

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20375
Created time	Wed, 10 Aug 2022 09:04
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What is the legal name of the lead applicant organisation?

Aberdeenshire Council

Where is your bid being delivered?

Scotland

Select your local authority




Aberdeenshire

Enter the name of your bid

Cultural Tides: North Sea Connections in Aberdeenshire

Does your bid contain any projects previously submitted in round 1?

Bid manager contact details

Full name	
Position	
Telephone number	
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Postal address	Woodhill House Westburn Road Aberdeen Aberdeen AB16 5GB

Senior Responsible Officer contact details

Full name	[REDACTED]
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Chief Finance Officer contact details

Full name	[REDACTED]
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Email address	[REDACTED]

Local Authority Leader contact details

Full name	[REDACTED]
Position	Council Leader
Telephone number	[REDACTED]
Email address	[REDACTED]

Enter the name of any consultancy companies involved in the preparation of the bid

[REDACTED]

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	0%
Cultural	100%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

2

Are you submitting a joint bid?

No

Are you submitting a large cultural bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

Annex 18 - LUF Costings & Planning Workbook v2.xlsx

Provide bid name

Cultural Tides: North Sea Connections in Aberdeenshire

Provide a short description of your bid

A significant investment in the cultural infrastructure of two of Aberdeenshire's coastal towns. In Peterhead, a derelict historic mansion house in the town centre will be restored, extended and developed into a modern museum, library and regional cultural hub. The present museum and library building will be converted into a live performance venue with music and dance rehearsal studios upstairs. In Macduff the popular Marine Aquarium will receive a substantial and much-needed investment: creating a new two floor extension with refurbished and expanded displays and interactive exhibits, plus a café, community space and educational suite.

Provide a more detailed overview of your bid proposal

This package of two projects represents a unique transformational investment in the facilities owned and managed by Live Life Aberdeenshire (the culture and leisure arm of Aberdeenshire Council) along the coast of North East Scotland.

The first project in the package, 'Peterhead Cultural Quarter', will involve the development of the historic town centre as a regional destination for culture, re-establishing the former 'market square' as the civic heart of a vibrant and resurgent Peterhead. The focal point will be a prominent and dynamic regional museum which will drive culture-led regeneration and stimulate the town's economic revitalisation.

The disused B-Listed Arbuthnot House (1805) occupies a prominent position at the base of Broad Street and acts as a visual link between the town and the harbour. In deteriorating condition and on the market for 6 years, much of its original character and features remain but are gradually being eroded.

A thorough but sensitive renovation will restore its unique features and original character, offering a very visible enhancement to the streetscape of Broad Street and lifting the area's somewhat tired appearance. A striking extension will be erected over the footprint of the existing 1960s additions, offering panoramas over the harbour and maximising the site's cultural output, community facilities and income generation.

The former Arbuthnot Museum and Library building – to be renamed the Carnegie Building- will become a live performance venue with dance and music studios and, as part of the wider strategic programme, Broad Street will be transformed into a 'museum plaza', where the energy and vitality of the museum spills out into new green public space. The project will act as a visual vote of confidence in the town centre and as an iconic symbol of Peterhead's future prosperity.

The second project, at Macduff Marine Aquarium, will offer a demonstrably new experience for visitors to this popular existing attraction. The Aquarium, opened in 1996, is cherished by the local community and provides an important educational role both for local schools and the wider population. Whilst the current offer is well-regarded by visitors, opportunities for growth and development are constrained by the building's limited footprint, and the lack of flexible educational spaces or a hospitality offering are particularly restrictive.

The project will transform the appearance and functionality of the building, with a spectacular two-storey extension taking advantage of dramatic coastal views and offering significant new space for interactive exhibits (such as a lobster hatchery) and educational experiences. A new café/restaurant and expanded retail offer will further enhance the visitor experience, and external maritime links will be enhanced, connecting with the coastal walking trail and local heritage sites such as Macduff Harbour and unique Tarlair Outdoor Swimming Pool.

Overall, the package will celebrate our relationships with the sea: industry and culture; pride of place and sense of community; science and natural history. As we look to the future, these two venues will play a key role in our communities meeting the challenges of a rapidly changing world while preserving the legacies of biodiversity, learning, culture and heritage for future generations.

Provide a short description of the area where the investment will take place

Aberdeenshire Council is a single-tier local authority responsible for providing a wide range of services to the population of Aberdeenshire, a predominantly rural area in North East Scotland including the Cairngorm mountains, rich agricultural lowlands and varied coastal landscapes. Traditionally economically

dependent on the primary sectors (Agriculture, Forestry and Fishing), over the past 50 years the development of the oil and gas industry has repositioned Aberdeenshire's economic focus. Whilst the oil and gas boom created prosperity in Aberdeen and its suburbs, it has often served to mask the struggling traditional industries and the areas of significant deprivation in the region's northern towns. More recently, the relative decline of oil and gas in North East Scotland has highlighted the fragility of the local economy; but also offers potential for new investment in emerging industries and new opportunities in tourism, culture and the arts.

Without a major urban centre (Aberdeen City being a separate local authority) Aberdeenshire's population of 261,000 is somewhat dispersed and rural, but retains a strong sense of place and cohesion. Its 165-mile coastline is dotted with towns and villages intrinsically linked to the fishing industry. Fishing and the seafood processing is indeed one of Aberdeenshire's foremost industries, and the Banff and Buchan constituency accounts for around 25% of the UK's total fish landings.

Two of the largest coastal settlements -Peterhead and Macduff- are modern port towns and important regional industrial and commercial hubs, but both retain strong familial and cultural bonds: bonds that are inherently linked with the pride these communities hold in their unique maritime and fishing traditions. Please refer to Annex 4 for a map of these towns within Aberdeenshire.

Peterhead, the largest town in Aberdeenshire with a population of 19,260, is one of the major fishing ports in Europe and is defined as a regional economic centre by Scotland's National Planning Framework. Despite the impact of the fishing industry and an otherwise relatively diverse local economy, there is nonetheless marked socio-economic inequality in the town. The 2015-2020 Regeneration Programme acknowledged and began to address these socio-economic challenges with some marked success.

However, significant challenges remain: most particularly within the Conservation Area including the historic marketplace of Broad Street linking the harbour and high street. Gap analysis highlights leisure, culture and greenspace are under catered for in the area.

Located on Aberdeenshire's northern Moray Firth coast, Macduff is a smaller town but with a significant commercial harbour acting as a service and maintenance port for the fishing industry. Linked to Banff by a bridge across the River Deveron, the combined population of these 'twin towns' is 7,830. Macduff itself faces a number of socio-economic challenges: employment, education, housing, income and crime statistics consistently comparing unfavourably with both Aberdeenshire and the UK as a whole. Aberdeenshire Council's 'Regeneration Strategy' focuses on four northern coastal towns, including Macduff and Peterhead. The inclusion of Macduff within this area reflected the acknowledged need for public intervention to address the socio-economic challenges within the town.

The proposed investment in these two coastal regeneration-priority towns of Macduff and Peterhead will not only address the challenges noted above, but build momentum and develop the sense of place and cohesion along the coast for communities and visitors alike.

Optional Map Upload

Annex 04 - Project Location Maps.pdf

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	AB42 1DA
Enter location grid reference	NK136460
Percentage of bid invested at the location	57%
Optional GIS file upload for the location	Annex 05 - Project Location GIS Files.zip

Location 2

Enter location postcode	AB42 1QD
Enter location grid reference	NK131463
Percentage of bid invested at the location	18%
Optional GIS file upload for the location	Annex 05 - Project Location GIS Files.zip

Location 3

Enter location postcode	AB44 1SL
Enter location grid reference	NJ707647
Percentage of bid invested at the location	24%
Optional GIS file upload for the location	Annex 05 - Project Location GIS Files.zip

Select the constituencies covered in the bid

Constituency 1

Constituency name	Banff and Buchan
Estimate the percentage of the bid invested in this constituency	100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name	Aberdeenshire
Estimate the percentage of the bid invested in this local authority	100%

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment

Commercial
Civic
Other Regeneration

Describe other regeneration sub-category

Culture

Select one or more cultural sub-categories that are relevant to your investment

Arts and Culture
Creative Industries
Visitor Economy
Heritage buildings and sites
Other Cultural

Describe other cultural sub-category

Science and Natural Heritage

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

N/A

Provide VAT number if applicable to your organisation

██████████

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The projects will provide new cultural and recreation opportunities for all people, not just locally but across Aberdeenshire and beyond. The new and improved cultural venues are particularly well situated to provide these opportunities for those communities of place facing complex challenges of multiple deprivation; communities which are evident in these towns.

The enhanced Macduff Marine Aquarium and the new Peterhead Cultural Quarter will operate within the Cultural Services section of Aberdeenshire Council's Live Life Aberdeenshire, and will occupy a unique position within the cultural and leisure assets of the region.

The two component venues of the bid will significantly raise the level of provision of formal activities, events, engagement and outreach available to communities; but also enable informal and community-led work and initiatives previously not possible due to the inadequacies of facilities. Multi-functional space will offer an increase in community activities, and improved staff resource will enable enhanced volunteer and placement opportunities.

All three venues will be located within a '20-minute neighbourhood' of the most deprived communities within Aberdeenshire, and indeed Scotland. The projects will address these challenges by removing participation barriers and providing beautiful spaces and facilities of the highest quality which currently do not exist. This is especially valuable considering that one of the most profound challenges identified in nearby data-zones (geographic divisions used to measure inequalities under the Scottish Index of Multiple Deprivation or SIMD) is 'Education and Skills', and another 'Health and Wellbeing'.

The town centre zones where the projects are located are those with the highest proportion of non-native English speakers, and removing barriers to accessing culture, heritage and community spaces is a major consideration

within the strategic outline cases for both projects. The interpretation plans for the new venues have been inspired and influenced by a recent project which worked with international communities in Peterhead, Macduff and other towns in North and Coastal Aberdeenshire: <https://www.youtube.com/watch?v=48p8oaQ-uPU>

The present Broad Street (where the proposed new museum and library development is situated) is characterised by empty units and dominated by the vacant Arbuthnot House. In recent years a mini-public exercise was carried out on the Longate (the local authority housing area adjacent to Broad Street) where the following visions were identified:

- 'We have an accessible town centre that everyone is proud of with good shops, public toilets, kids play areas and greenspaces.'
- 'Local people can join lots of active groups which encourage new members and bring people together. These groups are well advertised and easy to find out about.'

This bid has been developed to realise this vision, and at every stage in its development has responded to the needs and wants of these local communities. The strength in both of these projects is of bringing people together and growing the sense of place (natural, social and cultural history), accessible spaces for all and a shared identity. These will be spaces where everyone is valued and their story reflected; where people feel welcome and able to actively participate in the way they choose.

Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

Yes

Provide further information supporting your answer

The operator of the funded facilities (Aberdeenshire Council) would receive funding not otherwise available to other similar visitor attractions. Although a public body, the Council is considered to be acting as an economic actor in this context through placing goods and services on the market.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes

Provide further information supporting your answer

There would be a direct financial contribution towards the enhancement, refurbishment and construction of two specific visitor attractions. The funding would be allocated for a specific project with defined costs and objectives. This project would result in new or enhanced services being placed on the market (visitor attractions including retail and hospitality elements).

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

Provide further information supporting your answer

Although unlikely to distort international competition, there is potential to distort competition in the tourism, retail and hospitality sectors at a local or national level

Public policy objective principle

Demonstrate below how your bid meets this principle

The subsidy would pursue the public policy objective of levelling up as set out in the UK Government's Levelling Up White Paper. It would do so through investing in:

- 1) Physical capital by providing infrastructure in two towns identified as regeneration priorities in Aberdeenshire
- 2) Human capital by providing enhanced employment opportunities within the facilities themselves and wider community
- 3) Financial capital through enhancing economic opportunity for local businesses by increasing town centre footfall and spend and commercially outsourcing the provision of hospitality services within the facilities themselves
- 4) Social capital through enhancing pride in place in two towns identified as having limited access to facilities in the Scottish Multiple Index of Deprivation
- 5) Institutional capital through enhancing local capacity to invest in large-scale strategic projects

The projects would support the following Levelling Up Missions:

Spread opportunities and improve public services, especially in those places where they are weakest, by focusing investment to improve the physical and built environment in two of the most deprived communities in Aberdeenshire, helping to enhance wellbeing.

Restore a sense of community, local pride and belonging, especially in those places where they have been lost, through wide-ranging and strategic investment in key sites which will enhance people's satisfaction with their town centres and enhance opportunities to engage in cultural activities.

At the local level, the projects would support a number of policy objectives established in Aberdeenshire Council's Strategic Priorities, namely:

- We have an estate that is sustainable, efficient and fit for purpose
 - Open spaces that encourage active, healthy lifestyles
 - Safeguard the built and natural environment
 - A location of choice that has a diverse economic base of innovative companies with a skilled workforce and return to full employment
 - The gap between economic, environmental and social outcomes in Banff, Macduff, Fraserburgh and Peterhead and the Aberdeenshire average is closed and other towns at risk have avoided becoming regeneration priorities
-

Proportionate and limited principle

Demonstrate below how your bid meets this principle

As part of the project development process, value engineering has been undertaken on initial designs. A key focus has been to reduce the costs as far as possible, reflecting the pressure on Council budgets and increasing construction and material costs. The proposed costs are believed to be the minimum required to deliver a project of sufficient quality and scale.

Change of economic behaviour principle

Demonstrate below how your bid meets this principle

Aberdeenshire Council – the project will result in a step-change in approach to the delivery of cultural services and visitor attractions. This will involve introducing commercial elements to Macduff Marine Aquarium (hospitality,

room rental) which are not presently in place. It will also involve the creation of a new regional museum in Peterhead with commercial elements (hospitality, retail)

Hospitality Operators – hospitality provision in the two facilities is set to be outsourced. This will result in the successful bidder(s) operating new services which would not otherwise be provided.

Compensation of costs otherwise funded by beneficiary principle

Demonstrate below how your bid meets this principle Levelling Up funding is essential for the projects to proceed. There is presently insufficient funding in the Council's capital plan to deliver the full cost of the investment. Given the pressures on the Council's budget in light of current inflationary costs, there is limited flexibility to fund projects related to non-statutory service provision at this time.

Appropriate policy instrument principle

Demonstrate below how your bid meets this principle Due to the level of initial capital investment required, it is unlikely that private sector investment of this level could be secured. The additional costs of commercial borrowing would have a significant impact on the financial case for the project and its affordability for the Council which would result in the project not proceeding at this time.

Competition and investment principle

Demonstrate below how your bid meets this principle The subsidy will address a competitive disadvantage for the tourism sector in the North of Aberdeenshire – the limited number of visitor attractions of sufficient scale to encourage visitors. The scale of the projects would be significant for the local area, but would not be of such a scale to undermine similar facilities in other parts of the UK, many of which have received or continue to receive public investment.

