

ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources Committee
DATE	05 December 2019
EXEMPT	Report and Appendices 1-4 are public, Appendix 5 EXEMPT under paras 8, 9 and 10
CONFIDENTIAL	No
REPORT TITLE	Queen Street Redevelopment Programme
REPORT NUMBER	RES/19/434
DIRECTOR	Steven Whyte
CHIEF OFFICER	N/A
REPORT AUTHOR	Sandy Beattie
TERMS OF REFERENCE	2, 6, 1.2.5, 1.2.6, 1.2.7, 1.2.8

1. PURPOSE OF REPORT

- 1.1. This report provides an update on the programme for the redevelopment of Queen Street and the outcome of the Outline Business Case for North East Scotland and Northern Isles Integrated Mortuary.

2. RECOMMENDATION(S)

That the Committee: -

Queen Street Redevelopment

- 2.1. Approve the development programme and various workstreams, subject to agreement with appropriate public sector partners and statutory bodies involved; and

North East Scotland and Northern Isles Integrated Mortuary

- 2.2. Approve the Integrated Mortuary Outline Business Case;

- 2.3. Instruct the Director of Resources to proceed to procurement for the development of a Full Business Case including financial model and detailed design;
- 2.4. Note the duplication in effort in proceeding with the temporary mortuary facility and agree to transfer the £800k budget from that project to support the development of a full business case for the permanent facility; and
- 2.5. Instruct the Director of Resources to engage with potential partners of the Integrated Mortuary to establish their funding position in relation to the project.

3. BACKGROUND

- 3.1. The redevelopment of Queen Street is a key component in the delivery of the City Centre Masterplan. Its position adjacent to the civic hub of Marischal College, the Town House and Marischal Square offers the opportunity to introduce complementary mixed cultural and residential uses. Queen Street will deliver contemporary urban living together with reimagining how public sector services are integrated and efficiently delivered. Redevelopment of the area will remove several unsightly and inefficient buildings nearing the end of their operational use. Redesigning the central core of Queen Street enables significant improvements to be realised in the area's public realm, enabling opportunities to increase well-being in the city centre, increase inclusivity and complement the established improvements to Broad Street and Marischal Square.
- 3.2. The Aberdeen Local Development Plan 2019 Main Issues Report proposes that the 7 City Centre Masterplan intervention areas, including Queen Street, are promoted as opportunities sites. In addition, Main Issue 1 – Living in the City Centre highlights the aim to add 1500 new homes to the city centre by 2040.
- 3.3. A development brief setting out the vision, service integration, land assembly and expected quality demands for Queen Street is currently under preparation. This will be prepared in partnership with the Chief Officer – Strategic Place Planning to ensure relevant fit with current planning, place and heritage policies. The Queen Street redevelopment is predicated on two main principles: Service Demand and Placemaking.
- 3.4. **Service Demand**
 - 3.4.1. Scotland is changing and in order to remain relevant, legitimate and effective, it is widely recognised that public services must do the same. Therefore, the time is right to look again at the way we deliver public services, for now and the future. The Christie Commission Report (2011) on The Future Delivery of Public Services outlined the necessity for future reform of public services in Scotland. In the report, the Commission challenged public services to co-operate better, integrate effectively, intervene earlier and embed community participation in the design and delivery of services. The delivery of more effective services lies at the heart of what we are trying to achieve.

- 3.4.2. To ensure we embrace the opportunities that come from changes and deliver sustainable, viable, relevant and coherent public services in a more efficient way, and informed by relevant data, it is vital we recognise our communities have differing needs, and that a 'one size fits all approach' is unlikely to deliver success. It is also important we rethink our engagement, infrastructure and network of effective partnerships across the City Region and consider a series of transformational and collaborative possibilities at a strategic, tactical and operational level.
- 3.4.3. More extensive collaboration and integration with other agencies can be delivered through co-location. Increasing innovative service delivery, shared facilities and working in multi-agency teams is integral to our proposed model. Teams working together to share skills, experiences and working practices or geographical flexibility, will allow us to focus on prevention and collectively respond earlier with the most suitable resource to incidents, threats, risks or harms within communities.
- 3.4.4. As we increasingly deliver more of our services in collaboration with other partners, including NHS Grampian and Police Scotland, or organisations from the voluntary or private sector, it will be more efficient, effective and sensible to share space, information and facilities.
- 3.4.5. Together we get a better picture of what is actually going on in our communities rather than seeing things from the perspective of just one agency or organisation. The redesign and integration of critical public services creates the opportunity for improved and efficient service delivery.

