

REPORT TO BUCHAN AREA COMMITTEE – 11 MAY 2021

BUCHAN AREA PLAN

1. Reason for Report

- 1.1 To present to the Buchan Area Committee, for consideration and approval, the Buchan Area Plan which details the actions services will take in support of delivering the Strategic Priorities that are set out in the Council Plan 2020-22 and the Service Priorities which are set out in the Directorate Plans.

2. Recommendations

The Committee is recommended to:

- 2.1 **Consider, comment and approve Buchan Area Plan attached as Appendix 1 to this report;**
- 2.2 **Acknowledge the ongoing work to develop the required area performance reporting framework;**
- 2.3 **Acknowledge that this is the first iteration of the Area Plan and that the Action Plan will be updated by Services; and**
- 2.4 **Agree to receiving a report on the delivery of the Area Plan and an updated Action Plan before the end of 2021.**

3. Purpose and Decision Making

- 3.1 On 28th September 2017 Aberdeenshire council approved its priorities which formed the basis of the Council Plan 2017-2022. Further to this a report outlining a review of existing priorities was presented to Aberdeenshire Council on 23 July 2020.
- 3.2 It was agreed at a meeting of Full Council on 7 October 2020 that the Council Plan 2017-2022 and its 13 associated priorities be formally closed and a new Council Plan adopted. There are three pillars and six strategic priorities:-

Our People

- Education
- Health & Wellbeing

Our Environment

- Infrastructure
- Resilient Communities

Our Economy

- Economy & Enterprise
- Estate Modernisation

- 3.3 These priorities had been developed to better reflect the current challenges being faced by the Council and have informed the development of the new Medium Term Financial Strategy.
- 3.4 The Buchan Area Plan is a key element of the strategic framework. Primarily it is the Council's plan for the delivery of services in the Buchan Area. It is a plan that gives the Committee the oversight and input into the activity, projects and service delivery in the wards and settlements in Buchan, and presents a regular opportunity to scrutinise and monitor service delivery. Whilst a Council plan there is a connection with community planning, both strategic and local. The purpose of this report is for the Committee to approve the first iteration of the Buchan Area Plan.

4. Discussion

- 4.1 The Aberdeenshire Council Plan provides the strategic policy framework for the delivery of services by the Council. It is the Council's corporate plan and covers two years from 2021-2022. The Plan is delivered through six strategic priorities, namely education, health and wellbeing, infrastructure, resilient communities, economy and enterprise and estate modernisation..
- 4.2 Directorate Plans are an essential element of the Council's performance management and improvement framework. They set out the key issues for delivering services in support of the Council vision and priorities, provide a focus on performance improvement and describe directorate specific risks that may impact on the delivery of the service.
- 4.3 Both the Area and the Directorate Plans have been strongly rooted in the [Community Impact Assessment](#), with a firm focus on working with our partners and communities to deliver those priorities identified by our residents as important to them during this recovery and renewal period. The focus of Area Plans is the delivery of Directorate Plans at an area level and are intended to provide a clear performance and scrutiny framework. The Area Plan will be in place for two years but is envisioned to be a plan that can be updated when required. It is a plan that gives the Committee the oversight and input into the activity, projects and service delivery in Buchan and presents a regular opportunity to scrutinise and monitor service delivery. It is acknowledged that this is a first iteration of the Area Plan and this will be updated as we move through the life of plan. Further updates will be reported to Committee.
- 4.4 Directorate Plans and Area Plans are informed by Aberdeenshire Strategic Assessment 2019/20, the Medium-Term Financial Strategy 2020, the Aberdeenshire Local Improvement Plan, the Buchan Community Plan, other strategic documents, Council policies and local information. These plans also embed the wider performance management and improvement framework which the Council has adopted to ensure rigorous scrutiny of performance and drive service improvement across the Council.

- 4.5 A corporate template has been developed for the production of Area Plans to ensure consistency of presentation and reporting across all area committees. The Buchan Area Plan is attached as **Appendix 1**.
- 4.6 As noted previously, this is a first iteration of the Buchan Area Plan, there are some sections that required further development and progression. This includes the determination of the financial information that is beneficial to be provided to area committees in the Area Plans and subsequent monitoring reports. The informal session feedback has been helpful in focusing the required discussions with Finance and services in how budgets are managed, and information held for areas. Also, work is ongoing in the development of a revised area performance reporting and area committees will be updated when the performance framework is finalised.

5. Priorities, Implications and Risk

- 5.1 This report supports the delivery of the three Pillars, the six Strategic Priorities and the key principles; right people, right place, right time; responsible finances; climate and sustainability; Community Planning Partnership Local Outcome Improvement Plans; human rights and public protection; tackling poverty and inequalities; digital infrastructure and economy.
- 5.2 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed.

Subject	Yes	No	N/A
Financial	X		
Staffing	X		
Equalities			X
Fairer Scotland Duty			X
Town Centre First			X
Sustainability			X
Children and Young People's Rights and Wellbeing			X

- 5.3 There is an overarching impact assessment with the report to [Full Council on 7 October 2020](#) (item 3). This covers the development of the Council's revised strategic framework. Services will produce specific impact assessments, if required, for the service delivery detailed in the Action Plan.
- 5.4 The financial and staffing implications of the Area Plan and delivery of the Action Plan will be managed within approved service budgets.

5.5 The following Risks have been identified as relevant to this matter on a Corporate and Strategic Level ([Corporate Risk Register](#)):

- ACORP001 – budget pressures – these may impact on delivery of actions set out in the Action Plan;
- ACORP002 – changes in government policy, legislation and regulation
- ACORP004 – business and organisation change (including ensuring governance structures support change; managing the pace of change)
- ACORP005 - Working with other organisations (e.g. supply chains, outsourcing, partnership working and commercialisation) – service may need to require more partnership working to deliver services, but communities may expect more support from the Council;
- ACORP006 – reputation management including social media – failure to deliver on key actions could impact on communities;
- ACORP007 – social risk (e.g. population changes, poverty and social inequality, demographic changes, crime and anti-social behaviour); and
- ACORP010 - Environmental challenges e.g. extreme weather events, climate change. (This includes localised risks around flooding and air pollution and the need for communities to display resilience).

The following risks have been identified as relevant to this matter on a strategic level ([Directorate Risk Register](#)):

- BSSR002 Estate Rationalisation - Failure to have cultural change to support new working practices;
- BSSR004 Community Empowerment - Unrealistic community expectations of what the Act means and what the Council can support;
- BSSR006 Digital Innovation - The market delivering broadband access which is required;
- ECSSR004 Support Inclusive, Vibrant & Healthy Communities - Reduced Funding and staffing;
- ISSR001 Active Travel - Reductions in capital expenditure and availability of external grants would impact on ability to provide cycling infrastructure across Aberdeenshire;
- ISSR006 Flood Protection Budget constraints may limit the extent to which flood prevention works can be undertaken across the Council; and
- ISSR008 Economic Development Impact of Brexit and potential loss of overseas markets and migrant workers; Oil & gas downturn lasts longer than expected; and resources available to Economic Development not sufficient to meet challenges area is facing.

6 Scheme of Governance

6.1 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and are satisfied that the report complies with the [Scheme of Governance](#) and relevant legislation.

- 6.2 The Committee is able to consider and approve this item in terms of Section B.1.1 of the List of Committee Powers in Part 2A of the Scheme of Governance it may determine any matter that is specific to their Area not otherwise properly delegated to any other Committee.

