

# Aberdeen

city centre masterplan and delivery programme

Issue 1 : May 2015 (Final Version)

## Appendix E Delivery Structures



Shaping  
Aberdeen

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	<b>Aberdeen city centre masterplan</b>						
<b>Revision</b>	<b>Description</b>	<b>Issued by</b>	<b>Date</b>	<b>Signed</b>	<b>Reviewed by</b>	<b>Date</b>	<b>Signed</b>
-	Appendix E: Delivery Structures report	C Nielsen	06.05.15	CN	Francis Glare	06.05.15	FPG

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# 1. Introduction

**1.1 The Aberdeen City Centre Masterplan provides a major opportunity for upgrading and enhancing the infrastructure, built environment and functionality of the city centre, making it fit for the next century and the challenges ahead.**

**1.2** Through the development of the Masterplan, the question of the most suitable delivery model has been frequently raised internally and in public consultation.

**1.3** The default position for delivery would be that the City Council would be lead partner on behalf of the numerous public, private and voluntary sector partners involved; stakeholders have however, noted challenges with this option, including:

- Changeable political leadership – Aberdeen City is a local authority which often has marginal political leadership, meaning the political balance regularly shifts between parties and coalitions. The perception is that this disrupts longer term project delivery, and so there may be benefits in a degree of separation between the long term Masterplan delivery from shorter term political influence.
- Need for cross-sector partner and public buy-in – Success in delivering the Masterplan, will require the buy-in of a wide range of public, private and voluntary sector partners, as well as support from the local community. Unsuccessful projects in the recent past (particularly Union Terrace Gardens) have lowered the level of trust in local leadership to deliver these types of major interventions.

- Challenging public funding climate – the coming years are expected to see continued downward pressure on local authority funding, which will make it challenging for the City Council to fund a dedicated Masterplan delivery team. To maintain the dedicated team that this programme requires, it may be beneficial to externalise this team from the core Council departments to provide a greater degree of certainty over the long term programme.

**1.4** To respond to these challenges, Regeneris Consulting, alongside BDP and the Masterplan team, have reviewed a number of potential delivery models, to explore other options that could be considered, alongside a more typical 'in-house' delivery model option.

- 1.5** This paper therefore sets out:
- A discussion of the key consideration and 'must-get-right' factors for a delivery model that will be able to carry-through the Masterplan for Aberdeen City Centre over a 20+ year period (Section 2)
  - Good practice examples from elsewhere of city regeneration delivery models, including more detailed analysis of models used in Manchester and Glasgow (Section 3)

- Consideration of the range of possible functions that a delivery model might need to provide, and an initial assessment of which may be most important for the Aberdeen City Centre Masterplan delivery model (Section 4)
- A description of four possible delivery model options for the Aberdeen City Centre Masterplan, including the in-house delivery model option, and an initial analysis of the benefits and challenges of each (Section 5)
- A recommended option for the Masterplan delivery model to test and develop going forward (Section 6).

**1.6** Needless to say the precise configuration of the final delivery model will need a process of further detailed refinement, stakeholder engagement and legal consideration to ensure it is fully fit for purpose.

## Key Considerations for the Masterplan Delivery

**1.7** Drawing on stakeholder consultation through the Masterplan process and the peer cities review, the following factors have been identified as being critical components in designing fit-for-purpose delivery arrangements for the Aberdeen City Centre Masterplan:

- Having clear strategic leadership, involving key stakeholders from public and private sectors who will take ownership and ensure delivery. There are suggestions that the city centre needs a very visible figurehead as part of a leadership group.
- Having a core team dedicated to delivery, ensuring clear operational leadership of the plan and specific projects. The team needs to have the skills and resourcing required for delivery at each stage, encompassing a broad range of disciplines.
- Ensuring an appropriate degree of independence from the local authority, in order that changing political power within the authority does not disrupt long term development plans for the city centre.
- Cross-party commitment to delivery of the Masterplan over the long term is critical. All parties need to recognise that this is a 20 year+ project for the city and sign up to support this for this period.