3.5. **Placemaking**

- 3.5.1. Reimagining the service delivery opportunities enables the core of Queen Street to be cleared. Completing the urban quarter from Union Terrace through to Broad Street (including Triple Kirks, the Art Gallery, Belmont Street and Back Wynd, Marischal Square and Marischal College), Queen Street presents the opportunity to consolidate the civic heart of the city and also provide for high quality urban living alongside appropriate green space and amenity.
- 3.5.2. The development brief will set the aspirations for the type and quality of housing, architecture and streetscape to continue to build on the sense of place created by other projects and buildings in the area. Green space will be commensurate with the scale of development and will be expected to offer an oasis of calm in the City Centre.
- 3.5.3. Queen Street lies within the Union Street Conservation Area and is home to several buildings listed for their special architectural or historic merit. Any new proposals will be sensitive to these buildings, require to be sustainable, explore new and appropriate future uses and develop an urban landscape complementary to the historic environment.
- 3.5.4. There is also a strong cultural layer to this area of the city centre, with the Arts Centre, Lemon Tree and Marischal East (including Anatomy Rooms and City

Moves) on site, and Peacock Visual Arts and Provost Skene's House nearby. Exploring efficiencies in the provision of cultural activities in the area whilst providing an opportunity for them to grow will be a crucial contribution to placemaking.

- 3.5.5. New buildings and spaces will be designed to highest standards and contribute to the civic and architectural quality of the city centre. It is expected that the future development of the area will meet the highest standards in relation to environment and sustainability with emphasis on climate, green infrastructure, energy efficiency, carbon and water.
- 3.6. A presentation outlining the proposed Queen Street redevelopment project was made to the Capital Programme Committee on 03 June 2019 (ref 8.10 of the committee minute). The Committee requested that the business planner be updated to include a report on the full programme for Queen Street. Other actions included making the presentation available to all elected members and the public. Two drop-in briefing sessions for members were given on 1st and 2nd July 2019. The presentation was also given to:
- Civic Forum (25.06.19)
 - Disability Equity Partnership (27.06.19)
 - Community Council Forum (01.07.19)
 - Aberdeen and Grampian Chamber of Commerce (11.09.19)
 - Aberdeen Inspired (24.09.19)
 - CCMP Reference Group (02.10.19)
 - various Council service clusters
 - Multi-Agency Transformation Management Group (MATMG).

This report follows on from that presentation and defines the key workstreams currently being undertaken to facilitate Queen Street redevelopment.

3.7. **Key Workstreams**

- 3.7.1. The key workstreams for the Queen Street redevelopment area are highlighted in Figure 1 below. A summary breakdown of the tasks in each workstream is provided in Appendix 1: Queen Street Project Structure and Appendix 2: Queen Street Critical Path.

