

REPORT TO FORMARTINE AREA COMMITTEE – 18 JANUARY 2022

ABERDEENSHIRE COUNCIL PLANNING INFORMATION AND DELIVERY TEAM STRATEGY 2022-2025

1 Executive Summary/Recommendations

1.1 To make the Committee aware of the work of the Planning Information and Delivery Team as contained in the Team's Draft Strategy 2022-2025 and to seek endorsement of its content prior to it being considered by the Infrastructure Services Committee.

1.2 The Committee is recommended to:

1.2.1 Endorse the Draft Planning and Information Team Strategy 2022-2025 (Appendix 1); and

1.1.2 Comment on the proposed aims, objectives, and key priorities of the Planning Information and Delivery Team prior to consideration by the Infrastructure Services Committee.

2 Decision Making Route

2.1 The Planning Information and Delivery (PID) Team plays a key role in supporting the creation of meaningful and robust plans/projects and publications that are based on full and proper data collection and analysis. This in turn will facilitate delivery of the right development, in the right place, at the right time. The PID Team comprises of 8 members of staff working across two separate smaller Teams – Delivery, and Information and Research.

2.2 The Planning Information and Delivery Team Strategy 2022-2025 is the first formal Strategy to be prepared by the PID Team and follows similar publications by other Teams across the Planning and Economy Service (formerly Planning and Environment). The Draft Strategy (**Appendix 1**) seeks to set out the key priorities and outcomes that are sought to be achieved by the PID Team over the coming 3-year period. Annual reviews have been programmed in to allow the Strategy to absorb any new workstreams as they emerge.

2.3 The Draft Strategy was considered by the Planning and Environment Member Officer Working Group on 1 December 2021. Following Member feedback, additional commentary was added under "Strategy Drivers" to emphasise the importance of truly collaborative and partnership working in meeting the Team's aims and objectives, particularly in respect to stakeholder engagement to overcome barriers to development, and supporting continuing reform of the planning system through effective dialogue with Scottish Government officials to maintain Aberdeenshire Council's position.

- 2.4 Comments are being sought from Area Committees on the Draft Strategy prior to it being presented to Infrastructure Services Committee for approval.

3 Discussion

PID Team Strategy 2022-2025

- 3.1 The PID Team Strategy provides a structured approach to service delivery over the next three-year period, based around the Team's vision statement:

"We aim to ensure Aberdeenshire Council's plans and policies are based on an accurate and reliable evidence base while facilitating their timely delivery to the benefit of the communities we serve."

- 3.2 The aims and objectives of the 2022-2025 PID Team Strategy are in line with relevant strategies, plans, and policies of the Scottish Government and Aberdeenshire Council. The Strategy objectives provide a common framework for a customer and performance focused service which works in partnership with stakeholders to deliver a high quality, efficient service to enable best value. Six aims for the 2022-2025 period have been identified:

- Aim 1: To promote, inform, and facilitate the delivery of sustainable development across Aberdeenshire
- Aim 2: To inform the Planning and Economy Service's decision-making process by providing an evidence base
- Aim 3: To support the delivery of the allocated sites and strategic infrastructure within the Aberdeenshire Local Development Plan
- Aim 4: To act as a key source for data analysis, presentation, and the sharing of knowledge
- Aim 5: To stimulate regeneration and inward investment across the region
- Aim 6: To facilitate the continuous improvement of the Team

- 3.3 Key Priorities have been identified which take their lead from the Council's Strategic Priorities and key principles, which sit under the three pillars: Our People, Our Environment, and Our Economy, within the Council Plan 2020-2022 as well as recognising our statutory obligations. For the 2022-2025 period, the PID Team's Key Priorities are:

- Prepare and publish statutory documents within the required timeframes. Publications are to be of a high quality and be made available on the Council's website. Where appropriate, input will be sought from other Teams and Services to inform draft documents. Publications will be circulated internally and publicised externally via the PID Team quarterly newsletter.
- Collect, collate, analyse, and disseminate data and information to inform plans, policies, and decision making within Environment and

Infrastructure Services and across Aberdeenshire Council, and respond to requests for information and analysis from both internal and external customers.

- Facilitate development delivery associated with the Aberdeenshire LDP 2022 and beyond. Specific place-based projects will be initiated where necessary for large or complex sites, bringing together landowners and/or developers and key internal and external stakeholders to overcome site constraints and barriers to development. The Site Prospectus should be relaunched/updated to draw attention to allocated sites available for development that have no associated developer.

3.4 An Annual Report will be prepared to monitor delivery of the Strategy. This will be published on the Council’s website. A full review is scheduled to be undertaken in 2024 to assess the key priorities and outcomes achieved by the PID Team over the pervious three years with a view to preparing a new Strategy for the 2025-2028 period.

