Aberdeen Beachfront Leisure Development

Outline Business Case

December 2022

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Mott MacDonald
10 Fleet Place
London EC4M 7RB
United Kingdom

T +44 (0)20 7651 0300
mottmac.com

Hub North Scotland
18 Albert Street
Aberdeen
AB25 1XQ

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Mott MacDonald Limited. Registered in
England and Wales no. 1243967.
Registered office: Mott MacDonald House,
8-10 Sydenham Road, Croydon CR0 2EE,
United Kingdom

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
01	21/07/2022	Various	R. Sayce		WIP for comment
02	30/08/2022	Various	R. Sayce	R. Sayce	First Issue
03	09/09/2022	Various	R. Sayce	R. Sayce	Second Issue – Updated Economic Case Section
04	10/10/2022	Various	R. Sayce	R. Sayce	WIP – Ballroom incorporated
05	04/11/2022	Various	R. Sayce	R. Sayce	For Comment
06	16/11/2022	Various	R. Sayce	R. Sayce	Incorporating Comments
07	24/11/2022	Various	R. Sayce	R. Sayce	Reintroduction of the stadium
08	01/12/2022	Various	R. Sayce	R. Sayce	Attraction removed
09	06/12/2022	Forever Consult Kat Hill Claire Holdgate Rob Sayce Alex Clewett Freddie Ditch Kathryn Rowarth	R. Sayce	R. Sayce	Incorporating Comments

Document reference: 100103185-MMD-001-XX-RP-OBC-004 | 09 |

Information class: Secure

Contents

Glossary

Net Present Value (NPV)	A generic term for the sum of a stream of any future values that have been discounted to bring them to a present value.
PV Cost	Present value of costs, is a term used in cost-benefit analysis and project appraisal that refers to the discounted sum, or Present value, of future costs associated with a project or proposal.
PV Benefit	Present value of benefits is a term used in cost-benefit analysis and project appraisal that refers to the discounted sum, or Present value, of a stream of benefits associated with a project or proposal.
GVA	Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry, or sector of an economy. It is a measure of the contribution to GDP made by the project or proposal
Deadweight	Allowing for outcomes that would have taken place without the intervention under consideration. Deadweight will be revealed when the total outcome of an option for intervention is compared with business as usual (BAU).
Leakage	The extent to which effects “leak out” of a target area into others e.g. workers commuting into other areas to take up new employment opportunities.
Displacement	The degree to which an increase in economic activity or social welfare that is promoted by an intervention is offset by reductions elsewhere, in the area under consideration or in similar areas close by. This occurs where existing businesses close and reopen in a fresh location or move into the target area from similar areas close by.
Substitution	Where one type of labour of factor of production such as capital equipment is substituted for another but there is no increase in employment or output.
Composite multiplier Effect	Refers to the proportional amount of increase, or decrease, in final income that results from an injection, or withdrawal of capital.

Subvention Expenditure	Refers to a grant of money in aid or support, mostly by the Government.
Discount Rate	The annual percentage rate at which the present value of future monetary values are estimated to decrease over time
Optimism Bias	The proven tendency for appraisers to be over-optimistic about key project parameters, including capital costs, operating costs, project duration and benefits delivery.
CIL/ S106	The Community Infrastructure Levy (CIL) is a charge that local authorities can set on new development in order to raise funds to help fund infrastructure, facilities and services.
Prudential Borrowing	The set of rules governing local authority borrowing in the UK. Under prudential borrowing, the amount of debt and other liabilities most local authorities can incur is no longer capped by an upper limit. Instead, borrowing must confirm to the Prudential Code, which (among other things) requires that borrowing be affordable and prudential.
Value for Money (VfM)	A balanced judgment based on the Benefit Cost Ratio which brings together social costs and benefits including public sector costs over the entire life of a proposal, together with decisively significant unquantified deliverables, and unmonetised risks and uncertainties, to deliver a proposals SMART objectives. The judgement is made in the context of the proposals role, in supporting government policies and strategies of which it is a part, and it’s fit with wider public policies.

Executive summary

This Outline Business Case (OBC) seeks to provide justification for the investment required to deliver a new Beachfront Leisure Development for Aberdeen. The Beachfront Leisure Development could incorporate a refurbished Beach Ballroom, a modernised and commercially viable Beach Leisure Centre and Ice Arena, a complimentary privately operated commercial attraction, and a new stadium for Aberdeen Football Club integrated into the development.

The strategic and economic cases evaluate combinations of these elements within the development and establishes the highest scoring option that incorporates all these elements. The commercial and financial cases are completed based on the highest scoring option. The recommended option of Beachfront Leisure, Beach Ballroom, and an integrated stadium has the potential to deliver the following outcomes for the city and surrounding areas over the construction and operational periods:

300+

Jobs (Total Community Benefit Outcomes).

£137m

Economic Net Present Value. The sum of all the discountned future cash flows – benefits (positve cash flows) and costs (negative cash flows).

1,125,031

Total visitors per annum during operation

£450k

Estimated saving per annum in operational subsidy for the Beachfront Leisure Centre and Beach Ballroom.

£177m

GVA created from construction over the period of construction.

£13m

GVA created from operation per annum.

£42m

GVA created from visitor spend per annum.

Figure 1 Visualisation of Keppie Design for Beachfront

Source: Keppie, Beachfront Projects Feasibility Report (Aug 21)

Background

The Beachfront Redevelopment project forms a key part of the Aberdeen City Centre and Beach Masterplan (CCBMP) and aligns with the Aberdeen Economic Policy Panel Report (November 2020) and other key strategic Aberdeen City Council (ACC) documents, including the Local Outcome Improvement Plan (LOIP). The CCBMP was initially developed and set out in 2015 (as the City Centre Masterplan), then revised, updated, and approved in August 2022 to include the Beach Redevelopment. The update was driven by political expectation for a 'recalibration' of the 2015 CCMP and the impact of COVID-19, Brexit, the downturn in the oil and gas industry since 2015, and the move to renewable energy. The CCBMP articulates the vision and objectives for improving the Beachfront and the associated facilities developed by Aberdeen City Council.

Case For Change

Aberdeen benefits from a strong economy built around core sectors such as oil & gas and agriculture & fishing. As such, the city performs well against key economic indicators, for example, Gross Value Added is £40,667 per head of population, significantly higher than national (£25,685) and UK (£27,430) averages. Annual earnings are also higher than the national average at £32,747 compared with £31,672 in Scotland and £31,285 in the UK.

Aberdeen is however facing a period of transition, with a decline in oil and gas and a transition to low-carbon and renewable energy sources, for example, hydrogen. As such, the city is recognising the need to sustain its position as an economic driver, adapt to structural change and diversify into other emerging growth areas around, for example, low carbon energy, food and drink, and tourism.

The Beachfront Masterplan proposals therefore create an opportunity to bring employment associated with leisure, tourism, and hospitality, as well as construction employment.

Existing Arrangements

Aberdeen Beachfront consists of open pathways, access roads, car parking facilities, buildings, and structures related to park maintenance and sports and leisure facilities. The main built elements include the Beach Ballroom, Beach Leisure Centre, and Linx Ice Arena.

The existing Beach Leisure Centre currently provides the following offering: Swimming Pools (with flumes), Wet Change, Heat Experience, 8 court Sports Hall, Studios/multi-purpose room, Gym, Dry Changing, Crèche, Café, Community Facility, and Reception. The leisure centre is owned by Aberdeen City Council (ACC) and operated by Sport Aberdeen, which works in partnership with ACC and Sport Scotland. The facility requires a yearly subsidy from ACC.

The existing Linx Ice Arena is used by Aberdeen Lynx Ice Hockey Team for training and matches. It currently provides skating tuition, public sessions, parent and toddler sessions, figure skating, synchronised skating and 3 different ice hockey clubs. It can currently seat approximately 1,000 visitors. It is owned by ACC and operated by Sport Aberdeen.

Aberdeen Football Club currently plays its home fixtures at Pittodrie Stadium which is located within 1km of Aberdeen Beachfront. Pittodrie Stadium has a capacity of approximately 21,000 and the Club has been considering the development of a new stadium out-of-town at Kingsford, having established that the existing site at Pittodrie is too constrained to develop a modern football stadium.

Highest Scoring Option

A long list of options was developed against the Council's SMART objectives and Critical Success Factors. The long list of options includes the 'Business As Usual', 'Do Minimum', and 'Do Maximum' options as well as an additional thirteen 'Intermediate' options. The appraisal assumed that each of the development elements within an option could be delivered together or separately, but ultimately leading to the 'complete' outcome. If the financial case does not allow for an element of the development to be delivered at this stage, allowance within the masterplan is provided such that the development can achieve the maximum benefits should funding become available in the future. Four options have been identified to be taken forward as the short list: 'Business As Usual', 'Do Minimum', 'Do Maximum' and one 'Intermediate' option.

The short-listed options were then assessed against economic indicators and presented in the Economic Case. The highest scoring option taken forward at this stage was 'Do Maximum'.

Figure 1.2 Highest scoring option: Do Maximum

Economic Impact

The economic metrics and project benefits for the highest scoring option, Do Maximum, have been presented in Table 1 and 2 below.

Table 1: Economic Metrics

Summary	PV cost	PV benefit	eNPV	Total Visitors per annum
Do Maximum	£268,717,865	£405,691,385	£136,973,521	1,125,031

Table 2: Project benefits

Summary	Do maximum
Total visitors once operational (per annum)	1,125,031
GVA created from construction (over construction period)	£177,517,171
GVA created from operation (per annum for 1 or 5 years*)	£13,339,227
GVA created from visitor spend (per annum for 1 or 5 years*)	£42,763,130
TOTAL GVA	**£233,619,528**

Affordability

Funding for the highest scoring option is intended to be sourced from both public and private sector and private financial contribution specifically intended for the integrated stadium. The value of the private financial contribution is to be finalised but will be subject to subsidy control restrictions. Should this private financial contribution not be available, allowance has been made within the design of the development for the ballroom, leisure, and ice arena elements to progress, with a stand-alone stadium to be developed at a later date should funding come forward from the private sector.

The new leisure, ice arena, and ballroom elements of the development will not repay the initial investment over a 25-year period through additional revenue generation. It will improve and, in some instances, remove the current burden of ongoing maintenance costs and subsidy provision over the future period of operation. The investment will also provide wider socio-economic benefits to Aberdeen and the surrounding region as identified through Economic Impact.

As part of developing the Final Business Case, a detailed analysis of existing sports and leisure services and assets across the Sport Aberdeen estate will be conducted to validate the highest scoring option, including value for money and economic appraisal tests.

Conclusion and Recommendations

The development of a beachfront leisure destination will enable the wider regeneration sought in the Aberdeen City Centre and Beach Masterplan. The existing facilities are tired and subject to ongoing high maintenance costs and operate with subsidy from the council. This project provides the opportunity to redevelop and replace existing assets, and redefine operating structures, hence reducing the burden on the council whilst providing jobs and economic growth for Aberdeen and the region through its construction and operational impacts.

The leisure destination without the stadium is expected to attract in excess of 400,000 new visitors to Aberdeen per year, which in turn will generate further economic activity in the area with excess of £55m GVA per annum during operation.

This is an ambitious and transformative project. However, subject to further analysis at FBC stage to prove commercial viability, the delivery of this project should be justified by the wider economic activity it will generate in the city and regional economies.

1 Introduction and Project Overview

As part of the Aberdeen City Centre and Beach Masterplan, this Outline Business Case provides justification for the development of the Beachfront Area, with a focus on Leisure facilities, incorporation of a Stadium for Aberdeen Football Club (AFC), and redevelopment of the Beach Ballroom.

1.1 Background to Beachfront Regeneration Plans

Aberdeen Beachfront has been recognised for its popular recreational and sports area and attracts many visitors throughout the year. It is of regional and local importance due to the sport and leisure facilities it offers and as a significant area of public open space. The Beachfront is only a short distance from the Aberdeen City Centre.

Figure 3 Visualisation of Keppie Design for Beachfront

Source: Keppie, Beachfront Projects Feasibility Report (Aug 21)

Aberdeen Beachfront consists of open pathways, access roads, car parking facilities, buildings and structures related to park maintenance, sport, and leisure facilities. The main built elements include the Beach Ballroom, Beach Leisure Centre, and Linx Ice Arena. Other features include a range of cafes, restaurants, and a family fun fair. There is also a cinema, retail park, and fitness gym.

1.2 Masterplan Proposal for the Aberdeen Beachfront

A transformative regeneration of Aberdeen's city centre, former market, and beachfront was given the go-ahead at the November 2021 City Growth and Resources meeting. This is underpinned by the City Centre and Beach Masterplan 2022 which includes the streetscape improvement to Union Street Central, the creation of a new city market, and the revitalisation of the beach area, with plans for a new pier, new green hub, and a leisure focused destination.

The proposed works are split into projects by Aberdeen Market (NPR 1), Beachfront (NPR 2), and Ballroom (NPR 3) packages. As of February 2022, all NPRs (New Project Requests) have been finalised and approved by ACC and Tier 1 Contractors appointed. The Beachfront project incorporates eight different phases, of which Leisure is Phase 6b. This phase includes upgrades for commercial and operational improvements to the Beach Ballroom, Beach Leisure Centre, and the Linx Ice Arena, whilst addressing the opportunity to incorporate a new stadium for Aberdeen Football Club.

The Committee agreed that this Outline Business Case should include the option for a deal structure and funding model that requires both the Council and Aberdeen Football Club to fund their respective shares of the development with no cross subsidy.

1.3 Vision and Objectives for the Aberdeen Beachfront

The vision and objectives for improving the Beachfront and the associated facilities have been developed by Aberdeen City Council. This was initially developed and set out in the 2015 Aberdeen City Centre Masterplan (CCMP) and revised and approved by ACC at the August 2022 Committee meeting as the City Centre and Beach Masterplan 2022 (CCBMP). Eight objectives feed through the masterplan: to change perceptions, grow the city centre employment base, introduce a metropolitan outlook, create a living city for everyone, made in Aberdeen, reveal the waterfronts, become technologically advanced and environmentally responsible, and be culturally distinctive.

Further updates to the objectives include strategies such as developing a holistic Aberdeen City Vision to support economic recovery and growth post-Covid and to support the continuing diversification from oil and gas-based industries to green infrastructure, emerging technologies, and renewables. The core principles that form the basis for the Masterplan proposals and embody the essence of the initiative for the Beachfront regeneration are:

- The importance of the re-imagined Beach Ballroom, including a desire to return it to its former glory when it was known as the 'People's Ballroom'. This needs to recognise the building's heritage and historic significance whilst equipping it for the future as a modern events venue.
- The potential to share / link facilities associated with the new Stadium and Leisure facilities to support joint funding with the Stadium Anchor tenant and realise economies of scale.
- A desire for a dynamic waterfront making the most of the Beach Boulevard and considering support facilities such as changing accommodation / beach huts and a potential pier structure.
- Excellent, high quality public realm.
- Leisure activities that are inclusive and accessible to all income groups that may visit the Beachfront.
- Access and Connectivity between the Beachfront and City Centre.
- Infrastructure, including traffic management that reduces the impact of the existing road network to promote alternative forms of travel, including cycling, whilst improving public realm.
- Co-ordination with potential flood and/or sea defence works planned for the area.

1.4 The Business Case Process

The UK Government's 'Green Book' provides guidance and a framework to make the case for investment, taking investment proposals through option development and assessment as they move through three stages of business cases, namely Strategic Outline Case, Outline Business Case and Full Business Case, to hone the best scheme or intervention that will deliver local and Government policy objectives and deliver social value.

This Outline Business Case (OBC) would typically be followed by a Full Business Case (FBC). Each business case consists of five 'cases' – Strategic, Economic, Commercial, Financial and

Management. As highlighted in Figure 3 below, the strategic and economic cases have the greatest focus and importance upon completion of the Outline Business Case.

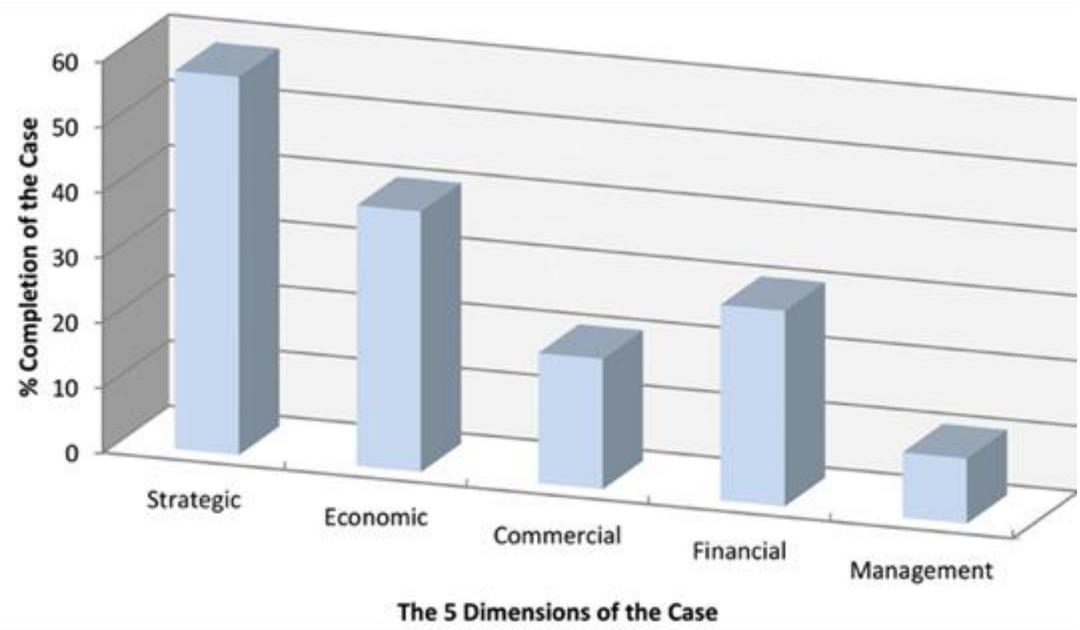

Figure 4 The Five Case Model, and Focus of the Outline Business Case

Source: Guide to the Project Business Case, HM Treasury & Welsh Government, 2018

This stage aligns with the Cabinet Office Gateway Review point 2 (delivery strategy) and comprises of the following business case development activities:

- Step 4: Determining potential VfM.
- Step 5: Preparing for the potential Deal.
- Step 6: Ascertaining affordability and funding requirement.
- Step 7: Planning for successful delivery.

At the conclusion of the OBC, Council should be in a position to consent to the procurement phase of the project and the business case across the five dimensions of the Five Case Model.

1.5 Review of Previous Design Study

A consultant team was appointed by Aberdeen City Council including Keppie, AFL, Open, Goodson, Wallace Whittle, and Currie and Brown to prepare a report which sets out a high-level vision for developing the Aberdeen Beachfront to inform the feasibility stage of the Aberdeen City Vision. The report (ACB-KEP-XX-XX-RP-A-852002_NOV21), issued in November 2021 aimed to support decision making in 2022.

The report will be referred to sporadically throughout the Outline Business Case as the options for developing the Beachfront Regeneration Plans will now be supported with more detailed commentary around affordability, commercial viability, stakeholder involvement and management models along with project risks at this early stage.

1.6 Community Involvement

Consultation with the wider community and stakeholders has been undertaken to influence and improve proposals for the Beachfront regeneration. This has mainly been used to this point to inform the design team. This included meetings with the Beachfront user groups and presentations to key stakeholders associated with the Aberdeen Football Club (Proposed Stadium Tenant), Sport Aberdeen (Leisure Facility Operators), and Aberdeen City Council (Beach Ballroom Operator). A summary of the comments and feedback captured from the groups is provided below. Further details of the consultations are provided in Appendix A. As the project continues and design is further developed, a Stakeholder Engagement Plan and further engagement exercise will be required to form the foundation of more detailed plans for engagement and communications activity.

1.7 Beachfront User Group

1.7.1 Vanguard

Vanguard consultancy is a member of the Aberdeen Chamber of Commerce that includes working groups for economic development and the environment, including a working group for the Beachfront. The group had conducted internal optioneering activity to short-list a number of projects it is keen to see incorporated in any beachfront development. This included:

- A Sculpture
- ‘Road Train’
- Promenade Lighting
- Street Art and Signage

1.7.2 Northeast Scotland Cricket

Northeast Scotland Cricket SCIO (Scottish Charitable Incorporated Organisation) is aware of the Beachfront proposals and thought that this may lead to it being relocated, leading it to start looking for alternative locations. Its preferred location is the Jack Wood Pavillion at Inverdee. This is currently home to football pitches, but scope exists to locate Cricket facilities there.

1.7.3 Wider Community Consultation

A series of workshops took place with key stakeholders associated with the core Beachfront facilities:

1.7.3.1 Beach Ballroom

Two sessions took place with Beach Ballroom representatives. The initial meeting took place with Aberdeen City Council Officers and identified the following considerations for any development of the Ballroom:

- Minimising vehicular traffic as part of the public realm works is important, but car access to the Beachfront has been considered important previously.
- Walking routes from the City Centre are currently poorly defined.
- Parking arrangements at the stadium on match days will be managed.
- Agreement that the Rope Works[1] is the preferred Masterplan option for Public Realm.

[1] “The Rope Works concept takes the organic form of the rope to create a network of footpaths and desire routes, extending down from Beach Boulevard and opening up towards the Beach Ballroom at the heart of the proposed Masterplan.” Keppie, Beachfront Projects Feasibility Report, February 2022

- The Spanish City and Whitely Bay developments enthused Aberdeen City Council and a development of a similar nature at the Beach Ballroom is thought to be aspirational.
- Facilities Management and/or Operational solution maintains a competitive tension, whilst being complementary to other offerings in Aberdeen, including The Events Complex Aberdeen (TECA).

1.7.3.2 Sports and Leisure (Sport Aberdeen)

A number of sessions took place with Sport Aberdeen to identify and discuss considerations for development of the Leisure Centre and Ice Arena:

- Positive feedback on Public Realm proposals and agreed Rope Works is a desirable Masterplan option. Feedback on Sports and Leisure facility generally concerned commercial issues related to current operations – Ice Rink and its future viability.
- Further analysis needs to be carried out on Ice Rink provision associated with this as design and business case development progresses.
- Desire to focus on operational performance and leisure outcomes. F&B operation and provision not a requirement of Sport Aberdeen operation.

1.7.3.3 Stadium (Aberdeen Football Club)

The following are outputs from sessions with Aberdeen Football Club regarding development to Pittodrie Stadium:

- Positive feedback on Public Realm proposals and agreed Rope Works is desirable.
- Linking stadium and Sports / Leisure is a good option.
- Some ideas on complimentary activities, including Golf based attraction, quoting a facility from Watford as an example.
- Agreed that design development will need to look closely at crowd management including coach parking.

1.7.3.4 Public Consultation

On 12th September 2022, the six-week public consultation stage was launched, including in-person drop in consultation events, local community events, and online webinar. Positive feedback was received relating to the following subjects:

- Regeneration benefits
- Stadium, Leisure and Ice Rink Facilities
- Beach Village
- Boardwalk/Pier
- Reduction in traffic/active travel infrastructure
- Improved connectivity with city centre

Matters raised related to the following subjects. Recommendations on addressing these matters have been identified within the Consultation Report:

- Traffic management, public transport and parking
- Water safety and access
- Location of beach village
- Design and safety of boardwalk/pier
- Football Stadium
- Funding & deliverability

1.8 Proposals for Enhancing the Beachfront Leisure Provision

The proposals to enhance and redefine the Beachfront Leisure offer include the following:

- New or refurbished leisure centre facility that delivers improved operational and commercial performance.
- Ice Arena.
- Stadium option for Aberdeen Football Club.
- Refurbishment of the Beach Ballroom.

The proposals for the wider beach boulevard, public realm, and connection with the City Centre are not included in the scope of this OBC. Further detail on each of the options under consideration is captured in the Strategic Case of this document.

2 Strategic Case

This section of the Outline Business Case reviews the strategic context of the project (including the case for change), articulates the spending objectives, and identifies and evaluates a long list of potential options to identify a short-list of options for appraisal.

2.1 Strategic Context

This section introduces the local, regional and national strategies that are relevant to the Beachfront redevelopment and highlights how further project progress should be directed to contribute to the realisation of these strategies.

2.1.1 Background

The existing Beachfront Leisure Centre opened in 1989 incorporating a leisure pool with water flume rides, a gym, and sauna rooms. The flumes have not operated since the COVID-19 pandemic and the pool has recently been closed due to recent high energy prices. The facility operates at a deficit and faces operational challenges related to the age of the facility. The existing Linx Ice Arena opened in 1992 and a refurbishment was completed in 2017. Similar to the Beachfront Leisure Centre, it faces ongoing operational challenges due to the age of the facility. The ongoing maintenance costs and operating deficit is a financial burden to Aberdeen City Council that is currently untenable. There are examples of modern facilities and operating models, privately and publicly owned that have resolved this issue with public intervention and as such should be investigated as part of this business case.

Figure 5: Existing Beachfront Leisure Centre, Linx Ice Arena, and Beach Ballroom

Aberdeen Football Club is a professional football league club and currently plays its home games at Pittodrie Stadium situated within 1km of the Beachfront site. The Club has played at the stadium since it opened in 1899 and the stadium has been developed and upgraded to a 21,000 all-seater stadium. The Club plays in the Scottish Premier League, the highest tier of professional football in Scotland and has a rich history and is one of the few clubs in Scotland with European honours. The Club faces similar challenges to all professional football clubs in so far that, to remain competitive on the field of play, it needs to maximise the revenue from their built asset on matchdays. The Club has investigated the development of a new stadium at Kingsford, approximately 10km west of Aberdeen city centre, with planning approved in 2018. Sport stadiums and event arenas provide demonstrable benefits to their surroundings in terms of socio-economic benefits. Recent trends in venue development locates these facilities in city centre locations due to catalytic regeneration impact from the footfall these venue types provide, for example, the Stadium currently attracts over 300,000 visits per year with positive impact on local spending and jobs. It is therefore important to investigate in this business case, the advantage of including a Stadium in the development due to the benefits of gaining public support for the masterplan development.

The Beach Ballroom was built in 1929 and is a unique art deco, Category B listed building under the ownership and management of Aberdeen City Council. They key services at the venue remain event management, technical support, food production/service, bar service, and civic catering services. Sales are derived from three main sources; external events such as entertainment, internal Council events, and Civic events. In 2019, options were explored for changing the delivery model for services provided by the Beach Ballroom whilst ensuring the Ballroom remains as an iconic venue for the city. Additionally, Building Condition Surveys have suggested major refurbishment of the Star Ballroom roof may be necessary, thus showing that a lot of work is required to get the Beach Ballroom back to a first class events space.

Figure 6: Existing Location of Football Stadium and Beachfront Leisure

Figure 7: Artist's Impression of Potential Future Beachfront Development

Source: Keppie Architects

The following masterplan documents, authored by Keppie Architects, with the Stadium, Leisure, and Ice Arena design by AFL Architects, have been used as a reference to analyse and inform the strategic context.

- ACB-KEP-XX-XX-AG-A-10001
- ACB-KEP-XX-XX-RP-A-852001
- ACB-KEP-XX-XX-RP-A-852002_15OCT21
- ACB-KEP-XX-XX-RP-A-852002_NOV21
- P21032-KEP-XX-XX-PP-A-106001_ACC_Beachfront Presentation

2.1.2 Organisation Overview

Aberdeen is a thriving, cosmopolitan port in the north-east of Scotland offering a wide range of opportunities and services to residents and businesses. The local council, Aberdeen City Council (ACC), was established in 1996.

Aberdeen and Aberdeen City Council have historically benefited from the opportunities presented by the oil and gas sectors, and from investment by the private sector. However, the Council recognises that diversification, growth in other key sectors, and energy transition are key foundations for the economic future of the region.

Aberdeen is also home to Aberdeen Football Club (AFC). The Scottish professional football club competes in the Scottish Premiership and has never been relegated from the top division of the Scottish football league system since it was promoted in 1905. Aberdeen Football Club has won four Scottish league titles, seven Scottish Cups and six Scottish League Cups. It is also the only Scottish team to have won two European trophies, having won the European Cup Winners' Cup and the European Super Cup in 1983.

2.1.3 Spending Objectives

ACC's spending objectives are aimed at improving the local beachfront leisure and entertainment offering. With the finances allocated to the beachfront masterplan, ACC would seek to ultimately achieve the objectives as set out in Table 3. These align with the masterplan objectives as set out in Section 2.1.4; specifically, ‘A vibrant City Centre where people want to live, work and visit – a reason to come/stay in Aberdeen’ and ‘Make Aberdeen the new place to visit in Scotland – the “cool” city’.

Table 3: SMART Objectives[2]

Objective	SMART performance measure
Increased footfall and revenue at the Beach Ballroom and other Beach Leisure Facilities	100% Footfall and 100% revenue increases (Leisure and Ballroom only)
Creation of free public realm and open park/play space	2,200m^2 new free public realm space.
Increased journeys by walking and cycling per annum	38% of people walking and 5% of people cycling as main mode of travel by 2026
Reduction in car journeys at the Beachfront	20% (12,552 -> 10,042) reduction in all vehicle journeys at the beachfront
Creation of Construction jobs over the build period	200 new Construction Jobs
Creation of new jobs directly associated with new Leisure offering at the Beach	30 new Leisure Jobs by 2025
Materials sourced from the local area	20 to 30% of net Construction Costs to be local materials

[2] ACC City Vision SMART Objectives, hub North Scotland

Contractor's labour from the local area	50% Local labour employed

2.1.4 The Aberdeen City Centre and Beach Masterplan (CCBMP)

The key driver behind the Aberdeen Beachfront redevelopment project is the Aberdeen City Centre Masterplan (2015) and update (2022)[3]; a regeneration blueprint aimed at transforming the city centre, former market, and beachfront, while conserving its proud heritage. The ultimate goal is greater prosperity and a better quality of life for all.

The CCBMP was initially developed and set out in 2015 (as the City Centre Masterplan), then revised, updated, and approved in August 2022 to include the Beach Redevelopment. The update was driven by political expectation for a 'recalibration' of the 2015 CCMP and the impact of COVID-19, Brexit, the downturn in the oil and gas industry since 2015, and the move to renewable energy. The CCBMP articulates the vision and objectives for improving the Beachfront and the associated facilities developed by Aberdeen City Council.

The CCBMP is being supported by Hub North Scotland, a partnership between public and private sector organisations for delivering better local services through community infrastructure. Hub North Scotland and Aberdeen City Council have a long-standing relationship of delivering community infrastructure together, including Aberdeen Community Health and Care Village.

The CCBMP aims to enhance Aberdeen's global reputation as a premier place to visit, live, work and do business. It highlights the importance of place making in Aberdeen, making a more attractive city centre, and building on natural assets by strengthening the connection between the beach and the city centre. Nine SMART objectives feed through the masterplan:

1. City centre population growth
2. Increased Gross Value Added
3. Reduction in crime
4. Increased footfall in the city centre
5. Reduced office and retail vacancy rates in the city centre
6. Increased ease of walking and cycling around Aberdeen
7. Reduction in car journeys in the centre
8. Reduction in CO2/NO2 emissions
9. Increased educational attainment, skills and life-long learning

2.1.5 Alignment of the CCBMP and Aberdeen Beachfront Redevelopment to Existing Policies and Strategies

The following strategies and documents support investment in the CCBMP:

National Policy

- Department for Culture, Media and Sport (Sporting Future, 2015)[4]
- Department for Levelling Up, Levelling Up White Paper (2022)[5]
- Visit Britain Strategy (2021 – 2025)[6]

[3] Aberdeen City Centre Masterplan and Delivery Programme.pdf
[4] Sporting Future - A New Strategy for an Active Nation - GOV.UK (www.gov.uk)
[5] Levelling Up the United Kingdom: Executive Summary (publishing.service.gov.uk)
[6] Visit England Strategy 2020 2a (visitbritain.org)

Regional Policy

- Regional Economic Strategy (RES) for the North East of Scotland[7] (to 2035)
- Scotland's Events Strategy 2015 – 2025[8]
- Scotland's National Strategy for Economic Transformation (2022)[9]
- Culture Strategy for Scotland (2020)[10]

Aberdeen Policy

- Aberdeen Economic Policy Panel Economic Review[11] (2021)
- Destination Aberdeen & Aberdeenshire Our Tourism Strategy[12] (2018 -2023)
- Local Outcome Improvement Plan (LOIP) 2016-2026 and updated (2021)[13]
- Aberdeen Local Development Plan (LDP) (2017) (being updated in 2022)[14]
- Cultural Strategy for the City of Aberdeen 2018 – 2028[15]

These strategy documents focus on the desire to develop a holistic Aberdeen City Vision to support economic recovery and growth (post COVID-19) alongside a wide range of complimentary aims and objectives, including re-imagining key city centre public and private sector assets, including empty office, hotel, retail, and leisure property.

Investment in skills, health and wellbeing, and quality of life through the utilisation of 'place based' strategies will also support the development of 'Aberdeen: the Place' – a vibrant city where people choose to live, work, do business and invest. At the heart of the masterplan is the redevelopment of the beachfront to incorporate state-of-the-art sport, leisure, and events facilities to become a hub for innovation and tourism.

The vision for the Beachfront Masterplan reflects these various strategies in its overall vision, defined as: "Creation of a ground-breaking regional sports and leisure destination, with a new stadium for Aberdeen FC at its heart, which embraces the sea and the beach whilst also connecting with the city of Aberdeen. Encompassing physical sports and esports, plus entertainment and corporate events for residents, students, tourists, and visitors. Providing a social, creative, and educational hub to nurture the talent of the next generation, making the beachfront a vibrant place to be whilst respecting its heritage. A destination that plays a pivotal role in the economic future of the city as a vibrant and forward-thinking place to live, work and play."

The key policies have been discussed in further detail in the following sections.

Visit Britain Strategy (2021-2025)

This strategy document sets out the key factors to make tourism one of the most successful sectors in the UK. Through the CCBMP, it is possible that Tourism GDP could grow in Aberdeen through the development of the new stadium and ice arena. Regular high profile football matches will help support local businesses such as hospitality and F&B. Additionally, there is potential for the stadium to host outdoor events in the summer months, thus encouraging

[7] Regional_Economic_Strategy_0.pdf (investaberdeen.co.uk)

[8] Scotland the Perfect Stage Scotland'S Events Strategy 2015-2025 Scotland the Perfect Stage Scotland'S Events Strategy 2015-2025 // Contents - DocsLib

[9] Scotland's National Strategy for Economic Transformation - gov.scot (www.gov.scot)

[10] A Culture Strategy for Scotland (pamis.org.uk)

[11] Aberdeen Economic Report 2021 Final_1.pdf (aberdeencity.gov.uk)

[12] Appendix 1 - Aberdeen-and-Aberdeenshire-Destination-Strategy-2018.pdf (aberdeencity.gov.uk)

[13] Aberdeen City Local Outcome Improvement Plan 2016-26 - Community Planning Aberdeen

[14] Aberdeen Local Development Plan | Aberdeen City Council

[15] Culture Aberdeen updated.pdf (aberdeencity.gov.uk)

tourism. It is evident, through extra funding given by UK Sport, that Ice Hockey is growing in the UK. In the future, we could see people travelling from around the UK to watch ice hockey matches. A state-of-the-art facility is likely to attract regional and national supporters subsequently increasing the number of visits to the City of Aberdeen.

Scotland's Events Strategy 2015 – 2025

The revised 'Scotland the Perfect Stage' Events Strategy for 2015 - 2025, aligns well with the redevelopment of the Beach Ballroom. The strategy aims to provide the strategic focus for all involved in any aspect of planning, securing, supporting, and delivering events of all sizes in Scotland. The successful delivery of this strategy will allow for the development and growth of the events industry, enabling Scotland to enhance and sustain an inspirational portfolio of events year on year that generate business, create jobs, and boost the economy whilst delivering legacy and building on the nation's strong reputation and international attractiveness.

Regional Economic Strategy (RES) for the North East of Scotland (to 2035)

This strategy document sets out a 20-year vision for the future of the north-east of Scotland's economy. Out of the four key strands highlighted in the document, the main intervention that aligns with the CCBMP is investment in infrastructure, through the redevelopment of the ballroom, leisure centre, ice arena, and football stadium, ensuring Aberdeen City remains a vibrant and attractive place for residents, students, businesses, and tourists. Alongside this, the innovation strand aligns with the CCBMP as the creation of state-of-the-art leisure and events facilities will drive tourism and general economic growth in the area.

Aberdeen Economic Policy Panel Economic Review (2021)

The CCBMP follows the recommendation from the panel to put Aberdeen, the place, at its heart, and focus on the regions approach to sustainable, inclusive economic development and improved well-being. It is widely recognised that exercising and leading an active healthy lifestyle improves wellbeing[16], therefore, the introduction of new state-of-the-art leisure facilities will encourage the community to get active, thus improving well-being.

Aberdeen benefits from a strong economy built around core sectors such as oil & gas and agriculture & fishing. As such, the city performs well against key economic indicators, for example, Gross Value Added is £40,667 per head of population, significantly higher than national (£25,685) and UK (£27,430) averages[17]. Annual earnings are also higher than the national average at £32,747 compared with £31,672 in Scotland and £31,285 in the UK[18].

