the team has helped to ensure that the historic environment is becoming increasingly better integrated into masterplans and other forward planning documents. This not only ensures that sites are protected for the future, but that they also help new developments gain a sense of place, and consequently, value, from the outset.

- 2.4.3 In 2019 research by Landward Ltd into the impact local authority archaeologists have within the development management process was published. During 2019, 109 archaeology services across the UK saved up to £1.3bn in delay and emergency costs for the construction industry, generated £218m for the economy, and saved local authorities up to £245m. This entire system is made possible by the 370 local authority archaeologists employed across the UK. As such the research highlighted that for every £1 spent on the Archaeology Service, the Team sees an average return of £15 for the local economy.

- 2.4.4 Beyond the usual developer-led work there has also been an increase in the Team's contribution to understanding climate change and the impacts it may have on sustainable development and the historic environment. At the start of 2020, the Team produced a report for Aberdeen City Council assessing the potential climate change impact on coastal heritage assets.

Of the total of 31 sites identified as potentially at risk within the City boundary, 10 are related to WWII defences, 18 associated with 19th century activity such as the harbour and fishing, and 2 relate to earlier activity from the medieval to post-medieval period. The final site is the 19th century planned community of Footdee (Fittie) itself which has been subject to flooding and property damage in previous extreme storm events. The likelihood of further such storm events is expected to increase as the effects of climate change become more noticeable. This report will allow a more targeted approach to be taken when allocating future resources for the protection and management of historic assets, as it highlights those areas most at risk during the next 80 years.

- 2.4.5 Overall, the last three years have seen significant improvements in the Service's processes, while at the same time still facilitating many new, nationally important, discoveries without impacting on development. The following case studies give a flavour of some of the more significant discoveries that have been made as a result of the Archaeology Service's work, and the continued positive working relationships it has with the commercial sector.
-

Case Study 6 Bronze Age Cemetery, Upper Victoria, Carnoustie

Who	2019 DJ Laing Group Ltd, AOC Archaeology Ltd
Where	Upper Victoria (Pitskelly), Carnoustie, Angus
Aim	Provide archaeological mitigation requirements and advice to the applicant during the planning process for an application to redevelop an area for commercial premises. Provide subsequent support, guidance, and advice to the applicant, developer and their contracting unit during the archaeological mitigation following the granting of planning permission.
Results	Discovery and successful excavation of Bronze Age cist cemetery with examples of exceptional preservation of organic and textile objects, and a variety of burial practices, along with prehistoric and early historic structures.
Legacy	Site tour / training for Angus Council Development Management Staff. The quality, preservation and diversity of burial remains and practices offers a rare opportunity to develop our knowledge and understanding of the Bronze Age. Further results to come following an extensive programme of post-excavation analysis. Intention to incorporate stone linings from cist burials in on-site landscaping, thereby connecting the new development with the history of the site.



© AOC Archaeology, Cist 6, Upper Victoria (HER Reference No NO53NW0105)

Case Study 7 Unenclosed Settlement, Cruden Bay, Aberdeenshire

Who	2017-2019 Claymore Homes, Cameron Archaeology
Where	Land on the west side of Cruden Bay
Aim	Provide archaeological mitigation requirements and advice during the planning process for an application for a proposed housing development. Provide guidance to the contracting unit during archaeological works following the granting of planning permission.
Results	Discovery, excavation and recording of an unenclosed settlement comprising at least 23 ring-ditch structures, post holes and pits, tentatively dated to the Bronze Age and Iron Age periods.
Legacy	Increased knowledge of the survival of early human activity in the Cruden Bay / Port Errol area, especially as evidence of prehistoric activity is rare in this part of Aberdeenshire. Further results will be published following completion of an extensive programme of post-excavation analysis.



© Cameron Archaeology, part of the settlement being excavated
(HER Reference No NK03NE0152)

Case Study 8 Cemetery and Settlement, Inverurie, Aberdeenshire

Who	2018-20 Axiom Project Services Ltd, Cameron Archaeology Ltd, Headland Archaeology Ltd
Where	Thainstone Business Park, Inverurie (HER Ref No NJ71NE0217)
Aim	Provide archaeological mitigation requirements and advice during the planning process for an application for a proposed commercial development as part of a business park expansion. Provide guidance to the contracting unit during archaeological works following the granting of planning permission.
Results	Excavations in 2018 revealed five urn cremations and three roundhouses of Late Bronze Age date, and a large curvilinear souterrain and a post-ring roundhouse of Iron Age date.
Legacy	Prior to the recent excavations it was already known that Thainstone had been the location of Iron Age occupation. That evidence has now expanded to include activity from the Bronze Age, revealing a previously unknown ritual landscape and evidence of generations of people living in this location. Ongoing research is providing a much more detailed picture of the phases of activity that have taken place and increasing our knowledge of prehistory in North East Scotland and beyond.



© Headland Archaeology. Above: two of the urn cremation burials and Below: one of the roundhouses during excavation.

Case Study 9 Tannachy House, Moray

Who	2019 Grissan Engineering Services Ltd, AOC Archaeology Ltd
Where	Tannachy, Portgordon, Moray
Aim	Provide archaeological mitigation requirements and advice during the planning process for an application for a proposed anaerobic digestion facility. Provide guidance to the contracting unit during archaeological works following the granting of planning permission.
Results	Rediscovery of an 18th century house “lost in plain sight”, recording and excavation of its offices and formal gardens. Analysis of artefacts recovered confirm an 18th – 19th century date and offer an insight into the lives of the house’s former residents.
Legacy	Knowledge of a formerly “lost” country house, increased understanding of the Tannachy House site, and greater awareness of the 18th-19th century history of this part of Moray.



© AOC Archaeology, Tannachy House (HER Reference No NJ36SE0127)

2.5 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 12: Team Objectives – Enhance Community Learning and Participation

Team Objectives – Enhance Community Learning and Participation – Achieved 2017-20

15. Work in partnership with relevant individuals, groups, and organisations

16. Develop and support projects which increase public participation and enjoyment of the historic environment in the area

Table 13: Aim 3 - Enhance Community Learning and Participation – Overview of Performance Indicators

Aim 3 Performance Indicator	2017-20 Totals	Outcome
Total No. of Community Projects Supported	28	Enhanced communities and places Better protection of the historic environment
Total Funding Contributions to Community Projects	£32,380	Higher quality of project delivery
Total External Funding Raised by Community Projects	£161,887	For every £1 invested into community projects, £5 was match funded
Total No. of Volunteer Days Created (see also Table 8 for Asset Management volunteer days)	7,366	Enhanced skills Enhanced wellbeing
Total Economic Value of Volunteers	£798,846	Greater re-investment in the historic environment

- 2.5.1 The Archaeology Service has continued to successfully use part of its annual budget to fund local projects which not only allow voluntary participation, but which also provide direct benefits back to both the local community in terms of asset management, and to the wider understanding of archaeology in the region.

A strategic priority for the 2017-20 Archaeology Strategy was to increase the number of opportunities for communities to become involved in archaeology and their local heritage. While the number of projects the Service supported did not increase compared to previous years, a substantial increase was achieved in terms of the number of people becoming involved, up 150% on the previous three years.

