



Glover House: Feasibility Study

Draft Report

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APPENDIX A: List of Consultees

1 Introduction

Background to this report

1.1 Aberdeen City Council appointed MKA Economics, in association with Hoskins Architects and Graham and Sibbald, to provide an assessment of *the 'opportunities for the future use and the viability of Glover House'*.

1.2 The overall aim of the assessment is to advise the Council on *'the best funding and governance model to support the operation of Glover House'*. This interim report presents the emerging findings from the research.

Objectives of this research

1.3 The research brief identified three phases of work, these being:

- **Condition Survey**

- A detailed condition survey of Glover House;
- An assessment of the repair and remedial work required, including but not limited to any necessary structural repairs;
- A detailed breakdown of the likely cost of remedial works. Any identified emergency work should be separately listed.
- Any planning, land or other restrictions which could affect any identified works.

- **Options Appraisal**

- An assessment of possible end uses for the building and site, including discussions with key stakeholders – e.g. education, tourism, other;
- A summary of the principal alterations required to adapt the building and site for these uses, with an assessment of the likely cost;
- The preparation of outline proposals for the preferred end use for consideration to enable agreement in principle to be reached with key stakeholders;
- Identification of the likely sources of funds for the project and preliminary discussions with principal funders to ascertain their conditions, timescales, and likelihood of assistance;
- Confirmation of the long-term financial viability of the proposed end use;

- A financial assessment of the work required, including a rudimentary cash flow statement for the capital phase, its cost and security.
- An implementation strategy, setting out the next work steps, who is responsible for which actions, the cost of the work involved, and how it will be funded.

1.4 At the end of Stage 2, a decision is to be taken on whether to proceed with a Business Plan for the preferred option.

- **Business Plan**

- Preparation of a detailed business and operational plan for the proposed end use. The plan will be used to support future grant applications and demonstrate the business case for the proposed development. It will need to include, as a minimum:
 - An assessment of demand in the area for the facility;
 - An analysis of the benefit to the community from the proposed project;
 - Identification of the potential audience for the facility, incorporating additional revenue generating ideas;
 - A detailed one-year activity programme addressing the requirements of identified client groups;
 - A five-year profit and loss projection, cash flow and balance sheet;
 - Recommendations for the management and staffing structure.
 - Ongoing operational costs, including maintenance.

1.5 This interim report presents the findings from the first two phases of the research and sets out the recommended actions for the third and final phase of the research, namely the Business Plan.

Report Structure

1.6 The remainder of this report is structured as follows:

- Section two provides a summary of the findings from the **Condition Survey**;
- Section three summarises the findings from the **consultation stage** of the research;
- Section four presents the results of the **option appraisal** exercise;
- Section five outlines the **preferred options** in more detail; and

- Section six sets out the recommended **next stage** of the research.

2 Condition Survey

Introduction

2.1 This section summarises the findings from the Condition Survey, the Condition Survey (and associated costs report) is attached as a separate document.

Key Findings

2.2 Graham and Sibbald inspected Glover House on Wednesday 27th April 2016 in order to report on the construction and general condition. The Condition Report is attached as a separate document. The key findings from the assessment is set out below.

2.3 The survey found that there was a number of isolated slipped slates on the roof. Within the roof void the slate nail fixings were found to be corroded in areas and that the roof suffers early signs of nail sickness.

2.4 The large roof light to the north slope has a defective flashing as rainwater is dripping into the roof void and saturating the timbers. Repairs to the flashing should be addressed as a matter of urgency.

2.5 It appears that the lead roof covering to the crown above the Maids Room to the north west corner of the property has been lifted and potentially stolen. Water staining was evident to the Maids Room ceiling. The lack of lead cover should be addressed immediately.

2.6 There is no roof covering over the front quadrant porch with the exception of a roofing felt which has been nailed down and the laps have been sealed.

2.7 There is a mix of crudely laid polystyrene bead and glasswool insulation within the main roof void. Additional insulation should be introduced to provide a consistent approach.

2.8 There are a number of issues with the rainwater goods particularly to the north wall. The damage to the rainwater goods to the north wall appears to be causing internal damp issues to the north of the property.

2.9 There are a number of builder work repairs to the external walls. In the main the external walls are in a reasonably sound condition and it appears that the granite has been repointed in the past. The survey identified the following defects:

- To the north elevation there is washed out boss and damaged wet dash render finish (ref rainwater goods above).
- To the east elevation there is damaged wet dash render at low level.

- There are former scaffold fixing holes that have not been filled and plugged.
- There are some eroded stones to the front elevation.
- There are open skew cement pointing joints.
- The front steps to the porch are misaligned and have open joints.
- There is significant damp to the west elevation adjacent to the kitchen door due to a blocked downpipe causing overspill of rainwater.

2.10 The external windows are generally in a fair condition. The majority of the windows have been replaced with double glazed timber framed units. All windows would benefit from redecoration.

2.11 A number of original doors and windows particularly to the front quadrant porch suffer from wet rot decay.

2.12 The internal door to the north wall of the modern ground floor kitchen leads directly onto a staircase. This is a dangerous and non-compliant situation. At the very least warning signage should be fitted to the door.

2.13 The east side of the basement suffers from significant damp. The internal timbers suffer from wet rot. The ground floor joists within the electric cupboard have been part replaced. The steel rooflight and steel lintels to the east window opening are badly corroded.

2.14 The window linings and plasterboard ceiling lining to the east most basement suffer from extreme damp. It is suggested that the window linings are removed and the lintel over the east most basement window is checked for any signs of rot decay.

2.15 There is historic mould infestation to the joint between the tiled skirting and floor detail to the north wall of the DDA toilet at ground floor level. Given there are external rainwater defects to the same locus and other areas of the north wall have previously been tanked it is suggested that the north wall linings are stripped in order that further investigations and remedial works can be undertaken.

2.16 The window reveals and lintel lining to the west wall of the south west public room at first floor level suffer from damp and rot spores and condensation staining. It appears there is a damp problem to this area. It is recommended that the window linings are stripped in order that a more detailed investigation and rectification works can be undertaken.

2.17 The incoming electric cable head within the basement is particularly aged. However the boards are fairly modern. It is recommended that the incoming electric cable head is upgraded.