The Aberdeen Economic Policy Panel in its 2021 Economic Review acknowledges this strong performance and highlights investment in key infrastructure and a focus on skills, energy transition, and economic diversification as an opportunity. This aspiration is also reflected in the Regional Economic Strategy (RES) for the North-East of Scotland (to 2035).

Aberdeen is however facing a period of transition from oil and gas to low carbon and renewable energy sources such as hydrogen. As such, the city is recognising the need to sustain its position as an economic driver, adapt to structural change and diversify into other emerging growth areas around, for example, low carbon energy, food and drink, and tourism.

The Aberdeen Economic Policy Panel also supports the need for attractive places to live, work and play. It suggests there is a need to create a local offer which creates jobs, retains skilled labour and attracts new talent and investment to Aberdeen.

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[16] (PDF) Leisure and wellbeing (researchgate.net)

[17] GVA per head of population, income-based approach, ONS, 2017

[18] Employee earnings, ONS 2021

The CCBMP proposals therefore create an opportunity to bring employment associated with leisure, tourism, and hospitality, as well as construction employment.

Destination Aberdeen & Aberdeenshire Our Tourism Strategy 2018 -2023

Linked to economic diversification, Aberdeen has the potential to increase its leisure offer, attract visitors and boost the local economy. 'Destination Aberdeen & Aberdeenshire Our Tourism Strategy 2018 -2023' is the tourism strategy led by Visit Aberdeen. The strategy highlights the tourism potential locally, citing the opportunity to benefit from existing and new major assets linked to culture, heritage, and sports as well as natural resources and marine tourism.

It also highlights the need to capitalise on overseas tourism (post restrictions) and the conferencing and events sector, recognising the growing trend to mix business with leisure. There appears to be untapped latent potential in the visitor economy in Aberdeen. The strategy cites an ambition to grow visitor spend to £1bn pa. This also aligns with the Regional Economic Strategy for the North of Scotland, citing internationalisation (including international tourism) as one of its four key themes. The table below provides examples of comparatively sized towns and cities in the UK which have a 'city with a beach' characteristic and shows how the value of tourism is significantly higher.

Table 4: Tourism Statistics in Aberdeen Compared to Comparator Areas

Location	Resident population[19]	Visiting for 3+ hours* (Million trips)	Overnight Domestic Visits** (Million trips)	International Visits20 (Million trips)	Total Visits/trips (millions)	Total Spend (millions)
Aberdeen City	229,100	10.33	0.54	0.23	6.19	£453
Scottish Highland	235,400	14.18	1.95	0.53	12.47	£1,099
Brighton	291,700	20.39	1.14	0.92	13.44	£1,021
Blackpool	138,400	14.23	1.14	0.26	10.23	£817
Bournemouth	397,000	13.31	0.75	0.31	8.02	£514

** 3 hours+ Leisure Day Visit is a Leisure Day Visits visit that lasts more than 3 hours from beginning to end (i.e. from leaving home to returning there). Source: Visit Britain Day Visitor Survey, 2017*

*** domestic overnight tourism within Great Britain by residents of Great Britain. Source: Great Britain Tourist Report 2019*

The proposals should build on Aberdeen's offer as a city with a beach, by strengthening connections between the city centre, leisure offer and beachfront, and helping to unlock the tourism potential and increasing local tourism spend.

Overall, prosperity in Aberdeen masks pockets of deprivation and unemployment, and potentially social polarisation locally. The figure below demonstrates the presence of neighbourhoods ranked within the most deprived 30% of communities in the country. There is also evidence of slightly higher unemployment in the city, at 5.1%, compared with 4.7% nationally[21]. The proposals therefore bring an opportunity to create local opportunities and employment for all, which links directly to the overall vision of 'a place where all people can prosper' cited in the Local Outcome Improvement Plan. Inclusivity is also a key feature of the

[19] ONS Population estimates 2020

[20] VisitBritain, 2019. Data is only available at county level.

[21] Economically active people who are currently unemployed, ONS, 2021

Regional Economic Strategy (to 2035) for north east Scotland, of which, Aberdeen City Council is a partner.

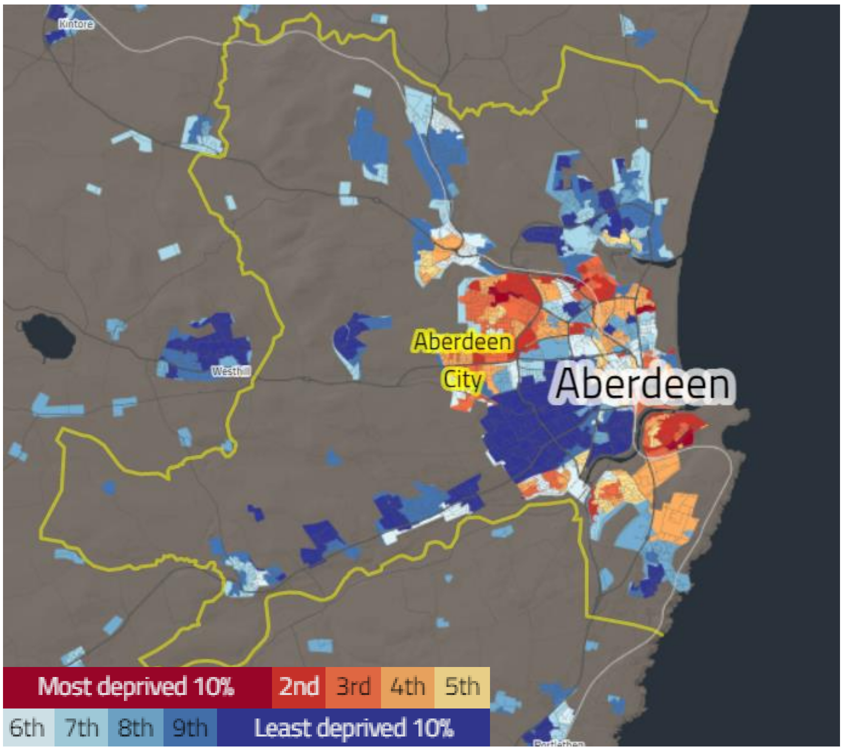


Figure 8: Scottish Index of Multiple Deprivation 2020

Source: simd.scot

Aberdeen Local Development Plan (LDP) (2017)

The Local Development Plan of 2017 in policy 'NC9 Beach and Leisure' supports mixed use leisure in the Beachfront location[22].

Cultural Strategy for the City of Aberdeen 2018 – 2028

Culture Aberdeen, a network of cultural organisations in Aberdeen and the City Council, has developed a strategy for culture also titled Culture Aberdeen.

In developing this strategy, a number of activities were completed including a conference on the approaches to cultural strategies within other oil and gas cities; a programme of workshops which examined a series of themes to identify key priorities for the next ten years for the cultural sector of Aberdeen; consultation sessions throughout the process with the cultural community and the creative sectors industry; development of a Citizens' Circle to consider the views and standpoints of individuals from a range of backgrounds and prior experience of cultural participation and engagement.

The Beachfront development supports all four of the ambitions outlined in the Cultural Strategy:

[22] Policy NC9 – Beach and Leisure: notes that development within the defined Beach and Leisure area will be permitted provided they: a) contribute to the range and quality of the existing uses, facilities and activities of the wider beach area; b) are of an appropriate scale; c) do not have an unduly adverse effect on the character of the area, or cause negative visual or environmental impacts or affect the amenities of nearby residents; and do not result in the significant generation of car borne journeys, nor additional pressure for car parking.

- Improving the quality and impact of the arts, culture, and heritage provision in the city. This is demonstrated by development by Aberdeen City Council through the masterplan and the supported programme of cultural activity.
- Prioritising existing financial resources of the Council for more effective investment in arts, culture, and heritage. This could be demonstrated by redirecting some of the existing operational subsidy of the Council's assets to other cultural activities.
- Supports the development of existing venues throughout the city and forms part of the wider ecosystem, as part of a host of smaller developments planned for Aberdeen in the cultural space.
- The development will help in attracting and retaining creative and cultural professionals across the sector, with new jobs linked to the masterplan work.

2.1.6 Stakeholder Engagement

The key organisations included in the beachfront redevelopment include:

Sports Aberdeen – A registered charity which delivers sport and physical activity for the community on behalf of Aberdeen City Council. Sport Aberdeen is committed to creating opportunities, inspiring people, and changing lives through sport and physical activity.

Aberdeen Football Club – A Private limited Company playing in the Scottish Premiership at Pittodrie Stadium. Aberdeen Football Club has a shared interest in the community through the Aberdeen FC Community Trust which supports people across all age groups and backgrounds, focusing on education, football, health, and wellbeing.

Hub North Scotland Limited (HNSL) has engaged with Sport Aberdeen and Aberdeen Football Club during the development of this outline business case. The outcomes of the market assessment and demand analysis for the leisure and ice arena were presented to Sport Aberdeen on 26th May 2022 at its offices at Bridge of Don. The documentation presented during the meeting was provided to Sport Aberdeen. There was consensus during this meeting on the conclusions and hence these documents were applied as the brief. Sport Aberdeen was invited to attend site visits at the Wave in Coventry and Ice Arena Wales but was unable to attend. Aberdeen City Council attended these visits.

HNSL has also engaged with Aberdeen Football Club specifically, regarding the operational structures of joint facilities and the commercial arrangements to build confidence in the discussions being undertaken between the Club and legal heads of terms. The proposed structures focus on shared commercial outcomes from the joint development with venue specialist operators rather than a single operator. The Club expressed a requirement to operate the stadium on matchdays as a non-negotiable requirement.

2.1.7 Strategic Context Summary

Four key themes have been developed upon review of the local, regional, and national strategies:

- Supporting Economic Diversification
  - The need to diversify economic sources from oil & gas to other means, for example, the opportunity to bring employment associated with leisure, tourism, and hospitality, as well as construction employment.
- Untapping Latent Tourism Potential in Aberdeen
  - The need to meet Aberdeen's tourism potential. By increasing its leisure offer, Aberdeen shall attract visitors and boost the local economy.
- Employment Opportunity Creation

  - The need for occasions to create local opportunities and employment for all, in an inclusive way.
- Investment in Aberdeen as a Place
  - The need for attractive places to live, work, and play. The need to create a local offer which creates jobs, retains skilled labour, and attracts new talent and investment to Aberdeen.

These summarise the overarching strategic aims of the council in the beachfront redevelopment and best inform the strategic context of any planned development going forward.

2.2 Case for Change - Leisure and Ice Arena

The following sections define the strategic components that evidence the case for change for the renewal of the leisure and ice arena facilities.

2.2.1 Local Context

This section reviews the local demographics of Aberdeen and examines the catchment area for a new leisure centre to be located in the immediate vicinity of the existing Beach Leisure Centre. The Beach Leisure Centre is located approximately 1.5 miles east of Aberdeen City as indicated in Figure 9.

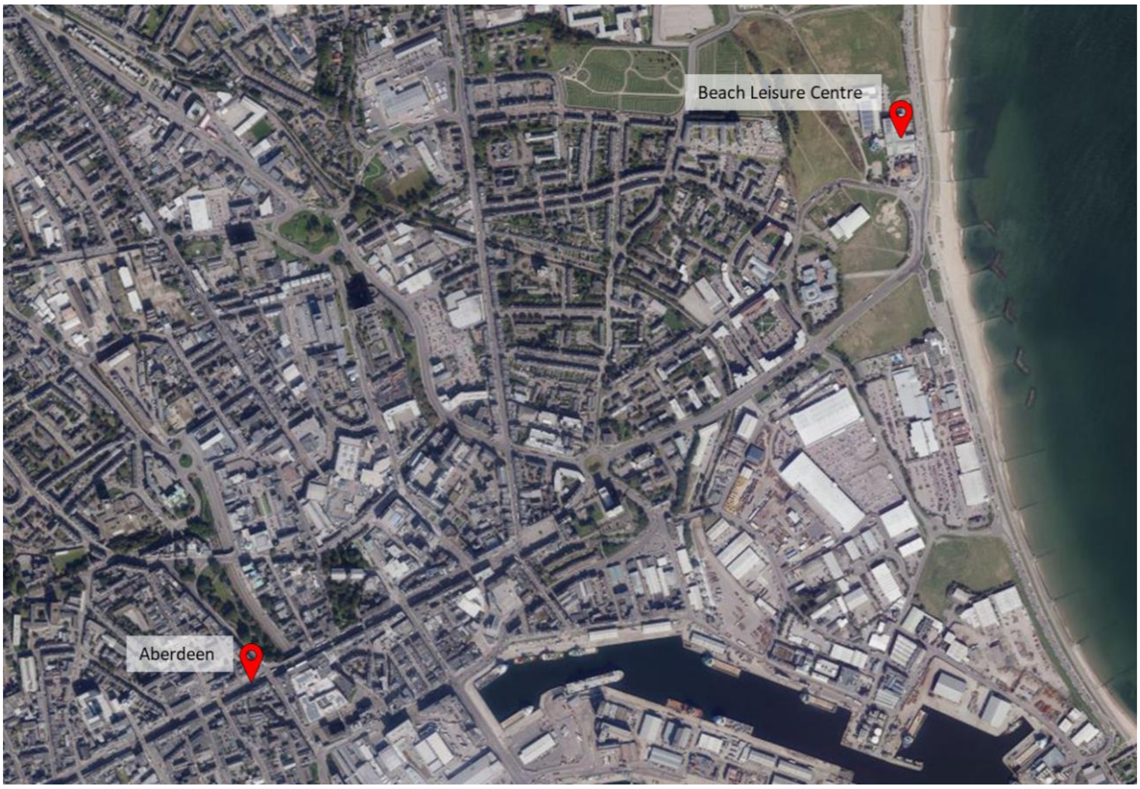


Figure 9: Beach Leisure Centre Location

Source: Bing Maps

2.2.1.1 Population

The total population of Aberdeen City is 229,060, of which circa 195,000 are 15 years or older (85%).[23] Between 1998 and 2020, the population of Aberdeen City increased by 6.2%. In this period, the 16 to 24 age group saw the largest percentage decrease (-16.5%). The 45 to 64 age group saw the largest percentage increase (+16.4%), indicating a trend towards an ageing population. Furthermore, between 2018 and 2028, the 0 to 15 age group is projected to see the largest percentage decrease (-3.2%) and the 75 and over age group is projected to see the largest percentage increase (+16.1%). In terms of size, however, 25 to 44 is projected to remain the largest age group.[24]

Table 5: Population Age Segments

Age	United Kingdom		Scotland		Aberdeen City	
0-14	11,974,857	18%	859,790	16%	33,854	15%
15-24	7,816,838	12%	623,875	11%	28,278	12%
25-39	13,402,705	20%	1,106,939	20%	60,772	27%
40-59	17,522,378	26%	1,466,747	27%	56,858	25%
60-79	12,978,864	19%	1,137,042	21%	39,401	17%
80 +	3,385,592	5%	271,607	5%	9,897	4%

The average age of people living in Aberdeen City is 39.5 years, similar to the average age of the UK of 40.4 years. The proportion of children aged 0-14 (15%) is below the UK average (18%), and the proportion of adults aged 25-39 (27%) is above the UK average (20%).

2.2.1.2 Health

Results of the 2016-2019 Scottish Health Surveys have been averaged and assessed[25] and provide the following insights into the health of Aberdeen City as a whole:

80% of the population consider themselves to have good or very good general health. Higher than the Scottish average of 72%

70% of the population deem themselves to have activity levels that meet recommendations, this is again higher than the Scotland national average of 65%.

24% of the population have a limiting long-term illness, which is less than the Scottish national average of 33%.

The data also indicates that Aberdeen City generally has a healthier Body Mass Index than the Scottish national average, with those classified as a 'healthy weight' standing at 38% compared to 33%.

Overall, the data indicates that the general health and wellbeing of the population of Aberdeen City is better than that of the Scottish nation.

2.2.1.3 Deprivation

According to the Scottish Index of Multiple Deprivation 2020[26], 29 of Aberdeen City's 283 data zones were in the 20% most deprived data zones in Scotland. The most health deprived data zone in the City is S01006684 which falls in 0-5% most deprived band and is in the Woodside

[23] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[24] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/aberdeen-city-council-profile.html

[25] https://scotland.shinyapps.io/sg-scottish-health-survey/

[26] https://www.gov.scot/publications/scottish-index-of-multiple-deprivation-2020v2-local-and-national-share-calculator-2/

neighbourhood. This falls in the 20-minute drivetime catchment for the Beach Leisure Centre redevelopment.

Unemployment in Aberdeen City currently lies at 4.1%, compared to 3.9% in Scotland and 4.4% in the UK.[27]

2.2.1.4 Car Ownership

The most recently available data on car ownership is that from the 2011 census. At that time, car ownership stood at 68.6% for Aberdeen City, and 85.7% for Aberdeenshire.[28]

2.2.1.5 Local Demographics - Mosaic Groups

The 2018 business plan from Sport Aberdeen[29] identified the prominent mosaic groups in both Aberdeen City, and within their existing membership base. The findings were as follows:

Table 6: Aberdeen City and Sport Aberdeen Member Mosaic Groups

Mosaic Group	Aberdeen City	Sport Aberdeen Members
Rental Hubs	25.9%	15.1%
Municipal Challenge	8.5%	Not stated
Prestige Positions	8.0%	Not stated
Domestic Success	7.6%	13.1%
Modest Traditions	7.4%	11.2%
Aspiring Homemakers	Not stated	9.7%

The definitions of the mosaic groups can be found in Appendix C.

More specifically, the mosaic group figures for the 2-mile radius catchment from the existing beach leisure centre have been provided by The Leisure Database Company (TLDC) in a recent report commissioned by Mott MacDonald[30]. The results are below.

Table 7: Mosaic Population Profile - 2 Mile Radius

Mosaic Group	Beach Leisure Centre - 2 miles	Beach Leisure Centre - 2 miles %	Scotland	Scotland %	Penetration	Index
A City Prosperity (15+)	4,844	5.94	77,432	1.64	6.26	363
B Prestige Positions (15+)	1,178	1.45	376,599	7.96	0.31	18
C Country Living (15+)	0	0.00	354,089	7.48	0.00	0
D Rural Reality (15+)	0	0.00	601,535	12.71	0.00	0
E Senior Security (15+)	1,540	1.89	190,795	4.03	0.81	47
F Suburban Stability (15+)	467	0.57	238,345	5.04	0.20	11
G Domestic Success (15+)	2,246	2.76	389,626	8.24	0.58	33

[27] https://www.nomisweb.co.uk/reports/lmp/la/1946157405/report.aspx#tabempunemp

[28] https://civitas.eu/cities/aberdeen

[29] https://committees.aberdeencity.gov.uk/documents/s88108/Sport%20Aberdeen%20Business%20Plan%20Final%20August%20ACC%202018.pdf?txtonly=1

[30] Refer to section 3 for details of choice of catchment size

Mosaic Group	Beach Leisure Centre - 2 miles	Beach Leisure Centre - 2 miles %	Scotland	Scotland %	Penetration	Index
H Aspiring Homemakers (15+)	671	0.82	312,626	6.61	0.21	12
I Family Basics (15+)	1,362	1.67	196,973	4.16	0.69	40
J Transient Renters (15+)	1,377	1.69	111,940	2.37	1.23	71
K Municipal Challenge (15+)	11,589	14.22	551,308	11.65	2.10	122
L Vintage Value (15+)	2,897	3.55	388,894	8.22	0.75	43
M Modest Traditions (15+)	1,429	1.75	362,479	7.66	0.39	23
N Urban Cohesion (15+)	4,047	4.97	81,989	1.73	4.94	287
O Rental Hubs (15+)	47,862	58.72	496,395	10.49	9.64	560
Adults 15+ estimate 2020	**81,510**	**100.00**	**4,731,025**	**100.00**	**1.72**	**100**

The following insight was also provided by The Leisure Database Company (TLDC).

In terms of demographics, there is one Mosaic group that stands out in this area, and that is Rental Hubs (Group O). These are young, single people in their 20s and 30s; representing an eclectic mix of students and young people with budding careers and more mundane starter roles, they live in urban locations in housing that attracts many young people. This group accounts for almost 59% of all adults aged 15+, a figure which is almost six times higher than the Scottish national average.

Almost a third (32%) of the population fall into a single type: O62 (Central Pulse) and these are smart young singles renting contemporary city centre flats. Many of those in type O62 have degrees and now earn good graduate-level starter salaries.

A montage of this dominant group and type is shown below.

Figure 10: Mosaic Profile Montage; O - Rental Hubs & O62 - Central Pulse

Good numbers also fall into type O66 (Student Scene – 9.4%) and these are the full-time students, mostly on undergraduate courses, who live in high density student accommodation close to Aberdeen university.

Type O64 (Bus-Route Renters– 8.5%) is also over-represented in this catchment. These are older than those in type O66 above with most typically aged between 25 and 35. Most are employed, but household incomes are fairly low. Montages of these types are shown below.

Figure 11: Mosaic Profile Montage; O66 - Student Scene & O64 - Bus-Route Renters

Type O65 (Learners and Earners) also features in this catchment, accounting for 6.4% of all people. These are undergraduate students, recent graduates who have stayed on at university and older people, sometimes with university positions.

Group K (Municipal Challenge) accounts for over 14% of the population, slightly above the Scottish average of 11.65% (this makes it the second most prominent Mosaic group in the Scotland population). Those in group K tend to be long-term social renters living in low-value flats in urban locations, or small terraces on outlying estates. Many have been renting their flats for a number of years; often they are high-rise blocks built from the 1960s onwards.

In this catchment, the majority are classified as Streetwise Singles (type K47 – 8.5%). These tend to be people aged between 25 and 55 who are financially hard-up. They live in areas that suffer from high unemployment. Those that do work are in low-paid routine and semi-routine jobs.

Figure 12: Mosaic Profile Montage; O65 - Learners and Earners & K47 - Streetwise Singles

There are two other Mosaic groups which are represented at above average levels (when compared to the overall population in Scotland). Group A (City Prosperity) accounts for almost 6% of local people (compared to a national average figure of just 1.6%) and group N (Urban Cohesion) accounts for almost 5% of the population (compared to a national average figure of just 1.7%).

In each of these Mosaic groups, there is one type that really stands out: A02 (Uptown Elite) and type N60 (Ageing Access).

Uptown Elite represents 5.2% of local people and this is an affluent type consisting of high-status families with older or adult children living in smart city suburbs. They tend to be older than all other group A types, with most aged between 45 and 65.

Ageing Access represents 5% of local people and these are people that are approaching or beyond pensionable age; their average age is 63. Typically single, living alone and without children, these people enjoy living in small homes in busy inner suburbs.

The montages below show that those in type A02 are extremely affluent.

Figure 13: Mosaic Profile Montage; A02 - Uptown Elite & N60 - Ageing Access

All other Mosaic groups account for less than 4% of the catchment population.

In terms of age, this catchment population is younger than average. The number of people aged 40+ is significantly lower than average. Conversely, the number of those aged 18-39 is high.

2.2.2 Existing Arrangements

The existing Beach Leisure Centre and Ice Arena's current provisioning is as follows:

- Leisure Water / Fun Pool
  - 1,200 m^2 leisure pool hall with capacity for 180 people
    - Rapids, Wave pool, Shallow pools, Water slide and three flumes
- Health & Fitness
  - 240 m^2 gym,
  - 50 m^2 functional training rig/space and
  - 70 m^2 studio
- Spa Facility
  - 130 m^2 suite comprising:
    - Two saunas, Steam room, Showers, Relaxation area, Changing area
- Sports Court Facility
  - 1,150 m^2 eight-court sports hall
- Other
  - Changing areas,
  - Café,
  - Reception,
  - Management offices
- Ice Arena

- 1,400 sqm (56 x 26m) ice pad with Skate Hire
- 1,100 spectator seats
- 120 sqm hospitality lounge
- Changing areas
- Café
- Reception
- Management offices
- Meeting room

2.2.3 Local Supply and Demand

In order to understand the context of the demand for the Beachfront redevelopment, the local supply and demand profiles for the leisure and ice arena have been assessed for the individual components for the leisure and ice arena, as per the AFL Architects designs. These can be found in Appendices C and D. A summary of findings for each component can be found in the sections below.

Leisure Pool/Water Park

The existing Beach Leisure Centre is the only indoor leisure pool / water park offering in Aberdeen City/Aberdeenshire. It is therefore necessary that it be retained so to not detract from the local expectation of a leisure pool offering, however, developments to the contents of the leisure pool could help improve the attraction and commercial viability of the facility. It was noted that there is already sufficient provision of lane swimming available in and around Aberdeen that this would not be required in the new redevelopment.

Research into precedent leisure pools/water parks also located in popular seaside towns showed they typically catered to a wide range of ages, noted by the provision of child-focussed water play and separate adult only spa provision. The demand for facilities such as these is likely to come from the 'rainy day' activity market, driven by tourists and locals alike looking for reliable leisure activities in the unreliable British weather.

Figure 14: Left: LC2, Swansea. Right: Sandcastle Waterpark, Blackpool.

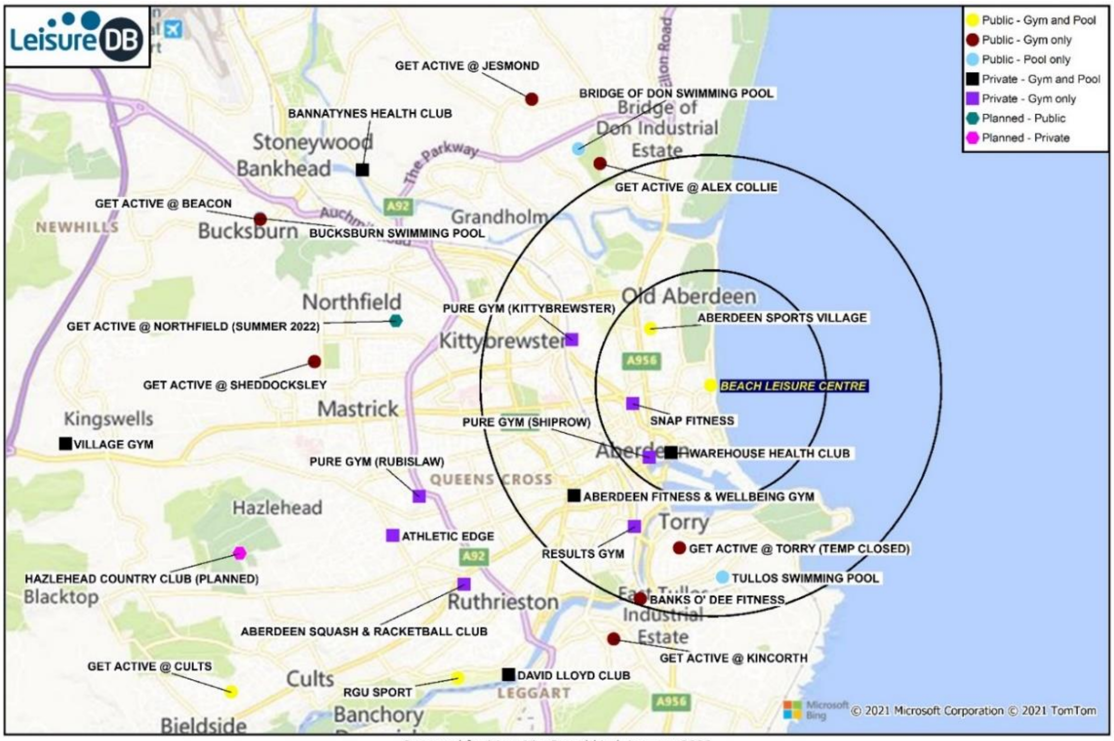
By comparing Aberdeen's population and tourism demographics to those of the precedent studies, it was concluded that outcomes achieved at the Swansea LC2 could be easily replicated in Aberdeen due to similar tourism visitor numbers and spend, similar ownership and operation structures, and incorporation of other leisure facilities such as a gym. However, the slightly larger local resident population, and the ambition for the Aberdeen beachfront to draw more tourists in the future indicates a slightly more adventurous offering could be investigated to align the new leisure pool with the more tourist-focused attractions of Blackpool (UK's largest water park) and Scarborough.

The assessment concluded that a USP type attraction, like the BoardRider provided at the LC2, alongside a graded entry wave pool, a lazy river/rapid, at least one age 2+ interactive water feature, and 3-5 water slides, including a mix of flumes and inflatable 'toboggan' slides, should be provided. Additionally, to protect progress made towards the Scottish Swimming and Aberdeen Aquatics strategic objectives of increasing accessibility and opportunity to learn to swim, it is recommended that the provision for swimming lessons is retained in the new development.

The current proposed new facility stands at circa 2,300 m^2 with a proposed capacity of 400/session. This provides 5.75 m^2 per person, which is higher than the other precedents. Analysis suggests that 400 capacity is reasonable and hence the area could be reduced to 2,100m^2 to create a more aggressive m^2/person ratio. However, as this represents a 10% area variance, it is suggested that the current areas are retained at this stage until further market analysis has been completed.

Health and Fitness

There is a healthy local supply of gym suites in Aberdeen City, with 9 other fitness gyms within a 2-mile catchment area of the Beach Leisure Centre, including 4 within a mile.



Prepared for Mott MacDonald Ltd, January 2022
© The Leisure Database Company Ltd.

Figure 15: Health and Fitness Competition Map for Beach Leisure Centre, Aberdeen (Showing 1 & 2 Mile Bands)

The Leisure Database Company was contracted to assess the latent demand for fitness for the beach leisure centre. It estimated the latent demand to be 2,231 – this is the total number of members it feels could be achieved, once the new facility opens. This figure includes allowance for 30% of the total to come from outside the estimated catchment area. It has also made some negative consideration for the competition in the area. If the 2020/21 fitness membership figure of 1,056 is subtracted, its estimate highlights a potential increase of 1,175 members upon the opening of the new facility.

Based on a current provision of approximately 48 stations at the existing gym and the 2020/21 fitness membership figure of 1,056[31], the number of members per station currently sits at 22. However, it should be noted that the pre-pandemic (2019/20) membership was much higher, at 1,560 members, which equates to a member to station ratio of 32.5. Industry guidance recommends a member to station ratio of between 25 and 35.[32]

With a total demand prediction of 2,231 members, this would inform the estimation of the total required stations to range from 69 to 102 stations. Therefore, a provision of 100 stations is recommended, as this will allow for membership rebound and growth coming out of the pandemic, whilst maintaining a lower member to station ratio.

Exercise Studios

At the existing gym there is only one studio with capacity for 12 members. A number of exercise classes are held in the sports hall, which has a 20-person capacity for most classes, increasing to 32 for Zumba only. This is not in keeping with predicted future exercise trends and modern industry standards; from analysis of new build leisure centres around the UK, it was noted the most typical distribution of studios is 2 multi use studios and 1 dedicated spin studio. Therefore, the recommendations made by the study were for 2 multi use studios, with a combined capacity of 65 members and one dedicated spin studio. It was also deemed reasonable to pursue the potential future inclusion of one of the studios as an immersive studio, subject to further customer and member engagement.

Figure 16: Example of an immersive studio

Source:

Spa Facility

There is a distinct lack of wet leisure spa facilities in Aberdeen City, with most of the ‘Spa’ offerings being limited to those attached to hotels, and those with only treatment rooms. There are no facilities that cater completely for the day spa experience within central Aberdeen. The nearest facility that provides a competitive offer would be Bannatyne’s located 4 miles away.

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[31] Memberships are those with a "home" venue of Get Active @ Beach. This means this is the location they signed up at and will predominately use. In the case of fitness, some members do use other venues as it is a city-wide membership that is on offer. https://www.sportaberdeen.co.uk/memberships

[32] https://originfitness.com/knowledge-and-advice/run-gym-full-capacity

There is also evidence of a market trend towards wellness tourism and a predicted growth in the wellness economy at a rate much greater than the average growth rate of global GDP.

The assessment of precedent leisure / waterpark parks in the Leisure Pool section identified that the provision of a day spa experience should form part of the facility mix. The provision of a 700m^2 day spa facility would provide improved facilities for users, which may aid retention and can make the facility attractive to a wider demographic than that attracted to the leisure pool and fitness facilities. Based on the existing supply, global projected growth in wellness tourism, and research of precedent spa facilities as part of wider leisure developments, the proposed spa provision seems reasonable. Considering the ambition for a destination leisure facility, a USP attraction, e.g., an outdoor plunge pool should be included. The spa facility should also offer F&B packages that are provided from the café / bar preparation facility.

Sports Hall and Outdoor MUGA Pitches

Based on current low demand/use of the existing sports hall, the provision of a 9-court sports hall in a dedicated sports facility (Aberdeen Sports Village) within a 1-mile walk, and on industry trends/consultation with the existing operator, it is recommended that any sports hall provision is not included in the new leisure centre.

Further, the provision of a sports pitch does not align with the vision for the Beach Leisure Centre as a leisure destination, i.e., leisure rather than sport performance. It is recommended that no sports pitch provision be included as this has the potential to confuse the message of the offering.

Sensory Centre & Creche

There currently appears to be no sensory room offerings within the Aberdeen or Aberdeenshire catchment. The nearest sensory offerings are located near to Edinburgh, over 100 miles away.

From the findings of the study, it was concluded that a sensory centre would be a beneficial inclusion to the Beach Leisure Centre. The proposed area for the sensory centre including sensory spaces (indoor and outdoor), creche, sensory soft play and quiet rooms appear reasonable based on research of similar facilities provided at Leisure Centres in the UK.

Further consultation with specialist sensory room designers and manufacturers will be required at the next stage to finalise facility mix and specific area requirements. Consideration should be given to tailoring the facility to both children and young people with special educational needs, and senior people with cognitive issues, due to the under provision of adult sensory facilities across Scotland.

There is likely to be a demand for a creche from parents who wish to use the gym and studio facilities at the new leisure facility and need a safe space to leave their children in the meantime. This demand could be met by the provision of a small creche to match the demographic profile of the gym.

Play Park

An assessment into the feasibility of including a play park in the facility mix was carried out. This included analysis on supply and demand for soft play, a trampoline park, and “clip ‘n climb”. The study concluded that considering the age profile of the local demographic, and the existing nearby supply of play park facilities, it would not be required to include a play park within the facility mix.

Considering the market for the leisure pool will be mostly dedicated to younger children, there is a proven revenue stream and demand for children’s parties, seen via the provision of a party room in many leisure pools across the UK. Therefore, the provision of one party room is recommended as a minimum.

Separately, from precedents with similar offerings, a smaller scale soft play is recommended adjacent to the food and beverage offering. A minimum of one children's party room is also recommended.

Café/Food & Beverage Provision

Aberdeen town centre has a high density of cafés and F&B offerings, and the esplanade/beachfront area also has a high-density zone of F&B offerings, approximately a 6-minute walk to the south of the existing beach leisure centre location. However, there is currently no public café or F&B provisions at the beach leisure centre, although there is an in-house café at transition extreme which is located approximately 500 metres from the beach leisure centre.

Research shows a café is the most common F&B provision in recently renovated and newly developed leisure centres across the UK; over 95% of all the new build/renovated leisure centres assessed in the study included a café provision. Research shows it is becoming more common to have dual access in which the F&B offering is the focal point of the leisure centre and can be accessed by multiple areas or parts of the facility. Additionally, it is common for the F&B provision to be located with a viewing point overlooking an activity space such as the swimming or leisure pool hall and/or sports hall. This enables families and friends to socialise whilst their children or other members of their party are partaking in physical activity.

Therefore, it was recommended that the new leisure centre facility includes an F&B offering in the form of a licenced café / bar. It is recommended that this be a focal hub for the centre, with viewing of the activities within the centre, specifically the leisure pool and the soft play. The café / bar should also be located such that it can serve users within the leisure pool facility and the preparation area is able to cater for the spa facility. A total café area of approximately 200m^2 is recommended based on precedent facilities.

It is envisaged that the F&B provision will be able to cater for the spa packages that incorporate F&B. However, more complex F&B packages can be provided by the ballroom facility, such as high tea. Specialist catering advisors should be consulted when determining the food and beverage menu offerings for each facility.

Figure 17: F&B Example: Center Parcs Café, Typical Spa Food and Beverage Offering

Source: Centerparcs.co.uk, Kuoni.com, Shutterstock

Ice Arena

The study attached in Appendix D details the analysis carried out in determining the facility requirements for the redeveloped Ice Arena. The findings are summarised below.

The existing Linx ice arena caters to both commercial ice hockey, and public leisure uses. It is the home of the Aberdeen Lynx Ice Hockey Team which plays in the Scottish National Ice Hockey League (SNL), however it has previously stated its ambition to establish an Elite Ice

Hockey League (EIHL) team in the future[33] (the higher league). Consultation with Aberdeen Lynx provided a preference for a larger ice pad and up to 2,500 seats for spectators based on their current demand. A larger pad is recommended at 60m x 30m (minimum 60m x 26m 'hybrid'). There is currently no data from the Aberdeen Lynx to substantiate the demand from spectators, advice received during a visit to Cardiff Ice Arena suggests this is the minimum requirement for a team playing in the EIHL.