Net positive effects principle

Demonstrate below how your bid meets this principle The economic appraisal carried out on the bid suggests that the overall positive contributions of the subsidy to the local economy and communities are likely to outweigh any negligible negative effects. State Aid case law (e.g, SA.34891 (2012/N) - State support to Związek Gmin Fortecznych Twierdzy Przemysł and N560/01 and NN17/02 relating to Brighton Pier restoration) suggests that similar projects relating to cultural and visitor attractions have not been considered by the EU as having potential to distort international competition. As such, the potential for any challenge is low.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP	David Duguid
MP's constituency	Banff and Buchan
Upload pro forma 6	Annex 03 - Pro-forma 6 - David Duguid MP Priority Support.PDF

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

The proposed projects in this bid are a strategic response to local priorities identified by ongoing community and stakeholder engagements over a number of years. Many of these exercises were undertaken by Aberdeenshire Council during the 2015-2020 Regeneration Programme, but standalone community and business-led consultations have also been influential in the development of these projects. A more in-depth review is laid out in the Strategic Outline Cases for Macduff Marine Aquarium (Annex 6), and Peterhead Cultural Quarter (Annex 7).

The 'Choose Peterhead' design charette took place in 2017 and identified key considerations that underpin this bid: 'Feeling Safe', 'Business and Retail', 'Culture, Leisure and Arts' and 'Public Spaces in Peterhead's Town Centre'. This was a detailed engagement and reached many of those less heard voices: including young people and town centre residents experiencing worse outcomes than other areas of the town. More recently, extensive engagement has been carried out on different themes and projects, the findings of which reinforce the core of this bid: 'improving the streetscape' (Sustaining Choices Action Plan 2021); and 'address the repurposing of important heritage buildings' (The Plan is in your Hands 2021, Peterhead Town Centre Heritage Regeneration Report 2020).

A wide range of stakeholders have been engaged with during the strategic development of the programme. These have included: third sector owners of town centre assets (such as the Town House and Muckle Kirk); private sector stakeholders (through Peterhead Development Partnership and the Rediscover Peterhead Business Improvement District); community groups and organisations; and members of the public. Engagement tools used have included online surveys, face to face meetings and drop-in sessions, in addition to the overarching 'Choose Peterhead' charette.

The weight of existing engagement evidence demonstrates an unmet need and aspiration to deliver interventions which celebrate the heritage and townscape of Peterhead; offer meaningful and accessible cultural spaces attractive to a broad range of residents (including residents seldom heard from through public engagement); and deliver economic improvement to a key area of the town where significant challenges/barriers to change existed.

Recent specific engagement work on the proposed LUF bid have been met with general positivity amongst respondents, with clear themes emerging of the importance of enhancing the museum (and wider cultural output) and retaining its location in the town centre.

In 2018 a report was commissioned by Aberdeenshire Council to identify opportunities for development of the Macduff Marine Aquarium (see annex 25 Glamis Consultancy Aquarium Feasibility Study). The report found that overall, visitors thought:

- The Aquarium is very highly rated overall
- The staff are excellent
- Access, signage and car parking are generally very good
- Catering is poor – there is no formal catering provision

It is clear from multiple engagements that the current Aquarium is valued and treasured amongst the local community, and this feeling continues to be closely considered during the development of the proposals.

Overwhelmingly positive feedback was received following a recent engagement exercise on the LUF bid: some of responses received are stated below:

“I love the aquarium and it really needs a boost and this new investment will help it survive & be a destination for many visitors coming to the north east, boosting local economy & a great place to study”

“The aquarium is already a great asset we should be proud of and any enhancements would help boost visitor numbers”

While this is encouraging, the design and delivery team continue to take into account this local strength of feeling during the implementation phase, and ensure that communication is consistent, open, and active.

Key cross-sector stakeholders for both projects have been closely engaged with, and relevant letters of support have been included within this bid in Annex 15.

During the next stage of the development process and ahead of capital works commencing, a series of further engagements will offer the community the opportunity to influence the detail within the projects: particularly the content of the exhibits and displays within the museum and the aquarium.

Has your proposal faced any opposition?

There has been general public approval of the proposed bid since its public launch, and no significant opposition is expected. However, engagement has identified a number of factors which must be approached with sensitivity.

In Peterhead two particular matters have been identified through recent engagement: the value of car parking to the trade of local businesses; and the importance of retaining the library and museum in the town centre. As a consequence of the first issue the ‘public plaza’ element of the wider programme has been removed from this bid. This will allow a longer process of consultation, meet the demands of local stakeholders and ensure they are invested in the journey.

The concerns of retaining the library and museum in the town centre have been acknowledged and the proposal will not only significantly enhance the resources of both facilities, but also site them in a more central, prominent and accessible location on Broad Street. The Carnegie Building (the present library and museum) is a cherished local landmark and it is essential that it retains a prominent public function. The proposal will sensitively restore and enhance the fabric of this iconic building, firmly re-establishing it as a public building which instils civic pride.

There is likely to be minimal opposition to the proposals at Macduff Marine Aquarium, but nonetheless the local community’s strength of feeling towards the existing facility is recognised. During the development of this project it will therefore be vital that communities and stakeholders are fully engaged with the process to ensure the unique character and value of the Aquarium is not lost.

Do you have statutory responsibility for the delivery of all aspects of the bid?

N/A

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Peterhead and Macduff are towns which have numerous and considerable challenges and barriers to growth. Both were historically fishing-dependent towns which, largely as a result of the decline of this industry in the late 20th century, have developed distinct social and economic issues.

Despite the relative strength (in the local context) of Peterhead’s economy, the

town displays significant socio-economic inequality and contains some of the most deprived communities in Scotland, as evidenced by the Scottish Index of Multiple Deprivation (SIMD). The project within Peterhead town centre lies within 'Peterhead Harbour Intermediate Zone' which includes data-zones ranked amongst the lowest 20% in the SIMD. The residents in this area experience notably worse outcomes not only than the rest of the town, but of Aberdeenshire and of Scotland as a whole. Low rankings in the Education and Crime domains (within the worst 10% in Scotland) particularly impact on residents' life experiences. Similarly Macduff and Banff feature datazones within the most 30% and 40% deprived in Scotland.

Employment, education, housing, income and crime statistics consistently compare unfavourably with both Aberdeenshire and the UK as a whole. In 2020 the average household income of Peterhead (£25,001) and Macduff (£24,573) were both substantially less than Aberdeenshire (£36,220) and the UK as a whole (£29,600), with town centre median household incomes lower still. In August 2021 the claimant count (including Universal Credit and Jobseekers Allowance) for Peterhead Harbour datazone was 15.2% compared to 3.3% in wider Aberdeenshire. The percentage of the population economically active is also below the Aberdeenshire and UK average in both towns. Education attainment is notably lower at levels 5 and 6 than Aberdeenshire and Scotland, and crime rates are significantly higher than the Aberdeenshire average. Detail and sources for these statistics is provided in the projects' Strategic Outline Cases- Annex 6 and Annex 7. Recent (2021) community and business surveys reveal the distinctly negative perception of the town centres of both Peterhead and Macduff, with overwhelming proportion (between 94% and 97%) of respondents rating the attractiveness of the town as "poor". In Peterhead only 24% rating the choice of local café/restaurants as "good" and 83% rated the variety of shops as "poor".

Although it is Aberdeenshire's largest town, Peterhead is geographically isolated from the rest of the region and as a result has fewer visits than might be expected for a town of its size. Peterhead's town centre is a conservation area, a designation which reflects the significance of its historic buildings and unique townscape. Whilst the town centre is thus recognised for its setting and historic core, it has suffered over many years from a lack of investment and a subsequent deterioration of condition. A number of its listed buildings appear on the Buildings at Risk Register due to their continuing state of disrepair. One of the most prominent of these is Arbuthnot House, a historic mansion house and former Council office located at the eastern end of Broad Street, the principal street and only open civic space in the town centre. Although not classified as a 'Building at Risk', the Carnegie Building is also historic listed building in a deteriorating condition and a recent survey identified costs of more than £600,000 for fundamental repairs.

Explain why Government investment is needed (what is the market failure)

The projects within the bid respond to a combination of market failures (public goods, externality and geographic) which restrict the ability of the market to address the challenges noted above.

Aberdeenshire is inherently geographically marginalised, distant as it is from major population centres and with relatively poor transport connections. The oil and gas industry ensured the buoyancy of the regional economy for several decades but the effect of this prosperity was inequitable across the region: it did not notably impact the northern towns which have always had a reliance on declining traditional industries. The oil and gas industry in North East Scotland is now itself in gradual but terminal decline, and these geographically and economically marginalised localities are at severe risk of becoming 'left behind'.

In common with most towns across Scotland and the UK, Peterhead and Macduff town centres have suffered from reduced footfall and spending, and retail and hospitality businesses have suffered as a result. The effect of this decline in Peterhead and Macduff has led to a diminished 'pride of place' in the towns and a growing sense of these towns as 'left behind'.

Unlike many better-connected towns further south, there is significant externality market failure and substantial under-performance of private investment in Peterhead and Macduff, particularly in the property market. Property value is low in comparison with other settlements in Aberdeenshire (and certainly on a UK-level) and as a result there is little incentive to invest. Aberdeenshire Council's Property Investment Fund attempted to bridge the gap in this market failure with some success, but a significant gap remains in property value against renovation costs, particularly for historical buildings.

In recent years there have been several indications of improvement in the town centre in Peterhead. During the implementation of the regeneration programme vacancy rates have decreased and a number of new businesses and employers have emerged. Broad Street is an exception to this progress, in part due to market failure and the collection of large historic buildings which remain in disrepair. One of these such buildings is the Category B-Listed Arbuthnot House, disused since 2015. Unsuccessfully marketed for 6 years, the building remains in Council ownership but without private investment its condition continues to deteriorate. Another is the Carnegie Building of 1893, an excellent (and early) example of an Andrew Carnegie library, but which now is in need of significant repair and -without disabled access to the first floor museum- is no longer fit-for-purpose.

Despite the strategic location of Broad Street (providing a link from the bustling industrial harbour to the main town centre shopping district), the historic marketplace remains characterised by empty and deteriorating buildings. The cost of refurbishment relative to the low property values in the area have led to this market failure and given the uncertainties of current economic climate, the situation would seem unlikely to change by market forces alone.

Macduff Marine Aquarium was constructed and is operated by Aberdeenshire Council as a learning and visitor facility, celebrating the unique marine life and natural heritage of the North Sea. It is highly valued as an educational and recreational resource by visitors, schools and the local community, but as a standalone operation is not financially viable without significant annual subsidy provided by Aberdeenshire Council (typically £150-£200k). Whilst the aquatic displays and marine life exhibitions are engaging and well presented, the limited facilities in the current layout do not allow the full potential for learning, visitor engagement and income generation to be met. The lack of any hospitality offering or catering facility is frequently highlighted as a detraction from the visitor experience.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

Aberdeenshire is a rural local authority without a major urban centre, but with multiple small-medium towns and a population distributed relatively evenly across a large rural area. As a consequence, the delivery of the Council's services and objectives must be balanced between ensuring geographic parity and prioritising areas of strategic need.

In respect to this balance, and due to demonstrable socio-economic evidence, the northern coastal regeneration corridor is identified by the Council as a key priority area and focal point for strategic intervention. Peterhead and Macduff are two of the largest towns within this corridor with some of the most profound challenges. The multiple challenges and market failures faced by Peterhead and Macduff will not be resolved in a single venture but must be addressed through a continual strategic and holistic approach- an approach led by the Council but delivered in partnership with local, regional and national stakeholders across all sectors.

The Council has embraced the opportunity the Levelling Up Fund offers to deliver a high-profile and meaningful impact in these locations through investment in culture. We recognise the power that 'culture-led regeneration' can wield in delivering our social and economic ambitions and our response to the challenges faced by these communities. The identified projects have the potential to lead transformational change to individuals and implement a far-

reaching impact to community wellbeing, quality of life and pride of place. This milestone investment will play a key role in the development and implementation of meaningful regeneration in these towns: achieving strategic policy outcomes in areas such as educational attainment, town centre vitality, community cohesion and the creation of high-quality jobs.

'Peterhead Cultural Quarter' involves the development of the historic maritime town centre as a regional destination for culture and heritage, re-establishing the former 'market square' of Broad Street as the heart of a vibrant and resurgent Peterhead. Live-Life Aberdeenshire's valued but small-scale Arbuthnot Museum (currently located above the library in a rather inaccessible and invisible location) would close, and a large, dynamic and contemporary regional museum would be created on Broad Street.

The project would involve a thorough but sensitive renovation of the B-listed Arbuthnot House, preventing further decay, celebrating its unique features, and restoring the main building to its original character. It will offer a highly visual enhancement to the streetscape of Broad Street, lifting the somewhat tired and deserted appearance of this part of the town centre, and re-establishing the street as the civic heart of historic Peterhead.

A striking but sensitively designed extension will be erected over the footprint of the 1960s additions and utilise views over the rooftops and towards the harbour. The extension (housing the museum, library, exhibition and workshop facilities) will be designed as complementary to the existing Arbuthnot House without undermining its prominence. It will act as a visual vote of confidence in the town centre and as an iconic symbol of Peterhead's future prosperity.

Inside, the building will house a range of engaging and dynamic cultural resources. Permanent exhibitions will tell the history and heritage of Peterhead and Aberdeenshire, as well as acting as a showcase for the Council's significant collection of objects and art. The free-entry museum would improve the community's connection with its culture and its past, become a destination attraction for new visitors to this part of the region and add a 'must-visit' stop to the North East 250 route. Dedicated space would be created for temporary exhibitions, allowing Aberdeenshire to attract major national touring exhibitions and nationally important objects of local origin such as the Book of Deer or the Deskford Carnyx. The former walled garden (currently derelict and informally used as a car park) will be restored and act as a new public outdoor space for the town.

The former library and museum will become Carnegie House: a live entertainment venue downstairs with music and dance rehearsal spaces on the first floor. This new facility will be a showcase for emerging talent and the contemporary arts; designed to meet the cultural needs of a younger generation and increase the appeal of retaining young people in the area.

The ambitious proposal at Macduff Marine Aquarium will make strategic interventions to address the town's socio-economic challenges and provide new educational, recreational, cultural and social experiences and opportunities. The project will be a driver for economic growth; re-energise Macduff, offer new opportunities for small businesses, and provide connections, resources and facilities for STEM learners and learning providers across the region. It will increase footfall, develop connections and partnerships, incorporate education and business opportunities and establish the site as a hub for science and learning.

The proposal will build on the current offer at Macduff Marine Aquarium to develop the venue and enhance the visitor experience. A dramatic extension will be erected on the seaward elevation of the existing building which will capitalise on spectacular coastal views and significantly increase the facility's floorspace. On the ground floor a professionally redesigned and extended exhibition space will tell the story of the natural heritage of the North Sea. A new lobster hatchery will provide an insight into crustacean's life cycles whilst rebalancing marine biodiversity in local fishing grounds and building connections with our environmental and economic links to the sea. A dedicated classroom and educational suite will increase resources and enhance learning opportunities whilst a new café/restaurant on the first floor will provide a much-needed hospitality offering within the Aquarium.