4 Council Priorities, Implications and Risk

4.1

Pillar	Priority
Our People	Education Health & Wellbeing
Our Environment	Infrastructure Resilient Communities
Our Economy	Economy & Enterprise Estate Modernisation

Underpinning the Priorities are a number of key principles. They 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.

This Report helps deliver the Strategic Priority “Infrastructure” and "Resilient Communities" within the Pillar “Our Environment”, supporting right people, right places, right time, and responsible finances.

The Report helps deliver the Strategic Priority “Economy and Enterprise” within the Pillar “Our Economy”, by having the right people, in the right place, at the right time.

This Report helps deliver the Infrastructure Services Directorate Plan 2020-2022 by supporting preparation and implementation of the Aberdeenshire Local Development Plan.

4.2 The table below shows whether risks and implications apply if the recommendations are agreed.

Subject	Yes	No	N/A
Financial	X		
Staffing		X	
Equalities and Fairer Duty Scotland	[IIA attached as Appendix 2]		
Children and Young People's Rights and Wellbeing		X	
Climate Change and Sustainability		X	
Health and Wellbeing		X	
Town Centre First	[IIA attached as Appendix 2]		

4.3 The financial implications are associated with delivering ad hoc place based projects. External funding opportunities will be sought to maximise such opportunities.

4.4 An Integrated Impact Assessment has been carried out as part of the development of the proposals set out above. It is included as **Appendix 2** and:

- there is a positive impact as follows:

Equalities and Fairer Duty Scotland – Age (Younger) – The Strategy identifies that an action of the Planning Information and Delivery Team is to support relevant youth engagement projects across the Planning and Economy Service. This includes supporting the participation of children and young people in local development plan in accordance with the Planning (Scotland) Act 2019.

Equalities and Fairer Duty Scotland – Disability – The Strategy identifies that an action of the Planning Information and Delivery Team is to undertake Town Centre Health Checks for the principal town centres (annually) and the regeneration towns and other towns (biannually) as identified by the Aberdeenshire local development plan. The methodology for undertaking the health check includes an accessibility audit which is supported by CLD.

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

- *ACORP001 Budget Pressures*: The Strategy has been written with a view to delivering an effective and innovative approach to budgetary management. The Team will monitor and seek external funding opportunities when they arise to deliver place based projects.

- *ACORP002 Changes in government policy, legislation and regulation:* Uncertainties exist with regard to enactment of the Planning (Scotland) Act 2019, which informs several workstreams outlined in the Strategy. The Strategy will be reviewed annually to monitor impacts that may arise as a consequence of delays in guidance being issued by Scottish Government.
- *ACORP005 Working with other organisations:* The PID Team will always seek to work with internal and external stakeholders to delivery statutory and non-statutory workstreams as well as other place based projects.

4.6 The following Risks have been identified as relevant to this matter on a Strategic Level: ([Infrastructure Services Directorate Risks Register](#))

- *ISR008 Placemaking:* The Strategy contributes to maintaining a framework by which placemaking can be supporting. This includes aspects such as community empowerment, engagement and consultation and supporting development delivery.

5 Scheme of Governance

- 5.1 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this Report and their comments are incorporated within the Report and are satisfied that the Report complies with the Scheme of Governance and relevant legislation.
- 5.2 The Committee is able to consider and comment on this item in terms of Section B1.2 of the List of Committee Powers in Part 2A of the Scheme of Governance as it relates work undertaken by the Planning Information and Delivery Team within their Area.

Paul Macari

Head of Planning and Economy Service

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Date: 14 December 2021

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Appendix 1 – Draft Planning Information and Delivery Team Strategy 2022-2025

Appendix 2 – Integrated Impact Assessment



From mountain to sea

Planning Information and Delivery Team Strategy

2022-2025

“We aim to ensure Aberdeenshire Council’s plans and policies are based on an accurate and reliable evidence base while facilitating their timely delivery to the benefit of the communities we serve.”



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1 Introduction

The Planning Information and Delivery (PID) Team has a key role within Aberdeenshire Council and specifically Environment and Infrastructure Services. Many aspects of the Team's remit are statutory in nature or are essential to enabling other Teams and Services across the Council to meet their own statutory obligations.