Aberdeen's closest SNL rivals, the Kirkaldy Kestrels and Dundee Comets, train in the Fife Ice Arena and the Dundee Ice Arena respectively. Both ice arenas are home to two ice hockey teams, one in the SNL, and one in the EIHL, and both have seating capacities of over 2,300. Whilst the accessibility of the 1,100 seat Aberdeen ice arena may limit potential attendance (i.e. the 45 minute drive catchment for Aberdeen does not include major cities such as Edinburgh and Glasgow), there is sufficient evidence to recommend an increase in seating capacity from what currently exists. According to the Aberdeen Lynx website, the team regularly attracts over 1,000 fans to home games, which is close to the 1,100 spectator capacity[34].

The study drew the conclusion that a seating provision of 1,500 should be included, with the potential to expand to 2000 for one off games or events with higher demand. Further work will be carried out at the next stage to establish the most appropriate spectator seating provision based on further consultation with Aberdeen Lynx and EIHL. Based on the assessment of similar ice arena provision across the country, it was also recommended that a hospitality provision for 75 people be provided.

The demand for leisure usage of the ice rink is evident from the existing rink timetable, however the study draws the conclusion that the inclusion of a second ice rink would not be justified, due to lack of demand. The study also rules out the inclusion of a specialist ice climbing facility due to its specialist nature and the likely link between facility success/demand and the proximity of other specialist adventure activities such as natural ice climbing

2.2.4 Conclusions and Recommendations

The key objective of the beachfront redevelopment is to provide a leisure / destination experience that will encourage visitors to spend more time at the facility. From the assessments presented in the reports in Appendices C and D, the following conclusions and recommendations have been made for the proposed new leisure and ice arena.

The local population is largely made up of those aged 25-39, with an ageing trend. The proportion of children under 15 is below the UK average, and above the average for the 25-39 age group. Therefore, the recommended facility mix, whilst still catering for families and children, is more geared towards facilities appropriate for adults. However, consideration has also been made for the visiting numbers of tourists.

It has been concluded that the new leisure centre should include a leisure pool modelled on the water park offering at Alpamere, Scarborough and the LC, Swansea. This includes a graded entry wave pool, a rapid run/lazy river, interactive water features, slides, and flumes. It is also recommended that a café hatch and a seating area be provided within the leisure pool for users to purchase and consume food and beverages during their session. Maintenance of the existing swimming lesson provision is also required, without compromising to the leisure pool.

Overlooking the leisure pool facility, a central hub featuring a café and small soft play is recommended.

[33] How can the EIHL expand? (jamesflynn1992.wixsite.com)

[34] About Aberdeen Lynx - Aberdeen Lynx Ice Hockey

Further to specialist design, a sensory centre including sensory rooms and a sensory soft play is recommended, which can complement the addition of a creche. Consideration for adult sensory room provision should be included.

The existing gym provision is recommended to be increased to accommodate the calculated latent demand for fitness, accommodating a 100-station gym and 3 fitness studios, one for spin classes and one for potential immersive fitness classes.

A MUGA outdoor pitch with a 3G surface is not recommended as it is not considered consistent with the leisure destination focus.

The existing sports hall is not recommended to be maintained in the new facility due to low local demand and a dedicated sports facility provided nearby (Aberdeen Sports Village). Similarly, the provision of a play park with dedicated soft play, trampolining and/or climbing facility is also not recommended due to the extensive local supply that can sufficiently meet the demand.

Finally, a dedicated spa facility is recommended, including a sauna, steam room, hydrospa pool, treatment rooms and more; as a destination spa, a USP offering (e.g., an outdoor plunge pool) should also be included. It is recommended that an appropriate food and beverage offering be considered (which can be provided by the proposed café), further including potential packages with the Beach Ballroom catering provision.

Regarding the Ice arena, it was concluded that a single pad full-size ice rink (60m x 30m) should be provided. This is because the current resident Ice Hockey team of the existing ice arena, the Aberdeen Lynx, aspire to join the Elite Ice Hockey League (EIHL), and from the data available, it is evident that all teams in the EIHL have full-size rinks (60m x 30m)[35].

Additionally, the current capacity of the Ice Arena is approximately 1,100 seats. This frequently sells out, and further to the Lynx's ambition to join the EIHL, it is known that the average attendance across this league sits at 3,043, increasing year on year. Therefore, it is recommended that the seating capacity is increased to a minimum of 1,500 seats, with the potential to expand to 2,000 for one off games or events with higher demand. Further work will be carried out at the next stage to establish the most appropriate spectator seating provision based on further consultation with Aberdeen Lynx and EIHL. Based on similar ice arena provision across the country, it is also recommended that a hospitality provision for 75 people be provided.

However, the final facility mix should be informed by targeted research and consultation with existing and future members and user groups. Specialist design is also required at the next stage to finalise the individual attractions' facility mixes and floor areas.

Table 8: Leisure and Ice Arena Facility Mix Conclusion Summary

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[36]	Sport Aberdeen Leisure Facility Proposals[37]	Mott MacDonald Recommendation
Leisure Water / Fun Pool	1,200 m^2 leisure pool hall with capacity for 180 people	1,500 m^2 leisure pool (approx. 2,300 m^2 total area) To replace existing with modern facility with larger capacity (400 people approx.) as	No specific requirements for capacity/floor area	2,100m^2 total area with capacity for 400 people

[35] Rink finder - playicehockey.co.uk

[36] AFL Stakeholder Presentation – Leisure dated 24th September 2021

[37] Sport Aberdeen 'Beachfront Leisure Facility Concept Ideas', Dated 21st September 2021, from Alistair S Robertson

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[36]	Sport Aberdeen Leisure Facility Proposals[37]	Mott MacDonald Recommendation
		community facility and regional destination.		
	Rapids	Lazy river	Lazy river	Lazy River/Rapid
	N/A	Interactive water play area	Water playground area – tipping buckets, cannons, fountains etc	At least one age 2+ interactive water play area
	Wave pool	Wave machine & beach	Beach / gradual entry depth Wave machine	Wave Pool with graded entry point(s)
	Shallow pools	*No specific reference to shallow/learner pool*	Tank provision to enable swimming lessons–within main leisure pool	Learner pool provision to match existing lesson offering.
	Water slide and three flumes	500 m^2 rides area Mixture of flumes and rides, rapid run, etc. Multislide	Flumes to be interactive – lighting, touch points, music Multi flumes –indoor and outdoor Rapid runs–possibly also running externally	3-5 water slides, including a mix of flumes and inflatable 'toboggan' slides
	N/A	Double Flow rider indoor surfing (300m^2)	Flowrider [surfing]	One USP type attraction, e.g. Flowrider
	N/A	N/A	N/A	Food and beverage hatch with seating area
Health & Fitness	240 m^2 gym, 50 m^2 functional training rig/space and 70 m^2 studio	750 m^2, 125 station gym (based on 6 sq m per station) 120 m^2 training space 225 m^2 large studio (35 person) 180 m^2 medium studio (30 person) 60 m^2 spinning studio (20 person)	Fitness suite-125 station, zoned to appeal to different age groups Functional training rig/space 2 x studios; one of which should be 'immersion' Referral, consultation rooms –[GP referral, PT, etc] External 'boot camp' style space	100 station gym Associated stretching area 120 m^2 training space 2 multi-use studios with one installed with 'immersive' technology 225 m^2 large studio (35 person) 180 m^2 medium studio (30 person) 1 spin studio 60 m^2 spinning studio (20 person)
Spa Facility	130 m^2 suite comprising: Two saunas, Steam room, Showers, Relaxation area Changing area	700 m^2 spa facility including Four thermal cabins, ice feature, Hydrospa pool, Feature showers, Wet relaxation area with heated loungers, Dry relaxation area, Five/six treatment rooms with manicure/pedicure area, Small lounge with juice bar, Changing room, Reception area,	Separate entrance and 'exclusive' quality feel Independently operated from main facility and separately branded 6 x treatment rooms Sauna, steam, thermal rooms Relaxation/quiet room Plunge pool possibly open air with moveable roof Outdoor relaxation garden	As per AFL proposed design Integration of food and beverage offering to final spa design, supplied by café in lobby/reception. USP (e.g. outdoor plunge pool) to be included.

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[36]	Sport Aberdeen Leisure Facility Proposals[37]	Mott MacDonald Recommendation
		External relaxation terrace with view of the seafront		
Sports Court	1,150 m^2 eight-court sports hall	1 outdoor MUGA court	No sports courts retained Roof football pitches	No sports hall provision 1 outdoor MUGA/3G pitch
Sensory Centre	N/A	350 m^2 sensory centre, including: Creche Soft play Sensory rooms	Sensory zone Interactive games floor Bubble tubes UV lighting Heated waterbed Fibre optics and projectors Ball pool Wet room with hoists Hoists across whole room Soft play zone Musical steps Interactive tunnels Hopscotch floor panels Giant rolling tunnel Garden Zone Sensory plants Sounds-chimes Plant/veg growing Wheelchair seating area Quiet space	350 m^2 sensory centre, including: Creche Sensory Soft play Sensory rooms Final facility mix to be developed by specialist sensory centre consultant. Provision to have a joint function to accommodate sensory space for children and seniors
Play Park	N/A	Trampoline & play park, clip n climb, soft play Briefing room, WC's, café, kitchen, store, etc. Children's party rooms	Converted Sports Hall: Sub divide and or mezzanine Ninja TAG Active Soft play zone Climbing wall & bouldering [relocate existing TX offer] Interactive eGaming/ iPlay zone iFly –indoor sky diving Kids party room[s]	No Play Park provision
Other	Changing areas, Café, Reception, Management offices	Changing areas, Café, Reception, Management offices		Changing areas, Central hub featuring a café overlooking leisure pool with small soft play provision Reception, Management offices
Ice Arena	1,400 sqm (56 x 26m) ice pad with Skate Hire 1,100 spectator seats 120 sqm hospitality lounge	6600 sq m (60 x 30m) ice pad (min 60 x 26m hybrid) Skate Room & Café Skate hire Skate storage Café, kitchen, storage		One full-sized ice rink (60m x 30m) with Skate Hire 1,500 spectator seats with the potential of adding up to 500 seats for single events 75-person hospitality provision

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[36]	Sport Aberdeen Leisure Facility Proposals[37]	Mott MacDonald Recommendation
	Changing areas Café Reception Management offices Meeting room	hanging & WC's Changing rooms Team changing rooms Spectator Seating Hospitality suite Management Suite		Other essential functional facilities

2.3 Case for Change - Aberdeen Football Club Stadium

This section will review and examine the catchment area and viability of locating a stadium in the immediate vicinity of the Beachfront. The stadium would be located approximately 1.4 miles east of Aberdeen City. The figure below also shows the locations of the current stadium Pittodrie which is 1.5 miles north of the city.

Figure 18: Stadium Current and Proposed Sites

Source: Bing Maps

2.3.1 Existing Arrangements

2.3.1.1 Aberdeen FC and Pittodrie Stadium

Aberdeen Football Club (AFC) is a Scottish professional football club based in Aberdeen, Scotland. It competes in the Scottish Premiership and has never been relegated from the top division of the Scottish football league system since it was promoted in 1905.

AFC has won four Scottish league titles, seven Scottish Cups and six Scottish League Cups. It is also the only Scottish team to have won two European trophies, having won the European Cup Winners' Cup and the European Super Cup in 1983.

Formed in 1903 from the amalgamation of three clubs from Aberdeen, the Club rarely challenged for honours until the post war decade, when it won each of the major Scottish trophies under manager Dave Halliday. This level of success was surpassed in the 1980s, when, under the management of Sir Alex Ferguson, it won three league titles, four Scottish Cups and a Scottish League Cup, alongside the two European trophies. AFC was the last club outside the Old Firm (Glasgow Rangers and Glasgow Celtic) to win a league title, in 1984–85, and the last Scottish team to win a European trophy. The team has enjoyed less success since this golden era, though a 19-year wait for a major trophy was ended by winning the 2013–14 Scottish League Cup, followed up by multiple second-place finishes behind Celtic in the league during the 2010s.

AFC attracts support from the city and surrounding areas, as it has no geographically close rivals. Lacking a local competitor, Aberdeen has instead developed rivalries with more distant opponents such as Dundee United and Rangers.

AFC has played at Pittodrie Stadium since its inception. With a capacity of approximately 21,000 Pittodrie is the fourth largest stadium in the SPFL and the largest stadium in Scotland outside the Central Belt. Pittodrie has been the location of a number of firsts in the field of stadium design, including the invention of the dugout, and in 1978 became one of the first all-seater stadia in the United Kingdom[38]. AFC is the fifth-best supported team in Scotland in terms of season tickets and attendances

The most recent development of the stadium came in 1993 when the Beach End stand on the east side of the ground was demolished, with the new Richard Donald stand constructed in its place. The stadium has remained relatively unchanged since then, although some minor improvements, such as the introduction of an electronic stadium entry system for the 2006/07 season have been carried out.

In addition to its main duty of hosting home matches for AFC, it has been the venue for Scottish International matches and occasional rugby union matches. Pittodrie was used by Inverness Caledonian Thistle for its home matches during the early part of the 2004–05 season. This was required because Inverness Caledonian Thistle's own Caledonian Stadium did not meet the requirements for entry into the Scottish Premier League until improvements were carried out and its seating capacity was increased. In 2005 the stadium size criterion for entry to the SPL was reduced to 6,000, thereby allowing Inverness Caledonian Thistle to return to its home stadium partway during the season.

The stadium has also been used for concerts, with Rod Stewart playing there most recently. Away from the playing surface, the stadium hosts conferences and dinners, and includes a Club Shop facility.

The Club has invested in a new stadium scheme at Kingsford, attaining planning permission for the development in 2018. The Club hasn’t progressed this scheme.

In March 2020 the Club announced plans to reduce the operational capacity of Pittodrie to 15,500 in a bid to improve the atmosphere on match-days[39]. The plan was to close the upper tier of the Richard Donald Stand, while unallocated seating in the Merkland Stand, known as the Red Shed, will continue after a successful trial in the previous season. In shutting the top of the Richard Donald Stand, the aim was to have much more of a bowl atmosphere with enough room to cater for all supporters in every league game of the previous season, including away supporters.

2.3.1.2 Pittodrie Stadium Hospitality Offering

Pittodrie Stadium currently accommodates approximately 900 hospitality guests on matchdays, which equates to 4% of the stadium capacity. Available benchmarking data show that stadiums with above average revenue performance from their venues operate at a minimum of 5% with

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[38] "Profile". Aberdeen Football Club. Archived from the original on 11 August 2011

[39] Aberdeen: Pittodrie capacity to reduce as club target better atmosphere - BBC Sport

Wembley and Emirates Stadiums in London able to sustain 15%. The UK stadium hospitality percentage for stadiums is currently at 3% although this is trending upwards with recent stadium developments and upgrades.

These hospitality facilities are also available on non-matchdays as events spaces catering for weddings, private parties and conferences as detailed below:

Table 9: Pittodrie Stadium Current Event Space Provision

Location	Exhibition	Theatre	Classroom	Boardroom / U Shape	Cabaret	Dinner Dance	Dinner	Reception
Level 3	50	400	200	60	200	320	380	400
Executive boxes (12 available)	1 per box	12	2	N/A	6	N/A	8	12
Legends Lounge	20	100	30	20	70	100	120	140
Teddy Scott	20	100	40	20	70	100	120	140
The Boardroom	6	20	12	14	15	N/A	20	40
Sir Alex Ferguson	15	70	26	28	28	32	60	60
Gothenburg	10	40	20	20	20	N/A		50
Indoor Concourse	70	N/A	N/A	N/A	N/A	N/A	N/A	1000
Car Park	600 Spaces Available							

Source: Aberdeen FC | Homepage (afc.co.uk)

Table 10: Pittodrie Stadium Current Event Packages – Non Match Day

Package	Cost	Inclusions
Day Delegate Rate	£32pp	– Exclusive use of one main event suite and break-out/catering space – Freshly brewed Fairtrade coffee, Scottish blend tea, fresh fruit juice & freshly baked mini-Danish selection – Mid-morning tea break with Scottish biscuit selection Seasonal hot fork buffet lunch – Fresh seasonal fruit bowl and soft drink selection Afternoon tea, coffee and treats – Projector & screen – Flipchart, pad and pens – WIFI – Parking
Private Parties/A Party for Legends Package for 100 guests	£995	– Private Room Hire until 1am – Evening Buffet of Stovies & Macaroni Cheese – DJ & Dancefloor – Private Bar – Parking
Weddings	N/A	– Packages are offered with a variety of bespoke services

Source: Aberdeen FC | Homepage (afc.co.uk)

2.3.1.3 Match Day Offering

The current venue is accessed via various methods of transport outlined below.

Parking

Parking in the stadium car park is reserved for pass holders, with a limited number of spaces available on a first come, first served basis for disabled badge holders.

There is a limited amount of free car parking available in streets around the stadium but there are restrictions put in place on match days. Pittodrie Street adjacent to the stadium is also restricted at a defined time close to kick off.

Park and Ride Service

The football club offers Park and Ride services for every home match played at Pittodrie Stadium (SPFL, Cup and Friendly games) from three sites in the city – Bridge of Don, Souterhead Road and Kingswells.

Public Transport

It is possible to walk to Pittodrie Stadium from the train station situated in the city centre. The walk is approximately 20 minutes. Bus numbers 13 (towards Seaton), 1 (towards Danestone), 2 (towards Ashwood), or X40 (towards Dubford) service the route to the Stadium from Union Street in the City Centre.

2.3.2 Supply

There are no existing sporting grounds within Aberdeen that could provide space to cater for a redevelopment to reach the required capacity. Four sites were identified within Aberdeen but on assessment of these locations, space is at a premium with factors such as location, surrounding land use, and existing use key factors in determining that these locations are not suitable. Based on this assessment it is evident that a new stadium development on a green field space is the most viable option.

The closest stadiums of similar size to Pittodrie are located in Dundee, Perth, and Inverness, all of which are a significant distance from Aberdeen. It should also be noted that these stadiums are occupied by Scottish Premiership teams and traditionally football stadiums are not shared between teams. Football clubs prefer to have a home ground that is at the heart of their city and is a home base for their supporters. As a result, these locations would not be considered as an option.

Table 11: Existing facilities within Aberdeen and within a 100-mile radius.

Facility	Location	Capacity	Distance from Aberdeen	Usage
Caledonian Stadium	Inverness	7,512	103 Miles	Football and Concerts
Tannadice Park	Dundee	14,223	66.2 Miles	Football
Dens Park	Dundee	11,775	66.6 Miles	Football
McDiarmid Park	Perth	10,696	92.1 Miles	Football, Rugby and Concerts
Balmoral Stadium	Aberdeen	2,602	4.6 Miles	Football
Spain Park	Aberdeen	2,000	2.9 Miles	Football
Aberdeen Sports Village	Aberdeen	500	0.3 Miles	Athletics
Hillhead Centre	Aberdeen	300	1.6 Miles	Football

2.3.3 Demand

This section seeks to establish a level of confidence in the required capacity for the new stadium, which Aberdeen Football Club is currently stating should be 16,000 with 1,500 hospitality seats.

The key analysis factors that we require to assess the capacity of a new football stadium are:

- Existing Average Attendance
- New Stadium Effect
- Local population and supporter base ratios
- Hospitality provision benchmarks.

2.3.3.1 Existing Average Attendance

The figure below illustrates the average attendances for Aberdeen Football Club for the period from 2016 to 2022. The average attendance in this period was 13,825 with maximum attendances against Rangers and Celtic of 19,332 and 20,528 respectively.

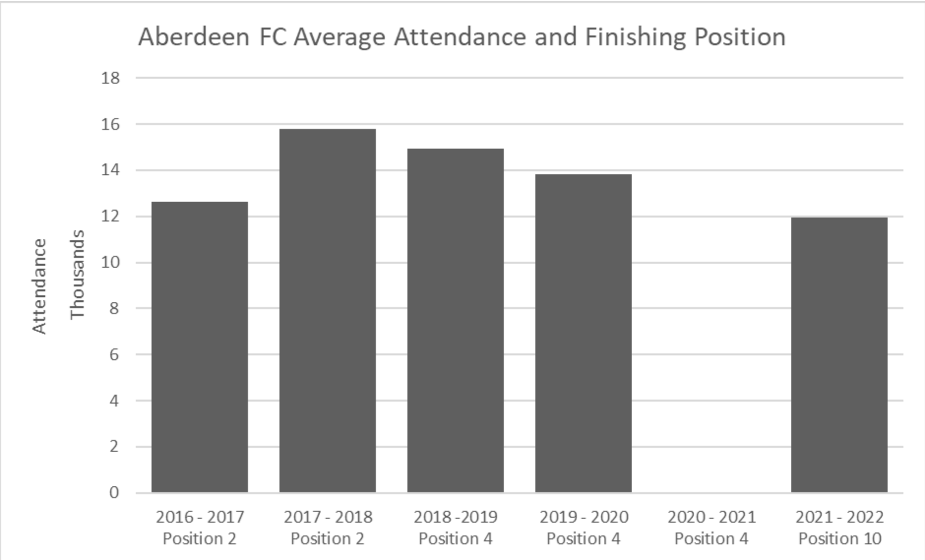

Figure 19: Aberdeen Average Attendance and Finishing position 2016 – 2022

Source (data): https://www.footballwebpages.co.uk/

** Note no attendance recorded for 2020 – 2021 Season due to COVID-19

To assess demand a series of research was undertaken and the tables below represent the findings.

That figure below provides context against all Clubs that have played in the Scottish Premiership between 2016 and 2022.

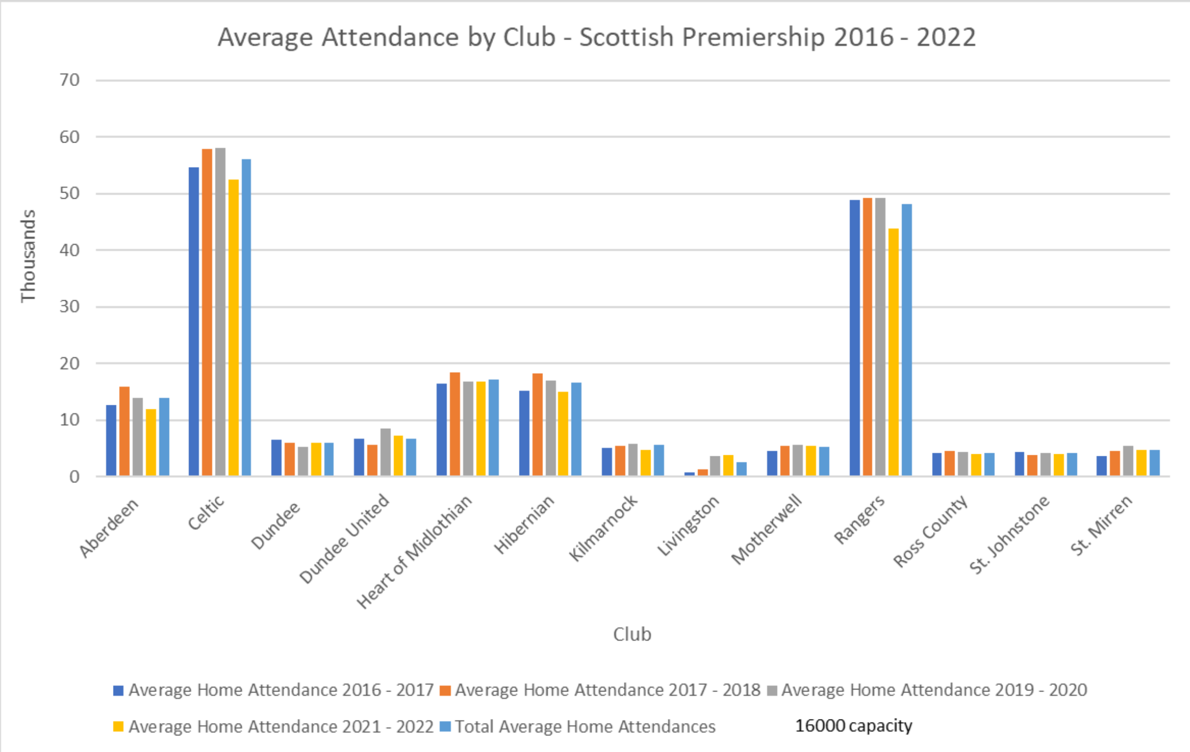

Figure 20: Average Home Attendance by Club - Scottish Premiership 2016 - 2022

Source (data): https://www.footballwebpages.co.uk/scottish-premiership/attendances

** Note no attendance recorded for 2020 – 2021 Season due to COVID-19

* Championship attendance data included for Dundee United, Dundee, Hibernian, Livingston, Ross Country and St Mirren

2.3.3.2 New Stadium Effect

The effect of a new stadium on attendance has been explored to provide an indication on the expected impact a new stadium for Aberdeen FC may have.

There is evidence to suggest that in most cases a new stadium results in an increase in attendance, the “New Stadium Effect”. However, this effect may be emphasised by increased marketing, changes to the type of location (for example a move from outer city to inner city), and club promotions.

Based on a data set[40] of clubs with new stadiums opened in the past 20 years, those that remained in the same league in the year prior to moving to a new stadium saw an average increase in attendance of 45% in the first operational year.

In comparison, those that were relegated or promoted the year prior to moving stadium had an average increase in attendance of 25% and 66% respectively.

On average, all clubs retained the increase in average attendance since moving to a new stadium, with this only not being in the case in those clubs that experienced significant relegation (such as Coventry City FC and Rotherham United FC).

[40] Source: http://www.european-football-statistics.co.uk/england.htm

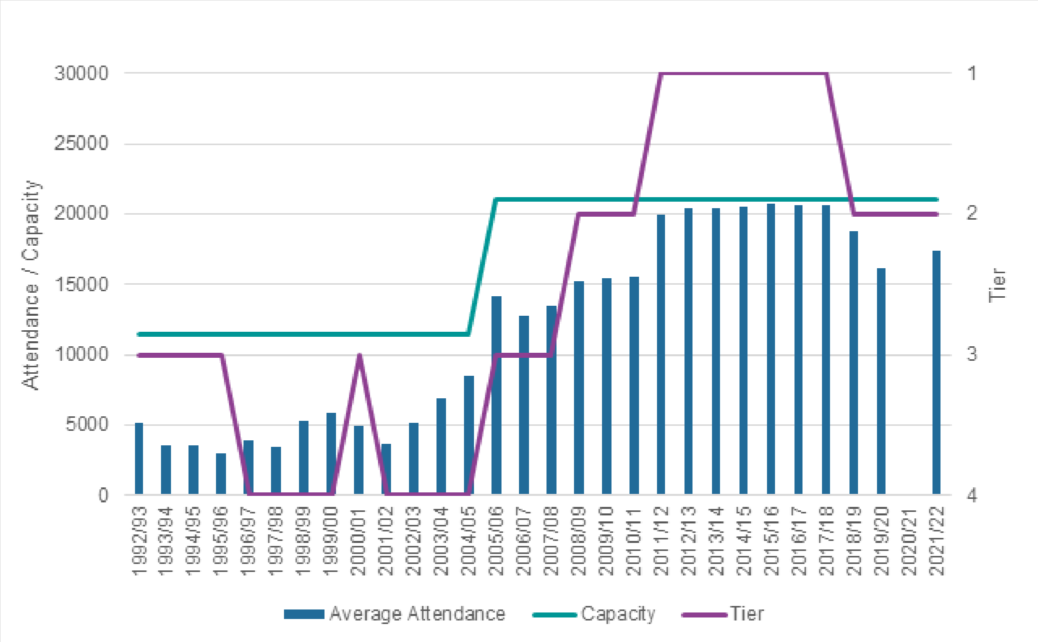

Figure 21: Swansea City

Swansea City experienced an increase in average attendance of 67% in the first year of the new Liberty Stadium opening, in comparison to the year prior. Within this period, Swansea City was also promoted from Third to Second Division, which may have contributed to the significant increase in attendance.

In comparison, during its time at Vetch Field, Swansea City was promoted to the Second Division in 2000. During this season, average attendance was circa 4,900. In comparison to the 2005 season, where it was promoted to the Second Division when the new stadium opened, the average attendance was 14,100. Swansea City has retained this increase in average attendances, which will be partly influenced by promotions since the opening of the new stadium.

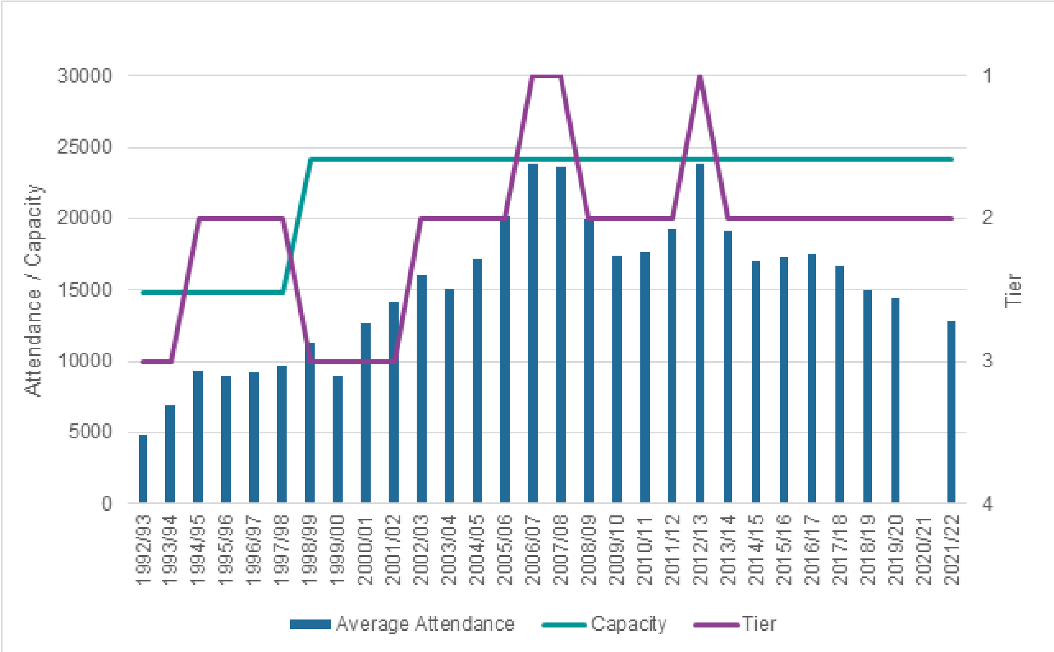

Figure 22: Reading FC

Reading FC experienced a 16% increase in average attendance during the year of the opening of the new stadium in 1998, compared to the year prior. Interestingly, this coincided with the team being relegated to the Second Division at the end of the 1997-98 season. Overall, in the four years following the opening of the new stadium (1998/99 to 2001/02), average attendance experienced a 27% increase in comparison to the four-year period prior to the opening of the new stadium (1994/95 to 1997/98). The increase in attendance has been sustained since the opening of the new stadium, with further increases seen during the periods of promotion to the Premier League.

It is likely that Aberdeen FC will remain in the Scottish Premiership and therefore can expect somewhere between the effects that Swansea City (promotion coincided with new stadium opening) and Reading FC (relegation coincided with new stadium opening) experienced.

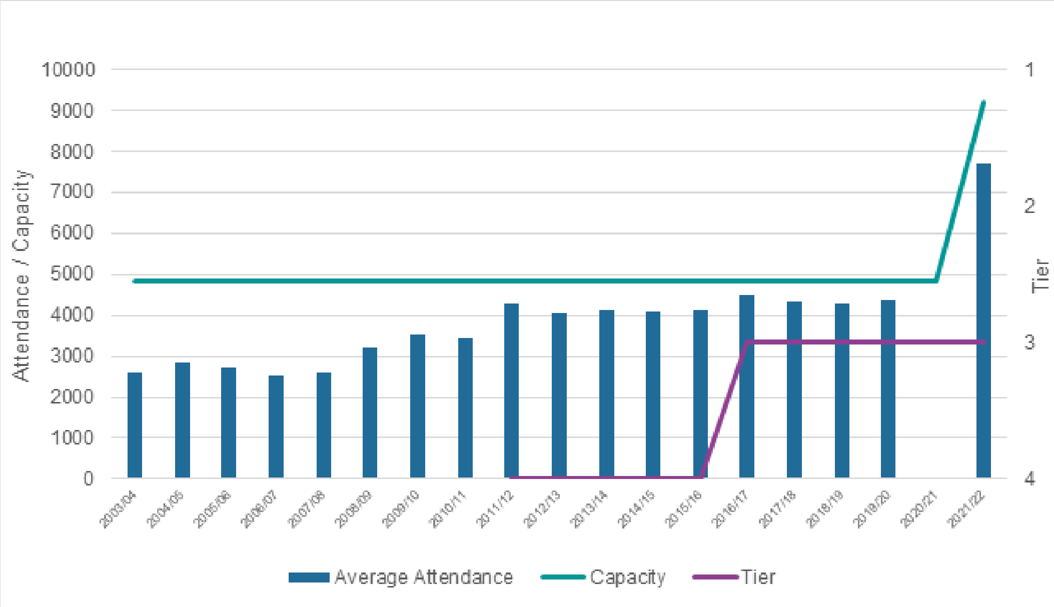

Figure 23: AFC Wimbledon

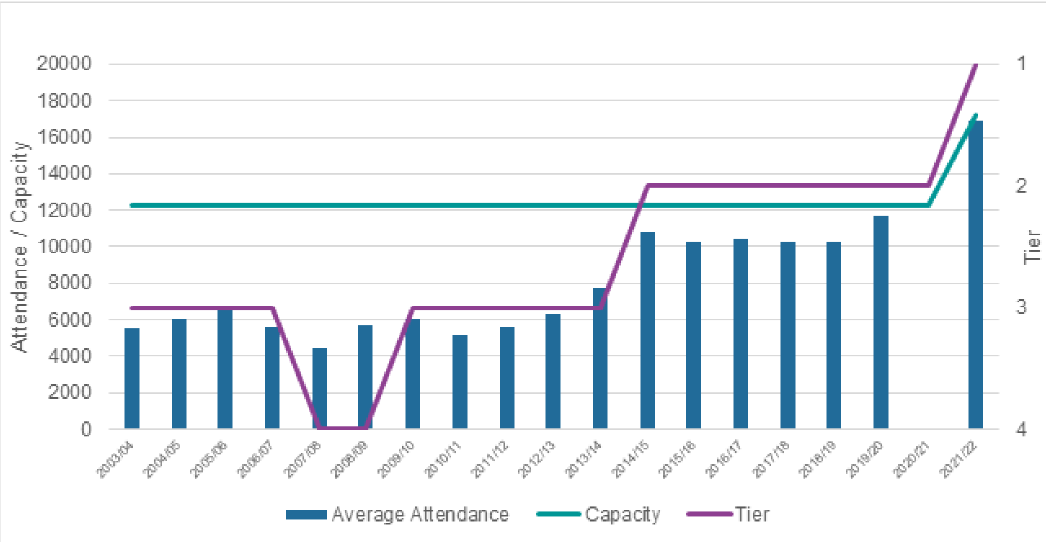

Figure 24: Brentford FC

More recently, Brentford FC and AFC Wimbledon both opened new stadiums in 2021. AFC Wimbledon remained in League One during this time and experienced a 75% increase in average attendance. Brentford FC was promoted in the season prior to moving and experienced a 45% increase in average attendance.

2.3.3.3 Ratio of Stadium Capacity to Local Population

The ratio of stadium capacities of Clubs currently competing in the Scottish Premier League to population as defined by NUTS3 has been presented below in the following table.

Table 12: Stadium Capacities v Population

Club	Stadium	Location	Capacity	Population	Percentage
Aberdeen	Pittodrie Stadium	Aberdeen	20,866	229,060	9.11%
Celtic	Celtic Park	Glasgow	60,411	635,640	9.50%
Dundee United	Tannadice Park	Dundee	14,223	148,820	9.56%
Heart of Midlothian	Tynecastle Park	Edinburgh	20,099	527,620	3.81%
Hibernian	Easter Road Stadium	Edinburgh	20,421	527,620	3.87%
Kilmarnock	Rugby Park	Kilmarnock	17,889	121,600	14.71%
Livingston	Tony Macaroni Arena	Livingston	9,713	183,820	5.28%
Motherwell	Fir Park Stadium	Motherwell	13,677	341,140	4.01%
Rangers	Ibrox Stadium	Glasgow	50,817	635,640	7.99%
Ross County	Global Energy Stadium	Dingwall	6,541	235,430	2.78%
St. Johnstone	McDiarmid Park	Perth	10,696	151,910	7.04%
St. Mirren	SMISA Stadium	Renfrewshire	7,937	179,390	4.42%
		AVG	**21,108**		**6.84%**
Aberdeen	**Beachfront**	**Aberdeen**	**16,000**	**229,060**	**6.99%**

Source: 2020 Data from Office for National Statistics https://www.ons.gov.uk/, Scottish Professional Football League SPFL | Official Site of Scottish Professional Football League

The average percentage across 12 current Scottish Premier League stadiums was 6.84%. The range varied across the clubs from 2.78% to 14.71%. The higher percentages correlate to the large conurbations and to the most successful Clubs, Glasgow's Rangers and Celtic.

The average across all venues across Scotland is 6.84% and this would be in line with the percentage for the new Beachside stadium, which when calculated on a capacity of 16,000 would be 6.99%.

2.3.3.4 Stadium Locations and 60 Minute Catchments

The ratio of stadium capacity to 60-minute drive catchment populations for the Clubs currently competing in the Scottish Premiership has been presented below.