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

Strategic Rationale

The bid displays a strong fit with:

- National policy including – Scotland's National Strategy for Economic Transformation and the Infrastructure Investment Plan for Scotland. LUF themes of regeneration and town centre investment and cultural investment
- Regional and local policy – Northeast Regional Economic Strategy, Aberdeen City and Shire Strategic Development Plan and Aberdeenshire Local Development Plan

The projects target key town assets that are strategically located to improve access and delivery of public services, creating high quality cultural attractions and commercial space and promoting town centre regeneration. It will improve local amenities, and commercial opportunities to retain population and businesses. The project will address market efficiency failures and deliver positive externalities associated with public services and goods.

Theory of Change

Through the (re)development of key town centre assets the visual amenity and quality of the built environment of Peterhead and Macduff will be improved. This in turn will be a driving force for local social benefit, making the area more attractive to commercial interests, and promote the visitor economy and community use.

In Peterhead, Arbuthnot House and the Carnegie Building are both listed structures and Arbuthnot House is in a state of disrepair (designated "at risk"). The costs and risks associated with private development are considered too high and it is therefore necessary for public investment to bring forward development.

Collectively the buildings house public services that are for the wider benefit of the community including Peterhead Library, Arbuthnot Museum, and Macduff Marine Aquarium. These are traditionally commercially unappealing areas for the private sector to operate in, and therefore public sector provision is justified.

Although broader Aberdeenshire has relatively low levels of deprivation, significant areas within Peterhead and Macduff are among the 20% most deprived areas in Scotland. The projects will support employment opportunities across the art and culture sector, visitor economy, and hospitality sector. The developments will serve as anchor institutions for the towns and support pride of place, making Peterhead and Macduff more attractive places to live and do business.

Inputs and Activities

- The requested LUF funding of £20m for the overall programme of activity
- LUF funding will help leverage additional public funding from Aberdeenshire Council and other public funders
- There is further leveraged public funding opportunities, in particular for the displays and exhibits of the museum
- Revenue and project income will be generated through various commercial activities: commercial lets, weddings, conferences, events and exhibitions, café/shops, ticket sales
- Capital construction activity, build and design specification informed by the market

Outputs

- Substantially upgraded and expanded museum and library on new site
- Expanded and upgraded aquarium
- New commercial space – 367m2 restaurant, 362m2 dance studio, additional restaurant space adjacent to the museum
- Removal of listed building, Arbuthnot House, from buildings at risk registry
- Creation of active travel/leisure route along coast from Tarlair to Macduff Marine Aquarium to Banff town centre
- Creation of new children's playpark
- Private investment (operations of restaurants and dance studio) – commercial activity and employment
- Substantially improved visual amenity of Peterhead town centre
- One-off economic impacts/benefits within the construction sector

Outcomes

Economic Outcomes

- Creation of relatively high productivity local jobs
- Increased visitor expenditure

Social Outcomes

- Increased museum, library, aquarium and events patronage
- School engagement with the aquarium
- Increased amenity value

Health Outcomes

- Physical health benefits associated with active travel/leisure route use and children's playpark use

Financial Outcomes

- Increased residential properties values

Impacts

- Reduced unemployment and income deprivation
- Supporting population retention
- Promotes local economic sustainability, enhancing attractiveness of town centres for new businesses
- Pride of place and visual improvement of the built environment
- Better provision of public services
- Promotion of local history and cultural heritage
- Delivers VfM for the public sector investment

**Theory of change upload
(optional)**

Annex 17 - Logic Model - Theory of Change.pdf

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

The culture, heritage and sense of place in this area is inextricably bound and shaped by the North Sea, which has a profound impact on every aspect of life, environment and economy in our communities. This is as true today as it was in the distant past, and will remain the case as this unique habitat and resource shapes the industry, culture and sense of place moving into the future. The two elements of this package, Peterhead Cultural Quarter and Macduff Marine Aquarium, between them explore, study, interpret and celebrate every aspect of our relationship with the sea for the benefit of visitors whether they're from around the corner or from the other side of the world.

These two venues are key to Live Life Aberdeenshire's strategy for future years: for celebrating and sharing the distinct culture, heritage and science of the region, the coast, and the sea.

Aberdeenshire is a rural and dispersed population with town centres acting as 'hubs' for a much wider region. Live Life Aberdeenshire is committed to serving these communities across this region, making Aberdeenshire a great place to live and work. Owing to this rural character, and the inherent nature of visitor facilities, by creating a package of these projects, Live Life Aberdeenshire will have the opportunity to develop critical mass and promote the sister venues

Set out how other public and private funding will be leveraged as part of the intervention

In Peterhead, as part of the wider Cultural Quarter strategy, additional public funding bids are in progress to National Lottery Heritage Fund and Historic Environment Scotland which will deliver transformational change to the historic 'market place' of Broad Street as well as other key buildings including the 'Muckle Kirk' (a Category A-Listed former church), Peterhead Town House and the historic maritime merchant quarter to the south. Annex 4 – Location Maps provides information of these wider proposals. Additional projects within Peterhead (separate but complementary to the Cultural Quarter) will be allocated funding over the coming years from the Scottish Government's Place Based Investment Fund and Rural Community Led Vision. Furthermore, following the delivery of the LUF-funded project additional public funding will be levered for the costs of interpretation, exhibits and displays within the new museum which are not included within this bid.

Relatively significant private investment has been secured for Peterhead town centre in recent years, particularly through the success of the Regeneration Programme, the Invest in Peterhead initiative and the wider Business Improvement District strategy. This has included the development of a private-sector town centre cinema as well as a number of new business, retail and hospitality businesses. The development of the Cultural Quarter will not only increase activity and footfall, it will offer a high profile vote of confidence in Peterhead which will amplify the public perception of improvement within the town centre and provide further incentives for increased private investment.

The North East Scotland Green Freeport (NESFP) bid (for a transformative freeport supporting the UK's 'just transition' to net zero) has a focus on attracting, establishing, and scaling new industries and investment. Whilst managing the decline from more traditional industries it will also mitigate against the expected regional economic decline as Oil and Gas production falls. NESFP and the PCQ together will forge a platform for wholesale perception change of the area, encouraging visitors and investment whilst providing access to new opportunities for more disadvantaged areas.

In Macduff the Aquarium project relates to the adjacent Council-owned harbour, where an investment plan is currently in development which aims to secure the future of the facility as a key fishing and servicing port. Public and private investment will be secured for significant improvement in facilities and infrastructure, complementing the Aquarium extension and provide an integrated enhancement to the town. The creation of the lobster hatchery within the Aquarium further enhances the economic links with the fishing industry through the restocking of lobster in the Moray Firth.

In the opposite direction along the coast £1.3m of public investment has been committed by Aberdeenshire Council for the redevelopment of the Tarlair Outdoor Swimming Pool through the Scottish Government's Place Based Investment Fund. Over the next 3 financial years Aberdeenshire Council's Coastal Communities Fund has also allocated additional funding to projects which are based in the town.

The proposal within this bid is the first stage of the Council's long-term aspiration for Macduff Marine Aquarium as a centre of excellence for research and development in marine science, and it is anticipated that this project can act as incentive for future public and private investment in this strategic ambition. Linked to this aspiration is an ongoing project led by the Council which involves an investigation and trial of seaweed cultivation on the Macduff coastline- pre-capital funding is currently being sought for this initiative. The enhanced retail and new hospitality enterprises within the Aquarium will offer new private sector investment and franchise/lease opportunities.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

Peterhead and Macduff's community and economic strategies are developed and delivered in partnership by a range of organisations representing the community, business and public sectors. The projects within this bid were developed within this strategic basis and the summary below underpins the key elements of the most relevant strategies.

In 2015 Aberdeenshire Council launched the 'Regeneration Strategy', focused on four northern coastal towns of Banff, Macduff, Fraserburgh and Peterhead. The inclusion of both Peterhead and Macduff within this scheme reflected the acknowledged need for public intervention to address the socio-economic challenges within the towns. This programme is underpinned by the cross-sector Peterhead Development Partnership Action Plan and the Macduff Regeneration Action Plan, both of which identify the range of measures and initiatives which will address each town's specific challenges and opportunities.

The Peterhead Development Partnership Plan (2016-2021) envisages Peterhead as the 'vibrant economic heart for the Buchan communities' whilst 'reaching out to the world through its 'maritime industry, enterprise, ambition, culture & its communities.' Reinforcing the importance of the town centre is key: achieved by strengthening the retail and hospitality experience but also 'developing the evening economy through quality cultural experiences'. The plan identifies the ambition to 'upgrade the museum, building on links to social history, stories of achievement and international connectivity'. One of the principal actions is the 'development of a Cultural Hub' which would 'celebrate & develop Peterhead's cultural offering' and 'explore its reach in the world'. The continuation of this programme throughout the 2020s is currently in progress through the Peterhead Masterplan, of which the Cultural Quarter is an important component (Annex 16).

'Peterhead Town Centre Heritage Regeneration Project: Past, Present and Future – The Heart of Peterhead' (2021) provides the rationale for a heritage-led regeneration project in Peterhead in a post-COVID era, where social and community gains are of key importance. The work was guided by a series of focused workshops attended by a cross section of community members. The report provided a vision of Peterhead town centre with a 'vibrant and resilient future rooted in a history of the sea, where people will live, work and spend their time together', offering 'new and better experiences for residents and authentic, unique attractions for visitors.'

'Invest in Peterhead' (2021) is a new initiative which encourages targeted investment in the town centre by promoting the town and publicising commercial opportunities. Ongoing community consultation and engagement has repeatedly identified the need for public investment to improve the character, vitality and footfall of the town centre, and provide the catalyst for private sector investment and economic development. Notably, these identified investments include 'the delivery of art and cultural projects to attract visitors to the town centre'.

The Macduff Development Partnership Plan is a plan for public, private and third sectors and the wider community which aims to regenerate the town and make strategic changes for its continued development. The development of Macduff Marine Aquarium is a primary concern within the plan, identified within the wider need for 'investment in the visitor economy so as to increase economic activity and prosperity'. 'Facilitating investment in Macduff Marine Aquarium to sustain its position as a premier attraction' is a key action within the context of 'promoting a "living culture" approach', whilst 'invigorating and connecting to economic opportunities'

'A Cultural Strategy for Aberdeenshire Council' (2018-2028) underpins the ambition of a 'national and international cultural profile for Aberdeenshire, including our built heritage.' It proposes to 'use culture to tackle inequalities and promote diversity in our communities' and 'develop opportunities for people to come together to share, learn and create.'

More detailed evidence of the strategic context of the projects can be found in Annexes 6 and 7.

Explain how the bid aligns to and supports the UK Government policy objectives

The projects within the bid align closely with both UK Government and Scottish Government policy, particularly in objectives of place, culture, education and net-zero.

The Levelling Up White Paper sets out the key policy framework in the programme to level up the UK. By investing in high-profile cultural assets in these most geographically marginalised communities, this bid responds to goal of ending 'the geographical inequality which is such a striking feature of the UK'. It will meet the ambition to 'preserve and enhance the economic, academic and cultural success stories of the UK's most productive towns'; and deliver a key objective to 'restore a sense of community, local pride and belonging, especially in those places where they have been lost'.

The Scottish Government's policy review 'A New Future for Scotland's Town Centres' (2021) recognises the role of town centres as the 'social, cultural and economic heart to a community' and sets the ambition of delivering 'better outcomes for people through access to opportunities, goods, services, facilities, social, cultural, creative and green spaces.' A Cultural Strategy for Scotland (2020) proposes to 'open up the potential of culture as a transformative opportunity across society' and 'ensure that everyone has full access to the cultural life of Scotland and an equal opportunity to enjoy and contribute to culture'.

'Going Further: The National Strategy for Scotland's Museums and Galleries' (2022) recognises museums as 'vital cultural resources within the geographic communities of Scotland' and aims to 'increase cultural participation, maximising the number and range of people who see collections and visit and enjoy museums.' The strategy also proposes to 'deepen the connections between museums and communities, sharing knowledge and promoting well-being and understanding.'

The projects within this bid will significantly improve educational opportunities in the region. Scottish Government STEM Strategy for Scotland identifies the opportunity facilities like Macduff Marine Aquarium hold 'to inspire children, young people and adults to study STEM and to continue their studies to obtain more specialist skills' and the requirement to 'build the capacity of the education and training system to deliver excellent STEM learning'.

The projects within the bid have been developed and designed with a critical focus on both the UK and Scottish Government's net zero commitments. Action point 7 of the 'Net Zero Strategy: Build Back Greener' is 'Greener Buildings', and it is imperative that the projects within this bid deliver a positive impact to carbon emissions. The 'Clean Growth Strategy' acknowledges that 'meeting the target of reducing emissions by at least 80 per cent by 2050 implies decarbonising nearly all heat in buildings'. The restored historic buildings within this bid will be insulated and secondary-glazed where possible, and refitted with new renewable heating systems. The extensions will be designed to the highest standard of energy efficiency, feature solar PV panels and air source heat exchange systems, and achieve as close to carbon-free as possible. By renovating existing under-used buildings the proposals will also contribute towards the UK Government's policies on resource efficiency, maintaining levels of embodied carbon within buildings and reducing the carbon impact of new builds. The proposals will also contribute towards the Scottish Government's 'Heat in Buildings' strategy; and adhere to Scotland's commitment for net-zero emissions by 2045 under the Climate Change Act 2019.

Alignment and support for existing investments

Where applicable explain how the bid complements or

Although the two proposed projects are presented in this bid as standalone investments, they sit within a strategic programme of investment for the two

aligns to and supports existing and/or planned investments in the same locality

towns and the wider region. A number of projects in development in tandem with 'Cultural Tides' will be complementary and secure private and public sector leverage. These include:

- Broad Street Plaza (Scottish Government Regeneration Capital Grant Fund)
 - Maritime Merchant Quarter Heritage Scheme (Historic Environment Scotland)
 - Muckle Kirk and Peterhead Town House (National Lottery Heritage Fund)
 - Peterhead Campus Masterplan – New Peterhead Academy and sports/leisure facilities (Aberdeenshire Council)
 - Town centre property investment in Peterhead – (Invest in Peterhead/Private Sector Investment)
 - Aberdeen and Peterhead Green Freeport Bid
 - Tarlair Outdoor Swimming Pool (Place Based Investment Fund)
 - Macduff Harbour Investment Plan (Aberdeenshire Council, Marine Fund Scotland, UK Seafood Fund)
-

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Education
Skills
Wellbeing
Pride in Place

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

- Education (LLA mission statement, enhancing and supporting lifelong learning, edutainment, supporting curriculum, library resource, STEM promotion)
 - Skills (supporting volunteer opportunities, working with local further and higher education establishments to support and develop work and life skills for hard to reach and vulnerable at all ages)
 - Wellbeing (provision of walking routes, green space, community garden space, meaningful and dynamic engagement with community and culture)
 - Pride in Place (striking and timely investment in one of the best loved venues in the region in Macduff, and beautiful and sensitive development of two of the most significant and at-risk buildings in Peterhead, creating a 'cultural jewel' in the North East)
-

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Peterhead and Banff/Macduff are located on the North Coast of Aberdeenshire and suffer from socio-economic challenges and inequalities that can sometimes be masked by statistics reflecting the more affluent parts of Aberdeenshire – those further South and closer to Aberdeen City.

