



From mountain to sea

# Aberdeenshire Council Built Heritage Strategy 2018-2021

*“We will aim to provide the best conservation, management, enhancement and promotion of Aberdeenshire’s Built Heritage for the benefit of current and future generations”*



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**[aberdeenshire.gov.uk/environment/built-heritage/](https://aberdeenshire.gov.uk/environment/built-heritage/)**

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## 1 Introduction

From mountain to sea, Aberdeenshire boasts a rich, diverse and valuable resource in its historic environment, ranging from historic castles to crofts, coastal fishing towns to hill forts, historic churchyards to country houses set within designed landscapes. Ancient stone circles, Pictish carved stones, planned towns and historic harbours - all define what is special about Aberdeenshire. Many are recognised for their importance and are designated as conservation areas, listed buildings and scheduled monuments. What's more, the built heritage is an essential component of the character of Aberdeenshire contributing to sense of place, cultural identity, social well-being, economic growth and lifelong learning and helps make it a desirable place to live and visit.

The Environment Team conserve, manage, enhance and promote the built heritage within Aberdeenshire. The built heritage resource is finite and as such must be carefully managed in a sustainable way. This involves partnership working across the Council, with community groups and national agencies, landowners, businesses and individuals. The core of the Team's work is based around providing specialist built heritage advice to development management, undertaking conservation area designations/reviews, managing non-operational historic assets and developing and implementing major regeneration projects and conservation work across Aberdeenshire. Additionally the Team promotes better design of new development affecting the historic environment.

This Strategy shows where the Environment Team clearly deliver, and contribute to, Scottish Government and Aberdeenshire Council priorities, and provides a structured approach to service delivery.

## 2 Scope of Strategy

The Strategy is primarily an Aberdeenshire Council working document to help manage Environment Team work and deliver national and local priorities.

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. A report will be prepared each year to highlight progress.

There are separate strategies covering other areas of the Team's work.

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### 3 Policy Context

National Planning Framework 3 was published in June 2014 and sets out the context for development planning in Scotland. The table below lays out the national framework and shows how the Built Heritage Strategy connects to it.

The Council currently has **11 key priorities** of which two are particularly relevant to this Strategy:

- Support a strong, sustainable, diverse and successful economy
- Protect our special environment, including tackling climate change by reducing greenhouse gas emissions

#### Environment Team Built Heritage Strategy Policy Context

<b>Scottish Government Purpose</b>	<b>To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth.</b>			
<b>Scotland Performs</b>	<i>National Outcome</i>	<i>National Outcome</i>	<i>National Outcome</i>	<i>National Outcome</i>
<b>Scottish Government National Outcomes (A1)</b>	We live in well-designed, sustainable places where we are able to access the amenities and services we need	We value and enjoy our built and natural environment and protect it and enhance it for future generations	We take pride in a strong, fair and inclusive national identity	Our public services are high quality, continually improving, efficient and responsive to local people's needs
<b>Scottish Government National Plans, Policies &amp; Strategies (A2-4)</b>	A2) Our Place in Time – The Historic Environment Strategy for Scotland	A3) National Planning Framework 3	A4) Tourism Development Framework for Scotland	
	A2a) Historic Environment Scotland's Policy Statement 2016	Scottish Government – Achieving a Sustainable Future: Regeneration Strategy 2011		
			A3b) Managing Change in the Historic Environment	

<b>Aberdeenshire Council Vision</b>	<b>Serving Aberdeenshire from mountain to sea – the very best of Scotland</b>	
<b>Aberdeenshire Council Plans &amp; Strategies (B1-5)</b>	B1) Aberdeenshire Local Outcomes Improvement Plan 2017-27	
	B2) Council Plan 2017 - 22	B3) Council Priorities
	B4) Infrastructure Services Service Plan 2017-20	
	B5) Corporate Asset Management Plan 2015-20	
	B6) Aberdeenshire Council Regeneration Strategy 2016 - From Strategy to Action: Developing Excellence in our North Coast Communities	
	B7) Local Development Plan	B8) A Cultural Strategy for Aberdeenshire Council  2018 - 2028
<b>Environment Team Vision</b>	<b>We will aim to provide the best conservation, management, enhancement and promotion of Aberdeenshire’s built heritage for the benefit of current and future generations. all.</b>	
<b>Conservation Area and Listed Buildings Strategy (C1)</b>	C1) Aberdeenshire Council Built Heritage Strategy 2018 - 2021	
<b>Environment Team Plans (C1a-b)</b>	C1a) Annual Action Plans	C1b) Annual Individual Workplans