RITCHIE JOHNSON
DIRECTOR OF BUSINESS SERVICES

Report prepared by:- Amanda Roe, Buchan Area Manager
April 30 2021

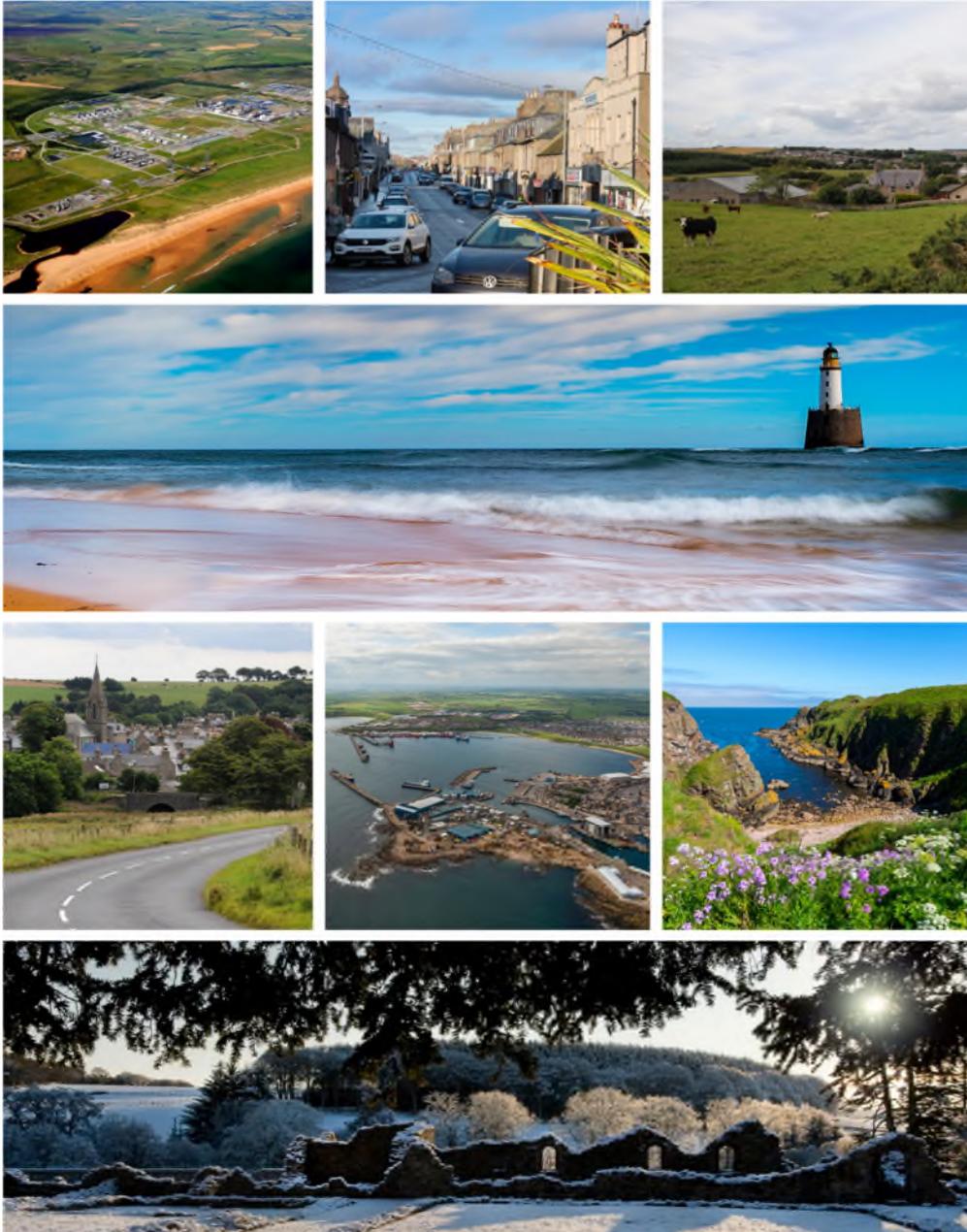
List of Appendices:

Appendix 1 – Buchan Area Plan



From mountain to sea

BUCHAN AREA PLAN 2021 - 2023



I am very pleased to introduce the Buchan Area Plan for the period 2021-2023. The plan shows the Council's intentions for development and projects within the Area over the next two years.

The plan is an integral part of service planning and delivery, performance management and reporting within the Council. The plan will evolve and adapt as our Area moves through and beyond the Covid-19 pandemic and we all adjust to the opportunities and challenges this brings. Whatever the future looks like, Council services across the Area are committed to working together to deliver the outcomes sought by the Council for our residents and communities, and recognising the diversity and uniqueness of Buchan.

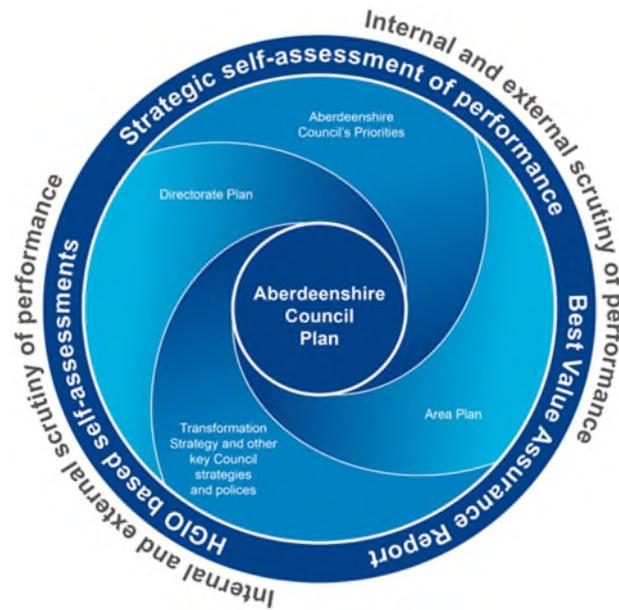
I hope you find the plan interesting and informative. You will be able to keep track of progress in delivery of the plan at the Council's website – www.aberdeenshire.gov.uk



Councillor Norman Smith
Chair, Buchan Area Committee

1. STRATEGIC VISION AND PRIORITIES

The Buchan Area Plan is an essential part of the Council's Performance Management Framework.



1.1 Council Plan

The six strategic priorities sit under three pillars which are: Our People, Our Environment, Our Economy.



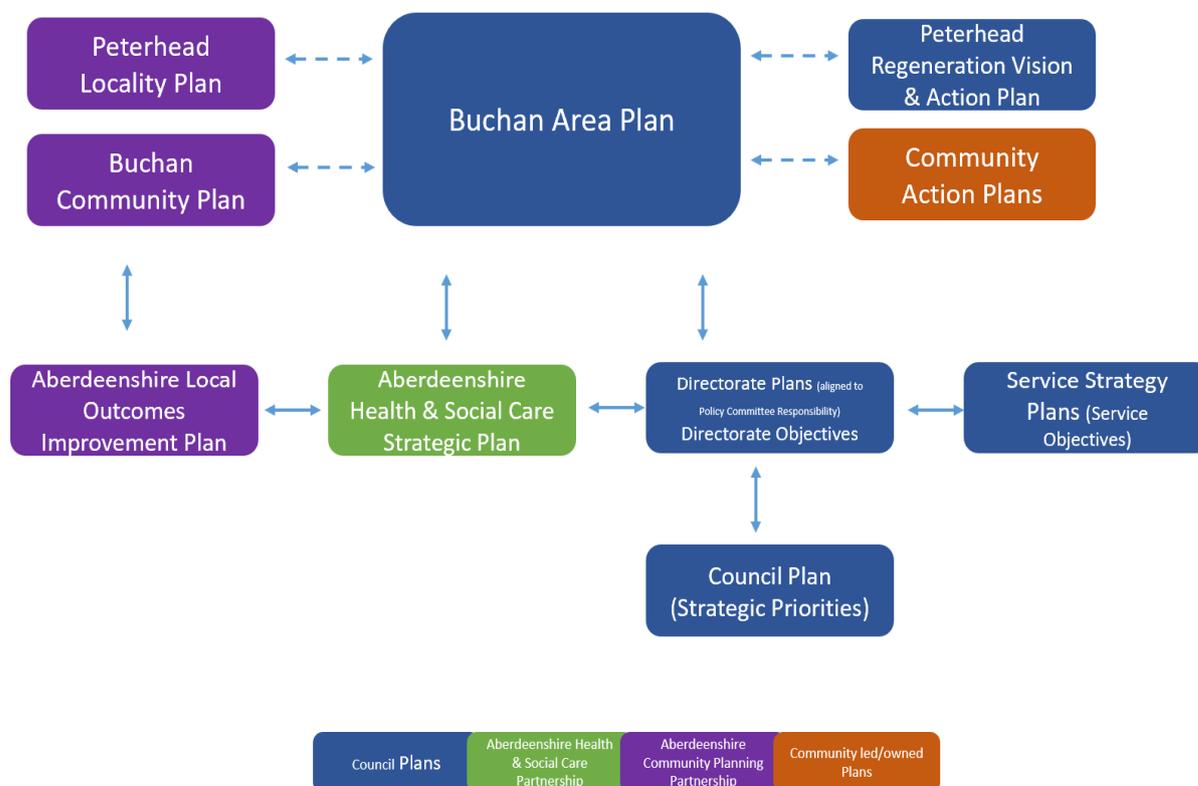
Underpinning the Priorities are several key principles. These are: right people, right places, right time; responsible finances; climate and sustainability; Community Planning Partnership Local Outcome Improvement Plans; human rights and public protection; tackling poverty and inequalities; digital infrastructure and economy.