The surveys and excavations at Aden Country Park, Aberdeenshire, initially delivered via the Archaeology Service before evolving into the far larger, ongoing, Heritage Lottery Fund project, has seen record numbers of people taking part. In 2019 alone, 100 volunteers, 494 school children, and groups from the Brownies and the Young Archaeologists Club Aberdeen, all took part in the excavations. Other community excavations have been equally successful, for instance the Book of Deer Project at Deer Abbey, Aberdeenshire, included 80 volunteers, 262 school children and 30 teachers / helpers from 13 primary and secondary schools.

These projects teach participants new skills, give them new opportunities to learn about their surroundings and the history of the region, and deliver opportunities to meet new people of all ages from different backgrounds. Through this work it is easy to see the positive impacts heritage has on the wellbeing of those taking part.

- 2.5.2 In terms of the knowledge gained, these projects have resulted in the discovery of previously unknown Neolithic sites near Aboyne and at Aden Country Park, a previously unknown hillfort just outside of Huntly, evidence of Palaeolithic activity some 4,000 years earlier than anything else that had ever been recorded for this region at Crathes and Nethermills, and potentially locating the long lost Medieval Monastery of Deer.

- 2.5.3 It is also worth noting the economic benefits of this volunteer work. The monetary worth of local people giving up their time to participate in these projects allows the limited funding available to go significantly further, both within a particular project and towards the funding of new projects elsewhere.
-

Case Study 10 Mesolithic Deeside Project

Who 2016 - ongoing Archaeology Service working with Mesolithic Deeside volunteers, University of Aberdeen, University of Stirling, University of St Andrews

Where Deeside, Aberdeenshire

Aim Enable a group of volunteers to fieldwalk and undertake small-scale excavations along land bordering the River Dee in Aberdeenshire. The project would involve volunteers including local people, students, and schoolchildren, and would train participants in fieldwalking, finds analysis, recording, photography, archaeological cataloguing, the Mesolithic period, and archaeology in general.

Results In 2018 alone 49 volunteers of all ages undertook fieldwalking for 12 days, took part in two training courses on the recognition of lithics, one course on flint knapping, two courses on developing presentation skills, and delivered two local exhibitions. These numbers are typical of each year the project runs. In the same year, a small-scale excavation at a newly identified Neolithic site gave training opportunities for 16 under-16 year olds, 18 adults, and generated 100 guided tours of the site for visitors.

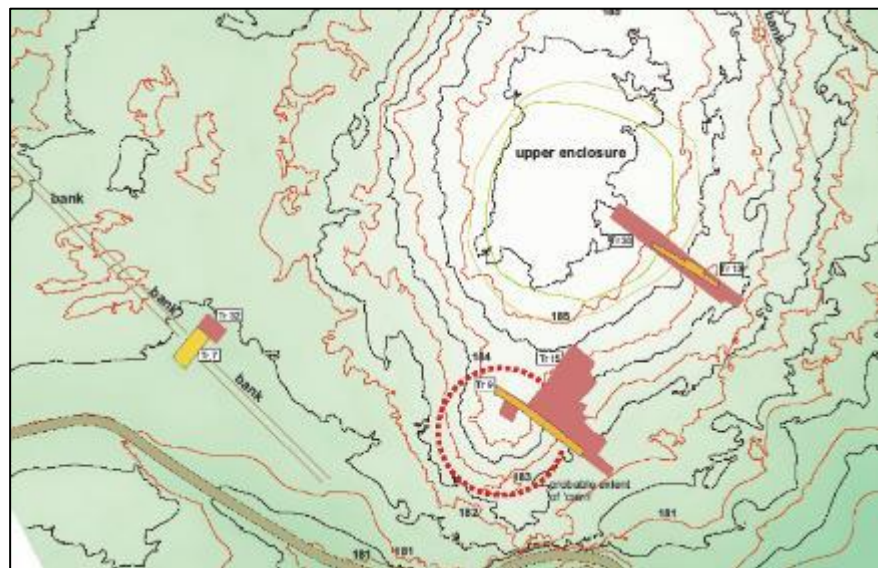
Legacy Several hundred people across the local communities are now aware of their prehistoric heritage and are actively speaking about it. The positive local press and radio coverage has given additional confidence to the volunteers as they learn skill sets that would not normally be available to them. Major new insights into Mesolithic activity in Deeside have been gained, even earlier material has been found with Upper Late Palaeolithic flints being identified, and new areas highlighted for future protection.



© Mesolithic Deeside, a group of volunteers about to start fieldwalking.

Case Study 11 Battlehill, Huntly, Aberdeenshire

Who	2016 – ongoing Archaeology Service working with Aberdeenshire Council Environment Team, Landscape Services, Rampart Scotland, Forestry and Land Scotland
Where	Community Woodland, Battlehill, Huntly (HER Ref No NJ53NW0136)
Aim	To create a project that would combine students and local residents in a training programme to identify and characterise archaeological features within the wood.
Results	Discovery of a Neolithic ring-cairn, an Iron Age palisaded hillfort, and remains of an Early Medieval and Medieval farmed landscape. As an example, 32 volunteers took part in the excavation in 2018, with 65% of the external funding coming from outside of the UK.
Legacy	Significant new discoveries for this area of Aberdeenshire, including a new hillfort, which considerably increases our understanding of prehistoric and later activity in this region as well as producing better-informed management plans for this Council owned asset.



Plan showing excavation trenches across part of Battlehill in red, and the hillforts defences as green lines.

2.6 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 14: Team Objectives – Promote Aberdeenshire as a Destination

Team Objective 4 – Promote Aberdeenshire as a Destination – Achieved 2017-20

17. Develop, maintain, and update Archaeology section of corporate website, and a social media presence
18. Develop promotional material on the historic environment of the area, focussing on tourism opportunities
19. Participate in relevant promotional events which highlight the historic environment of the area
20. Work in partnership with relevant individuals, groups, and organisations

Table 15: Aim 4 - Promote Aberdeenshire as a Destination – Overview of Performance Indicators

Aim 4 Performance Indicator	2017-20 Totals	Outcome
Total No. of Online HER Database Users (hosted on corporate website)	57,808	Greater public access to information Better awareness of historic environment
Total No. of page views of website (hosted on corporate website)	268,983	Information about archaeology in Aberdeenshire has reached people in 102 different countries
Total No. of Leaflets Distributed	38,445	Promotion of the region
Visitor accommodations with advert for digital leaflets	1,100	Promotion of the region

Total No. of Twitter Followers (as of 31 st March 2020)	5,224	Greater public access to information Promotion of the region
Total No. of Instagram Followers (as of 31 st March 2020)	797	Greater public access to information Promotion of the region
Total No. of SketchFab Views (as of 31 st March 2020)	6,200	Greater public access to information Promotion of the region
Total No. of YouTube Views (as of 31 st March 2020)	96	Promotion of the region

Note: Social Media accounts and content are managed and delivered by 2 members of the Archaeology Service, without any additional support from internal or external sources.