2.18 There was a leak to the gas fuelled boiler within the first floor accommodation causing damp staining to the timber floor covering. It is recommended that a plumber is called immediately to attend and repair the boiler.

2.19 None of the services within the property were tested as part of the investigation.

2.20 The surveyor did not inspect the outbuildings to the west of the villa due to their dangerous nature and the outbuildings have been cordoned off with Heras fencing.

2.21 The remedial and emergency costs associated with the work outlined in the report is estimated to be in the region of £140,000, as detailed in the attached Condition Survey. The Condition Survey report includes a breakdown of 'priority works'.

3 Stakeholder Consultations

Introduction

3.1 This section summarises the findings from the Stakeholder Consultations, these were carried out during April and May 2016, a Stakeholder Workshop was held on Monday 9th May 2016.

Key Findings

3.2 A wide range of stakeholders were consulted as part of the feasibility research, these included representatives from the following organisations:

- Aberdeen City Council (Lord Provost, Councillors, Officers – Communities, Housing and Infrastructure, Corporate Governance, Education and Children's Services and Aberdeen City Health and Social Care Partnership)
- Robert Gordon University
- Aberdeen University
- Visit Aberdeenshire
- Bridge of Don Community Council

3.3 Consultations were also completed with economic development officers who had a previous involvement with Glover House. A full list of those consulted is presented in Appendix A.

3.4 The overarching findings from the consultation research are presented in the form of a SWOT assessment overleaf.

<p>Strengths</p> <ul style="list-style-type: none"> • Valuable ‘Glover Story’ – trade, education, innovation and internationalisation legacy • Previous and existing research into the ‘Glover Story’ • Existing links with Nagasaki and Japan – Aberdeen Japan Strategy and visiting delegations • Existing Glover Trail, museum exhibition, birthplace and family graves • Listed building, in ‘Old Aberdeen’ conservation area • Sole ownership by Glover House Trustees Ltd • Aberdeen’s ‘City Deal’ and economic strategy particularly inward investment and internationalisation • Strategic and cross party support for ‘Do Something’ • Strategic alliance with Japanese industry and affiliated organisations – symbolic value of Glover and Glover House • Previous successful Planning Permission for access/parking • Emerging and growing strategic relationship with Japan at national level 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Location north of the city, isolated in tourism terms • Access and parking situation • Complicated Glover story, lack of local artefact and consistency in the facts • Track record and previous failed attempts to create lasting legacy utilising private sector • Building deteriorating and garden in poor/unkept state • Lack of knowledge about Glover and little physical evidence of life and works in city • Public sector cut-backs and budgetary constraints • Current economic climate, specifically related to oil and gas sector and resultant impact on property market conditions • Lack of external funding opportunities
<p>Opportunities</p> <ul style="list-style-type: none"> • Capitalise on under-valued / unknown Glover heritage / legacy • Scope for accommodation uses, linked to students/researchers and possibly serviced accommodation • Visitor appeal, linking with other assets and activities • Educational uses, flexible space for Research and Development, innovation, centre of excellence • Both city universities know, aware and interested in building potential • Corporate demand, notably between Japan and Aberdeen (Glover Club) – HQ, research, events and exhibitions • Supporting ‘smart city’ credentials – possibly in partnership with Japanese cities to address ‘big city’ challenges – e.g. learning from other cities as well as growing existing links in sub-sea, hydrogen and renewable technologies • Community appeal, social events, café and space for educational visits linked to curriculum of excellence • Ability to house university and corporate events/activities with focus on linking Aberdeen firms/institutions with Japanese firms/institutions • Potential to create additional space within garden/outhouses • Corporate links with ‘Glover Club’ businesses and other Aberdeen firms with strong Japan focus/potential • Scope to build on previous ‘tourism’ development which was led by the former Grampian Japan trust – utilise assets and sunk investment from 1990s projects and lessons learnt • Scope to ‘add-value’ to the North East destination appeal, attracting and sustaining new visitors • Link to Glover House in Nagasaki – which attracts circa 2m visitors per annum • Expanding existing links with number of large Japanese firms, including: Mitsubishi, Toshiba, Mitsui, Toyota, Panasonic and Fujitsu • Ongoing activities linked to local schools and business clubs with ad-hoc access to Glover House and garden – Glover Scholarship • Gardens can be destination in own right • Linking Glover to other key tourism assets, whisky, golf, castles and glens etc 	<p>Threats</p> <ul style="list-style-type: none"> • Further deterioration of building, and grounds • Decline in Japanese investment from ‘Do Nothing’ • Low tourism appeal, potentially lost to other areas • Other places/organisations capitalising on Glover and Glover heritage

3.5 Overall, the consultations outlined more 'opportunities' than 'weaknesses' and 'threats'. The 'strengths' of Glover House are inextricably linked to the rich heritage and legacy of Thomas Blake Glover and all that he achieved. The 'strengths' are well known among all stakeholders and these translate into a wide array of 'opportunities' many of which linked to the achievements of Glover himself, such as trade, innovation, education and internationalisation.

3.6 However, although the focus has been on forward looking opportunities, the scale of the 'weaknesses' and resultant 'threats' cannot be under-estimated 'Do Nothing' not only further undermines the built fabric of the property but it threatens future dialogue with Japanese firms and organisations.

3.7 The prize of successfully creating a lasting legacy to Thomas Blake Glover in Aberdeen and the north-east is potentially significant. Tying in with existing and emerging links and developments championed by firms (the emerging Glover Club for example) and both universities suggests the 'time is right' to develop this opportunity. It is clear that a challenge will be assessing the scale of opportunities to ensure the 'best fit' is achieved and as outlined by the study brief this must have a focus on commercial reality in terms of generating income and at worst 'cost recovery'.

3.8 The following section seeks to score the emerging opportunities in order to develop a preferred option(s).

4 Option Appraisal

Introduction

4.1 In order to appraise the emerging options for Glover House, this paper sets out a HM Treasury Green Book appraisal technique to bring forward a solution(s) that meets the objectives of the proposed project – *‘to provide an assessment of the opportunities for future use and the viability of Glover House so that the Council can identify the best funding and governance model to support its operation’*.

4.2 To develop and justify a preferred option(s) this paper identifies a series of seven possible options that may be adopted. It then develops a set of scoring criteria against which value for money will be judged, before assessing the seven broad options against each of the criteria in turn to identify the best value option.