1.2 Purpose of the Area Plan

The focus of Area Plans is the delivery of Directorate Plans at an area level and to provide a clear performance and scrutiny framework. The plan aims to capture the synergies and relationship with Directorate Plans. The action plan will provide Cllrs, Officers and Communities with a clear understanding of what will be happening in their area across the two-year life of the plan. Responsibility for area plans lies with Area Management Teams which consists of cross representation of services at a senior level. The plans will also provide Local Elected Members, through regular progress and performance reports to Area Committee, with oversight of service delivery in their area as well as allowing the required scrutiny.

1.3 Relationship between plans

The diagram below sets out how the Area Plan is connected to a range of plans that are actively being implemented in the Buchan Area.



[when published the text below will be integrated into the visual diagram]

Council

The [Council Plan](#) was agreed by Aberdeenshire Council in October 2020. It sets out the Strategic focus, Strategic Framework and the Strategic Priorities and Council Priorities. The Area Plan Action Plan is set up so that the action sits under a Council Priority.

There are three **Directorate Plans** *[insert links to website when published]*. The Business Services Directorate Plan, The Education & Children's Services Directorate

Plan, and the Infrastructure Services Directorate Plan. These Plans have been approved by the Council's Policy Committees, to which these plans are aligned. Directorate Plans are an essential element of the Council's performance management and improvement framework, setting out the high level key issues for delivering services in support of the Council vision and priorities and providing the link between Area Plans, service plans and team plans to the Council Priorities so providing the golden thread from bottom to top across the organisation. The Directorate Plans also link local, regional and national plans and strategies.

Aberdeenshire Council has the responsibility for [Local Regeneration](#) which is generally defined as "the holistic process of reversing the economic, physical and social decline of places where market forces alone won't suffice." In March 2016, Aberdeenshire Council approved a regeneration strategy: "From Strategy to Action: Developing Excellence in our North Coast Communities" which focuses on our four northern towns of Banff, Macduff, Fraserburgh and Peterhead. Local partnerships have been established in each of the four towns consisting of local business and community representatives and each partnership has set out the vision for regeneration within their own town.

Aberdeenshire Health and Social Care Partnership

The [Aberdeenshire Health and Social Care Partnership Strategic Plan](#) sets out the five key priorities and vision of the AHSCP. It describes how we'll work together to improve the health of local people and provide care and support when needed. The plan was developed by listening to people living in our communities, its partners and Health and Social Care staff. This Plan, along with **Locality Plans**, are reflected in the Area Plan action plan, as area specific service delivery.

Community Planning Partnerships

The [Aberdeenshire Community Planning Partnership](#) approved the [Local Outcome Improvement Plan](#) (LOIP) in March 2017. Having the LOIP is a statutory requirement of the Community Empowerment (Scotland) Act 2015. LOIP Strategic Lead Partnership Groups are responsible for the governance and monitoring and ensuring that partners take ownership of agreed actions. There is an action plan for each LOIP Priority. As a partner of the Community Planning Partnership, the Council's service delivery will also help deliver LOIP priorities. This approach is reflected in the way that the Council makes decisions.

Communities

[Community Action Plans](#) (CAPS) are an important tool for communities to identify their priorities and issues. These plans are developed following robust engagement with communities so are good evidence of community priorities. CAPS help create community resilience and capacity and are useful for leveraging funding into a community, can be relied on by Area Committees when allocating grant funding or considering local issues and can be considered as part of developing actions for the Local Community Planning Plans.

Other important strategies and plans influencing and shaping our priorities within Buchan are the [Local Development Plan](#), [Child Poverty Action Plan](#), and [Equality Outcomes](#).

2. AREA PROFILE – BUCHAN



From mountain to sea



Buchan Area Profile 2021



Area 585 km²
9% of Aberdeenshire

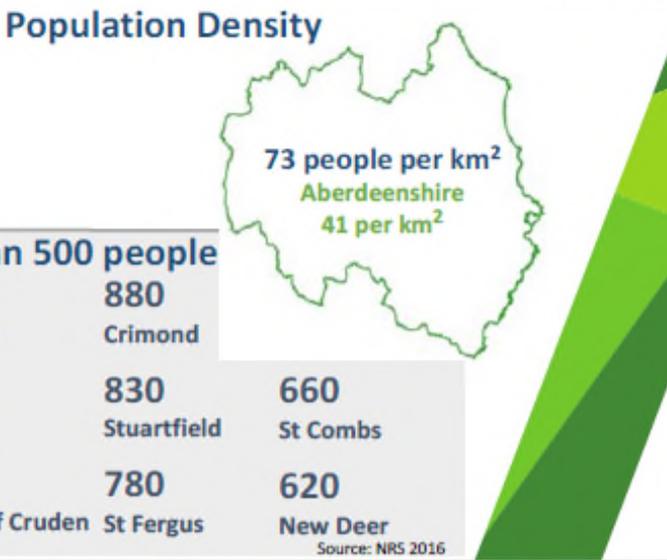
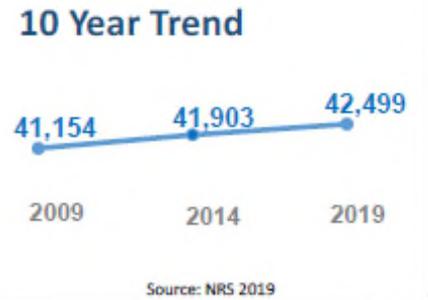
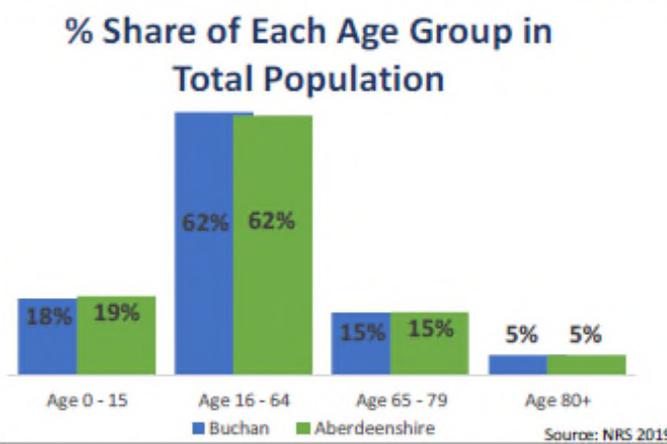
Population

42,499 population 2019
261,210 Aberdeenshire

3% net increase 2009–19
5% increase Aberdeenshire

16% of Aberdeenshire's population

Source: National Records of Scotland (NRS) 2019



Settlements with more than 500 people

19,270	1,270	1,010	880	
Peterhead	Boddam	Longside	Crimond	
2,820	1,170	910	830	660
Mintlaw	New Pistligo	Maud	Stuartfield	St Combs
1,640	1,020	910	780	620
Cruden Bay	Strichen	Hatton of Cruden	St Fergus	New Deer

Source: NRS 2016

Economy

Employment: Top 5 Sectors 2019 (%)

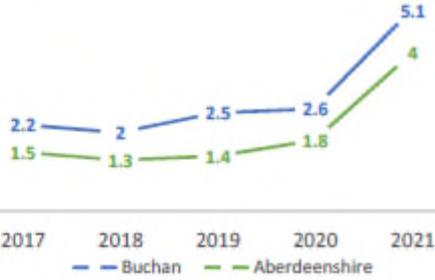


Aberdeenshire



Source: Business Register and Employment Survey 2019

Unemployment: Claimants as a Proportion of Residents aged 16-64



Source: ONS Data from January in each year



Median Household Income 2020

£31,726

Aberdeenshire £37,853

Source: © CACI Limited 1996 - 2020 This report shall be used solely for academic, personal and/or non-commercial purposes.