- 2.6.1 During the 2017-20 Strategy period the Service has continued to develop promotional material and engage in opportunities to highlight the rich history of this region of Scotland. Aberdeenshire contains a wealth of historic assets and landscapes providing not only a sense of place for local residents but also a key reason for visitors deciding to spend time in the area. Such visits are essential for healthy economic development in the region and the Archaeology Service supports where it can any initiative which helps drive this business forward.
- 2.6.2 At the start of this three-year period, 2017 was the Scottish Government's 'Year of History, Heritage & Archaeology'. The Service supported this theme through a targeted social media campaign (see Case Study 12). In addition to this specific event an overhaul of the archaeology pages on the corporate website has resulted in easier access to more relevant and up-to-date information for the public. The continuing increase in online users of the databases, up 62% from the previous three years, has resulted in ever more information being shared with visitors. This is particularly true for those coming from abroad seeking locations where their ancestors once lived or worked.

In 2018, a new trail leaflet was added to the existing series produced by the Archaeology Service detailing ten of the best historic churches that can be visited around Aberdeenshire. In addition to the new leaflet, an enhanced programme of distribution by a third party allowed targeting of all accommodation and tourist venues in Aberdeenshire as well as key transport hubs, increasing the number of leaflets distributed by 102% from the previous three years. A bedroom folder advert was also rolled out across all visitor accommodation in Aberdeenshire, allowing the leaflets to be downloaded digitally via a weblink displayed alongside other visitor information on the region.

Case Study 12 Year of History, Heritage & Archaeology (YHHA) Social Media Campaign

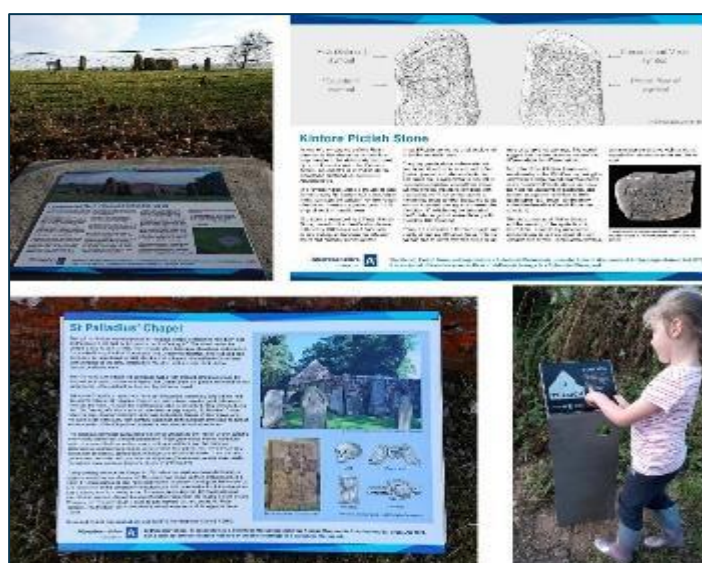
Who	2017 Aberdeenshire Council Archaeology Service
Where	Aberdeenshire, Aberdeen City, Angus and Moray
Aim	To use social media to highlight archaeological and historic sites from Aberdeenshire, Aberdeen City, Angus and Moray, to encourage increased engagement with the historic environment of North East Scotland. To celebrate “unsung heroes” of Aberdeenshire.
Results	A total of 65 social media posts were made during the year, resulting in 4,777 Twitter engagements, 474 Twitter link clicks, and 4,975 Instagram engagements. During the campaign the number of Twitter followers increased by 39.8% to 4,731 followers. Over the same period, the number of Instagram followers increased by 482% to 518 followers.
Legacy	<p>The Archaeology Service continues to grow and develop its online presence through social media and the website. Further online content has also continued to be added to the Archaeology Service’s YouTube Channel (https://www.youtube.com/channel/UCI3fCWk-cwaN2Nj1G0BkHPg) and Sketchfab 3D models Channel (https://sketchfab.com/acas).</p> <p>The Year of HHA social media campaign highlighted trends in audience interest which have been used to develop our ongoing digital promotion of the historic environment of North East Scotland.</p>



A selection of the sites and famous people from across the region used during the campaign.

Case Study 13 Historic Environment Interpretation Boards

Who	2016 – 2020 (ongoing) Archaeology Service working with Aberdeenshire Council Historic Asset Management Project (HAMP)
Where	Aberdeenshire
Aim	To establish and maintain a register of interpretation boards at Council-owned historic assets across Aberdeenshire. To replace interpretation boards at Council-owned historic assets, where they are damaged, illegible, or branded with pre-reorganisation logos, and to create new boards at Council-owned sites subject to HAMP improvement works. To create a standard template for interpretation boards to enhance consistency, accessibility, and create a clear “Aberdeenshire” brand, and to make it clearer for visitors that sites are owned and managed by Aberdeenshire Council.
Results	A register of interpretation boards was created and is maintained by the Archaeology Service, with a scoring system to determine priority for replacement / creation. A set of templates, based on the Corporate design, has been created for consistency, along with guidelines for content. Since 2017, the Archaeology Service has produced 21 interpretation boards in the standard template, and four tactile interpretation panels, which have been installed at sites across Aberdeenshire.
Legacy	Improved interpretation at historic sites, creating a better and more engaging visitor experience. With the templates and guidelines, the system for creation of interpretation boards has been simplified and standardised creating a clear “Aberdeenshire” brand for historic sites in Council ownership.



A selection of the new boards installed across Aberdeenshire.

2.7 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 16: Team Objectives – Share Good Practice, Skills, and Knowledge

Team Objectives – Share Good Practice, Skills and Knowledge – Achieved 2017-20	
21. Work in partnership with relevant individuals, groups, and organisations at national, regional and local level to share knowledge and best practice	
22. Establish and explore opportunities for sharing services with other local authorities	
23. Provide information and advice to colleagues, government, charitable, private, commercial, and public individuals and organisations on the historic environment	

Table 17: Aim 5 – ALGAO Membership - Detailed Performance Indicators 2017-20

Aim 5 – Association of Local Government Archaeological Officers Membership	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXV			
Member of Association of Local Government Archaeological Officers (ALGAO)	Y	Y	Y

Table 18: Aim 5 – Shared Service Delivery - Detailed Performance Indicators 2017-20

Aim 5 – Shared Services Provided to Neighbouring Local Authorities	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXVI			
Moray Council	Y	Y	Y

Angus Council	Y	Y	Y
Aberdeen City Council	Y	Y	Y

Table 19: Aim 5 - Share Good Practice, Skills and Knowledge – Overview of Performance Indicators

Aim 5 Performance Indicator	2017-20 Totals	Outcome
Total No. of Development Management Training Events Delivered	4	Better understanding and management of historic environment
Total No. of Attendees at Training Events Delivered	84	Better prepared Development Management staff
Total No. of External Training Events Delivered or contributed to	3	Better understanding and management of historic environment
Total No. of Attendees at External Training Events	54	Better prepared developers and commercial contractors

- 2.7.1 The Archaeology Service continues to be viewed as at the forefront of best practice within the historic environment sector, as reflected in continuing requests for participation in national policy workshops or membership of steering groups for the development of strategic projects and guidance documents. The latest such document, the Management of Lithic Scatters Guidance, was originally developed for dealing with the numerous prehistoric flint and other stone scatters found across numerous sites in the region. The guidance has been expanded and is now in the process of being adopted as best practice nationally.
- 2.7.2 In addition to the development of standardised policy and guidance, the Archaeology Service has continued to provide specialist advice and assistance to Angus and Moray Councils via Service Level Agreements, and to Aberdeen City Council via a Shared Service Agreement. The approach taken by the Team ensures consistent archaeological advice is provided across the North East of Scotland over four Councils, to the developer industry, and indeed to all landowners who are managing historic environment assets.

