

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	14 December 2022
EXEMPT	No Appendix C: Aberdeen Market Business Case Update Exempt (Paragraphs 8 and 10)
CONFIDENTIAL	No
REPORT TITLE	City Centre Update
REPORT NUMBER	RES/22/290
DIRECTOR	Steve Whyte
CHIEF OFFICER	-
REPORT AUTHOR	Sandy Beattie
TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

1.1 This report provides Members with progress updates on projects in the City Centre including:

- Streetscape projects including Union Street Central
- City Centre Traffic Management Plan/Bus Priority Measures
- Union Street Building Condition Survey Programme
- Aberdeen Market
- Queen Street Strategic Outline Case
- Ongoing Engagement

2 RECOMMENDATIONS

That Council:-

Streetscape Programme

2.1 Agree the Streetscape Full Business Case (Appendix B) and instruct the Director of Resources, following consultation with the Chief Officer – Commercial & Procurement and Chief Officer – Capital, to proceed with the negotiation and execution of contracts for delivery of the following programmes in the first instance and to report progress to the Capital Programme Committee on a 6 monthly basis from the date of this report:

- a) Union Street Central
- b) Market Streetscape Phase 1
- c) Schoolhill/Upperkirkgate.

2.2 Instruct the Director of Resources to progress with developing the remaining streetscape programmes and bring forward for Council consideration and approval an update to the Full Business Case in 2.1 above following conclusion

of design, planning and consultation stages on the below programmes by December 2023:

- a) Union Street East & Castlegate and Justice Street
- b) Union Street West & West End
- c) Market Streetscape Phases 2 and 3

- 2.3 Note the instruction from the October 2020 City Growth and Resources Committee that the Chief Officer – Strategic Place Planning develop the Outline Business Case for the A944/A9119 Multimodal Corridor Study Medium/High Delivery Package (which includes proposals for improved cycle infrastructure between Westhill and Aberdeen City Centre) and instruct the Chief Officer – Strategic Place Planning to report back the Outline Business Case for the A9119 cycle route (Carden Place (including Queens Cross Roundabout), Skene Street and Rosemount Viaduct), currently being progressed via the Bus Partnership Fund, by December 2023, in order to provide an active travel link from the West End into the heart of the City Centre,
- 2.4 Instruct the Chief Officer – Capital not to proceed with a traffic signal-controlled junction at the Broad Street/Upperkirkgate/Gallowgate Junction, in view of the impending changes within the proposed City Centre Masterplan,
- 2.5 Instruct the Chief Officer – Capital following consultation with the Chief Officer - Strategic Place Planning to consult with stakeholders and funders to review current safety concerns with a view to making a recommendation to help mitigate any concerns in the context of the City Centre Masterplan.
- 2.6 Approve the allocation of additional revenue funds to the Roads maintenance budget of £16,700 from 2024/25 onwards, which is required to maintain the infrastructure change as detailed in paragraph 4.1 of the report

Building Conditions/ Occupancy

- 2.7 Note the update on Union Street Building Condition Implementation Plan Pilot Project and instruct the Director of Resources to report progress to Council in June 2023.
- 2.8 Note the content of the Strategic Outline Case Upper Floor use options at 101-103 Union Street (Appendix G) and instruct the Chief Officer - Corporate Landlord to continue to review and report back by August 2023.

Aberdeen Market

- 2.9 Note the business case for Aberdeen Market (Appendix C) and instruct the Director of Resources following consultation with the Chief Officer – Corporate Landlord to proceed with the negotiation and execution of contracts for delivery and report progress back to Council on a 6 monthly basis from the date of this report.