Average house prices in 2018/2019 were £112,451 in Banff, and £158,433 in Peterhead in contrast to an Aberdeenshire average of £211,668 and a UK average in December 2019 of £234,742. 51% of homes in Banff are listed as Band A for council tax (the lowest value category).

Although people who use the town centres in Peterhead and Macduff feel overwhelmingly negative about them according to recent survey data, there is a general sense of pride in the heritage, locations and maritime connections, and new interventions and activity are very warmly welcomed in these areas. In 2021 a survey of Macduff's community and businesses found that between 94% and 100% of respondents felt negative about the appearance and vitality of the town centre. In Scottish Government's National Planning Framework 4, Peterhead and Macduff are identified as key settlements that would benefit from further regeneration building on their identity and natural assets. This also acknowledges the excellent quality of the local built environment, natural assets and cultural heritage.

The project within Peterhead town centre lies within 'Peterhead Harbour Intermediate Zone' which includes data-zones ranked amongst the lowest 10% in the Scottish Index of Multiple Deprivation. The residents in this area

experience notably worse outcomes not only than the rest of the town, but of Aberdeenshire and of Scotland as a whole. Low rankings in the Education and Crime domains (within the worst 1% in Scotland), as well as those of skills and employment particularly impact on residents' life experiences. Similarly, Macduff and Banff feature datazones within the most 30% and 40% deprived in Scotland and present comparatively worse outcomes than Aberdeenshire as a whole. Macduff Marine Aquarium itself is located in the most deprived datazone in the town.

Employment, education, housing, income and crime statistics consistently compare unfavourably with both Aberdeenshire and the UK as a whole. In 2020 the median household income of Peterhead (£25,001) and Macduff (£24,573) were both substantially less than Aberdeenshire (£36,220) and the UK as a whole (£29,600). Peterhead town centre's median household income is even lower at £18,613 (2021). Pre-COVID unemployment rates were around 5% in both towns, compared with 2% in the wider Aberdeenshire. The percentage of the population economically active is also below the Aberdeenshire and UK average in both towns. Education attainment is notably lower at levels 5 and 6 than both Aberdeenshire and Scotland, and crime rates are significantly higher than the Aberdeenshire average. Detail and sources for these statistics is provided in the projects' Strategic Outline Cases- Annex 6 and Annex 7.

The effects of the COVID-19 pandemic were felt particularly strongly in the area, with unemployment claimant rates rising by 55% in Banff and 85% in Peterhead. Current forecasts project that employment levels across Aberdeenshire will not recover to 2019 levels during the 2020s, and that even in 2031 11,800 fewer people will be in employment than pre-COVID. These figures compare poorly with forecasts for the whole of Scotland (where the number of people in employment is expected to increase) highlighting the particular and unique challenges that North East Scotland experiences due to the nature of its industry and employment patterns.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

Sources have been identified to present generally the most appropriate and current evidence, but in some cases 2019 data has been utilised to avoid the temporary distorting effects of the COVID-19 pandemic.

The Scottish Index of Multiple Deprivation (SIMD) is a relative measure of deprivation across 6,976 small areas (called data zones). If an area is identified as 'deprived', this can relate to people having a low income but it can also mean fewer resources or opportunities. SIMD looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime and housing. SIMD is the Scottish Government's standard approach to identify areas of multiple deprivation in Scotland. It can help improve understanding about the outcomes and circumstances of people living in the most deprived areas in Scotland. It can also allow effective targeting of policies and funding where the aim is to wholly or partly tackle or take account of area concentrations of multiple deprivation. SIMD statistics used in this bid were published in 2020 and sourced from <https://simd.scot>.

Aberdeenshire Council captures town-level data on an annual basis through its Town Profiles. Profiles for Peterhead, Macduff and Banff have been used to present data. These profiles provide referenced and unbiased statistics on a range of metrics and offer analysis against regional and national comparators. The links to the relevant town profiles have been provided below:

<http://publications.aberdeenshire.gov.uk/dataset/734e8943-a950-4650-9da0-5dee36285ac3/resource/0f52645f-76fa-433d-a0ab-70a4e3a7f7de/download/peterhead-town-profile-2022.pdf>

<http://publications.aberdeenshire.gov.uk/dataset/734e8943-a950-4650-9da0-5dee36285ac3/resource/145148d2-da7a-498c-97c0-780d74ab8be8/download/banff-town-profile-2022.pdf>

Aberdeenshire Council's 'Town Centre Health Checks' are a means of assessing the vitality, resilience and performance of town centres over time (please see Annexes 26 and 27, Town Centre Health Checks). The exercises involve a wide survey of residents and businesses and the results are used to formulate strategies for improvements and inform policy documents. Town Centre Health Checks for Peterhead and Macduff have been utilised to influence the development of these projects and elements of the data has been referenced in this bid.

Town Centre Health Checks can be found here:

<http://publications.aberdeenshire.gov.uk/dataset/town-centre-health-checks-2022>

Scotland and UK-wide data has been obtained from a variety of published sources as below:

Median household incomes: Commercially sourced information CACI Ltd, correct as of 2021

Median household income UK: ONS: Average Household Income

Average house prices: Registers of Scotland

Unemployment claimant rates: ONS Nomis

Employment projections: Skills Development Scotland Regional Skills Assessment Aberdeen City and Shire

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Aberdeenshire has a large land area and is relatively socio-economically diverse, with a distinct unique identity between towns and areas. Aberdeenshire-wide statistics are heavily distorted by the affluent suburban commuter belt of Aberdeen City and other more prosperous towns in the south. To statistically demonstrate the distinct challenges faced by towns such as Peterhead and Macduff it is therefore vital to present town-level data.

The data and evidenced used is generally specific to Peterhead and Macduff, using Aberdeenshire, Scotland or UK data for context and comparison. In some data distinctions can be made at a lower level within towns as the SIMD 'data zone' divisions allow relatively forensic analysis of localities with populations of circa 1,000.

It should also be considered that as Aberdeenshire is a largely rural area, the towns (particularly Peterhead as the largest town in the Local Authority) act as a hub for the wider hinterland. The projects will have a profound and regenerative effect on the immediate town centre areas, suffering from multiple and complex deprivation, but their effects will also be felt in wider North Aberdeenshire, restoring and re-energising pride of place and providing cultural, educational and recreational access and opportunity not currently available without travelling to a city.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

While Aberdeenshire on the whole suffers from relatively little severe deprivation, areas of Peterhead are amongst the most (highest 10%) deprived areas in Scotland. The project will contribute to reducing deprivation through increasing access to public and cultural services by relocating them to the town centre, and directly and indirectly supporting employment with the creation of jobs relatively high paying for their respective sector.

Peterhead town centre, particularly around Broad Street, suffers from poor visual amenity and perceptions of the area that are generally negative with the vacant and "at risk" Arbuthnot House a prominent feature. The project will

protect this listed building and transform an existing eye sore into a high quality cultural, community and visitor asset.

The Carnegie Building is also a listed structure and (while not currently at risk) is in need of significant renovation. The current library and museum has access difficulties and space is limited on a constrained site. With the relocation of the museum and library, Carnegie Building will be developed into a commercial space for a live venue and entertainment space on the ground floor, and a dance studio/rehearsal space upstairs, providing high-quality built for purpose commercial cultural space which is currently lacking in the town.

Macduff Marine Aquarium is currently limited in its amenities due to space constraints. With expansion the aquarium will expand exhibition space and include a dedicated catering offering as well as designated learning space for use by visiting students on school and educational visits.

Currently active travel routes and connections from Macduff to neighbouring town Banff are limited. The project will enhance the "coastal walkway" and connect the aquarium with Banff town centre to the West and the Tarlair pools to the east.

In Peterhead employment and business counts have declined from 2015 to 2020. The project will contribute to stopping and reversing this trend by creating new high-quality town centre assets and create new employment opportunities. The project will contribute to pride of place, improving the visual quality of the built environment and make Peterhead and Macduff better places to live and work.

Further quantifiable benefits are noted below.

Peterhead Cultural Quarter:

- direct employment within Arbuthnot House;
- social welfare benefit due to museum patronage;
- social welfare benefits generated by users who visit the library frequently;
- social welfare benefit due to events patronage;
- productivity uplift due to improved commercial facilities (dance studio and bar restaurant within Carnegie Building);
- uplift in visitor economy productivity due to increased visitors and improved quality of commercial offer;
- financial benefit arising from increased values of residential properties in close proximity to the development; and
- one-off GVA benefits in the construction sector generated by the capital works.

Macduff Marine Aquarium:

- direct employment within MMA;
- social welfare benefits generated by general audience patronage;
- social welfare benefits due to school trips;
- social welfare benefits due to improved outdoor recreational value generated by the creation of the children's playpark;
- physical health benefits of playpark users;
- social welfare benefits due to improved outdoor recreational value generated by the creation of the coastal art trail;
- physical health benefits of coastal art trail users;
- uplift in visitor economy productivity due to increased visitors and improved quality of commercial offer; and
- one-off GVA benefits in the construction sector generated by the capital works.

These benefits are quantified based on an economic model as described in the responses following and in Annex 20 - BCR Technical Note. Annex 17 Logic Model - Theory of Change provides further detail.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

For the assessment of benefits, a bespoke Excel based economic impact model has been prepared based on the routes to impact framework that was

discussed and agreed by partners. Full details are noted below, and in Annex 20-BCR Technical note and Annex 19-Appraisal Summary Annexe.

The assessment has been undertaken in line with HM Treasury Green Book guidance and the economic case follows the following broad process:

Define project options → Assess gross impacts for each option → Adjust gross impacts for each option → Calculate and compare net additional impacts →
Calculate and compare value for money

The approach to modelling therefore:

- focused wherever possible on information that has been validated, particularly through strategic business planning and/or market research activity.
- made explicit all of the assumptions upon which beneficiary forecasts and the resultant EIA estimates are based.
- demonstrated the sensitivity of forecasts to variations in these assumptions.

Project specific data was provided by Aberdeenshire Council and project partners to economic consultants Ekos. Where project data was unavailable, the economic model has utilised a range of official and published data sources to inform this.

The model is flexible (to accommodate any changes) and has provided sensitivity scenarios – this helps partners understand the impact on the Return on Investment should key model parameters change.

All impacts have been converted from gross direct to net additional by taking account of deadweight, leakage, displacement, substitution, multiplier.

In addition, the model includes a longitudinal review of Impact (assessed at 30 years as the project is a regeneration project consistent of the construction of new and renovation of existing buildings) to account for the “persistence effect”.

Consideration has been given to (for costs and benefits):

- Constant Prices i.e. expressed as a ‘real price’ set at 2022/23 prices and used the ONS time-series data Gross Domestic Product (GDP) deflator; and
- Present Values – considers the Social Time Preference Rate (STPR) of consumption, the model utilises two discounting rates: 3.5% for capital costs, economic, financial and social welfare benefits; and 1.5% for health benefits.

Explain how the economic costs of the bid have been calculated, including the whole life costs

A detailed scope of works was prepared for each project, based on detailed architect drawings which provided the basis for cost plans to be produced. In order to fully scope out the project and client brief a number of design workshops were undertaken, facilitated by the lead architect and involving Aberdeenshire Council’s project team and other stakeholders. For Peterhead Cultural Quarter Chartered Quantity Surveyors McLeod and Aitken prepared the detailed specifications and cost reports. Macduff Marine Aquarium’s cost report was prepared by internal Aberdeenshire Council Chartered Quantity Surveyors.

The costings considered line by line pricing estimates for facilitating works, substructure, superstructure, internal finishes, fitting, furnishings, and equipment, work to existing buildings, external works, preliminaries, overheads and profit, project/design fees, and other costs. A construction risk contingency allowance of 5% has been included for each project.

Construction inflation has been applied at 8% from the date of cost to the mid-point of the construction period for the Peterhead Cultural Quarter project, and

at 9% for the Macduff Marine Aquarium project based on the materials and works required for each project.

For the economic case, the total costs have been adjusted for inflation (using BCIS Indices to mid-point of construction) and Present Values (PV) using the HMT recommended 3.5%, with 2022/23 as the base year for intervention. Risk and uncertainty have been estimated by the inclusion of 20% optimism bias in the costs (in addition to the 5% contingency) in line with Green Book practices.

We assume the same capital expenditure profile for each project with 10% of works carried out on 2022/23, 45% in 2023/24 and 45% in 2024/25.

The table below summarises the economic costs presented in base-year, real, discounted prices.

Project Cost Summary

Peterhead Cultural Quarter

2022/23: £1,808,989

2023/24: £7,282,566

2024/25: £6,515,088

Total: £15,606,643

Macduff Marine Aquarium

2022/23: £585,914

2023/24: £2,358,752

2024/25: £2,110,173

Total: £5,054,840

Combined Proposal

2022/23: £2,394,903

2023/24: £9,641,318

2024/25: £8,625,262

Total: £20,661,483

Describe how the economic benefits have been estimated

The analysis of impacts and benefits for Peterhead Cultural Quarter and Macduff Marine Aquarium Projects were prepared by professional economic consultants, EKOS Ltd - based on assessment of the gross direct and net additional impacts. The input from EKOS ensures that our forecast analysis is robust, and that the method and model are aligned with the requirements of the UK Levelling Up Fund, primarily HM Treasury Green Book techniques and DLUHC appraisal guidance.

In line with Green Book appraisal techniques any impacts from increased direct employment are included only as a GVA uplift based on increased productivity.

The projects generate benefit in the following ways:

- Peterhead Cultural Quarter
 - direct employment within Arbuthnot House;
 - social welfare benefit due to museum patronage;
 - social welfare benefits generated by users who visit the library frequently;
 - social welfare benefit due to events patronage;
 - productivity uplift due to improved commercial facilities (dance studio and bar restaurant within Carnegie Building);
 - uplift in visitor economy productivity due to increased visitors and improved quality of commercial offer;
 - financial benefit arising from increased values of residential properties in close proximity to the development; and
 - one-off GVA benefits in the construction sector generated by the capital works.
- Macduff Marine Aquarium
 - direct employment within the aquarium;
 - social welfare benefits generated by general audience patronage;
 - social welfare benefits due to school trips;

- social welfare benefits due to improved outdoor recreational value generated by the creation of the children's playpark;
- physical health benefits of playpark users;
- social welfare benefits due to improved outdoor recreational value generated by the creation of the coastal art trail;
- physical health benefits of coastal art trail users;
- uplift in visitor economy productivity due to increased visitors and improved quality of commercial offer; and
- one-off GVA benefits in the construction sector generated by the capital works.

In addition, the model includes longitudinal analysis of impact, reporting net additional benefits over a 30-year project appraisal period. Economic, financial and social welfare benefits are discounted at 3.5% annually and health benefits are discounted at 1.5% annually.