Table 13: Stadium Capacities v Catchment Populations

Club	Stadium	Location	Catchment	Capacity	Ratio
Aberdeen	Pittodrie Stadium	Aberdeen	382,533	22,000	5.75%
Celtic	Celtic Park	Glasgow	2,852,583	60,411	2.12%
Dundee United	Tannadice Park	Dundee	546,047	14,223	2.60%
Heart of Midlothian	Tynecastle Park	Edinburgh	2,186,706	20,099	0.92%
Hibernian	Easter Road Stadium	Edinburgh	1,057,043	20,421	1.93%
Kilmarnock	Rugby Park	Kilmarnock	2,120,826	17,889	0.84%
Livingston	Tony Macaroni Arena	Livingston	2,955,402	9,713	0.33%
Motherwell	Fir Park Stadium	Motherwell	2,772,605	13,677	0.49%
Rangers	Ibrox Stadium	Glasgow	2,821,070	50,817	1.80%
Ross County	Global Energy Stadium	Dingwall	144,008	6,541	4.54%
St. Johnstone	McDiarmid Park	Perth	990,206	10,696	1.08%
St. Mirren	SMISA Stadium	Renfrewshire	2,617,632	7,937	0.30%
Aberdeen	**Beachfront**	**Aberdeen**	**382,533**	**16,000**	**4.18%**

Source: Mott MacDonald Analysis

The analysis of local catchment to stadium is misleading based on Clubs as some share the same local conurbation and hence there is under representation of the number of stadium seats per person in the catchment. It is therefore important to aggregate the Clubs and their capacities against their average catchment areas as illustrated below:

Table 14: Aggregated Clubs Capacities v Catchment Population

Conurbation	Average Catchment	Total Capacity	Ratio
Aberdeen	382,533	22,000	5.75%
Glasgow	2,765,973	132,842	4.80%
Inverness	144,008	6,541	4.54%
Dundee	546,047	14,223	2.60%
Edinburgh	2,066,384	50,233	2.43%
Perth	990,206	10,696	1.08%
Aberdeen Beachfront	**382,533**	**16,000**	**4.18%**

Source: Mott MacDonald Analysis

The analysis shows that based on the population catchment Aberdeen has an overprovision of seats per capita currently based on the sample of Scottish Premier League Clubs. The proposed capacity of 16,000 represents a ratio that matches conurbation and relative success of the Club.

2.3.3.5 Hospitality Analysis

The trend in new build and refurbished stadiums in the UK is to increase the proportion of hospitality provision to drive up revenues. Historically, these provisions have represented a relatively low proportion of the stadium capacity between 2-3%. Wembley Stadium and Emirates set the new benchmark in the mid to late 2000's with a 15% hospitality offering to capacity ratio with significant improvements in matchday revenues that reflected the local market opportunity. More recently, Tottenham's new stadium opened with a 13% hospitality ratio. Pittodrie currently has a 4% and the proposal for the Beachfront stadium is 1,500 hospitality seats and a total capacity of 16,000. This represents a 9% hospitality ratio, which appears aggressive, but is worth investigating given the local demographic and specifically the local corporate market. This will require detailed market testing to justify the percentage but should be pursued for the benefit of the Club and the development as the Gross Disposable Household Income (GDHI) for the catchment is above the UK and Scottish levels as illustrated below.

Table 15: Population v GDHI per Head

Country, Region, County	Population	GDHI per head (£)
UK	66,040,229	19,514
London	8,825,001	27,825
Scotland	5,424,800	18,099
Aberdeen City and Aberdeenshire	**490,000**	**20,547**

Source: 2020 Data from Office for National Statistics https://www.ons.gov.uk/

2.3.3.6 Precedent Studies – New Venue Builds and Upgrades

A number of venues have been reviewed in order to compare their history, capacities, attendances, operating models, tenant opportunities, community involvement, commercial opportunities and hospitality offerings. These venues were chosen as they have one of the following characteristics: similar capacities, are a new stadium build or have upgraded their existing stadium. A full table of the venue comparisons is available in Appendix F and a summary of consistent findings across this analysis is outlined below. Many stadiums share their facilities with other teams including rugby clubs, female, and junior football clubs.

Considering this, a new stadium may offer some opportunities to offer access to female and junior clubs in the region to further enhance community benefits and encourage visitation to the stadium.

It was also observed there was a large focus on community involvement and tenancy opportunities for local sports clubs, health clubs and community organisations. The development of a new stadium could provide a state-of-the-art hub for these community groups to thrive in and become a part of the wider development.

There is a mix of management approaches in the comparisons, but the majority of stadiums did have the football club as the operator, with others having stadium managers; it is recommended that this is carefully considered as part of the project. Coventry is a good example of how to avoid conflict and over-scoping stadium capacity and requirements.

In all comparisons, state-of-the-art hospitality spaces and packages were a significant part of the stadium and its operation. Many are already sold out for the upcoming season.

The ability of venues to also be active 365 days a year was also a big consideration across the compared venues with flexible function spaces and varied offerings something that is critical for these stadiums. A new stadium would allow this to be designed, considered, and tailored to Aberdeen's needs and businesses it would like to attract. It would also allow new initiatives to be investigated and be built into the design.

A comparison of old and new stadium attendance shows an upward trend for new stadiums. Although the impact of patrons returning post COVID-19 should also be considered.

It was clear it is important to consider car parking and required space in a new development to maximise the new stadium effect and ensure easy access to the stadium.

Naming rights are an important factor, pairing with the right sponsor and a long-term deal is a common approach.

2.3.4 Conclusions and Recommendations

Based on the analysis completed, a new football stadium would be the focal point for the redevelopment of facilities in efforts to deliver a world-class community sports complex, revitalising the whole beach area.

Being at the heart of the community came out on top when fans were asked to consider their priorities for the stadium’s location, design, and build. This was followed by atmosphere and affordability as top priorities with proximity to public transport, iconic design and environmental sustainability being factors but with less importance to supporters. Based on the community stadium comparisons investigated and from reviewing the research that has been completed, there is significant demand for a high-quality sustainable facility that the city can be proud of. A new facility that the Aberdeen Football Club can make its own and provide a high level of service for its patrons. A stadium that caters for the average attendance and is cost effective to operate. A facility that will attract business to the city, form part of the master plan and provide flexible offerings in terms of packages, function spaces. A facility that can operate 365 days a year by providing flexibility in what it can offer in terms of space, services, and initiatives.

This level should achieve a regularly sold-out stadium ensuring scarcity of tickets, driving yield, and enhancing the atmosphere (c.f. Juventus which moved to a smaller stadium, but increased average attendance and sell-outs), in turn delivering an improved return on the stadium investment (each extra seat is more expensive to build than the previous one but can be sold for less). Excluding the larger matches, average attendance is c.13k and so a 16,000 capacity would be a 25% increase, providing a balance between increased demand from improved facilities and ensuring close to sell out across most matches.

Consideration should be given to future proofing capacity by leaving space for relatively easy increases to 18k or even 20k in the future if required.

2.4 Case for Change - Beach Ballroom

The following sections define the strategic components that evidence the case for change for the renewal of the Beach Ballroom facilities. They focus independently on the Beach Ballroom as a facility for arts and cultural events, and as a facility for meetings, incentives, conferences, and exhibitions (MICE).

2.4.1 Arts/Cultural Attendance

2.4.1.1 Existing Arrangements

The Beach Ballroom was built in 1929 and is a unique art deco, Category B listed building under the ownership and management of Aberdeen City Council. The key services at the venue remain event management, technical support, food production / service, bar service, and civic catering services. Sales are derived from three main sources: external events (entertainment, corporate, weddings, funerals), internal Council events and Civic events.

In general, sales are generated from ticketed events promoted by the service, around 4,500 in 2018 / 2019 as the last full year prior to the COVID-19 pandemic, catering / bar and venue hire.

For ticketed events attracting the biggest footfall, for example, concerts, they are promoted by other providers, and the benefit to the venue is hire / bar takings. 34% of sales comes from licensed sales, 44% from food and catering activity, including at the Townhouse, and 22% from venue hire. There are 11 full time, 6 part time, and approximately 70 casual staff.

At the Council's Budget Meeting in 2019, the Chief Officer of City Growth was instructed to explore options for changing the delivery model for services provided by the Beach Ballroom, providing all staff would be protected through a TUPE transfer and / or secondment where applicable. Officers subsequently explored the options in more detail looking at the various options that met the overall objectives for the Beach Ballroom which are again expected to flow into this Outline Business Case.

The objectives highlighted related to ensuring that the Beach Ballroom continued to operate and provide an iconic venue for the city, ensuring that the venue is financially sustainable in the long term in the context of change' to the Council's revenue budget, ensuring that the work reflects the Council's Target Operating Model aims of reducing cost and increasing efficiencies, and ensuring that the wellbeing of all permanent staff is maintained.

Since 2013 / 2014, the Council has invested £1.3 million on capital works of the building. However, Building Condition Surveys have suggested that major refurbishment of the Star Ballroom roof may be necessary, and indicative estimates suggest at least £2 million of works. In 2019, it was decided to keep the operation of the iconic Beach Ballroom in-house and invest.

2.4.1.2 Summary Income Performance

This part of the Outline Business Case is intended to focus on the known element of financial performance of the Beach Ballroom, given expenditure figures have not been received at this stage of the project. The most appropriate figures to understand are from 2018 / 2019 and earlier given the impact of COVID-19 in the recent years on income potential.

Below sets out the combined income of the Beach Ballroom from 2010 – 2020.

Table 16: Combined Income Beach Ballroom

Year	Income
2010 / 11	£781,005
2011 / 12	£802,055
2012 / 13	£864,806
2013 / 14	£968,662
2014 / 15	£1,281,045
2015 / 16	£1,262,916
2016 / 17	£1,294,217
2017 / 18	£1,306,109
2018 / 19	£1,199,051
2019 / 20	£1,163,712

Source: Aberdeen City Council, Summary Financial Performance (2022)

2.4.1.3 Business Needs

A refurbished Beach Ballroom could be a focal point for the Beachfront Masterplan. It would be pertinent to capitalise on the attraction of the historic element of the building, whilst addressing the enhancements to the building that would make the building more attractive to the arts and wider events industry from a practical perspective. The Beach Ballroom's current offering with regard to production and commercial spaces requires improvement, and could be remedied with consideration to the following aspects:

- Widened exit widths, and therefore better emergency egress, to increase safe floor and balcony capacities. This would also permit more flexible staging configurations/events.
- Addition of a lowerable production grid, attached to a renovated roof, to improve ease of movement from an operational perspective.
- Revealing the dome structure of the roof to allow for a more premium experience and the subsequent installation of acoustic treatment to mitigate the acoustic shortfalls of the dome structure.

Benchmarking similar venues demonstrated below such as Spanish City in Whitley Bay, the De La Warr Pavillion in Bexhill, and Camden Roundhouse, shows huge potential for more types of events and growth in core indoor entertainment, music, comedy, family shows, sport (MMA, boxing) and similar shows potential in the MICE (meetings, Incentives, Conferences and Events) market.

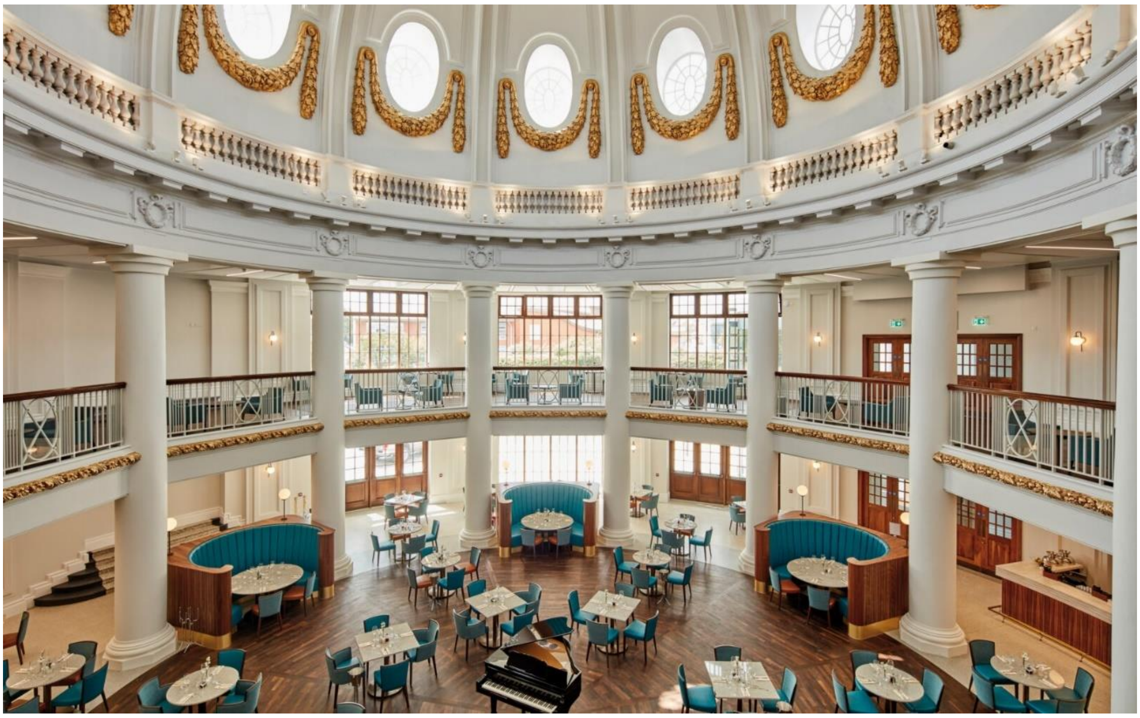

Figure 25: Spanish City, Whitley Bay

Source: ADP

Figure 26: De La Warr Pavilion, Bexhill on Sea

Source: John McAslan + Partners

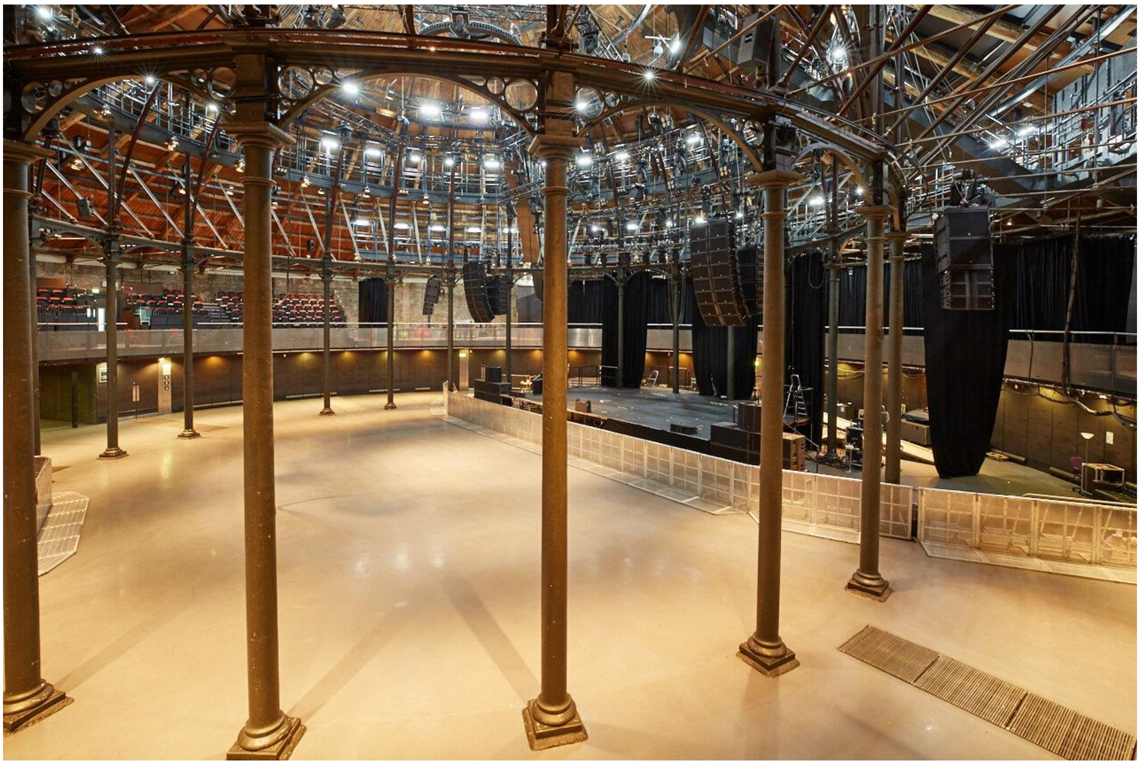

Figure 27: Camden Roundhouse, London

Source: Roundhouse

It is important to consider the restrictions of displacement of content from The Events Complex Aberdeen (TECA) on the potential enhancement of programming of the Beach Ballroom. The Beach Ballroom is a different scale to TECA and hence provides opportunity to demonstrate a different market share. This can be further investigated with the consideration of an operational model across the city that considers all venues working together to provide a complimentary, rather than competitive, venue ecosystem.

2.4.1.4 Product Based Demand – Beach Ballroom Arts Calendar

For the Beach Ballroom project, it is important to consider the product-based demand for, and likely response. Product based demand for a venue such as the Beach Ballroom is determined through the interaction of three key considerations outlined in further detail below.

- Product: The Beach Ballroom requires ‘product’, i.e., a programme of events to fill its calendar. As a rule, the more commercially viable product that the Ballroom can secure, the more successful it will be (subject to the quality and appeal).
- Catchment: The Beach Ballroom has a strong population catchment to maximise its ticket sales attendance. This is both in terms of the number of people that can access the venue within an acceptable travel time and the strong propensity for people both in Aberdeen and beyond to attend and pay for events / tickets at the Beach Ballroom.
- Competition: For the Beach Ballroom this applies to both the catchment and the product. As an example of product competition – there are a finite number of tours that would route through Scotland and come to the North East. The venue, the artists / groups choose to play is heavily dependent on the promoter and view to maximise ticket sales. The Beach Ballroom currently competes with other Aberdeen venues for audiences and venue usage. The competition includes the Lemon Tree, His Majesty’s Theatre and several venues that are outside of the Aberdeen catchment.

2.4.1.5 Market Trends in Comparator Venues

UK Theatre collected sales data from 2013 to 2016 for circa 30 presenting venues of a capacity of up to 1,000. This data set is most relevant to analyse and draw insight from given the lack of evidence in the last few years due to the near shutdown of the COVID-19 pandemic.

The headlines for the 2013 to 2016 period were that presenting venues of a similar nature reported growth in audiences and income in 2014 and 2015, but 2016 proved a far more challenging year due to a big drop in the number of performances, the average ticket price rose by 9% and poor performance in 2016 was down to falls of around 100,000 in ticket sales reported for both plays and pantomime across the venues.

Table 17: Principally Presenting Venues Capacity Up to 1,000 Sales Data

Year	Number of Productions	Number of Performances	Total Tickets Sold	Total Box Office Income	% Age Capacity Achieved	% Age Cash Value Achieved
2013	1,226	6,762	2,604,312	£48,770,471	53%	52%
2014	1,380	7,286	2,795,770	£53,658,386	53%	52%
2015	1,398	7,621	2,966,403	£58,550,007	54%	53%
2016	1,322	6,450	2,715,858	£55,335,631	56%	56%
Change 2013 – 2016	**+96**	**-312**	**+111,545**	**+£6,565,159**	**+3.38%**	**+3.54%**
Change 2015 - 2016	**-76**	**-1,171**	**-250,545**	**-£3,214,377**	**-0.92%**	**+2.41%**

Source: UK Theatre, Presenting Venues Benchmarking Sales Report

2.4.1.6 Population of the Catchment

The local demographic information has been sourced as part of an Audience Agency report into the 30-minute drive time catchment for the Beach Ballroom. This is particularly relevant having investigated where the venue is currently drawing audiences from.

The total adult population (15+) of the 30-minute drive time catchment from the Beach Ballroom is 247,687, and the population of the base area of Scotland is 4,731,025. Figure 28 shows the full extent of the Beach Ballroom catchment.

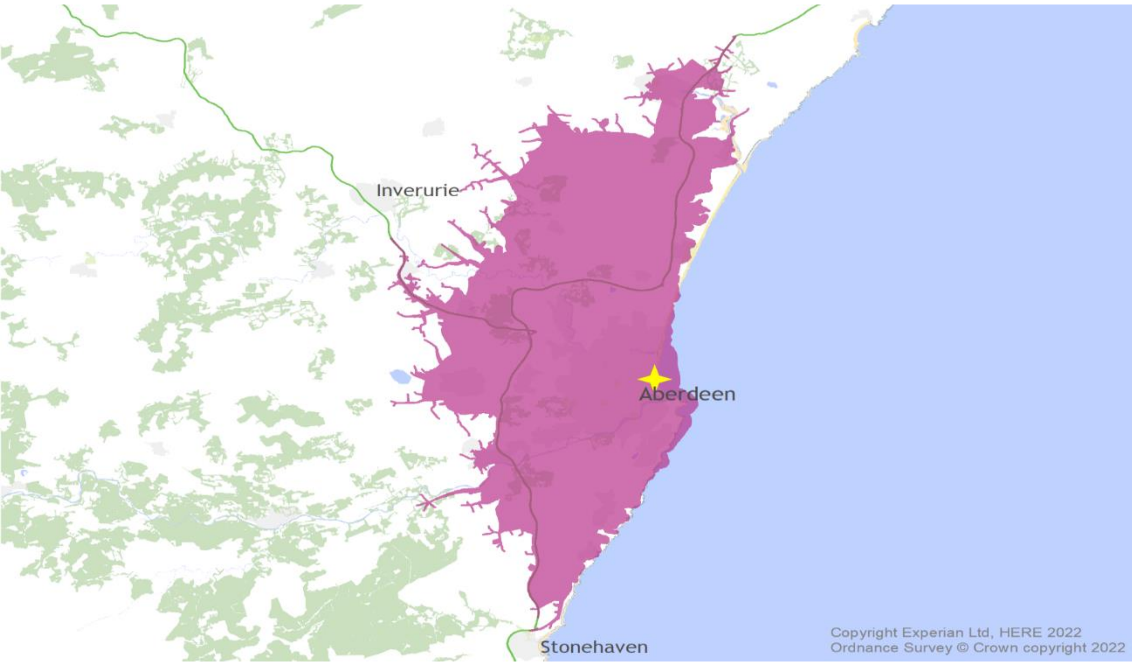

Figure 28: Map showing 30-minute drive time from Beach Ballroom

Source: Audience Agency, Engagement Area Profile Report (AB24 5NR, 2022)

2.4.1.7 Demographic Profile

The following demographics describe all usual residents within the catchment. This was outlined in the Audience Agency's Engagement Area Profile Report which contained data about the population within the target for the Beach Ballroom.

- Age profile: the dominant adult age group is 20 – 24.
- Ethnic origin: 93% of the catchment identify as White, followed by Black / African / Caribbean / Black British (2%) and Asian / Asian British (1%).
- Health: 87% are not limited in their day-to-day activities by ill health or disability.
- Family structure: 39% of all families in households have dependent children.
- Social grade: (Based on households, with at least one 16 – 64-year-old) A / B / C1 households make up 59% of all households in the catchment, compared with 50% of households in the base area of Scotland.
- Employment: 87% of those who are economically active are in full / part time work or self-employed, compared to 88% of the base population. Of those who are economically inactive, 42% are retired compared with 48% of the base population.
- Education: 33% of those aged 16+ have achieved Level 4 qualification and above (e.g., Higher Education / Higher diploma) compared with 26% of the base population.

2.4.1.8 Economic Activity

In terms of employment, 159,575 of 247,687 adults (65%) in the Beach Ballroom catchment are economically active with the majority being in full time employment. The catchment has a relatively large student population, approximately 65% larger than the benchmarks for the base population of Scotland. This supports a more diverse range of programming and potential to investigate lower cost ticket categories as appropriate.

Of the 54,969 that are economically inactive 23,214 are retired which is lower than the population for Scotland. The local catchment over indexes the national average for people in full-time employment, with most jobs coming in professional occupations.

2.4.1.9 Mosaic Profiles of the Beach Ballroom

As part of the Audience Agency's Engagement Area Profile Report, there are 16 mosaic profiles that have been identified based on an analysis of the Scottish population.

The Rental Hubs, Domestic Success, and Prestige Positions Profiles stand out in the catchment, 42% of adults in the target area belong to one of these three groups compared with 27% of adults in the base population of Scotland. With the mosaic profiles and cultural engagement to come further in this Strategic Case supporting targeted investment into the Beach Ballroom based on an anticipated programme of events.

Mosaic group	30 minute drive time from AB24 5NR		Scotland		Index
	Count	%	Count	%	
A City Prosperity	8,402	3%	87,400	2%	184
B Prestige Positions	24,058	10%	354,511	7%	130
C Country Living	14,979	6%	371,954	8%	77
D Rural Reality	18,434	7%	708,434	15%	50
E Senior Security	10,604	4%	193,993	4%	104
F Suburban Stability	7,560	3%	192,252	4%	75
G Domestic Success	25,809	10%	406,237	9%	121
H Aspiring Homemakers	18,035	7%	301,185	6%	114
I Family Basics	9,553	4%	227,891	5%	80
J Transient Renters	2,638	1%	99,220	2%	51
K Municipal Tenants	19,544	8%	538,425	11%	69
L Vintage Value	12,480	5%	346,065	7%	69
M Modest Traditions	14,171	6%	327,724	7%	83
N Urban Cohesion	6,210	3%	81,116	2%	146
O Rental Hubs	55,210	22%	494,618	10%	213
U Unclassified	*0*		*0*		
Adults 15+ estimate 2020	247,687		4,731,025		

Base totals and percentages do not include unclassified postcodes.

Figure 29: Mosaic Groups 30-minute drive time from Beach Ballroom

Source: Audience Agency, Engagement Area Profile Report (AB24 5NR, 2022)

The three main mosaic groups in the target area are defined as the following by the Audience Agency:

1. **O - Rental Hubs** - Educated young people privately renting in urban neighbourhoods (7% of UK households).

   Rental Hubs contains predominantly young, single people in their 20s and 30s who live in urban locations and rent their homes from private landlords while in the early stages of their careers or pursuing studies.

   – **O61: Career Builders** - Motivated singles and couples in their 20s and 30s progressing in their field of work from commutable properties.
   – **O62: Central Pulse** - Entertainment-seeking youngsters renting city centre flats in vibrant locations close to jobs and night life.
   – **O63: Flexible Workforce** - Self-starting young renters ready to move to follow worthwhile incomes from service sector jobs.

- **O64: Bus-Route Renters** - Singles renting affordable private flats away from central amenities and often on main roads.
- **O65: Learners & Earners** - Inhabitants of the university fringe where students and older residents mix in cosmopolitan locations.
- **O66: Student Scene** - Students living in high density accommodation close to universities and educational centres.

2. **G - Domestic Success** - Thriving families who are busy bringing up children and following careers (7% of UK households).

   Domestic Success are high-earning families who live affluent lifestyles in upmarket homes situated in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers in higher managerial and professional roles.

   - **G26: Cafés and Catchments** - Affluent families with growing children living in upmarket housing in city environs.
   - **G27: Thriving Independence** - Well-qualified older singles with incomes from successful professional careers in good quality housing.
   - **G28: Modern Parents** - Busy couples in modern detached homes juggling the demands of school-age children and careers.
   - **G29: Mid-Career Convention** - Professional families with children in traditional mid-range suburbs where neighbours are often older.

3. **B - Prestige Positions** - Established families in large, detached homes living upmarket lifestyles (7% of UK households)

   Prestige Positions are affluent married couples whose successful careers have afforded them financial security and a spacious home in a prestigious and established residential area. While some are mature empty-nesters or elderly retired couples, others are still supporting their teenage or older children.

   - **B05: Premium Fortunes** - Influential families with substantial income established in distinctive, expansive homes in wealthy enclaves.
   - **B06: Diamond Days** - Retired residents in sizeable homes whose finances are secured by significant assets and generous pensions.
   - **B07: Alpha Families** - High-achieving families living fast-track lives, advancing careers, finances and their school-age kids' development.
   - **B08: Bank of Mum and Dad** - Well-off families in upmarket suburban homes where grown-up children benefit from continued financial support.
   - **B09: Empty-Nest Adventure** - Mature couples in comfortable detached houses who have the means to enjoy their empty-nest status.

2.4.1.10 Cultural Engagement for the Beach Ballroom

An Audience Agency Engagement Area Profile Report contains data on the resident population to aid the understanding of the UK arts and cultural events market.

The Audience Agency surveys provide insights into the demographics and cultural engagement of a specific area's population, using information derived from Experian population data, BMRB International's Target Group Index Survey and the Census.

The Engagement Area Profile Report for a 30-minute drive time catchment of the Beach Ballroom has been undertaken to illustrate the potential scale of the target audience and propensity to purchase tickets in Aberdeen compared to the base population of Scotland. Given where the Beach Ballroom is currently drawing audience and the presence of competitors (to follow), we believe that focusing on the 30-minute drive time catchment for this Outline business Case is appropriate.

Figure 30 outlines the key findings related to attendance and cultural engagement from the 30-minute drive time catchment for the Beach Ballroom.

Attended in past 12 months	30 minute drive time from AB24 5NR		Scotland		Index
	Count	%	Count	%	
Art galleries	111,788	45%	1,908,335	40%	112
Art gallery once a month or more	10,634	4%	165,989	4%	122
Ballet	55,442	22%	916,038	19%	116
Classical concerts	61,362	25%	1,030,671	22%	114
Comedy shows	95,746	39%	1,643,530	35%	111
Contemporary dance	46,712	19%	779,200	16%	115
Jazz concerts	51,100	21%	833,355	18%	117
Opera	51,343	21%	840,401	18%	117
Plays	100,588	41%	1,710,193	36%	112
Popular/rock concert	123,051	50%	2,200,818	47%	107
Theatre	124,240	50%	2,159,238	46%	110
Theatre once a month or more	16,025	6%	251,829	5%	122
Adults 15+ estimate 2020	247,687		4,731,025		

Figure 30: Propensity to Attend Arts Events - 30-minute drive time from Beach Ballroom

Source: Audience Agency, Engagement Area Profile Report (AB24 5NR, 2022)

The 30-minute catchment for the Beach Ballroom significantly outperforms the base population of Scotland across all genres. The arts activities with the highest levels of engagement are theatre (50% attendance amongst the target population), popular / rock concert (50% attendance amongst the target population). As can be found in Figure 30, several programming categories that are relevant to the Beach Ballroom would be expected to have high levels of engagement if priced competitively and well marketed.

2.4.1.11 Breakdown of Audience Spectrum Segments

The arts attendance findings in the sub-section above correlate with the outputs around Audience Spectrum. Audience Spectrum is a profiling tool which describes attendance, participation and engagement in arts and culture, as well as behaviours, attitudes, and preferences. The most prominent Audience Spectrum segment for the Beach Ballroom catchment is Experience Seekers, Commuterland Culturebuffs, and Dormitory Dependables.

- Experience Seekers – diverse urban audiences, students and recent graduates into a variety of cultural events (higher engagement).
- Commuterland Culturebuffs – affluent suburban and greenbelt consumers of culture as part of their social lives (higher engagement).
- Dormitory Dependables – regular but not frequent cultural attenders living in the city suburbs and small towns (medium engagement).

56% of the catchment belong to one of these three segments which is above the 39% of adults in the base area. Figure 31 demonstrates this relationship:

Audience Spectrum segment	30 minute drive time from AB24 5NR		Scotland		Index
	Count	%	Count	%	
Metrocultrals	7,475	3%	82,041	2%	166
Commuterland Culturebuffs	39,439	16%	492,059	11%	146
Experience Seekers	59,593	24%	529,234	12%	205
Dormitory Dependables	38,347	16%	741,701	17%	94
Trips & Treats	26,545	11%	449,662	10%	107
Home & Heritage	13,465	5%	378,436	8%	65
Up Our Street	19,629	8%	547,438	12%	65
Frontline Families	9,940	4%	342,743	8%	53
Kaleidoscope Creativity	23,730	10%	610,724	14%	71
Supported Communities	8,397	3%	315,026	7%	49
Unclassified	-		-		
Adults 15+ estimate 2020	246,560		4,489,064		

Figure 31: Audience Spectrum Segments 30-minute drive time from Beach Ballroom

Source: Audience Agency, Engagement Area Profile Report (AB24 5NR, 2022)

The most prominent subsegments in the 30-minute drive time from the Beach Ballroom are Experience Seekers, E1, Domitory Dependables D1 and Experience Seekers E2. 33% of the areas adult population belong to one of these three segments, compared with 20% of the base area of Scotland's adult population.

- Experience Seekers E1 – socially minded mid-life professional with varied tastes (higher engagement).
- Dormitory Dependables D1 – settled, comfortable residents, enjoying regional life (medium engagement).
- Experience Seekers E2 – adventurous students and graduates in diverse areas (higher engagement).

Overall, the Beach Ballroom catchment is relatively large and shows a high level of engagement with cultural activities and a propensity to attend events at the venue. The Beach Ballroom as it has done for many years, can sustain a programme of venue hire for smaller events however it is clear from the current performance that the Beach Ballroom could be a busier venue and it's not maximising its calendar.

This is likely due to losing and displaced events to other venues in the region related to the comparable poor-quality offer that the Beach Ballroom is currently. A refurbished Beach Ballroom would thus promote the opportunity for a more sustainable venue in the long-term.

2.4.1.12 Assessment of Competition

For most arts and cultural facilities, competition can be defined within a specified geographical area. However, this is not strictly the case for the Beach Ballroom. Whilst attendance will be impacted by geography (accessibility, catchment size) and the competing facilities within a defined radius, securing product and events is subject to regional and national competition.

There are several venues in the region worth noting. For the purpose of this Outline Business Case we have concentrated on Scotland. The key competition venues identified by the Audience Agency are detailed in Table 18.

Table 18: Competition Events Venues for the Beach Ballroom

Location	Venue	Capacity	Drivetime to Beach Ballroom
Aberdeen	His Majesty's Theatre	1,491	10 min
Aberdeen	P&J Live	10,000	20 min
Dundee	Fat Sams	550	1 hr 40 mins
Edinburgh	Corn Exchange	3,000	2 hrs 30 mins
Inverness	The Ironworks	400	2 hrs 40 mins
Edinburgh	Ednburgh Castle	8,600	2 hrs 45 mins
Glasgow	Theatre Royal	1,541	3 hrs
Glasgow	The Barrowlands	1,900	3 hrs
Glasgow	Scottish Events Campus	3,000 & 14,300	3 hrs
Glasgow	The SSE Hydro	12,000	3 hrs
Glasgow	The Glasgow Royal Concert Hall	2,475	3 hrs
Glasgow	O2 Academy	2,500	3 hrs
Glasgow	King Tut's Wah Wah Hut	300	3 hrs
Glasgow	King's Theatre	1,785	3 hrs

Source: Audience Agency, Audience Finder (2022)

Whilst the Beach Ballroom is of smaller capacity, there are a number of larger capacity venues that are worth noting as they compete for audiences. This is important as people typically have a certain amount of discretionary income for events and recreational activities. Therefore, the Beach Ballroom needs to continue attracting as many people as possible when compared to its competitors, for which it can provide a more intimate show setting.

Reviewing the programme of the Lemon Tree, His Majesty's Theatre, P&J Live and proposals from the stadium development there is crossover, with the Beach Ballroom currently missing out on some programming which is currently going to the 1,000+ capacity market such as the Status Quo and Bongo's Bingo. With investment and a proactive sales approach, the Beach Ballroom could attract more content on the threshold of needing a larger capacity.

Touring performances and acts are likely to have a limited number of dates in their schedule and whilst they may be able to tour strategically to accommodate more cities and towns across a time period (i.e. play regions twice on a tour, but at different times (the beginning and the end)), they may only be able to play a certain number of nights in a given region. Therefore, developments such as the Corn Exchange in Edinburgh and the Ironworks Inverness are competing for dates with the Beach Ballroom including with the existing programme.

Making the Beach Ballroom as attractive as possible to bookers through investment in the back of house and loading areas are simple examples that will be important to try and attract more product. If the Beach Ballroom is successful in attracting more events, then securing strong ticket sales, the promoters are more likely to return.

Alongside this, is giving a quality offer to the Beach Ballroom audience, to give a better experience. Outside of the seafront location and intimate nature of the venue this cannot currently be provided due to the historical lack of investment and tired nature of the building.

The current Beach Ballroom management could look to establish greater relationships in the market to attract new content, however until improvements are made to the building envelope itself it will be limited in not only the content and audiences it can attract, but also revenue it can generate. For the Beach Ballroom to differentiate its offer, focus is suggested on targeting young audiences and a diverse programme of associated content.

2.4.2 MICE Events Market

2.4.2.1 Size of the UK MICE Events Market

In total, Britain's events industry is estimated to be £70 billion in direct spend, accounting for over 50% of the UK visitor economy (BVEP, 2019a). Over £31 billion of this total is comprised of MICE Events, principally meetings, conferences, and exhibitions.

Broken down this equates to £18.3 billion for Conferences and Meetings, £11 billion for Exhibitions and Trade Fairs, £1.2 billion for Incentive Travel and Performance Improvement, and £0.7 billion for Corporate Outdoor Events.

The Events Industry Matrix summaries the segments that make up the MICE events industry, describing key characteristics, geographical and venue preferences, typical duration, volume and value data, and their principal outputs and benefits.