## 4 Aberdeenshire Council and Environment Team Visions

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

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

*"We will aim to provide the best conservation, management, enhancement and promotion of Aberdeenshire's Built Heritage for the benefit of current and future generations."*

## 5 Aberdeenshire Council Environment Team Resources

Aberdeenshire Council's Environment Team is part of the Planning and Building Standards Service within Infrastructure Services. The Team is divided north and south, each serving 3 administrative areas. Posts currently employed to undertake work on Listed Buildings, Conservation Areas, historic non-operational assets and heritage regeneration projects are shown in Table 1. The Service also hosts the North East Scotland Preservation Trust Administrator post. These are supported by 2 full time equivalent (FTE) Team Leaders (who are also involved in supporting staff on Natural Heritage work). Currently staff are based in Stonehaven, Banff, Inverurie and Fraserburgh.

**Table 1:**  
**Environment Team and Specialist Services staff with predominate focus on the built heritage**

<b>Environment Team North Buchan, Banff and Buchan, Formartine</b>	
Environment Planner	2 FTE
Banff CARS	0.5 FTE temporary
Faithlie Centre , Fraserburgh, Project Manager	0.5 FTE temporary
Fraserburgh 2021 Project Staff	2.2 FTE temporary
Historic Assets Management Project	0.6 FTE temporary
<b>Environment Team South Garioch, Marr, Kincardine and Mearns</b>	
Environment Planner	1.4 FTE
NESPT Administrator assigned and costs recovered from NESPT	1FTE

Planning and Building Services Revenue budget (2018/19) available for work is £229k

Planning and Building Services Capital budget (2018/19) available for work is £20k (per annum)

Project Funds – £6.655 million (including external funding – see table below)

This is currently allocated as below:

Design Awards	£12,000 biennial
Materials Store	£15,000 per year (including staff costs)
Historic Asset Management Project	£200,000 per year
Doors Open Day	£2000 per year
Banff CARS – Heritage Regeneration (Historic Scotland funded) (2014 -2019)	£615,000 total project cost (Inc £500,000 external funds)
Fraserburgh 2021 Heritage Regeneration Delivery Phase (2016-2021)	£5,760,000 – total project cost (Inc £4,422,000 external funds)
Tullich Church and Carved Symbol Stones budget (2018-2019)	£250,000 total project cost (Inc £177,500 external funds)
Compulsory Purchase and Repairs Notices	£20,000 (Capital) per year

The Environment Team has traditionally taken the lead on built heritage work within Aberdeenshire Council. There is a duty and responsibility of Planning Authorities to protect and enhance the historic environment as set out in the Planning (Listed Building and Conservation Area) (Scotland) Act 1997 and in Ancient Monuments and Archaeological Areas Act 1979.

Staff from other teams and external bodies also perform key tasks in support of the vision, including:

- Specialist Services Team Archaeology staff
- Sustainability Information and Research Team
- Structures Team for work on historic bridges
- Planning Policy and Development Management
- North East Scotland Preservation Trust

## **6 Built Heritage Strategy Aims, Objectives and Key Priorities for Action**

The Built Heritage Strategy objectives have been drawn together to reflect the strategies, plans and policies outlined in section 3. 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 which provides best value.

The annual Built Heritage Action Plan (Appendix 1) provides the detailed actions the Team will take to achieve the objectives and indicates how the core outcomes of the Team will be measured. The Environment 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 Aberdeenshire.