- The need to represent a broader constituency than just the city centre, which could include the involvement of the wider Aberdeen and Aberdeenshire area, Scottish and UK government. This should recognise the centres role in the region as a whole could tie in closely with plans for a City Region Deal Executive.
- The need to demonstrate a different model that will be successful, in order to build community support and buy-in to fully deliver on plans in the past.
- Ensuring value for money in delivery arrangements.

**1.8** The long term nature of the programme means that all of these criteria need to be considered in the context of a 20+ year delivery programme.

**1.9** Overall, the delivery model needs to provide certainty and reassurance to public and private sector investors and to reinforce the case that investment in the City Centre will deliver benefit for Aberdeen, Aberdeenshire, Scotland and the whole of the UK.

## 2. Recent Examples of Good Practice in Partnership Development

**2.1** As a starting point four models of acknowledged good practice were considered. These were selected on the basis of their breadth and varying degrees of public/private sector involvement.



	<b>Clyde Waterfront Partnership</b>	<b>Greater Manchester Combined Authority</b>	<b>Liverpool Vision</b>	<b>Civic San Diego</b>
<b>Years of operation</b>	<ul style="list-style-type: none"> <li>• 2003-present</li> </ul>	<ul style="list-style-type: none"> <li>• 2011-present</li> </ul>	<ul style="list-style-type: none"> <li>• 1999-2008 (subsequently operated as an Economic Development Company)</li> </ul>	<ul style="list-style-type: none"> <li>• 2012 – present (1975 under previous name)</li> </ul>
<b>Status of Organisation</b>	<ul style="list-style-type: none"> <li>• Strategic Regeneration Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Combined Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Regeneration Company</li> </ul>	<ul style="list-style-type: none"> <li>• Public owned not-for-profit company</li> </ul>
<b>Strategic Leadership</b>	<ul style="list-style-type: none"> <li>• Strategic Partnership Board</li> </ul>	<ul style="list-style-type: none"> <li>• Voting system involving one councillor from each of the 10 metropolitan boroughs</li> <li>• A chair and vice chair is elected from the 10 councillors</li> </ul>	<ul style="list-style-type: none"> <li>• Board of two directors (Mayor and Cabinet Member for Regeneration) advised by wider advisory panel</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Board of Trustees</li> </ul>
<b>Staff and Resourcing</b>	<ul style="list-style-type: none"> <li>• Small executive team including Programme Manager, Marketing Manager and Part-Time Director</li> <li>• Total funding package of around £480,000 per annum (as of 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Various bodies sit under the GMCA such as Commission for the New Economy, Transport for Greater Manchester and Marketing Manchester which have significant staffing including councillors</li> <li>• Also a number of funded units performing civic and research functions</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic team of four including CEO and Directors of Programmes, Marketing and Culture, plus large delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Significant staffing with broad responsibility</li> </ul>
<b>Devolved Powers and Assets</b>	<ul style="list-style-type: none"> <li>• Limited power and authority</li> </ul>	<ul style="list-style-type: none"> <li>• Planning powers</li> <li>• Public transport planning</li> <li>• New devolved powers to be implemented with a directly elected mayor</li> </ul>	<ul style="list-style-type: none"> <li>• Partners such as Liverpool CC support LV with Compulsory Purchase Orders and other powers</li> </ul>	<ul style="list-style-type: none"> <li>• Planning powers</li> <li>• Assets acquisition and holding</li> </ul>
<b>Key Roles and Responsibilities</b>	<ul style="list-style-type: none"> <li>• Strategic Influencing &amp; Lobbying and Marketing</li> <li>• Improving community engagement</li> <li>• Creating communication links between the private and public sector</li> </ul>	<ul style="list-style-type: none"> <li>• Education and Training development</li> <li>• Economic Development and regeneration functions</li> <li>• Transport functions</li> <li>• Collaborative Housing Strategy Planning and production of GMSHMA</li> </ul>	<ul style="list-style-type: none"> <li>• Guardian of the Strategic Regeneration Framework</li> <li>• Promoting the city centre as a location for investment</li> <li>• Manage and develop regeneration projects under SRF</li> </ul>	<ul style="list-style-type: none"> <li>• Lobbying and marketing</li> <li>• Fundraising and investment</li> <li>• Also delivers against social objectives</li> <li>• Reinvestment in affordable housing</li> <li>• Development of community benefit plans</li> </ul>
<b>Main Achievements</b>	<ul style="list-style-type: none"> <li>• 23,000 new jobs and £1bn in GVA</li> <li>• Various new developments such as the Riverside Museum, SSE Hydro arena, BBC Scotland and STV at Pacific Quay, town centre improvements, Glasgow Harbour residential district, Grand Central Hotel Redevelopment, St Enoch shopping centre extension</li> <li>• One of the biggest regeneration projects ever undertaken in Scotland</li> </ul>	<ul style="list-style-type: none"> <li>• Greater Manchester “City Deal” agreed to give greater control of funding</li> <li>• Development of Airport City Enterprise Zone and MediaCityUK, a national hub for digital and creative industries</li> <li>• Creation of Housing Investment Board, City Apprenticeship and Skills Hub and The UKs first Low Carbon Hub</li> <li>• Lobbied for two HS2 stations</li> </ul>	<ul style="list-style-type: none"> <li>• Significant regeneration of the Liverpool waterfront</li> <li>• Development of the new City Centre shopping centre, Liverpool One</li> <li>• Development of both business and social offer in the City Centre</li> <li>• Above average performance across various economic indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Worked to secure new funding for neighbourhoods such as New Market Tax Credits</li> <li>• Considerable numbers of affordable housing investment supported</li> <li>• Downtown redevelopment including significant education development</li> </ul>