Identification of options

4.3 Feasibility research and ongoing discussions with Aberdeen City Council and partners, including a Stakeholder Workshop held on 9th May 2016, has identified seven possible options that could be used to address the project objectives outlined in the research brief. It should be noted that the development of options has evolved as the research and discussions with stakeholders has continued.

4.4 HM Treasury Green Book guidance recommends that both a **‘Do Nothing’** and a **‘Do Minimum’** option should be included for all projects in order to assess the level of additionality offered by each alternative option, i.e., measuring the counterfactual position against intervention options.

4.5 The first of option is a **‘Do Nothing’** option. This option assumes that Aberdeen City Council (as sole trustee of Glover House Trust, and therefore owner of the building) fulfils existing capital and revenue commitments to Glover House, but no future capital or revenue expenditure is committed.

4.6 The next considered option is a **‘Do Minimum’** option. This involves a continuation of the same level of capital and revenue funding to meet safety standards plus a minimal level of capital improvements to ensure the facilities continue to be safe and secure and wind and watertight.

4.7 A **‘Maintenance’** option has emerged, this seeks to mitigate against the emerging issues uncovered by the latest Condition Survey and seeks to enhance the ‘kerb appeal’ by improving the garden and access to the site for forthcoming visits by dignitaries and tourists.

4.8 A **‘Community’** option has emerged from discussions and a review of recent consultation events associated with the Local Development Plan. Bridge of Don continues to grow and the requirement for community assets such as health centre, community centres, nurseries and club activities have been well evidenced. As a local resource Glover House has the potential to provide

accommodation for community activities.

4.9 There are '**Accommodation**' options which seek to re-create the 'residence' nature of Glover House, these involve investing in the House to create accommodation for either students, in terms of a halls of residence, academics and/or researchers, or tourists (both leisure and business tourists). The exact nature of the tourism accommodation has not been assessed, but includes ideas such as B&B, guest house self-catering and hotel accommodation.

4.10 Re-establishing the House as a '**visitor attraction**' has been mentioned by a number of stakeholders, and assessing the merits of building on the investment made by the Grampian Japan Trust in 1990s (funded by Mitsubishi) is an obvious option. This option seeks to establish the House as a visitor attraction celebrating the life of Thomas Glover.

4.11 Although businesses have not been directly approached at this stage, there has been a wide appreciation and understanding of Glover House providing a base for '**corporate**' activities. There are obvious opportunities linked to housing corporate facilities for Japanese firms, which is linked to aims of the Japan Aberdeen Strategy and the emerging Glover Club. These seek to strengthen business links between Aberdeen/Scottish firms and markets with Japanese firms and markets. The involvement of both or either universities has also been noted under this 'corporate' option.

4.12 Finally, a '**Flexible**' option which ultimately seeks to provide a series of flexible spaces which can be marketed and promoted to house special events, exhibitions, conferences. This would provide a secluded 'country house' style retreat to complement other properties in the city with a specific focus on Japan and internationalisation.

4.13 A summary of the initial seven proposed options is provided below.

Option	Description
1. Do nothing	Only committed capital and revenue investment
2. Do minimum	Minimal investment to maintain standards / comply with regulations
3. Maintenance	Minimal investment to ensure Glover House continues to meet quality threshold and cater for forthcoming visits, focus on capital expenditure to improve environmental attractiveness, connectivity and 'kerb appeal'
4. Community Aspirations	Focus on community uses, creating a community asset to meet the needs of recent community views on local infrastructure of a growing area
5. Visitor Attraction	An attraction celebrating the life of Thomas Blake Glover
6. Corporate HQ / R&D	A facility which meets the emerging needs of Scottish / Japanese firms engaged with the emerging Glover Club to grow business links, and links to both Universities, by providing space for business uses, such as R&D for example.

7. Flexible event space	Flexible space to cater for a programme of planned and bespoke events, such as meeting space, exhibitions, dinners, conferences and events, with a focus on corporate and cultural links between Aberdeen/Scotland and Japan.
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Development of scoring criteria

4.14 As part of the option appraisal process, each of the seven options will be assessed against five criteria, which are linked to the original project objectives. We have assumed that the overarching vision for Glover House is a secured viable future use which will allow it to meet market demand and generate sufficient income to be self-sustaining. Therefore the greatest weightings, 30%, are attached to the cost of delivery/funding, and to market demand and income generation.

4.15 Sustaining and enhancing the Glover legacy remains an important aspect and we have therefore attached a weighting of 20% to this.

4.16 Supporting economic ambition is of secondary importance, and we have therefore attached a weighting of 15%.

4.17 Encouraging environmental sustainability and ensuring public access (5%) are important objectives, but less so than the economic-related ambitions of Glover House Trustees Ltd.

- **Cost of delivery / fundability**– The seven proposed options vary significantly in terms of delivery costs, and this will therefore be an important factor to consider in the decision making process. Costs are based on an analysis of the headline costs set and should be seen as broad level costs for the purpose of the option appraisal;
- **Market demand / income generation** – This measures the extent to which each of the seven options will generate footfall which importantly has a focus on income generation due to the needs to ensure Glover House is ‘cost neutral’ at worst;
- **To sustain and enhance the Glover legacy** – This measures the extent to which each of the seven options will allow Glover House to sustain and enhance Thomas Blake Glover’s legacy and heritage;
- **Supporting the city’s economic ambition** – This will measure the extent to which each of the options promotes the economic objectives of Aberdeen as a leading business and leisure destination;
- **Promotion of community and environmental benefits** - – This measures the extent to which each of the options helps to promote the objectives of the local community and providing public access, and helping safeguard the environment and promote sustainability as well as equality

4.18 The five criteria are summarised in the table below:

Criteria	Weighting
Cost of delivery / fundability	30%
Market demand / income generation	30%
Sustaining and enhancing Glover legacy	20%
Supporting economic ambition	15%
Community, environmental and equality benefits	5%

Assessment of options: Cost of Delivery / Fundability

4.19 Assuming that all contractually committed expenditure can be disregarded as a 'sunk cost', there will be no cost attached to the 'Do Nothing' option. The second least costly option is 'Do Minimum', and the 'Maintenance' option is also considered a lower cost option, based on a rule of thumb of deducting ten points for each of the initial three options, we have assumed a score 100, 90 and 80 respectively for these lower cost options.