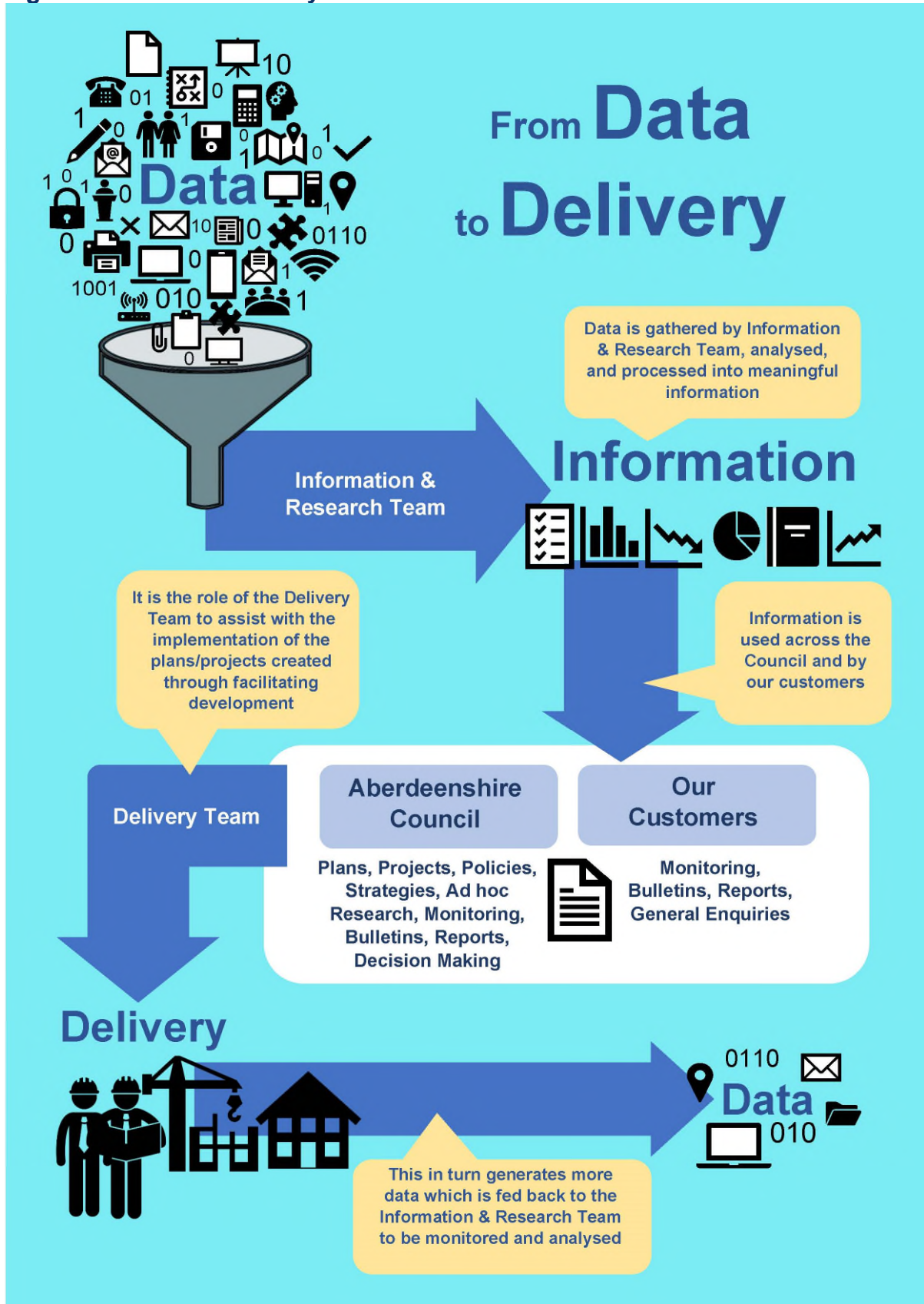
The PID Team's main functions fall into two main categories.

Firstly, through the provision and management of information and data the PID Team seeks to ensure that the policies and plans of Aberdeenshire Council are based on a reliable and accurate foundation. We analyse what has previously happened in Aberdeenshire, what is currently happening in Aberdeenshire and, what may happen in Aberdeenshire into the future.

Secondly, the PID Team actively works with other Council Services, key stakeholders and the wider development industry to facilitate the delivery of development through place-based project delivery. We ensure appropriate resources are directed to where they are required to allow the right development to occur in the right place, while continually monitoring the success of their implementation.

Figure 1 outlines how we use data to inform and deliver our key workstreams.

Figure 1: The Data Journey



1.1 Scope of Strategy

This Strategy covers the joint aims of the two branches of the PID Team – the Information and Research (I&R) branch and the Delivery branch – while also highlighting their unique roles and functions.

This Strategy will demonstrate where the PID Team clearly delivers, or contributes to, Scottish Government and Aberdeenshire Council Priorities and outcomes. It is the responsibility of the whole Team to support the Planning and Economy Service within Environment and Infrastructure Services and to facilitate projects and operations across all Services within the Council.