Housing

Average House Price 2018



£164,596

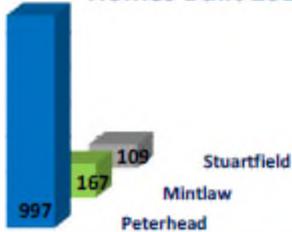
Aberdeenshire £214,414



3% increase 2013-18
-2% Aberdeenshire

Source: Scottish Government/Registers of Scotland

Top 3 Settlements for New Homes Built 2010-19



Housing Stock 2019



20,194

17% of Aberdeenshire's stock



11% increase since 2009

10% Aberdeenshire

Source: NRS, Dwellings by Council Tax Band

New House Building



985 new homes built 2015-19

18% of Aberdeenshire's total



996 new homes projected 2020-24

16% of Aberdeenshire's total

Source: Housing Land Audit 2020

March 2021: A Publication by the Planning Information and Delivery Team

2.2 Financial Profile

Following the setting of the 2021/22 Budget, reports will be developed with input from Area Committee and all Council Services to determine the specific priorities in each Area. These reports will include Revenue and Capital financial data and Service specific non-financial data, allowing for Area monitoring to reflect and respond to local priorities.

2.3 Delivery

Each Aberdeenshire administrative Area has its own uniqueness and character and whilst Council services are delivered across all Aberdeenshire, delivery does seek to reflect that diversity. Having an Area Plan, developed by all Council services, outlining what each service is doing, individually or jointly, allows Elected Members and communities to understand what actions will be delivered in Buchan.

All Areas are supported by a local Area Manager and the Area Manager leads an Area Management Team who are collectively responsible for enabling and ensuring delivery of the plan and monitoring performance of the plan.

Area Managers and Council services also work in partnership with other partners and directly with local communities and the Buchan Community Plan identifies the priorities and actions that the council and partners are looking to deliver within the Buchan Area by working together. The Buchan Community Plan is led by the Buchan Community Planning Group which includes partners such as Aberdeenshire Health & Social Care Partnership, Police Scotland, Scottish Fire & Rescue Service, NHS Grampian, Community Safety Groups and Buchan Development Partnership.

2.4 Area Priorities for Action

The strategic priorities that direct the work of the council as a whole are equally important to the Buchan area. The Area Delivery Action Plan confirms the projects and actions that services across the council are committed to delivering locally that will ensure a focus on the priorities of

- Education
- Health & Wellbeing
- Infrastructure
- Resilient Communities
- Economy & Enterprise
- Estate Modernisation

Supporting Resilient Communities, the council is a lead partner within the Buchan Community Planning Group and the Buchan Community Plan identifies the actions we take alongside our community planning partners to support empowered, healthier, safer and stronger communities. Playing our part in delivering the Buchan Community Plan to improve outcomes within our communities is an important priority for action.

As a council, the development of Peterhead Community Campus with both learning and community facilities across Peterhead, is a significant priority recognising the impact this investment will have for our children and young people and the wider community with the potential to secure significant inward investment and regeneration of Aberdeenshire's largest town through the associated Peterhead master planning arrangements.

The Aden Country Park restoration and redevelopment project is a multi-million pound project supported by the National Lottery Heritage Fund (NLHF) Parks for People programme, Historic Environment Scotland and the Scottish Landfill Fund as well as the council and volunteers. The project will conserve and enhance the park for everyone and focus on biodiversity and promoting sustainability throughout. Over the life of this area plan the successful delivery of this project is a priority.

2.5 Consultation

Area plans have been developed through engagement with services following their development of Directorate Plans. Workshop sessions followed by the development of a Teams approach has enabled all services to contribute to the development.

Appropriate key actions from Community Plans will be incorporated into the Area Plan, which follows engagement with Councillors, the Local Community Planning Partners and the Area Management Teams at Joint Meetings. We have also undertaken a Community Impact Assessment in response to the ongoing Covid-19 pandemic and actions required to address impacts have also been incorporated.

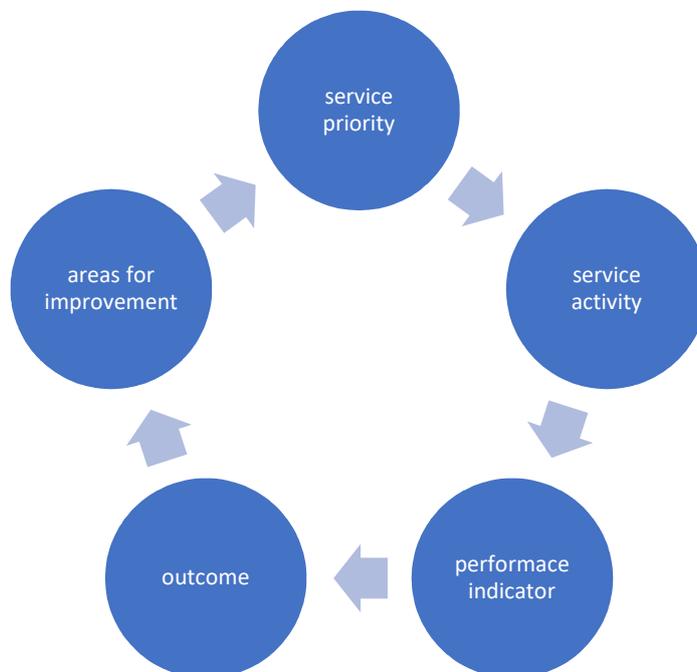
Area Plans have been reviewed by Area Management Teams and Elected Members, through informal Area Committee sessions, have also contributed to the Area Plan. Formal approval of the Area Plan will be taken by each Area Committee. Future iterations of the Area Plan will allow for greater engagement with services and partners.

3. AREA PERFORMANCE FRAMEWORK

3.1 Area Performance Framework

In future plans, this section will provide an update on progress with the key service activity, performance and outcome indicators which help demonstrate how we are working towards delivering the Council's strategic priorities. In this first plan, the process is explained below:

The Framework will inform and enable Elected Members to fulfil their scrutiny role and hold officers to account for the performance of the service.



The Framework, as outlined above, is a continual flow with each element informing the next step.

Directorate Plans have identified service priorities. The service priorities are then delivered through service activity in each of the Area Plans.

Performance of service activity is measured through a series of performance indicators which are then evaluated against agreed outcomes.

Areas for improvement can then be identified which would inform future service priorities and service activity.

3.2 Reporting

The framework for reporting sets out how well the area is currently performing against a range of criteria, measures, targets, and customer expectations.

Performance will be reported to Area Committees every six months. This data will be available after year 1

This would sit in the council's corporate performance management system and would include information on each service priority.

A narrative update on progress and impact through delivery of the projects and actions identified in the action plan with the action plan will be reported as part of the framework.

Key Service Priority

Service to identify key service priority (also included in Directorate Plan)

Performance Indicator

Service to identify performance indicator

Baseline

Services will set base line figures to see what difference to outcomes have been achieved after year 1.

Target

Services will identify target to be achieved.

Year 1 result

Services to identify performance indicator

RAG status

Red/ Amber/ Green

Service Activity Key achievements

This section to describe how well the area is performing against service activity. The key facts to be drawn out and will demonstrate how the area has contributed to required outcomes.

Areas for Improvement

Identify areas where the area has fallen short of expectations and the reasons why. - Gaps would be reported back into Directorate Plans and considered for future planning and delivery.

Future activity

Input and recommendations back to Directorate Plan service priorities reflecting on performance and outcomes in year 1.

Local emerging issues during the life of the plan to be considered

Strategic priorities and funding considerations to be considered.

4. OPPORTUNITIES

The focus for the Council in the Buchan Area is on moving forward, ensuring our communities are supported, feel empowered and that services delivered continue to be high quality. Whilst 2020 and the onset of the Covid-19 pandemic created significant challenges, opportunities are also there for the Council, partners and communities to build upon. We have seen originality, agility, resourcefulness and a boost to the pace of our efforts to modernise and transform. The council and partners are finding different, often more efficient, and resourceful ways to deliver or amend existing services. The community impact assessment and Lived Experience Forum provide an opportunity to hear the experiences of our communities and we are committed to working in partnership with communities to (re) design service delivery. Throughout the pandemic we have experienced community planning in action and we will build on this ensuring the powers that the Community Empowerment (Scotland) Act 2015 and Planning (Scotland) Act 2019 expect our communities to have access to are realised through opportunities to enhance:

- participatory budgeting (also known as community choices budgeting),
- participation in decision making,
- asset transfer,
- community food growing
- local place plans /community action plans
- strengthening the local resilience and capacity that has developed within communities in response to the pandemic.