4.20 The costs of developing the other five options are not known at this stage, but in terms of 'fundability' and based on discussions with potential University partners there is more opportunity of funding 'Accommodation' and 'Corporate' options than the 'Visitor' and 'Community' options which would be reliant on securing external grant funding.

Option	Score (out of 100)	Weighted score (based on 30% weighting)
1. Do nothing	100	30
2. Do minimum	90	27
3. Maintenance	80	24
4. Community	25	7.5
5. Accommodation	50	15
6. Visitor	25	7.5
7. Corporate R&D	50	15
8. Flexible Space	50	15

Assessment of options: Market Demand / Income Generation

4.21 When assessing market demand and income generation it is clear that the 'Do Nothing' and 'Do Minimum' offer nothing and their score zero under this criterion. The 'Maintenance' option provides a slight opportunity for demand but little in terms of income generation and the 'Community' option may generate demand but the income generation is also considered relatively low.

4.22 There is scope to generate local and tourist patronage under the 'Visitor' option, as well as income generation from ticketing, retail and possible food and drink sales. The 'Flexible' option offers a higher level of demand and income generation, and both Universities acknowledge the role the House can play in complementing other Aberdeen assets. 'Accommodation' has been cited as a potential option, but the actual nature of demand is unknown at this stage. This option has been considered not to be significant by either University at this stage. Demand from 'Corporate' and associated university related activities is expected to generate a high level of demand and income generation at this stage of the assessment.

Option	Score (out of 100)	Weighted score (based on 30% weighting)
1. Do nothing	0	0
2. Do minimum	0	0
3. Maintenance	10	3
4. Community	20	6
5. Accommodation	40	12
6. Visitor	30	9
7. Corporate R&D	75	22.5
8. Flexible Space	75	22.5

Assessment of options: Sustaining and Enhancing Glover Heritage

4.23 The 'Do Nothing' and 'Do Minimum' options harm the Glover Legacy and therefore receive negative scores. The 'Maintenance' does very little to enhance and support Glover's legacy and receives a zero score. Each of the other options offers an opportunity to sustain and enhance the legacy of Thomas Glover, notably 'Accommodation' and 'Corporate' uses as these build on the activities and aspirations of Thomas Glover himself. The 'Community' option perhaps does not enhance his legacy and receives a lower score and the 'Flexible' and 'Visitor' options have the potential to add to Glover's legacy if these are designed appropriately.

Option	Score (out of 100)	Weighted score (based on 20% weighting)
1. Do nothing	-10	-2
2. Do minimum	-5	-1
3. Maintenance	0	0
4. Community	50	10
5. Accommodation	90	18
6. Visitor	75	15
7. Corporate R&D	90	18
8. Flexible Space	75	15

Assessment of options: Supporting economic ambition

4.24 This criterion ties very closely to Thomas Blake Glover and his achievements, and therefore each of the options has received the same score as those attached to enhancing and safeguarding his legacy.

Option	Score (out of 100)	Weighted score (based on 15% weighting)
1. Do nothing	-10	-1.5
2. Do minimum	-5	-0.75
3. Maintenance	0	0
4. Community	50	7.5
5. Accommodation	90	13.5
6. Visitor	75	11.25
7. Corporate R&D	90	13.5
8. Flexible Space	75	11.25

Assessment of options: Community, Environmental and Equality Benefits

4.25 'Do Nothing' and 'Do Minimum' offer limited access, whilst the 'Maintenance' option allows greater access than being achieved at present. The greatest level of patronage is likely to be generated by the 'Community', 'Visitor', and 'Flexible' options, and to a lesser extent the 'Accommodation' and 'Corporate' options.

Option	Score (out of 100)	Weighted score (based on 5% weighting)
1. Do nothing	0	0
2. Do minimum	0	0
3. Maintenance	25	1.25
4. Community	75	3.75
5. Accommodation	50	2.5
6. Visitor	75	3.75
7. Corporate R&D	50	2.5
8. Flexible Space	75	3.75

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Summary

4.26 The following table confirms that by aggregating all of the weighted scores, the 'Corporate / R&D' and 'Flexible' options received the highest scores, with 'Accommodation' also achieving a relatively high score. Of the low cost options, the 'Maintenance' option provides the best score and could potentially be considered as an initial, or early phase option. In terms of these results, it would suggest that Glover House has the potential to house a flexible space, whilst importantly acting as a base for corporate events and these should be assessed further. Both universities welcomed the opportunity to be involved and to review ideas for Glover House to be used for a variety of university activities, much of which centred around meetings, research areas, workshops and events. Both institutions acknowledge the import trade links and opportunities with Japanese businesses and the scope to develop a facility in partnership with one or many firms, and this should be further researched in partnership with the emerging Glover Club.

Criteria	Do nothing	Do minimum	Maintenance	Community	Accommodation	Visitor	Corporate	Flexible Space
Cost of delivery / fundability	30	27	24	7.5	15	7.5	15	15
Market demand / income generation	0	0	3	6	12	9	22.5	22.5
Sustaining and enhancing Glover legacy	-2	-1	0	10	18	15	18	15
Supporting economic ambition	-1.5	-0.75	0	7.5	13.5	11.25	13.5	11.25
Community, environmental and equality	0	0	1.25	3.75	2.5	3.75	2.5	3.75
Total	26.5	25.25	28.25	34.75	61	46.5	71.5	67.5

5 Preferred Options

Introduction

5.1 This section presents how the preferred options set out in the previous section can be designed and accommodated within Glover House and gardens. These options are indicative and for illustrative purposes and have been refined from a longer list of design options presented and discussed at the Stakeholder Workshop.

The Preferred Options

5.2 That the opportunities uncovered during the consultation phase and subsequently assessed as part of the option appraisal exercise, are unlikely to be achieved within the configuration of the existing building.

5.3 Therefore the consultant team has assessed the preferred options in terms of how they could be housed within a re-designed Glover House, as well as within an adjacent extension as well as a new build option. Importantly, especially in light of budgetary constraints, these options have a focus on 'income' generation and although an ultimate end-user has not been identified these design options outline the potential for investment from the private sector – both in capital receipts and potential revenue streams.