VisitBritain research assessed delegated spend at MICE Events in the UK and described the behaviour of delegates. The distance that delegates must travel in order to attend a business event in the UK was found to be a major factor influencing overall spend, as well as the likelihood of extending the visit for leisure. The research was based on interviews with 2,200 delegates at 84 business events across Britain between March and November 2017. For incentive trips, spend data was gathered by telephone and online through DMCs and incentive agencies covering 38 trips and 5,263 delegates.

Table 19 shows the average spend by trip type and delegate origin.

Table 19: Average Spend by Trip Type and Delegate Origin

MICE Event Type	Average Spend Per Delegate
Association Conference – International	£1,021
Corporate Conference or Meeting – International	£856
Association Conference – Domestic	£448
Exhibition / Trade Fair – International	£352
Corporate Conference or Meeting – Domestic	£299
Exhibition / Trade Fair – Domestic	£203
Overall Average	**£613**

Source: VisitBritain (2018)

International events attract much higher average spend than their domestic equivalents. The two main reasons are:

- Overseas delegates stay much longer on average 3.7 nights) than domestic delegates (1.0 nights).
- International events charge much higher registration fees.

For incentive trips, the average spend per delegate is £1,893. It is highest for trips from North America. (£2,311), the main reason being the higher average length of stay (4.9 nights) compared to other markets. Average incentive trip spend varies by region of Britain: London (£1,332), Scotland (£1,518), rest of England (£1,118).

Regional expenditure by delegates is shown in more detail in Table 20. Delegates attending events in Scotland spend about as much as delegates in the rest of Britain. The researchers suggest that the most significant reason for the vast difference in spend is the length of stay.

Delegates to international events in Scotland stay 2.8 nights on average, compared to delegates to international events elsewhere in Britain, who stay 1.8 nights on average. High registration fees charged at some events in Scotland will also impact on the average spend. However, it should be noted that, for this research, all of the events covered in Scotland were international, with a higher proportion of delegates from overseas who are more likely to extend their business trips and spend more.

Table 20: Average Spend by Region of Britain

Region of Britain that the Event Takes Place	Average Spend Per Delegate	Spend Per Day (Day Delegates)	Spend Per Night (Overnight Delegates)
London	£646	£191	£430
England outside of London	£462	£120	£239
Scotland	£1,128	£378	£396
Wales	£517	£164	£270
Overall Average	**£613**	**£169**	**£322**

Source: VisitBritain (2018)

The findings present a key opportunity for cities such as Aberdeen that lack awareness or international appeal and support investment in resources and encourage extension. VisitBritain and the Aberdeen Events and Convention Bureau could work in unison to ensure that messages around extending business visits for the purpose of leisure reaches delegates soon after registering but before they book their flights.

With practicality a key factor in the decision to extend, emphasis should be on quick and easy transport between the airport, accommodation, and the city, as well as highlighting to delegates what there is to see and do in the region.

Table 21: MICE Events Industry Matrix

	Meeting / Conference.	Trade Fair / Show / Consumer Exhibition.	Incentive Travel / Performance Improvement.
Event Characteristics / Objectives	Meetings are out of office and involve a minimum of 10 people. Includes sales, meetings, training, board meetings, AGMs. Conferences normally have a formal programme with speakers. Commercial conferences are developed to address 'hot topics', with places being sold by the organisers.	An event at which products, services, or information are displayed and disseminated. Trade exhibitions to promote trade and commerce are attended primarily by business visitors. Consumers shows are primarily open to members of the public.	Incentive travel is a tool used by organisations to motivation their staff and / or channel partners, with the objective of improving performance at both individual and corporate levels. The incentive trip often has a conference element.
Venue Type / Location	Hotels, conferences centres, academic venues, convention centres, unique venues. Urban, rural and coastal locations.	Exhibition and convention centres, hotels. Mostly in city locations with good transport links.	4* and 5* hotels, in city, rural, and coastal locations.
Organiser	Either organised by an in-house team or may be contracted to a professional	Specialist exhibition organising companies, who either own the events themselves or may be	Specialist incentive travel and event management agencies.

	Meeting / Conference.	Trade Fair / Show / Consumer Exhibition.	Incentive Travel / Performance Improvement.
	conference organiser or event management agency.	contracted to organise for a client.	
Duration	Meetings typically last from 4 hours to a day. Conferences last from 1 – 3 days occasionally longer.	In 2018 major exhibitions in the UK occupied a venue for 4.7 days on average.	Typically, 3 – 4 days and sometimes longer.
Volume / Value Data	In 2018 there were an estimated 1.48 million conferences and meetings in the UK, attracting 95.3 million delegates, and generating £18.3 billion of direct expenditure.	In 2018 there were 1077 major exhibitions in the UK (43% trade, 48% consumer), attracting 9.1 million visitors, and generating £11 billion of direct expenditure and sales.	Estimated to be worth £1.2 billion to the UK.
Outputs / Benefits	Research and knowledge sharing, networking, professional development, motivation, enhanced performance.	Exhibitions increase brand awareness, strengthen existing customer relationships, generate high quality business leads, educate and inform audiences, provide an opportunity to conduct and / or deliver market research, and are often used to launch new products.	Team building, motivation, enhanced performance.

Source: VisitBritain (2018b)

2.4.2.2 Market Trends – Conference and Meetings

For the past 25 years (since 1993), estimates for the size and value of the UK's conference and meeting sector have been based on annual research undertaken among meeting and events venues, providing a supply side perspective on this key part of the national economy.

The 'UK Conference and Meeting Survey' (UKCAMS) complements annual research undertaken among conference and event's organisers (i.e., demand side research) by CAT publications which is published as the 'British Meetings and Events Industry Survey (DMEIS).

The following data was sourced from the latest UKCAMS 2019 Report, which relates to 2018 business:

- An estimated 1.48 million meetings and conferences took place in the UK in 2018. This was an increase of 3% of the all-time high of 1.4 million in 2016 and above the average (1.31 million) across the decade.
- The corporate sector accounted for over half of conferences and meetings (54%). This was followed by the public sector (27%) and associations (19%). Over the past decade the proportion of corporate sector events has increased, the public sector / government events have fallen; the association sector has remained at a similar proportion throughout the period.
- 66% of event business was generated from the region within which the venue is located, with 28% from the rest of the UK and 5% from overseas. Purpose built conference centres were able to generate more events from the region at 46%, a greater proportion from the rest of the UK (44%) and overseas (10%).
- Across all types of facilities: most events (66%) were for under 50 delegates; c 6% of events had over 200 delegates (c64,500 events). Almost three quarters (73%) of venues had

undertaken some investment in 2018, with a third of venues investing more than £100,000, and 10% over £1,000,000.

The British Meetings and Events Industry Survey (BMEIS) provides an understanding of the volume and characteristics of the UK Events Industry through surveying business event's organisers. Table 4 details the average number of delegates attending events. Delegate numbers have fluctuated significantly since 2015. Both corporate and association markets have seen large increases in attendance between 2018 – 2019 to their main annual event, but a fall for other events.

2.4.2.3 Corporate, Banquet and Wedding Events

Although regional / national corporate events are not typically attracted to the Beach Ballroom, significant event revenues are generated through corporate banquets, awards nights, weddings, and dinner dance events and are typically held within the main auditorium.

HNSL understands that most of the business based on experience is generated within the region, with main competitors to these events being the higher quality hotels in the area. This is an important revenue for the facility, and any redevelopment option should look to enhance this offer, to ensure it can continue to stay competitive in the marketplace in the forthcoming years.

Furthermore, delivering quality banqueting events to corporate clients increases the potential that they will re-use the Beach Ballroom for other events they may hold across the year such as AGMs, training, sales launch etc. There are a series of major existing companies and organisations within Aberdeen that could be explored, to generate new business for the corporate / public event sector including Aberdeen Asset Management, the University of Aberdeen, and Tesco as significant examples.

Under the current in-house operation, business events are unlikely to have been proactively targeted, with events generated through hire enquiries (reactive sales approach) when based against precedent and the Aberdeen Convention Bureau sourcing and securing events. Increasing the proactive approach is key to widening the venue's market share. A targeted sales approach, enforced by an incentivised sales team, alongside a quality venue offering, can significantly increase a venue's market share for business event and venue profitability.

However, it is important to note that there are several venues regionally and nationally that are targeting the same events as the Beach Ballroom in this space and undertaking improvements to their venue offer and operation to secure those.

2.4.2.4 Competition in the Local Market

The Beach Ballroom is currently one of the largest offers from a business events stand-point in Aberdeen and the wider area, there is the potential to establish the venue as a premier offer of a comparable nature to TECA and other Aberdeen facilities.

A lot of the competition in the market are hotels and not of comparable size to the Beach Ballroom. The Ballroom has an advantage to some of the other facilities e.g., the out-of-town TECA, given its seafront location and being centrally located to amenities and transport. However, the Beach Ballroom is competing on a national and regional level to secure larger conference events, which by their nature rotate around the UK. Predominantly these events are held within major convention / exhibitions centres, but a number also take place in large quality city centre or resort hotels. Below compares the current Beach Ballroom facilities to TECA and other major convention facilities in the UK.

Table 22: Summary Comparison of Beach Ballroom Facilities to Major Conference and Exhibition Centres

	Largest Capacity Theatre Style	Largest Flat Floor Space (m2)	Total Number of Meeting Rooms	Total m2 of Lettable Space
Aberdeen Beach Ballroom	1,000	816	5	1,182
TECA / P&J Live	5,000	6,000	33	48,000
Average for all 28 Centres	4,352	7,183	21	24,675
Average for Centres excluding NEC and Excel	4,260	5,538	18	15,525

Source: Mott MacDonald Research

It is clear from the above Table that the Beach Ballroom is a significantly smaller capacity facility than many of the other major conference facilities in the UK, and as can be seen in the more detailed Table below, has the smallest flat floor space and total lettable space of the competition facilities investigated, and ranks last in terms of the largest capacity theatre style space.

It should be noted however that the average figures provided for the comparable figures are inflated due to some facilities that are significantly larger than the rest of the UK in Excel and NEC. Without these two facilities the average total lettable space is c.15,500m^2 and the largest flat floor space falls to c.5,5500m^2, which is still significantly larger than the Beach Ballroom.

Table 23: Venues Featuring Event Facilities alongside a Conference / Exhibition Space

Name of Centre	Largest Capacity Theatre Style	Largest Flat Floor Space (m^2)	Total Number of Meeting Rooms	Total m^2 of Lettable Space
Aberdeen Beach Ballroom	1,000			
ACC Liverpool	7,500 Arena / 1,350 Auditorium	7,100	21	15,225 & auditorium
Alexandra Palace, London	7,000	6,550	10	13,100
Barbican Centre, London	1,950	1,800	10	6,000
Bournemouth International Centre	4,050	2,025	21	7,000
Brighton Centre	4,450	1,950	23	5,000
Business Design Centre, London	1,500	2,500	14	6,000
Convention Centre Dublin	2,000	2,270	22	4,500
Event City, Manchester	9,000 (in exhibition hall)	16,000	15	28,000
EICC, Edinburgh	2,000	1,590	17	6,000
Excel London	4,500	32,250	65	95,000

Name of Centre	Largest Capacity Theatre Style	Largest Flat Floor Space (m^2)	Total Number of Meeting Rooms	Total m^2 of Lettable Space
Farnborough International Exhibition Conference Centre	2,500	12,500	14	15,650
Harrogate Convention Centre	1,977	3,500	15	17,600
International Convention Centre, Birmingham	3,000	3,850	14	
International Convention Centre, Wales	1,500	4,000	15	26,000
Manchester Central	8,000 (Concert Hall)	14,500	30	23,000
NAEC, Stoneleigh	-	4,500	12	21,000
National Exhibition Centre	6,500	24,870	63	183,100
Olympia, London	4,000 / 500 (Conference Centre)	14,300	7	43,000
QEII Centre, London	1,300	1,375	32	5,750
Ricoh Arena, Coventry	7,000	6,000	16	20,000
Royal Highland Centre, Edinburgh	10,000	8,500	4	18,000
Scottish Events Campus	11,900 SSE Hydro / 3,000 Clyde Auditorium	10,065	40	22,000
Southport Theatre and Convention Centre	1,641	975	9	2,710
Telford International Centre (TIC)	1,450	3,420	26	14,065
The Events Complex Aberdeen	5,000	6,000	33	48,000
Waterfront Hall Belfast	2,000	1,800	23	7,000
Winter Gardens, Blackpool	2,800	2,600	10	7,250
Yorkshire Event Centre	3,000	4,320	5	6,270

Source: Mott MacDonald Research

2.4.2.5 Summary of Comparator Facilities Across the UK

It is anticipated that the Beach Ballroom most commonly compete (through bidding processes for events) with other venues in the region, including surrounding hotel along with P&J Live / TECA and larger Exhibition and Convention Centres in Glasgow, Edinburgh etc.

Over the past 10 years events have shifted a lot more away from coastal destinations such as Aberdeen and more towards city centre locations due to their facilities and access. As an example, updates and investment in the SEC in Glasgow will increase its competitiveness with Aberdeen and will be more actively looking to justify investment in facilities. Regardless of this, we believe that refurbishment of the Beach Ballroom will have notable impact in Aberdeen given the history of the venue and the unique nature.

It's worth considering the York Barbican and Devonshire Park in Eastbourne as developments of a similar scale to the Beach Ballroom, with auditorium capable of seating 1,400 supported by a 550-capacity exhibition hall, and three smaller breakout rooms. These facilities are more likely to appear in more event organiser venue searches due to its auditorium capacity, however research suggests that York Barbican focuses more on entertainment events, which limits the availability of the auditorium for conferences.

Following an extensive refurbishment, the brand-new 1,655 capacity Congress Theatre has reopened, enabling the Devonshire Park facility to host conferences on a similar scale to the Beach Ballroom. This facility is also supported by two new exhibition of c.500m^2 as well as wider supporting facilities in Devonshire Park, such as the International Tennis Centre.

Although it is not listed previously due to the current volume of events it attracts, the OVO Hydro is also a major events space that has significant sized facilities is a close locale to Aberdeen, to be a competitor. The OVO Hydro has a main hall of 7,170m^2 and a further two halls for 3,700m^2, which are supported by smaller breakout rooms for between 2 to 100 delegates. Through research of its historic and prospective event diary it is more focused on securing exhibitions and sporting events as opposed to conferencing.

The Beach Ballroom does not currently host many large-scale exhibition events, but due to its facilities it is unlikely to be suitably equipped to compete for major consumer or trade exhibitions in comparison to other venues. HNSL is aware there is an ambition from the Council to host more exhibitions, however with its current facilities, lack of current reputation for such events, and major competitors locally such as TECA it would be difficult to attract these events in the future. Hence, the venue management team should establish complimentary relationships to work in line with these venues rather than seeing them as competitors.

Therefore, it is recommended that exhibition facilities proposed as part of the redevelopment are more focused on being supporting exhibition space for conferences that are attracted. With these facilities then enabling the facility to attract smaller regional consumer and trade exhibitions such as wedding, wine, and baby shows as well as tabletop exhibitions such as record and arts.

2.4.2.6 Development of MICE Provision

There are several cities / venues that have recently developed or in the process of developing new provision, or investing in improving their existing provision, to maintain and increase their market share. TECA is considered the main competitor to the Beach Ballroom of those listed, with many hosting larger capacities, and located a significant distance away from Aberdeen.

It will be important for the Beach Ballroom to enhance its business events offer to keep competing with these cities, which after multi-million-pound investment from their respective local authorities are now looking to capitalise and secure more events.

- Eastbourne Devonshire Park - £54 million redevelopment to create first class cultural, conferencing and sporting facilities known as the Devonshire Park Quarter, including two large new conference spaces of 500 capacity each, alongside the 1,655 Theatre.

- Marine Lakes Events Centre - £30 million has been earmarked for a 1,200-seater events space under the same roof as conferencing facilities that are planned to host a variety of events.
- Celtic Manor / ICC Wales (Newport) - £85 million facility for up to 5,000 delegates, with 26,000m^2 of total floor space.
- P&J Live / TECA (Aberdeen) - £333 million redevelopment of the former AECC, which includes c45,000m^2 of subterranean exhibition space, 15,000 capacity arena and conference centre.
- Winter Gardens, Blackpool – A new £28 million conference and exhibition centre at the Blackpool Winter Gardens. The development includes space for up to 2,000 delegates, and supporting 2,400m^2 exhibition space. This will bring a total complex capacity of 7,000.
- Gateshead Quays - £260 million development at Gateshead Quays including a 12,500-capacity arena, exhibition centre and meeting space alongside Sage Gateshead.
- Reading Royal Elm Park – A 25,000m^2 convention centre adjacent to the Madjeski Stadium. Able to seat up to 4,000 delegates theatre style. Planning approval was granted in April 2017 and is expected to be completed by 2023.
- Harrogate Convention Centre – a major exhibition centre located in Yorkshire, is considering options for future investment to improve and modernise the offer.
- Swansea Arena – a new 3,500 capacity arena with conferencing and exhibition capabilities developed as part of the wider city centre ‘Swansea Central’ scheme. Swansea Central also includes a coastal park, hotel, bridge, 2 car parks, residential and retail development.
- Bournemouth International Centre – an existing entertainment, conference and exhibition venue, located on the seafront in Bournemouth. Plans being considered for both short-term investment and refurbishment options, and longer-term strategic development of the facilities and uses.
- Bristol Temple Meads – a new conference centre and headquarters hotel have been put forward as part of the plans to develop the wider Temple Meads site. The potential scale of the facilities could be c.1,250 delegate main auditorium, c.2,5000 m^2 of exhibition space and a 345-room hotel.
- Bristol Filton – development of a large arena and exhibition centre on the outskirts of Bristol at Brabazon Hangars. The facilities include a 17,000-seat arena, and a total of c.9,000 m^2 of exhibition space.

2.4.2.7 Supporting Infrastructure Required

It is important for the success of any facility that incorporates MICE Events that it has suitable wider infrastructure in place to support its ongoing operational sustainability.

As mentioned previously, accessibility to Aberdeen and the venue is essential to attracting business events to the Beach Ballroom, being the fifth most quoted reason for destination selection by BMEIS surveyed organisers. Where possible, improvements as part of the Beachfront Masterplan and beyond to road and rail access for Aberdeen could help to improve it as an outlier location in the UK through reduced journey times. For instance, Harrogate as a comparator destination previously secured direct trains to and from London on the LNER route, where previously changes were required at either Leeds or York, for not just London, but major UK conurbations.

Parking facilities were also listed as the ninth most important factor, this links to road accessibility, as well as the need for onsite and proximal parking close to the Beach Ballroom whilst also considering active travel where possible.

Establishing ties with key academics / ambassadors at local universities can also be an extremely useful sourcing of securing conferences for the Beach Ballroom given the prevalence of tertiary education in Aberdeen. HSNL would suggest that this is investigated by the Aberdeen Events and Convention Bureau along with wider destination stakeholders with expertise as an alternative way of securing events ambassadors / champions.

An active convention bureau can also be great assistance to attracting, organising, and hosting business events. It should be known that the Aberdeen Events and Convention Bureau, is funded through a combination of the Council, membership fees, and hotel rebates from events secured through the Events and Convention Bureau.

It will be important that Aberdeen City Council continues to support the Events and Convention Bureau alongside any investment it intends to make in the facilities on the Beachfront. Aberdeen suffers a lack of awareness in the market. Ensuring the Events and Convention Bureau has the budget to bid for events and market the destination will be important under all of the redevelopment options considered.

The Aberdeen Events and Convention Bureau should investigate different models to generate and utilise subvention if it is not currently. Subvention is often used to help secure association events, and several locations that Aberdeen shares characteristics with have a subvention pot to call upon to help secure events to their destination.

The provision of an upscale hotel either directly linked (ideally) adjacent or near the venue is likely to be a key factor in the facility’s appeal. Other cities, venue operators and professional conference organisers have consistently noted that the availability of a suitable headquarter hotel improves the competitiveness of a MICE venue or dedicated conference centre. Fortunately, there are several hotels close by to the Beach Ballroom, and an arrangement should be targeted whereby there is flexibility around booking / holding rooms for MICE Events when scheduled at the Beach Ballroom.

It is also important to the success of a MICE venue, that there is a strong supply of total bed spaces at a range of different quantities (budget to 5*), preferably within a walking distance of the venue, as conference organisers want to secure the maximum number of hotel rooms as close to the venue for delegates as possible. The range in quality of rooms is central as business events can bring in a variety of delegates and visitors, who all work to different budgets and facilitating for this range enables the wider number of potential delegates as possible.

As of September 2022, Aberdeen had 21 hotels, and just over 1,250 rooms, of which almost 75% are in the city centre. There are currently no 5* hotels in Aberdeen and several 4* hotels. Most of the hotel supply is in 3* hotels (45%) and the budget sector (5%), which gives Aberdeen a range of accommodation providers for conferencing.

As a point of reference, Blackpool as a destination comparator given its coastal location and proximity to larger cities, has a total number of 7,350 hotel bedrooms in and around Blackpool, of which there are 14 major hotels near the Blackpool Ballroom, including c360 4* bedrooms, c380 3* bedrooms and 2220 defined as other. This implies overall that Aberdeen has more than enough hotels near the Beach Ballroom to efficiently bid for medium to large conferences.

To date the number of hotel rooms has not been listed as a specific issue for securing events in Aberdeen and has held events for up to 1,000. But it is important that to improve its offer the quality of budget hotels and proximity of hotels to the Beach Ballroom is improved. There is potential for further budget hotels in the next 5 years in Aberdeen, with the Beachfront / Beach Ballroom being identified as one of the most advantageous locations.

Supporting leisure / recreational facilities in a destination are also a factor raised by conference organisers. Aberdeen has prestigious golfing resorts in the region. However, there is the potential to enhance this offer with the wider Beachfront proposals including a Stadium for Aberdeen Football Club and updated Leisure Centre.

Despite the factors listed above being secondary to the core facility size and quality offered by a venue, these are all important secondary factors, to attract substantial, high revenue generating, and high economic impact generating events.

2.4.3 Recommendations

From the investigation of the Beach Ballroom in this section of the report, the following conclusions and recommendations have been made for the proposed refurbishment of the Beach Ballroom.

The Beach Ballroom catchment is dominated by the 20 – 24 age group, with benchmarking all showing over indexing in the propensity of groups to attend almost all genres. Particularly important is the strong university population – and the potential to cater for flat floor music, comedy, and rock categories. However, consideration from an arts perspective still needs to go into family events and providing an overflow MICE facility from the larger hotels in Aberdeen and larger facilities at TECA.

It has been concluded that the refurbished Beach Ballroom should be modelled loosely on venues such as the Camden Roundhouse and York Barbican. This includes investment into remodelling the acoustics, back of house areas within the Ballroom, and introducing flexible seating arrangements. This is without compromising the hospitality potential in particular of other venues within the Masterplan.

The full facility mix implications for the Beach Ballroom are set out below for the arts, cultural and MICE attendance:

2.4.3.1 Capacity

- It is important that the capacity of the main auditorium remains large enough to enable the attraction of larger theatrical touring content, and wider entertainment events (such as rock, pop and comedy categories). This enables the maximisation of potential ticket sales and revenue that can be generated by the venue for the operator.
- There is a clear market demand for 1,000 seated capacity venue in Aberdeen (reinforced by the historical success of the venue and audience appetite to attend). This is true when analysed against the mosaic profiles and audience spectrums of the catchment.
- Developing larger facilities on site to incorporate MICE events would be inappropriate given the exiting venues in the space and the potential for other developments such as the Aberdeen Beachfront Stadium to incorporate such facilities.

2.4.3.2 Auditorium

- Improvements to the auditorium and the supporting front of house facilities are required to create an improved audience experience, such as acoustic treatment to mitigate revealing the dome structure (which remains the worst possible shape of venue for sound).
- Ability to reduce and largen the size of the auditorium, to improve atmosphere and experience for shows not at capacity. Meanwhile, offering larger shows provides greater opportunity to sell more tickets. Improved technical capabilities – AV, internet equipment and spot power provision in a number of areas to improve production capacity.
- Flexible seating arrangements, to allow for standing on the Ballroom floor should it be required for an event, or alternative layout shows such as Mixed Martial Arts (MMA), or cabaret. Differential seating with combined hospitality offers (loges, premium seating etc).

2.4.3.3 Supporting Facilities – Front of House

- Improved emergency egress to increase safe capacity of both floors of the Beach Ballroom, thus permitting more flexible staging configurations for events and for different types of events and separate functions – e.g., central stage performances for boxing / MMA.
- Improved access to food and beverage points of sale, combined with area for pre-event show dining (dual use with other facilities as part of the Beachfront development).

2.4.3.4 Supporting Facilities – Back of House

- Feedback from the market indicated that the Beach Ballroom has comparatively high staging costs and there is difficulty in staging. Improved dressing rooms and touring crew areas would go some way to addressing this feedback.
- There is the requirement for direct access to back of stage, with wider spaces for easier accessibility for load in with space for reversing in.

2.5 Benefits, Risks, Constraints and Dependencies

This section identifies the benefits, risks, constraints and dependencies in relation to the agreed scope and key service requirements for the project.

2.5.1 Main Benefits

- Improvements in the operational costs of the existing assets – Beach Ballroom and Beach Leisure Centre in particular.
- Increase in revenue through increased footfall and increased revenue streams through updated product offering.
- Improved operational efficiency through the application of different operational models.
- Enhancing the physical activity offering for the local community.

2.5.2 Main Risks

- Construction inflation and sourcing materials.
- Ability to source high risk labour.
- Ability to attract and secure private operators.
- Realising the design intent to budget.
- Aberdeen Football Club and Scottish Premiership long-term financial stability.
- Future COVID-19, or other pandemic, impact on the live event industry.
- Refurbishing a listed building.

2.5.3 Main Constraints

- The Beach Ballroom and associated refurbishments will constrain the south of the site and leave little room for future development.
- Should the Linx Ice Arena be retained and refurbished it places constraints on locating a new Beach Leisure Centre and stadium development.
- The flood and sea defences which restrict the extent of development at the beachfront.

2.5.4 Dependencies

- The beachfront to city link will be required to support the delivery of footfall to the beachfront.
- The inclusion of the stadium is dependent on Aberdeen Football Club funding. However, it is possible to deliver the remainder of the development without funding from Aberdeen Football Club.

2.6 Long-List Options Appraisal

2.6.1 Critical Success Factors

Based on discussion with Hub, ACC, and adapting the SMART objectives (as listed in Section 2.1.3) and key outcomes identified for the Beachfront redevelopment, the following list of 16 Critical Success Factors (CSFs) has been produced:

Table 24: Critical Success Factors

Ref.	Critical Success Factor
CSF-1	Increased footfall and revenue at the Beach Facilities
CSF-2	Beach Ballroom as a focal events space
CSF-3	Attractive to major operators leading to improved operational efficiencies
CSF-4	Improved operational facilities
CSF-5	Creation of high quality free public realm and open park/play space
CSF-6	Improved connection between the town centre and adjacent big box retail, promoting walking routes
CSF-7	Incorporation of the football club in the development
CSF-8	Flexible and adaptable spaces
CSF-9	Community Engagement
CSF-10	Opportunity for Smart Cities and 20-minute neighbourhoods
CSF-11	Creation of Construction jobs over the build period
CSF-12	Creation of new jobs and job diversity directly associated with new offering at the Beach
CSF-13	Create a recognisable destination, promoting Aberdeen as a cultural destination
CSF-14	Increased GVA
CSF-15	Comply with ACC's Climate Change position (including net zero carbon targets) and contribute to the vision contained within "A climate-positive city at the heart of the global energy transition - A Vision & Prospectus for Aberdeen"
CSF-16	Increased health and wellbeing

This section presents the appraisal of the long list of options against the Council's SMART objectives and Critical Success Factors. The long list of options considers the 'Business As Usual', 'Do Minimum', and 'Do Maximum' options as well as and additional seven 'Intermediate' options. Four options have been identified to be taken forward as the short list, this includes Business As Usual', 'Do Minimum', 'Do Maximum' and one 'Intermediate' option. The short-listed options will then be assessed against economic indicators and presented in the Economic Case.

The following configurations have been identified to form the long-list options for the beachfront development.

2.6.2 Business As Usual (BAU)

The Business As Usual (BAU) case retains the ballroom, leisure centre and Ice Arena with no refurbishment and is taken as the baseline comparison point.

2.6.3 Do Minimum

The Do Minimum option assumes a minimum level of investment to the Beachfront, including only the refurbishment if the ballroom, leisure centre, and Ice Arena.

2.6.4 Intermediate Option 1 (IO-1)

The first intermediate option considers the following:

- Ballroom refurbished.
- New Stadium.
- New Ice Arena to replace existing.
- Wet leisure facilities removed.

2.6.5 Intermediate Option 2 (IO-2)

Intermediate Option 2 is a variation of IO-1 whereby the existing Ice Arena is instead refurbished.

- Ballroom refurbished.
- New Stadium.
- Refurbish existing Ice Arena.
- Wet leisure facilities removed.

2.6.6 Intermediate Option 3 (IO-3)

Intermediate Option 4 includes the following:

- Ballroom refurbished
- New Ice Arena to replace existing
- New Leisure Facilities to replace existing

2.6.7 Intermediate Option 4 (IO-4)

Intermediate Option 4 includes the following:

- Ballroom refurbished
- Refurbish existing Ice Arena
- New Leisure Facilities to replace existing

2.6.8 Intermediate Option 5 (IO-5)

Option 5 considers the following:

- Refurbished Ballroom
- New Stadium
- Refurbished Ice Arena
- New Leisure Facilities to replace existing

2.6.9 Intermediate Option 6 (IO-6)

This option is an alternative to Option 5 whereby the existing Ice Arena and leisure facilities are both refurbished. This includes:

- Refurbished Ballroom
- New Stadium
- Refurbished Ice Arena
- Refurbished Leisure Facilities

2.6.10 Intermediate Option 7 (IO-7)

This option is equivalent to Keppie's Development Option 1 (refer to ACB-KEP-XX-XX-RP-A-852002 Rev 01). This option includes:

- Refurbished Ballroom
- New Stadium
- New Ice Arena to replace existing
- New Leisure Facilities to replace existing

2.6.11 Do Maximum

The Do Maximum option develops Option 7 further by providing all elements, including refurbished ballroom and new leisure, ice arena, and stadium but with the leisure, ice arena, and stadium all included within one building.

2.6.12 Appraisal

The long-list options identified have been assessed against the CSFs identified in Section 2.6.1. The results of this analysis are summarised in the table below, whereby green meets the criteria (score of 2), amber partially meets the criteria (score of 1), and red does not meet the criteria (score of 0).

Table 25: Long List Option Appraisal

CSFs	BAU	Do Min.	IO-1	IO-2	IO-3	IO-4	IO-5	IO-6	IO-7	Do Max
CSF-1										
CSF-2										
CSF-3										
CSF-4										
CSF-5										
CSF-6										
CSF-7										
CSF-8										
CSF-9										
CSF-10										
CSF-11										
CSF-12										
CSF-13										
CSF-14										
CSF-15										
CSF-16										
Score	0	1	24	20	**26**	21	23	23	25	**29**
Conclusion	**Carried forward**	**Carried forward**	Discounted	Discounted	**Carried forward**	Discounted	Discounted	Discounted	Discounted	**Carried forward**

2.6.13 Conclusions and Next Steps

2.6.13.1 Shortlisted Options

Based on the assessment carried out in Section 2.6, the following four options have been short-listed and will be carried forward for detailed appraisal:

1. **Business As Usual:** Retains the Ballroom, Leisure Centre, and Ice Arena, with no refurbishment
2. **Do Minimum:** Refurbishment of the Ballroom, Leisure Centre, and Ice Arena
3. **Do Maximum**:
   - Ballroom refurbished,
   - New Leisure Centre,
   - New Ice Arena,
   - New Stadium,
   - Leisure Centre, Ice Arena, and Stadium all contained within same building.
4. **Intermediate Option 3:**
   - Refurbished Ballroom,
   - New Leisure Centre,
   - New Ice Arena.

2.6.13.2 Next Steps

The short-listed options will be further considered within the economic case against the following economic indicators:

- Jobs and GVA created from construction
- Jobs and GVA created from the operation of the facilities
- Increased visit numbers, additional spend and Jobs GVA created from this
- Amenity value from improved public realm and open space
- Depending on data made available: carbon saved, trees planted, health benefits from increased physical activity

The assessment will be based on the following consultant information:

Document Reference	Document Title	Author
ACB-KEP-XX-XX-RP-A-852002_NOV21	Beachfront Projects Feasibility Report	Keppie
22-01Jan24.4104049.costmodelNo.3.nw.v1.ballroom	Beach Ballroom Cost Model 3	C+B
211505-AFL-XX-XX-PP-A-00013	Building Shared Use and VE Principles	AFL

3 Economic Case

The purpose of the Economic Case is to demonstrate that the spending proposal optimises public value (to Scotland and the UK as a whole). This economic appraisal is conducted in line with Scottish Public Finance Manual (SPFM)[41] building upon HM Treasury Green Book[42], and The HM Treasury Guide to Developing the Project Business Case[43] and other relevant technical guidance notes which are referenced throughout.

The economic case is based on an assumed level of demand in the visitor economy, building on professional judgements and precedents of what has been achieved elsewhere and is appropriate and fitting with the wider local offer and consumer preferences as investigated in the Strategic Case. It also assumes that there is a suitable level of wider infrastructure to support additional demand, for example, hotels and accommodation.

3.1 Options Under Consideration

Table 26 below summarises the short-listed options identified in Section 2.6 that will be considered as part of this economic case.

Table 26: Options Under Consideration

Option	Summary	Description
1	Business as usual (BAU)	Retain the leisure centre, ballroom, and ice arena with no refurbishment.
2	Do minimum	Refurbish the leisure centre, ballroom, and ice arena.
3	Do maximum	Enhanced ballroom, new leisure centre, new ice arena, and new stadium with leisure ice arena, and stadium all contained within same building
4	Intermediate option 3	Enhanced ballroom, a new ice arena, and new leisure facilities.

3.2 Demand Forecast

The benefits generated by this proposal are dependent on the throughput of visitors to each of the proposed facilities. A forecast of demand is required in order to complete the economic assessment for each of the shortlisted options.

3.2.1 Beachfront Leisure Centre

The historical admission data provided by Sport Aberdeen for Get Active, Beach Leisure Centre from Year 2016/2017 to 2020/2021 is presented below:

Table 27: Sport Aberdeen Admission Data (Leisure)

Admissions	2016/2017	2017/2018	2019/2020	2020/2021
Get Active @Beach Leisure Centre	**236,792**	**228,651**	**248,539**	**23,298**

Source: Sport Aberdeen

41 Scottish Government (2018), Scottish Public Finance Manual

42 HM Treasury (2013) Green Book

43 HM Treasury (2018) Guide to Developing the Project Business Case – Better Business Cases: for better outcomes

The average attendance to the leisure centre (including leisure pool and gym) at pre pandemic levels (financial years 2016-2020) was 240,500. This has been taken as the baseline for business-as-usual.

3.2.2 Linx Ice Arena

The demand for the Linx Ice Arena can be grouped into public skating, skating clubs and the Aberdeen Lynx Ice Hockey Club spectators. With the exception of the spectators for Ice Hockey, the admissions are administered by the operator, Sport Aberdeen. The historical admission data provided by Sport Aberdeen is presented below:

Table 28: Sport Aberdeen Admission Data (Ice Arena)

Admissions	2016/2017	2017/2018	2019/2020	2020/2021
Linx Ice Arena	**111,590**	**93,893**	**85,618**	**10,699**

Source: Sport Aberdeen

The demand for Ice Hockey spectating has been calculated based on fixtures and results data available for the Aberdeen Lynx from the Scottish Ice Hockey Association (SIHA) for the 2021/2022 season. The Aberdeen Lynx played 10 home games during the 2021/2022 season in the Linx Arena which has a maximum seating capacity of 1,100. The Aberdeen Lynx has stated anecdotally that it regularly attracts over 1,000 spectators per game. There is no recorded data for the attendances. Therefore, it has been assumed that Linx Ice Arena attracts up to 11,000 spectators per season for Ice Hockey matches.

Therefore, taking the average Linx Ice Arena admissions at pre pandemic levels (financial years 2016-2020) as 91,500 and adding the 11,000 admissions for spectator ice hockey games, the baseline demand forecast for the Ice Arena has been taken as 102,500 annually for business-as-usual.

3.2.3 Stadium

The demand forecast for the football stadium has been calculated based on historical home attendance records for Aberdeen Football Club at Pittodrie. Aggregated home game attendance per season has been presented below:

Table 29: Home Game Attendance

Season	Total Home Attendance
2015/2016	246,216
2016/2017	297,075
2017/2018	352,891
2018/2019	345,804
Average	**310,497**

Source: Football Web Pages

The average attendance at pre pandemic levels (financial years 2015-2020) was 310,500. This has been taken as the baseline for business-as-usual.

3.2.4 Ballroom

The baseline attendance figures from 2018/2019 for the ballroom are 93,515.

3.2.5 Methodology for Uplifting Demand Forecast for New Development

Uplift factors were then calculated as follows and summarised in Table 30.