In Buchan we have the opportunity to build on the areas that communities identified they want us to focus on (identified through the Community Impact Assessment) including:

- Communication
- Mental health services
- Support for the local economy
- Road maintenance
- Supporting community activity
- Looking after elderly and vulnerable residents
- Biodiversity and local environment
- Sustainable travel methods and routes

Some of the ways we can work in partnership with communities is via **Community Action Plans**. These are plans developed by the community as a whole. The plans set out issues as identified by the people who live there and what solutions that could address these issues. There are opportunities for council services to work in partnership with communities in addressing these issues through innovative solutions.

There are xx Community Action Plans in Buchan in the settlements of xxx and within these plans communities have highlighted issues such as path networks, public transport, car parking, communications, town and village centre regeneration, parks and open spaces to be addressed by Aberdeenshire Council.

Local Place Plans are determined by The Planning (Scotland) Act 2019 which confirms “A local place plan is a proposal as to the development or use of land. It may also identify land and buildings that the community body considers to be of particular significance to the local area.” (Part 1, Schedule 19). Local Place Plans should have regard to the **Local Development Plan** for their area and present local areas spatially. They outline areas of potential change, identify enhancements, and prioritise areas of vacant or derelict land for new or alternative uses. Plans should also assist Council services and Community Planning Partners to have an improved understanding of local aspirations and to target services, facilities, and infrastructure in response. This will help to align community and land use planning to achieve better outcomes. In many ways Community Action Plans and Town Strategies are much the same thing. Actions within the plan will assist in identifying resources or priorities for delivery and present a real opportunity to influence both Directorate Plans and Area Plans.

There are new funding streams being launched by both UK and Scottish Governments. The UK Government has recently launched two new funding programmes – the Levelling Up Fund and the Community Renewal Fund both of which Aberdeenshire Council is eligible to bid for. The Levelling Up Fund is for the provision of local infrastructure and is allocated by Westminster Parliamentary Constituency, so for Buchan, this is the Banff & Buchan Constituency. The Community Renewal Fund is to address local challenges, including building skills, supporting local businesses, supporting communities and places, or providing employment support.

The Scottish Government plan to invest £275 million to support community-led regeneration and town-centre revitalisation, as part of the Place Based Investment Programme. Plans include £121 million of investment in national galleries and museums and other cultural institutions which make vibrant places to live and encourage tourists to visit.

We are currently working cross council and with partners to ensure that we can maximise our potential to access these funding opportunities.

AREA DELIVERY ACTION PLAN 2021/22

Developing the Area Plan

Comprehensive engagement with communities and other stakeholders in the development of the new Council Plan has confirmed the following as key priority areas on which we will focus delivery of services over the life of the plan in the Buchan area.

Through the Area Plan we will take forward the actions that have been shown to make the biggest different and will bring about real change for local people and communities.

The Area Plans have a two-year lifespan and will be dynamic documents to allow amendment where appropriate to take account of changing circumstances

The responsibility for driving forward the actions within the Area Delivery Plans will sit with Area Management Teams, Heads of Service, and the Community Planning Partnership Board.

PILLAR – OUR PEOPLE						
STRATEGIC PRIORITY - EDUCATION						
Area/Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by
Buchan	<u>Engaging effectively with customers and residents to provide the best services</u>	Wireless Area Network programme implementation	Increased bandwidth to schools improving digital accessibility contributes to minimising inequality of provision in schools.	Completion of works on programme and within budget	Customer and Digital Services, Business Change Manager	March 2022
4	To secure continuous improvement in outcomes for children and young people	Improvements to Mintlaw Academy (Home. Economics, refurbishment)	Ensuring that the learning estate is fit for purpose	Proportion of operational buildings that are suitable for their current use Proportion of internal floor area of operational buildings in satisfactory condition	Quality Improvement Manager Performance and Resources	October 2022
5 6	To secure continuous improvement in outcomes for	Development of Peterhead Community Campus	Ensuring that the learning estate is fit for purpose	Proportion of operational buildings that are suitable for their current use	Head of Service Resources and Performance	Commence detailed design

	children and young people	Complete work on space design brief (Space Strategies) Achieve Gateway 1 status Commence Gateway 2 detail design			(Project Managed by P&FM)	April 2022 Subject to approvals
5 6	To secure continuous improvement in outcomes for children and young people	Complete statutory consultations for both the merger of Dales Park school and Meethill, and the relocation of Anna Ritchie.	Ensuring that the learning estate is fit for purpose	Proportion of operational buildings that are suitable for their current use	Quality Improvement Manager Performance and Resources	June 2021
6	To secure continuous improvement in outcomes for children and young people	Assess and report on the status of Longhaven School which is currently mothballed. Engage with the community re options appraisal	Ensuring that the learning estate is fit for purpose	Proportion of operational buildings that are suitable for their current use	Quality Improvement Manager Performance and Resources	June 2021 October 2021
5 6	To have better, integrated working arrangements within ECS in pursuit of improved outcomes for children and young people	Work collaboratively with partners and families to meet local need through piloting the delivery of holistic family support based on the principles of early intervention and prevention based at	<i>Vulnerable families in the Peterhead pilot will experience increased resilience, reduced vulnerability and parenting will improve</i>	<i>Data suite in development which will evidence Increased resilience, Reduced vulnerability and</i>	Service Development Officer Children	March 2023

		Buchanhaven Primary School.		<i>Improved parenting</i>		
5 6	To secure continuous improvement in outcomes for children, young people, adults, and communities	Delivery of flexible learning pathways, PeterDeen and Fresh Start, to support young people to re-engage in learning and education	Young people are confident, resilient, and optimistic for the future. Young people broaden their perspectives through new experiences and thinking	Percentage of young people participating in programmes accessing learning opportunities. Percentage of young people participating reporting increase in confidence and optimism for the future Percentage of young people participating returning to education and/or securing positive destinations Percentage of young people who sustained their positive destinations/return to school after 3 months	Working With Young People Team Manager	March 2022

5 6	To secure continuous improvement in outcomes for children and young people	New Dales Park School Nursery built to support families and children in Peterhead, in line with delivery of the 1140 Hours ELC Expansion.	Ensuring that the learning estate is fit for purpose	Proportion of operational buildings that are suitable for their current use Proportion of internal floor area of operational buildings in satisfactory condition	Early Years' Service Manager (Project Managed by P&FM)	August 2021
4 5 6	To secure continuous improvement in outcomes for children and young people	Buchanhaven, Meethill and Mintlaw School nurseries. 1 FTE Equity and Excellence Practitioner in each setting employed to support children with the aim of reducing the attainment gap. Officers will work across the Peterhead cluster to support children.			Quality Improvement Manager Early Years	Ongoing
PILLAR – OUR PEOPLE						
STRATEGIC PRIORITY - HEALTH AND WELLBEING						
Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by

Buchan	Maximise available affordable housing stock	Reduce void turnaround times	HRA income is maximised	Average days to relet Void Rent Loss	Housing Manager Asset Management	March 2023
Buchan	Maximise income	Manage the impact of Covid-19 on rent	People sustain tenancies	Current tenant arrears as a proportion of net rent	Housing Manager Tenancy Services	March 2023
4 5 6	Affordable Housing	Deliver 20 homes in Peterhead. Start on site for a further 99 homes in Mintlaw and Peterhead.	People have improved access to affordable housing	Number of New Supply Units	Team Leader Affordable Housing (Project Managed by P&FM)	March 2023
5 6	Energy Efficiency and Fuel Poverty	Deliver Housing Improvement Programme across Buchan, bring forward ESSH2 work into HIP year 4 where possible, and deliver area-based scheme for private sector housing in Peterhead, St Fergus and Crimmond.	People have improved energy efficiency in their homes	Number of installations Impact on energy performance	Housing Manager (Asset Management) (Project Managed by P&FM)	March 2023
Buchan	Open spaces that encourage active, healthy lifestyles	Develop and deliver a programme of maintenance and improvement works for	Affordable, environmentally sustainable biodiverse public areas that are managed and maintained in a manner to boost the perception of Aberdeenshire, attracting visitors, and	Affordable, environmentally sustainable biodiverse public areas that are managed and	Roads and Landscape Services Manager	On-going activity