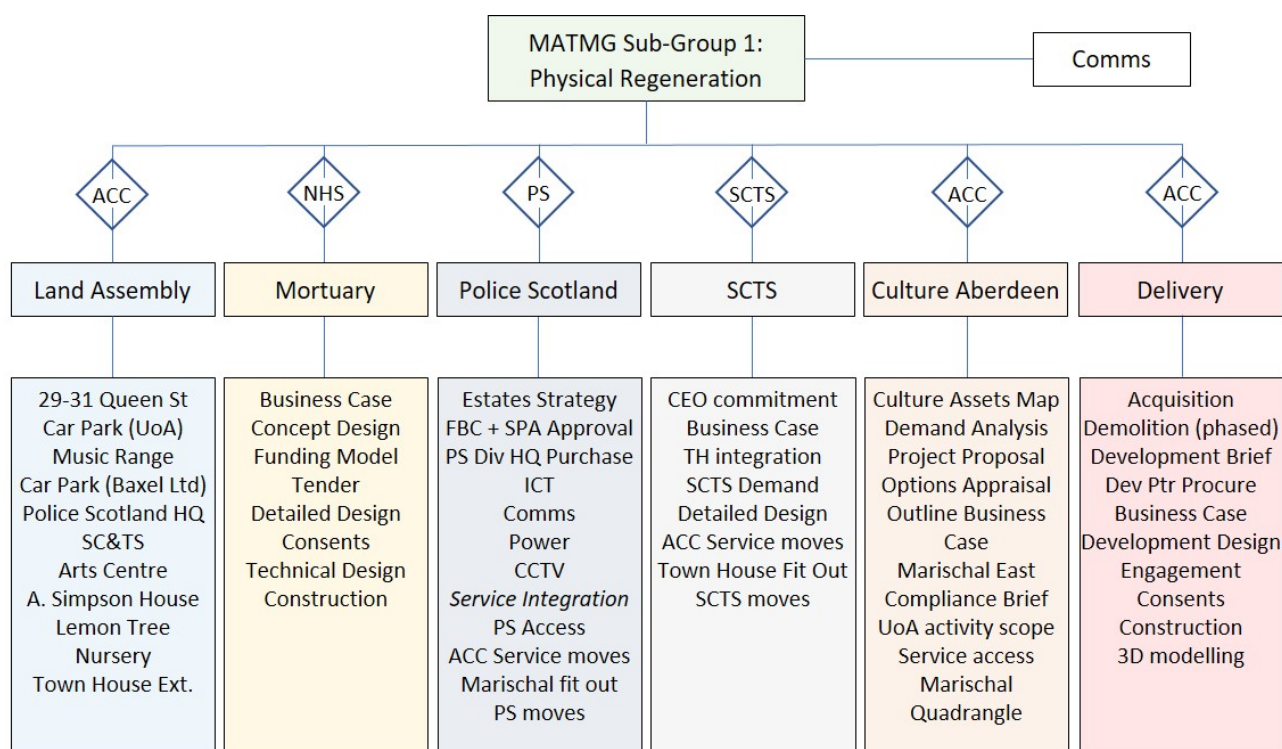


Figure 1: Key Workstreams

3.8. Land Assembly

3.8.1. In order to deliver regeneration of Queen Street and the surrounding area, the Council is assembling the land necessary to ensure an appropriate level of control. Land ownership in the area is summarised in Appendix 3: Queen St Land Ownership Plan. Work packages involved in delivering land assembly are summarised in the table below:

Site	Ownership	Status	Issues
Car Park 1 and Music Range	University of Aberdeen	ACC to secure option to purchase when required in the programme	Subject to access being maintained to Marischal East and Anatomy Rooms
Car Park 2	Baxel Ltd	Valuation complete, proposed purchase subject of separate report	Subject to committee approval (City Growth and Resources 05.12.19)
29-31 Queen Street (McKay's)	ACC	Remainder of lease purchased. Vacant possession scheduled 29.11.19	Building to be made secure pending demolition 2020. Plot to be backfilled and temporarily landscaped.
Police Scotland Divisional HQ, Queen Street	Police Scotland	Joint valuation undertaken and draft heads of terms under discussion	Discussions ongoing and agreement to be reached to complement the

			Police Scotland Estates Strategy 2019 and service integration proposals
Civil and Commercial Courts, Queen Street	Scottish Courts and Tribunal Services	Initial discussions with SCTS with a view to consolidating a criminal justice centre in the Town House	Scope of work and costs to be defined early 2020
Arts Centre, 31-33 King Street	ACC	Leased to Castlegate Arts – Lease expires in January 2025.	
Archibald Simpson House, 27-29 King Street	ACC	Leased to Nestrans Lease renewal date is 31st March 2020, City Wardens also located on basement floor (internal agreement)	
Shoe Lane Day Care Services	ACC	Day care nursery services	If site required in later phases, alternative provision to be included in development area
Shoe Lane First Floor Offices	ACC	Leased to Aberdeen Performing Arts - Lease expires in Nov 2038.	If site is required in later phases, alternative provision would need to be sourced.
Lemon Tree	ACC	Leased to Aberdeen Performing Arts – Lease expires in Nov 2038.	If site is required in later phases, alternative provision would need to be sourced.
Town House Extension	ACC	Currently utilised by ACC staff and Local Members.	
Queen Street Church	Private ownership	Utilised as a place of worship.	Building not included in development area, but there may be impact on public realm which is owned by the Council.
Greyfriars John Knox Church	Private ownership	Vacant, under development. Due to commence early 2020	Listed building consent granted (ref 190859/LBC) for restaurant, bar and function facility.

3.9. **North East Scotland and Northern Isles Integrated Mortuary**

3.9.1. Under the Public Health (Scotland) Act 2008, Local Authorities and NHS Boards have a duty to co-operate provide mortuary facilities. This provision includes a repository for post-mortem examination facilities. Mortuary provision may be located within an NHS or Local Authority building or provided by a third party.

Each Local Authority must provide or ensure the provision of premises and facilities:

- For the reception and temporary storage of the bodies of persons who die in the authority's area; and
- For the post-mortem examination of such bodies, as it considers appropriate.