5.4 Each option has been reviewed by ACC Planning Department, as the building is Grade B listed and in a Conservation Area, further discussions are required to 'fine tune' any preferred option which may be taken forward to the business planning phase. A separate 'planning note' has been supplied by ACC Planning, and sets out recommended actions when taking forward the identified preferred option.

5.5 With regards to planning, the property is Grade B listed and in a Conservation Area. The site is constrained largely due to its location in a conservation area (the Old Aberdeen boundary was extended to include Glover House last year), however the Listed status is weighted towards the 'Glover' heritage rather than the heritage fabric of the property. Similarly, the site is challenged by access and parking constraints and these are seen as quite significant when appraising potential new uses/users.

5.6 The planning department has been involved in various discussions and will continue to support and guide the emergence of any future preferred option. Future options for the sustainable re-use of Glover House and gardens would be subject to a further planning review in order to ensure any future planning application would fit with current planning policy.

Option One – Refine, Reconfigure and Refurbish Glover House

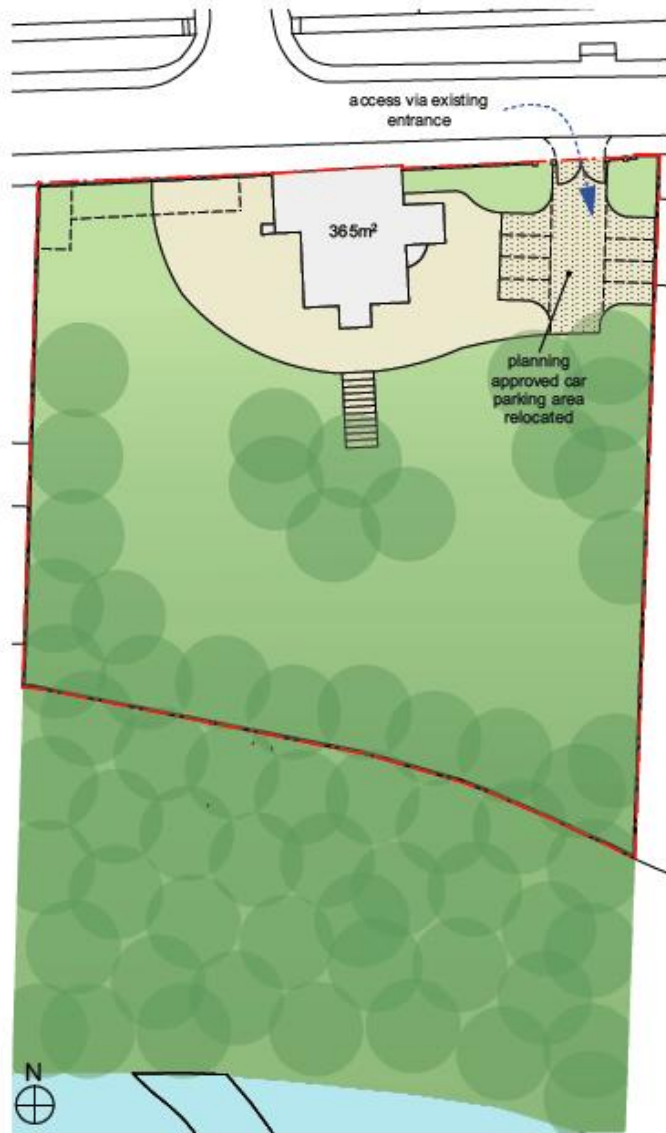
5.7 In order to create a ‘flexible’ resource capable of meeting the potential requirement of corporate uses, as well as providing ad-hoc access to visitors seeking a ‘Glover’ experience – as part of the wider trail and associated exhibition at the Maritime museum – this option has a focus on repair, redecoration and enhancements to Glover House.

5.8 This option includes relocating the planning approved parking to the east of the site, and creating a flexible business/education venture in existing building premises. Possible uses include office, small research (including accommodation on site) and events hiring.

5.9 A series of ‘indicative floor plans’ is also presented to highlight the potential room layouts of various office and accommodation configurations. Essentially this highlights how different spaces can be created within the existing footprint of Glover House.

5.10 The minimum cost of the repair and refurbishment works contained within the Condition Survey Cost report is estimated at £140,000. There are various options for additional structural and fit out improvement works. For the purposes of this assessment we have estimated that this could be in the region of £150,000, resulting in a total cost of approximately £300,000. This excludes the costs of new access and parking, which needs to be assessed as part of the business planning exercise.

Glover House - Option 1 - Site Layout



Option 1: Existing building only

Relocated planning approved parking and create a flexible business/education venture in existing building premises. Possible uses include office, small research (including accommodation on site) and events hiring.