## Case Studies: City Centre Regeneration Leadership in Manchester and Glasgow

**2.2** Through the dialogue with partners (specifically in relation to the example above) and via the Peers Cities Review, Manchester and Glasgow have emerged as the examples which are of most salience to Aberdeen's future evolution. Below, we consider specific elements of the city centre's development in each case below.

### Manchester City Centre

**2.3** Manchester's evolution into the successful, dynamic and growing city it is today is often cited as being a direct result of the response to the IRA bomb of 1996. Whilst this is true in part, it should be noted that the city already had two Urban Development Corporations, the City Centre UDC was established in 1988,

**2.4** It was however, the response to the bomb which galvanised partners and led to the success and structures which are in place today. In the aftermath a private sector task force (in reality a public private partnership), Manchester Millennium Ltd, was established. The response was driven by property development and private sector investment - the company had four years of dedicated funding, which was used to lever in investment from developers. Alongside this, a 'City Pride Prospectus' was developed to encourage people back into the city centre and also to drive civic pride in the city as a whole.

**2.5** From a solid basis of the Manchester Millennium company, the city has successfully set up a number of companies with private sector leads, which have overseen (and still oversee) the development of specific projects in the city. This has allowed projects to evolve independently, whilst the City Council has been able to maintain some control and influence.

**2.6** The 2004 – 2007 Strategic Regeneration Framework led to the formation of City Co Ltd, a private sector partnership to which businesses become members. City Co is a City Management company and also runs central Manchester's business improvement district (BID). This is independent of the City Council, which also has its own City Centre Regeneration team. With these partnerships embedded, City-Co and the City Centre Regeneration work together on the evolution, management and operation of the city centre.

**2.7** More generally, the Greater Manchester Council and subsequently the Combined Authority have brought local authorities together to, in part, provide regional political oversight and support for investments (including in the city centre). An important precursor to this cross border relationship was the Manchester Independent Economic Review (Evidence Base) and New Economy, which remains as a semi-independent think tank for the city. Day to Day Implications

**2.8** The approach in Manchester has been heavily geared towards de-risking investment for developers who share the city's vision, values and outcomes and are prepared to commit to the long term benefit of the city.

**2.9** There is not a set formula on how human and financial assets (as well as legal powers) are utilised; this is decided on a case by case basis. Critical to enabling this has been an evolution of council structures to ensure that the 'traditional' local government silos do not exist. The aspiration has long been to have a seamless approach to developer and investor engagement; responsibility for this rests with the MCC Senior Management Team.