Each health board must provide or ensure the provision of premises and facilities:

- For the reception and temporary storage of the bodies
- For the post-mortem examination of such bodies, as it considers appropriate

3.9.2. Scottish Health Planning Note 16-01 (replaces Scottish Hospital Planning Note 20: 'Mortuary & post mortem rooms' (2002), and HBN 20 (2005)) provides facility guidance for mortuary and post mortem services' premises in Scotland, to support public bodies to design new buildings; adapt or extend existing buildings and assess the standards of existing facilities consistently. Scottish Health Planning Note 16-01 (SHP16-01) highlights the expectation of the public to provide a high level of care to both the bereaved and the deceased which makes this project a high priority for all stakeholders. SHP16-01 further highlights the inadequacies of the current facilities in Aberdeen with regard to bereaved visitors facilities, body receipt, storage and removal facilities, post mortem facilities, teaching and research and gives credence to the provision of a new building to provide a high level of service to North East Scotland and Northern Isles.

3.9.3. Everyone should receive the care, dignity and respect in death that we would wish in life, whilst also recognising the need to ensure public health and safety. Staff welfare is also crucial. There are a number of key issues to note if the project is not undertaken, such as:

- Mortuary services across the North East of Scotland and Northern Isles will not meet minimum standards
- There will be no capacity to deal with any additional demand and no known alternative - any interim expansion in NHS mortuaries has already been explored and implemented.
- Refurbishment will not increase capacity in either mortuaries at ARI or Queen Street

3.9.4. Public expectation is high and the provision of a quality mortuary and post-mortem service in the North East of Scotland and Northern Isles, which meets these expectations, is the minimum that NHSG and ACC and should strive for

in any service reconfiguration. Both facilities in Aberdeen are no longer fit for purpose and do not lend themselves to modernisation due to space constraints and changing public expectations. It is important that any replacement facility means provision of a high-quality service for the population in the city region and beyond.

- 3.9.5. Relocation of the Queen Street mortuary is also a key component of land assembly and necessary to enable the Queen Street redevelopment programme to unfold. Owned by the Council, the existing public mortuary at Poultry Market Lane is outdated and does not meet modern service expectations or provide an appropriate visiting experience for bereaved relatives. In addition, the NHS Grampian mortuary located at the Foresterhill campus is also in poor physical condition. Both facilities have a range of issues in terms of compliance with statutory standards including the most recent Health planning notes, space utilisation and functional suitability. The ability to upgrade the existing facilities is also significantly limited due to space constraints in their respective locations.
- 3.9.6. It was initially expected that a temporary mortuary facility could be delivered to enable clearance of the Queen Street site. This approach would duplicate planning, procurement, design and engagement efforts and add to overall delivery costs. However, following the completion of the OBC, the delivery programme for a permanent mortuary has been defined as similar to that of delivering a temporary facility removing the need to progress with the temporary mortuary. The OBC concludes that, based on a balanced view of evidence and the objectives scoring, the recommendation is to develop a new build fully integrated multi-partner mortuary service for North East Scotland and the Northern Isles.
- 3.9.7. NHS Grampian and the Council have worked in partnership to develop an outline business case for a permanent new public mortuary. An options appraisal has been carried out which identifies a preferred site on NHS land at Foresterhill. NHS Grampian is providing project management resources for the project, with the Council funding necessary design and costing work.
- 3.9.8. Development of the new facility will result in the replacement of the two existing Aberdeen based mortuaries with a purpose-built facility. This new facility will be operated as a single integrated multi-partner, multi-purpose mortuary serving all providers including NHS Grampian, Aberdeen City Council, Aberdeenshire Council, Moray Council, Orkney and Shetland Island Councils, the University of Aberdeen, Crown Office Procurator Fiscal Service and Police Scotland.
- 3.9.9. The services located in this new integrated mortuary will not only ensure clinical accreditation through compliance with all technical and clinical standards but also deliver an innovative design that will meet expectations of the bereaved, provide dignity for the deceased, support growth in the scope and nature of locally delivered forensic and educational activity, and improve resilience through additional capacity to support civil contingencies.

3.9.10. The outline business case forms Appendix 5 to this report (restricted). In summary, the business case outlines the benefits of a new mortuary facility including:

- Sensitive visitor experience for the bereaved and improved dignity for the deceased;
- Reduction in complaints around speed of release of the deceased;
- Compliance with appropriate national guidance;
- Reduction or elimination of offsite temporary / emergency facilities;
- Improved working and training environment for staff;
- Reduction of reported incidents;
- Reduction in communication costs and transportation costs between facilities to zero;
- Reduction of annual operating costs and reduction of backlog maintenance.