The objectives are divided in four principal aims as reflected in the Environment Team's vision along with a continuous improvement strand as follows:

- 1. Conservation and Management of the Built Heritage – Use statutory powers and provide advice to positively manage change in Aberdeenshire's built heritage in recognition that it is an irreplaceable asset.**
- 2. Enhancement of the Built Heritage – Use available and attract new resources to enhance Aberdeenshire's built heritage for the future, in recognition of the contribution it makes to economic growth, civic pride and sense of place,**
- 3. Promotion of the Built Heritage - Promote the built heritage of the region to residents and visitors and maximise its contribution to sustainable economic growth.**
- 4. Continuous Improvement – Ensure the Environment Team's work in the built heritage is of high quality, efficient and continually improving and responsive to customer needs.**

The objectives identified above will run through this and also future strategies. However, in order to provide a focus on the most pressing issues for each three year strategy period, each Strategy identifies a number of key priorities. The key priorities for the period 2018-2021 are presented below.

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## Key Priorities for Action

The key priority objectives which have been identified for the next 3 year period (2018 – 2021) are as follows: -

<b>1.</b>	<b>Conservation and Management</b>
	Ensure those areas of Aberdeenshire which are identified as being of special architectural or historic interest are conserved and enhanced.
<b>2.</b>	<b>Enhancement</b>
	Enhance our strategic regeneration areas through heritage enhancement and regeneration schemes.
<b>3.</b>	<b>Promotion</b>
	Ensure that more people can access information about Aberdeenshire's Built Heritage and are more aware of its importance to a sense of place, cultural identity, social well-being, economic growth and lifelong learning.
<b>4.</b>	<b>Continuous Improvement</b>
	Develop and monitor the Built Heritage Strategy and Action Plan to ensure team work meets the needs and expectations of customers.

## 7. Environment Team Objectives

### 1. Conservation and Management of the Built Heritage – In recognition of Aberdeenshire’s built heritage as an irreplaceable asset, utilise statutory powers and provide advice to positively manage change in the historic environment.

Objective	Description	Outcome	P.I.
Ensure those areas of Aberdeenshire which are identified as being of special architectural or historic interest are conserved and enhanced.	Identify settlements deemed to fit the criteria and seek to designate them as conservation areas. Review existing conservation areas to ensure they are properly managed.	Ensure those settlements identified as conservation areas are conserved and managed for future generations.	No. of new designations. No. of reviews undertaken No. of Conservation Area Appraisals and/ or Conservation Area Management Plans produced.
Ensure historic building which are afforded statutory protection do not deteriorate and are maintained in a reasonable state of repair.	Use our statutory powers effectively against building owners to ensure they retain their properties in a reasonable state of repair and maintenance.	Conserve our historic environment in a reasonable state of repair to ensure they contribute positively to the built environment and are preserved for future generations.	No. notices served under Chapter V Planning (Listed Building and Conservation Areas) (Scotland) Act 1997.
Ensure we have effective plans and policies to deliver decision making which facilitates the conservation and management of designated assets.	Provide specialist conservation consultation and advice on historic environment policies and guidance within the Aberdeenshire Local Development Plan.	Designated assets are conserved and managed as a result of effective decision making.	Monitoring of decisions/ application of policy.
Ensure consistent consideration of policy in decision making in the Development Management Process.	Provide specialist conservation consultation and advice on planning applications to the Development Management service.  Provide updated training to	Designated assets are conserved and managed as a result of effective decision making.	Total number and average response time for consultations No of DM training days attended. Attend at least 1 team meeting with each DM team per year.

	Members on built heritage matters.		No. of Member training events organised.
Ensure we help shape national plans and polices which impact on the historic environment.	Engage with national consultations providing specialist conservation advice and attending national workshops etc. where required.	Consistency in national and local policy which ensures designated assets are conserved and managed as a result of effective decision making.	No. of national consultations we have responded to.