**2.10** A key success of the operational system in Manchester is the flexible approach to the planning system. Where development directly meets stated aspirations and needs, planning is fast-tracked with dedicated officers provide to work with developers. Where plans do not meet objectives, planning is slowed down and officers work with developers to adapt and de-risk plans (from the point of view of the City Council).

**2.11** There is no standard way for staff to invest their time and this depends upon the specific needs of the project. In the case of Abu Dhabi/Manchester City FC's development of East Manchester, 5 staff (including a strategic director) were seconded full time to directly lead the initiative. They supported the development of plans, assembled a planning application and CPO (although CPO powers have been used sparingly on the whole).

**2.12** It should be noted that Manchester's approach stretches beyond the city centre. Staff work on a variety of different projects across the city region.

## Glasgow City Centre

**2.13** Glasgow's transformation is one of the UK's most prominent regeneration success stories in the last 30 years. The process towards its delivery has evolved through several iterations and partners acknowledge that it has been a long term process.

**2.14** Key to Glasgow's successful evolution was early stage galvanising of partners around projects that sought to change perceptions of the city. Alongside promotional programmes like "Glasgow's Miles Better" and environmental projects such as the 'Glasgow Clean Up', business partners were also encouraged to promote positive messages about the city within their markets.

**2.15** From 2003 the Glasgow City Centre has sat as a project within the Clyde Waterfront Partnership (see above), this specifically recognises the importance of the city centre to the wider region. The strategic partnership board of CWP takes a broad integrated approach which has enabled Glasgow City Council to lever support from neighbouring authorities for development within the centre.

**2.16** Beneath the partnership board level, partnerships have been established to take forward specific development sites and projects in the city centre. The International Financial Services District (IFSD) for instance, has its own (reportedly strong) partnership group with representation from the city council, Scottish Enterprise, Scottish Development International, Scottish Government, BT and developers. This group feeds back to the Clyde Waterfront Board, but is serviced by officers from the City Council.

**2.17** As part of the Glasgow's City Centre Strategy (2014-19) a new governance structure has been implemented which creates a new City Centre Strategy Board chaired by the Leader of Glasgow City Council and comprising of senior strategic city centre stakeholders from public, private and third sector. The Board provides strategic oversight for the city centre, with decision making staying within the council. Private sector involvement (roughly 1/3 of the board) has been successful as a result of a strong interest an involvement of the Chamber of Commerce.

**2.18** At a lower geographic level, Regeneration Frameworks are being developed for each of the nine districts which are identified within the City Centre Strategy. Each of these will have their own approach (and potential delivery arrangements) in order to reflect the individual needs of the district in question. The first of these will be piloted in Sauchiehall Street and is currently in development.

**2.19** The board will publish its own annual report to demonstrate progress against objectives.  
Day to Day Implications

**2.20** Control and leadership rests with the council, with cross departmental representation remaining as senior as possible. Involvement of the private sector is still seen as fundamental and is largely as a result of the active involvement of the Chamber of Commerce. It is important to note that the trust between the City Council and the Chamber of Commerce has been established over a number of decades.

**2.21** Glasgow had previously deployed an independent City Centre Manager

recruited from the private sector. This individual whilst based in the City Council was expected to act independently. Unfortunately, this relationship did not work well and ultimately the position was abolished with some acknowledged reputational damage. Following this, the decision was to take delivery 'in house'

**2.22** There are seven full time staff working specifically of city centre projects. They also draw in additional skills and resources from within the council as and when they are required. Glasgow also has a number of arm's length organisations (Including City Marketing, Glasgow City Life, City Property and City Parks) which are ostensibly private sector bodies responsible for the delivery of relevant services, they are also expected to provide services on relevant projects.

**2.23** Significantly, before developing the City Centre Strategy the decision was taken to take responsibility for City Centre Regeneration from the Planning Department and place this within the Regeneration team. The rationale for this was to provide a more holistic approach which ultimately challenged existing planning policy, in theory providing a more flexible, risk averse response.