Full appraisal, reasoning and assumptions are described in Annex 20 - BCR Technical Note.

Provide a summary of the overall Value for Money of the proposal

The Value for Money of the proposal has been assessed through the calculation of two BCRs, an Initial BCR which compares the initial benefits to the overall economic cost, and an Adjusted BCR which compares the combined initial and adjusted benefits against the overall economic cost. The value for money measures are presented for each individual project and for the overall combined proposal.

For each of the projects, the benefits have been categorised as follows:

Peterhead Cultural Quarter

Initial:

- Economic Benefit – Direct employment at Arbuthnot House/Peterhead Museum
- Social Welfare Benefit – Peterhead Museum patronage
- Social Welfare Benefit – Peterhead Library patronage
- Social Welfare Benefit – Arbuthnot House/Peterhead Museum hosted events attendance

Adjusted:

- Economic Benefit – Productivity uplift in dance studio commercial activity at the Carnegie Building
- Economic Benefit – Productivity uplift in restaurant commercial activity at the Carnegie Building
- Financial Benefit – One-off increase in residential property values
- Economic Benefit – Visitor Economy expenditure and GVA uplift
- Economic Benefit – One-off GVA impacts in the Construction Sector Macduff Marine Aquarium

Initial:

- Economic Benefit – Direct employment at Macduff Marine Aquarium
- Social Welfare Benefit – Non-school related aquarium patronage
- Social Welfare Benefit – School related aquarium patronage
- Physical health benefit – Children's playpark usage
- Physical health benefit – Coastal art trail usage
- Outdoor Recreational Benefit – Children's playpark
- Outdoor Recreational Benefit – Coastal art trail

Adjusted:

- Economic Benefit – Visitor Economy expenditure and GVA uplift
- Economic Benefit – One-off GVA impacts in the Construction Sector

The intervention delivers significant quantifiable and wider qualitative benefits/impacts and makes a notable contribution to supporting Aberdeenshire and the local communities to level up. Annex 20, the BCR Technical Note summarises the initial and adjusted BCRs for each individual

project and presents combined bid BCRs, costings and workings.

Peterhead Cultural Quarter Initial BCR: 2.82
Peterhead Cultural Quarter Adjusted BCR: 3.15
Macduff Marine Aquarium Development Initial BCR: 2.00
Macduff Marine Aquarium Development Adjusted BCR: 2.26
Combined Package Initial BCR: 2.61
Combined Package Adjusted BCR: 2.92

Upload explanatory note (optional)

Annex 20 - BCR Technical Note.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR 2.57

Adjusted BCR 2.88

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

The following non-monetised have been considered:

Peterhead Cultural Quarter

- Supporting increased pride of place through improving the visual amenity of a prominent town centre building and the creation of high quality cultural and commercial assets in the community
- Supporting visitor retention and expenditure
- Supporting employment in the public and private sectors
- Improved cultural services – library and museum
- Renovation and refurbishment of Arbuthnot House, an historic category B listed building which is currently “at risk .”
- Renovation of the Carnegie Building which is C listed and is one the earliest Carnegie public libraries in Scotland .

Macduff Marine Aquarium

- Supporting increased pride of place through improving the visual amenity of a prominent town centre building and the creation of high quality cultural and commercial asset in the community.
 - Active travel connection to Banff which is currently poorly connected to Macduff.
 - Active travel connection to Tarlair Outdoor Swimming Pool which is a category a listed site.
 - Increased and improved school engagement programme and delivery of STEM activities.
 - Improved quality of experience at the aquarium.
 - Supporting employment in the public sector.
-

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Key uncertainties that would affect VfM calculations include:

- erroneous assumptions about the extent of demand for the project amongst potential beneficiaries
- overly optimistic assumptions regarding costs and delivery timescales
- underestimating the time to impact
- Uncertainties around the numbers benefiting from rise in amenity values and from social benefits.

The Green Book provides a wide range of values for most value measures, and we have taken midpoints and low-end estimates as our value. These are fairly arbitrary cut offs, and the true value could be lower or higher. We have also assumed definitions for frequent library visitor and have made assumptions on the average number of museum visits a person takes each year.

To account for these uncertainties, we have carried out a sensitivity analysis and modelled two additional scenarios:

- Sensitivity 1 - costs increase by 20% ; and
- Sensitivity 2 - costs increase by +20% and benefits reduced by -20%.

Details on the sensitivity analysis is provided in Annex 19.

The results show that even with a cost increase of +20% and benefits reduction of -20% the combined proposal still delivers value for money within the “acceptable” range.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table	Annex 19 - Appraisal Summary Annex.pdf
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Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid	£23831067
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Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£20000000
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Confirm the value of match funding secured

£3831067

Evidence of match funding (optional)

Where match funding is still to be secured please set out details below

The package outlined in this bid has full match funding secured from council resources.

Additional elements of the wider programme will be delivered outside of the LUF timeframe with funding unsecured at this time. This includes the costs of the exhibits, displays, and interpretation within the museum building, for which positive discussions have taken place with the National Lottery Heritage Fund. Public realm works on Broad St (Broad Street Plaza) is within the design team scope but has been removed from the LUF bid. This work is now planned for proposed bids to the Scottish Government (Historic Environment Scotland, Place Based Investment Funding or the Regeneration Capital Grant Fund). The potential of commercial sponsorship of public-facing elements of the buildings is under investigation: for example public art works within the courtyard garden, or some of the internal interpretation and exhibits.

For clarity, no additional match funding is required to deliver the projects within this bid.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

Although the proposed sites in the bid are all in the ownership of Aberdeenshire Council, we are not including the land value in the Council's contribution to the project.

This project will bring the empty and at-risk Arbuthnot House back into use and remove it from the market, but the monetary value of this building is now considered insufficient to make a meaningful impact on the match funding package.

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

It is expected that VAT will be recoverable and has therefore been omitted from the budget.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

Aberdeenshire Council have commissioned local Chartered Quantity Surveyors, McLeod + Aitken to provide the budget costs for construction included within our proposal.

McLeod + Aitken are a highly regarded construction cost consultancy with over 70 years' experience and are a framework consultant for Aberdeenshire Council.

The approach taken by McLeod + Aitken was to prepare detailed elemental cost plans for each part of the proposal. This has been undertaken by measuring quantities from the design drawings and information provided by to date by Collective Architecture and then applying rates to these quantities for the items based upon current market prices. As McLeod + Aitken receive tenders for a variety of projects every week for contracts in the North East of Scotland and across the rest of the country the rates used as the basis of our

proposal are up to date and accurately reflect the prevailing market conditions.

In addition to the rates for the measured items McLeod + Aitken have applied percentages to cover main contractors Preliminary costs, overheads, profit and risk. Again these allowances are based upon current market intel based upon recently received tender returns.

Furthermore McLeod + Aitken have calculated an inflationary uplift which has been applied to the cost plan figures. This has been calculated using up to date published BCIS indices from current date to the anticipated mid-point of the construction programme.

Optimism bias of 20% was then added to the figures provided in the cost reports.

The cost reports are included in Annexes 10, 11 and 12.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

Chartered quantity surveyors, McLeod and Aitken carried out the costing and budget work. The cost reports considered line-by-line pricing estimates for facilitating works, substructure, superstructure, internal finishes, fitting, furnishings, and equipment, work to existing buildings, external works, preliminaries, overheads and profit, project/design fees, and other costs.

A construction risk contingency allowance of 5% has been included for each project.

Construction inflation has been applied at 8% from the date of cost to the mid-point of the construction period for the Peterhead Cultural Quarter project, and at 9% for the Macduff Marine Aquarium project based on the materials and works required for each project.

For the economic case, the total costs have been adjusted for inflation (using BCIS Indices to mid-point of construction) and Present Values (PV) using the HMT recommended 3.5%, with 2022/23 as the base year for intervention. Risk and uncertainty have been estimated by the inclusion of 20% optimism bias in the costs (in additional to the 5% contingency).

We assume the same capital expenditure profile for each project with 10% of works carried out on 2022/23, 45% in 2023/24 and 45% in 2024/25.

Describe the main financial risks and how they will be mitigated

The current and recent market conditions have made the construction sector difficult to negotiate for all concerned, including the public sector. At Aberdeenshire Council, aware of the opportunity presented in these projects, we recognise that in order to move forward a level of risk is inevitable but would like to balance those risks wherever possible. We also acknowledge the timeframe of the Levelling Up Fund is relatively challenging and that costs incurred after the project end date will be the responsibility of Aberdeenshire Council, thus we consider any risk to the delivery time of these projects to be financial risks.

During the development of this package bid, the following risks have been noted and the project amended accordingly as the risk considered unacceptably high:

- Some of the buildings initially considered for development were not in Council ownership. This was considered too great a risk to the timeframe involved and these buildings were discounted at this stage
- One of the buildings (18-20 James St, noted in the Architect's Feasibility Report), is only partially in the ownership of Aberdeenshire Council. The Council retains an aspiration to renovate and bring this building into use to

support the ongoing running costs of the new venue but this has been removed from the package at this stage

- Greening and pedestrianisation of the lower part of Broad Street has been scoped, costed and initial designs developed. However, the public engagement exercise identified that the removal of car parking spaces is likely to be controversial and may take some time to resolve with communities, so this has been removed from the package at this stage
- Designs around Macduff Marine Aquarium were developed in the car park and around the green space, however planning permission concerns were raised with both of these options and the designs amended to reduce the risk of time delays associated with planning issues

The build is potentially complicated further in the case of this package of projects by the following considerations:

- Historic and listed buildings: the Arbuthnot House and Carnegie buildings are listed, prominent town centre buildings, and in the case of Arbuthnot House in relatively poor condition. Specialist building techniques and materials will be required, this is accounted for with allowances in the costings, and regular discussions will take place between the Quantity Surveyors, Architects and Contractors to ensure any potential issues are identified early and actions taken to mitigate any impact on the budget
- The bespoke nature of the builds may also pose a risk to the attractiveness of any proposed deal from the perspective of the commercial case, and this will be accounted for in the procurement strategy, with early engagement of the marketplace advisable
- Owing to the age of the buildings concerned, and the town centre locations, there is a possibility of encountering unexpected materials, objects or infrastructure during the build phase risking both time and budget. For example it is noted that there is a cable beneath the proposed garden in the Arbuthnot House build. Any known risks such as this have been noted and mitigations identified, and allowances made for unexpected issues
- The Macduff Marine Aquarium build is situated on reclaimed land on the sea shore, with associated risks associated with the design and structure, specialist consultants have been appointed to provide advice and expertise on this
- The Peterhead builds will be carried out in a phased manner to avoid any disruption to the current service provision
- Business access along Broad St will be available throughout the period of construction
- A pre-established savings list will be maintained by the Architects and Design team to be utilised in the case of cost-overruns.
- If the above measures are unsuccessful in keeping the costs within budget, in the worst case scenario Aberdeenshire Council could withdraw the Carnegie building elements from the project and seek to fund these separately, recognising that this would carry significant risks in itself in terms of the financial case and community and stakeholder relations
- However, in the event of unavoidable cost overruns, Aberdeenshire Council accepts responsibility for meeting any costs over and above the UK Government contribution requested and would source alternative internal or external resources to meet any shortfall.
- Government contribution requested The Macduff Marine Aquarium will need to close for a period while the capital works are carried out. The build will be programmed accordingly, and a comprehensive plan put in place for temporary habitat for the live animals within industry guidelines. The loss of income during this period is accounted for in the financial forecast
- Disruption to highways and public parking will be minimised wherever possible, but some level will be inevitable. Communications will be clear and open, and advertised both on site, and through social media and website updates, plus consistent and two-way communication through the live Engagement HQ hub

To monitor progress and highlight any timeframe or cost issues with delivery of the capital works, the following reporting schedule will be maintained throughout the implementation phase for both projects:

The Contractor shall produce a monthly progress report which shall include the following:

Progress Report

- Report of overall site progress and works to be carried out in the next period
- Report progress against Contract programme showing percentage complete of main activities and Gant chart with current position redlined against the programme.
- Procurement Update
- Outstanding Information, RFI report
- Health and Safety
- Progress Photographs
- Costs Report
- Executive Summary
- Anticipated Final Account Amount
- Schedule of Cost Movement from Previous Report
- Schedule of Variation Orders
- Change Control Schedule
- Contract Instructions
- Anticipated Variations
- Provisional Sum expenditure
- Cash Flow and updated profiling

The risk register will be kept up to date and maintained throughout the project. Risk registers for both projects can be found in appendix E of both Project Execution Plans – Annex 13 Peterhead Cultural Quarter Project Execution Plan and Annex 14 Macduff Marine Aquarium Project Execution Plan

Upload risk register

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

N/A

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

N/A

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

The aim of this procurement strategy is to ensure that the procurement achieves the best value for the Council, by minimising the cost of procurement, reducing the risk of contractual failure and delivering added value through community benefits. It also delivers Aberdeenshire Council's objectives of meeting the service and user needs identified within the Strategic Outline Cases within the identified budget and timeframe.

The key contracts to be procured will be the refurbishment and extension of Arbuthnot House and the Carnegie Building Macduff Marine Aquarium. Using the Kraljic Matrix, the contract would fit into the Strategic Category having both high risk/complexity and also high-profit impact. To manage those risks it is essential we understand our stakeholders and the market.

Pre-market engagement will be undertaken to establish the appetite for these works. A Prior Information Notification will be published via Public Contracts Scotland to give the market notice of the project and allow the Council to establish the level of interest.

If it is deemed necessary, we may hold a Talking Tenders event through the

Supplier Development Programme to provide the market more detail on the project and also receive feedback from the suppliers.

The following procurement approaches have been explored to date.

Partnering

- Maximises opportunities for innovation
 - Provides good risk management
 - Potential to minimise claims during construction
 - Requires strong client leadership and experience
 - Relies upon good benchmarking and cost data to establish a cost ceiling
- Discounted,

Strategic Partnership

- Time and resource saving by not having to advertise or competitively tender
 - Good risk management
 - Restricted choice of contractors
- Not Discounted at This Stage

Framework

- Reduce procurement timescales
 - Possible ability to do a direct award
 - Reduced bidder list
- Not Discounted at This Stage

Two Stage Tendering

- Early appointment of the contractor
 - Improved identification of project risks
 - Additional cost of preconstruction fee
 - Difficulties verifying the transparency of main contractor allowances and subcontractor costs
- Discounted

Traditional Lump Sum

- Price certainty and transfer of risk to the main contractor at contract award
 - Development programme may be longer
- Not Discounted at This Stage

Design and Build

- Low tendering cost to the client
 - Could achieve a shorter overall design and construction period
 - Client requirements must be properly specified
 - Unsuitable for complex, challenging projects
- Discounted

Due to the current market conditions and supplier resource shortage, a final decision on the procurement route has not yet been made. Design and Build and Partnering have been discounted and the current proposed routes are 'Strategic Partnership, Framework and Traditional Lump Sum'. These routes currently offer us the best balance to move forward, with the option of a fixed price competitive price if market conditions improve, or early contractor engagement if the current challenging conditions continue.