This Strategy forms a working document to help manage and deliver the key aims and objectives of the PID Team as described in Section 5 and detailed in **Appendix 1**. This Strategy covers the next three years of operation, from 2022 to 2025, with annual reviews timetabled to allow us to consider new and emerging priorities as they arise.

1.2 Planning Information and Delivery Team Vision

Through our work we will continue to support Aberdeenshire Council's vision to be the best local authority in Scotland. Supporting the One Aberdeenshire Principles, this will be achieved through encouraging meaningful and robust plans/projects and publications which in turn will facilitate the right development, in the right place, at the right time.

Our Team vision is:

“We aim to ensure Aberdeenshire Council's plans and policies are based on an accurate and reliable evidence base while facilitating their timely delivery to the benefit of the communities we serve.”

2 Team Structure

To best facilitate our vision the PID Team has two primary functions: Information and Research (I&R) and Delivery. These two functions often overlap but the structure diagram below details the two operational branches (**Figure 2**).

Figure 2: Team Structure



2.1 Resources

The Team is currently made up of 6.2 full-time equivalent (FTE) staff. This comprises one full-time Team Leader and 7 officers working a mix of full-time (x2) and part-time (x5) hours.

3 Information and Research

Information is an asset, one that is vital to ensure the effective delivery of services provided by Aberdeenshire Council. It provides the starting point for the management of resources. Well-informed decisions will facilitate the appropriate allocation of the Council's resources, while reducing costs and unnecessary waste for the Authority.

To enhance public services, information must be managed effectively and appropriately. By striving to ensure that the right person has the right information at the right time, effective information management has a key role to play in supporting sustainable development across Aberdeenshire to the advancement of the communities we serve.

Good quality data analysis will assist us to better understand Aberdeenshire, maximising the benefit to both the Council, stakeholders and our customers.

3.1 Information and Research Vision

"To enhance Aberdeenshire's communities by providing a reliable foundation for informed decisions across the Authority."

3.2 Role of Information and Research Officers

I&R officers play an important role in ensuring that Aberdeenshire Council is information led. Reliable, relevant, and up to date information should form the foundation for all decision-making processes. This ensures robust plans, policies, and strategies which the Council and the public can have confidence in.

By better understanding the communities we serve, and the economic and natural environment we operate in, we can ensure the most effective allocations of services and resources. Furthermore, through monitoring baseline data, performance can be tracked and analysed and used to aid continuous improvement.

I&R officers maintain a cross-service information and research capacity based within the Planning and Economy Service, to the benefit of all Services and the public.

Our key responsibility is to analyse data on a range of topics and present the findings for a variety of audiences. We contribute to the preparation, assessment and monitoring of the Aberdeenshire Local Development Plan (LDP) and input into other relevant strategies and policies.

We also organise and maintain databases and record systems. We respond to any request for information from both internal and external customers, undertake relevant research exercises and provide advice on how to interpret information. In addition to this we also publish information relating to Aberdeenshire and prepare research reports.

Data must be professionally managed, continually updated, and accessible to all, ensuring the greatest economic, social, environmental and cultural benefits for the people of Aberdeenshire. Effective information data management ensures decisions are well informed which contributes to Aberdeenshire Council's vision to be the best area and the best Council in Scotland.

4 Delivery

Delivering development is a key priority for Aberdeenshire Council, the development industry and the Scottish Government. The LDP allocates land that is available for development and we play a role in ensuring that the sites identified within the LDP are deliverable.

Facilitating development is our main aim and we ensure that the Council is doing all it can to assist in delivery of sites by eliminating barriers, creating certainty and facilitating dialogue/communication between statutory and non-statutory stakeholders.

To achieve this, Delivery officers work across Services and with external stakeholders to facilitate the delivery of the LDP.

4.1 Delivery Vision

“To facilitate, oversee and ensure the timely delivery of major developments promoted by the Aberdeenshire Local Development Plan (LDP) and other place-based projects.”

4.2 Role of Project Officers

The purpose of the Team is to work with all Services to ensure that resources are directed to where they are needed to facilitate development. Allocation of sites has an impact across several areas including, but not limited to, education, transport and water. We work collaboratively across all these areas to try and ensure that the infrastructure is in place when the sites in the LDP come forward.

The Team is principally responsible for the Aberdeenshire LDP Delivery Programme which supports delivery of the sites allocated within the LDP. The Delivery Programme is a tool which identifies the actions required to deliver each allocated site, along with who is responsible for the actions and anticipated timescales.