		open spaces each year.	encouraging commercial and social activity.	maintained in a manner to boost the perception of Aberdeenshire, attracting visitors, and encouraging commercial and social activity.		
Buchan	Open spaces that encourage active, healthy lifestyles	In line with the Open Space Strategy implement initiatives such as the Greenspaces project to increase biodiversity across the public owned spaces in Aberdeenshire.	Increase in the percentage of open spaces converted to areas of biodiversity following consultation and collaboration with the communities and elected members.	Year on year % increase in land converted to biodiversity	Roads and Landscape Services Manager	On-going activity
5 6	Open spaces that encourage active, healthy lifestyles	Burial Grounds: Peterhead – The Grange, phase 1 extension Cruden Bay -phase 2 of 2 construction	Ensure there is sufficient lairs within a reasonable distance of major towns and villages	tbc	Roads and Landscape Services Manager	March 2022
4		Aden Country Park, National Lottery Heritage Fund project	Delivery of the 5 year project			On-going
4		Changing Places Facility at Aden Country Park	Ensure access to all under the equalities act and open up Aden as centre of excellence			March 2022
Buchan	A road and street-lighting network	Develop and deliver a programme of road	A hierarchical road network, where finite resources are prioritised to support	Cost of maintenance per	Roads and Landscape	March 2022

	which keeps people safe, encourages active lifestyles and increases active travel opportunities	maintenance and improvement works each year.	vibrant, sustainable communities through the safe, efficient, movement of people and goods within, and across, Aberdeenshire.	kilometre of roads (ENV4a) Percentage of each class of roads that should be considered for maintenance treatment (ENV4b – ENV4e)	Services Manager	
Buchan	A road and street-lighting network which keeps people safe, encourages active lifestyles and increases active travel opportunities	(ii) Provide an efficient and effective street lighting repairs service. (iii) Continue the delivery of a six-year programme to upgrade traditional streetlights with LED lanterns.	A street lighting network that promotes the safety of pedestrians, encourages active travel, and reduces the associated environmental impacts. Upgrades will reduce maintenance costs, energy costs and carbon emissions.	(ii) Percentage of all streetlight repairs completed within 7 days. (iii) Quantity of energy consumed by Council streetlights per annum	Roads and Landscape Services Manager	March 2022 On-going Activity
		(iv) Bridge and Retaining Walls Top slice Capital	Top slice of £545K per annum to be split over all 6 areas on a needs basis for remedials from catastrophic washouts and undermining due to floods, durability enhancements, historic asset conservation and special investigations / assessments. Routine basic cyclic maintenance, planned and reactive sustaining repairs	% Bridges without a weight or width restriction % Bridges without a weight	Bridges Manager	Completion of Annual Programmes

		(v) Bridges and Retaining Walls Revenue (vi) In line with the Winter Maintenance Operational Plan deliver an efficient and effective gritting and snow clearing service during the winter months.	and damage repairs following impact by vehicles (unrecoverable) (£80K in 21/22 including Footbridge at Cruden Bay £20K) Minimum disruption due to ice and snow occurs during winter months, priority routes are kept open to ensure safe movement of goods and people across the road network.	or width restriction Percentage of primary gritter routes treated by 8.30 a.m.	Bridges Manager Roads and Landscape Services Manager	Completion of Annual Programmes On-going activity
4	Develop and support the understanding of the historic assets in the area	Deliver improvement works at Aikey Brae Stone Circle	Improved public access Improved and increased on site interpretation leading to better understanding and engagement of the historic environment To have created a more welcoming and safer site that is not susceptible to anti-social behaviour and negative use Improved biodiversity through planting of mixed native species woodland	Project Completion	Planning Environment and Specialist Services Manager	December 2021 (Covid-19 restriction dependent)
6	To secure continuous improvement in outcomes for	To engage with HMP Grampian and Fife College to work with learners to improve	Learners critically reflect on their experiences and make positive changes for themselves and their communities	Percentage of learners who complete the	Community Learning and Development	March 2022

	children, young people, adults, and communities	literacies and resilience. To deliver a 12-week personal development programme called STEPS	Learners and Communities are equipped to meet key challenges and transitions in their lives	programme and report improved emotional literacies and set realistic life goals.	Adult Learning Team Manger	
Buchan	To have better integrated working arrangements ... in pursuit of improved outcomes for children, young people, and communities.	Support to North, South and Central Alcohol and Drugs Partnership Forums to ensure that community members can shape and influence the delivery of actions to promote recovery and participation in community life.	Communities consider risk, make reasoned decisions, and take control of agendas	No of community participants in projects funded and delivered through Forum grant funding. Percentage of participants achieving against one or more of the four Alcohol and Drugs Partnership outcomes	Community Learning and Development Customer Development Manager	March 2022 (£15k of grants issued by end of financial year in N, C, S)
5 6	tbc	Art on the Fly: creativity for resilience programme in Peterhead	Vulnerable individuals and their families have more positive social interactions and are better able to deal with daily challenges	Measures related to feeling happier, improved self-worth and strengthening support networks	LLA Service Manager Programming	December 2021

Buchan	Develop community rehabilitation and early intervention pathways for broad long term health conditions	Farmers & Film: a creative approach to discuss 'hidden' issues and stigma of poor mental health within Aberdeenshire's farming community, including Mintlaw	Farming community less isolated and secluded, better connected, and supported to discuss the issues identified	Measures related to greater engagement with specialist support services and initiatives, and reduction in stigma around stress, depression, and suicide	LLA Service Manager Programming	March 2022
4 5 6	tbc	Creative Learning programmes for primary age children through collaboration with professional artists and schools in Peterhead & Mintlaw	Educators are more knowledgeable about innovative creative approaches to learning and how they could be embedded in cross-curricular activity	Measures related to effective partnerships and integrated working, improved continuous learning and wellbeing, increased opportunities to achieve in and through expressive arts	LLA Service Manager Programming	tbc
4 5 6	tbc	Development of new partnerships and collaborations to support the introduction of youth awards in theatre tech services, event	Young people are equipped with skills and accreditation to enhance and support future career pathways	Measures related to satisfaction, uptake, and greater provision of creative opportunities to	LLA Service Manager Programming	March 2022

		planning, promotion, and music production in Mintlaw & Peterhead		develop the young workforce		
4	tbc	Relocate all media production and sound recording services to Aberdeenshire Recording Studio at Aden, Mintlaw as part of estate modernisation	Combined Audio-Visual production and technical services strengthened bringing budget savings to the Council	Measures related to uptake and increase in technical services, satisfaction of first-time users	LLA Service Manager Programming	tbc
4	Develop and invest in sport and cultural facilities to ensure activities that promote physical and mental health and wellbeing. Disinvest in others where there is no requirement.	Establish library service in new MACBI community facility	Improved community participation in cultural activities and resultant wellbeing	Visitor numbers and service users	LLA Service Manager Programming	May 2021
6	Develop and invest in sport and cultural facilities to ensure activities that promote physical and mental health and wellbeing.	Improve Provision in Catto Park for outdoor sport and physical activity through pitch development and extra storage	Improved community participation in physical activities and resultant improved health and wellbeing	Usage numbers at Catto Park	LLA Service Manager Operations	September 2021

	Disinvest in others where there is no requirement.					
5	Develop and invest in sport and cultural facilities to ensure activities that promote physical and mental health and wellbeing. Disinvest in others where there is no requirement.	Develop Arbutnot Museum and Library building to ensure it can meet the Cultural needs of Peterhead	Improved community participation in cultural activities and resultant wellbeing	Visitor numbers and service users.	LLA Service Manager Operations	March 2022
5	Develop and invest in sport and cultural facilities to ensure activities that promote physical and mental health and wellbeing. Disinvest in others where there is no requirement.	Improve heating facilities in the Peterhead Rescue Hall	Improved community participation in cultural, community and sporting activities and resultant wellbeing	Visitor numbers and service users	LLA Service Manager Operations	September 2021
Buchan	Develop flexible staff infrastructures that facilitate delivery	Staff delivering cultural and physical activities in a range of locations in smaller settlements.	Improved community participation in cultural, community and sporting activities and resultant wellbeing	communities. Increased membership from rural areas.	LLA Service Manager Programme Development	August 2021

	of activity in 'spoke' locations	E.g. New Deer, Maud, Strichen				
4 5 6	tbc	Increase access to e-bikes & promote green travel in Mintlaw and Peterhead	Improved physical health and reduction in vehicle emissions	Number of hires	LLA Service Manager Programme Development	August 2021
5	Offer opportunities to develop career pathways and enhance life skills by reducing barriers to access	Co-operative working spaces in our libraries.	Co-operative working spaces (Library Innovation Network Aberdeenshire - LINA) encourage entrepreneurial mindsets and increase in local economy	Survey feedback to establish increase in local business economy Feedback from Economic Development Increase in usage of LINA space Increased footfall Increased membership	LLA Service Manager Programme Development	April 2022
4	Digital Suitcases project - Providing digital content to families and residents within care settings to promote	Provide programmes in care settings/ sheltered housing to reduce functional decline and prevent isolation Aberdeenshire Library Service loan reminiscence boxes to	Emotional needs of older people are improved, and a sense of belonging is fostered. Stimulate discussions with tenants and residents.	H&SCP feedback demonstrating improved well-being of sheltered housing and care home residents	Location Manager	October 2021