The project is a complex one which involves one Category C and one Category B Listed Building, so careful and sympathetic design needs to be at the forefront of the design strategy.

Prior to any tender being issued, the Service will seek approval for Procurement Approval Form sign-off by both Procurement and Finance. This ensures the procurement route is suitable and compliant. The sign off from Finance will ensure that there is a sufficient budget and it has been allocated correctly. This process helps ensure that the project is compliant with both Legislation and Internal Regulations.

The contract will be awarded on a price/quality split, the quality aspect will ensure the appointed contractor can demonstrate their ability to deliver the project and can provide supporting information and methodologies. The quality aspect of the tender will also ask for how the contractor will assist the Council in furthering their sustainability and community benefits including but not limited to 'Environmental, Innovation and prompt payment through the supply

chain.

The Sustainable Procurement Duty ensures we consider how we can improve the social, environmental and economic wellbeing of our area. To achieve this consideration would be given to SME involvement, employment, skills and training opportunities, community engagement, fair work practices and environmental wellbeing in line with our internal Sustainable Procurement Policy. Our Community Benefits and Sustainable Procurement Manager will also form part of the team. We have in previous projects managed to deliver a wide range of Community Benefits through careful planning and collaboration with the Contractor.

Procurement will be undertaken with a critical focus on both the UK and Scottish Government's net zero commitments. Action point 7 of the 'Net Zero Strategy: Build Back Greener' is 'Greener Buildings', and it is imperative that the projects within this bid deliver a positive impact to carbon emissions. The 'Clean Growth Strategy' acknowledges that 'meeting the target of reducing emissions by at least 80 per cent by 2050 implies decarbonising nearly all heat in buildings'. The restored historic buildings within this bid will be insulated and secondary-glazed where possible, and refitted with new renewable heating systems. The extensions will be designed to the highest standard of energy efficiency, feature solar PV panels and air source heat exchange systems, and achieve as close to carbon-free as possible. By renovating existing under-used buildings the proposals will also contribute towards the UK Government's policies on resource efficiency, maintaining levels of embodied carbon within buildings and reducing the carbon impact of new builds. The proposals will also contribute towards the Scottish Government's 'Heat in Buildings' strategy; and adhere to Scotland's commitment for net-zero emissions by 2045 under the Climate Change Act 2019.

Resolution planning is not applicable to this contract due to the nature of the works, however best practice will be adopted where suitable.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

The Architect shall develop the form of the building in conjunction with the design team to provide a building which matches the Clients requirements within the constraints of the site.

Aberdeenshire Council has a dedicated, specialist procurement department (Commercial & Procurement Shared Service) which will lead all aspects of procurement during the project. Specifically the lead procurement individual will be [REDACTED] Category Manager, Commercial & Procurement Shared Service. [REDACTED] has substantial experience of procuring construction projects within Local Authority Government over 14 years and is also a Chartered Quantity Surveyor. In her role as Category Manager, she will be involved in providing advice on available and suitable procurement routes and ensuring the procurement is carried out compliantly with Aberdeenshire Council Financial Regulations, the Procurement Reform (Scotland) Act 2014 and The Public Contracts (Scotland) Regulations 2015. She is also involved in ensuring that thought and consideration are given to Community Benefits, Sustainability and Fair Working Practices. Commercial & Procurement Shared Service provide advice to three local authorities and can access a vast wealth of experience across different projects.

Throughout the procurement process there will also be contribution from the Community Benefits and Sustainable Procurement Manager and input from solicitors through the Council's internal legal team.

Contract management will be led by Aberdeenshire Council's Property Service.

Our Property & Facilities Management team are part of the Council Business Services Directorate. The service supports the delivery of Aberdeenshire Council's priorities through the provision of a high quality and customer

focused Property Management Service. With an extensive property portfolio including schools, libraries, sports facilities, care homes, administrative offices and a large commercial portfolio, the remit of the team is widespread.

The professional teams involved in this workstream design and deliver the building assets required by Council Services. These include facilities for all Council Services, comprising schools, care homes, sports centres, housing, depots and other complex multi-use venues. The Construction Programme delivery team has in-house expertise comprising Architecture, Quantity Surveying and Engineering.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

Aberdeenshire Council intend to retain the design consultants already engaged on these projects, to ensure smooth transition from development to delivery, and retain momentum. Specialist contractors have been engaged as follows:

Collective Architecture: engaged for the Peterhead Cultural Quarter design, owing to their expertise in re-imagining historic buildings, especially for public and cultural purposes.

Rankin Fraser: engaged for the Peterhead Cultural Quarter design, for their specialist expertise in design of outdoor spaces and public realm works

StudioArc: sub contracted by Collective Architecture for the design and interpretation of museum displays, interpretation planning and community engagement – likely to be retained for the Macduff Marine Aquarium also to maintain a consistency of visitor engagement and experience across both venues

Goodson Associates: engaged for the Peterhead Cultural Quarter design, for civil engineering specialist input

Fairhurst Engineering: engaged for the Macduff Marine Aquarium design, for structural engineering specialist input

In recognition of the challenging timeframes in the delivery of LUF projects, Aberdeenshire have elected to identify additional resource to keep momentum throughout 2022 in the development of these projects. The specialist design teams will be retained and work will continue on the development of these projects through the RIBA stages up until a decision is received on whether this bid has been successful. This is to ensure that, if successful, the project development has not lost any momentum and delivery can commence immediately.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

The procurement strategy will consider the following objectives identified by Aberdeenshire Council as key to the successful delivery of their Development:

- Cost certainty - The ability to provide a high level of cost certainty at the point the contract is signed and to demonstrate value for money via processes compliant with all current procurement advice.
- Early engagement – Very early contractor engagement opportunity desired to feed into design and buildability prior to the design becoming too mature and difficult to change due to programme pressures, potential abortive work etc. limiting how much innovation can be utilised as areas start to become fixed.
- Programme certainty - Requirement to start on site by Autumn 2023 and complete within the Levelling Up Fund timeframe
- Risk transfer - Ability to pass an appropriate level of risk and responsibility to

the contractor. In addition, Aberdeenshire Council are keen that the following factors should be taken into account in the development of the procurement strategy

- The contractor pool and framework selection must have familiarity with the area and the supply chain or have experience establishing a competitive and good quality supply chain in new areas.
- The contractor pool and framework selection must have proven expertise in dealing with historic buildings and specialist technical builds, and experience in retro-fitting of green technologies

The procurement may be through a strategic partnership or an existing framework. Checks on their financial and economic standing have already been undertaken to allow them to undertake works through those routes.

If the chosen procurement route is a traditional lump sum tender, quality questions will be used to assess their suitability to deliver the project.

A financial check will be done prior to a contract award to ensure their financial standing is in a satisfactory manner.

KPI's will be added to the contract to ensure that any quality or delivery concerns can be measured and addressed if required.

A formal standard form of contract, likely SBCC Standard With Quantities will be entered into to ensure that both parties are aware of their contractual obligations in delivering the contract and a contract administrator will be in place to ensure these obligations are being met by all parties to the contract.

There is a benefit to the existing framework route in respect of their adopting the cost risk in terms of re-procurement and mobilisation of a new contractor in the event of a main contractor insolvency during the construction phase, although this risk would be mitigated through thorough pre-tender and pre-construction financial checking of potential tenderers and preferred contractor, as carried out as standard practice by internal Procurement and Quantity Surveying teams. Early contractor engagement is seen as key to building knowledge to reduce risk during the construction phase.

The main areas of the contract to be categorised are as follows:

- the duration of the contracts and any break clauses
 - the service provider's and Aberdeenshire Council's respective roles and responsibilities in relation to the proposed contract
 - the payment/charging mechanism, including prices, tariffs, incentive payments etc
 - change control (for new requirements and updated services)
 - Aberdeenshire Council's remedies in the event of failure on the part of the contractor to deliver the contracted services – on time, to specification and price.
 - the treatment of intellectual property rights compliance with appropriate regulations etc
 - the operational and contract administration elements of the terms and conditions of service
 - arrangements for the resolution of disputes and disagreements between the parties
 - the agreed allocation of risk
 - any options at the end of the contract.
-

Set out how you plan to deliver the bid

The Gateway Process has been developed to control the commissioning of all Capital Projects undertaken in Aberdeenshire.

The Gateway Process examines projects at key decision points in their lifecycle and looks ahead to provide assurance that they can progress successfully to the next stage. The overall objectives of the Gateway Process are to ensure that projects are delivered on time; to the right quality and to the right cost thus ensuring that they deliver value for money and that the defined benefits of the project are realised.

There are five 'Gateways' defined as follows:

Gateway 0 - Strategic Appraisal - Programme Management
Gateway 1 - Assessment - RIBA Stage 1 Preparation
Gateway 2 - Develop Proposed Solution - RIBA Stage 2-3 Concept & Developed Design
Gateway 3 - Develop Preferred Solution - RIBA Stage 4-5 Technical & Specialist Design
Gateway 4 - Construction - RIBA Stage 6 Construction
Gateway 5 - Handover and Review - RIBA Stage 7 Use & Aftercare

At the conclusion of each Gateway a report is submitted to the appropriate Area Committee for review and approval to progress to the next stage of the project.

A separate report is submitted to the Policy and Resources Committee for inclusion in the Capital Plan.

More information is contained on the gateway review process in Appendix 2 of the Macduff Marine Aquarium and Peterhead Cultural Quarter delivery plans (Annexes 13 and 14).

Key dates are summarised below and the new facility is required for occupation by August 2025.

Planning Application Submitted : October 2022
Planning Application Determined : January 2023
Recommendation to appoint a contractor : June 2023
Construction Site Start : August 2023
Construction Completion : September 2023
Internal Fit-Out : October / November 2023
(may be subject to a separate contract)
Formal Opening : December 2024

A Pre-Application Enquiry has been submitted (ENQ/2022/0968) and is due to complete by mid-July 2022. There has been on-going informal dialogue with the Planning Service who have confirmed supportive, in principle, of the approach being taken. Due to the close proximity to the coast there has been informal dialogue with Aberdeenshire Council's Flood Protection Unit who have suggested no fundamental concerns with the proposals albeit acknowledging some technical items to be addressed constructing a building in this location.

The roles and responsibilities of consultants are defined in their appointment documents and contracts.

A Roles and Responsibilities matrix shall be agreed with all parties. The matrix for this project is in Appendix 3 of delivery plans.

Each member of the project team has a particular role and the key roles are defined as:

The Project Sponsor (the Client)
Project Manager
Quantity Surveyor
Architect (Lead Consultant)
Principal Designer
Civil / Structural Engineer
Building Services Engineer(s)
Display Consultant

The Project Board is made up of senior officers within Aberdeenshire Council to ensure the project sponsor is supported by a group with sufficient authority to make decisions.

The project steering group shall appoint a representative (or representatives) who shall be the link between the Project Team and the Project Board. This person is referred to as the Project Sponsor.

Their responsibilities are to assist the Project Manager and Architect in

defining the scope of the project including helping to coordinate stakeholder management to ensure everyone who needs to be involved in defining the project are included.

They should attend Design Team Meetings, or designate a client representative to attend, when possible so that they are aware of the progress of the project and are able to assist the project team with their specific expertise and knowledge.

The Project Managers responsibility is to manage the project overall and carry out the following key functions:

- Agree project aims and objectives with the Client Service, including site selection, overall cost limits, building life and use, stakeholder and community considerations
- With the project team, appraise and consider feasibility options
- Ensure that Council Cost Control procedures are adhered to and monitor budget and cost reporting
- Agree the overall programme with the Client and the project team
- Establish and chair Design Team Meetings, Client meetings and other informal meetings as may be necessary, writing and circulating minutes or meeting notes timeously.
- Attend all site meetings and monitor and report on site progress.
- Identify items which require Client Service approval and input and ensure that information available to the project team and contractor when required.
- Manage the Risk Register and ensure that the risks are correctly reported to the Elected Members and relevant stakeholders
- Manage Value Engineering process to ensure best value, including lifecycle considerations
- Ensure that there is appropriate consultation with Stakeholders and Elected Members
- Establish an appropriate Change Control Procedure with the Design Team and Contractor
- Compile and deliver reports to the relevant Area Committee, Policy and Resource Committee in accordance with the agreed programme.
- Prepare regular project reports for the Capital Plan Group.
- Manage and coordinate the post occupancy review of the project and report to the Client Service and Area Committee.

The Project Manager shall be the first point of contact with the Client Service and shall be that main conduit for information between the project Team and the Client Service.

All correspondence and emails between team members should be copied to the Project Manager to allow an overview of the project to be maintained.

Each member of the project team shall be responsible for communicating all relevant information to other team members in the form of emails, reports, drawings and specifications.

Information from other team members should be reviewed immediately and any comments or feedback provided quickly to avoid abortive design work.

Drawings and Documents shall be issued under cover of transmittal sheets which clearly detail the other recipients of the information and the status of the drawing/document.

Aberdeenshire Council is implementing the use of Sharepoint for all projects to ensure compliance with Building Information Management (BIM) Level 2, which is a requirement for all public building projects. This provides a common store for all documents, drawings and specifications. Where this system is used all members of the project team will be expected to participate in using the system to manage the project information effectively.

A formal Request For Information (RFI) system shall be implemented with the Contractor to record all RFI and their responses. The minimum and maximum response times shall be agreed with the Contractor as appropriate to the Contract and all responses shall be copied to the QS

Demonstrate that some bid activity can be delivered in 2022-23

Aberdeenshire Council is committed to the timely and efficient delivery of these projects, and as such has agreed to continue the development of projects between now and the Levelling Up Fund decision announcement, at its own risk. Project design and development through RIBA stage 3 will continue throughout Summer and Autumn 2022, with the intention that should this bid be successful, a full planning application for each project will be lodged immediately after the decision is announced. Pre-planning enquiry discussions have already taken place and have been provided in Annex 24.

The progression of the project to the detailed design stage before the decision is made will ensure that no momentum is lost in the development of these projects, and that delivery can commence as early as possible in the 2023 calendar year. Significant professional fees will be incurred for both projects during 2022-23. Please see Delivery Milestones table in the Costings & Planning Workbook.

Risk Management: Set out your detailed risk assessment

Please see the attached risk registers for each project with mitigating measures, assigned ownership and reporting responsibilities in appendix E of Annexes 13 and 14, Project Execution Plans.