**2. Enhancement of the Built Heritage – Use available and attract new resources to enhance Aberdeenshire’s built heritage for the future, in recognition of the contribution it makes to economic growth, civic pride and sense of place**

<b>Objective</b>	<b>Description</b>	<b>Outcome</b>	<b>P.I.</b>
Enhance our strategic regeneration areas through heritage enhancement and regeneration schemes.	Identify areas within Aberdeenshire which are a key regeneration focus and develop strategic projects to attract external funding to improve the quality and use of the historic built environment, improve public realm and offer training and outreach to residents.	Improve the overall appearance and function of the conservation area and ensure the settlement contributes positively to place making, economic prosperity and tourism.	Annual budget spend  Percentage of match funding
Ensure council controlled non-operational historic assets are conserved and maintained in a reasonable state of repair.	Through the Historic Assets Management Project (HAMP), identify and maintain a record of non-operational historic assets and ensure they are routinely surveyed to facilitate timeous stabilisation, repair, and conservation and enhancement projects.	A full record of non-operational historic assets is actively maintained and those assets on the list are maintained in a reasonable state of preservation for future generations.	An up to date record of all non-operational assets is maintained. No. of Surveys carried out (every 5 years). Annual budget spend

Work with communities to deliver local community heritage projects which maintain a sense of place.	Identify local projects of importance to communities and work in partnership to conserve and enhance local heritage for the social and economic benefit of future generations.	Enhancement of built heritage. Increased economic activity.	Annual budget spend. Percentage of match funding
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### 3. Promotion of the Built Heritage - Promote the built heritage of the region to residents and visitors and maximise its contribution to sustainable economic growth.

Objective	Description	Outcome	PI
Ensure that more people can access information about Aberdeenshire's Built Heritage and are more aware of its importance to a sense of place, cultural identity, social well-being, economic growth and lifelong learning.	Develop a promotional plan for historic assets to raise awareness of Aberdeenshire's built heritage.	People are more aware of Aberdeenshire's built heritage.	Promotional plan completed.
Promote and encourage good design in the built environment by celebrating good design in the local environment.	Organise the biennial Design Awards event to encourage good design in the local environment.	Raised awareness of good design.	No. of submissions and awards Feedback from customer survey.
Enable and encourage public access to Aberdeenshire's built heritage.	Organise the annual Doors Open Day event in Aberdeenshire.  Investigate the use of digital technology.	Increased awareness of the built heritage.  Improved online access to built heritage site information.	No. of properties opened and number of visitors and feedback from customer survey.
Maintain an up to date website presence, social media and media presence for raising	Produce promotional material to support our activities via	Increased awareness of the built heritage and the work of the Team.	No. of posts, followers/views  No. of press releases.

awareness and knowledge of the Team's work in respect of built heritage.	internet or hard copy.		
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**4. Continuous Improvement – Ensure the Environment Team’s work in the built heritage is of high quality, efficient and continually improving and responsive to customer needs.**

<b>Objective</b>	<b>Description</b>	<b>Outcome</b>	<b>PI</b>
Develop and monitor the Built Heritage Strategy and Action Plan to ensure team work meets the needs and expectations of customers.	Undertaken customer satisfaction reviews and ensure Strategy is reviewed, monitored and up to date.	Efficient and effective working.	Up-to date Strategy and Action Plan Feedback from customer reviews.
The planned outcomes of the Strategy are delivered and reported on.	Identify relevant performance indicators for all activities and produce annual reports on performance.	Monitored and accountable work outcomes.	Completed annual performance report.
Ensure consistency of working across the Environment Team and improve new starter/return to work information.	Develop and maintain Team Best Practice Manual to provide one easy to find location for all common team processes and procedures.	Efficient working and consistency between bases.	Up to date Environment Team Best Practice Manual.
Ensure that staff and have the correct and up to date knowledge and skills in order to give proper advice and deliver projects as required.	Maintain staff training to meet the needs of the service and CPD requirements. Identify individual and group training needs for staff and councillors.	Maintained professional standards.	Completed EARS/PPPs Training courses undertaken.
Review the operation of the Heritage Materials	Take forward a review of the management of the	Options for the Material Store's future.	Options review completed

Store to determine needs for the future.	Heritage Materials Store.		
Ensure that the effect of climate change on built heritage assets in our ownership is understood.	Develop an assessment method for analysing climate change risk on built heritage assets.	Informed decision making	Assessment method developed

## 8. Strategy Monitoring

In order to monitor built heritage workload, to assess the impact of the Strategy and to allow for resource planning, the following monitoring will be carried out and reported.