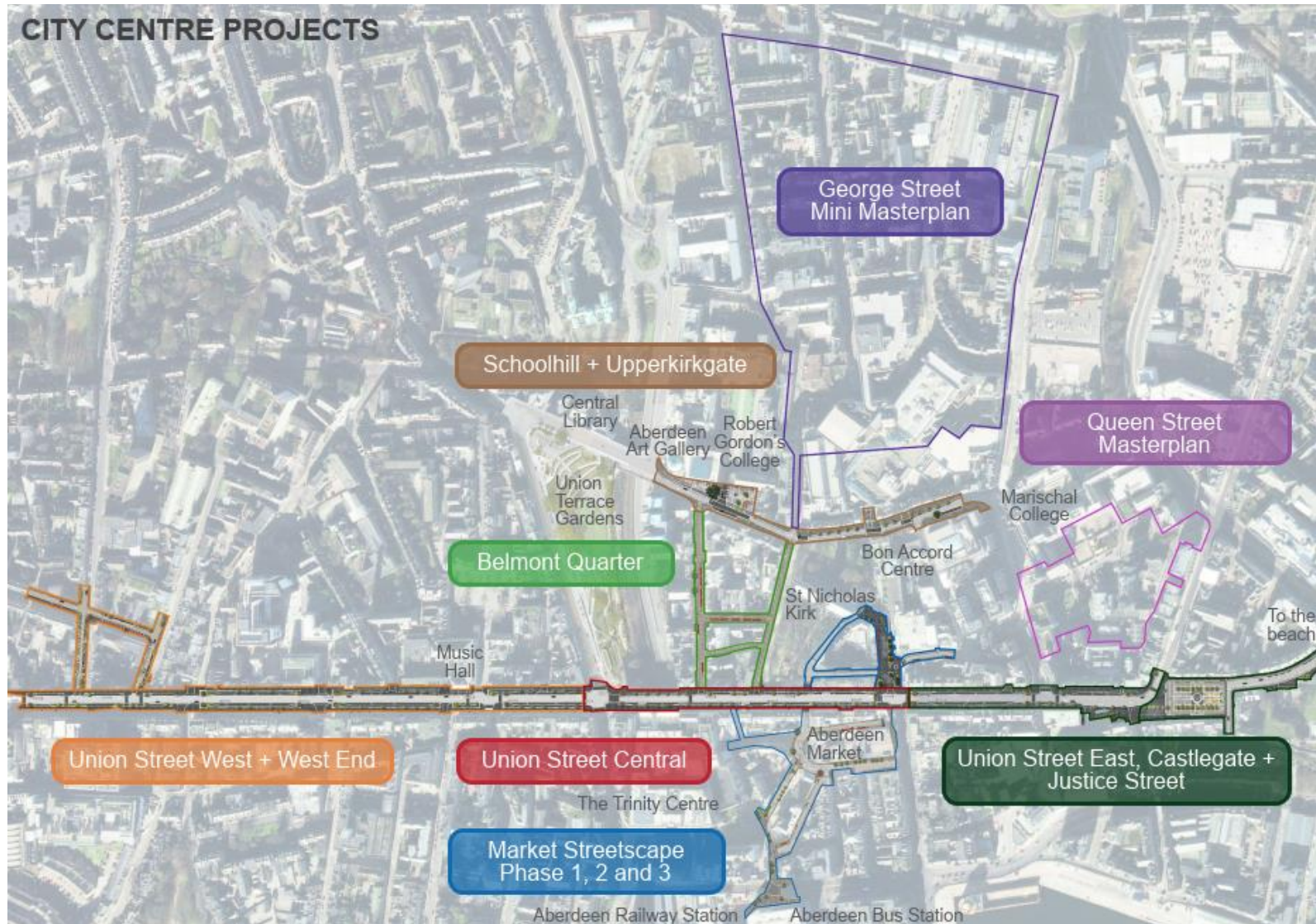
Queen Street

- 2.10 Agree the Strategic Outline Case for Queen Street and instruct the Director of Resources to progress the short-listed options into an Outline Business Case which will identify a preferred option and report back to Council in August 2023.

3 CITY CENTRE DEVELOPMENT PROGRAMME

- 3.1 The map and table below summarises the following city centre projects delivery programme:
- Union Street Central
 - Belmont Quarter?
 - Aberdeen Market Streetscape Phase 1
 - Schoolhill & Upperkirkgate
 - Union Street East & Castlegate
 - Union Street West & West End
 - Aberdeen Market Streetscape Phase 2 & 3
 - Aberdeen Market
 - Queen Street
 - Union Street Façade Improvements
 - Union Street Upper Floors
 - George Street Mini Masterplan