Officers employ a project management approach to the delivery of sites to ensure the effective co-ordination of resources between the parties involved to deliver development. The Team is adaptable and approachable, and use positive, proactive measures to encourage development to proceed.

The knowledge and skills of the officers are also employed to assist other Services in achieving their aims and objectives including economic development, regeneration and delivering community benefits. The Team also undertakes specific place-based projects.

5 PID Strategy Drivers, Priorities, Aims and Objectives

5.1 Strategy Drivers

There are several key strands that drive the work of the PID Team. Whilst by no means exhaustive, the following list outlines the key pieces of legislation and national, regional and local guidance/policies that inform the Team’s aims:

National Drivers (UK and Scottish Government)

1. UK National Data Strategy
2. Scottish Government: The National Performance Framework
3. 'A Changing Nation: How Scotland Will Thrive in a Digital World
4. Scottish Government: The Housing and Regeneration Outcomes Framework
5. The Town and Country Planning (Scotland) Act 1997 (as amended) and other associated legislation
6. National Planning Framework (NPF) 4 (expected in 2022 and will replace NPF3 and Scottish Planning Policy)
7. Planning Circulars
8. Designing Streets: A Policy Statement for Scotland
9. The Housing (Scotland) Act 2001

Regional Drivers (Aberdeen City and Shire)

10. Aberdeen City and Shire Strategic Development Plan 2020 (to be replaced by a Regional Spatial Strategy)
11. Aberdeen City Region Deal
12. Regional Economic Strategy

Local Drivers (Aberdeenshire Council)

13. Aberdeenshire Council Plan 2017 – 2022
14. Infrastructure Services Directorate Plan 2020 – 2022
15. Planning Information and Delivery Team Strategy 2022 – 2025
16. Aberdeenshire Local Development Plan 2017 (to be replaced in 2022)
17. Scheme of Governance (pending review)
18. Strategic Housing Investment Programme (SHIP) 2021 – 2026
19. Local Housing Strategy
20. Town Centre First Principle Policy
21. School roll forecast (published annually)

The PID Team recognises the importance of working collaboratively. This in itself is seen as a key Strategy Driver due to the number of aims and objectives that require successful collaborative and partnership working to deliver outcomes and ensure accurate information is included in our statutory and non-statutory publications. Officers within the Team have skillsets in facilitation and negotiation to promote effective dialogue between stakeholders. This has been actively seen in the preparation of the Delivery Programme, Housing Land Audit and Town Centre Health Checks, and in bringing forward specific place-based projects, including in recent years in Kingseat and Banff, to name but a few. The Team works closely with internal and external stakeholders to forge positive working relationships and to find practical and innovative solutions to overcoming barriers to development e.g. to resolve infrastructure constraints.

A key part of the PID Team's work programme for the coming 3-year period will be to continue to support the Scottish Government in its reform of the planning system. Through engaging with formal consultations e.g. Draft National Planning Framework 4, and ensuring changes brought forward via secondary legislation are effectively communicated with Elected Members, colleagues and communities, with changes to internal processes implemented, where appropriate, this will ensure Aberdeenshire Council is at the forefront of these reforms, maintaining customer service excellence. The Team will liaise closely with Government Officials to meet our aims and objectives in this regard.