- Leisure – refurbishment effect assumed to provide 10% uplift; demand assessment suggests 100% increase for new build facility – 75% applied conservatively.
- Ice Arena – refurbishment effect assumed to provide 10% uplift; demand assessment suggests further 10% uplift for increase in Ice Hockey spectators for new build facility
- Stadium – capped at stadium capacity; sell out for all fixtures; conservatively excludes additional events such as concerts which are subject to commercial agreement with TECA.
- Ballroom – refurbishment effect assumed to provide 5% uplift based on current growth trends; demand assessment suggests 70% increase based on interventions at similar venues in the UK.

Table 30: Attendance increase assumptions

	Leisure	Ice Arena	Stadium	Ballroom
Do Minimum	10%	10%	0%	5%
Do Maximum	75%	20%	30%	70%
Intermediate Option 3	75%	20%	0%	70%

Source: Mott MacDonald Analysis

The resultant visitor numbers applied to the economic models for each option have been summarised in Table 31 below.

Table 31: Total Visitor Numbers

Venue	BAU	Do Minimum	Do Maximum	Option 3
Leisure	240,500	264,550	420,875	420,875
Ice Arena	102,500	112,750	123,000	123,000
Stadium	310,500	310,500	402,000	310,500
Ballroom	110,815	114,555	179,156	179,156
Total Number of Visitors per annum	**764,315**	**802,355**	**1,125,031**	**1,033,531**

3.3 Value for Money Assessment

A summary of the value for money assessment is presented below for the four options taken forward for appraisal identified in Section 2.6.13.1 of the Strategic Case over a 20-year appraisal period. It shows the present value of the costs for each option and the economic Net Present Value of the project (eNPV). The assessment is based on 2022 prices (the year the appraisal was undertaken) applying a 3.5% discount rate[44] to derive present values and a 24%[45] optimism bias. The following additionality factors[46] were then applied to each option to derive net benefits, these were:

- Deadweight = Business as usual as the counterfactual position
- Leakage of 10%
- Displacement of 25% to 35% (depending on the option)

[44] HM Treasury (2018), Social Discount Rates for Cost-Benefit Analysis: A Report for HM Treasury
[45] HM Treasury, Supplementary Guidance, Optimism Bias
[46] HCA Additionality Guide (2014)

- Substitution of 0%
- Composite multiplier effect of 1.3

The economic case also assumes some level of subvention expenditure is needed to fully realise the project impacts, although the cost of this is excluded from the appraisal. Other costs, such as sunk costs and costs of finance, for example, prudential borrowing are excluded from the economic appraisal. The residual values of the assets at the end of the appraisal period have not been included in the appraisal.

Table 32: Value for Money Assessment

Option	Summary	PV cost	PV benefit	eNPV	Visitation
1	Business as usual	0	£29,804,650	£29,804,650	764,315
2	Do minimum	£37,346,703	£56,541,330	£19,194,628	802,355
3	Do maximum	£268,717,865	£405,691,385	£136,973,521	1,125,031
5	Intermediate option 3	£178,118,358	£338,247,585	£160,129,228	1,033,531

3.4 Wider Non-Monetised Economic Benefits

In addition to the quantified benefits set out above there are several additional benefits which need to be considered. The following benefits have been assessed for this economic case over a 20-year appraisal period and based on the same adjustments as the value for money assessment where applicable:

- Number of visitors
- Economic benefits including:
  - GVA from construction of the project[47]
  - GVA from operation
  - GVA from new visitor spend

[47] Calculating cost per job, Best practice note, HCA (2015)

Table 33: Project benefits

Summary	Business as usual	Do minimum	Do maximum	Intermediate option 3
Total visitors once operational (per annum)	764,315	802,355	1,125,031	1,033,531
GVA created from construction (over construction period)	£0	£28,477,909	£177,517,171	£118,071,809
GVA created from operation (per annum for 1 or 5 years*)	£4,980,127	£4,980,127	£13,339,227	£6,010,220
GVA created from visitor spend (per annum for 1 or 5 years*)	£24,824,522	£26,060,040	£42,763,130	£45,329,028
TOTAL GVA	**£29,804,650**	**£59,518,076**	**£233,619,528**	**£169,411,057**

**'BAU' and 'Do minimum' - persistence of effects are for 1 year. All other options are for 5 years.*

Other benefits which have been identified, but are excluded from the appraisal currently due to insufficient data include:

- Cash releasing benefit of additional business rates from new premises
- Any income to the council generated from CIL/ S106 or equivalent
- Reduced carbon impacts from a new stadium and refurbished leisure and ice arena
- Health benefits from increased participation in physical activity and active travel

3.5 Community Benefits and Social Impact

The City Vision Programme (CVP) aims to deliver significant and ambitious legacy outcomes that contribute to a holistic Aberdeen City Vision that supports a "green wellbeing economy" to benefit all sections of society, the local economy, and the just transition to a climate positive city at the heart of the global energy transition. These aspirations align with the Council's Local Outcome Improvement Plan (LOIP) and Scotland's National Performance Framework.

Community Benefit requirements in CVP projects are designed to utilise "place-based" strategies to develop "Aberdeen: the Place" – a vibrant city where people choose to live, work, do business and invest. Community Benefit outcomes have a broad and ambitious focus but fall broadly within the following key theme areas:

- Education; employability and skills training
- Environmental Wellbeing
- Fair Work Practices
- Equality and Diversity
- Community Support & SME Opportunities
- Partnership working

A summary of the projected benefits during the 5-year construction period has been presented in Table 34:

Table 34: Projected Benefits

Community Benefit	Quantity (5 years)

Jobs Created by the Project (Apprenticeships)	66+
Work Experience (Placements) (5 days – 6 weeks)	62+
Developing the Workforce	100+
School Engagement Activities (focus on construction sector, STEM, gender/gender pay gaps and disability)	10+
Further and Higher Education Engagement Activities (focus on construction sector, STEM gender/gender pay gaps and disability)	10+
Graduate/Undergraduate/FE/HE Placement Opportunities	10+
Employability engagement activities	10+
Vacancy Sharing (including wider supply chain)	1
***Communities, Community Groups, and Community Projects** **(i) hours professional or practical support/general volunteering + ii) donation of new/surplus equipment or materials and/or financial offers) e.g.: improve community cohesion or open spaces near to the development, digital inclusion or projects looking to initiate and implement circular economy, fuel poverty or climate literacy initiatives in Aberdeen's communities**	2 i) 400+ hours ii) donations
Local Economic Development Measures (Duty to Report) **creative measures to ensure inclusive participation of local SMEs/Local 3rd sector + reporting on work packages over £50K awarded locally (Main Contractor + wider supply chain)**	1
Environmental Wellbeing, Carbon Reduction and Climate Literacy (Annual Report of credentials and improvements Co-operation, collaboration with bodies such as SCARF + exploration of Net Zero Toolkit)	1
Environmental Measures (Fuel Poverty & Climate Literacy) – participation in activities concerned with consumer fuel poverty and business climate literacy in Aberdeen (savings to business community + cascade of sustainable good practice)	10+
Fair Work Practices Including" Real" Living Wage (including gender pay gap reporting)	1
Prompt Payment in The Supply Chain (Duty to Report)	1
Promotion of Adoption and Fostering (cascade of Council message via payroll, digital etc to reach as many staff as possible)	10+
Case Studies (innovation)	5+
Total Community Benefit Outcomes	**300+ (400 hrs)**

3.6 Highest scoring option

The results from the economic assessment show that Do Maximum, the highest scoring option, provides strong project outcomes including a net revenue position across the development which removes the current subsidy position, and a total GVA impact in excess of £55m during operation.

Figure 32: Do Maximum

The combination of complimentary activities between the leisure centre, ballroom, ice arena and football stadium provide footfall throughout the weekend and weekdays, having the potential to generate sustained economic outputs as demonstrated in this section.

Risks with the Highest scoring option are as follows:

- Decanting buildings/temp facilities
- Loss of members during construction
- Members use other facilities and don't return
- Reliance on football club funding or club tenant goes bust without guarantee
- Operation of shared facilities

3.7 Complimentary Economic Impact Study

3.7.1 Stadium

Independent of this outline business case, Aberdeen Football Club scoped and commissioned Grampian Chamber of Commerce to conduct a study on the employment impacts of the new stadium element of the development. The council contributed to this study to access information within the study.

The impact on the employment can be split into 3 components:

- On Site Operational impacts
- Off Site Operational impacts
- Construction impacts

The study provided the following findings which can be read alongside the analysis above.

On Site Operational Impacts:

- Employment Increase by 10% to 15%
- 185 Full Time Employments
- £5.15m Gross Salary effect
- £12.18m Gross GVA effect

Off Site Operational impacts:

- 32 Jobs Safeguarded and created
- £871K salary effects per annum
- £2.11m GVA effects per annum

Construction impacts:

- 586 Person Years Employment (PYE) posts over the 18-month construction period

4 Commercial Case

This section assesses the commercial viability of the project including potential operational models and attractiveness within the market based on soft market testing. The procurement of the delivery contractor is the responsibility of ACC's appointed PMO, Hub North Scotland Limited (HNSL), and has been undertaken in parallel to this exercise, with Robertson's Construction appointed to this role. The delivery and management of the project will be the responsibility of HNSL and its consultant team.

4.1 Commercial Strategy

The commercial strategy for this project including the Beach Ballroom has been developed in conjunction with the following key stakeholders to consider how the investment may be delivered:

- Aberdeen City Council (ACC)
- Sport Aberdeen
- Aberdeen Football Club (AFC)

The commercial strategy outlines the commercial structure for the project, detailing the key roles and responsibilities for delivery. This strategy is underpinned by the following key principles:

- Deliver the project within the available funding
- Ensure value for money
- Ensure appropriate quality
- Offer an affordable whole life cost solution
- Maximise benefits to the local economy
- Enhance the capability and experience of the local supply chain.

4.2 Commercial Structures

The commercial structures for the development of a stadium, leisure facility, beach ballroom, or ice arena have their own complexities and challenges. These are relatively well documented and have been presented in the following sections. Combining these facilities and wrapping a commercial structure around them creates greater complexity and further challenges due to their contrasting business objectives. A high-level assessment of the advantages and disadvantages of each is set out in further detail below:

- Offering an affordable whole life cost solution
- Maximising benefits to the local economy
- Enhancing the capability and experience of the local supply chain

4.2.1 Stadium Summary of Findings

There are several different examples of operating models used for the development of recent stadia, both in the UK and further afield. These models, and recent examples, are summarised below.

4.2.1.1 Option 1: Council as landlord, club as tenant and operator

This model was employed at Crawley Town FC in developing the Broadfield Stadium, now Checkatrade.com Stadium, in 1997, on a local authority owned site. The stadium was built to a capacity of 6,134 people with an adjacent leisure complex.

As a result of instability and administrations at Crawley Town FC, Crawley Borough Council has lost out on rent payments on several occasions. Indeed, the Council has at times had to take over the management of the stadium itself, simply charging Crawley Town FC rent plus a minimal contribution to running costs.

4.2.1.2 Option 2: Council as landlord, club as tenant, private operator

This model was employed at York City FC / York City Knights RLFC in developing the York Community Stadium, in 2021, on a privately-owned site. The stadium was built to a capacity of 8,500 people with an adjacent leisure complex – including a swimming pool, sports hall, gym, adventure sports zone and 3G pitches – and a community hub housing health and wellbeing services.

Although now developed, the stadium's construction was subject to significant delay and cost overruns as a result of the developer and proposed operator, Greenwich Leisure Limited, regularly seeking amendments to the designs.

4.2.1.3 Option 3: Club granted a long leasehold of the land, club as operator

This model was employed at Dartford FC in developing Princes Park, in 2006, on a local-authority owned site. The stadium was built to a capacity of 4,100 people with adjacent clubhouse with a bar, banqueting suites and meeting rooms.

The Council managed the entire stadium procurement process itself, including the development brief, procuring the design team, project manager, working with the architects to develop the planning application, and tendering for the building contractor. Princes Park was the winner of the GT 'Best New Non-League Ground' award and has received significant publicity since opening. In return for being responsible for all stadium maintenance, the football club receives all income from the stadium and 3G pitch, used by the community throughout the week.

4.2.1.4 Option 4: Club granted a long leasehold of the land, private operator

This model was employed at Doncaster Rovers FC / Doncaster RLFC in developing the Keepmoat Stadium, now Eco-Power Stadium, in 2007, on a local-authority owned site. The stadium was built to a capacity of 15,231 people with adjacent mini-sports stadium with an athletics track and 500-seat stand.

Whilst this has improved significantly in years since, the stadium lost the Council nearly £1 million within the first six months of opening due to an over-optimistic business plan, with stadium and adjacent uses failing to attract projected visitor numbers. Furthermore, this shows that even with a private operator, the Council is still exposed to any operating losses as owner of the site.

4.2.1.5 Option 5: Council-backed SPV granted a long leasehold of the land, club as tenants and operators

This model was employed at Coventry City FC in developing the Ricoh Arena, now Coventry Building Society Arena, in 2005, on a local authority-owned brownfield site. The stadium was built to a capacity of 32,609 people with associated facilities including an exhibition hall, hotel, club shop, sports bar, casino, and adjacent retail park.

A dispute over rent levels and matchday revenue led to the football club refusing to pay, leading to prolonged legal action, the football club having to play elsewhere and Coventry City Council having to buy out the private landlord, ACL.

4.2.1.6 Option 6: Council-backed SPV granted a long leasehold of the land, club as tenants, private operator

This model was employed at Swansea City AFC / Ospreys RFC in developing the Liberty Stadium, now Swansea.com Stadium, in 2005, on a local-authority owned site. The stadium was built to a capacity of 21,088 people with an adjacent retail park.

A dispute over construction defects led to the Council being sued by the stadium operator, Swansea Stadium Management Company, leading to prolonged legal action. This led to the stadium being sold to Swansea City AFC, with Ospreys RFC maintained as a tenant.

4.2.2 Leisure Summary of Findings

Research has been undertaken into operating models for publicly owned leisure assets in the UK to understand potential operators of the leisure facility. The existing Beach Leisure Facility is operated by Sport Aberdeen, an arms-length charitable trust owned by ACC.

In England, the private operation of publicly owned leisure assets is common, with Table 35 below outlining key firms in this market.

Table 35: Leisure Operation in England

Operator	Number of Facilities	Number of Local Authorities	Organisation Type
Better / Greenwich Leisure Limited	>270	>50	Charitable social enterprise
Everyone Active / Sports & Leisure Management Limited	>180	55	Private limited company
Places Leisure	83	35	Private limited company
Parkwood Leisure	>80	31	Private limited company
Fusion Lifestyle	67	16	Charitable social enterprise
Serco Leisure	49	17	Private limited company

Source: Company websites (2022)

Soft market testing with these operators regarding the operation of the Aberdeen facilities will be undertaken during FBC. However, Gordon Hunter, Regional Development Manager at Scottish Swimming, provided the following feedback regarding private operation of leisure facilities in Scotland:

- As far as he is aware, there is no example of a publicly owned and privately operated leisure facility in Scotland – all operated either directly by Councils or by arms-length charitable trusts on a not-for-profit basis.
- Scottish councils are very keen to ensure that facilities meet local issues and are not about income.
- No legal barriers to private operation but simply no market appetite from either the demand or supply side.
- Only real private operators he is aware of in Scotland are those who operate school leisure facilities.

Further research has confirmed this lack of private operators of leisure facilities in Scotland, meaning it is unlikely that one could be found for this project. Nevertheless, engagement will be undertaken with potential operators through the process outlined in Section 1.6.

At this stage, it is thought that Sport Aberdeen should be retained as operators of the new facility with engagement undertaken to deliver improvements to operation following development of the new facilities.

4.2.3 Beach Ballroom Summary of Findings

There are several different commercial structures for Aberdeen City Council to consider with regards to the Beach Ballroom, each with their own advantages and disadvantages. Potential models and recent examples in the arts and cultural sector are summarised below:

4.2.3.1 Council as Landlord, Retained In-House Operation

This option involves the retention of the Council’s existing commercial model, potentially with some operational efficiencies and improvements made to generate financial savings and improve performance at the Beach Ballroom. Although this model will be very familiar to the Council, we have set out the key features and advantages and disadvantages to allow proper comparison of alternative commercial structures in this sub-section.

The key characteristics of retained in-house management by Aberdeen City Council are:

- The Council takes direct responsibility for the management and operation of the Beach Ballroom facility and associated programme of events / services.
- Any staff employed in the operation of the Beach Ballroom are employed by the Council.
- The Council gathers all income generated by the Beach Ballroom.
- The Council is responsible for all expenditure incurred in the operation of the Beach Ballroom.
- The Beach Ballroom continues to use central support services of Aberdeen City Council such as facilities management, legal and procurement etc.
- The operating risks of the Beach Ballroom remain with the Council.
- The maintenance and refurbishment requirements of the Beach Ballroom remain with Aberdeen City Council.
- There are no set up costs associated with the introduction of this commercial structure and no timescale issues.

The table below sets out the advantages and disadvantages of the retained in house commercial model of operation.

Table 36: Advantages and Disadvantages of Retained In-House Model

Advantages	Disadvantages
The Council retains complete strategic operations and day to day running of the building and programme of the Beach Ballroom.	The Council retains liability for the operational performance of the Beach Ballroom.
The Council retains professional and operational expertise of the current Beach Ballroom management.	The Council retains liability for the capital maintenance associated with the previously completed Condition Survey.
The staff remain under the local government framework and pension scheme.	Misses’ opportunity to improve management of the Beach Ballroom, by accelerating decision making processes and providing staff greater autonomy.

The Beach Ballroom continues to share central support costs with other departments within the Council.	Can have limited access to entrepreneurial spirit and flair (risk and reward).
Continued cross relationships with other local authority services.	Limited access to the benefits of developing new opportunities and from economies of scale.
No set up costs or lead in time required under this commercial structure.	Venue management has limited track record of evolving offer in line with industry trends given the subsidy requirement and previously successful initiatives not being replaced with other innovations.

Under this commercial structure, there is no change, unless Aberdeen City Council considers further operational reviews of the Beach Ballroom to improve the financial position. The solution will not bring about any risk transfer or protect the Beach Ballroom from likely cuts that will face local government in the coming years.

4.2.3.2 External Operator, as Leaseholder or through Service Specification

The Council could consider externalising the commercial structure and operation of the Beach Ballroom through a procurement process, of which there would be the potential to explore a service specification approach for the Beach Ballroom or a lease approach.

These two types of commercial deal have different advantages and disadvantages; however, they would ultimately deliver a similar product for the Council at the Beach Ballroom. The key characteristics of external operator delivery are set out below.

- Aberdeen City Council would be the client and would manage the operations under a service specification or a lease that is agreed by both parties. A service specification can include a performance measurement system, whereas a lease approach is broadly property focused whereby there is the potential for some mitigations through the lease deal.
- The opportunity would be defined by Heads of Terms (potentially incorporating surplus share arrangements depending on the level of risk transfer associated with the Beach Ballroom).
- A service specification would set out the Council's requirement in respect of the delivery of the Beach Ballroom services (typically involving aspects such as pricing, programming, customer care, venue maintenance, opening hours / attendance, and quality management).
- Under the lease-based approach, a lease is granted such that the external operator is in rateable occupation for the Beach Ballroom for NNDR purposes. It would need to be clear that a lease-based approach would effectively remove Aberdeen City Council control over the commercial structure of the Beach Ballroom including programming on the main.
- The external operator would undertake the management of the Beach Ballroom, gathering all income generated and being responsible for most costs incurred.
- Typically, the Council would retain some responsibilities (usually in respect of structural repairs and maintenance) and incur costs in respect of these responsibilities. However, there is the ability for the Council to challenge this.
- Staff are employed by the external operator via a transfer under TUPE regulations.
- The operating risk of the programme is transferred to the external operator. The operator would incorporate its own profit (risk) margin within the fee agreed with the Council and achieves this profit margin by delivering the projected financial performance.
- Under a service specification the Council would monitor the operational performance and services standards delivered by the external operator, such that any failures to perform may be subject to financial deductions.

- The external operator will benefit from having central marketing capability and services and will not need to use those of the Council, thus having a potential impact on the central resources of the Council.

The table below sets out the advantages and disadvantages of appointing an external operator on a long lease or service specification as the commercial model of operation.

Table 37: Advantages and Disadvantages of External Operator

Advantages	Disadvantages
The external operator is likely to maximise opportunities for income generation and economies of scale.	The Council no longer manages day to day operation of the building and programme (reduced control).
The Council can investigate transferring considerable risk attached to the building liability and operation which currently attracts significant subsidy.	The external operator is expected to prioritise commercial rather than social objectives, e.g. profits over running community-based programmes and events driven by the Council.
Broader expertise and experience of external operator facilitating similar transformation to the aspirations for the Beach Ballroom.	Potential loss of community focus (unless stipulated in Heads of Terms).
Access to capital finance through sponsorship and other means to provide investment into the refurbishment of the building envelope.	Overall, staff would be expected to transfer to the external operator via TUPE. Although pension benefits may be comparable only.
The Council can enter a long-term lease or service specification with contractual guarantees.	
The Council has greater cost certainty, with regards to removing the burden of the revenue subsidy and some / all of the building liabilities.	
Introduction of new audiences for the Beach Ballroom, whilst potential to incorporate some of the existing events or programme.	

4.2.3.3 Council as Landlord, establishing a New Company either Charitable or Non-Charitable Trust.

The third overarching option for the Council with respect to the Beach Ballroom is to establish a new company to run the Beach Ballroom (with the potential to extend to other Council run cultural facilities in Aberdeen at a later point).

There are many forms which the organisation could take including Unincorporated Charitable NPDO, Company Limited by Guarantee, Charitable Incorporated Organisation, Limited Liability Partnership and Community Interest Company.

The text below explains the key features, advantages, and disadvantages of a new company in more detail. It is worth noting that these different types of company structure are often classified under the umbrella of a venue trust.

A venue trust is a company that has a clear social mission set out in its governing documents, generating most of its income through trade, reinvests most of its profits, is autonomous in state and is majority controlled in the interests of the social mission.

There are a number of common characteristics of venue trusts for cultural facilities which are set out below by way of example for the Aberdeen City Council:

- The Council will enter into a lease agreement or service specification for the management and operation of the Beach Ballroom.

- In return for the services and management of the Beach Ballroom, it would be expected to receive a fee from Aberdeen City Council, probably in the form of an annual grant or perhaps a management fee.
- The operating risks of the Beach Ballroom would theoretically transfer to the venue trust. However, the venue trust may not have the financial resources to absorb unforeseen operational loses as was the case with Woolwich Works in London and may request additional funding from the Council.
- The new venue trust may be a charity to take advantage of the fiscal benefits including VAT and NNDR relief.
- A venue trust will often have limited opportunity to raise capital finance, as it may have limited security or no trading history.
- A new venue trust will be likely to include many of the existing management team from the Beach Ballroom but may attract other senior officers to the team (finance, HR or legal for example).

The advantages and disadvantages of the different venue trust models are broadly the same, as such they have been set out in the table overleaf.

Table 38 - Advantages and Disadvantages of New Company Structure

Advantages	Disadvantages
Management team is likely to understand the business, demographics and Aberdeen market together with the opportunities that it provides.	The Council loses direct control of the Beach Ballroom, and it uses a service specification or lease as a control mechanism.
Opportunity for considerable community and staff involvement in the Beach Ballroom organisation.	Staff are transferred to the new company structure under TUPE, although pension benefits may be comparable only.
Operational risks potentially transferred to the new company at a steady state point in time from the Council.	Capital finance can be more expensive than if provided under the in-house commercial structure.
May have access to capital finance, but this will be subject to levels of security and training history.	If the new company structure gets into difficulty, it is likely that the Council may have to support the new company structure.
Benefits of having a more commercial focus for the management team and being separated from the current Council organisation.	Asset risk is likely to remain within the Council.
May access VAT and NNDR benefits if structured correctly.	Lengthy and complex new company structure set up and transfer process.
Greater financial and managerial autonomy of the new company structure.	New company structure may not be able to demonstrate track record of expertise to potential customers and investors in the refurbishment scheme.
Potential benefit from additional external funding opportunities such as trusts and foundations.	Difficulty in recruiting trustees of suitable expertise and calibre for the Beach Ballroom.

Over the recent years the market has seen substantial growth in the use of these company structures to operate cultural venues for local authorities. Each of the different company structures would need to be financially modelled as part of the Full Business Case activities to fully understand the benefits it would present to the Council.

A supplement to this Outline Business Case has been provided with additional detail on each of these commercial models for the Beach Ballroom – as well as providing relevant examples, an analysis of risk and overarching implications of externalisation.

4.2.4 Ice Arena Summary of Findings

Research has been undertaken into operating models for publicly owned leisure assets in the UK to understand potential operators of the ice arena. The existing Lynx Ice Arena is operated by Sport Aberdeen, an arms-length charitable trust owned by ACC.

Whilst not exhaustive, research was undertaken into eight ice arenas across the UK with a main focus on Scotland, which highlighted several examples of publicly owned and operated, and privately-owned and operated ice arenas. Publicly owned and operated ice arenas include:

- Dundee Ice Arena (owned by Dundee City Council and operated by Leisure and Culture Dundee, a charitable trust in the same model as Sport Aberdeen)
- National Ice Centre, Nottingham (owned by Nottingham City Council and operated by Sport England)
- Cardiff Ice Arena (currently privately owned and operated by Greenbank but in the process of being transferred to Cardiff City Council)

Privately-owned and operated ice arenas include:

- Braehead Ice Arena, Glasgow (owned by Global Mutual and operated by The Sportscape Group
- Fife Ice Arena, Kirkcaldy (owned and operated by Kirkcaldy Ice Rink Limited)
- Murrayfield Ice Rink, Edinburgh (owned and operated by Murrayfield Ice Arena Limited)
- Altrincham Ice Dome (owned by Mark Johnson and operated by Planet Ice)
- Basingstoke Ice Arena (owned by The Arena Group and operated by Planet Ice)

Given the existence of significant private sector interest in this market, engagement will be undertaken at FBC stage with private operators of ice arenas to understand the appetite to own or operate a new ice arena in Aberdeen.

4.2.5 Stadium-led Multi-purpose Developments: Summary of the Findings

There are several different examples of potential operating models whereby the proposed ballroom facility becomes part of the commercial operation. If such a model was chosen, the options are summarised below.

4.2.5.1 Option 1: Internal Operation

Under this option, the stadium owner / operator (AFC) and ballroom owner / operator (ACC) are in direct competition with one another, each with their own individual event ticketing and hospitality, catering, security, facilities management, and stadium / ballroom event operations functions.

- Pros:
  - ACC controls ballroom events schedule
  - AFC controls stadium events schedule
  - AFC has 100% operational control of the stadium asset
- Cons:
  - Direct competition between ballroom and stadium for non-matchday events
  - ACC do not benefit from private operator experience for the ballroom

4.2.5.2 Option 2: Internal Operation with External Ticketing

Under this option, the stadium owner / operator (AFC) and ballroom owner / operator (ACC) are in direct competition with one another, each with their own individual catering, security, facilities management, and stadium / ballroom event operations functions. However, an external ticketing company is used to market events at both venues.

- Pros:
  - As above, but with the advantage that an event ticketing company would have an incentive for ‘selling’ both venues with an agreement on KPIs
- Cons:
  - As above, but the ticket company will drive low KPIs to engage and hence unlikely to maximise outcomes

4.2.5.3 Option 3: Internal Operation with Third-party Events Operator

Under this option, the stadium owner / operator (AFC) and ballroom owner / operator (ACC) are in direct competition with one another, each with their own individual stadium matchday and ballroom event ticketing, catering, security, and event functions. However, stadium event operations are contracted out to a third-party, with its own event ticketing, catering, and security functions. Facilities management for the stadium is entirely undertaken by AFC, and for the ballroom is undertaken by ACC.

- Pros:
  - ACC controls ballroom events schedule
  - AFC controls matchday schedule
  - AFC has 100% operational control of the stadium asset on matchdays
  - AFC benefits from the experience of a third-party operator for the events
  - AFC receives guaranteed fee from third-party operator
- Cons:
  - Direct competition between ballroom and stadium for non-matchday events
  - ACC does not benefit from private operator experience for the ballroom
  - AFC hands over non-matchday revenue opportunities of the stadium to third-party

4.2.5.4 Option 4: Internal Operation with Third-party Events Operator and External Ticketing

Under this option, the stadium owner / operator (AFC) and ballroom owner / operator (ACC) are in direct competition with one another, each with their own individual stadium matchday and ballroom event catering, security, and event functions. Stadium event operations, on the other hand, are contracted out to a third-party, which provides its own event catering and security functions. Facilities management for the stadium is entirely undertaken by AFC, and for the ballroom it is undertaken by ACC. In addition, an external ticketing company is used to market events at both venues.

- Pros:
  - As above, but with the advantage that an event ticketing company would have an incentive for ‘selling’ both venues with an agreement on KPIs
- Cons:
  - As above, but the ticket company will drive low KPIs to engage and hence unlikely to maximise outcomes

4.2.5.5 Option 5: Internal Operation with Third-party Operators

Under this option, the stadium is owned and operated by AFC whilst the ballroom is owned by ACC but operated by a third-party. AFC has its own individual stadium matchday ticketing, catering, and security functions and undertakes facilities management for all stadium events. All other stadium event operations are contracted out to a third-party, with its own ticketing, catering, and security functions. They are in direct competition with the third-party operator of the ballroom, with its own ticketing, catering, security, and facilities management functions.

- Pros:
  - AFC has 100% operational control of the stadium asset on matchdays
  - AFC benefits from the experience of a third-party operator for the events
  - AFC receives guaranteed fee from third-party operator
  - ACC benefits from private operator experience for the ballroom
- Cons:
  - Direct competition between ballroom and stadium for non-matchday events
  - AFC hands over non-matchday revenue opportunities of the stadium to third-party

4.2.5.6 Option 6: Internal Operation with Third-party Operators and External Ticketing

Under this option, the stadium is owned and operated by AFC whilst the ballroom is owned by ACC but operated by a third-party. AFC has its own individual stadium matchday catering and security functions and undertakes facilities management for all stadium events. All other stadium event operations are contracted out to a third-party, with its own catering and security functions. It is in direct competition with the third-party operator of the ballroom, with its own catering, security, and facilities management functions. In addition, an external ticketing company is used to market events at both venues.

- Pros:
  - As above, but with the advantage that an event ticketing company would have an incentive for 'selling' both venues with an agreement on KPIs
- Cons
  - As above, but the ticket company will drive low KPIs to engage and hence unlikely to maximise outcomes

4.2.5.7 Option 7: Individual Third-Party Operators

Under this option, the stadium is owned by AFC whilst the ballroom is owned by ACC. Both parties are in direct competition with one another, contracting out all individual operations to separate third parties, each with their own event ticketing, catering, security, and facilities management functions.

- Pros:
  - ACC benefits from private operator experience for the ballroom
  - AFC has single point of contact and responsibility for all operational aspects of the stadium asset
  - AFC has guaranteed income agreement
- Cons:
  - Direct competition between ballroom and stadium for non-matchday events
  - AFC loses operational control of the stadium and its product(s)
  - AFC hands over matchday and non-matchday revenue opportunities of the stadium to a third-party

4.2.5.8 Option 8: Combined Third-party Operator

Under this option, the stadium is owned by AFC whilst the ballroom is owned by ACC. Both parties together contract out all operations of both venues to a single third-party, with its own event ticketing, catering, security, and facilities management functions.

- Pros:
  - ACC benefits from private operator experience for the ballroom
  - AFC has single point of contact and responsibility for all operational aspects of the stadium asset
  - AFC has guaranteed income agreement
  - Shared responsibility events will maximise event use of all facilities
- Cons:
  - AFC loses operational control of the stadium and its product(s)
  - AFC hands over matchday and non-matchday revenue opportunities of the stadium to a third-party
  - Third-party operator having to operate different venues and event types

4.2.5.9 Option 9: Internal Operation with Third-party Events Operator

Under this option, the stadium is owned by AFC whilst the ballroom is owned by ACC. AFC operates the stadium on matchdays through its own individual stadium matchday ticketing, catering, and security functions. All other stadium event operations, as well as ballroom operations, are contracted out to a single third-party, with its own ticketing, catering, and security functions. Facilities management for all stadium events are undertaken by the third-party.

- Pros:
  - ACC controls ballroom events schedule
  - AFC controls matchday schedule
  - AFC has 100% operational control of the stadium asset on matchdays
  - AFC benefits from the experience of a third-party operator for the events
  - ACC benefits from private operator experience for the ballroom
  - AFC has guaranteed income agreement
  - Shared responsibility events will maximise event use of all facilities
- Cons:
  - AFC hands over non-matchday revenue opportunities of the stadium to third-party
  - AFC loses partial operational control of the stadium and its product(s)

4.2.5.10 Option 10: Internal Operation with Management Company

Under this option, the stadium is owned by AFC whilst the ballroom is owned by ACC. AFC operates the stadium on matchdays through its own individual stadium matchday ticketing, catering, and security functions. All other stadium event operations, as well as ballroom operations, are managed by a separate Management Company, co-owned by ACC and AFC. The Management Company contracts out ticketing, catering, and security to individual third parties, as well as facilities management for all stadium events.

- Pros:
  - ACC/AFC share responsibility for the operation and success of the venues

  - Management Company employs specialist third parties to maximise the benefits of each element
  - AFC controls matchday schedule
  - AFC has 100% operational control of the stadium asset on matchdays
  - Ability to bring in specialists
  - Shared vision on KPIs
  - Efficient pooling of assets and liabilities, profit distribution
- Cons:
  - Management Company responsible for procurement and management of contracts
  - Management Company will need specialist recruitment especially for ballroom operation
  - Risk of success lies with Management Company
  - ACC / AFC economic interests not aligned. AFC does not want control / liability of non-football assets and does not want ACC to have the same for the football stadium

4.3 Key Roles and Responsibilities

The key roles and responsibilities are:

- Project Sponsor
- Land ownership / acquisition
- Design and Delivery
- Approvals
- Ownership and Operation
- Maintenance

4.3.1 Project Sponsor

The Aberdeen Beachfront Masterplan will be delivered as a local authority-sponsored public works project, led by HNSL on behalf of ACC.

4.3.2 Land Ownership / Acquisition

The land identified for development is currently owned by ACC. There is currently no requirement to acquire land for the development.

The following options have been considered for land ownership regarding the stadium:

- Option 1: ACC holds the freehold, grants AFC a long leasehold on the stadium and private developers a long leasehold on the leisure facility / ice arena
- Option 2: ACC-owned SPV owns the freehold, grants AFC a long leasehold on the stadium and private developers a long leasehold on the leisure facility / ice arena
- Option 3: AFC holds the freehold on the stadium, private developers hold the freehold on the leisure facility / ice arena

Table 39 presents the pros and cons of each option.

Table 39: Land Ownership Options

Option	Pros	Cons
Option 1	ACC maintains its heritable title and can grant a call-option to extend the lease duration at its behest.	Consideration required as to what controls (if any) AFC get over subleases.

	Avoids the existence of different heritable titles. A lease over 20 years is registerable at the Land Register so can be used for securing debt. A leasehold structure is the optimal structuring tool for regulating rights in common areas and providing a service charge. Cross rights and cost sharing easier to implement with a lease in place Leasehold structure facilitates pre-agreed subleases of designated areas within the stadium back to the Council for market rents.	ACC must be satisfied that the rent (likely to be a peppercorn) is the best consideration that could be maintained and justified on economic development / regeneration grounds.
Option 2	Same as above, but also allows ACC to ring-fence its project-specific assets and liabilities.	Same as above, but AFC and private developers would need ACC to guarantee all obligations of the SPV.
Option 3	Short-term capital receipt to ACC	Highly unlikely that ACC would be willing to sell off a large heritable title. Development complexity means various heritable titles are not practical.

For the reasons outlined above, the highest scoring option is Option 1.

4.3.3 Design and Delivery

4.3.3.1 Project Support Services

Additional to these main procurements, it is envisaged that several ad hoc support services will be required to support delivery, such as project and programme management, commercial management, and legal support. These will be procured through HNSL.

4.3.4 Ownership and Operation

4.3.4.1 Stadium

As noted in Section 4.2.1, the following options have been considered for stadium ownership and operation:

- Option 1: ACC as landlord, AFC as tenant and operator (ACC Freeholder)
- Option 2: ACC as landlord, AFC as tenant, private operator (ACC Freeholder)
- Option 3: AFC granted a long leasehold of the land, AFC as operator (ACC Freeholder)
- Option 4: AFC granted a long leasehold of the land, private operator (ACC Freeholder)
- Option 5: ACC-owned SPV granted a long leasehold of the land, AFC as tenant and operator (ACC Freeholder)
- Option 6: ACC-owned SPV granted a long leasehold of the land, AFC as tenant, private operator (ACC Freeholder)

Any option with the club as tenant (Options 1, 2, 5 and 6) runs the risk of non-payment due to the club coming into financial difficulty or disputing an aspect of the contract.

Option 4 is a viable option, but no private operator is currently in the frame and this has led to issues at previous stadia regarding performance and the existence of another party complicating delivery.

For the reasons outlined above, the highest scoring option is Option 3.