2.8 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 20: Team Objectives – Continuous Improvement

Team Objectives – Continuous Improvement – Achieved 2017-20	
24. Develop and maintain a Team Strategy and Action Plan	
25. Ensure staff CPD requirements are met as required by the Chartered Institute for Archaeologists (CIfA)	
26. Maintain Key Performance Indicators	
27. Produce performance reports	
28. Maintain continuous service improvement	

Table 21: Aim 6 – Archaeology Service Action Plan - Detailed Performance Indicators 2017-20

Aim 6 – Archaeology Service Action Plan	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXIX			
Archaeology Service Action Plan up to date	Y	Y	Y

Table 22: Aim 6 – Customer Feedback - Detailed Performance Indicators 2017-20

Aim 6 – Customer Feedback	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXX			
Completed biennial feedback survey of customers	n/a	Y (Ab'shire)	n/a

- 2.8.1 The Team has continued to pursue a programme of continual improvement, both in each individual's professional development as well as in shared day-to-day working practices. Key has been the regular review and updating of the team's operational manual during the last three years. This document details each key business process to be followed, whether it be dealing with those seeking permission to metal detect on Council land or step-by-step 'how to' guides for staff on adding new information to the databases and Geographical Information System (GIS). This process mapping allows for a consistent approach by all staff across different areas of work and ensures that relevant training material is on hand to support new staff coming into the Team.
- 2.8.2 In 2018-19 the team undertook a biennial feedback survey of its customers, focussing on the Aberdeenshire Council Development Management Team. The responses were overwhelmingly positive in terms of advice given, quality of advice, the availability and approachability of the staff, and level of satisfaction with their experiences of working with the Team.
- 2.8.3 Further improvements have also been introduced through the creation of a new Development Management Consultation Protocol between Aberdeenshire Council Development Management Staff and the Archaeology Service. The development and implementation of a consultation protocol was an identified service improvement in 2019-20. The intention was to clarify how the two teams should interact with one another throughout the planning process. This protocol aims to ensure the overall service delivered to customers and members of the public is of the highest quality and is as streamlined and efficient as possible.

The consultation protocol was finalised and agreed by the Archaeology and Development Management Teams in March 2020. It has already helped provide clarity between the teams on matters which could previously slow down the consultation process between them, while also increasing the knowledge and understanding of what both teams do during the planning process. The protocol will continue to be monitored and updated where required as processes evolve over time.

2.9 2017-20 Strategy Review Discussion

- 2.9.1 The conclusion of the review is that all key priorities and aims for the three-year period were successfully achieved bar one, namely Key Priority 4. This priority, which deals with creating management plans for all Council owned assets that are nationally designated as scheduled monuments, has taken longer than expected owing to having to establish legal ownership of boundaries, and having to deal with unexpected management issues for those sites such as the vandalism incident at Aikey Brae stone-circle.
- 2.9.2 Overall, the Strategy can be considered a success, which combined with the continuing customer feedback both internally and externally, demonstrates that the Team continues to deliver a high-quality archaeology service across all its varied workstreams.
- 2.9.3 Communicating the variety and scale of the workstreams continue to provide challenges when performance indicators focus on processes. Particular gaps involve the lack of recording the Team's 'success stories' in terms of new discoveries facilitated through their development management work. Effort has focussed on ensuring that the process is as efficient as possible, and while many new and important discoveries have been made, it is all too easy for these to be overlooked owing to the volume of work being undertaken.
- 2.9.3 Another current gap in recording relates to the links between the work of the Team and community benefit, both in terms of place-making and wellbeing. While these links exist and are understood by those involved, they need to be more clearly captured for inclusion in any future reviews.

2.10 Looking Forward to 2020-23

- 2.10.1 The new 2020-23 Aberdeenshire Council Archaeology Service Strategy will seek to support the three pillars of the new Strategic Priorities for the Council, and any revised Council Plan. It will also continue to support and deliver on the outcomes of Scottish Government plans and policies for the historic environment.
 - 2.10.2 The ongoing impact of Covid-19 will need to be reflected in any new Strategy. This will require a flexible and responsive approach to changing circumstances, including ongoing budgetary pressures. During lockdown, the importance of having a varied and sustainable environment, which includes historic environment assets, for communities' health and wellbeing, was highlighted. Furthermore, our internationally recognised historic sites will be key to contributing to economic recovery.
 - 2.10.3 In addition to continuing to develop the core work of the Team around the work of the planning process, the new Strategy should seek to further develop the online presence of the Archaeology Service with a view to promoting more of the North East of Scotland to visitors, and to develop the connections between the historic environment and positive social impacts on communities.
-

3 Detailed Archaeology Service Strategy Performance Indicators 2017-20

3.1 Aim 1 – Protect and Manage the Historic Environment

Maintain a record of all known archaeological sites, between 12,500 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 23: Aim 1 – Historic Environment Record - Detailed Performance Indicators 2017-20

Aim 1 – Historic Environment Record	2017 / 18	2018 / 19	2019 / 20
Aberdeenshire Performance Indicator I, II			
Total No. of Records in database	25,013	25,155	25,810
No. of New Records Added	4,429	142	655
No. of Records Updated	7,860	2,881	3,597
Moray Performance Indicator I, II			
Total No. of Records in database	7,369	7,390	7,585
No. of New Records Added	62	21	195
No. of Records Updated	2,449	1,486	892
Angus Performance Indicator I, II			
Total No. of Records in database	6,861	8,021	8,160
No. of New Records Added	348	1,160	139

No. of Records Updated	1,489	1,448	2,471
Aberdeen City Performance Indicator I, II			
Total No. of Records in database	3,560	4,004	5,176
No. of New Records Added	11	444	1,172
No. of Records Updated	2,449	2,039	1,906

Table 24: Aim 1 – Historic Environment Management Projects - Detailed Performance Indicators 2017-20

Aim 1 – Historic Environment Management Projects	2017 / 18	2018 / 19	2019 / 20
Aberdeenshire Performance Indicator III, IV, V			
No. of Historic Environment Management Projects Supported	8	4	8
Funding Contributions to Historic Environment Management Projects	£18,076	£17,675	£11,151
External Funding Raised by Historic Environment Management Projects	£16,299	£40,599	£28,336
No. of Volunteer Days Created	0	0	80
Economic Value of Volunteers	£0	£0	£8,678
Moray Performance Indicator III, IV, V			

No. of Historic Environment Management Projects Supported	2	2	1
Funding Contributions to Historic Environment Management Projects	£3,483	£200	£3,000
External Funding Raised by Historic Environment Management Projects	£460	£1,500	£10,395
No. of Volunteer Days Created	316	226	10
Economic Value of Volunteers	£34,280	£24,516	£1,085

Angus Performance Indicator III, IV, V

No. of Historic Environment Management Projects Supported	1	0	1
Funding Contributions to Historic Environment Management Projects	£500	£0	£1,085
External Funding Raised by Historic Environment Management Projects	£460	£0	£0
No. of Volunteer Days Created	0	0	0
Economic Value of Volunteers	£0	£0	£0