3.1.1 City Centre Projects

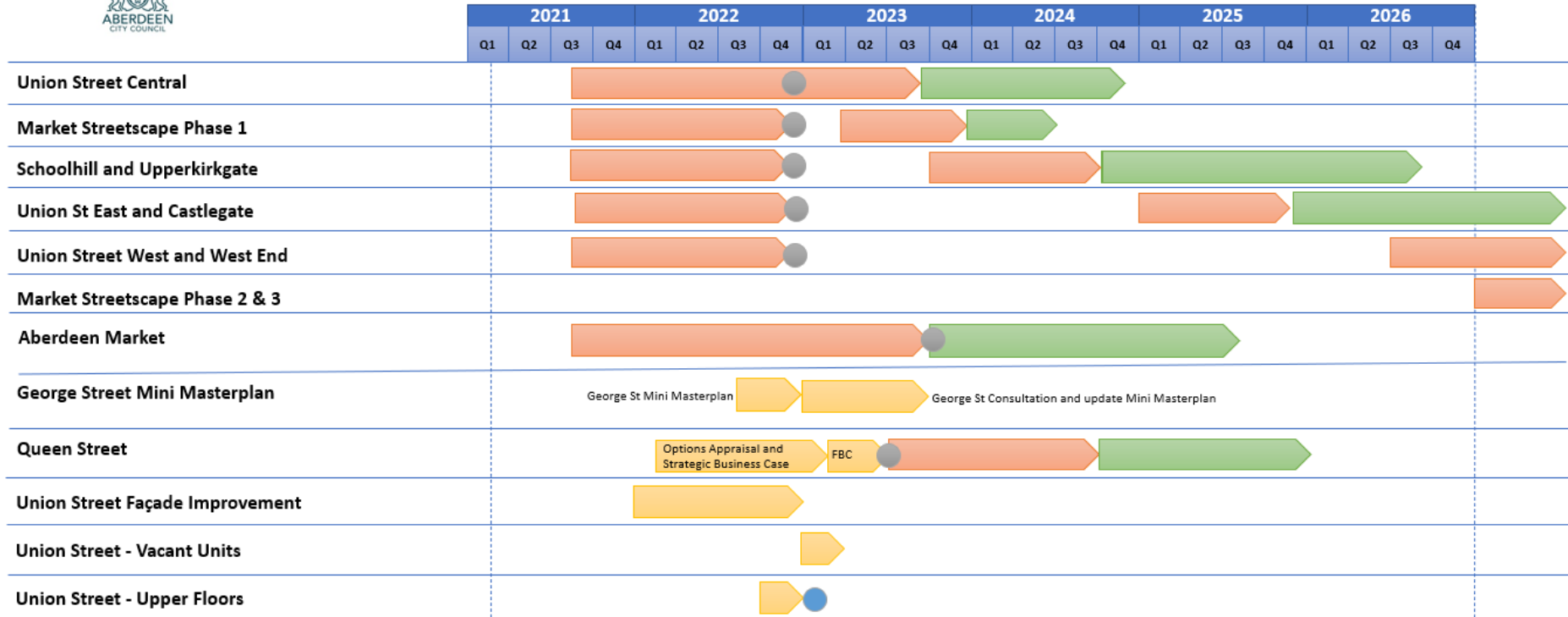


3.1.2 Indicative Programme



Aberdeen City Centre Projects - Programme Overview

Last Updated: 31/10/2022



KEY:

- Design
- Construction
- Strategic Support Services
- Full Business Case
- Strategic Outline Business Case

Delivery

- 3.1.3 The projects will be delivered under the Territory Partnering Agreement between Aberdeen City Council and Hub North Scotland Limited, who are a strategic development partner for the planning, procurement and delivery of community-based infrastructure projects across the north of Scotland. Hub North Scotland comprises 16 public sector organisations, the Scottish Futures Trust and private sector partners in a joint venture company known as a hubCo with the purpose of working collaboratively to deliver projects for communities and best value for participants. The key purpose of the hub initiative is to establish a long-term partnering relationship between hubCo and Aberdeen City Council and to procure the provision of appropriate infrastructure and related services involved in providing Community Services with the aim of:
- a) improving the efficiency of delivery of community-based facilities;
 - b) delivering economies of scale through shared facilities;
 - c) making the best use of public resources; and
 - d) providing continuous improvement in both cost and quality in public procurement.
- 3.1.4 Hub North Scotland's dedicated supply chain members are working collaboratively with Aberdeen City Council to develop, design and deliver all projects within the City Centre and Beach Masterplan programme. All procurement is carried out in strict compliance with Hub North Scotland's Project Delivery Method Statement with an open book approach to project costs which is continually benchmarked and reviewed to maximise efficiency, accountability and demonstrate continuously improving value for money. The Hub North Scotland supply chain is structured to include both local and national partners maximising economies of scale whilst providing opportunities to local companies. Project development plans have specific focus on community and stakeholder engagement to maximise outcomes for end users.

4 PROJECT UPDATES

Streetscape Projects

4.1 Progress Summary

4.1.1 The design development of all streetscape projects has progressed to RIBA Stage 3. The Streetscape RIBA 3 Summary is presented in Appendix A. Investigation works have now commenced as part of the information gathering process required to enable the RIBA Stage 4 technical design works to be undertaken.

4.1.2 A summary of previous Full Council instructions is as follows:

- June 2022 - 9.4 (ii) - to note the content of the Union Street Central Options Appraisal (appendix A) and agree to implement Option 3 (Bus lanes with bus laybys).

- June 2022 - 9.4 (iii) - to instruct the Director of Resources to implement the detailed designs for the implementation of Option 3 and further instruct that these designs where possible should allow for conversion to Option 2 (full pedestrianisation with central bicycle and service corridor and servicing laybys) should the Council agree in the future that:-
 - a) suitable 24-hour access arrangements to Union Street are in place for people with disabilities and limited mobility; and
 - b) suitable alternative bus and public transport arrangements are available which ensure easy bus passenger access to Union Street Central.

4.1.3 A Streetscape Full Business Case (FBC) has been developed presenting Union Street Central, Market Streetscape Phase 1 and Schoolhill & Upperkirkgate for instruction to proceed as the first phase of urban realm improvements in the City Centre. The Streetscape Business Case is presented in Appendix B. A Business Case update detailing the remaining Union Street East, Castlegate and Justice Street, Union Street West and West End public realm works will be developed over the coming months and reported to Council by the end of 2023.