First Floor Level



Ground Floor Level

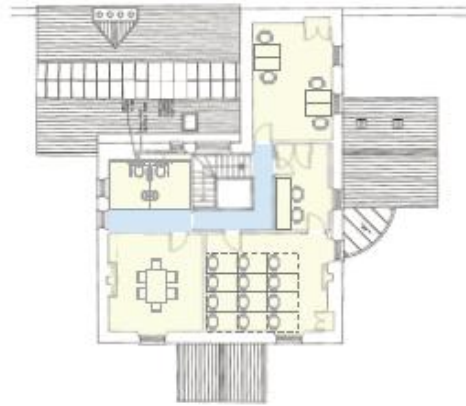


Basement Floor Level



Glover House - Option 1 - Indicative Floor Plans

Please note, areas are approximations



First Floor Level



Ground Floor Level



Basement Floor Level



First Floor Level



Ground Floor Level



Basement Floor Level



Option Two – Refine, Reconfigure and Refurbish Glover House and Outhouses

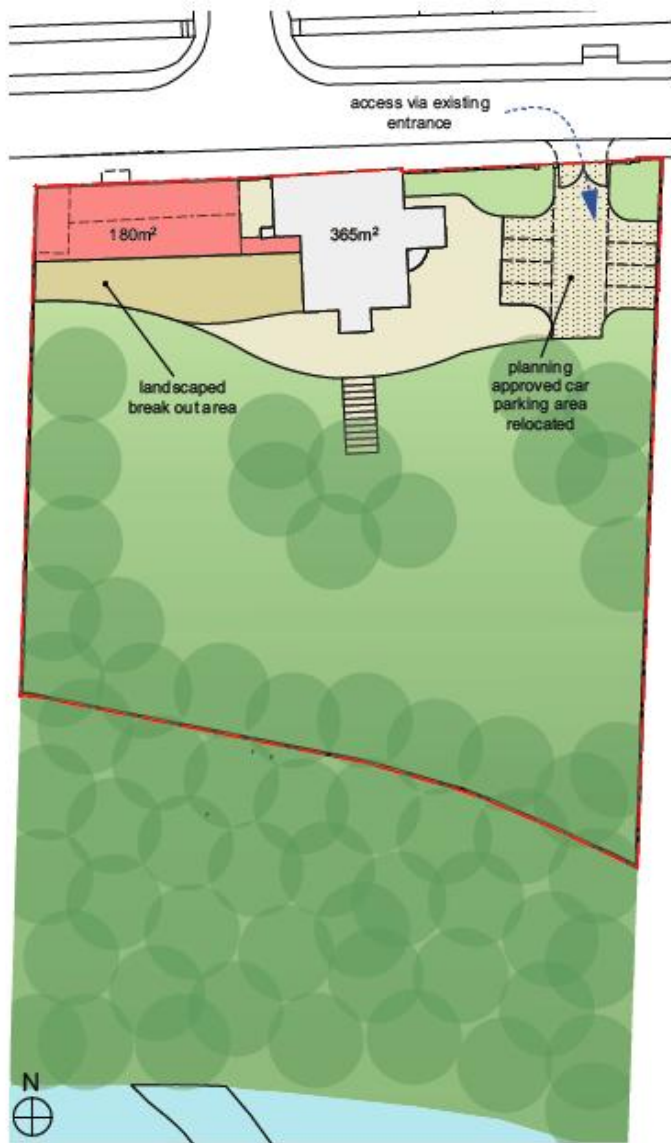
5.11 This option incorporates Option One, in terms of refurbishing and enhancing the existing Glover House, as well as adding a 180 sqm extension within the confines of the existing outhouse buildings. The option also includes a new landscaped area which is associated with the extension itself. This extension would increase the available floorspace of the house by around 50%.

5.12 This option includes the relocations of the planning approved car park, replace outhouses with similar sized ancillary building to house mid-sized flexible business/education venture. The possible uses include office, small research (including accommodation on site) and events hiring.

5.13 As well as the £300,000 investment in the refurbishment and reconfiguration of Glover House, this option incorporates a sqm rate of £3,000 for the new build, giving a construction cost of approximately £540,000. This results in a total estimated project cost of £840,000. This is a healthy budget, with potential for reduction, however given the tight site conditions, main road and high boundary wall the cost consultant would err towards a rate of £3,000 per sqm for the new build extensions.

5.14 The indicative floorplans show how the 180 sqm extension could be designed to accommodate different layouts, which would be dependent on the requirements of the end use(s) and user(s).

Glover House - Option 2 - Site Layout

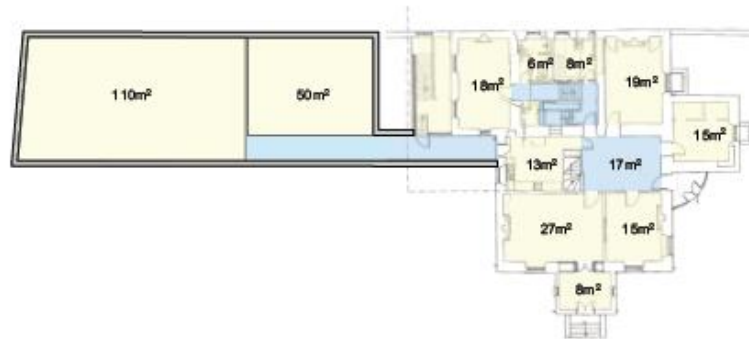


Option 2: Redevelop outhouse footprint

Relocate planning approved car park, replace outhouses with similar sized ancillary building to house mid sized flexible business/education venture. Possible uses include office, small research (including accommodation on site) and events hiring.