### **Aim 1 – Conservation and Management of the Built Heritage**

- I. No. of new designations.
- II. No. of reviews undertaken.
- III. No. of Conservation Area Appraisals and/ or Conservation Area Management Plans Produced.
- IV. No. notices served under Chapter V Planning (Listed Building and Conservation Areas) (Scotland) Act 1997.
- V. Monitoring of decisions/ application of policy.
- VI. Total number and average response time for consultations.
- VII. No. of DM training days attended.
- VIII. Member training events organised.
- IX. Attend at least 1 team meeting with each DM team per year.
- X. No. of local and national consultations we have responded to.

### **Aim 2 - Enhancement of the Built Heritage**

- XI. Annual Budget Spend.
- XII. Percentage of match funding.
- XIII. An up to date record of all non-operational assets is maintained.
- XIV. HAMP No. Surveys carried out (every 5 years).
- XV. HAMP Annual Budget spent.
- XVI. Local heritage projects – Annual Budget Spend.
- XVII. Local heritage projects - Percentage of match funding.

### **Aim 3 Promotion of the Built Heritage**

- XVIII. Promotional plan completed.
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XIX. No. of Design Award submissions and awards.

XX. Feedback from customer survey (Design Awards).

XXI.No. of properties opened and number of visitors.

XXII. Feedback from customer survey (Design Awards).

XXIII. No. of posts, followers/views.

XXIV. No. of press releases.

#### **Aim 4 Continuous Improvement**

XXV. Up to date Strategy and Action Plan.

XXVI. Feedback from customer reviews.

XXVII.Completed annual performance report.

XXVIII. Up to date Environment Team Best Practice Manual.

XXIX. Completed EARS/PPPs.

XXX. Training courses attended.

XXXI. Heritage Material Store options review complete.

XXXII.Climate Change assessment method developed.

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## Built Heritage Strategy Action Plan

Built Heritage Strategy Action Plan 2018 - 2019					
Aim 1: Conservation and Management	Actions	Lead Officer	Completion date	Annual Monitoring	
1.1 Ensure those areas of Aberdeenshire which are identified as being of special architectural or historic interest are conserved and enhanced.	1.1.1	Conservation Area Management Plans for Benholm, Kirkton of Fetteresso and Auchenblae (completion).	CR	June 2018	No of new designations
	1.1.2	Conservation Area Appraisal and Management Plan for Crovie.	PS	May 2018	No of reviews undertaken
	1.1.3	Conservation Area Management Plan for Portsoy.	SN	Dec 2018	No of Conservation Area Appraisals and/or Management Plans complete
	1.1.4	Conservation Area Appraisal and Management Plan for Peterhead (Central).	SN	June 2019	
	1.1.5	Conservation Area Appraisal and Management Plan for Pennan.	PS/YC	June 2019	
	1.1.5	Conservation Area Appraisal and Management Plan for Dunecht.	CR	June 2019	

<p><b>1.2</b> Ensure historic buildings which are afforded statutory protection do not deteriorate and are maintained in a reasonable state of repair.</p>	<p>1.2.1 Respond to public enquiries in relation to Buildings at Risk.</p> <p>1.2.2 Work with Enforcement team to resolve planning breaches.</p> <p>1.2.3 Work with building owners in relation to enforcement prevention of deterioration or damage, which may result in serving Repairs Notices and ultimately Compulsory Purchase Orders.</p>	<p>CR/SN/CT</p> <p>CR/SN/CT</p> <p>All</p>	<p>On-Going</p> <p>On-Going</p> <p>On-Going</p>	<p>No of notices served under Chapter V Planning (Listed Building and Conservation Areas) (Scotland) Act 1997</p>
<p><b>1.3</b> Ensure we have effective plans and policies to deliver decision making which facilitates the conservation and enhancement of designated assets.</p>	<p>1.3.1 Respond to consultations in relation to the Aberdeenshire Local Development Plan.</p> <p>1.3.2 Respond to consultations in relation to updates in national policy.</p>	<p>CR/SN</p> <p>CR/SN</p>	<p>As required</p> <p>As required</p>	<p>No of local and national consultations responded to.</p>
<p><b>1.4</b> Ensure consistent consideration of policy in decision making in the Development Management Process.</p>	<p>1.4.1 Undertake regular (at least fortnightly) surgeries to provide advice to Development Management teams.</p> <p>1.4.2 Provide formal consultation responses to Development Management on major applications, planning applications, listed building consents and pre-application enquiries.</p>	<p>CR/SN/CT</p> <p>CR/SN/CT</p>	<p>Ongoing</p>	<p>Total number and average response time for consultations. Monitoring of decisions/application of policy. Attend DM training days as appropriate</p>