**2.24** Specifically, a significant amount of resource within Glasgow's City Deal is allocated to the city centre, this will largely be spent on public realm and other public goods. Since the publication of the City Centre Strategy the council has also committed to fast track all major planning applications within the city centre (8 rather than 12 weeks). Other planning powers (such as CPO) have not been used recently, although there are development sites which remain in public sector ownership.

## Possible Functions of a Delivery Body

**2.25** In the table opposite we set out an overview of functions provided by economic development and regeneration bodies elsewhere, particularly the cases of Glasgow and Manchester, and assesses the need for and potential benefit offered by each.



Table 2.1 Potential Delivery Functions

Potential Delivery Function	Importance to Masterplan
<b>Strategic Roles</b>	
Ownership of Masterplan and powers to revise / update as required	<b>High importance</b> – Masterplan needs clear ownership by a consistent strategic lead body.
Strategic influencing and lobbying in support of Masterplan	<b>High importance</b> – body needs to directly influence a wide range of stakeholders
Identification and prioritisation of key projects and programmes to deliver the Masterplan	<b>High importance</b> – body needs to be able to review and update project lists.
Community and stakeholder engagement and consultation	<b>High importance</b> – strategic consultation and review / update of plans is key
Leadership over private sector delivery and public/private partnership	<b>High importance</b> – Masterplan cannot be delivered without private sector buy-in
Monitoring and Communicating Impact	<b>High importance</b> – The Masterplan need momentum and partners need to be aware of successes
<b>Funding Roles</b>	
Work to identify and secure funding resources to deliver projects	<b>High importance</b> – this will be a critically important role to ensure Masterplan delivery
Ability to directly secure and hold funds for projects	<b>Medium importance</b> – this could be important but is not necessarily critical
Ability to hold assets transferred from the local authority or other partners	<b>Medium importance</b> – this could be important but is not necessarily critical
Ability to raise funds eg through Municipal Bonds	<b>Low importance</b> – this could be a useful additional function, but is not critical
Ability to retain business rates gathered in a designated enterprise zone area	<b>Low importance</b> – this could be a useful additional function, but is not critical
<b>Planning Powers</b>	
Ability to fast-track planning and provide dedicated staff resources to projects	<b>High importance</b> – Will be crucial to bringing projects to delivery and supporting quick wins
Utilisation of CPO powers	<b>Medium importance</b> – this could be important in some specific cases, but is not necessarily critical
<b>Direct Delivery Roles</b>	
Overall leadership and co-ordination to deliver the programme of investments that sit under the Masterplan	<b>High importance</b> – body needs to be the driver for project delivery
Area marketing and inward investment	<b>Medium importance</b> – the body could be well placed to perform this function
Provision of managed workspace	<b>Unknown</b> – depends on emerging models required by Masterplan. This could be an important function
Delivery of affordable housing	
Delivery of other infrastructure schemes eg public realm	<b>High importance</b> – this is likely to be an important role.
Enterprise and business support activities	<b>Low importance</b> – this could be a useful additional function, but is not critical
Skills and employability support	<b>Low importance</b> – this could be a useful additional function, but is not critical

## Overview of Options

**2.26** Through a process of reviewing other models and dialogue with the council and partners, three main delivery options have been identified for further consideration. It should be noted that these have not been provided to simply pick a preferred option; there will need to be a period of partnership building and dialogue before any future model is adopted.

**2.27** In the table overleaf the three options area compared side-by-side, with an assessment made of how well the model might meet the key 'must-get-right' criteria required in the Masterplan delivery model, as set out in Section 2.

### Option 1: Aberdeen City Council In-house Delivery

**2.28** This would involve delivery of Masterplan projects within the existing team at Aberdeen City Council. Leadership would come from the Chief Executive's office, with day to day operation most likely sitting with the Planning and Sustainable Development team, with existing staff leading on elements of the plan, and leadership and reporting offered through the existing local authority structures.