First Floor Level



Ground Floor Level

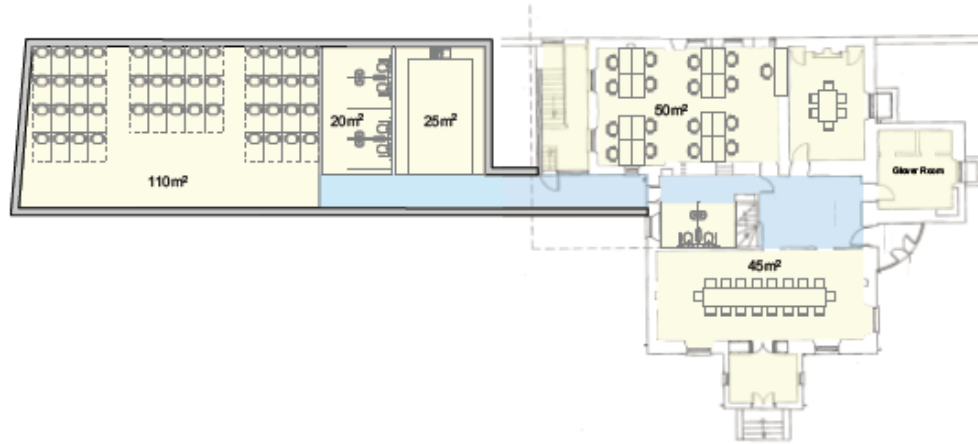


Basement Floor Level

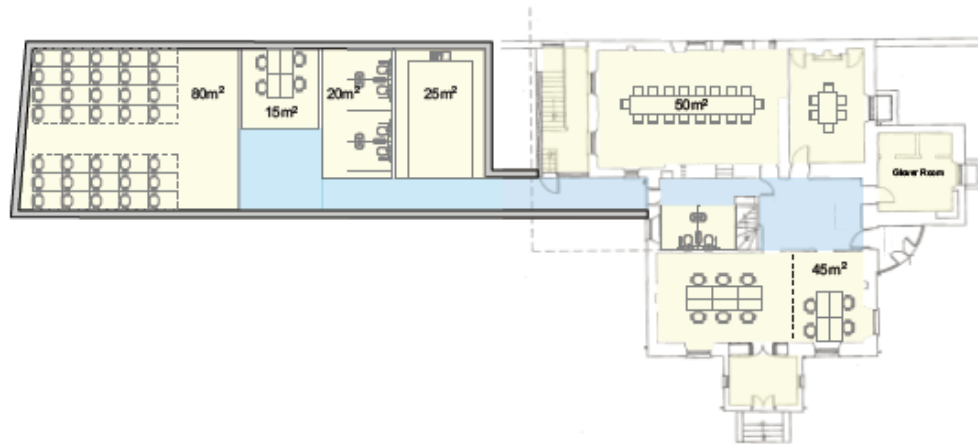


Glover House - Option 2 - Indicative Floor Plans

Please note, areas are approximations



Ground Floor Level



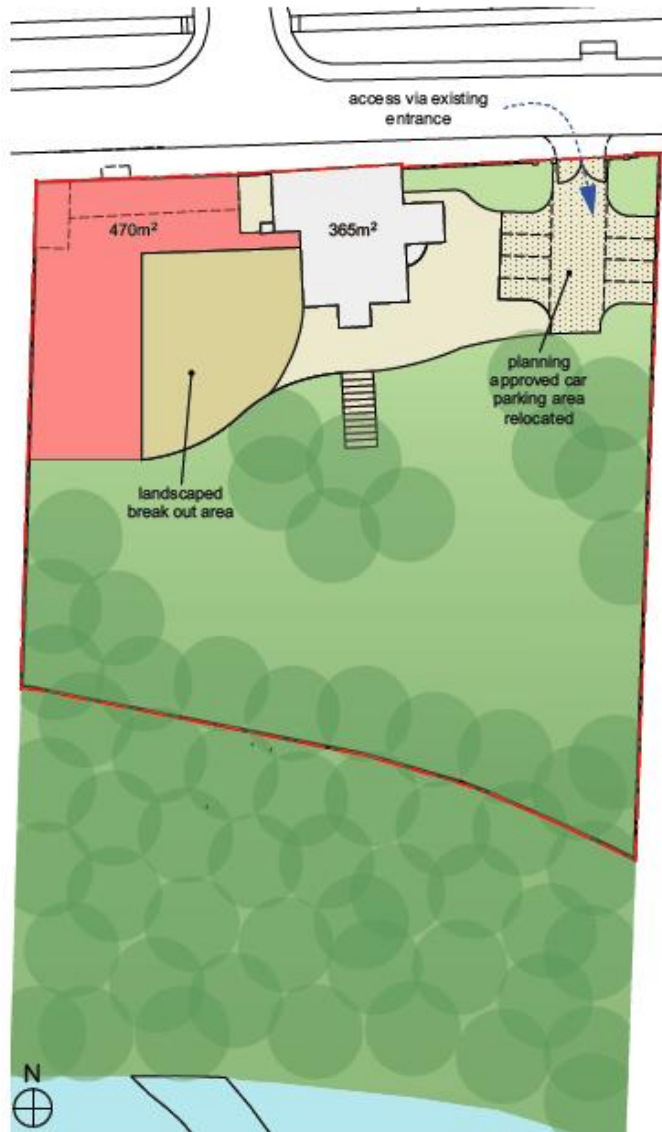
Option Three - Refine, Reconfigure and Refurbish Glover House, Outhouses and New Build

5.15 This option incorporates Option One, in terms of refurbishing and enhancing the existing Glover House, as well as adding a 470 sqm new build within the garden area to the west of the property. The option also includes a new landscaped area which is associated with the extension itself. This new build would more than double the existing floorspace available in the reconfigured house.

5.16 This option includes the relocations of the planning approved car park, replace outhouses with similar sized ancillary building to house mid-sized flexible business/education venture. The possible uses include office, small research (including accommodation on site) and events hiring.

5.17 As well as the £300,000 investment in the refurbishment and reconfiguration of Glover House, this option incorporates a sqm rate of £3,000 for the new build, giving a construction cost of approximately £1,410,000. This results in a total estimated project cost of £1,710,000. This is a healthy budget, with potential for reduction, however given the tight site conditions, main road and high boundary wall the cost consultant would err towards a rate of £3,000 per sqm for the new build extensions. The indicative floorplan illustrates how the 470 sqm extension could be designed to accommodate different uses, including theatre seating, open office space and a large open space which could be configured to meet corporate/research demand.

Glover House - Option 3 - Site Layout



Option 3: Redevelop west end of site

Relocate planning approved car park, replace outhouses with ancillary building to house mid sized flexible business/education venture capable to housing large sized rooms.

Possible uses include office, research (including accommodation on site) and events hiring.