4.3.4.2 Leisure

The following options have been considered for Leisure Facility ownership and operation:

- Option 1: ACC as landlord, Sport Aberdeen as tenant and operator (ACC Freeholder)
- Option 2: ACC as landlord, private operator as tenant and operator (ACC Freeholder)
- Option 3: Opco / Propco granted a long leasehold of the land, private operator as operator (ACC Freeholder)
- Option 4: ACC-owned SPV granted a long leasehold of the land, private operator as operator (ACC Freeholder)
- Option 5: ACC-owned SPV granted a long leasehold of the land, Sport Aberdeen as tenant and operator (ACC Freeholder)

As discussed in section 4.1.2, it is highly unlikely that a private operator will be interested in operating the leisure facility so Sport Aberdeen will be retained, eliminating Options 2, 3 and 4.

As discussed in section 4.2.2, the highest scoring option for land ownership is for ACC to maintain the heritable title of all the land comprising the stadium, leisure facility and ice arena. Thus, Option 5 can be disregarded.

For the reasons outlined above, the highest scoring option is Option 1.

4.3.4.3 Ice Arena

The following options have been considered for Ice Arena ownership and operation:

- Option 1: ACC as landlord, Sport Aberdeen as tenant and operator (ACC Freeholder)
- Option 2: ACC as landlord, private operator as tenant and operator (ACC Freeholder)
- Option 3: OpCo PropCo granted a long leasehold of the land, private operator as operator (ACC Freeholder)
- Option 4: ACC-owned SPV granted a long leasehold of the land, private operator as operator (ACC Freeholder)
- Option 5: ACC-owned SPV granted a long leasehold of the land, Sport Aberdeen as tenant and operator (ACC Freeholder)

Without having undertaken operator engagement, it is not possible to understand the likelihood that a private operator would be willing to take on a new ice arena in Aberdeen. Therefore. The highest scoring option at this stage is Option 1.

4.3.4.4 Integrated Development

The following options have been considered for integrated development ownership and operation between the stadium, leisure facility, ice arena and ballroom:

- Option 1: Internal Operation
- Option 2: Internal Operation with External Ticketing
- Option 3: Internal Operation with Third-Party Events Operator
- Option 4: Internal Operation with Third-Party Events Operator and External Ticketing
- Option 5: Internal Operation with Third-Party Operators
- Option 6: Internal Operation with Third-Party Operators and External Ticketing
- Option 7: Individual Third-Party Operators
- Option 8: Combined Third-Party Operator
- Option 9: Internal Operation with Third-Party Events Operator
- Option 10: Internal Operation with Management Company

If the ballroom is included within the commercial structure, obvious synergies exist regarding ticketing, catering, facilities management, and security, meaning combining operations under one contract to a single entity could generate significant benefits. It should be noted that Sport Aberdeen and AFC do not have the capability to deliver such an operation so a private operator would be required. Given the complexity and uniqueness of the proposal, finding such an entity will not be straightforward.

It is not possible to define a highest scoring option at this stage. This will be done at FBC stage.

4.3.4.5 Operator Procurement Strategy

The operator procurement strategy will be determined following the outcome of an operation and maintenance appraisal to be undertaken at the next stage.

4.4 Key Dates

Key milestones are indicted below with dates for the project procurement process provided in the programme included in Appendix G:

- Submission of OBC
- Approval of OBC Gateway
- Submission of FBC
- Approval of FBC
- Contractor Tender Period (ITT to Contract Award)
- Construction Period
- Project Closeout

4.5 Policy

4.5.1 Compliance

The procurement strategy will be compliant with the Public Contracts (Scotland) Regulations 2015[48] and will follow the procedures set out in ACC's Procurement Regulations[49] as well as the Joint Procurement Strategy (2017-2022)[50] developed by ACC, Aberdeenshire Council, and the Highland Council.

4.5.2 Sustainability

As stated in section 6 of the Procurement Regulations, ACC is committed to working towards sustainable development through undertaking sustainable procurement and will work to embed the principles of sustainability, including the consideration of social, environmental, and economic impacts, throughout the procurement and contract management process.

Furthermore, the mission statement of the three councils operating under the Joint Procurement Strategy is to *"deliver ethical and sustainable 'value for money' solutions that support the operational needs and wider strategic aims of the Councils and the communities they serve to further local and national priorities to the fullest extent possible"*. Furthermore, the Joint Procurement Strategy goes on to outline how the Councils, including ACC, are committed to embedding the key principles of sustainability into all procurement activity.

[48] The Public Contracts (Scotland) Regulations 2015 (legislation.gov.uk)

[49] mgConvert2PDF.aspx (aberdeencity.gov.uk)

[50] Joint Procurement Strategy.pdf (aberdeencity.gov.uk)

In following this set of regulations and strategy, ACC will meet its Sustainable Procurement Duty[51] to reduce inequalities and demonstrate best value for money on a whole life cost basis, generating benefits for ACC, wider society, and the economy, whilst minimising environmental impacts.

4.5.3 Social Value

As part of the mission statement noted above, the three councils pledge to *"identify leverage opportunities (including social, economic and environmental value) aligned to the needs and priorities of our communities"*.

Furthermore, the Joint Procurement Strategy states that increased collaboration and standardisation between local authorities will enable increased focus on several added value elements including social value.

Social value will be incorporated in all contracts procured by the Councils, thereby complying with the Sustainable Procurement Duty. In contracts below £4 million in value, social value will be included as a 'community benefit' in the specification, using the recommended Method Statement, or in scored contractual clauses.

The Council's approach to community benefits also relies on identifying potential sources of financial and practical support to assist suppliers in the delivery of social value. Opportunities for convergence with the social purposes of third sector organisations and community groups will be identified through early engagement to make this information available to bidders. This approach ensures that as far as possible, social value through procurement will be aligned to community priorities.

The Council's Sustainable Procurement Policy sets out the legal parameters within which it is possible to ensure the inclusive participation of local suppliers / SMEs / third sector organisations / supported businesses in the direct (Tier 1) supply chain and (Tier 2) subcontract opportunities.

4.5.4 Contract Management

ACC has a strong track record of the successful management of service delivery and capital projects contracts, reflecting its strong systems of contract management. ACC will assign an experienced contract management team to ensure and maintain effective behaviours and relationships from all project stakeholders throughout the contracting period.

The contract form will ensure there are mechanisms to manage the contractor to deliver on its contractual obligations and is not relieved of its responsibilities or committed to additional responsibilities outside of what is contracted. Furthermore, the information generated by the contract will allow ACC to effectively monitor what has been delivered by the contractor. This will enable ACC to effectively review and monitor cost and associated information related to the performance of the contracted works.

4.5.5 Risk Allocation and Transfer

ACC, as the project sponsor and lead, will be responsible for its successful delivery and therefore the appropriate management and allocation of risk. A project risk register has been developed by the project team with input from key partners and can be found at Appendix B.

Table 40 presents an initial outline allocation of key risks for each element of the project. This will be finalised at FBC.

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[51] Public sector procurement: Sustainable procurement duty - gov.scot (www.gov.scot)

Table 40: Roles & Responsibilities in the Commercial Structure

Risk Type	Example	Allocation
Design	Design approvals	Stadium: Contractor Ice Arena: Contractor Leisure Facility: Contractor Beach Ballroom: Contractor
Consent	Delayed approvals	Stadium: ACC Ice Arena: ACC Leisure Facility: ACC Beach Ballroom: Aberdeen City Council
Construction	Cost / schedule overrun	Stadium: Contractor Ice Arena: Contractor Leisure Facility: Contractor Beach Ballroom: Contractor
Financing	Availability of financing	Stadium: ACC and AFC Ice Arena: ACC Leisure Facility: ACC Beach Ballroom: ACC
Operational	Escalation of maintenance costs or lower than expected revenue	Stadium: AFC or private operator Ice Arena: Sport Aberdeen Leisure Facility: Sport Aberdeen Beach Ballroom: ACC

Source: Mott MacDonald / ACC

4.5.6 Issues for FBC stage

The potential structure for each element of the development have been presented below.

Table 41: Potential Operational Structure

Role	Stadium	Ice Arena	Leisure Facility
Owner	ACC	ACC	ACC
Leaseholder	AFC	Aberdeen Lynx	ACC
Operator	AFC and/or Private operator	Sport Aberdeen	Sport Aberdeen
Maintenance	AFC and/or Private operator	Sport Aberdeen	Sport Aberdeen
Catering	AFC and/or Private operator	ACC or Private operator	n/a

Further work is required with ACC, AFC and Sport Aberdeen to establish the structure that offers the best outcomes for ACC. The detail around the procurement options and approach will be developed during the FBC stage.

5 Financial Case

The highest scoring option, Do Maximum, has been developed by the design team to ascertain affordability and the funding requirement. Analysis undertaken by Currie and Brown of the highest scoring option provided a high-level indication of the potential costs, likely financial impact and risks of the highest scoring option.

It should be noted that this is an early-stage analysis, and, in many areas, the figures used are best estimates and remain indicative only. The next step, developing the full business case, will include checking the financial assumptions with more data and analysis, assigning more design and master-planning work based on the results of this business case, getting updated cost estimates from the quantity surveyor, and coming to an agreement on the terms of funding between the parties involved.

5.1 Capital and Revenue Requirements

5.1.1 Capital Costs

The capital costs below include for the development of the highest scoring option, Do Maximum (Section 2.6.8).

Table 42: Highest scoring option Costs

Description	Phase 6b Leisure (incl. Ice Arena)	Stadium	Beach Ballroom	Total
Works Cost Estimate	54,300,000	42,600,000	18,167,000	110,930,000
Design Development Risk	7,602,000	5,964,000	2,543,000	15,530,000
Main Contractors Prelims	8,948,000	7,284,000	3,107,000	18,631,000
Operational Risk	709,000	558,000	238,000	1,451,000
Design Team Fees Pre and/or Post Financial Close	2,396,000	1,967,000	1,083,100	6,339,600
Main Contractors Overhead and Profit	3,296,000	2,602,000	1,121,000	6,761,000
Construction Total	**77,251,000**	**60,975,000**	**26,259,100**	**159,642,600**
Design Team Fees Stage 1 & 2	3,594,000	2,949,000	1,625,000	6,543,000
Statutory and Survey Fees	457,000	-	300,000	757,000
Hubco Portion and Management	1,020,000	802,000	343,000	2,234,000
Construction Insurance	439,000	344,000	147,000	784,000
Construction Inflation	21,257,000	9,124,000	6,628,000	22,942,000
VAT	Excluded	Excluded	Excluded	Excluded
Total Project Cost Excl. Optimism Bias	**104,018,000**	**74,194,000**	**35,302,100**	**213,514,100**
Optimism Bias	3,438,000	17,806,560	9,116,900	**30,361,460**
Overall Total Including Optimism Bias	**107,456,000**	**92,000,560**	**44,419,000**	**243,875,560**

Source: Currie and Brown

Please refer to Currie and Brown's cost model for details regarding assumptions, inclusion and exclusions associated with the development of these costs.

5.2 Cost Benchmarking

The following section provides a comparison of applied benchmarks against Mott MacDonald's database of costs for similar completed facilities in the UK.

5.2.1 Stadium Cost per Seat Comparisons:

Table 43: Stadium Cost per Seat

	Beachfront	Brentford	Brighton	AFC Wimbledon
Seats	16,000	17,250	22,000	9,435 (4,200+5,235 temp)
£/seat	3,440	3,250	4,750	2,755
GIFA	18,776	17,324	30,464	9,829
£/m2	2,930	3,550	3,500	2,645

The £/seat benchmark is commonly used in stadium developments and is a good indicator of the quality that can be achieved from the budget. In the examples above, it can be concluded that the minimum budget to deliver a stadium of basic quality would be approximately £2,500 / seat with quality increasing through developments such as Brentford (Figure 33) and Brighton (Figure 34), with Tottenham's new stadium at nearly £5,000 per seat.

Figure 33: Brentford Community Stadium

Source: AFL Architects

Figure 34: Amex Community Stadium

Source: KSS Group

Figure 35: Tottenham Hotspur Stadium

Source: Populous

5.2.2 Leisure Cost per m² Comparisons

Table 44: Leisure Cost per m²

	Beachfront	Dundee*	South Shields*	Barking*
Construction Cost	£77.3m	£30.2m	£25.0m	£35.0m
GIFA	12,000	5,520	6,575	6,507
£/m2	4,085	5,470	3,796	5,385

Dundee, South Shields, and Barking construction costs have been adjusted to prices for Q4 2022. The £/m^2 is driven by % of Wet area (high/m^2) and overall specification/quality of building.

Figure 36: Haven Point, South Shields

Source: LA Architects

Figure 37: Abbey Leisure Centre, Barking

Source: Saunders Boston Architects

Note that the Sport England budget recommendations reflects a low £/m2 benchmark against the available data set, and therefore does not represent a realistic benchmark for inclusion in this OBC.

5.2.3 Ice Arena Cost per m^2

Table 45: Ice arena Cost per m^2

	Beachfront	Lee Valley	Cambridge	The Peak
Construction Cost	Incl. in Leisure	£30-40m	£6m	£24m
Seats	1,000 (+500)	0	300	7,500
Pads	1	2	1no. 56 x 26	2
GIFA (m2)	12,000	8,417	2,600	9,313
£/m2	£4,085	£4,200	£2,300	£2,580
£/pad	N/A	£15m	£6m	£12m

Figure 38: Cambridge Ice Arena

Source: Cool Venues Ltd

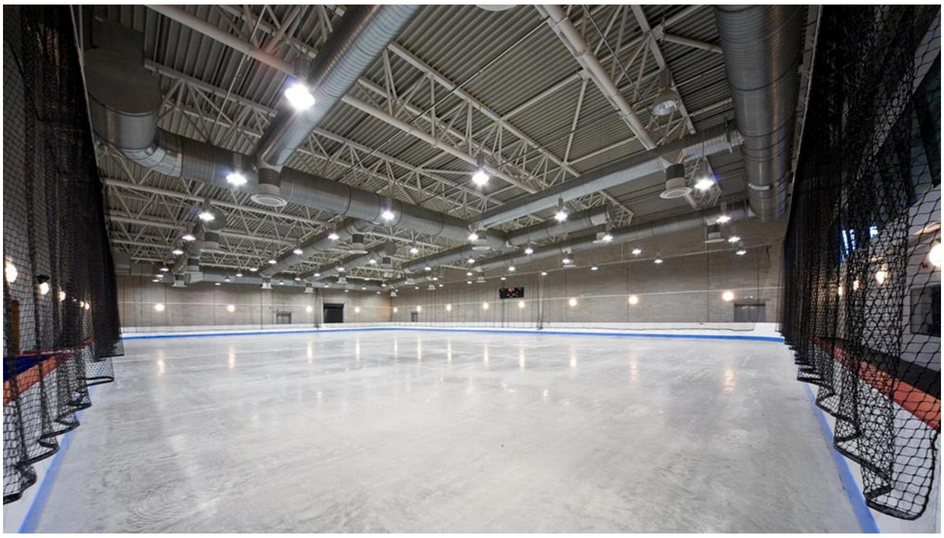


Figure 39: The Peak, Stirling

Source: McLaughlin & Harvey

5.2.4 Beach Ballroom – Similar Refurbishment Costs

We have presented below a comparison of applied benchmarks against available database of costs for similarly completed cultural facilities within the UK. The focus for which was primarily on venues of a similar size and nature, including those with flat floor space to host standing music and MICE events as an example. For the purpose of this Outline Business Case, we have included both replacement provision and refurbishments of existing.

Table 46: Cultural Facility Cost by Capacity

	Swansea Arena	Derby Assembly Rooms	Bradford ODEON Refurbishment	Marine Lakes Event Centre	Aberdeen Beach Ballroom
Maximum Capacity	3,500 pax	1,800 pax	4,000 pax	1,500 pax	1,200 pax
Construction Cost	£46.9 million	£24.1 million	£22.7 million	£73 million	£21.6 million
£ / Capacity	13,400	13,388	5,675	48,666	18,000

The refurbishment of Derby Assembly Rooms and Bradford ODEON bears the closest resemblance to the current plans for refurbishment of the Aberdeen Beach Ballroom. It can be concluded that the cost of refurbishment to a similar standard could be delivered at a minimum cost of £20 million. Where there is separation between events and conferencing spaces this has shown to lead to increased construction costs.

Figure 40: Swansea Arena (Copr Bay Development)

Source: TPI Magazine (2021)

Figure 41: Updated Derby Assembly Rooms

Source: Derby City Council / In Derby, 2019

Figure 42: Bradford ODEON Refurbishment

Source: Construction Index (2021)

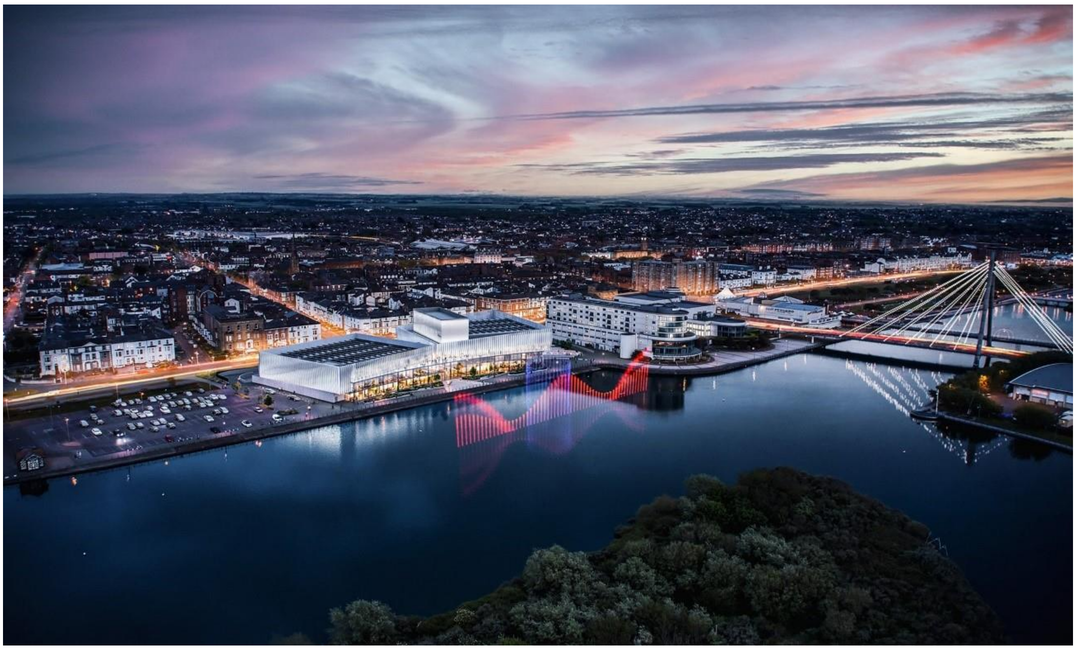


Figure 43: Marine Lakes Events Centre Replacement

Source: Sefton Council / My Sefton (2021)

5.2.4.1 Beach Ballroom Revenue Requirements

Improved operational efficiencies are considered one of the key critical success factors for the Beachfront Masterplan and the Beach Ballroom project.

This poses a significant challenge to the in-house Council model as benchmarking shows that most Council facilities of a similar nature operate with some form of subsidy. A 2019 Cabinet Report to the Strategic Commission Committee of Aberdeen City Council confirmed this with the revenue requirement forecast for 2019 / 2020 set at £187,000 prior to COVID-19.

Given the model remains wholly unchanged it is assumed that these cost pressures will continue without further investment. There is precedent to suggest that a shift to venue trust governance model would offer several financial benefits and the Council could retain a level of strategic control, meanwhile the private sector would likely be able to remove the operational subsidy and there is further potential for it to commit to overage payments back into the Council's budget or to take on some risk associated with the building envelope.

Table 47: Revenue Costs of Comparator Venues

	Derby Assembly Rooms	St David's Hal	De La Warr Pavillion	Aberdeen Beach Ballroom
Maximum Capacity	1,800 pax	2,000 pax	990 pax	1,200 pax
Local Authority Revenue Funding	£300,000	£1,990,057	£552,996	£187,000

The table above demonstrates the subsidy impact increasing by the size of the venue and with the complexity of operating. To mitigate against this Aberdeen City Council should focus on maximum flexibility and transformability of the individual spaces within the building.

As well as this those responsible are expected to renew focus on attracting events that perform commercially and drive significant secondary spend for the venue. A good example of this is the potential to host pre-fixture hospitality for the Aberdeen Football Club as part of the wider Beachfront masterplan development and potential joint arrangements.

5.2.4.2 Case Study – Restoration Levy

The Full Business Case is expected to provide additional detail relating to potential revenue enhancements and the market testing of potential operators for the Beach Ballroom. At the point of having access to the venues (Margins and Sales Report) from the previous years, HNSL will be able to outline various measures to improve financial performance of the venue and further mitigate the subsidy based on experiences.

As an example of the potential, the Beach Ballroom's ticketing site has been investigated. Standard practice for a venue of its age and size suggests that there may be the potential to introduce a restoration levy at the Beach Ballroom. However, this would need to be carefully considered against the current Ticketmaster contract and existing fees.

If the venue was to be handed to the private sector to operate through this process, it would be expected to quickly introduce a restoration levy. An example of this being AMG / Live Nation almost immediately chose to impose a restoration levy once they had the leases of Southampton Guildhall and Newcastle City Hall. As a reasonable comparator for the Beach Ballroom, it is worth noting that Wintergardens Blackpool has £1.50 levy on all tickets. Below provides a guide on the current restoration levy at cultural venues in the UK.

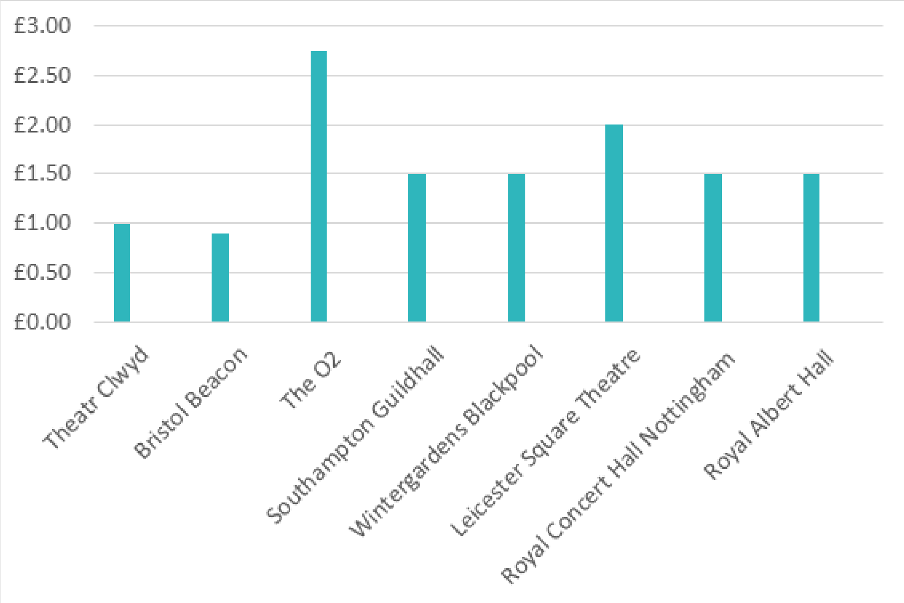


Figure 44: Restoration Levy at Cultural Venues in the UK

Applying a £1.50 figure against the 2018 / 2019 attendance for the Beach Ballroom (pre-COVID 19) can provide a conservative estimate if applied to all ticket categories. The restoration levy in theory should be set aside for lifecycle costs or capital interventions at the Beach Ballroom e.g., seat replacements, investment into the building envelope and matched funding as key examples. However, it is common practice in the private sector for levies to be treated as an additional income stream. The O2 as a large-scale example, opened in 2007 and has one of the highest restoration levies (as highlighted in the Figure above).

As such it would represent more of a more of a moral and political decision for the Beach Ballroom, if in place for 2018 / 2019, a levy of £1.50 which is appropriate based on other cultural venues would have generated approximately £145,900 in additional revenue.

5.3 Overall Affordability and Funding

Funding for the highest scoring option is intended to be sourced from public / private borrowing. The value of the private financial contribution is to be finalised but will be subject to subsidy control restrictions. Should this private financial contribution not be available, allowance has been made within the design of the development for the ballroom, leisure, and ice arena elements to progress, with a stand-alone stadium to be developed at a later date should funding come forward from the private sector.

Opportunity for inward investment from other public sources and private funding models will be explored further during FBC.

5.4 Confirmation of Stakeholder Support

Creative Scotland is thought to be an obvious champion funder for a full refurbishment of the Aberdeen Beach Ballroom based on Mott MacDonald’s experience of projects of this nature. Creative Scotland being the public body that supports the arts, screen and creative industries across parts of Scotland on behalf of everyone who lives, works and visits.

The organisation distributes a bulk of funding from two primary sources, the Scottish Government and the National Lottery. This funding is the means by which Creative Scotland supports a portfolio of organisations across Scotland and development of projects. The funding archive presents precedent for funding of projects along these lines of the Aberdeen Beach

Ballroom. This support would be expected to come whether under retained council operation or with the private sector (although vary significantly).

It should be noted that Creative Scotland has been decreasing the level of support they offer to capital projects of this nature. Fewer funds are being invest in capital projects due to multi-year commitments to fund the operations of existing National Portfolio Organisations.

The Client, ACC, has maintained regular dialogue with the key stakeholders, Sport Aberdeen and Aberdeen Football Club throughout the process.

6 Management Case

This section of the Outline Business Case addresses the achievability of the Aberdeen Beachfront project and sets out how it will be managed to ensure successful delivery in accordance with best practice.

6.1 Programme and Project Management Governance Arrangements

6.1.1 Project Management Arrangements

Final details will be confirmed regarding project management and governance arrangements, including details of the Project Board and the decision-making/approval process.

Details are also still required from ACC on the resources and team for project delivery. A list of the staff resources and expertise will be provided at the FBC stage, including details around Project Management, Legal, Procurement and Communications.

6.1.2 Project Programme – Key Milestones

An indicative programme for the delivery of the Aberdeen Beachfront Masterplan is included in Appendix G.

6.1.3 Project Index

Current project team overview is as identified in Table 48.

Table 48: Project Team

Role	Organisation	Reference
Participant	Aberdeen City Council	ACC
Project Development Manager	Hub North Scotland Limited	HNSL
Sports Advisor	Mott MacDonald	MM
Cost Advisor	Currie & Brown	CB
Architect - Beachfront Masterplan	Keppie	Keppie
Landscape Architect - Beachfront	Open	Open
Architect - Beachfront leisure	AFL	AFL
Architect - Beachfront stadium	AFL	AFL
Architect - Beachfront ballroom	Keppie	Keppie
Civil & Structural Engineer	Goodson	Goodson
MEPH Engineer	Wallace Whittle	WW

6.1.4 Beachfront Project Team

The project design team assembled for the development will need to have extensive experience of integrating into and leading multidisciplinary teams to design, construct and deliver complex stadium and leisure buildings.

The project design team for future stages (RIBA Stage 3 onwards) should be reassessed and, if necessary, re-procured to ensure that there is adequate experience to deliver the project scope.

6.1.5 Project Communications Protocol and Guidance

A communications plan will be produced prior to the commencement of the FBC. However, the lines of communication for the project will likely follow these:

- Participants will communicate with the HNSL representatives for all formal matters.
- HNSL will communicate with the consultants via the Project Manager for all formal matters in particular instructions or actions which are likely to cause a variation to the contract.

6.2 Contract Management Arrangements

Contract Management will be undertaken by Hub North Scotland Limited.

6.3 Risk Management Arrangements

Risks will be managed in two distinct categories. These are the Development and the Site. The project risk register will be reviewed on a weekly basis by the Project Team, focusing on the day-to-day project risks that could impact delivery of the works.

Risks will be recorded on a risk register, managed by the Project Manager, which will include a clear record of risk ownership, timescales for purification, and an agreed mitigation strategy.

6.4 Benefits Realisation Arrangements

A benefits realisation plan will be produced to detail the expected benefits of the project, against which benefits realisation will be evaluated at defined points within the project lifecycle, to tie up with reporting to funders and partners during FBC.

The benefits realisation plan and evaluation will help Aberdeen City Council and other key stakeholders to understand the immediate and medium-term impacts of the development and its performance with respect to stated objectives. The evaluation will also help Aberdeen City Council to make appropriate decisions on related investment in the future, particularly for the wider CCBMP.

Benefits will be evaluated in the immediate (Year 1) and medium term (Year 5). The immediate term report will assist in understanding what issues the project is experiencing in its early phase. The medium term allows early comparisons with the predictions forecast; this will inform Aberdeen City Council as to the trajectory of success or otherwise of the scheme in meeting objectives as well as providing information.

6.5 Post Implementation and Evaluation Arrangements

The purpose of an evaluation is to understand causal links between an intervention and wider change in an area, including changes to socio-economic characteristics and human visitor behaviour.

Monitoring and evaluation have been integral to the assessment of public sector policy and project interventions in the UK for many years and the principles are well articulated in a number of key documents relating to appraisal and evaluation[52]. Techniques and approaches developed for monitoring and evaluation can be consistently used across discipline areas. A thorough baseline report and baseline statement are of critical importance in devising an effective monitoring and evaluation framework.

It is anticipated that the evaluation of the Beachfront development should follow a Theory of Change approach recognising causal links for change and reflecting the timescale for delivering

[52] These documents include: HM Treasury Green Book, RDA Impact Evaluation Framework, 3Rs Guidance, Additionality Guide and WebTAG.

the identified range of outputs and outcomes, as recommended in HM Treasury Magenta Book guidance[53].

The evaluation will largely be based on data that has already been collated by various parties, though qualitative material from key stakeholders will be collected specifically for the evaluation. At this stage, we anticipate that the findings and conclusions of the Beachfront Development Monitoring and Evaluation Plan will be reported through three separate reports:

- A baseline report
- One year after report
- Five years after report

[53] https://www.gov.uk/government/publications/the-magenta-book

A. Consultation

A.1 Beachfront User Groups

Vanguard is a part of the Aberdeen Chamber of Commerce that includes working groups for economic development and the environment, including a working group for the Beachfront. The group had conducted an internal optioneering activity to short-list a number of projects it is keen to see incorporated in any beachfront development. This included:

- Sculpture – The group is inspired by the Aberdeen Leopard structure in Marischal square and proposes a second Leopard structure located on the Beachfront – possibly promoting a 'Leopard trail'. Vanguard has met with Andy Scott who created the Leopard Structure (and the Falkirk Kelpies) to discuss possible routes to procure and a possible location. Aberdeen City Council representatives thought this was a good idea but noted that this would possibly need a competitive procurement if they proceeded with this.
- 'Road Train' – The Group have discussed the potential to provide a tourist road train with operators who have provided commercial information on how this can be funded and potential revenue. Thoughts are this would help provide a visible link between the City Centre and beachfront, noting that many visitors to Aberdeen City don't realise a beach is nearby.
- Promenade Lighting – This would extend beyond the current Beachfront development area to illuminate the lower promenade to make the Beachfront more usable and safer during winter months. Aberdeen City Council representatives confirmed they are happy to consider works beyond the current development zone.
- Street Art and Signage – Another idea to promote linkage between the City Centre and the Beach, with markings on the ground and art-based signage.

Representatives from North East Scotland Cricket SCIO (Scottish Charitable Incorporated Organisation) provided a history of amateur cricket in North East Scotland / Aberdeen. The number of clubs and associated pitches has declined significantly since the 1970s when there where 5 pitches arranged along the Beachfront with around 1500 members.

There is now a drive to attract more interest again, particularly amongst disadvantaged groups hence recent charitable status. The organisation is aware of the Beachfront proposals and did think that this may lead it to being relocated and had already started looking for alternative locations. Its favoured is Jackwood Pavillion at Inverdee. This is currently home to football pitches, but scope exists to locate Cricket nets there.

A.2 Wider Community Consultation

A series of workshops took place with key stakeholders associated with the core Beachfront facilities – Beach Ballroom, Leisure Centre and Stadium. Prior to this the design team had conducted an optional appraisal exercise. The workshop session on 28th September 2021 presented the design teams thoughts to stakeholders. Feedback from these discussions is captured below:

A.2.1 Beach Ballroom

Two sessions took place with Beachfront representatives. The initial meeting took place with Gale Beattie of Aberdeen City Council and discussed:

- Acknowledged the intention to minimise vehicular traffic as part of the public realm works, but advised that car access to the Beachfront has been considered important previously – to consider as proposals are further developed. Blue badge access particularly important.
- Currently walking routes from the City Centre are poorly defined. Keen to see joined up thinking with wider Streetscape activity to improve this.
- Keen to understand how parking arrangements at the stadium on match days will be managed.
- Agreed with the design team that the Rope Works was the preferred Masterplan option for public realm.
- On Ballroom specific issues – enthused by the analogy made between the Ballroom and the Spanish City development at Whitley Bay.
- Keen that any FM / Operational solution maintains a competitive tension, whilst being complementary to other offerings in Aberdeen, including TECA.
- Subsequent to the above discussion, a further on-line meeting took place with Richard Sweetnam and Aberdeen City Council.
- Also agreed that Spanish City provided a good analogy.
- Keen that as design development progresses that engagement continues with Beachfront users – and other organisations associated with coastal leisure activities along the North East Coast.
- A new recruit will be joining her team shortly tasked with improving revenue generation – Keen that he / she is involved in the on-going development.

A.2.2 Sports and Leisure

- Positive feedback on Public Realm proposals and agreed Rope Works is a desirable Masterplan option. Feedback on Sports and Leisure facility generally concerned commercial issues related to current operations – in particular the Ice Rink and its future viability.
- Further analysis needs to be done on Ice Rink provision associated with this as design and business case development progresses.

A.2.3 Stadium

Representatives from Aberdeen Football Club attended in person and on-line:

- Positive feedback on Public Realm proposals and agreed Rope Works is desirable.
- Linking stadium and Sports / Leisure is a good option.
- Some ideas on complimentary activities – including Golf based attraction, quoting a facility from Watford as an example.
- Agreed that design development will need to look closely at crowd management including coach parking.

B. Risk Register

ACC City Vision Beachfront

Risk Register

Date 08/12/2021

A: RISK IDENTIFICATION						.UATION (POST RISK MANA	
1a Re	1b Date Raised	1c Raised I	1d Catego	2 Risk Description	3 Consequence / Implications	5a Impa	6 Rating State
2	1-Jul-21	Hub NSL	Management	Availability of survey information to inform the evolving development	Programme	5	10
3	1-Jul-21	Hub NSL	Management	Wayleaves associated with proposed activity - impacting on initial proposals	Programme	4	8
4	1-Jul-21	Hub NSL	PR	An incident/event occurs which leads to a disjointed response by key project stakeholders which results in a loss of reputation	Reputation	4	4
5	1-Jul-21	Hub NSL	PR	GDPR - Failure to have the right policies and procedures in place to detect, report and investigate a personal data breach.	Reputation	3	3
6	1-Jul-21	Hub NSL	PR	General risk around reputation from knock on effect of items out with HNSL/ACC control	Reputation	5	5
7	1-Aug-21	Hub NSL	PR	Risk of ineffective stakeholder management/involvement	Reputation	5	10
8	1-Aug-21	Hub NSL	Commercial	Proposals exceed affordability envelope	Programme and Cost	5	15
9	1-Aug-21	Hub NSL	Commercial	Procurement delays impact on programme	Programme and Cost	5	10
10	1-Aug-21	Hub NSL	Commercial	Category B listed buildings involved with associated regulations protecting its historical and architectural significance	Programme and Cost	5	10
11	1-Aug-21	Hub NSL	Commercial	Working in existing buildings that have suffered lack of investment	Programme and Cost	5	10
12	1-Aug-21	Hub NSL	Commercial	Possible Asbestos	Programme and Cost	5	15
13	1-Aug-21	Hub NSL	Commercial	Marine Environment	Programme and Cost	5	10
14	1-Aug-21	Hub NSL	Commercial	Sourcing Hard landscaping elements	Programme and Cost	5	5
15	1-Aug-21	Hub NSL	Commercial	Marine Licences	Programme and Cost	5	10
16	1-Jul-21	Hub NSL	Commercial	COIVD 19 - delay to Completion Date	Programme and Cost	5	15
17	6-Oct-21	Design Team	Construction	Construction labour and material shortages	Design, Cost	3	15
18	18-Oct-21	Hub NSL	Quality	Lack of robust cost estimates for the project	Cost estimates do not reflect the current design status and impact on viability of the project	5	15
19	8-Dec-21	ACC	Design	Connectivity with streetscape including traffic interfaces	Lack of connectivity between projects. Transportation.	5	10
20	8-Dec-21	Hub NSL	Design	Transportation, coordination across all visioning projects	insufficient project progress leading to delay	5	10

C. Leisure Facility Mix Review

Aberdeen Beachfront

Leisure Centre
Market Analysis and Demand Assessment

May 2022

Confidential

Mott MacDonald
10 Fleet Place
London EC4M 7RB
United Kingdom

T +44 (0)20 7651 0300
mottmac.com

Hub North Scotland Limited
18 Albert Street
Aberdeen
AB25 1XQ

Aberdeen Beachfront

Leisure Centre
Market Analysis and Demand Assessment

May 2022

Confidential

Mott MacDonald Limited. Registered in
England and Wales no. 1243967.
Registered office: Mott MacDonald House,
8-10 Sydenham Road, Croydon CR0 2EE,
United Kingdom

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
02	21/06/2022	K.Hill	R.Sayce	R.Sayce	SECOND ISSUE
01	20/05/2022	K.Hill	R.Sayce	R.Sayce	FIRST ISSUE
00	12/05/2022	K.Hill	R.Sayce	R.Sayce	FIRST DRAFT

Document reference: 100103185-MMD-001-XX-RP-Z-001

Information class: Standard

Contents

Tables

Figures

Executive Summary

Mott MacDonald Ltd. was commission to complete a demand analysis and market assessment of the leisure facility at Aberdeen Beachfront., The key objective is to provide a leisure / destination experience that will encourage visitors to spend more time at the facility The assessment includes a review of the existing provision against the November 2021 AFL proposals and engagement with Sport Aberdeen. Based on the findings of this study, the following recommendations on the facility mix have been made.