The business case identifies the following risks:

- Impact on green space
- Failure of existing facilities during transition
- Continuity of services during transition
- Programme delays
- Equipment strategy and procurement
- Pace of concept design period; failure to obtain sign-off
- Insufficient timeline for design and approval process to meet approval milestones

Key assumptions made include:

- There will be no changes in transport provision with regards to NHS Grampian or Police Scotland
- It is also proposed that NHS Grampian will assume responsibility for the operation of the facility following practical completion and that all running costs (including lifecycle and maintenance costs) will be recharged to partners/service users in line with an agreed process to be confirmed once the detailed finance and delivery model is agreed
- Union and legal issues are to be resolved and documented
- The capital elements of the project will be funded via ACC

3.9.11. The committee is requested to give authority to proceed to procurement for the development of a Full Business Case, financial model and design and build contract in partnership with NHS Grampian and other partners as appropriate. Procurement for the project will be undertaken through Framework Scotland 3. Outline tasks and timescales are indicated in Appendix 1: Queen Street Project Structure.

3.9.12. In the meantime, the Director of Resources will lead engagement with other key agencies involved in the public mortuary, including Aberdeenshire, Moray, Orkney and Shetland Councils, the Crown Office Procurator Fiscal and Police Scotland.

3.10. Police Scotland Service Integration

- 3.10.1. Police Scotland's current premises on Queen Street are nearing the end of their useful life. The building no longer meets the requirement of a modern-day police service working effectively with public service partners.
- 3.10.2. Service integration across all public sector organisations in the city is a key element of the work of the MATMG. Police Scotland is already working to align its Local Policing Plan with relevant Local Outcome Improvement Plan priorities. Integration proposals are being developed to take advantage of co-location in Marischal College. This will link Police Scotland activities more effectively with various Council service clusters. A number of key Police Scotland teams currently operating at Queen Street, including operational front-line staff, Communities Safety and those with strong links with internal partners will relocate to Marischal College.
- 3.10.3. Police Scotland's Estates Strategy 2019 responds to the changing needs of our communities, the fiscal constraints and the need to maintain public visibility and confidence. The strategy provides a framework within which Police Scotland's estate will be transformed to achieve the long-term policing vision where their estate will actively enable officers and staff to better support the communities they serve. Access and occupation proposals for Police Scotland interaction with the Council's property estate will form the basis of a single rental and the access agreement between the Council and Police Scotland, thereby saving time and effort by removing the administrative burden of multiple rent contracts.
- 3.10.4. The Council and Police Scotland are currently defining common areas of work in order to determine the potential for co-location and service integration opportunities, not only in Marischal, but across the wider Council property estate. Work is ongoing to clarify the detail around where service delivery will benefit from integration and to develop more effective and efficient relationships, thereby managing demand, including through a focus on prevention, and improving response times.
- 3.10.5. Key components required to successfully integrate Police Scotland in Marischal include developing Finance, Procurement, Estate and staff well-being requirements, ICT and Communications, CCTV and back-up power.
- 3.10.6. The programme for these tasks and timescales is outlined in Appendix 1: Queen Street Project Structure. It should be noted that this is subject to Police Scotland Board approval of an Initial Business Case for the North East Division Integration Project to proceed, a decision scheduled to take place on 27 November 2019. The timeline may therefore be subject to change as a result.

3.11. Scottish Courts & Tribunal Services Integration and Justice Centre

- 3.11.1. Scottish Courts & Tribunal Services (SCTS) currently operate from three main premises in Aberdeen City Centre:

- 1 Sheriff and Justice of the Peace Court Building in the Town House, Castle Street;

- 2 Sheriff Court Annex and High Court of Justiciary, 53 Castle Street; and
- 3 Civil Justice Centre and Commercial Courts, Queen Street.

The latter is a key site in the Queen Street development area, along with the secure vehicle access to the sheriff court custody facilities. It is proposed that 2 and/or 3 above be consolidated in the Town House to enable the site currently occupied by the Civil Justice Centre and Commercial Courts to be included in redevelopment proposals.

- 3.11.2. SCTS has made significant investment in Aberdeen Court facilities. In 2014 they refurbished the Civil Justice Centre and Commercial Courts on Queen Street and have no plans for further investment or development. The original proposal to create an Aberdeen Justice Centre funded through the redevelopment of Queen Street is no longer considered to be financially viable. In order to ensure all other options are fully considered, SCTS has agreed to undertake a feasibility study on the practicality and long-term sustainability of consolidating existing court activity into the Town House.
- 3.11.3. Issues currently being investigated include addressing the opportunity that the Town House could offer to meet the unique requirements of the courts, including security by design, extensive requirements for children and vulnerable witnesses, the ability to segregate different types of business and court users and provision of a secure compound for security vehicle access and custody facilities. Feasibility work to determine this will also recommend how this may be achieved considering the listed building status of the Town House. A space capacity exercise has been undertaken which highlights the possibility of consolidation. This will be developed further to analysis and mitigate risks. The Council and SCTS will work together to determine fully the feasibility. The funding for the feasibility study will be drawn from the Queen Street budget.
- 3.11.4. Should SCTS consider that a level of consolidation is a viable prospect then a business case will be required to demonstrate benefits in terms of both costs and service delivery and how the costs could be funded within the ACC regeneration financial envelope. If SCTS considers that consolidation is not a viable prospect Queen Street regeneration options will require to work around the Civil and Commercial Courts and manage the secure vehicle access from Queen Street to the Sheriff Court custody facilities.
- 3.11.5. Outline tasks and timescales are indicated in Appendix 2: Queen Street Project Structure. There is a risk around this timeline subject to the outcome of the SCTS feasibility study and future funding.