	<p>reminiscing and allow families to share stories</p>	<p>Care Homes and Very Sheltered Housing.</p> <p>The boxes are used to stimulate discussion</p> <p>The tenants were recently able to give feedback on what they would like to see in the boxes</p> <p>Develop role of schools and other organisations in being part of these discussions post COVID-19</p>	<p>Allow opportunity for tenants and residents to come together to discuss memories and reduce social isolation.</p> <p>Potential for inter-generational work to be carried out when restrictions allow.</p> <p>A good aid for tenants and residents' memory skills.</p>			
6	<p>Continued development and use of Near Me in the prison (In hours and Out of Hours)</p>	<p>Near me is currently used mainly by mental health services and was used during the pandemic to ensure that prisoners continued to have access to mental health services. We have been working to expand this to include the use of Near Me to</p>	<p>Prisoners get equal access to services as they would in the community</p> <p>Reduce amount of time to arrange transfer to hospital</p> <p>Prisoners arriving late into HMP Grampian have access to the Talk to Me Assessment via trained staff</p> <p>Reducing the need for staff to work Out of Hour's to undertake these assessments</p>	<p>Number of assessments undertaken</p>	<p>Location Manager</p>	<p>June 2021</p>

		<p>undertake the Talk to Me Assessment. All prisoners who come to HMP Grampian are assessed using the Talk to Me Assessment. This is a tool used by the Scottish Prison Service to assess a prisoners mental health and ensure that they have appropriate access to any medication etc when they are first detained and until a fuller health assessment can be undertaken. The Health Centre at the prison complete part of this assessment. As HMP Grampian covers the population of the North of Scotland we do on occasion have prisoners who arrive into the prison out of hours when there are no health staff available. We are looking to use Near Me technology to do this assessment virtually. The assessment will</p>				
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		be completed by nursing colleagues based in the Minor Injury Unit in Fraserburgh. In hours this assessment is completed by health centre staff on site. https://tec.scot/nearme/				
PILLAR - OUR ENVIRONMENT						
STRATEGIC PRIORITY - INFRASTRUCTURE						
Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by
Buchan	Waste and recycling service which supports our attractive environment and reduces emissions	Submit bids for funding and if successful move towards implementing a 3 weekly kerbside collection service with the non-recyclable waste bins emptied once and the recycling bins emptied twice in three weeks. <i>Affects all households in Buchan.</i>	A safe, efficient, affordable, waste service that provides appropriate opportunities for all households and business across Aberdeenshire to appropriately dispose of their unwanted goods in a manner which supports the circular economy aspiration and protects the health and wellbeing of our citizens.	Net cost of Waste collection per premises Net cost per Waste disposal per premises The % of total waste arising that is recycled	Waste Manager	2022

		<p>Review recycling centre permit system and recycling centre service provision. <i>Activities in Buchan to be confirmed.</i></p>				2022
		<p>Work to increase the number of recyclable materials accepted at recycling centres. <i>Affects all households in Buchan.</i></p>				2023
		<p>Reduce non-recyclable waste by promoting waste reduction measures and recycling, including the Deposit Return Scheme and Extended Producer Responsibility schemes as they are introduced. <i>Affects all households in Buchan.</i></p>	<p>A safe, efficient, affordable, street cleansing service that promotes a positive anti littering message that contributes to attractive and economically vibrant towns centres, while also contributing to the health and wellbeing of our citizens.</p>			2023
		<p>Delivery of operational Ness Energy from Waste Plant. <i>Affects all households in Buchan.</i></p>				2022
		<p>Review options and finalise arrangements for bulky waste</p>		<p>Net cost of street cleaning per 1,000 population</p>		2022
				<p>Street Cleanliness Index - % Clean</p>		2023

		<p>treatment in 2021/22. <i>Affects all households in Buchan.</i></p> <p>Review opportunities for further community engagement in delivery of the Litter Prevention Action Plan. <i>Activities in Buchan to be confirmed.</i></p>				
Buchan	Engaging effectively with customers and residents to provide the best services	Wide Area Network programme implementation	Increased bandwidth to schools, offices and other council sites improving digital accessibility matching provision to anticipated demand	Completion of works on programme and within budget	Customer and Digital Services, Business Change Manager	Due for completion by February 2022
5 6	Improved Public Transport infrastructure	Peterhead Interchange / Bus Station - Improvements/Refurbishment	Improved facilities that will help encourage uptake in the use of public transport	tbc	Passenger Transport Manager	31 March 2022
		EV Charging Points				
PILLAR – OUR ENVIRONMENT						
STRATEGIC PRIORITY - RESILIENT COMMUNITIES						

Area/Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by
Buchan	Engaging effectively with customers and residents to provide the best services	Area specific strategic needs assessments will be undertaken	Stimulates attention and discussion informing areas of focus for Elected Members at joint meetings, area forums and Area Teams.	tbc	Business Strategy Manager	Date is indicative Mintlaw August 2021
Buchan	Engaging effectively with customers and residents to provide the best services	Working with Area Teams supporting Community Impact Assessments.	Ability to identify the issues affecting communities confidence in the ability of Aberdeenshire Council and other key Category 1 partners to respond effectively to their needs. This contributes to informing short, medium, and longer-term recovery plans from Covid-19. And enables lessons to be learned about how Aberdeenshire Council has handled the Covid-19 response.	tbc	Business Strategy Manager	tbc
5 6	Engaging effectively with customers and residents to provide the best services	Reopening of Service Point as restrictions are lifted and we emerge from Covid-19 Lockdown.	Customers have increased choice in how they access services.	No. of service points opened No. of footfall analysis	Customer Team Leader	As per restrictions

5 6	Engaging effectively with customers and residents to provide the best services	Review customer interaction following pandemic and potential service provision.	Customers have increased choice in how they access services	No. of service points opened No. of footfall analysis	Customer Team Leader	6 months after re-opening
Buchan	Engaging effectively with customers and residents to provide the best services	The Contact Centre continuing to support customers across Aberdeenshire.	Customers have increased choice in how they access services through telephone / web chat facilities	Volume of calls No. of abandoned Calls	Customer Services Manager	On-going
Buchan	Develop further the Digital Strategy and how customers pay for Council Services. Reduce Cash in Transit Costs	We will continue to accept cash/cheque payments for up to 2 months to provide ample notice to customers who pay by this method to move to other methods such as card payment (online preferably), Direct Debit for our billing systems or a Bank Transfer. If they wish to continue paying by cash/cheque, they will need to do this at their local Post Office or Paypoint location.	Customers wishing to continue paying by cash/cheque will be able to pay the bulk of their Council charges by this method at local Community Post Offices and Paypoint locations. If they choose to move to a digital payment method, this is line with the Council's digital strategy. Reduction in Cash in Transit costs,	Detailed reporting on all payment methods used by customers and monitor the movement between the different methods available including payment at local Post Offices and Paypoint locations. Cost of Service	Revenues Manager	Depending on restrictions we hope to have removed cash/cheque payments from all Service Points prior to the 30/9/21 so that we can remove this service from the G4S Cash in Transit contract

						when we extend this contract from 1/10/21 for other Council Services.
Buchan	Ensuring that residents and business across Aberdeenshire are prepared to adapt to effects of climate change including the risk of flooding.	Develop and deliver a programme of flood risk and coastal protection works each year. The revenue funded programme will consist of primarily maintenance activities, with capital projects funded by the Harbours, Coast & Flooding capital rolling programme, subject to available budget. Local Flood Risk Management Plan 2016 – 2022 – work with partners to deliver the actions in the plan.	Ensuring that residents and business across Aberdeenshire are prepared to adapt to the effects of climate change including protecting themselves from the risk of flooding. Through a partnership approach, take appropriate proactive action to mitigate and reduce significant risks.	Maintenance and capital programme agreed by Area Committee each year.	Principal Engineer – Flood Risk and Coast Protection	Approval Feb/March/April Delivery - on-going activity
Buchan	To secure continuous improvement in outcomes for children, young people, adults, and communities	Refreshing the Community Learning and Development pages on Aberdeenshire Council website to promote	Increase awareness of Community Learning and Development services and offer.	Hits on website Increased awareness of Community Learning and	Community Learning and Development Strategy Development Officer	June 2021