Aberdeen City Performance Indicator III, IV, V

No. of Historic Environment Management Projects Supported	1	1	3
Funding Contributions to Historic Environment Management Projects	£500	£2,200	£9,169

External Funding Raised by Historic Environment Management Projects	£460	£0	£0
No. of Volunteer Days Created	0	0	3
Economic Value of Volunteers	£0	£0	£325

Table 25: Aim 1 – Historic Environment Management Projects - Overview 2017-20

Aim 1 - Historic Environment Management Projects Overview 2017-18	Funding Support	Outputs	Outcomes
Aberdeenshire Council Area			
NE Scotland Submerged Palaeolandscapes Project	£5,000	<ul style="list-style-type: none">£1,840 external fundingAssessment Report	Better understanding of the historic environment
Tullich Pictish Stones Display, Ballater Station, Ballater	£2,000	<ul style="list-style-type: none">£4,795 external funding2 Pictish stones displayed in visitor centre	Community and visitor engagement Improved protection of Council asset
Tullich Kirkyard Laser Scan, Ballater	£5,250	<ul style="list-style-type: none">Digital record of assetLocal community outreach event	Community and visitor engagement Improved record and protection of Council asset
Inverurie Pictish Stones Shelter Project	£3,450	<ul style="list-style-type: none">£9,044 external fundingShelter designCommunity outreach eventTopographic survey	Community engagement Improved protection of Council asset
Kinord Settlement Survey, Dinnet, Marr	£1,320	<ul style="list-style-type: none">ReportDrone surveyUpdated Management Plan	Improved record of asset Better understanding of the historic environment

Pitscurrie Cairn Project, Garioch	£55	<ul style="list-style-type: none"> • Legal Title • Clarity of Council's responsibilities 	Better understanding and protection of the historic environment
Aikey Brae Stone Circle Conservation, Old Deer	£1,001	<ul style="list-style-type: none"> • Removal of paint after vandalism 	Conservation of Council asset
Aden Country Park HLF Project, Mintlaw	£1,500	<ul style="list-style-type: none"> • £2,000 • Stabilisation of medieval building 	<p>Community and visitor engagement</p> <p>Improved protection of Council asset</p>
Moray Council Area			
NE Scotland Submerged Palaeolandscapes Project	See above	<ul style="list-style-type: none"> • See above 	
Sculptor's Cave Project, Lossiemouth	£2,983	<ul style="list-style-type: none"> • 6 volunteers • 316 voluntary days • Report • Future management recommendations 	<p>Reduction of outstanding Council obligations</p> <p>Supporting volunteers</p> <p>Better understanding and protection of the historic environment</p>
Angus Council Area			
NE Scotland Submerged Palaeolandscapes Project	See above	<ul style="list-style-type: none"> • See above 	

Aberdeen City Council Area

NE Scotland Submerged
Palaeolandscapes Project

See above • See above

Aim 1 - Historic Environment Management Projects Overview 2018-19

Funding Support

Outputs

Outcomes

Aberdeenshire Council Area

Inverurie Pictish Stones Shelter
Project

£6,079.75

- £26,598.60 capital exp
- Shelter for Pictish stones
- Improved visitor access

Community and visitor
Engagement

Improved visitor attraction

Improved protection of Council
asset

Reduction of outstanding
Council obligations

Tullich Pictish Stones
Conservation and Scanning,
Ballater

£8,630.20

- Digital record of asset
- Conservation of Pictish
stones

Conservation of Council asset

Better record of Council asset

Better understanding and
protection of the historic
environment

Aikey Brae Walkover Survey, Old Deer	£965	<ul style="list-style-type: none"> • Report 	Better understanding and protection of Council asset
Dr Grieve Collection Project, Marr / Kincardine & Mearns	£2,000	<ul style="list-style-type: none"> • £14,000 external funding • Identification of previously unrecognised prehistoric material • Recommendations for future site management 	Better understanding and protection of the historic environment
Moray Council Area			
Barmuckity Stone Call-out, Elgin	£200	<ul style="list-style-type: none"> • £1,500 external funding • Recovery of new Pictish stone discovery 	Better protection of the historic environment Supporting legal responsibilities of key partner
Sculptor's Cave Project, Lossiemouth	£0	<ul style="list-style-type: none"> • 2 volunteers • 226 voluntary days • Report • Mesolithic – Iron Age discoveries 	Supporting volunteers Better understanding and protection of the historic environment
Aberdeen City Council Area			
Canal Street human remains Call-out	£2,200	<ul style="list-style-type: none"> • Recovery of human remains • Closure of Police Scotland crime scene 	Supporting legal responsibilities of key partner Better understanding and protection of the historic environment

Aim 1 - Historic Environment Management Projects Overview 2019-20	Funding Support	Outputs	Outcomes
Aberdeenshire Council Area			
Mesolithic Mountains Project, Marr	£135	<ul style="list-style-type: none">• £4,400• 5 volunteers• 70 voluntary days• Report	<p>Supporting volunteers</p> <p>Better understanding and protection of the historic environment</p>
Human-woodland Interactions in Iron Age, Mar Lodge	£1,280	<ul style="list-style-type: none">• Report• 1st Iron Age C14 date for Upper Deeside	<p>Better understanding and protection of the historic environment</p>
Loanhead Visitor Counter Pole Installation	£160	<ul style="list-style-type: none">• Installation of visitor counter	<p>Improved protection of Council asset</p>
Rhynie Pictish Stones Options Report	£2,185.80	<ul style="list-style-type: none">• £2,185.80• Options Assessment Report• Community Outreach Event	<p>Community Engagement</p> <p>Improved understanding of Council assets</p>
Dave Harding Data Recovery Project	£250	<ul style="list-style-type: none">• 1 volunteer• 10 voluntary days• Report and dataset	<p>Supporting volunteers</p> <p>Better understanding and protection of the historic environment</p>

Management of Lithic Scatters Guidance	£3,500	<ul style="list-style-type: none"> • £15,000 • National guidance document 	<p>Better protection of the historic environment</p> <p>Promoting best practice</p>
Nethermills and Deeside Mesolithic Publication	£2,500	<ul style="list-style-type: none"> • £6,750 • Report 	<p>Better understanding and protection of the historic environment</p> <p>Community engagement</p>
Aikey Brae forestry felling clearance	£1,140	<ul style="list-style-type: none"> • Removal of felled trees • Improved access to site 	<p>Improved visitor attraction</p> <p>Improved protection of Council asset</p>
Moray Council Area			
Sculptor's Cave Project, Lossiemouth	£3,000	<ul style="list-style-type: none"> • £10,395 • 2 volunteers • 10 voluntary days • Report 	<p>Supporting volunteers</p> <p>Better understanding and protection of the historic environment</p>
Angus Council Area			
Nevay Site Recording	£1,085	<ul style="list-style-type: none"> • Record of new site discovery • Report 	<p>Better understanding and protection of the historic environment</p> <p>Community engagement</p>