### Option 2: Arms-length Masterplan team and City Centre Strategic Partnership

**2.29** This would involve an arms-length delivery and commissioning team, sitting separately from (but ostensibly administered and potentially led by) the City Council and reporting to an independent board comprising senior representatives from the local authority as well as other public, private and voluntary sector partners. The delivery team would be a dedicated council resource to the Masterplan and although sitting separately from the local authority, they would need to encompass skills from several key departments. The team would however be employed by the local authority, and there would be no transfer of powers / assets to a new body.

### Option 3: New City Centre Development Company

**2.30** The final option would involve the development of an entirely new delivery body, along the lines of an Urban Regeneration Company. This would mean a newly established board, consisting of public and private sector stakeholders, a new delivery team (although these could be seconded or TUPE'd from the local authority). This could involve transfer of local authority assets, resources and possibly planning powers, to enable the body to deliver the Masterplan.

## Summary of Models and Assessment

**2.31** The key factors for a successful delivery body as set out in Section 2 are shown below with each of the three delivery model options assessed against each factor. All factors are given an initial assessment as Strong, Satisfactory or Weak in their ability to meet these criteria. Note however, that these assessments are indicative only, and detailed appraisal (i.e. on impact and value for money) has not been undertaken as part of this exercise.

Table 2.2 Summary of Models and Assessment

Factor	1. Aberdeen City Council In-house Delivery	2. Arms-length Masterplan Team and City Centre Strategic Partnership	3. New City Centre Development Company
Ensuring high quality strategic leadership	<b>Satisfactory</b> City Council can bring together partners as they have done previously through the regeneration board	<b>Strong</b> Opportunity to engage a new fit-for-purpose leaders group, and strongly draw on Council strategic knowledge	<b>Satisfactory</b> Opportunity to engage a new fit-for-purpose leaders group
Ability to ensure dedicated delivery capacity	<b>Satisfactory/Strong</b> Dedicated delivery team, but might get absorbed into other council priorities	<b>Strong</b> Dedicated delivery team established in separate location, outside core Council teams	<b>Strong</b> Dedicated delivery team established in separate organisation
Appropriate independence from local authority	<b>Weak</b> Team remains within local authority, directed from within	<b>Satisfactory</b> Team based outside local authority, but work closely with key teams; directed by independent board, but including Council	<b>Strong</b> Team external to local authority and directed by independent board
Ability to engender local confidence and buy-in	<b>Weak</b> Scepticism over deliverability likely to remain amongst community / investors given previous track record	<b>Satisfactory</b> Refreshed board and structure provides a new start in terms of engaging the trust of investors and the community, although likely to be residual scepticism	<b>Satisfactory</b> Opportunity for a new start in engaging the trust of investors and the community, although likely to be residual scepticism
Cost / overall value for money	<b>Strong</b> No new body set up costs, and some ability to bend existing resources	<b>Satisfactory</b> No new body set up costs, and some ability to bend existing resources, although new staffing and premises required	<b>Weak</b> Costs greatest with set up of new body, offices, recruitment etc
Overall Risk	<b>Strong</b> Main risks around team resource getting drawn away from Masterplan delivery and buy in, but council maintains control over the risk profile.	<b>Strong</b> Some risks around ability to sufficiently engender partner and public buy-in. Council involvement, veto and potential leadership also leads to lower risk.	<b>Weak</b> Main risks around high costs of set up (and close-down if model is unsuccessful), and uncertainty of strong strategic leadership from an untested independent board.

### Recommended Option for Further Consideration: Arms-length Masterplan Team and City Centre Strategic Partnership

**2.32** The analysis of options highlights three important factors, between which a balance needs to be struck. These are:

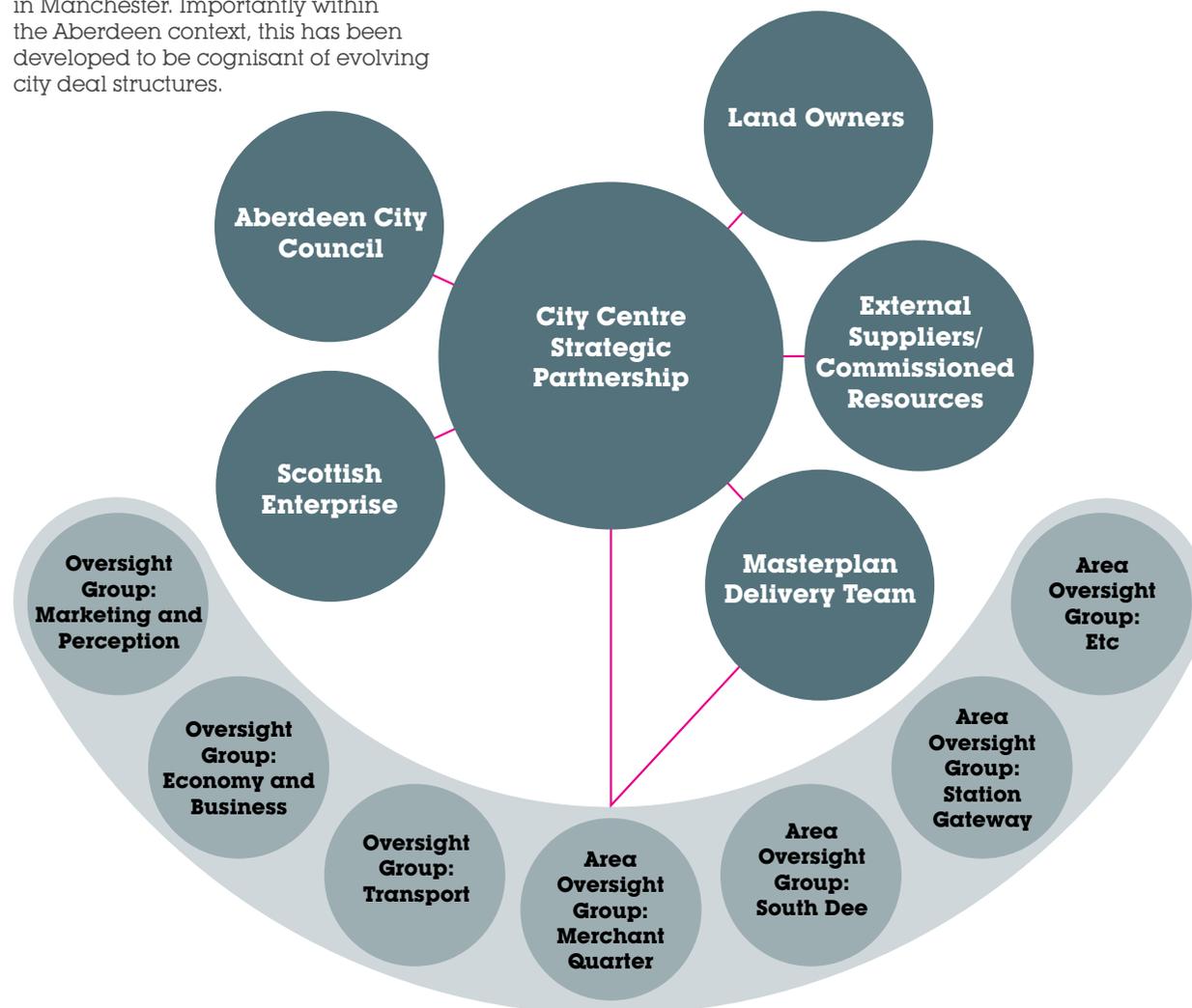
- The importance of establishing a structure which provides a sufficiently fresh model that the community and investors can trust and buy into, providing a fresh start for the city centre
- Providing sufficient independence from the local authority to guarantee a dedicated delivery resource and limited political interference, yet remaining close enough to benefit from the strategic oversight that senior Council officials have, and to enable the close working that will be needed
- The need to offer strong value for money in delivery, and avoid setting up an expensive new delivery body, unless it is necessary to do so.

**2.33** These factors point to the arms-length Masterplan team and City Centre Strategic Partnership being the most sensible option. However, Aberdeen's delivery response needs to be bespoke and should not seek to replicate models from elsewhere as previously referenced, further dialogue with partners is required to ensure that future delivery structures are appropriate.