4.1.4 In accordance with Council's instruction in June 2022, Union Street Central has been designed to accommodate public transport and ensure the street could be converted to a pedestrianised area at some point in the future. The proposals will result in a reduction in general traffic of between 60-80% on pre-pandemic levels and, in line with Scottish Government's Cycling By Design recommendations for low speed (20mph limit) and low-traffic areas, accommodate cycling in the carriageway. In accordance with the guidance, segregated cycling provision is not proposed along Union Street, given the low traffic and low speed environment that will be created, but also given that, once current standards for carriageway widths, bus lay-bys and service bays have been applied to the design, it is not possible to accommodate segregated cycle lanes that meet current design standards, in the space available.

- 4.1.5 It is clear, however, from the consultation results that segregated cycling infrastructure into the City Centre is desired, so it is recommended that Officers continue to progress to Outline Business Case, as an alternative, the existing work on cycling infrastructure that has been undertaken through the Scottish Government funded Bus Partnership Fund programme on the Westhill to Aberdeen corridor including the A9119 (Carden Place, Skene Street and Rosemount Viaduct), as reported to the City Growth and Resources Committee in September 2020, and to report back by December 2023.
- 4.1.6 The key principles for each of the streetscaping projects include:
- Increase the attractiveness of the area for residents, businesses, and visitors whilst creating a key destination within the city.
 - Widen footpaths and improve street crossing points to allow for safer and more comfortable pedestrian movement.
 - Prioritise walking, wheeling and cycling, and improve access to public transport, including buses and taxis.
 - Create seating areas to provide rest stops, activate the area and support local businesses.
 - Create plaza spaces in front of key buildings allowing people to gather and celebrate the city's rich heritage.
 - Increase number of trees and planted areas to soften the space, adding colour, shade, shelter and seasonality.
 - Add colour and life through play, public art and lighting.
 - Create an accessible, attractive, and flexible space for day-to-day use, civic gatherings and events.
- 4.1.7 Subject to the recommendations above being approved, next steps for the project team will include:
- Complete the necessary site investigation works
 - Progress the technical design work
 - Market test work packages within set budgets
 - Agree and award construction contract for:
 - Union Street Central
 - Market Streetscape Phase 1
 - Schoolhill & Upperkirkgate
 - Undertake stone procurement process to seek local supply where possible
 - Develop FBC updates for remaining streetscape projects.
- 4.1.8 Engagement (including information on closures/work programmes etc) will be undertaken by the appointed contractor, who will develop a construction plan, including traffic management for site access and deliveries in addition to reviewing access for local residents and businesses. The design and construction teams will also continue to engage with stakeholders, including DEP, throughout the technical design and delivery stages.

City Centre Traffic Management Plan/Bus Priority Measures

- 4.2 In June 2022, Phase 2 of the City Centre Masterplan (CCMP) Traffic Management Plan was reported to Full Council. The Plan noted that, irrespective of the form of change introduced on Union Street Central, additional active travel and bus priority measures would be required on Market Street, Guild Street and Bridge Street to ensure the safe and efficient movement of these modes of transport through the City Centre. This change:
- Supports CCMP aspirations to reduce the number of private vehicles in the city centre and give more space to sustainable modes of transport;
 - Encourages modal shift, thus supporting Climate Change and Net Zero commitments, by reducing bus journey times and improving reliability, and contributing to a safer environment for cycling;
 - Supports the objectives of the Low Emission Zone (LEZ) by reducing traffic volumes within the City Centre Air Quality Management Area (AQMA); and
 - Accords with the recent Roads Hierarchy review which reclassified a number of city centre streets to emphasise the role of the city centre as a destination rather than a through-route for general traffic.
- 4.3 In order to mitigate the impacts of the traffic displaced from Union Street and Guild Street, the Traffic Management Plan, supported by the outcomes of traffic modelling exercises, also noted that Schoolhill/Uppperkirkgate, between Harriet Street and Flourmill Lane, should become a pedestrian and cycle only space (with one-way access for service vehicles on a time-limited basis), right turns prohibited except for buses, taxis (and private hire) and cycles from Union Terrace into Rosemount Viaduct in order to limit traffic re-routing through the busy Schoolhill/Uppperkirkgate shopping area, so as to improve the safety of people walking and cycling.
- 4.4 Members will also be aware that significant funding has been allocated from the Scottish Government's Bus Partnership Fund (BPF) for the delivery of South College Street improvements. This funding has been awarded on the understanding that it would enable the delivery of significant City Centre bus priority measures, particularly delivery of the recommended measures on Market Street, Guild Street and Bridge Street. Failure to deliver such measures, where there is clear evidence of benefit, could put this and future BPF funding at risk, potentially reverting costs for the construction of South College Street Phase 1 back to the Council.
- 4.5 The implementation of the Market Street/Guild Street/Bridge Street works has commenced on site and the current go live date is late January 2023. However, this will be dependent on weather conditions to carry out the required road lining work during January.