3.12. **Culture Aberdeen**

- 3.12.1. The city faces several significant challenges going forward; remaining globally relevant and managing the diversification of employment post oil and gas, rapid pace of technological change impacting all facets of life, increasing pressure on public service as budgets decrease and demand becoming more complex with an ever-changing population. Cultural and creative industries have an important part to play in this as a driver for new employment and enterprise, championing the values of human connection and communal

experience while also pushing the boundaries of innovation through creative technology. There is also significant social benefit return generated through investment in culture, and it is estimated that there are *“wellbeing and educational benefits of up to 3.6 million per annum realised as a result of audiences and participants engaging with culture and arts.”* (Ekosgen, 2018, External Investment in Culture: Impact Study)

- 3.12.2. The city’s Cultural Strategy outlines the ambitions of the sector to strengthen and contribute to the city, as seen in a series of broad objectives and specific action points. Of specific relevance to the Queen Street opportunity are the ambitions to:
- Transform and inspire citizens through engagement with culture;
 - Celebrate indigenous culture and heritage;
 - Make the city ‘Scotland’s creative lab’ for creative enterprise and ideas; and
 - Retain talent in the city by developing dedicated living and working spaces for creative practitioners.
- 3.12.3. These initial proposals suggest a curated quarter, concentrating the strengths and resources of the sector, echoing desires to be Scotland’s creative lab, to be ‘a lab for living’ which builds upon the site established cultural foundations towards a more resilient creative environment. The connections between learning concepts alongside the opportunities for young and developing talent presented in this proposal enables a tangible vision for the area. This will provide the Queen Street site with an overarching sense of identity and purpose which is both attractive and cohesive to visitors, residents and workers alike.
- 3.12.4. There are several cultural organisations and activities that currently operate in and around the area, some of which can find it difficult to successfully sustain activity. There is an opportunity to “pool” resources through the Culture Aberdeen umbrella organisation and define a collective project or programme that could be greater than the sum of its parts. Initial engagement has taken place with Culture Aberdeen to scope the opportunity for culture and creative industries to be an integral part of the redevelopment of Queen Street.
- 3.12.5. The University of Aberdeen owns Marischal East, the wing located at the rear of the quadrangle fronting on to West North Street, including the Mitchell Tower, Mitchell Hall and the Anatomy Rooms below. The University is a partner in the MATMG and is committed to developing a long-term proposal to increase public access to Marischal East and ensure its survival for future generations. Current uses in Marischal East include the successful arts venture All-In Ideas and City Moves in the Anatomy Rooms and the storage of artefacts formerly on display in Marischal Museum.
- 3.12.6. Accessibility and servicing remain a challenge and the University is committed to preparing a “compliance brief” to determine the full scope of work required to bring the building back into full use. This will provide a clear understanding of future service and access requirements for Marischal East. Associated with this is the development of University of Aberdeen’s own activity strategy for the building, currently being investigated by the University’s Marischal East

Working Group. This group will work closely with Culture Aberdeen to determine future activity demand and opportunities.

3.13. **Delivery**

3.13.1. Site acquisition and assembly is a critical component in delivering redevelopment of Queen Street as envisaged by the City Centre Masterplan. As demonstrated above there are several concurrent workstreams underway in order to achieve this.

3.13.2. Once land has been assembled, demolitions will take place. This will take place on a phased basis to fit the programme of vacating property and is likely to start with Queen Street north.

3.13.3. A business case and economic viability study will be prepared to support a development brief which will follow the key principles agreed in the City Centre Masterplan. This will be prepared in partnership with the Strategic Place Planning cluster to facilitate procurement of a development partner to deliver a residential-led mixed use development to be delivered on the sites indicated on the plan in Appendix 4: Phase 1 Development Area. Development Partner Procurement will take place in the summer of 2020.

3.14. **3D Modelling**

3.14.1. In partnership with the Scott Sutherland School of Architecture and the Built Environment at the Robert Gordon University, initial laser scanning of the city centre has been undertaken. Scope for a detailed digital 3d model is under preparation to record the existing buildings in the Queen Street area. Data collected will be used to form the basis of both a rendered 3d digital model and a physical model, which will be used to assist with engagement and design development of the project proposals.