	<p>1.4.3 Provide additional guidance to DM through attendance at team meetings and training days as appropriate.</p> <p>1.4.4 Organise a training event for Members by September 2019.</p>	<p>CR/SN/CT</p> <p>CR/SN/CT</p>		<p>Training event held for Members by September 2019.</p> <p>Attend at least 1 team meeting with each DM team per year.</p>
<p><b>1.5</b> Ensure we help shape national plans and policies which impact on the built heritage.</p>	<p>1.5.1 Respond to national consultations on the built heritage and input as other opportunities arise.</p>	<p>DB</p>	<p>As required</p>	<p>No of national consultations responded to.</p>

Aim 2: Enhancement of the Built Heritage	Actions	Lead Officer	Completion date	Annual Monitoring
<p><b>2.1</b> Enhance our strategic regeneration areas through Conservation Area heritage enhancement and regeneration schemes.</p>	<p>2.1.1 Implement the Fraserburgh 2021 Heritage Regeneration agreed programme to deliver improvements to the Fraserburgh Conservation Area</p> <p>2.1.2 Finalise the Banff Bridge Street and Low Street Conservation Area Regeneration Scheme</p> <p>2.1.3 Work with Economic Development to develop a heritage regeneration scheme for Peterhead's historic core and update the Peterhead Conservation Area Plan and Management Plan.</p> <p>2.1.5 Continually review funding opportunities and make applications as appropriate</p>	<p>RMcL</p> <p>YC</p> <p>SN/DB</p> <p>DB</p>	<p>Ongoing to 2021</p> <p>March 2019</p> <p>March 2019</p> <p>Ongoing</p>	<p>Annual budget spend</p> <p>Annual budget spend</p> <p>Level of match Funding levered</p>
<p><b>2.2</b> Ensure Council controlled non-operational historic assets are conserved and maintained in a reasonable state of repair</p>	<p>2.2.1 Manage Historic Asset Management Project carrying out repairs to assets as per the agreed prioritisation. (Approximately 10-15 assets per year). HAMP intends to carry out works to the following sites subject to Budget and Contract approvals in 2018/19:</p> <ul style="list-style-type: none"> <li>• The Bass, Inverurie Cemetery</li> <li>• St John's Church and graveyard, Gamrie</li> <li>• Inverbervie Old Church</li> <li>• Kennethmont Old Churchyard</li> <li>• Meldrum Burial Aisle, Marnoch</li> <li>• Kildrummy Old Churchyard</li> </ul>	<p>FS</p>	<p>March 2019</p>	<p>An up to date record of all non-operational assets is maintained. No. Surveys carried out (every 5 years). Annual Budget spend</p>

	<ul style="list-style-type: none"> <li>• Macduff Cross</li> <li>• Migive Cross Slab</li> <li>• St Brandon's Old Church, Inverboyndie</li> </ul>			
	2.2.2 Prepare for commencing resurvey of all 500 assets over two Summer periods 2019 & 2020. Appointment of Student Surveyor.	FS/IB	March 2019	
	2.2.3 Continue health and safety works and explore potential for future regeneration at the Tarlair site, Macduff and the Vinery.	SN/FS IB/DB	Ongoing	
2.3 Work with communities to deliver local community Heritage Projects which maintain a sense of place	2.3.1 Input to plans for Duff House designed landscape, Wrack Woodlands and historic structures with owners and other stakeholders.	DB/JD	Ongoing	
	2.3.2 Implement repairs to historic church at Tullich and work to conserve the carved symbol stone collection and associated display shelter.	CR	December 2018	Project complete
	2.3.3 Digital record display of Tullich Church for Ballater Station Exhibition	CR	July 2018	Project complete