Aberdeen City Council Area

St Nicholas Kirk Textile Dating Programme	£7,054	<ul style="list-style-type: none"> • Report • New evidence for medieval textiles • New research generated 	<p>Better understanding of the historic environment</p> <p>Supporting responsibilities of key partner</p>
Canal Street human remains dating	£315	<ul style="list-style-type: none"> • 1 volunteer • 3 voluntary days • C14 date for bones • Report 	<p>Supporting volunteers</p> <p>Better understanding and protection of the historic environment</p>
Aberdeen City Listed Buildings Project (HER enhancement)	£1,800	<ul style="list-style-type: none"> • 1,204 new sites added to database 	Better understanding and protection of the historic environment

3.2 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 26: Aim 2 – Local Development Plan Policies - Detailed Performance Indicators 2017-20

Aim 2 – Local Development Plan Policies	2017 / 18	2018 / 19	2019 / 20
Performance Indicator VI			
Aberdeenshire LDP Historic Environment Policy up to date	Y	Y	Y
Moray LDP Historic Environment Policy up to date	Y	Y	Y
Angus LDP Historic Environment Policy up to date	Y	Y	Y
Aberdeen City LDP Historic Environment Policy up to date	Y	Y	Y

Table 27: Aim 2 – Planning Applications - Detailed Performance Indicators 2017-20

Aim 2 – Planning Applications	2017 / 18	2018 / 19	2019 / 20
Aberdeenshire Performance Indicator VII, VIII, IX			
No. of Planning Applications dealt with	352	349	385
Average response time to a Planning Application (days)	8.14 days	4.39 days	7.74 days
Percentage of Planning Applications responded to within 14 days <i>(includes direct consultations and weekly list monitoring)</i>	77.6%	96.5%	95.8%

No. of archaeological mitigations put into place	293	295	262
--	-----	-----	-----

Moray Performance Indicator VII, VIII, IX

No. of Planning Applications dealt with	222	210	188
---	-----	-----	-----

Average response time to a Planning Application (days)	5.5 days	4.26 days	7.68 days
--	----------	-----------	-----------

Percentage of Planning Applications responded to within 14 days <i>(includes direct consultations and weekly list monitoring)</i>	99.9%	98.6%	94.7%
---	-------	-------	-------

No. of archaeological mitigations put into place	102	107	78
--	-----	-----	----

Angus Performance Indicator VII, VIII, IX

No. of Planning Applications dealt with	179	170	204
---	-----	-----	-----

Average response time to a Planning Application (days)	6.04 days	4.62 days	8.22 days
--	-----------	-----------	-----------

Percentage of Planning Applications responded to within 14 days <i>(includes direct consultations and weekly list monitoring)</i>	89.4%	98.8%	95.6%
---	-------	-------	-------

No. of archaeological mitigations put into place	101	82	197
--	-----	----	-----

Aberdeen City Performance Indicator VII, VIII, IX

No. of Planning Applications dealt with	31	18	15
---	----	----	----

Average response time to a Planning Application (days)	3.94 days	5.11 days	4.26 days
--	-----------	-----------	-----------

Percentage of Planning Applications responded to within 14 days <i>(includes direct consultations and weekly list monitoring)</i>	100%	100%	93.3%
No. of archaeological mitigations put into place	14	16	13

Table 28: Aim 2 – Planning Pre-Applications - Detailed Performance Indicators 2017-20

Aim 2 – Planning Pre-Applications	2017 / 18	2018 / 19	2019 / 20
--	------------------	------------------	------------------

Aberdeenshire Performance Indicator X, XI

No. of Pre-scoping, Major Applications & Masterplans dealt with	35	19	14
Percentage of Pre-scoping, Major Applications & Masterplans responded to within 14 days	100%	89.5%	100%

Moray Performance Indicator X, XI

No. of Pre-scoping, Major Applications & Masterplans dealt with	17	13	20
Percentage of Pre-scoping, Major Applications & Masterplans responded to within 14 days	94%	92%	90.5%

Angus Performance Indicator X, XI

No. of Pre-scoping, Major Applications & Masterplans dealt with	10	11	9
Percentage of Pre-scoping, Major Applications & Masterplans responded to within 14 days	100%	91%	100%

Aberdeen City Performance Indicator X, XI

--	--	--	--

No. of Pre-scoping, Major Applications & Masterplans dealt with	5	1	8
Percentage of Pre-scoping, Major Applications & Masterplans responded to within 14 days	100%	100%	100%

Table 29: Aim 2 – Other Applications - Detailed Performance Indicators 2017-20

Aim 2 – Other Applications	2017 / 18	2018 / 19	2019 / 20
-----------------------------------	------------------	------------------	------------------

Aberdeenshire Performance Indicator XII, XIII, XIV, XV, XVI, XVII

No. of Scottish Rural Development Plans dealt with	24	33	37
No. of Forest Plans and Felling Applications dealt with	104	98	76
No. of Utility and Other Applications dealt with	49	50	58
Percentage of all Applications responded to within 28 days	100%	100%	100%

Moray Performance Indicator XII, XIII, XIV, XV, XVI, XVII

No. of Scottish Rural Development Plans dealt with	5	8	13
No. of Forest Plans and Felling Applications dealt with	31	34	28
No. of Utility and Other Applications dealt with	23	13	23
Percentage of all Applications responded to within 28 days	100%	100%	100%

Angus Performance Indicator XII, XIII, XIV, XV, XVI, XVII

--	--	--	--

No. of Scottish Rural Development Plans dealt with	0	0	2
No. of Forest Plans and Felling Applications dealt with	8	2	14
No. of Utility and Other Applications dealt with	8	0	7
Percentage of all Applications responded to within 28 days	100%	100%	100%

Aberdeen City Performance Indicator XII, XIII, XIV, XV, XVI, XVII

No. of Scottish Rural Development Plans dealt with	3	0	0
No. of Forest Plans and Felling Applications dealt with	6	6	1
No. of Utility and Other Applications dealt with	2	2	6
Percentage of all Applications responded to within 28 days	100%	100%	100%

3.3 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 30: Aim 3 – Community Projects - Detailed Performance Indicators 2017-20

Aim 3 – Community Projects	2017 / 18	2018 / 19	2019 / 20
Aberdeenshire Performance Indicator XVIII, XIX, XX, XXI			
No. of Community Projects Supported	8	9	8

Funding Contributions to Community Projects	£10,235	£9,510	£10,835
External Funding Raised by Community Projects	£33,450	£57,124	£50,810
No. of Volunteer Days Created	1,435	2,582	2,866
Economic Value of Volunteers	£155,452	£280,096	£310,903

Moray Performance Indicator XVIII, XIX, XX, XXI

No. of Community Projects Supported	2	0	0
Funding Contributions to Community Projects	£1,000	£0	£0
External Funding Raised by Community Projects	£17,603	£0	£0
No. of Volunteer Days Created	426	0	0
Economic Value of Volunteers	£46,212	£0	£0

Angus Performance Indicator XVIII, XIX, XX, XXI

No. of Community Projects Supported	0	0	0
Funding Contributions to Community Projects	£0	£0	£0
External Funding Raised by Community Projects	£0	£0	£0
No. of Volunteer Days Created	0	0	0

Economic Value of Volunteers	£0	£0	£0
------------------------------	----	----	----