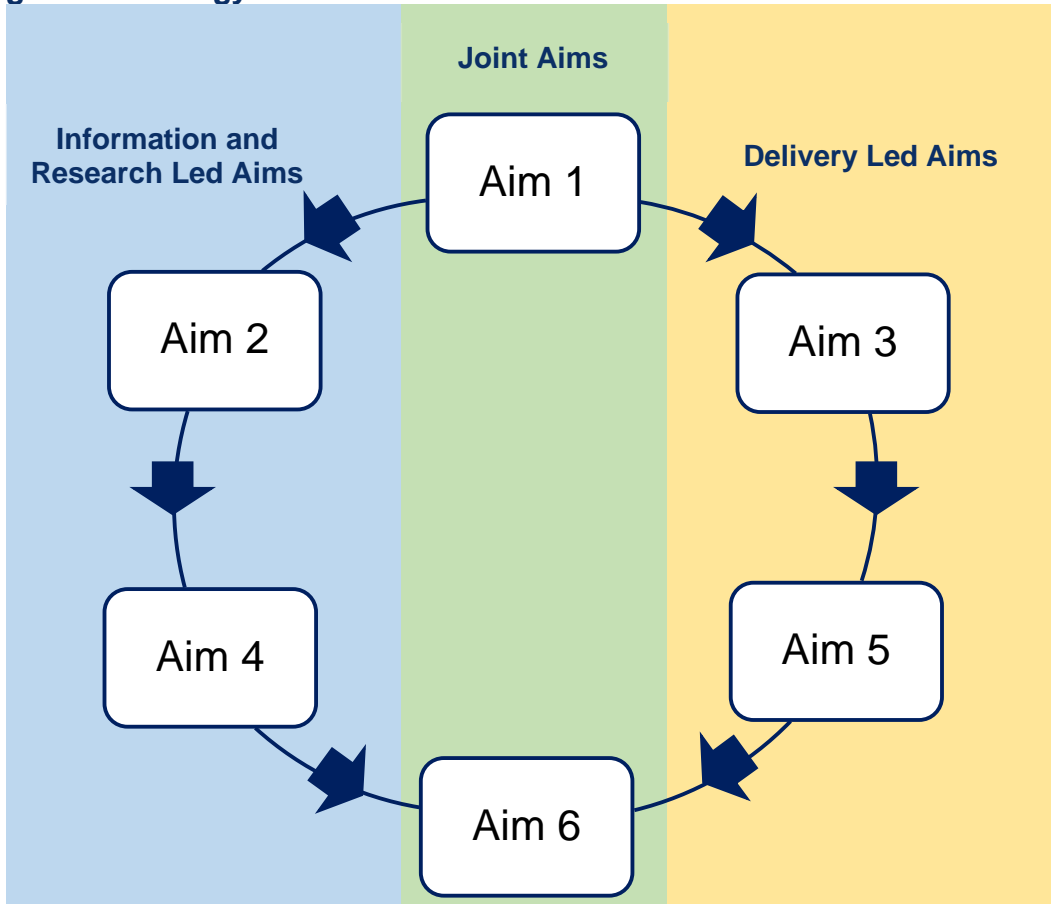
The following aims and objectives provide the framework for a customer and performance focused approach to service delivery, ensuring best value for money.

As part of this process key priorities for the entire Team have been identified which will deliver outcomes over the aims of the Strategy and will deliver the most positive impact for the region.

5.2 Aims

The aims seek to address current issues facing the PID Team (**Figure 3**) and outline future aspirations. They are divided between the I&R and Delivery roles. Where one function of the PID Team leads on an aim's delivery, appropriate support will be provided from the other.

Figure 3: Strategy Aims



Aim 1: To promote, inform and facilitate the delivery of sustainable development across Aberdeenshire

The PID Team will enable sustainable development through the management and delivery of key projects. Furthermore, by maintaining a One Aberdeenshire approach to the collation and dissemination of information we will provide analysis and cross-service support for projects and initiatives which promote sustainable development.

Aim 2: To inform the Planning and Economy Service's decision-making process by providing an evidence base

Through data gathering and analysis across a range of topics the PID Team will provide a sound knowledge base to inform the development and implementation of policies, plans and strategies, aiding decision making and focusing Council priorities and resources.

Aim 3: To support the delivery of the allocated sites and strategic infrastructure within the Aberdeenshire Local Development Plan

The PID Team will monitor, update and record the status of allocated sites, providing additional assistance to aid the delivery of sites and infrastructure projects.

Aim 4: To act as a key source for data analysis, presentation, and the sharing of knowledge

The PID Team will provide expert advice on the availability and interpretation of data and develop and promote a high standard of data presentation and effective communication. The PID Team will promote effective data management and data sharing, creating an information culture that enriches Aberdeenshire's communities and support the Planning and Economy Service.

In addition to informing internal decision making within the Council, the data collected and managed by the PID Team will serve a statutory function, providing information to relevant regulatory bodies and reliable information for the public.

Aim 5: To stimulate regeneration and inward investment across the region

The PID Team will provide project management and delivery input into regeneration and investment projects. The PID Team will assist colleagues in built heritage and economic development in ad hoc projects to revitalise priority areas.

Aim 6: To facilitate the continuous improvement of the Team

The PID Team will strive to provide a consistently high-quality service by enabling staff training and development and by seeking to identify and develop more efficient working processes. Through this the PID Team will develop best practice for service delivery, embodying the Council's One Aberdeenshire Principles in our daily work. Through developing the PID Team, we will continuously improve the customer experience while providing best value for money for Aberdeenshire Council and the residents we serve.

5.3 Objectives

Appendix 1 outlines how our aims and objectives are to be achieved through identification of specific actions. These are used to inform individual work plans, ensuring the Team's work remains relevant to supporting Service level, Council wide and national priorities.

6 Key Priorities

Priorities 2022-2025

1. Prepare and publish statutory documents within the required timeframe. Publications are to be of a high quality and be made available on the Council's website. Where appropriate, input will be sought from other Teams and Services to draft documents. Publications will be circulated internally and publicised externally via the PID Team quarterly newsletter.