Of particular note in the development of these projects, by way of context:

- Historic and listed buildings: the Arbuthnot House and Carnegie buildings are listed, prominent town centre buildings, and in the case of Arbuthnot House in relatively poor condition. Specialist building techniques and materials will be required, this is accounted for with allowances in the costings, and regular discussions will take place between the Quantity Surveyors, Architects and Contractors to ensure any potential issues are identified early and actions taken to mitigate any impact on the budget
- The bespoke nature of the builds may also pose a risk to the attractiveness of any proposed deal from the perspective of the commercial case, and this will be accounted for in the procurement strategy, with early engagement of the marketplace advisable
- Owing to the age of the buildings concerned, and the town centre locations, there is a possibility of encountering unexpected materials, objects or infrastructure during the build phase risking both time and budget. For example it is noted that there is a cable beneath the proposed garden in the Arbuthnot House build. Any known risks such as this have been noted and mitigations identified, and allowances made for unexpected issues
- The Macduff Marine Aquarium build is situated on reclaimed land on the sea shore, with associated risks associated with the design and structure, specialist consultants have been appointed to provide advice and expertise on this
- The Peterhead builds will be carried out in a phased manner to avoid any disruption to the current service provision
- Business access along Broad St will be available throughout the period of construction
- A pre-established savings list will be maintained by the Architects and Design

team to be utilised in the case of cost-overruns

- If the above measures are unsuccessful in keeping the costs within budget, in the worst case scenario Aberdeenshire Council could withdraw the Carnegie building elements from the project and seek to fund these separately, recognising that this would carry significant risks in itself in terms of the financial case and community and stakeholder relations
- The Macduff Marine Aquarium will need to close for a period while the capital works are carried out. The build will be programmed accordingly, and a comprehensive plan put in place for temporary habitat for the live animals within industry guidelines. The loss of income during this period is accounted for in the financial forecast
- Disruption to highways and public parking will be minimised wherever possible, but some level will be inevitable. Communications will be clear and open, and advertised both on site, and through social media and website updates, plus consistent and two-way communication through the live Engagement HQ hub

Aberdeenshire Council's risk management process is iterative and reviewed frequently. The projects have already been through several design alterations as a result of risk identification, and adjusted to agreed tolerance levels.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

The Project Design Team for the Peterhead Cultural Quarter project is as follows:

Project Sponsor: Aberdeenshire Council - Economic Development

Project Manager: Aberdeenshire Council - Property

Architect (Lead Consultant): Collective Architecture

Principal Designer: Collective Architecture

Landscape Architect (Public Garden): Rankin Fraser

Civil/Structural Engineer: Fairhurst

Services Engineer: Goodsons

Quantity Surveyor: McLeod + Aitken

Museum Interpretation Consultant: Studio Arc

And for Macduff Marine Aquarium:

Project Sponsor: Aberdeenshire Council - Economic Development

Project Manager: Aberdeenshire Council - Property

Architect (Lead Consultant): Aberdeenshire Council - Property

Principal Designer: Aberdeenshire Council - Property

Civil/Structural Engineer: Fairhurst

Services Engineer: Aberdeenshire Council - Property

Quantity Surveyor: Aberdeenshire Council - Property

Interpretation Consultants: Studio Arc

A dedicated experienced Project Manager will be appointed to the project on a full-time basis within Aberdeenshire Council Property, a department which regularly delivers and manages large scale capital projects (schools, public buildings, leisure centres) for and on behalf of Aberdeenshire Council.

The design team will be led by [REDACTED] Principle Architect in Aberdeenshire Council. [REDACTED] has almost 20 years of experience working across the private and public sector. He brings with him a background in design focused practice working on projects ranging from small scale rural domestic work through to more complex commercial projects in urban locations. He currently oversees a team of architects in the delivery of Capital Projects at Aberdeenshire Council, and has delivered numerous complex large capital build projects including schools complexes, sports villages, arts venues and civic offices.

Specialist expertise has been brought in to contribute expertise in the complex, sympathetic development of historic buildings, public garden design and interpretation design. Award-winning Collective Architecture have 24 years of experience leading place-based cultural development projects including museums, art galleries and commercial spaces.

Additional support has also been sourced for cost consultancy to ensure robust costs at an early stage and monitor budget throughout the capital phase.

Set out what governance procedures will be put in place to manage the grant and project

The grant and project will be governed in line with Aberdeenshire Council's Scheme of Governance and Financial Regulations.

1) Delegated Authority

The formal decision to proceed with and commit match funding to the project is taken by Committee. The Senior Responsible Officer (SRO) has delegated powers to accept, administer and account for any project funds. A Project Board will oversee the project with representation including:

- Director of Environment and Infrastructure Services (SRO)
- Director of Business Services
- Head of Finance
- Head of Planning & Economy
- Head of Property & Facilities Management
- Head of Live Life Aberdeenshire
- Area Manager – Banff & Buchan
- Area Manager – Buchan

The day-to-day operational delivery of the project will be the responsibility of a Project Manager. Compliance with grant conditions will be overseen by the Council's Investments and Projects Team who would be the main contact point with the UK Government.

2) Financial Controls

The Council's Financial Regulations aim to ensure that all decisions are correctly made within agreed budgets to enable proper, transparent and efficient financial management. These are supplemented by internal controls which manage and monitor progress towards the Council's objectives; ensure compliance with legislation, regulations and policies; ensure that operations are efficient and effective; ensure that financial information and reporting is reliable; and protect the organisations assets and resources.

A dedicated cost centre would be established to allow for effective ringfencing and monitoring of project budgets and expenditure. The SRO would be responsible for ensuring that expenditure does not exceed the sum approved. They, or another Chief Officer, would be responsible for authorising the payment of any expenditure. Goods and Services would be procured in line with legislative requirements and the Council's internal Governance procedures.

3) Audit

In line with statutory legislative requirements, a continuous and independent

internal audit function is in place to review and appraise the internal controls of the Council. Work is planned to provide reasonable, rather than absolute, assurance and is undertaken in accordance with UK Public Sector Internal Audit Standards.

4) Counter fraud, corruption, and anti-bribery

All members and employees must comply with the Council's Strategy for the Prevention and Detection of Fraud, Bribery and Corruption and Disclosure of Information (Whistleblowing) Policy. The Council will not tolerate fraud or corruption in the administration of its responsibilities, whether from inside or outside the organisation.

Whenever any matter arises which involves, or is thought to involve, irregularities concerning the resources of the Council or the exercise of the functions of the Council, a notification procedure is initiated. Appropriate steps would then be taken by way of investigation and reporting. The Council would immediately notify government where corrupt or fraudulent practice is suspected or uncovered related to the grant.

5) Conflicts of Interest

Councillors are required to give Notice of "Registrable Interests" including both financial and non-financial interests. Declarations of interest are recorded at Committee meetings and during procurement evaluations, with anyone with a conflict of interest excluded from discussions or decision making. Separation of duties are also in place as part of internal financial controls.

6) Cyber-security & Data Management

Aberdeenshire Council's Information Security Policy aims to ensure that:

- information assets are identified, classified and protected;
- processes, technology, services and facilities are protected through appropriate controls;
- information security incidents are identified, contained, remediated, investigated and reported;
- appropriate approvals, information security management and / or cyber security accreditation is obtained where a third party system or application is utilised;
- an assessment is carried out on all processes, technology, service and facilities;
- back-up and disaster recovery plans, processes and technology are in place;
- appropriate security controls are implemented for off-site working.

The Council would inform the National Cyber Security Centre if they become aware of any cyber security incident that affects or has the potential to affect government data.

7) Code of conduct

A Councillor Code of Conduct is in place, setting out standards for conduct at meetings, confidentiality, gifts/hospitality, interests and relationships with staff and contractors. A number of organisational policies are in place to ensure that Council staff maintain high standards of ethics and integrity and are respectful and professional at all times.

8) Assurance and Approval

The Council's assurance and approval processes for capital projects broadly mirror the Green Book processes, including gateway reviews:

- Stage 0 – Strategic Assessment (Strategic Business Case)
 - Stage 1 – Business Justification (Outline Business Case)
 - Stage 2 – Delivery Strategy (Scheme Design & Cost Plan)
 - Stage 3 – Investment Decision (Full Business Case)
 - Stage 4 – Construction (Completion of Works)
 - Stage 5 - Operational Review and Benefits Realisation (Post-Project Evaluation)
-

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

These projects represent a significant step change of service delivery for Live Life Aberdeenshire along the North Coast. While this will have a significant positive impact on the lives of people who live in or visit the North Aberdeenshire region, there is a corresponding implication for the operational budgets of these services going forward.

During the development of these projects, an assumption has been made that a similar step change will be made in the operational model of the service in this area, from a service-budget model to a social enterprise approach. For the delivery of enhanced services, additional income streams have been investigated and incorporated into each proposal. The financial case has been developed by professional financial consultants MacWilliams Consulting, and an operational financial forecast for each project has been developed- see Annex 23.

In Peterhead, the cultural services on offer currently have a minimal income stream from the library (for example printing services and late fees), and no income from the museum. Post project completion, the service will be operating with around four times the cost owing to additional staff, more service provision and a much-enlarged building. This is mitigated with the following additional income streams:

- Retail – a museum gift shop with street frontage
- Restaurant – a café and restaurant with harbour views and the ability to open independently of the museum/ library
- Events – event space with access to catering, garden space etc for weddings and conferences
- Rental income - rental income from the renovated and re-purposed Carnegie building

In Macduff, the Marine Aquarium has an existing income through admission fees and retail, but operates at a loss, with Aberdeenshire Council making up the shortfall. The project has been designed to steadily reduce this loss by developing additional income from the following:

- increased admission sales
- revenue from the café/ restaurant (again with the ability to open independently of the main building)
- events and venue hire will decrease the operational subsidy of this building.

The driving themes behind the development of the Peterhead Cultural Quarter are:

- Bringing public space to life
- Protecting historic features
- Activities and amenities for all

And of the Macduff Marine Aquarium are:

- Bringing public space to life
- Protecting and learning about our natural environment
- Activities and amenities for all

These themes have informed the development of the projects and will continue to drive the designs and business cases moving forward. The Mission Statement of Aberdeenshire Council's Cultural Strategy is 'Working together for fairer, better lives', and the interpretation themes of the proposed venues have been developed by Studioarc in consultation with Cultural Services teams and are built on this principle (refer to p46 of Annex 08 - Stage 2 Design Report - Peterhead Cultural Quarter)

The audience development strategy has five objectives (p50)

- To involve local communities in their heritage
- To attract day visitors, domestic and overseas tourists
- To meet the needs of families, children, young people and older people
- To meet the needs of the education audience
- To engage with specialist audiences

Set out proportionate plans for monitoring and evaluation

The projects shall be rigorously monitored and evaluated following Aberdeenshire Council's established internal procedures for large capital projects, and adhering to the Levelling Up Fund's Programme level M&E strategy. Details of the Council's monitoring and evaluation plan is provided in Annex – PEP and a summary provided below.

Process Evaluation

A continual process evaluation will be an integral part of the delivery and execution of these projects, ensuring that the interventions are being implemented as intended within the cost envelope and within the time allowed. The project manager will follow a regular schedule of meetings and reports with the main contractors, as set out in the Project Execution Plans (see annexes), in order to check that the design is working and on target and the venues will meet the needs of the users and the services. The project manager shall have responsibility for the change control procedure, and for liaising with the service and the project team to ensure that the design and build continues to meet requirements and thus facilitate and enable the benefits realisation moving towards the handover and post occupancy review and reporting phase.

Impact Evaluation

The impact evaluation will measure the changes brought about by the projects and whether the benefits of the interventions have been realised.

The rationale and case for change have been noted in the Strategic Outline Case (Annexes 6 and 7) for both projects, where the counterfactual case, or the 'Business as Usual' situation is laid out in section 3.2.

The spending objectives for the Peterhead Cultural Quarter have been identified as:

1. Creation of a cultural facility which fosters economic development and opportunities for small businesses in Broad St and throughout the regeneration area of Peterhead
2. Creation of a 'Cultural Quarter' in a redeveloped Broad St, Peterhead: enhancing public space, increasing footfall and visitor spend
3. Sensitive redevelopment of the historic fabric of two key buildings in Peterhead town centre, offering cultural, community and commercial opportunities in the available space
4. Fit for purpose facilities for LLA Cultural Services to offer suitable services to communities in Peterhead and the wider region without constraints (such as building size/ condition, accessibility, security, sanitary arrangements etc)
5. Creation of new income streams to allow LLA to generate revenue to support delivery of enhanced services meeting the needs of communities without putting additional pressure on stretched budgets

And for Macduff as:

1. Creation of new income streams to allow LLA to generate revenue to support delivery of enhanced services meeting the needs of communities and visitors without putting additional pressure on stretched budgets
2. Create facilities suitable to allow LLA the opportunity for engagement with lifelong learning and education to support STEM education, inspiration and attainment in the region without constraints (such as building size/ condition, accessibility, security, sanitary arrangements etc)
3. Increase visitor numbers to the aquarium, and thus footfall and dwell time within Macduff
4. 'Future Proof' the aquarium and ensure the facility is fully equipped with any alterations required to maintain the high zoological requirements (animal health and welfare, and legal) for service provision
5. Contribute to Net Zero Aberdeenshire goals

For each of these spending objectives, a SMART target has been set, and noted in the table E (Monitoring and Evaluation) of the workbook. Further, a number of outputs and indicators have been identified within and

drawn from the Theory of Change structure (see annexe).

A number of the Outputs and Outcomes identified are listed within Annexe B of the technical note, demonstrating the strength of alignment this package has with the aims and objectives of the Levelling Up Fund.

At Aberdeenshire Council we are very clear regarding the aspirations for these interventions, and can demonstrate the baseline for each of the SMART targets in a Business as Usual scenario.

The monitoring and evaluation evidence and reports will be deliverable by the Project Manager during the capital build phase of the project (Process Evaluation), and on completion of the build will be handed over to the Live Life Aberdeenshire Service Cultural Services Manager. All reports will be owned by the Senior Responsible Officer and presented on a bi-monthly basis to the Project Board during the implementation phase.

The project implementation review shall take place on completion of the build and handover to service, a number of the outputs are expected to be quantifiable at this stage. In addition to this the Project Team and Project Board will have the opportunity to reflect on lessons learned through project delivery.

It is recognised that many of the outcomes will not be quantifiable until the venues are operational.

The post evaluation review shall take place after a period of opening, to appraise the projects on their delivery against anticipated outcomes and benefits. This report is the responsibility of the Live Life Aberdeenshire service team, and will be deliverable to the Project Board as a part of the post evaluation review workshop. This will also form the basis of a framework for continuous evaluation moving forward, allowing Aberdeenshire Council to monitor the impact of the investment longitudinally. Data shall be obtained in a number of internal and external methodologies, and will include participation statistics, user surveys, community surveys, business and third sector stakeholders

Monitoring and reporting will be the responsibility of the dedicated project management team and will be undertaken in conjunction with DLUHC throughout the delivery phase of the project. Indicators have been identified for each project within the LUF Workbook Table E and these will be detailed further ahead of the inception meeting. Quarterly reports will be submitted covering project expenditure, progress reporting, any required changes and stakeholder engagement. Data will be collected on inputs, activities, outcomes and outputs during the delivery and early operational phases of the projects, with reporting on a 6 monthly basis. Assistance will be made available to DLUHC for the programme-level evaluation where required.