Broad Street/Upperkirkgate/Gallowgate Junction

- 4.5.1 The Operational Delivery Committee at its meeting on 16 May 2019 considered report number PLA/19/088 – Operations and Safety Review of the Broad Street Project. The Committee instructed the Chief Officer - Capital to proceed to design and install a fully traffic signalised junction at the Broad Street/Upperkirkgate / Gallowgate junction with a requirement that the design was discussed and agreed with key stakeholders and funders.
- 4.5.2 Design work was carried out to meet standards and guidelines at that time however Sustrans had concerns with how the proposed design would fit with the ethos of a 'shared space'. Further consultations are also required with other stakeholders.
- 4.5.3 Initial cost estimates to implement the current design (which is not agreed) are circa £200k with an estimated 3 months required to carry out the physical works. Pre-implementation would require circa 6 months for further consultations, tender preparation and advance ordering of materials.
- 4.5.4 A series of meetings were held with Sustrans to inform design development, however the project stalled in 2020 (when the pandemic started). This led to alternative traffic management and use of space within the city centre which had a dramatic impact on traffic and travel patterns, which generally can be summarised as a significant reduction in traffic volumes across the city centre.
- 4.5.5 In particular, a section of Schoolhill/Upperkirkgate was closed to 'through traffic' and this had a similar reduction on traffic wishing to use the Broad Street/Upperkirkgate/Gallowgate Junction.
- 4.5.6 The Schoolhill and Upperkirkgate streetscape are currently being considered within the City Centre Masterplan (CCMP). At Full Council in June 2022, it was agreed that vehicular access to Schoolhill will continue to be heavily restricted in the future, with access for service vehicles only, within a designated window. Access to Flourmill Lane and Harriet Street will be maintained to allow access to retail facilities and the Bon Accord Centre car park respectively, but between these points Schoolhill will be access for pedestrians and cyclists only.
- 4.5.7 Bearing in mind all the above, it is recommended that a traffic signal-controlled junction is no longer required at the junction.

Union Street Building Condition Survey Programme

- 4.6 The initial Pilot Project for 107-131 Union Street is ongoing with a review of the condition surveys of the properties and engagement with ACC Strategic Place Planning on the process involved for carrying out works on the listed buildings and communication with building owners.
- 4.6.1 Eleven property owners at 107-131 Union Street have been contacted with letters issued seeking engagement. Acknowledgement has been received from eight out of eleven owners. Feedback to date has been supportive of carrying out both repair and improvement works, however owners have highlighted that they would have difficulty contributing financially. Owners/occupiers have highlighted that they would also like to see incentives such as rate reduction or support with energy costs to reduce overall occupational costs and thereby increase occupancy rates. A stakeholder engagement plan, including a Q&A list, has been produced to allow for further dialogue to take place with property owners.
- 4.6.2 Early engagement has taken place with local contractors who are well placed to undertake works, this will consider carrying out works both sustainably and safely. Next steps include further engagement with building owners while seeking to increase understanding of scope of works and methodology. Potential opportunities for grant funding will be identified. Should owners agree to proceed, a more detailed inspection of properties is required to establish extent of repair works to rainwater goods and roofing.
- 4.6.3 It is anticipated that further dialogue will take place with building owners throughout 2023. Agreement between parties will be required prior to commencement of any works taking place. Potential works such as building cleaning or shopfront improvements will need to go through relevant statutory consent processes.
- 4.6.4 Initial engagement will be undertaken with the supply chain to establish accurate budget costs for repair works. Beyond this, opportunities for grant funding are to be sought.
- 4.6.5 As per previous instruction by Council in February 2022, officers have investigated options for the reuse of vacant upper floors in relation to 101-103 Union Street. A Strategic Outline Case is now presented (Appendix G) which identifies a range of different options to bring the space into full economic use. Due to current market conditions, all options show a funding deficit at this time. It is proposed that officers continue to monitor market conditions and report to a future committee in further detail.

Aberdeen Market

4.7 Progress in Period:

The demolition work to remove the old BHS and market building is now complete, with hoarding and fencing erected to secure the site. Investigation works have now commenced on site as part of the information gathering process required to enable the design works to progress. Layouts have been reviewed with the preferred Operator and will be updated and then developed as part of the detail design.

4.7.1 Summary of Instructions

An update to the Aberdeen Market Business Case is included in Appendix C, which is exempt as it refers to the acquisition or supply of goods/service.