Aberdeen City Performance Indicator XVIII, XIX, XX, XXI

No. of Community Projects Supported	0	1	0
-------------------------------------	---	---	---

Funding Contributions to Community Projects	£0	£800	£0
---	----	------	----

External Funding Raised by Community Projects	£0	£2,900	£0
---	----	--------	----

No. of Volunteer Days Created	0	57	0
-------------------------------	---	----	---

Economic Value of Volunteers	£0	£6,183	£0
------------------------------	----	--------	----

Table 31: Aim 3 – Community Projects - Overview 2017-20

Aim 3 - Community Projects Overview 2017-18		Support	Outputs	Outcomes
Aberdeenshire Council Area				
Dunnicaer Project, Stonehaven	£1,500		<ul style="list-style-type: none"> • £6,500 external funding • 3 volunteers • 10 voluntary days • 1 community event • Report • Rare evidence of Roman trade uncovered 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Mesolithic Deeside, Fieldwalking Days and Finds analysis, Marr	Project Steering Group Member, letters of support, Press Release support		<ul style="list-style-type: none"> • £10,000 external funding • 46 volunteers • 598 voluntary days • New prehistoric sites identified • Report 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Nethermills Landscape Project, Crathes	£315		<ul style="list-style-type: none"> • 1 volunteer • 3 voluntary days • C14 date for palaeochannel 	Supporting volunteers Better understanding of the historic environment
Heughhead Community Dig, Aboyne	£1,115, letters of support, advice		<ul style="list-style-type: none"> • 34 volunteers (16 under the age of 16) • 68 voluntary days • 100 people on guided talks 	Supporting volunteers Community engagement Enhanced skills and learning

		<ul style="list-style-type: none"> • Report • New Neolithic site identified 	Better understanding of the historic environment
Druminnor Castle Project, Rhynie	£2,205, letters of support, advice	<ul style="list-style-type: none"> • £2,800 external funding • 14 volunteers • 222 voluntary days • Earlier castle phases discovered 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Aden Country Park HLF Community Dig, Mintlaw	£1,500, project advice	<ul style="list-style-type: none"> • £2,500 external funding • 21 volunteers • 189 voluntary days • Dig experience for 58 pupils and 9 helpers from 3 primary schools • Report 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Aden Country Park HLF Community Dig Extra, Mintlaw	Project advice	<ul style="list-style-type: none"> • £1,250 external funding • 10 volunteers • 10 voluntary days • Dig experience for 3 pupils and 2 helpers • Report 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Battlehill Community Dig, Huntly	£3,600, advice, liaison between Council services	<ul style="list-style-type: none"> • £10,400 external funding • 35 volunteers • 315 voluntary days • Discovery of Iron Age Hillfort 	Supporting volunteers Community engagement Enhanced skills and learning

Better management and
protection of Council asset

Moray Council Area

Burghead Promontory Fort Excavation	£500	<ul style="list-style-type: none"> • £3,600 external funding • 35 volunteers • 315 voluntary days • Report • 1 community event • New Early Medieval evidence from fort 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better understanding of the historic environment</p>
Cluny Hill Excavation, Forres	£500	<ul style="list-style-type: none"> • £8,103 external funding • 28 volunteers • 336 voluntary days • 10 tours with 50 visitors • 2 school tours • 850 views of online blog • 10,500 views of online vlog • 211 visitors to stall at Piping at Forres • New evidence of hillfort 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better understanding of the historic environment</p>

Aim 3 - Community Projects Overview 2018-19

Funding Support

Outputs

Outcomes

Aberdeenshire Council Area

Battlehill Community Dig, Huntly	£4,620, advice, liaison between Council services	<ul style="list-style-type: none"> • £11,483 external funding • 65% of funding outwith UK • 32 volunteers • 288 voluntary days • Site survey and report • Discovery of Neolithic cairn 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better management and protection of Council asset</p>
Heughhead Community Dig, Aboyne	Letters of support, advice	<ul style="list-style-type: none"> • £2,190 • 22 volunteers • 66 voluntary days • Dig experience for 32 pupils from 2 schools, and 13 Young Archaeologists Club Aberdeen • Report • New Neolithic finds 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better understanding of the historic environment</p>
Druminnor Castle Project, Rhynie	£140, letters of support, advice	<ul style="list-style-type: none"> • £2,500 external funding • 10 volunteers • 22 voluntary days • Report • Evidence of earlier phases of castle 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better understanding of the historic environment</p>
Mesolithic Deeside, East Park Project	Project Steering Group Member, letters of support, Press Release support	<ul style="list-style-type: none"> • £2,500 external funding • 55 volunteers • 116 voluntary days • Report • New Mesolithic and Neolithic finds 	<p>Supporting volunteers</p> <p>Community engagement</p> <p>Enhanced skills and learning</p> <p>Better understanding of the historic environment</p>

64 Aberdeenshire Council Archaeology Service Strategy 2017-20

Mesolithic Deeside, Hill of Maryfield Project	Project Steering Group Member	<ul style="list-style-type: none"> • 10 volunteers • 20 voluntary days • Site survey 	Supporting volunteers Community engagement Enhanced skills and learning
Mesolithic Deeside, Fieldwalking Days	Project Steering Group Member, Press Release support	<ul style="list-style-type: none"> • 20 volunteers • 153 voluntary days • Report • New Mesolithic and Neolithic finds 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Nerthermills Project, Crathes	£1,500, letters of support, advice	<ul style="list-style-type: none"> • £20,930 external funding • 55 volunteers • 159 voluntary days • Evidence of Mesolithic 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Aden Country Park HLF Community Dig, Mintlaw	£2,250, advice	<ul style="list-style-type: none"> • £6,000 external funding • 52 volunteers • 520 voluntary days • Dig experience for 167 pupils, 23 adult helpers from schools • Site survey and report • New prehistoric site 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding and protection of Council asset
Book of Deer Community Dig, Old Deer	£1,000, letters of support, Press	<ul style="list-style-type: none"> • £10,000 external funding • 80 volunteers • 1,040 voluntary days 	Supporting volunteers Community engagement

Release support,
advice

- Dig experience for 262 pupils and 30 helpers from 13 schools, and 20 Young Archaeologist Club members
- Evidence of possible lost monastery

Enhanced skills and learning
Better understanding of the historic environment

Aberdeen City Council Area

Code the City hack weekend

£800, advice

- £2,900 external funding
- 29 volunteers
- 57 voluntary days
- Digital model of St Nicholas
- Digital transcription of records

Supporting volunteers

Community engagement

Enhanced skills and learning

Aim 3 - Community Projects Overview 2019-20

Funding Support

Outputs

Outcomes

Aberdeenshire Council Area

Battlehill Community Dig,
Huntly

£6,205, advice,
liaison between
Council services

- £10,600 external funding
- 26 volunteers
- 234 voluntary days
- Site survey and report
- Evidence of prehistoric and Early Medieval activity