		Community Learning and Development offer.		Development and its role Increased access to Community Learning and Development learning opportunities		
5	To secure continuous improvement in outcomes for children, young people, adults, and communities	Develop phased approach to face-to-face neighbourhood work to re-engage with residents in Longate	Community members form and participate equally, inclusively, and effectively in accountable groups	Number of activity groups meeting. Number of new participants in neighbourhood activities. Percentage of households who have had direct engagement with CLD team and local volunteer group.	Community Learning and Development Team Manager	July 2021 – March 2022
Buchan	Successful, inclusive, resilient communities with the confidence, capability, and capacity to tackle the things that matter to them.	Commissioning of projects and services through targeted funding streams including Developer Obligations, Crown Estates Funding and Area Committee Budgets	Priorities and outcomes identified in Community Plan delivered	Projects delivered Identified outcomes achieved Additional funding leveraged	Area Manager	March 2022

Buchan	Successful, inclusive, resilient communities with the confidence, capability, and capacity to tackle the things that matter to them.	Community capacity building	Communities are confident, capable, and resilient	Asset transfer expression of interest Participation in engagement Participation requests Refreshed community action plans or Local Place Plans (Planning (Scotland) Act)	Area Manager	March 2023
Buchan	Buchan will be recognised as a great place to live, work, invest with opportunity for all	Coordination of Place Plans	Increase in place based investment – people, pounds	Endorsement of Peterhead Place Plan Endorsement of Central Buchan Place Plan	Area Manager	March 2023
5	Communities feel safe living in Buchan	Sustaining Choices	Increased awareness of sustainable transport needs and aspirations in Peterhead North Increased capacity through development of Community Facilitators in Peterhead	Delivery of Peterhead North Sustaining Choices Community Action Plan	Area Manager	March 2022

			Improved engagement with the planning system.			
5	Communities feel safe living in Buchan	Collieburn Cycle path	Increased active travel opportunities in Peterhead	tbc	tbc	tbc
Buchan	Buchan will be recognised as a great place to live, work, invest with opportunity for all	Supporting delivery of the Buchan Community Plan	Communities are confident, capable, and resilient	Actions within the Community Plan are delivered within the agreed timeframes and the aligned performance indicator targets are met.	Area Manager	March 2023
PILLAR - OUR ECONOMY						
STRATEGIC PRIORITY - ECONOMY & ENTERPRISE						
Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by
5 6	Deliver regeneration projects in Peterhead. Seek funding from the National Heritage Lottery Fund and from other external sources to support	Work with Economic Development to develop a heritage led regeneration scheme for Peterhead's historic core and Conservation Area.	These projects help to improve the environment and support tourism and economic development in the towns.	Projects completed Amount of funding secured/applied for.	Regeneration and Town Centres Manager Katherine Low	Application for funding during 2021 Ongoing project

	some of the projects identified.	Delivery of Coast Aberdeenshire Project and projects arising from it.				
5 6	A location of choice that has a diverse economic base of innovative companies with a skilled workforce and return to full employment, efficient and fit for purpose	Continue with marketing and disposal of development sites at; Catto Drive, Peterhead Dales Ind Estate, Peterhead	To create opportunities for employment growth by ensuring the right space is available in the right place.	Number of completions	Head of Service, Property & Facilities	Ongoing – completion determined by market conditions
5 6	Place investment/Regeneration	Peterhead Vision and Action Plan / Refurbishment of Drummers Corner	Improved quality of public realm in Drummers Corner Improved lighting and safety measures in key town centre site Performance and exhibition space provided for community and business use. Improved seating provision including for accessibility requirements.	Improved public realm	Regeneration and Town Centres Manager	July 2021
6	Place investment/Regeneration	Peterhead Vision and Action Plan / Redevelopment of Clerkhill Shopping area public realm	Improved quality of public realm Support business growth	Improved public realm	Area Manager	September 2021

5 6	Place investment/Regeneration	Re-election process for Rediscover Peterhead Business Improvement District facilitated	Town Centre support / business growth Managing election process with contractor Liaise with relevant officers including Area Office, Legal and Revenues	Business Improvement District (BID) Board supported 5-year BID business plan supported Connections to services and external partners supported	Regeneration and Town Centres Manager	December 2022
5 6	Digital Connectivity and Inclusion	Pilot town centre Wi-Fi initiative in Peterhead	Improved access to free / more affordable broadband / digital services	Extent of Wi-Fi provided (e.g., number of access points) Number of users of free / more affordable broadband / digital	Service Manager Economic Development	Spring 2022
4 5 6	Employability and Skills	KickStart programme	38 young people supported through KickStart placements	Number of young people starting KickStart placements Number of young people completing KickStart placements Positive outcomes post	Employability Co-ordinator	Spring 2022

				KickStart placements		
5 6	Business Growth	Seafood Transformation Project	Enhanced seafood processing capacity in Peterhead	M ² of land identified for Seafood Transformation Project Funding secured to deliver scheme M ² of premises refurbished / developed for the seafood processing sector	Industry Support Executive – Rural and Maritime	End 2022
5 6	Business Growth	Partner to North East Greenport bid	Greenport status secured for Peterhead and Aberdeen Land and investment opportunities along Energetica corridor	Greenport development opportunities identified Government funding secured for further exploratory work	TBC	End 2021
5 6	Business Growth	Invest in Peterhead			tbc	March 2023
5 6	Net Zero/Energy Transition	Invest Aberdeen	Inward investment in energy transition projects	Projects secured	Team Leader – Invest Aberdeen	Ongoing but annual review

				Private sector investment secured Public sector funding leverage Jobs potential		
5 6	Funding & Partnerships	Aberdeenshire Coastal Communities Challenge Fund – Establishment, launch and application rounds	Supporting the development of active travel routes along, to and from the coastline Developing the coastal economy and sustainable tourism Creating or enhancing community, leisure, and recreational facilities Safeguarding, restoring, or enhancing the coastal environment	Creation of new facilities Enhancement of existing facilities Creation of jobs Creation of new products/ services Creation of volunteer opportunities Enhancement/creation of active travel routes Reduction in greenhouse gas emissions Increase in biodiversity Increase in revenue to sustain and grow organisations	Team Manager – Economic Strategy & Policy	March 2022

4 5 6	Digital connectivity & inclusion	The creation of additional staff capacity through the City Region Deal to build and maintain stakeholder relationships around the Scottish Government's Reaching 100 (R100) programme and 5G; and to support communities, businesses, and residents to explore different solutions if R100 does not deliver for them.	The development of local solutions and increased access to funding to implement them through the Government voucher schemes.	Number of communities supported Number of broadband vouchers secured	Service Manager – Economic Development	December 2022
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PILLAR – OUR ECONOMY

STRATEGIC PRIORITY - ESTATE MODERNISATION

Ward	Key Service Priorities	Service Activity	Outcomes	Area Performance Indicators	Lead Officer	Completed by
4 5 6	We have an estate that is sustainable, efficient, and fit for purpose	Progress with appraisal of all operational facilities within Buchan, which extends to 94 facilities, in conjunction with Services as part of	Ensure that facilities align with Council Plan, Priorities and Services objectives	Proportion of operational buildings that are suitable for their current use Proportion of internal floor	Head of Service, Property and Facilities	March 2022

		Estate Modernisation Programme.		area of operational buildings in satisfactory condition		
4 5	We have an estate that is sustainable, efficient, and fit for purpose	Continue with marketing and disposal of vacated surplus facilities at; Cemetery Lodge, New Deer Former Ardallie School, Ardallie Former Surgery, Crimond Glenugie Business Centre / 53 Windmill Street, Peterhead Arbuthnot House / 60 Broad Street / 18 James Street, Peterhead	Ensure that facilities align with Council Plan, Priorities and Services objectives		Head of Service, Property and Facilities	Ongoing – completion determined by market conditions
Buchan	We have an estate that is sustainable, efficient, and fit for purpose	Provide support and guidance to community groups prior to commencing with a Community Asset Transfer	To support communities during any Asset Transfers, where they have an interest in developing their own facilities and services	No. Community Groups engaged No. Expression of Interest Stage 1 Applications Completed Asset Transfers	Area Manager	Ongoing