4.7.2 Achievements

- Planning approval for the development was approved subject to conditions in May 2022.
- A preferred Operator has been selected and Heads of Terms agreed in principle
- Successful application for £20M from UK Government Levelling Up Fund (LUF)
- Demolition work to the old BHS and market building has been completed

4.7.3 Engagement

Meetings with the preferred Operator regarding layouts, supply delivery and food delivery services.

Refer to section 4.9 for an update on Stakeholder Engagement.

4.7.4 Design Work

An RIBA Stage 3 Design Report and subsequent update were produced as part of the Planning application. The next stage will include updating design to reflect revised layouts and progressing the RIBA Stage 4 technical design work.

4.7.5 Key principles of project

The market building is a critical site in the heart of the city centre and provides the opportunity to achieve several objectives including:

- Creating an 'active' frontage to Union Street
- Linking with active travel and pedestrian priorities for the City Centre
- Increasing footfall within the City Centre
- Occupation of vacant retail units
- Creation of a new retail 'destination' for the city centre
- Creating pedestrian connectivity between Union Street and the bus and railway stations via The Green

A project summary brochure is attached as Appendix H for information.

4.7.6 Next Steps

- Complete the necessary site investigation works
- Finalise the layout arrangement with the Operator (this may require a new planning application pending the outcome of discussions)
- Complete legal arrangements with the Operator
- Progress the detailed design work and develop work packages
- Tender the individual work packages to confirm project costs
- Agree and award construction contract

4.7.7 Delivery

The project is being delivered under the Territory Partnering Agreement between Aberdeen City Council and hub North Scotland Limited

4.7.8 Programme

The current programme for delivery includes:

- RIBA 4 design – Q2 2023/24
- Financial close – Q3 2023/24
- Construction starts on site – Q3 2023/24
- Construction completion – Q3 2025/26

4.7.9 Engagement

The investigation work has been contained within the market site boundary, with access to surrounding streets and premises un-affected at this stage. The contractor will develop a construction plan, including traffic management for site access and deliveries in addition to reviewing access for local residents and business.

Queen Street

- 4.8 The vision for Queen Street is outlined below:
- Alignment with City Centre and Beach Masterplans, Local Outcome Improvement Plan; and national alignment with the National Strategy for Economic Transformation and the Scottish Cities Alliance Transition to Net Zero Carbon Action Plan
 - To stimulate the city's economic growth, create jobs, and facilitate future business investment
 - To increase City Centre footfall and attract new visitors to Aberdeen and make a positive contribution to the six qualities of successful places identified by the Scottish Government. These are distinctive; safe & pleasant; easy to move around in; welcoming; adaptable; and resource efficient
 - To be affordable to ACC and able to secure funding to support the development
 - To be financially self-sustaining without ongoing support from ACC and can be easily exited by ACC
 - Supports UK & Scottish Government sustainability goals and ACC's journey to Net Zero by 2045.
- 4.8.1 A Strategic Outline Business Case (SOC) has been developed focusing on a short list emerging from an Options Appraisal (Appendix D). High level summaries and capacity studies of five Short List Options have been prepared.
- 4.8.2 A Long List of 11 Options was assessed and refined to a Short List of five by scoring against seven key project scoring criteria/success factors. The Short-Listed Options are recommended as:
- Do Nothing/Minimum
 - Urban Park across cleared site
 - Building retention and re-use, mixed use development and urban park
 - Mix of urban park and residential units on cleared site
 - Mixed use development and larger urban park.
- 4.8.3 Members should be aware that a revised draft NPF4 was laid in the Scottish Parliament in early November. Policy 9 within the revised draft relates to encouraging, promoting and facilitating the use of vacant buildings and derelict land. Given the need to conserve embodied energy, demolition will be regarded as the least preferred option. This will be further explored through the development of an Outline Business Case, including identifying any potential holding costs.
- 4.8.4 Given the scale of the Queen Street site, it is considered prudent to develop an Outline Business Case that incorporates a level of development to support the delivery of an urban park and to ensure that urban park is commensurate with the scale appropriate for such an urban setting.

- 4.8.5 As the current volatility in the construction industry, together with rising inflation rates, continues to present challenges to costing, it is considered prudent to understand more detail around the development potential and develop options to Outline Business Case to give as much certainty as possible.
- 4.8.6 Members will be aware through previous reports that Police Scotland has successfully relocated to Marischal College and that the Joint Integrated Mortuary (replacing the City Mortuary at Poultry Market Lane) has now started its construction programme at Foresterhill. Officers continue to engage with the Scottish Courts & Tribunal Service regarding potential to rationalise and relocate its services to potentially free up further development space in Queen Street.
- 4.8.7 Pending approval of the Strategic Outline Case, it is the intention to develop an Outline Business Case to be presented to Council in August 2023.