Aim 3: Promotion of the Built Heritage	Actions	Lead Officer	Completion date	Annual Monitoring
<p><b>3.1</b> Ensure that more people can access information about Aberdeenshire's Built Heritage and are more aware of its importance to a sense of place, cultural identity, social well-being, economic growth and lifelong learning</p>	<p>3.1.1 Work jointly with Archaeology Service to implement Interpretation Board project (approx 10 sites per year). New &amp; Updated Boards proposed for 2018/19:</p> <ul style="list-style-type: none"> <li>• Maryculter Old Parish Church</li> <li>• Tullich Church</li> <li>• Tullich Carved Stones collection</li> <li>• Cowie Churchyard</li> <li>• Dunnideer Hillfort</li> <li>• Cullykhan Fort</li> <li>• Kildrummy Old Churchyard</li> <li>• Inverurie Cemetery Symbol Stones</li> <li>• Kennethmont Old Parish Churchyard</li> <li>• Inverbervie Old Church</li> <li>• St Brandon's Old Church, Inverboyndie</li> </ul>	FS(CH)	March 2019	No of boards progressed
<p><b>3.2</b> Promote and encourage good design in the built environment by celebrating good design in the local environment</p>	<p>3.2.1 Organise the biennial Aberdeenshire Design Awards</p>	SN/CR	October 2018	No. of submissions and awards Feedback from customer survey
<p><b>3.3</b> Enable and encourage public access to Aberdeenshire's Built Heritage</p>	<p>3.3.1 Organise the annual Doors Open Day event</p>	CT	September 2018	No. of properties opened and number of visitors and feedback from customer survey.

<p><b>3.4</b> Maintain an up to date Website presence, Social Media and Media presence for raising awareness and knowledge of the team's work in respect of built heritage</p>	<ul style="list-style-type: none"> <li>• Aberdeenshire Architecture Heritage &amp; Design Facebook Page (for Design Awards, HAMP, Doors Open Day)</li> <li>• Updates Built Environment web pages</li> <li>• HAMP web page</li> <li>• HAMP Twitter account set up</li> <li>• Fraserburgh 2021</li> </ul>	<p>CR/CT</p> <p>FS</p> <p>AS</p>	<p>Ongoing</p>	<p>No. of posts, followers/views</p> <p>No. of press releases</p>
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Aim 4: Continuous Improvement	Actions	Lead Officer	Completion date	Annual Monitoring
4.1 Develop and monitor the Built Heritage Strategy and Action Plan to ensure team work meets the needs and expectations of customers	4.1.1 Produce a 3 year Built Heritage Strategy 4.1.3 Produce an annual action plan 2018-2019 4.1.3 Undertake Customer Satisfaction survey (Development Management) 4.1.4 Review all built heritage processes to further embed community engagement in our work and priorities	DB DB DB DB	November 2018 June 2018 December 2018 April 2019	Up-to date Strategy and Action Plan  Feedback from customer reviews.
4.2 The planned outcomes of the Strategy are delivered and reported on	4.2.1 Hold 4 Historic Environment Cross Team meetings a year to review progress. 4.2.2 Produce an annual review report	DB DB	Quarterly April 2019	Completed annual performance report
4.2 Ensure consistency of working across the Environment Team and improve new starter/return to work information.	4.3.1 Produce best practice notes manual for all generic built heritage processes for inclusion in an Environment team best practice.	SN/CR	March 2019	Best Practice Notes complete
4.3 Ensure that staff have the correct and up to date knowledge and skills in order to give proper advice and deliver projects as required.	4.4.1 Ensure staff have opportunity to carry out required CPD and attend relevant workshops and training	DB/CS	Ongoing	Completed EARS/PPPs  Training courses undertaken.

4.4 Review the operation of the Heritage Materials Store to determine needs for the future.	4.5.1 Seek advice from other Services on potential options for the future of the materials store and develop a preferred option.	MC	March 2019	Materials Store preferred option developed
4.5 Ensure that the effects of Climate Change on built heritage assets in our ownership is understood.	4.6.1 Investigate the potential use of a method to assess the effects of climate change on non-operational properties within our management as a management tool for the future.	FS	Ongoing	Climate Change assessment investigated.