3.15. **Timeline**

3.15.1. The indicative timeline for Queen Street is illustrated in Appendix 1: Queen Street Critical Path. There are a number of dependencies that present a risk to this critical path, each of which will be examined in more detail during the development of the various workstreams. It should therefore be understood that the critical path is subject to change.

4. **GOVERNANCE**

4.1. Governance of such complex project assembly is achieved through the Multi Agency Transformation Management Group, in order to co-ordinate reporting through the various public sector partner organisations. This does not preclude the need to report to Council (and other public sector partners') committees and boards as appropriate.

Multi-Agency Transformation Management Group

4.1.1. The Council co-ordinates the Multi-Agency Transformation Management Group (MATMG) which is a forum where public-sector partners in Aberdeen City work collectively on programmes of transformation designed to support the delivery of better outcomes as envisaged by the refreshed Local Outcome Improvement Plan (LOIP).

- 4.1.2. The MATMG leads on whole-system initiatives where the collaboration and integration of services and or/assets can lead to better outcomes and best value. The reform will focus on the design, development, delivery and adaption of public services around the life experiences of citizens and where appropriate will utilise existing and emergent technologies.
- 4.1.3. The MATMG will play an important role in facilitating the physical regeneration of the city centre in line with the vision contained in the City Centre Masterplan, by collaborating on our respective estate strategies.
- 4.1.4. Finally, the MATMG will ensure the co-ordination and collaboration on the opportunities for all partners associated with the developing Smart Cities Strategy for Aberdeen.
- 4.1.5. Partners in the MATMG include the Council, Police Scotland, NHS Grampian, Aberdeen Health & Social Care Partnership, Scottish Fire & Rescue Service, North East of Scotland College, University of Aberdeen, Robert Gordon University and Scottish Courts & Tribunal Services.
- 4.2. Sub-Group 1: City Centre Physical Regeneration reports directly to the MATMG and oversees the various workstreams necessary to deliver Queen Street redevelopment. This does not preclude necessary reporting to Council Committees or respective partner/agency boards as necessary. The lead organisations for each workstream are identified in the Project Structure.
- 4.3. Other MATMG Sub-Groups comprise 2: Managing Demand through Early Intervention & Prevention, 3: New Target Operating Model for Children's and Young People's Services and 4: A Smart Digital City.

5. FINANCIAL IMPLICATIONS

- 5.1. A budget of £500k from the General Fund Capital Programme (City Centre Masterplan) has been allocated to enable detail to be developed around each of the workstreams. This covers internal staff resource, feasibility and site investigation works as well as procurement and developing business plans for the initial stages.
- 5.2. Immediate land assembly costs are proposed to be drawn from the Investment in Tenanted Non-Residential Portfolio Project within the General Fund Capital Programme. A separate report to this committee (reference RES/19/423) covers the acquisition of one of the surface car parks. Following the tenant advertising their interest in 29-31 Queen Street, their lease has been purchased, which is funded through same budget and undertaken under delegated authority to the Chief Officer – Corporate Landlord.
- 5.3. Financial implications for the remainder of land assembly and other workstreams will be reported in 2020, subject to agreement with other public sector partners.
- 5.4. A key outcome of the service integration design work will be the potential impact on long term budget savings through more efficient service delivery,

faster response times and a more co-ordinated approach which will avoid duplication.

6. LEGAL IMPLICATIONS

- 6.1. The agreements to be entered with Police Scotland, NHS Grampian and other public sector partners referred to in the report will be reviewed by the Chief Officer – Governance to ensure that they contain all necessary provisions in order to protect the Council’s interests.
- 6.2. Conveyancing to purchase land and conclude missives.
- 6.3. Contract(s) through procurement of delivery partner.

7. MANAGEMENT OF RISK

A full risk register is emerging for Queen Street as the programme itself is developing. Critical risks are summarised below:

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Higher than estimated costs for land purchase	M	Valuation, joint where possible, otherwise independent, negotiate
Legal	Unsuccessful land assembly potential lead to CPO	M	Valuation, joint where possible, otherwise independent, negotiate
Employee	Potential disruption to service delivery whilst co-location delivered	M	Early engagement with staff
Customer	Reliance on project teams/personnel outside the Council Mortuary non-compliant/experience poor for bereaved	M H	Governance and resources managed through MATMG Work with partners to develop new mortuary
Environment	Site clearance not possible due to stalled land acquisition Ground conditions	M M	Negotiation with landowners, escalation through MATMG Early site investigation
Technology	Capability of hosting and managing 3d Model	L	Work with partners (RGU and Microsoft) to define
Reputational	Stalled delivery programme	M	Continued monitoring, escalation through MATMG