Ongoing Engagement with Stakeholders

- 4.9 A summary of ongoing engagement with stakeholders in relation to specific CCMP projects and public consultation in relation to Streetscape projects is contained in Appendix E.
- 4.9.1 Since the last update to Full Council in August 2022, update meetings have been held with the undernoted stakeholders:
- Community Council Forum
 - City Centre Community Council
 - George Street Community Council
 - Aberdeen Inspired Business Network
 - Disability Equity Partnership
 - Accessible City Transport Users Partnership (ACTUP)
 - North-East Sensory Services (NESS)
 - Aberdeen Civic Society
 - Aberdeen Cycle Forum Representatives
 - Children and Young People, and
 - City Centre and Beach Masterplan Stakeholder Forum
- 4.9.2 In addition, public consultation was undertaken from 3 – 17 October 2022 in relation to the streetscape elements of the CCMP. Consultation material was on display at the Bon Accord Centre for the duration of this period with members of the project team being available on 6, 7, and 8 October to meet with the public and to answer questions.
- 4.9.3 Business Briefings were also offered with the design team and transport consultants on 6 and 7 October 2022. Businesses were offered the opportunity to book an appointment to meet the team and discuss specific issues. This was

promoted by the Council and Aberdeen Inspired via social media. A bespoke event with North-East Sensory Services (NESS) was also held on 5 October and supported by an interpreter.

4.9.4 A live online engagement event was held on the evening of 12 October 2022. Project information was available to [view and comment on online](#) with feedback able to be submitted in written form or online.

4.9.5 A total of 219 responses were submitted to the streetscape project consultation. The consultation asked people to comment on specific elements of the proposed streetscape interventions and then give more general feedback.

- 93% of respondents agreed with the proposals for greening and planting.
- 89% agreed that holding events would attract more people into the city centre.
- 85% liked the idea of introducing art installations.
- 80% agreed with the inclusion of play spaces within public realm.

Wider feedback indicated that the following themes were most popular:

- Trees and greening – 62 comments
- Improved pedestrian accessibility – 46 comments
- Less cars and better air quality – 37 comments
- The plans would improve vibrancy and attract footfall – 36 comments
- More attractive for cycling – 19 comments
- Outdoor café culture – 15 comments

4.9.6 Matters raised can be grouped into the following themes:

- Active travel infrastructure proposed not safe/inadequate segregation – 98 comments
- Inadequate public transport to encourage modal shift/behaviour change – 40 comments
- Funding & deliverability – 25 comments
- Maintenance – 17 comments
- Impact of city transport changes on business and work access – 14 comments
- Retail over capacity – 13 comments
- Antisocial behaviour – 7 comments

4.9.7 Appendix E contains recommendations on how matters raised should be addressed and can be summarised as: (still to be completed – are we publishing the consultation comments online?)

5 FINANCIAL IMPLICATIONS

- 5.1 Programme costs will be met from the existing City Centre and Beach Masterplan budget. The anticipated spend profile is as follows:

Projects	2023-24	2024-25	2025-26	Total
Union St Central	£11M	£9M		£20M
Market Streetscape 1	£2.55M	£2.55M		£5.1M
Aberdeen Market	£2M	£19M	£19M	£40M
<i>LUF Grant</i>				<i>-£20M</i>
Total				£45.1M
Future years				
Schoolhill/Upperkirkgate		£9M	£12M	£21M

- 5.2 Officers have engaged with the UK Government's Department for Levelling Up, Housing and Communities and received confirmation that the Union Street Central design instructed by Council is considered a devolved delivery matter and therefore does not affect the LUF grant award.
- 5.3 It is prudent to consider the implications of public realm interventions in relation to future maintenance requirements. This will require the allocation of an estimated additional £16,700 of revenue funds to the Roads maintenance budget, which is required to maintain the infrastructure change as detailed in section 4.1. It is also recommended that £50,000 be included in the project budget to cover the costs on any new maintenance equipment should it be required.
- 5.4 The estimated cost of developing an Outline Business Case identified in the Strategic Outline Case will be met from the existing Queen Street budget.

6. LEGAL IMPLICATIONS

- 6.1 As project proposals move through to RIBA Stage 4 Technical Design, they will be examined and managed within the professional scope of construction industry accepted standards, ensuring all due diligence exercises and pre-contract enquiries are complete and satisfactory.
- 6.2 Any work that is recommended to property not owned by the Council will require effective dialogue and the owner's consent before it can commence. Other local authority consents, such as planning permission and listed building consent, may also be required for works to buildings.
- 6.3 All changes to vehicular movement on the road network are subject to statutory processes.

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 The City Centre and Beach Masterplan will be screened through the Strategic Environmental Assessment process. This screening process will be circulated

to the consultation authorities (Nature Scot, Scottish Environment Protection Agency and Historic Environment Scotland (for Scottish Ministers)) and be informed by both the Local Development Plan Environmental Report and the ongoing production of the Beach Development Framework Environmental Report.

8. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	Failure to proceed with project impacts on wider city commitments and economic targets	Continue to work collaboratively to achieve masterplan delivery and wider advantages.	M	Yes
Financial	Removal of reduction in anticipated funding streams	Continual engagement and monitor of ongoing funding applications	M	Yes
Financial	Inaccurate/ uncharted underground service and utility survey information leads to increased costs.	Ensure thorough & adequate surveys undertaken prior and during the development phase. Service detection, trial pits, historical review / detailed desk top review underway. Ensure project contingencies are sufficient to cover possible unexpected costs.	H	Yes
Financial	Budget Pressures due	Robust budgets established based on market	M	Yes

	to current market volatility.	intelligence. Independent budget reviews with PMO and supply chain are regularly held. Appropriate inflation allowances made in cost plans.		
Financial	General lack of material and resource availability	Early identification of material types and advanced discussions with supply chain on availability.	M	Yes
Operational	Potential impact on existing services associated with any change in levels or disturbance during construction.	Ensure thorough & adequate surveys undertaken prior and during the development phase. Service detection, trial pits, historical review / detailed desk top review underway	M	Yes
Operational	Project scope changes	Seek preferred option agreement with ACC at appropriate stage and progress agreed design to avoid abortive work.	M	Yes
Operational	Insufficient ACC resource	Resource review ongoing and investigating augmenting support through PMO	H	Yes
Operational	Interfaces with existing buildings/ retaining walls/	Investigate, assess, design. Ongoing throughout the	M	Yes

	highways/shared boundaries/other	demolition process.		
Operational	Delay or failure to secure Market Operator	Marketing operator has been identified. Heads of Terms still to be agreed.	H	Yes
Reputational	Created / perceived congestion on surrounding networks due to construction and phasing of works	Review phasing and impact on road networks in the interim phases. Use advance publicity to advise public on works.	M	Yes

9. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Impact of Report	
Aberdeen City Council Policy Statement	Supports the delivery of Economy Policy Statement 4 – Increase city centre footfall through delivery of the City Centre Masterplan. 1. – Continue to maximise community benefit from major developments.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
Prosperous Economy Stretch Outcomes	Supports Outcome 1 10% increase in employment across priority and volume growth sectors by 2026.
Prosperous People Stretch Outcomes	Supports Outcome 7 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
Prosperous Place Stretch Outcomes	Supports Outcome 14 Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate Supports Outcome 15 38% of people walking and 5% of people cycling as main mode of travel by 2026.

<p>Regional and City Strategies</p>	<p>The report supports the priorities in the Regional Economic Strategy (RES) investment in infrastructure, regenerating our city centre, unlock development potential, improve the deployment of low carbon transport, to enable Aberdeen to realise development opportunities in the City Centre Masterplan.</p> <p>The report supports the National, Regional and Local Transport Strategies, particularly the Sustainable Travel Hierarchy, which prioritises the needs of those walking, wheeling and cycling above other road users, and the 4 pillars identified in the recent Regional Transport Strategy, Nestrans 2040: Equality, Climate, Prosperity and Wellbeing.</p> <p>It also supports the Aberdeen Active Travel Plan and Sustainable Urban Mobility Plan, both of which seek to improve conditions for people walking and cycling in Aberdeen, particularly to, from and within the City Centre, through the provision of more and safer infrastructure.</p> <p>Measures to reduce unnecessary vehicle traffic in the City Centre will support the Air Quality Action Plan, Climate Change Plan, Net Zero Action Plan and Low Emission Zone by contributing to emissions reduction.</p>
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10. IMPACT ASSESSMENTS

Assessment	Outcome
<p>Integrated Impact Assessment</p>	<p>The IIA for the City Centre Masterplan has been updated and appended to report (Appendix F)</p>
<p>Data Protection Impact Assessment</p>	<p>DPIA Screening Questions completed. Neither a brief DPIA or full DPIA is required at this stage</p>
<p>Other</p>	<p>N/A</p>

11. BACKGROUND PAPERS

- 11.1 City Centre Masterplan Update report to Council June 2022 (RES/22/137)
<https://committees.aberdeencity.gov.uk/documents/s133394/CCMP%20Update%20Report%20to%20Council.pdf>

City Centre and Beach Masterplan report to Council August 2024 (RES/22/173)
https://committees.aberdeencity.gov.uk/documents/s135128/CCMP%20-%20220629%20CCMP%20Update_Recalibrated%20Masterplan%20FINAL%20Report.pdf

12. APPENDICES

Appendix A: Streetscape RIBA Stage 3 Summary Report

Appendix B: Streetscape Full Business Case

Appendix C: Aberdeen Market Business Case Update (exempt)

Appendix D: Queen Street SOC and Options Appraisal

Appendix E: Engagement Report

Appendix F: Integrated Impact Assessment

Appendix G: Vacant Upper Floors SOC

Appendix H: Aberdeen Market Project Summary Brochure

13. REPORT AUTHOR CONTACT DETAILS

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