2. Collect, collate, analyse and disseminate data and information to inform plans, policies and decision making within Environment and Infrastructure Services and across Aberdeenshire Council, and respond to requests for information and analysis from both internal and external customers.
3. Facilitate development delivery associated with the Aberdeenshire LDP 2022. Specific place-based projects will be initiated where necessary for large or complex sites, bringing together landowners and/or developers and key internal and external stakeholders to overcome site constraints and barriers to development. The Site Prospectus should be relaunched to draw attention to allocated sites available for development that have no associated developer.

7 Appendices

Appendix 1: PID Team 2022-2025

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
1	Maintain and publish the Delivery Programme to support implementation of the Aberdeenshire LDP	3 & 4	5, 6, 7, 15 & 16	Maintain and update information within 'live' version of the Delivery Programme	Delivery
				Review of weekly planning lists and monitor Committee agendas and planning application decisions to update Delivery Programme, where necessary	
				Liaise with Policy Team on a regular basis	
				Liaise with Development Management on a regular basis	
				Liaise with other Council Services, as required	
				Arrange stakeholder meetings on an annual basis/as required	
				Contact landowners, agents and developers on an annual basis/as required	
				Format and edit the Delivery Programme for publication on an annual basis	
				Make Delivery Programme publicly available, as required	
				Submit to Scottish Ministers	Team Leader
	Use the Delivery Programme as a project management tool	All PID			
2	Provide co-ordination and reporting of legacy cases in partnership with Development	1 & 3	5, 7 & 16	Liaise with Development Management	Delivery
				Liaise with Legal	
				Organise, and where necessary facilitate, meetings between key stakeholders	

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
	Management and Legal Teams			Maintain an up-to-date list of legacy cases and track progress of applications Provide a monthly update of new legacy cases to Development Management Team Managers and Planning Service Managers Report on the status of the legacy cases in the Planning Performance Framework on an annual basis	
3	Monitor and audit the supply of land available for housing development on an annual basis	4	5, 7, 9, 16 & 19	Monitor planning applications, decisions and completions for housing development sites Undertake annual housebuilders survey with Aberdeen City and collate results Update and maintain housing land database and GIS layer Carry out internal consultation within planning and housing services In partnership with Aberdeen City Council undertake consultation with developers and other key external stakeholders to reach agreement on status of sites Produce Aberdeen City and Aberdeenshire Housing Land Audit report Report to the Strategic Development Planning Authority and Infrastructure Services Committee Make publication available online and publicise internally	I&R
4	Respond to public enquiries and Freedom of Information (FOI) requests	4	1 & 13	Assist customers with enquiries and FOIs Record enquiry and response time in log Archive response for future reference	All PID

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
5	Input into preparation of the Planning Performance Framework	4	5	Contribute statistics on land supply and planning approvals, also case studies and progress reports of projects that are currently being undertaken	All PID
6	Provide additional support and resources to the Planning and Economy Service and where appropriate, the Area Teams	1 & 5	3, 6, 11 & 12	Provide support and assistance to Development Management, Policy Team and where appropriate, the Area Teams for the 6 administrative areas	Delivery
				Support relevant youth engagement projects	
				Support implementation of the Planning (Scotland) Act 2019 as well as any associated statutory instruments and guidance	All PID
7	Inform the Housing Need and Demand (HNDA) Assessment	1, 2 & 3	1, 4, 10, 13, 16 & 19	Undertake analysis and provide housing, economic and demographic evidence to inform the Aberdeen City and Aberdeenshire Housing Need and Demand Assessment	I&R
				Produce Key Housing Market Drivers chapter of HNDA	
				Attend project team meetings and contribute to decision making on methodology and outputs	
				Undertake required training on the HNDA tool provided by the Centre for Housing Market Analysis	
8	Support the statutory development plan-making process	2	5, 6, 7, 8, 10, 11, 12 & 16	Provide data and analysis and respond to queries as required	I&R
				Provide support for Proposed LDP 2020 Examination – further information requests and if called, attendance at hearings	
				Provide data and analysis for the LDP Evidence Report	