**2.34** In terms of what this might look like strategically, the chart below sets out an overview of the possible structure for this model, closely reflecting the model employed by City Centre Strategy Board in Glasgow, but also acknowledging the success of site based groups/companies in Manchester. Importantly within the Aberdeen context, this has been developed to be cognisant of evolving city deal structures.

*Figure 2.1 Possible Structure for Aberdeen City Centre Masterplan Delivery Model*

*Source: Regeneris Consulting*



**2.35** Under this model:

- A City Centre Strategic Partnership would operate as the central co-ordinating and decision making body, owning and maintaining strategic oversight of the Masterplan. The Partnership would comprise senior Council officials alongside counterparts from other public, private and voluntary sector partners, and ideally have a prominent figurehead as Chair. An early task would need to be a strong promotional push to demonstrate to the community and investors that this new partnership has clear ambitions, and to register a number of the Masterplan's 'quick wins'. The partnership would have the ability to commission its own projects, but these would need to be ratified by ACC, who would act as accountable body.

Part of the role of the partnership would be to manage the information and evidence which will be required as part of the City Deal. Like Glasgow and Manchester, annual reports on progress are imperative.

The City Centre needs to evolve within its regional context. The Partnership could sit within a wider strategic governance structure for the NE Scotland/Energetica, recognising the city centre's function and ensuring strong strategic links with wider plans for the city region. Future plans from the City Deal process will provide guidance on how this might work in the future.

- It is anticipated that Aberdeen City Council and Scottish Enterprise would be involved in both the City Centre Strategic Partnership and the overarching governance board, in both cases providing strategic leadership / guidance, and enabling

access to resources for delivery of parts of the Masterplan.

- A new City Centre Masterplan Delivery Team would be formed to lead Masterplan delivery. The team would be dedicated to delivery and co-ordination of Masterplan activity, and operate separately to mainstream local authority teams, although work closely with key departments as required on individual projects. It is anticipated that the team would still be employed by the local authority, but operate on an arms-length basis, sometimes being seconded into developer teams to support delivery of specific projects. Funding for this dedicated team might be explored as part of the city deal negotiation.
- The relationship with and ability to influence private sector investors, will be an important function of the Strategic Partnership. Ensuring that this goes beyond the 'usual players' in Aberdeen will be a key challenge in the early years of the structure. Early engagement of major landowners will also be a critical part of this activity.
- Alongside the delivery team, the Strategic Partnership would be able to commission a range of other activity in support of Masterplan delivery, from external suppliers.
- Sitting below the Strategic Partnership, would be a range of Area Oversight Groups, leading on delivery of particular geographic or thematic aspects of the Masterplan. Clearly the number and focus of these groups would be defined by the Masterplan, and would change and evolve over time as the Masterplan delivery programme progresses. These could develop into specific local site development companies similar to those established in Manchester. They should be tightly focusses around

specific tasks and should not be expected to exist in perpetuity.

**First Steps**

**2.36** Based on the case studies reviewed and initial discussions, there are a number of 'must do' first steps which will ultimately influence the success or otherwise of any delivery model. The most important of these is to ensure the terms of engagement with major local landowners and establish long term cross party support.

**2.37** The first steps are:

- Speak individually to major land owners to gain thoughts on potential delivery structures; the desirable process for their sites; and the council's role in supporting them to bring development forward.
- Gather all landowners together for further discussion on delivery models and partnerships
- Secure cross-party support for the 20 year prioritisation and delivery of the Masterplan
- Map skills and resources within the council, considering the impact (on other projects in the city) of establishing a dedicated resource for the City Centre
- Enter dialogue with elected members to establish parameters for establishing and independent Masterplan team and a commitment to resourcing this
- Having established involvement of landowners, engage the wider strategic partnership (ACSEF, Scottish Enterprise, neighbouring Authorities) to enable potential arrangements
- Examine the legal ramifications of delivery models, using the suggested model as an initial option to test.

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