Supporting volunteers

Community engagement

Enhanced skills and learning

Better management and
protection of Council asset

66 Aberdeenshire Council Archaeology Service Strategy 2017-20

Druminnor Castle Project, Rhynie	£315, advice	<ul style="list-style-type: none"> • 10 volunteers • 220 voluntary days • C14 date • Survey and report • Extent of medieval site 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Aden Country Park HLF Community Dig, Mintlaw	£2,000, advice	<ul style="list-style-type: none"> • £23,600 external funding • 55 volunteers • 770 voluntary days • Dig experience for 304 pupils from 12 school classes • Report • Evidence of prehistoric activity 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding and protection of Council asset
Aden Country Park Neolithic Dig, Mintlaw	£2,000, advice	<ul style="list-style-type: none"> • £14,325 external funding • 51 volunteers • 714 voluntary days • Dig experience for 241 pupils • Report • New Neolithic site 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding and protection of Council asset
Bennachie Landscapes Project, Garioch	£315, advice	<ul style="list-style-type: none"> • £2,285 external funding • 22 volunteers • 164 voluntary days • C14 date and report • New medieval and post medieval sites 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment

Mesolithic Deeside, Fieldwalking Days	Project Steering Group Member, Press Release support	<ul style="list-style-type: none"> • 42 volunteers • 284 voluntary days • Walked 108 hectares • Report • Found 1,496 prehistoric lithics 	Supporting volunteers Community engagement Enhanced skills and learning Better understanding of the historic environment
Bailies of Bennachie Colony Site, Garioch	Advice	<ul style="list-style-type: none"> • 10 volunteers • 30 voluntary days 	Supporting volunteers Community engagement

3.4 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 32: Aim 4 – Social Media - Detailed Performance Indicators 2017-20

Aim 4 – Social Media	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXII, XXIII			
No. of online HER database users (part of corporate website)	16,288	17,987	23,533
No. of countries website users are from	97	102	94
No. of page views of website (part of corporate website)	84,311	90,193	94,479
No. of Twitter Followers	4,716	5,089	5,224
No. of Instagram Followers	509	686	797
No. of SketchFab Views	2,700	3,955	6,200
No. of YouTube Views	52	62	96

Table 33: Aim 4 – Leaflets - Detailed Performance Indicators 2017-20

Aim 4 – Leaflets	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXIV			
No. of New Leaflets Launched	0	1	0

No. of Different Leaflets Available	2	3	3
No. of Leaflets Distributed	2,500	4,100	31,845
Visitor accommodations with advert for digital leaflets	n/a	n/a	1,100

3.5 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 34: Aim 5 – ALGAO Membership - Detailed Performance Indicators 2017-20

Aim 5 – Association of Local Government Archaeological Officers Membership	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXV			
Member of Association of Local Government Archaeological Officers (ALGAO)	Y	Y	Y

Table 35: Aim 5 – Shared Service Delivery - Detailed Performance Indicators 2017-20

Aim 5 – Shared Services Provided to Neighbouring Local Authorities	2017 / 18	2018 / 19	2019 / 20
Performance Indicator XXVI			
Moray Council	Y	Y	Y
Angus Council	Y	Y	Y

Aberdeen City Council	Y	Y	Y
-----------------------	---	---	---

Table 36: Aim 5 – Development Management Training Delivered - Detailed Performance Indicators 2017-20

Aim 5 – Development Management Training Delivered	2017 / 18	2018 / 19	2019 / 20
Aberdeenshire Performance Indicator XXVII, XXVIII			
Total No. of Development Management Training Events Delivered	1	0	1
Total No. of Attendees	48	0	18
Moray Performance Indicator XXVII, XXVIII			
Total No. of Development Management Training Events Delivered	0	0	1
Total No. of Attendees	0	0	10
Angus Performance Indicator XXVII, XXVIII			
Total No. of Development Management Training Events Delivered	0	0	1
Total No. of Attendees	0	0	8
Aberdeen City Performance Indicator XXVII, XXVIII			
Total No. of Development Management Training Events Delivered	0	0	0

Total No. of Attendees	0	0	0
------------------------	---	---	---

External Organisations Performance Indicator XXVII, XXVIII			
---	--	--	--

Total No. of Training Events Delivered or Contributed to	0	1	2
--	---	---	---

Total No. of Attendees	0	12	42
------------------------	---	----	----

3.6 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 37: Aim 6 – Archaeology Service Action Plan - Detailed Performance Indicators 2017-20

Aim 6 – Archaeology Service Action Plan		2017 / 18	2018 / 19	2019 / 20
---	--	-----------	-----------	-----------

Performance Indicator XXIX				
-----------------------------------	--	--	--	--

Archaeology Service Action Plan up to date	Y	Y	Y
--	---	---	---

Table 38: Aim 6 – Customer Feedback - Detailed Performance Indicators 2017-20

Aim 6 – Customer Feedback		2017 / 18	2018 / 19	2019 / 20
---------------------------	--	-----------	-----------	-----------

Performance Indicator XXX				
----------------------------------	--	--	--	--

Completed biennial feedback survey of customers	n/a	Y (A'shire)	n/a
---	-----	-------------	-----

Report Author: Bruce Mann, Archaeologist

Contact: archaeology@aberdeenshire.gov.uk

Appendix 1

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.

Contents

1	Introduction	74
1.1	Scope of Strategy	74
1.2	Aberdeenshire Council's Vision for Archaeology	75
2	Resources	75
3	Aberdeenshire Council Archaeology Service Golden Thread	76
4	Archaeology Service Strategy Priorities, Aims and Objectives	77
4.1	Key Priorities 2017-20	77
4.2	Aim 1 – Protect and Manage the Historic Environment	78
4.3	Aim 2 – Promote and Support Sustainable Development	79
4.4	Aim 3 – Enhance Community Learning and Participation	80
4.5	Aim 4 – Promote Aberdeenshire as a Destination	80
4.6	Aim 5 – Share Good Practice, Skills and Knowledge	81
4.7	Aim 6 – Continuous Improvement	82
5	Annual Performance Indicators	83
5.1	Aim 1 – Protect and Manage the Historic Environment	83
5.2	Aim 2 – Promote and Support Sustainable Development	83
5.3	Aim 3 – Enhance Community Learning and Participation	83
5.4	Aim 4 – Promote Aberdeenshire as a Destination	84
5.5	Aim 5 – Share Good Practice, Skills and Knowledge	84
5.6	Aim 6 – Continuous Improvement	84
Appendix 1	List of Scheduled Monuments Owned by Aberdeenshire Council	14
Appendix 2	Archaeology Team Action Plan	15

Visit aberdeenshire.gov.uk/leisure-sport-and-culture/archaeology/

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)	National Outcome We live in well-designed, sustainable places where we are able to access the amenities and services we need	National Outcome We value and enjoy our built and natural environment and protect it and enhance it for future generations	National Outcome We take pride in a strong, fair and inclusive national identity	National Outcome 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	
	A2a) Historic Environment Scotland’s Policy Statement	A2b) Scotland’s Historic Environment Data Strategy	A2c) Scotland’s Archaeology Strategy	A3a) Scottish Planning Policy	
				A3b) Planning Advice Note 2/2011	
		A4) National Tourism Development Framework			
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

Aim 4.3 – 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

1 Annual Performance Indicators

1.1 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

1.2 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

1.3 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

1.4 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

1.5 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

1.6 Aim 6 – Continuous Improvement

XXIX. Up-to-date Archaeology Service Action Plan

XXX. Completed biennial feedback survey of customers