7. OUTCOMES

Local Outcome Improvement Plan Themes
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	Impact of Report
Prosperous Economy	The proposals within this report support the delivery of the LOIP Stretch Outcome 1 – 10% increase in employment across priority and volume growth sectors by 2026. This paper seeks the approval of a delivery programme which will result in increasing the number of people employed in growth sectors digital/creative and construction.
Prosperous People	The proposals within this report promote the LOIP Stretch Outcome 7 - Child Friendly City which supports all children to prosper and engage actively with their communities by 2026. The outcome of delivering the programme outlined within this report would result in improved public amenity space in the city-centre for all visitors and residents to enjoy, providing children with spaces for interaction and play. Stretch Outcome 8 - 25% fewer young people (under 18) charged with an offence by 2026; Stretch Outcome 9 - 25% fewer people receiving a first ever Court conviction each year by 2026; and Stretch Outcome 10 - 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.
Prosperous Place	The proposals within this report promote the LOIP Stretch Outcome 15 - 38% of people walking and 5% of people cycling as main mode of travel by 2026. The outcome of a delivering the programme outlined in this report would result in an improved streetscape, encouraging active travel in the city-centre.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	<u>Data-Led</u> – The delivery of the proposals within this report will be driven by data-led decisions in order to provide improved customer interface opportunities with our partners. <u>Collaboration</u> – The delivery of the Queen Street Programme detailed in this report will result in joint service delivery with our partners, providing a single point of contact for customers.
Organisational Design	<u>Enabling</u> – The delivery of the Queen Street Programme would enable ACC to present a single platform for interaction as a result of consolidating public service buildings into Marischal College.

	<p><u>Intelligence Led</u> – The service re-design that will be driven as a result of the Queen Street Programme will be informed by demand management, ensuring that appropriate partners are represented in the “one platform” design.</p>
Governance	<p><u>Transparent</u> – The Queen Street Programme defines a series of workstreams highlighting the roles and responsibilities of our partners and outlines the process required to achieve the desired LOIP outcomes.</p> <p><u>Flexible</u> – The delivery of the Queen Street Programme will be flexible in order to reflect on our partners reporting schedules and their service delivery.</p>
Workforce	<p>The potential impact(s) of Service Integration will be developed as part of that workstream. This should include collaborative working and co-location to ensure quicker response times, reduce process duplication and prevention measures that reduce the burden on the workforce.</p>
Process Design	<p><u>Use data to drive decisions</u> – The Queen Street Programme has been informed by a series of data compiled both internal and external, moving forward with delivery decisions will continue to be informed by intelligent data.</p>
Technology	<p><u>Flexible & Agile</u> – The compilation of a 3D digital model of the Queen Street area, as outlined in the programme within this report, embraces the concept of utilising new technologies to inform our design.</p> <p><u>Intelligence Led</u> – Data will be utilised in order to inform design decisions in the Queen Street Redevelopment in order to ensure the project addresses local demand.</p>
Partnerships and Alliances	<p><u>Complementary of purpose & value added</u> – The Queen Street Programme identifies that partnership working with shared outcomes will improve service delivery.</p> <p><u>Autonomy & Independence</u> – The inclusion of partnership working in-house will require security and privacy for many occupations, this will be respected, and design of the workspace will reflect these roles.</p> <p><u>Commitment to joint learning</u> – Working alongside partners provides the opportunity for improved service delivery and enables us to knowledge-share and carry out joint “lessons learned” sessions.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	An EHRIA has been carried out and concludes that this report has 'neutral impact' on Equality and 'no impact' on Human Rights.
Data Protection Impact Assessment	Not required at this stage but may be in future dependent on the detail of service integration design.
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

Aberdeen City Centre Masterplan

<https://aberdeencitycentremasterplan.com/>

Aberdeen Local Development Plan 2019 Main Issues Report

<https://www.aberdeencity.gov.uk/services/planning-and-building/local-development-plan/aberdeen-local-development-plan/aberdeen-local-development-plan-review#3088>

Report to City Growth and Resources (18 September 2018)

<http://councilcommittees.acc.gov.uk/ieListDocuments.aspx?CId=618&MId=6192&Ver=4>

10. APPENDICES

Appendix 1: Queen Street Project Structure

Appendix 2: Queen Street Critical Path

Appendix 3: Queen Street Land Ownership Plan

Appendix 4: Phase 1 Development Area

Exempt

Appendix 5: North East Scotland and Northern Isles Integrated Mortuary Outline Business Case

11. REPORT AUTHOR CONTACT DETAILS

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