The Council will ensure that standardised project outputs, outcomes and impacts as outlined in the supplied Theory of Change and indicators table are recorded and inform the project-level evaluation, ensuring that resultant data can inform LUF programme-level evaluation. Assessment will therefore focus on three identified measures within the LUF programme level evaluation:

- Process evaluation
- Impact evaluation
- Value for money evaluation

This process shall identify the efficacy of the intervention in delivering the expected benefits, spending criteria and critical success factors stated within the Strategic Outline Case. It will critique the success of the project delivery and the effect the projects have made on the desired outcomes and impacts.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

Annex 21 - Pro-forma 7 SRO Declaration.pdf

Chief Finance Officer Declaration

Publishing

URL of website where this bid will be published www.aberdeenshire.gov.uk

Additional attachments

Additional file attachment 1

Upload attachment Annex 10 - Cost Report Peterhead Cultural Quarter part 1.pdf

Additional file attachment 2

Upload attachment Annex 01 - Enclosing Letter - Cllr Mark Findlater (Council Leader).pdf

Additional file attachment 3

Upload attachment Annex 02 - Letter of Support David Duguid MP.PDF

Additional file attachment 4

Upload attachment Annex 06 - Peterhead Strategic Outline Case.pdf

Additional file attachment 5

Upload attachment Annex 07 - Macduff Strategic Outline Case .pdf

Additional file attachment 6

Upload attachment Annex 09 - Stage 2 Design Report Macduff Marine Aquarium.pdf

Additional file attachment 7

Upload attachment Annex 11 - Cost Report Peterhead Cultural Quarter part 2.pdf

Additional file attachment 8

Upload attachment Annex 14 - Macduff Marine Aquarium-ProjectExecutionPlan.pdf

Additional file attachment 9

Upload attachment Annex 16 - Peterhead Masterplan Review Report.pdf

Additional file attachment 10

Upload attachment Annex 25 - Aquarium Options Appraisal .pdf

Additional file attachment 11

Upload attachment Annex 24 - Pre-Planning Enquiry Report.pdf

Additional file attachment 12

Upload attachment Annex 12 - Cost Report Macduff Marine Aquarium.pdf

Additional file attachment 13

Upload attachment Annex 26 - Macduff Town Centre Health Report.pdf

Additional file attachment 14

Upload attachment Annex 27 - Peterhead Town Centre Health Report.pdf

Additional file attachment 15

Upload attachment Annex 08 - Stage 2 Design Report Peterhead Cultural Quarter.pdf

Additional file attachment 16

Upload attachment Annex 15 - Stakeholder Letters of Support.pdf

Additional file attachment 17

Upload attachment Annex 13 - Peterhead Cultural Quarter ProjectExecutionPlan.pdf

Additional file attachment 18

Upload attachment Annex 28 - Pre-planning Statement from Planning Service Manager.pdf

Additional file attachment 19

Upload attachment Annex 00 List of Supporting Documents.pdf

Project 1 Name

Peterhead Cultural Quarter

Provide a short description of this project

Restoration and re-purposing of historic town centre buildings to create a new, world class museum venue and public library, public garden, entertainment venue and dance/music studio in the heart of Peterhead.

Provide a more detailed overview of the project

This ambitious project will address Peterhead's social-economic challenges and provide new cultural, educational and social opportunities to its people. It will celebrate Peterhead and Aberdeenshire unique culture and heritage, whilst engaging the community in new experiences and opportunities. The project will be a driver for economic growth; re-energise Peterhead's town centre; improve its environment with the introduction of greenspace; and improve wellbeing by offering safe, car-free spaces for people to thrive. It will increase the town and the region's attraction as a tourism destination; deliver substantial benefits to local businesses and act as a catalyst for Peterhead's continued regeneration.

In order to achieve these ambitions the proposal in development will create a

'Cultural Quarter' in Peterhead; revitalising the heart of the town by returning the disused Arbuthnot House into public use and creating a new destination museum and cultural venue, with complementary spaces for participation and learning as well as a library and literacy hub. A new public garden will also be created within the derelict former walled garden.

The project will also include the conversion of the present Arbuthnot Museum and Library Building (a C-Listed 'Carnegie building') into a live entertainment venue on the ground floor with dance and music studios upstairs.

For further information please refer to Annex 08 - Stage 2 Design Report Peterhead.

Provide a short description of the area where the investment will take place for this project

Peterhead, the largest town in Aberdeenshire with a population of 19,260, is one of the major fishing ports in Europe and is identified as of national significance as part of the Green Industrial Transition Zone in Draft National Planning Framework 4, as well as a regional economic centre. Despite the impact of the fishing industry and an otherwise relatively diverse local economy, there is nonetheless marked socio-economic inequality in the town. The 2015-2020 Regeneration Programme acknowledged and began to address these socio-economic challenges with some marked success.

The town centre zones where the projects are located are those with the highest proportion of non-native English speakers, and removing barriers to accessing culture, heritage and community spaces is a major consideration within the strategic outline cases for both projects. The interpretation plans for the new venues have been inspired and influenced by a recent project which worked with international communities in Peterhead, Macduff and other towns in North and Coastal Aberdeenshire: <https://www.youtube.com/watch?v=48p8oaQ-uPU>

The present Broad Street (where the proposed new museum and library development is situated) is characterised by empty units and dominated by the vacant Arbuthnot House.

This bid has been developed to realise this vision, bringing people together and growing the sense of place (natural, social and cultural history), accessible spaces for all and a shared identity. These will be spaces where everyone is valued and their story reflected; where people feel welcome and able to actively participate in the way they choose

Further location details for this project

Project location 1

Postcode	AB42 1DA
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Grid reference	NK136460
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Upload GIS/map file (optional)

% of project investment in this location	57%
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Project location 2

Postcode	AB42 1QD
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Grid reference	NK131463
----------------	----------

Upload GIS/map file (optional)

% of project investment in this location 18%

Select the constituencies covered by this project

Project constituency 1

Select constituency Banff and Buchan

Estimate the percentage of this package project invested in this constituency 100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority Aberdeenshire

Estimate the percentage of this package project invested in this Local Authority 100%

What is the total grant requested from LUF for this project?

£15181773

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 0%

Cultural 100%

Transport 0%

Confirm the value of match funding secured for the component project

£2908120

Provide details of all the sources of match funding within your bid for this component project

Aberdeenshire Council own contribution

Value for money

The Value for Money of the proposal has been assessed through the calculation of two BCRs, an Initial BCR which compares the initial benefits to the overall economic cost, and an Adjusted BCR which compares the combined initial and adjusted benefits against the overall economic cost.

The value for money measures are presented for each individual project and for the overall combined proposal.

For Peterhead Cultural Quarter, the benefits have been categorised as follows:

Initial:

- Economic Benefit – Direct employment at Arbutnot House/Peterhead Museum
- Social Welfare Benefit – Peterhead Museum patronage
- Social Welfare Benefit – Peterhead Library patronage
- Social Welfare Benefit – Arbutnot House/Peterhead Museum hosted events attendance

Adjusted:

- Economic Benefit – Productivity uplift in dance studio commercial activity at the Carnegie Building
 - Economic Benefit – Productivity uplift in restaurant commercial activity at the Carnegie Building
 - Financial Benefit – One-off increase in residential property values
 - Economic Benefit – Visitor Economy expenditure and GVA uplift
 - Economic Benefit – One-off GVA impacts in the Construction Sector
-

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Benefit Cost Ratios

Initial BCR 2.82

Adjusted BCR 3.15

Non-monetised benefits for this project

Peterhead Cultural Quarter

- Supporting increased pride of place through improving the visual amenity of a prominent town centre building and the creation of high quality cultural and commercial assets in the community
 - Supporting visitor retention and expenditure
 - Supporting employment in the public and private sectors
 - Improved cultural services – library and museum
 - Renovation and refurbishment of Arbutnot House, an historic category B listed building which is currently “at risk”
 - Renovation of the Carnegie Building which is C listed and is one the earliest Carnegie public libraries in Scotland .
-

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Aberdeenshire Council is committed to the timely and efficient delivery of these projects, and as such has agreed to continue the development of projects between now and the Levelling Up Fund decision announcement, at its own risk. Project design and development through RIBA stage 3 will continue throughout Summer and Autumn 2022, with the intention that should this bid be successful, a full planning application for each project will be lodged immediately after the decision is announced. Pre-planning enquiry discussions have already taken place and have been provided in Annex 24.

The progression of the project to the detailed design stage before the decision is made will ensure that no momentum is lost in the development of these projects, and that delivery can commence as early as possible in the 2023 calendar year. Significant professional fees will be incurred for both projects during 2022-23. Please see Delivery Milestones table in the Costings & Planning Workbook.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Pre-planning enquiry has been submitted, planning permissions, building warrants and listed building consent will be applied for on decision of funding - please see milestones section of workbook. Please see Annex 28 - Pre Planning Statement from Planning Service Manager

Upload content documents (optional)

Annex 28 - Pre-planning Statement from Planning Service Manager.pdf

Outstanding statutory powers/consents

Planning Permission
Building Warrant
Listed Building Consent

Project 2 Name

Macduff Marine Aquarium Extension

Provide a short description of this project

In Macduff the popular Marine Aquarium will receive a much-needed investment- creating a new two floor extension with refurbished and expanded

displays and interactive exhibits, plus a café, community space and educational suite.

Provide a more detailed overview of the project

Macduff Marine Aquarium, will offer a demonstrably new experience for visitors to this popular existing attraction. The Aquarium, opened in 1996, is cherished by the local community and provides an important educational role both for local schools and the wider population. Whilst the current offer is well-regarded by visitors, opportunities for growth and development are constrained by the building's limited footprint, and the lack of flexible educational spaces or a hospitality offering are particularly restrictive.

The project will transform the appearance and functionality of the building, with a spectacular two-storey extension taking advantage of dramatic coastal views and offering significant new space for interactive exhibits (such as a lobster hatchery) and educational experiences. A new café/restaurant and expanded retail offer will further enhance the visitor experience, and external maritime links will be enhanced, connecting with the coastal walking trail and local heritage sites such as Macduff Harbour and unique Tarlair Outdoor Swimming Pool.

In order to achieve these ambitions, the proposal in development will build on the current offer at Macduff Marine Aquarium to grow the service provision, develop the attraction to increase footfall and provide scope to build on the potential for development of connections and partnerships across education and business, establishing the site as a hub for science and learning. Consideration will also be given to how the facility sits within and relates to Macduff and the surrounding area, in terms of access, connectivity and provision for community engagement.

Provide a short description of the area where the investment will take place for this project

Macduff is one of the smaller towns on Aberdeenshire's North Coast, with a population of 3950 (2016), and is separated from the neighbouring coastal town of Banff by the River Deveron. Located on Aberdeenshire's northern Moray Firth coast, Macduff is a smaller town but with a significant commercial harbour acting as a service and maintenance port for the fishing industry. Linked to Banff by a bridge across the River Deveron, the combined population of these 'twin towns' is 7,830.

Macduff itself faces a number of socio-economic challenges: employment, education, housing, income and crime statistics consistently comparing unfavourably with both Aberdeenshire and the UK as a whole. Aberdeenshire Council's 'Regeneration Strategy' focuses on four northern coastal towns, including Macduff and Peterhead. The inclusion of Macduff within this area reflected the acknowledged need for public intervention to address the socio-economic challenges within the town.

Further location details for this project

Project location 1

Postcode AB44 1SL

Grid reference NJ707647

Upload GIS/map file (optional)

% of project investment in this location 24%

Select the constituencies covered by this project

Project constituency 1

Select constituency Banff and Buchan

Estimate the percentage of this package project invested in this constituency 100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority Aberdeenshire

Estimate the percentage of this package project invested in this Local Authority 100%

What is the total grant requested from LUF for this project?

£4818227

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 0%

Cultural 100%

Transport 0%

Confirm the value of match funding secured for the component project

£922948

Provide details of all the sources of match funding within your bid for this component project

Aberdeenshire Council Own Funding

Value for money

Macduff Marine Aquarium:

- direct employment within MMA;
- social welfare benefits generated by general audience patronage;
- social welfare benefits due to school trips;
- social welfare benefits due to improved outdoor recreational value generated by the creation of the children's playpark;
- physical health benefits of playpark users;
- social welfare benefits due to improved outdoor recreational value generated by the creation of the coastal art trail;
- physical health benefits of coastal art trail users;
- uplift in visitor economy productivity due to increased visitors and improved quality of commercial offer; and
- one-off GVA benefits in the construction sector generated by the capital works.

The Value for Money of the proposal has been assessed through the calculation of two BCRs, an Initial BCR which compares the initial benefits to the overall economic cost, and an Adjusted BCR which compares the combined initial and adjusted benefits against the overall economic cost. The value for money measures are presented for each individual project and for the overall combined proposal.

These benefits are quantified based on an economic model as described in the responses following and in Annex 20 - BCR Technical Note. Annex 17 Logic Model - Theory of Change provides further detail.

In addition, non-monetised benefits have been identified as follows

Supporting increased pride of place through improving the visual amenity of a prominent town centre building and the creation of high quality cultural and commercial asset in the community.

Active travel connection to Banff which is currently poorly connected to Macduff.

Active travel connection to Tarlair Outdoor Swimming Pool which is a category a listed site.

Increased and improved school engagement programme and delivery of STEM activities.

Improved quality of experience at the aquarium.

Supporting employment in the public sector

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below BCR and VfM provided at Question 5.5 in the main application

Benefit Cost Ratios

Initial BCR	2.00
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Adjusted BCR	2.26
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Non-monetised benefits for this project

- Supporting increased pride of place through improving the visual amenity of a prominent town centre building and the creation of high quality cultural and commercial asset in the community.

- Active travel connection to Banff which is currently poorly connected to Macduff.

- Active travel connection to Tarlair Outdoor Swimming Pool which is a category a listed site.
- Increased and improved school engagement programme and delivery of STEM activities.
- Improved quality of experience at the aquarium.
- Supporting employment in the public sector

More information on how these have been identified and assessed is provided in Annex 20

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Aberdeenshire Council is committed to the timely and efficient delivery of these projects, and as such has agreed to continue the development of projects between now and the Levelling Up Fund decision announcement, at its own risk. Project design and development through RIBA stage 3 will continue throughout Summer and Autumn 2022, with the intention that should this bid be successful, a full planning application for each project will be lodged immediately after the decision is announced. Pre-planning enquiry discussions have already taken place and have been provided in Annex 24. The progression of the project to the detailed design stage before the decision is made will ensure that no momentum is lost in the development of these projects, and that delivery can commence as early as possible in the 2023 calendar year. Significant professional fees will be incurred for both projects during 2022-23. Please see Delivery Milestones table in the Costings & Planning Workbook

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Pre-planning enquiry has been submitted - please see Annex 24 Pre-planning Enquiry report. Please note, additional car parking on listed site initially proposed has now been removed from project. Please also see Annex 28 Pre Planning Statement from Mairi Stewart, Planning Service Manager

Upload content documents (optional)

Annex 24 - Pre-Planning Enquiry Report.pdf

Outstanding statutory powers/consents

Planning Permission
Building warrant

Please see delivery milestones for timetable - permissions will be applied for on receipt of funding decision