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
				Implement changes to monitoring procedures and publications to reflect new plans and legislation	
				Add value to the bid assessment process by assessing deliverability of new proposed sites	Delivery
				Engage with landowners/developers of allocated sites where a bid has not been submitted to review site delivery	
				Delivery feedback on preferred sites and strategies at Future Infrastructure Requirements (FIRS) group meetings	
				Provision of site specific information/updates	
				Provision of up to date infrastructure information	
9	Provide project co-ordination for large and/or complex development sites and strategic infrastructure projects to delivery stage	1, 3 & 5	5, 6, 7, 8 & 16	Input into Development Frameworks	
				Input into Masterplans	
				Facilitate regular project meetings, prepare minutes and track actions for allocated sites	
				Participate in the Affordable Housing Hub	
				Provide project support for infrastructure projects	
10	Promote and showcase allocated sites available for development via the publication of site prospectus	3	3, 5 & 8	Review of Delivery Programme to identify sites	Delivery
				Liaise with landowners and agents, arrange workshops when required	
				Site visit and photograph	
				Collate site information	
				Make publication available online and publicise internally	
				Undertake periodic review of content, proposed annual publication	

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
				Facilitate meetings with prospective developers	
11	Serve as a point of contact for expertise and advice relating to the development of sites across Aberdeenshire	1, 2 & 3	5, 6, 7, 14 & 16	Identification of delivery issues Advocacy to developers and landowners Problem solve and troubleshoot Collaboratively work with internal and external stakeholders Communicate and share information Co-ordinate and facilitate meetings	Delivery
12	Provide data, advice and support for all internal enquiries	1, 2 & 4	1, 5, 6, 13 & 18	Assist with ad hoc research projects and data requests as required	I&R
13	Provide project support in seeking finance for regeneration projects	1	4, 5, 6, 8, 14 & 20	Provide data to support bid/funding applications Provide data analyses to support regeneration projects Provide other ad hoc support when required	All PID I&R
14	Undertake studies to ensure relevant settlement information is available	1, 2 & 3	5, 6 & 14	Commission new studies where necessary Undertake tendering exercise and appoint consultants Monitor and review existing studies on an ad hoc basis	Delivery
15	Produce analysis of house price data and income data	1 & 3	1, 6 & 19	Analyse Sasines/CACI data Produce affordability analysis report Distribute internally and to inform policy and decision making Make publication available online and publicise internally	I&R
16	Produce regular bulletins on Aberdeenshire's	1	1, 11 & 12	Collate economic data on Aberdeenshire Analyse information and economic activity Produce bulletin with graphics	I&R

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
	economy and labour market			Make publication available online and publicise internally	
17	Review and disseminate information from the weekly lists of new planning applications, committee agendas and determinations	1	5, 10, 16 & 17	Review for sites allocated in the LDP and housing sites above 3 homes Review for large scale/strategic development Review for new/upgraded infrastructure Disseminate to colleagues in Policy, Housing and Education and Information and Research Update 'live' version of Delivery Programme accordingly	Delivery
18	Gather relevant knowledge to be shared with stakeholders	1	3, 6 & 16	Attend regular meetings with Council Estates Team for Council owned assets Attend regular meetings with Council's asset disposal and acquisition meetings Attend regular meetings with Affordable Housing for project updates Attend regular meetings with FIRS group Attend Development Management Team Meetings Attend regular liaison meetings with Scottish Water	Delivery
19	Monitor the number of rural facilities across Aberdeenshire	1 & 2	1, 2, 6 & 16	Research number of facilities in rural communities Analyse trends and current economic/social/political influences Produce the Rural Monitoring Facilities Report (every five years) Distribute internally to inform policy and decision making Make publication available online and publicise internally	I&R

Objective		Supports Aim(s)	Link to Key Driver(s)	Action(s)	Lead
20	Produce Aberdeenshire wide and Administration Area Profiles	1 & 4	1, 6, 13 & 14	Collate data on Aberdeenshire, at Council and sub-council area level, relating to physical characteristics, the environment, demographics, economy, education, transport and infrastructure and the administration	I&R
				Produce infographic reports for Aberdeenshire and each of six areas	
				Distribute internally to inform policy and decision making	
				Make publications available online and publicise internally	
21	Provide a One Aberdeenshire approach to responses to consultations on behalf of the Council	1	14 & 17	Scottish Government and key agency consultations	All PID
				Consultations from neighbouring Local Authorities	
				Stakeholder consultations	Delivery
22	Audit the available supply of employment land on an annual basis	4	1, 5, 6 & 16	Co-ordinate comments and draft consultation responses	
				Review relevant planning applications and conduct site visits to determine status	
				Work with Aberdeen City to consult with stakeholders as appropriate to review draft audit	
				Update employment land database and GIS layer	
				Produce the Aberdeen City and Aberdeenshire Employment Land Audit report	
				Report to Strategic Development Planning Authority and Infrastructure Services Committee	
Make publication available online and publicise internally					
23	Produce Town Centre Health Check reports to	1, 2 & 5	6, 16 & 20	Review methodology and lessons learned log prior to new site visits	Delivery