First Floor Level



Ground Floor Level

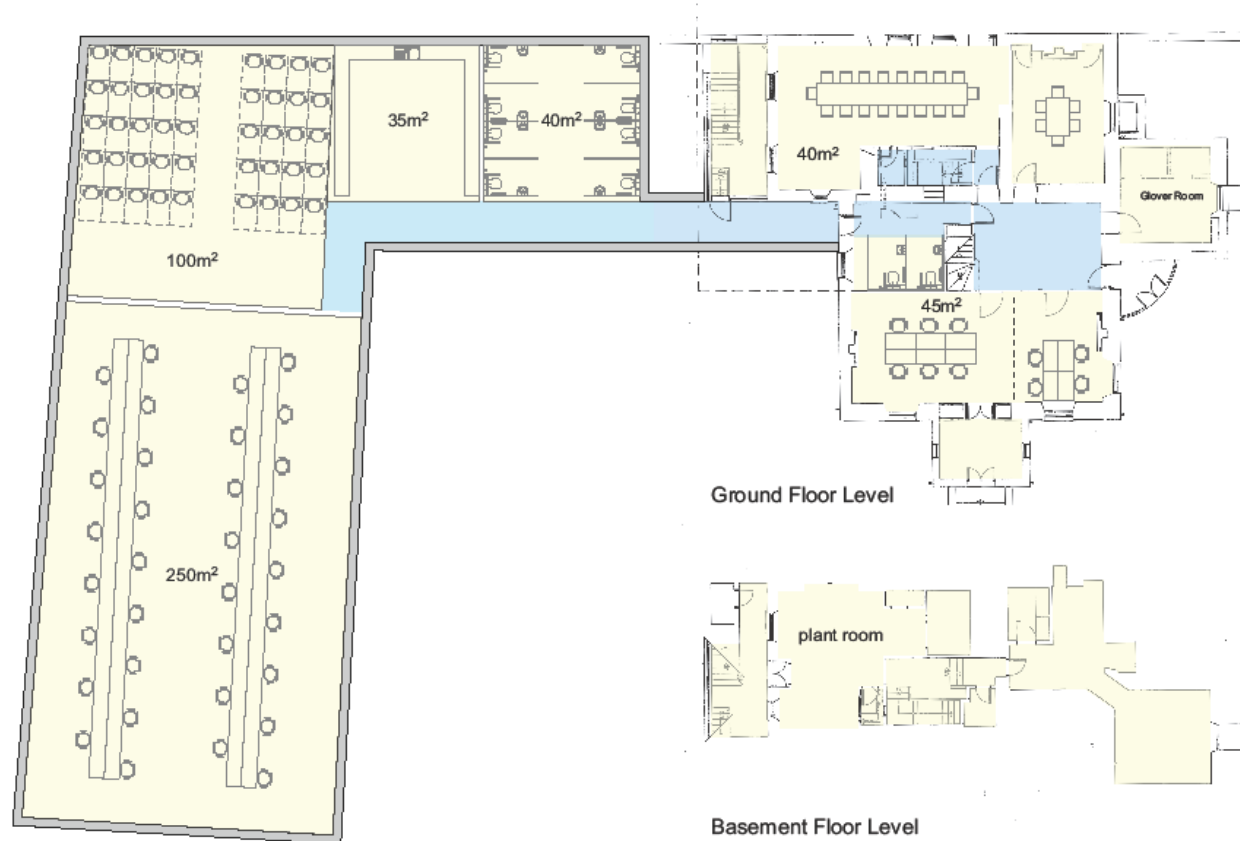


Basement Floor Level



Glover House - Option 3 - Indicative Floor Plans

Please note, areas are approximations



The Preferred Option – The Phased Approach

5.18 Depicting how the proposed uses can be housed within Glover House and gardens illustrates the scale and flexibility the building offers. The options should not be presented in isolation as there is scope for the three options, which vary in scale and cost, to be presented as a ‘Phased Approach’. Essentiality enabling the proposal to expand as market demand dictates, whilst being governed by an overall ‘masterplan’. Agreeing a ‘masterplan’ at the outset fits with the advice supplied by the planning department. ACC Planning has provided a separate ‘planning note’ endorsing the masterplan with a series of recommended actions in taking it forward.

5.19 Although further work is required, as outlined in the next section, there is now a requirement for ACC to agree the emerging ‘masterplan’ for Glover House and gardens. The total estimated cost of delivering Option Three – through a Phased Approach – is £1,710,000. The fundraising target should be set at £2 million.

6 Next Steps

Introduction

6.1 In order to guide the next 'Business Plan' phase of the research, this section summarises the key next steps to be discussed and agreed with Aberdeen City Council.

Next Steps

6.2 Through discussion with ACC and partners it is recommended that the following next steps are discussed and agreed prior to completing a HM Treasury Five Business Case 'Business Plan' of the emerging 'Masterplan' or 'Phased Approach':

- Consultant team circulate and obtain feedback on the Interim Report
- ACC present the findings of the Interim Report to forthcoming ACC Policy Finance and Resources Committee seeking approval for a Business Plan to be developed of the 'Phased Approach'
- To develop the Business Plan to deliver the Phased Approach, there is a requirement to bring together a close working group of key partners, notably ACC, RGU, Aberdeen University and potentially the Glover Club
- Ascertain the views of Japanese industry, to offer the opportunity for them to comment and to enquire about any potential future role and/or involvement in the property
- To present the short list of options to the planning authority for further review prior to any business planning of a preferred option
- A preferred option to be subjected to a HM Treasury Compliant Five Business Case assessment, presenting an Outline Business Case of the Phased Approach across its Strategic, Economic, Commercial, Financial and Management cases.
- The business case will also identify the likely sources of funds for the project and include some preliminary discussions with principal funders to ascertain their conditions, timescales, and likelihood of assistance. Essentially confirming of the long-term financial viability of the proposed end use, including a rudimentary cash flow statement for the capital phase and an implementation strategy, setting out the next work steps, who is responsible for which actions, the cost of the work involved, and how it will be funded.
- A building layout of the preferred option should be designed in consultation with Planning and Historic Environment Scotland, and to apply an outline cost plan for the works. This may involve the preparation of a visualisation of any proposed extension.

- The OBC to be developed during June 2016, with the aim of presenting a final OBC to Aberdeen City Council in due course.

Appendix A – List of Consultees

Lord Provost of Aberdeen, George Adam

Cllr Jaffrey ACC

Cllr Stuart ACC

Cllr Crockett ACC

Cllr Reynolds ACC

Cllr Young, ACC

Cllr Thomson, ACC

Alasdair Ross, Civic Affairs, ACC

Richard Sweetnam, Economic Development ACC

Angela Taylor, Economic Development ACC

Rita Stephen, former Economic Development ACC

Gordon McIntosh, Director, ACC

Yasa Ratnayake, Economic Development ACC

Elaine Robertson, Economic Development ACC

Sandy Beattie, Masterplanning, Design and Conservation, ACC

Zinnie Denby-Mann, Planning/Conservation ACC

Alexander Ferguson, Planning ACC

Morag McCorkindale, AREG, ACC

Neil Bruce, Culture ACC

Gordon Wright, Digital Economy ACC

Neil Strachan, Land and Property ACC

Jason Finch, Aberdeen Maritime Museum

Judith Proctor, Aberdeen Health and Social Care Partnership

Chris Cromar, Bridge of Don Community Council

Prof John Paterson, Aberdeen University

Richard Laing, Robert Gordon University

Morag McFadyen, Robert Gordon University

David McClean, Robert Gordon University

Paul Hagan, Robert Gordon University

Steve Harris, Visit Aberdeenshire

Jim Millar, MTS Ltd

Anne Irvani, Irvani Associates