Table 1: Current, Proposed, Suggested and Recommended Facility Mix

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[1]	Sport Aberdeen Leisure Facility Proposals[2]	Mott MacDonald Recommendation
Leisure Water / Fun Pool	• 1,200 m^2 leisure pool hall with capacity for 180 people	• 1,500 m^2 leisure pool • (approx.. 2,300 m^2 total area) • To replace existing with modern facility with larger capacity (400 people approx.) as community facility and regional destination.	• No specific requirements for capacity/floor area	• 2,100m^2 total area with capacity for 400 people
	• Rapids	• Lazy river	• Lazy river	• Lazy River/Rapid
	• N/A	• Interactive water play area	• Water playground area –tipping buckets, cannons, fountains etc	• At least one age 2+ interactive water play area
	• Wave pool	• Wave machine & beach	• Beach / gradual entry depth • Wave machine	• Wave Pool with graded entry point(s)
	• Shallow pools	• *No specific reference to shallow/learner pool*	• Tank provision to enable swimming lessons–within main leisure pool	• Learner pool provision to match existing lesson offering.

[1] AFL Stakeholder Presentation – Leisure dated 24th September 2021

[2] Sport Aberdeen 'Beachfront Leisure Facility Concept Ideas', Dated 21st September 2021, from Alistair S Robertson

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[1]	Sport Aberdeen Leisure Facility Proposals[2]	Mott MacDonald Recommendation
	• Water slide and three flumes	• 500 m^2 rides area • Mixture of flumes and rides, rapid run, etc. • Multislide	• Flumes to be interactive – lighting, touch points, music • Multi flumes –indoor and outdoor • Rapid runs–possibly also running externally	• 3-5 water slides, including a mix of flumes and inflatable 'toboggan' slides
	• N/A	• Double Flow rider indoor surfing (300m^2)	• Flowrider [surfing]	• One USP type attraction, e.g. Flowrider
	• N/A	• N/A	• N/A	• Food and beverage hatch with seating area

Health & Fitness	• 240 m^2 gym,
	• 50 m^2 functional training rig/space and
	• 70 m^2 studio
		• 750 m^2, 125 station gym (based on 6 sq m per station)
		• 120 m^2 training space
		• 225 m^2 large studio (35 person)
		• 180 m^2 medium studio (30 person)
		• 60 m^2 spinning studio (20 person)
			• Fitness suite-125 station, zoned to appeal to different age groups
			• Functional training rig/space
			• 2 x studios; one of which should be 'immersion'
			• Referral, consultation rooms –[GP referral, PT, etc]
			• External 'boot camp' style space
				• 100 station gym
				• Associated stretching area
				• 120 m^2 training space
				• 2 multi-use studios with one installed with 'immersive' technology
				  – 225 m^2 large studio (35 person)
				  – 180 m^2 medium studio (30 person)
				• 1 spin studio
				  – 60 m^2 spinning studio (20 person)

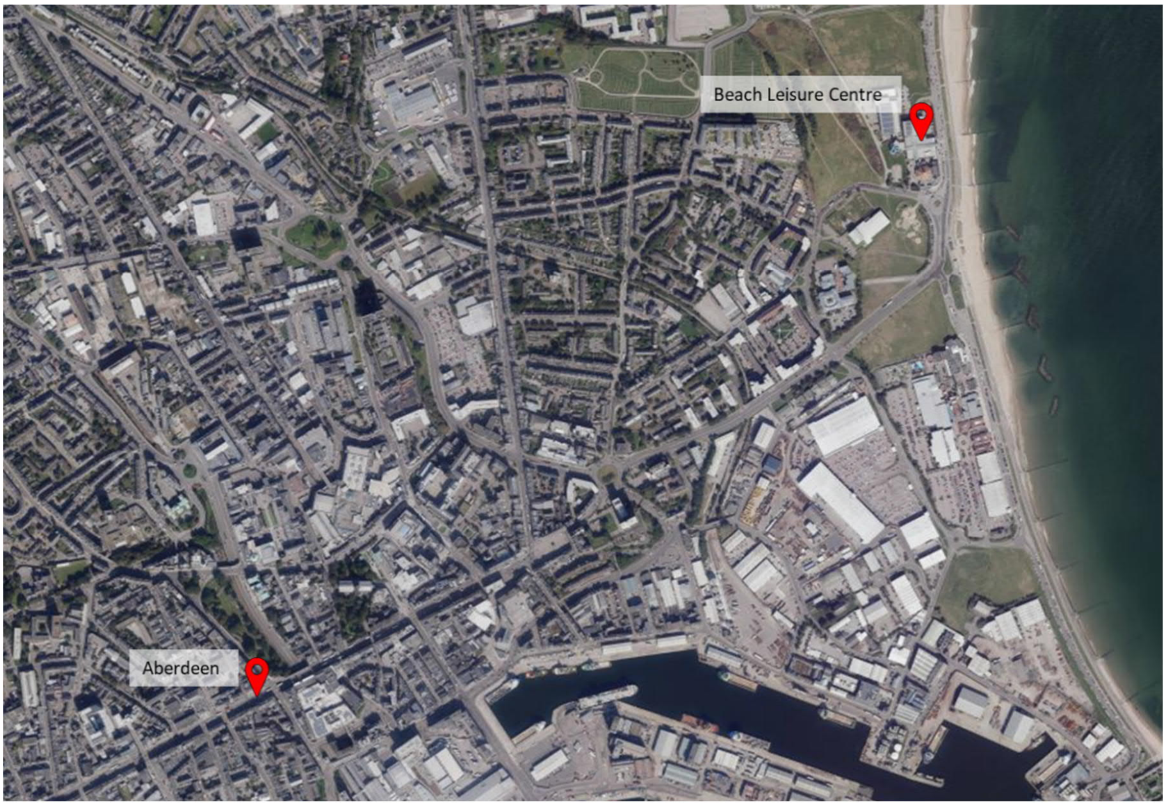
Spa Facility	• 130 m^2 suite comprising:
	  – Two saunas,
	  – Steam room,
	  – Showers,
	  – Relaxation area
	  – Changing area
		• 700 m^2 spa facility including
		  – Four thermal cabins, ice feature,
		  – Hydrospa pool,
		  – Feature showers,
		  – Wet relaxation area with heated loungers,
		  – Dry relaxation area,
		  – Five/six treatment rooms with manicure/pedicure area,
		  – Small lounge with juice bar,
			• Separate entrance and 'exclusive' quality feel
			• Independently operated from main facility and separately branded
			• 6 x treatment rooms
			• Sauna, steam, thermal rooms
			• Relaxation/quiet room
			• Plunge pool possibly open air with moveable roof
			• Outdoor relaxation garden
				• As per AFL proposed design
				• Integration of food and beverage offering to final spa design, supplied by café in lobby/reception.
				• USP (e.g. outdoor plunge pool) to be included.

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[1]	Sport Aberdeen Leisure Facility Proposals[2]	Mott MacDonald Recommendation
		– Changing room, – Reception area, – External relaxation terrace with view of the seafront		
Sports Court Facility	• $1{,}150\ m^2$ eight-court sports hall	• 1 outdoor MUGA court	• No sports courts retained • Roof football pitches	• No sports hall provision • 1 outdoor MUGA/3G pitch
Sensory Centre	• N/A	• $350\ m^2$ sensory centre, including: – Creche – Soft play – Sensory rooms	• Sensory zone – Interactive games floor – Bubble tubes – UV lighting – Heated waterbed – Fibre optics and projectors – Ball pool – Wet room with hoists – Hoists across whole room • Soft play zone – Musical steps – Interactive tunnels – Hopscotch floor panels – Giant rolling tunnel • Garden Zone – Sensory plants – Sounds-chimes – Plant/veg growing – Wheelchair seating area – Quiet space	• $350\ m^2$ sensory centre, including: – Creche – Sensory Soft play – Sensory rooms • Final facility mix to be developed by specialist sensory centre consultant. • Provision to have a joint function to accommodate sensory space for children and seniors

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)[1]	Sport Aberdeen Leisure Facility Proposals[2]	Mott MacDonald Recommendation
Play Park	• N/A	• Trampoline & play park, clip n climb, soft play • Briefing room, WC's, café, kitchen, store, etc. • Children's party rooms	• Converted Sports Hall: – Sub divide and or mezzanine – Ninja TAG Active – Soft play zone – Climbing wall & bouldering [relocate existing TX offer] – Interactive eGaming/ iPlay zone – iFly –indoor sky diving – Kids party room[s]	• No Play Park provision
Other	• Changing areas, • Café, • Reception, • Management offices	• Changing areas, • Café, • Reception, • Management offices		• Changing areas, • Central hub featuring a café overlooking leisure pool with small soft play provision • Reception, • Management offices

1 Local Context

This section reviews the local demographics of Aberdeen, and examines the catchment area for a new leisure centre to be located in the immediate vicinity of the existing Beach Leisure Centre. The Beach Leisure Centre is located approximately 1.5 miles east of Aberdeen City as indicated in Figure 1.



Source: Bing Maps
Figure 1: Beach Leisure Centre Location

1.1 Population

The total population of Aberdeen City is 229,060 of which circa 195,000 are 15 years or older (85%).[3] Between 1998 and 2020, the population of Aberdeen City increased by 6.2%. In this time period, the 16 to 24 age group saw the largest percentage decrease (-16.5%). The 45 to 64 age group saw the largest percentage increase (+16.4%), indicating a trend towards an ageing population. Furthermore, between 2018 and 2028, the 0 to 15 age group is projected to see the largest percentage decrease (-3.2%) and the 75 and over age group is projected to see the largest percentage increase (+16.1%). In terms of size, however, 25 to 44 is projected to remain the largest age group.[4]

[3] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[4] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/aberdeen-city-council-profile.html

Table 2: Population Age Segments

Age	United Kingdom		Scotland		Aberdeen City	
0-14	11,974,857	18%	859,790	16%	33,854	15%
15-24	7,816,838	12%	623,875	11%	28,278	12%
25-39	13,402,705	20%	1,106,939	20%	60,772	27%
40-59	17,522,378	26%	1,466,747	27%	56,858	25%
60-79	12,978,864	19%	1,137,042	21%	39,401	17%
80 +	3,385,592	5%	271,607	5%	9,897	4%

The average age of Aberdeen City is 39.5 years, similar to the average age of the UK of 40.4 years. The proportion of children aged 0-14 (15%) is below the UK average (18%), and the proportion of adults aged 25-39 (27%) is above the UK average (20%).

1.2 Health

Results of the 2016-2019 Scottish Health Surveys have been averaged and assessed[5] and provide the following insights into the health of Aberdeen City as a whole:

80% of the population consider themselves to have good or very good general health. Higher than the Scottish average of 72%

70% of the population deem themselves to have activity levels that meet recommendations, this is again higher than the Scotland national average of 65%.

24% of the population have a limiting long-term illness, which is less than the Scottish national average of 33%.

The data also indicates that Aberdeen City generally has a healthier Body Mass Index than the Scottish national average, with those classified as a ‘healthy weight’ standing at 38% compared to 33%.

Overall, the data indicates that the general health and wellbeing of the population of Aberdeen City is better than that of the Scottish nation.

1.3 Deprivation

According to the Scottish Index of Multiple Deprivation 2020[6], 29 of Aberdeen City’s 283 data zones were in the 20% most deprived data zones in Scotland. The most health deprived data zone in the City is S01006684 which falls in 0-5% most deprived band and is in the Woodside neighbourhood. This falls in the 20-minute drivetime catchment for the Beach Leisure Centre redevelopment.

Unemployment in Aberdeen City currently lies at 4.1%, compared to 3.9% in Scotland and 4.4% in the UK.[7]

1.4 Car Ownership

The most recently available data on car ownership is that from the 2011 census. At that time, car ownership stood at 68.6% for Aberdeen City, and 85.7% for Aberdeenshire.[8]

[5] https://scotland.shinyapps.io/sg-scottish-health-survey/

[6] https://www.gov.scot/publications/scottish-index-of-multiple-deprivation-2020v2-local-and-national-share-calculator-2/

[7] https://www.nomisweb.co.uk/reports/lmp/la/1946157405/report.aspx#tabempunemp

[8] https://civitas.eu/cities/aberdeen

1.5 Local Demographics - Mosaic Groups

The 2018 business plan from Sport Aberdeen[9] identified the prominent mosaic groups in both Aberdeen City, and within their existing membership base. The findings were as follows:

Table 3: Aberdeen City and Sport Aberdeen Member Mosaic Groups

Mosaic Group	Aberdeen City	Sport Aberdeen Members
Rental Hubs	25.9%	15.1%
Municipal Challenge	8.5%	Not stated
Prestige Positions	8.0%	Not stated
Domestic Success	7.6%	13.1%
Modest Traditions	7.4%	11.2%
Aspiring Homemakers	Not stated	9.7%

The definitions of the mosaic groups can be found in Appendix A.

More specifically, the mosaic group figures for the 2-mile radius catchment from the existing beach leisure centre have been provided by The Leisure Database Company (TLDC) in a recent report commissioned by Mott MacDonald[10]. The results are below.

Table 4: Mosaic Profile - 2 Mile Radius

Mosaic Group	Beach Leisure Centre - 2 miles	Beach Leisure Centre - 2 miles %	Scotland	Scotland %	Penetration	Index
A City Prosperity (15+)	4,844	5.94	77,432	1.64	6.26	363
B Prestige Positions (15+)	1,178	1.45	376,599	7.96	0.31	18
C Country Living (15+)	0	0.00	354,089	7.48	0.00	0
D Rural Reality (15+)	0	0.00	601,535	12.71	0.00	0
E Senior Security (15+)	1,540	1.89	190,795	4.03	0.81	47
F Suburban Stability (15+)	467	0.57	238,345	5.04	0.20	11
G Domestic Success (15+)	2,246	2.76	389,626	8.24	0.58	33
H Aspiring Homemakers (15+)	671	0.82	312,626	6.61	0.21	12
I Family Basics (15+)	1,362	1.67	196,973	4.16	0.69	40
J Transient Renters (15+)	1,377	1.69	111,940	2.37	1.23	71
K Municipal Challenge (15+)	11,589	14.22	551,308	11.65	2.10	122
L Vintage Value (15+)	2,897	3.55	388,894	8.22	0.75	43
M Modest Traditions (15+)	1,429	1.75	362,479	7.66	0.39	23
N Urban Cohesion (15+)	4,047	4.97	81,989	1.73	4.94	287
O Rental Hubs (15+)	47,862	58.72	496,395	10.49	9.64	560
Adults 15+ estimate 2020	81,510	100.00	4,731,025	100.00	1.72	100

[9] https://committees.aberdeencity.gov.uk/documents/s88108/Sport%20Aberdeen%20Business%20Plan%20Final%20August%20ACC%202018.pdf?txtonly=1

[10] Refer to section 3 for details of choice of catchment size

The following insight was also provided by The Leisure Database Company (TLDC).

In terms of demographics, there is one Mosaic group that stands out in this area, and that is Rental Hubs (group O). These are young, single people in their 20s and 30s; representing an eclectic mix of students and young people with budding careers and more mundane starter roles, they live in urban locations in housing that attracts many young people. This group accounts for almost 59% of all adults aged 15+, a figure which is almost six times higher than the Scottish national average.

Almost a third (32%) of the population fall into a single type: O62 (Central Pulse) and these are smart young singles renting contemporary city centre flats. Many of those in type O62 have degrees and now earn good graduate-level starter salaries.

A montage of this dominant group and type is shown below.

Figure 2: Mosaic Profile Montage; O - Rental Hubs & O62 - Central Pulse

Good numbers also fall into type O66 (Student Scene – 9.4%) and these are the full-time students, mostly on undergraduate courses, who live in high density student accommodation close to Aberdeen university.

Type O64 (Bus-Route Renters– 8.5%) is also over-represented in this catchment. These are older than those in type O66 above with most typically aged between 25 and 35. Most are employed, but household incomes are fairly low. Montages of these types are shown below.

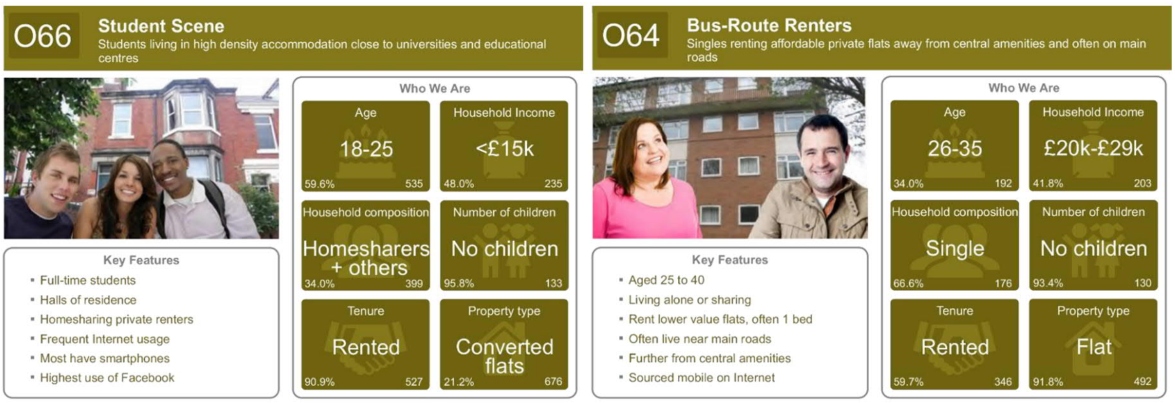


Figure 3: Mosaic Profile Montage; O66 - Student Scene & O64 - Bus-Route Renters

Type O65 (Learners and Earners) also features in this catchment, accounting for 6.4% of all people. These are undergraduate students, recent graduates who have stayed on at university and older people, sometimes with university positions.

Group K (Municipal Challenge) accounts for over 14% of the population, slightly above the Scottish average of 11.65% (this makes it the second most prominent Mosaic group in the Scotland population). Those in group K tend to be long-term social renters living in low-value flats in urban locations, or small terraces on outlying estates. Many have been renting their flats for a number of years; often they are high-rise blocks built from the 1960s onwards.

In this catchment, the majority are classified as Streetwise Singles (type K47 – 8.5%). These tend to be people aged between 25 and 55 who are financially hard-up. They live in areas that suffer from high unemployment. Those that do work are in low-paid routine and semi-routine jobs.

Figure 4: Mosaic Profile Montage; O65 - Learners and Earners & K47 - Streetwise Singles

There are two other Mosaic groups which are represented at above average levels (when compared to the overall population in Scotland). Group A (City Prosperity) accounts for almost 6% of local people (compared to a national average figure of just 1.6%) and group N (Urban Cohesion) accounts for almost 5% of the population (compared to a national average figure of just 1.7%).

In each of these Mosaic groups, there is one type that really stands out: A02 (Uptown Elite) and type N60 (Ageing Access).

Uptown Elite represents 5.2% of local people and this is an affluent type consisting of high-status families with older or adult children living in smart city suburbs. They tend to be older than all other group A types, with most aged between 45 and 65.

Ageing Access represents 5% of local people and these are people that are approaching or beyond pensionable age; their average age is 63. Typically single, living alone and without children, these people enjoy living in small homes in busy inner suburbs.

The montages below show that those in type A02 are extremely affluent.

Figure 5: Mosaic Profile Montage; A02 - Uptown Elite & N60 - Ageing Access

All other Mosaic groups account for less than 4% of the catchment population.

In terms of age, this catchment population is younger than average. The number of people aged 40+ is significantly lower than average. Conversely, the number of those aged 18-39 is high.

2 Leisure Pool / Water Park

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Leisure Water / Fun Pool	• 1,200 m^2 leisure pool hall with capacity for 180 people	• 1,500 m^2 leisure pool • (approx.. 2,300 m^2 total area) • To replace existing with modern facility with larger capacity (400 people approx.) as community facility and regional destination.	• No specific requirements for capacity/floor area	• 2,100m^2 total area with capacity for 400 people
	• Rapids	• Lazy river	• Lazy river	• Lazy River/Rapid
	• N/A	• Interactive water play area	• Water playground area –tipping buckets, cannons, fountains etc	• At least one age 2+ interactive water play area
	• Wave pool	• Wave machine & beach	• Beach / gradual entry depth • Wave machine	• Wave Pool with graded entry point(s)
	• Shallow pools	• *No specific reference to shallow/learner pool*	• Tank provision to enable swimming lessons–within main leisure pool	• Learner area/tank provision to maintain Learn to Swim programme, without compromising leisure pool.
	• Water slide and three flumes	• 500 m^2 rides area • Mixture of flumes and rides, rapid run, etc. • Multislide	• Flumes to be interactive – lighting, touch points, music • Multi flumes – indoor and outdoor • Rapid runs– possibly also running externally	• 3-5 water slides, including a mix of flumes and inflatable 'toboggan' slides
	• N/A	• Double Flow rider indoor surfing (300m^2)	• Flowrider [surfing]	• One USP type attraction, e.g. Flowrider
	• N/A	• N/A	• N/A	• Food and beverage hatch with seating area

2.1 Supply

The Beach Leisure Centre is the only indoor leisure pool / water park offering in Aberdeenshire.

However, there is the Stonehaven Lido 15 miles South of Aberdeen City, which is the UK's most northerly lido. It hosts an Olympic-sized pool with heated (29C) sea water, which accommodates inflatables on the water in the summer, a flume, and sun terraces. This is a seasonal outdoor facility.

There are facilities with lane swimming at the following locations.

Table 5: Local Supply of Lane Swimming

Facility	Distance from Beach Leisure Centre
Aberdeen Sports Village	2 miles
Bridge of Don	4 miles
Northfield Swimming Pool (opening summer 2022)	4 miles
Bucksburn Swimming Pool	6 miles
Tullos Swimming Pool	3 miles
Get Active @Cults	6 miles
Robert Gordon University at Garthdee	5 miles
International School, Cults	4 miles
Get Active @ Lochside Academy	4 miles

2.2 Leisure / Water Park Precedents

The proposed facility mix includes a leisure pool, with no competition, lane, or learner pool provision. There are a number of similar facilities in the UK, notably at seafront destinations. Three seaside leisure / water park precedents have been presented below.

Sandcastle Waterpark, Blackpool

The UK's largest water park is situated on Blackpool's famous promenade. It is tailored to high octane rides and flumes, including the world's longest indoor rollercoaster waterslide (at 250m long). It also includes an adult's only day spa, and private hire hot tubs. This leisure facility is aimed at all ages, not just children, and has a particular focus on accessibility.

The LC2, Swansea

The LC2 offers a leisure pool, a recently refurbished state of the art gym, a spa (including jacuzzi, steam and sauna), a double sports hall, a climbing wall, and a four-tier soft play.

The leisure pool includes a wave pool, lazy river, flume rides and waterslides. It's unique selling point is the indoor surf simulator: The Boardrider.

The leisure centre underwent a £36m refurbishment in 2008, and it continues to rank in the top 5 in Europe and holds the Travellers Choice and Centre of Excellence awards for 2019.

Alpamare, Scarborough

This £14m waterpark, which opened in 2016, boasts 4 waterslides, which are the UK's longest and fastest, a giant indoor wave pool that runs every 30 minutes with metre high waves, outdoor garden pool and infinity pool with massage jets, whirlpools and bubble benches - both heated to 35°, a vibrant AquaPlay™ area for younger children with more than 35 interactive features including spray jets, tipping cones, water guns, a dual slide and a giant overhead tipping bucket, a terrace overlooking Scarborough's spectacular coastline and beautifully landscaped gardens with sunbeds, pool bar and restaurant, plus an Alpine-style wellness centre and spa with a sauna and steam room.

Table 6: Precedent Facility Mix Summary

	Age 6+ Rides	Age 2+ Interactive Water Features and Rides	Wave Pool	Lazy River/ Rapids	Spa	Other
Blackpool	5 'White Knuckle' waterslides	2 large waterslides 1 multi lane short slide 3 standalone interactive water play features (pirate ship, treehouse, fort)	Yes	Yes	18+ only Spa including heated loungers, foot spas, an ice feature, shower, sauna, steam room, salt inhalation room and aromatherapy room. (Currently closed)	VIP private hire hot tub including drinks service and food (adult only)
Swansea	3 'flume' water slides Indoor Surf Simulator	1 standalone interactive water play feature (volcano slide)	Yes	Yes	Separate Spa facility including Jacuzzi, Steam room, Sauna, Aromatherapy room, Hot stone beds and monsoon showers	Gym, double sports hall, climbing wall and four tier soft play.
Scarborough	4 water slides	1 Splash and Play Pool Area	Yes	No*	Separate Wellness Spa – Including clay sauna, Finnish sauna with panoramic views, 3 steam rooms, rainfall aroma showers and foot reflexology baths.	Outdoor Garden Pool and an outdoor infinity pool

*future provision in plans

Table 7: Precedent Facility Capacity Comparison

Facility	Total Floor Area (m^2)	Capacity per session	Approx. Area/Person (m^2)
Beach @ Get Active Aberdeen	1200	180	6.67
Alpamare Waterpark Scarborough	3350	720[11]	4.65
Swansea LC	2750	525[12]	5.24
Proposed new facility	**2300**	**400**	**5.75**

2.3 Precedent Analysis

The three precedents in section 2.2 typically cater to a wide range of ages, noted by the provision of child-focussed water play and the separate adult only spa provision, and are all situated in popular UK seaside towns. The demand for facilities such as these is likely to come from the 'rainy day' activity market, driven by tourists and locals alike looking for reliable leisure activities in the unreliable British weather.

Comparisons in terms of visitor numbers and local population have been made between Aberdeen City and the local authorities that host these three precedents.

[11] Information obtained from Alpamare Reception Team, May 2022

[12] Information obtained from LC Swansea Reception Team, May 2022 (capacity before covid restrictions)

2.3.1 Tourism Visitors

Table 8: Tourism trips, nights and spend (millions)

	All tourism		
Three year average (2017, 2018 and 2019)	Trips	Nights	Spending
Scarborough	1.365	4.605	£278
Blackpool	1.137	3.23	£258
Aberdeen City	0.543	1.546	£111
Swansea	0.539	1.792	£92

Source: Table 2.8, Visit Britain Tourist Annual Report, 2019[13]

In terms of total number of trips, and total spend, Aberdeen is more aligned to Swansea than the larger holiday destinations of Scarborough and Blackpool.

A more detailed breakdown of the reasoning behind trips shows Aberdeen has a much higher number of visitors for (and spending associated with) business, and a relatively similar number of visitors for (and spending associated with) friends and relatives, but a lower number of visitors and spend from holidaymakers.

However, it is the ambition of Aberdeen City Council to provide a destination attraction, and a facility that matches those provided in Scarborough and Blackpool could support this ambition.

Table 9: Tourism trips, nights and spend (millions) by Visit Purpose

	Holidays			Visiting Friends / Relatives			Business		
Three year average (2017, 2018 and 2019)	Trips	Nights	Spending (£)	Trips	Nights	Spending (£)	Trips	Nights	Spending (£)
Scarborough	1.121	3.92	£240	0.206	0.574	£29	0.029	0.08	£7
Blackpool	0.978	2.72	£228	0.101	0.378	£15	0.054	0.115	£14
Aberdeen City	0.203	0.492	£44	0.177	0.667	£23	0.139	0.329	£37
Swansea	0.29	1.078	£56	0.174	0.547	£23	0.06	0.122	£11

Source: Table 2.8, Visit Britain Tourist Annual Report, 2019[14]

2.3.2 Local 20-minute Catchments

Table 10: Local resident populations by 20-minute drive time and 20-minute walk time

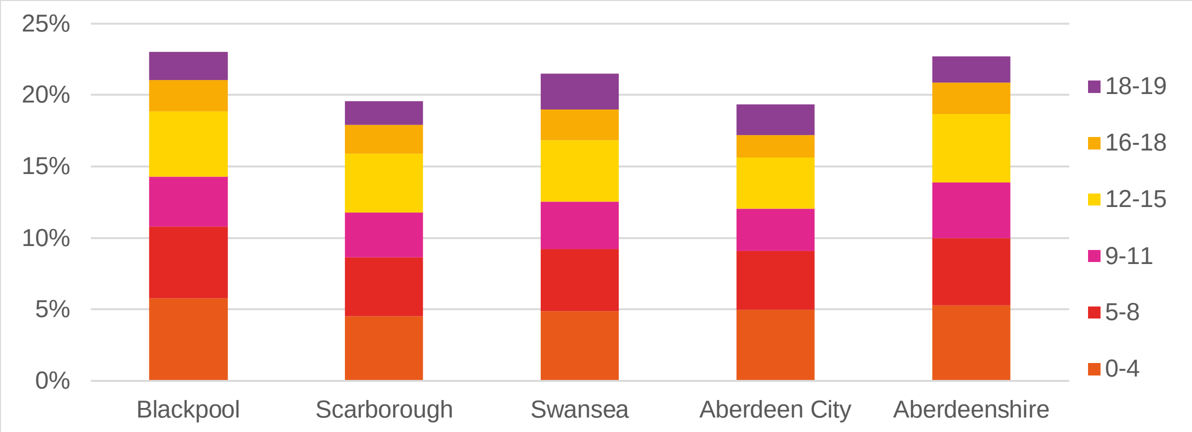
	20m Drive Time	20m Walk Time
Aberdeen	187,457	11,961
Swansea	134,416	17,430
Scarborough	69,328	8,819
Blackpool	199,068	10,357

Source: Census 2011, TravelTime API

Aberdeen has a similar resident population within the 20-minute catchments to Blackpool, however, when considering comparisons for a more child-focussed facility, it is important to note the age profile of each area, as shown below.

[13] https://www.visitbritain.org/sites/default/files/vb-corporate/gb_tourist_annual_report_2019_final.pdf

[14] https://www.visitbritain.org/sites/default/files/vb-corporate/gb_tourist_annual_report_2019_final.pdf



Source: ONS Mid-2020 Population Estimates[15] Data for Council Area (Aberdeen City, Aberdeenshire), Unitary Authority (Swansea, Blackpool) and Non-Metropolitan District (Scarborough)

Figure 6: Banded Age Distribution as % of Population (age 0-19)

The age profile of Aberdeen City's local children aged 0-19 most closely matches that of Scarborough, whereas Swansea most closely matches the average of Aberdeen City and Aberdeenshire. Therefore, when considering facility mix, capacity and size, both Scarborough and Swansea should be considered a good match to Aberdeen.

2.4 Leisure Pool / Water Park Conclusion

2.4.1 Leisure Pool / Waterpark

The proposed leisure pool/waterpark at the beachfront site aligns well with the precedents presented in Section 2.2, especially the LC2 at Swansea. Similar tourism visitor numbers and spend for Swansea, similar ownership and operation structures, incorporation of other leisure facilities such as a gym, suggest that outcomes achieved at the LC2 could be replicated in Aberdeen. However, the slightly larger local resident population, and the ambition for the Aberdeen beachfront to draw more tourists in the future indicates a slightly more adventurous offering could be investigated to align the new leisure centre with the more tourist-focused attractions of Blackpool and Scarborough.

This assessment concludes that a USP type attraction, like the BoardRider provided at the LC2, alongside a graded entry wave pool, a lazy river/rapid, at least one age 2+ interactive water feature, and 3-5 water slides, including a mix of flumes and inflatable 'toboggan' slides should be provided.

The current proposed new facility stands at circa 2,300 m^2 with a proposed capacity of 400/session. This provides 5.75 m^2 per person, which is higher than the other precedents. Our analysis would suggest that 400 capacity is reasonable and hence the area could be reduced to 2,100m^2 to create a more aggressive m2/person ratio. However, as this represents a 10% area variance, it is suggested that the current areas are retained at this stage until further market analysis has been completed.

The leisure pool facility mix should be further developed at the next stage in consultation with local users through market research and focus groups, and specialist input from leisure providers, such as Van Egdom[16], Polin[17], ProSlide[18] or Whitewater[19].

[15] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[16] https://vanegdom.nl/

[17] https://www.polin.com.tr/

[18] https://www.proslide.com/

[19] https://www.whitewaterwest.com/en/

2.4.2 Learner Pool Provision

As is the case in the existing facility, an inclusion in the design for facilitating swimming lessons is required. This can be justified by the current income from swimming lessons (approximately 18% of the leisure centre's income for 2020)[20], and removal of this provision would negatively impact any progress made towards the Scottish Swimming and Aberdeen Aquatics strategic objectives of increasing accessibility and opportunity to learn to swim. Based on the objective of the Beach Leisure Centre and the existing provision of learner pool space across Aberdeen, it is important that the learner area provision does not compromise the leisure aspect of the pool and should be seamlessly integrated.

2.5 Lane Pools

It should be noted that according to a 2017 report by Scottish Swimming[21], Aberdeen City had a provision of 18.8 square metres of water per 1000 people (excluding leisure water), with 99.9% of the population living within 30 minutes of a 50m pool, and 100% within 20 minutes of a 25m pool. This is evidence that the current provision in Aberdeen city for lane pools is already sufficient, and therefore the exclusion of any lane pool facility at the proposed leisure centre is justified, especially considering the proximity of the Aberdeen Sports Village (1 mile walk), which hosts a 50m Olympic competition pool, a separate 25m lane pool, and a diving pool.

[20] Beachfront Project Data Request Feb 2022, Sport Aberdeen

[21] https://www.scottishswimming.com/media/2461037/Facilities-Strategy-2017-Screen-version.pdf

3 Health and Fitness

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Health & Fitness	• 240 m^2 gym, • 50 m^2 functional training rig/space • 70 m^2 studio	• 750 m^2, 125 station gym (based on 6 sq m per station) • 120 m^2 training space • 225 m^2 large studio (35 person) • 180 m^2 medium studio (30 person) • 60 m^2 spinning studio (20 person)	• Fitness suite-125 station, zoned to appeal to different age groups • Functional training rig/space • 2 x studios; one of which should be 'immersion' • Referral, consultation rooms [GP referral, PT, etc] • External 'boot camp' style space	• 100 station gym • Associated stretching area • 120 m^2 training space • 2 multi-use studios with one installed with 'immersive' technology – 225 m^2 large studio (35 person) – 180 m^2 medium studio (30 person) • 1 spin studio – 60 m^2 spinning studio (20 person)

3.1 Supply

There are 9 other fitness gyms within a 2-mile catchment area of the Beach Leisure Centre, and 4 of these are within a mile.

Pure Gym is a significant competitor with 2 clubs in the catchment area. Kittybrewster is the newest of the two (opened in 2016). Both clubs charge £20.99 per month and are open 24/7. There is another Pure Gym club at Rubislaw (just over 2.5-miles away) which has the same monthly price point.

The closest public facility to Beach Leisure Centre is Aberdeen Sports Village, less than a mile away. Opened in 2009, the facility is a partnership between the University of Aberdeen, Sport Scotland and the council. Facilities include a large (100+ station) gym, 50m & 25m pools, large sports hall, multiple studios and squash courts. Monthly membership costs £39.50.

Snap Fitness is the newest entrant to the market, opening in February 2018. Facilities include a c. 35-station gym with functional training area and studio; monthly membership costs £35.99 and the club is open 24/7.

Warehouse Health Club is an independent gym with a c. 80-station gym plus large free weights area. There is also a 17m pool, 2 group exercise studios, sauna and steam room. Monthly membership costs £39.99.

Nuffield's Aberdeen Fitness & Wellbeing Gym is the premium option in the catchment area, with a monthly price point of £75 (reduced to £63 if you sign up for 12-months). Facilities include a large gym, 20m pool, multiple group exercise studios plus sauna and steam room.

Results Gym, just over a mile to the south-west, is a small independent gym with a c. 10-station gym, plus functional area and powerlifting equipment. Monthly membership costs £50.

The last 2 gyms in the catchment area are dry public facilities: Get Active @ Torry (an Aberdeen Council facility) and Banks O' Dee Fitness. Get Active @ Torry has a small gym and sports hall but is currently closed until further notice. Banks o' Dee Fitness is operated by a charity and offers a c. 60-station gym, 2 group exercise studios, sauna, sports hall and 3G football pitch. Monthly membership cost £30, or £40 to include classes.

Tullos Swimming Pool, an Aberdeen Council facility, is within the catchment area but this is a pool only site; there are no fitness facilities.

Outside the catchment area, there are several other fitness gyms worthy of note. The premium options come from David Lloyd (3-miles away) and Bannatynes (3.5-miles away). Both are large clubs which offer a good-sized gym, swimming pool and multiples studios; David Lloyd also offers indoor and outdoor tennis courts. Bannatynes charges £56.99 per month (reduced if you sign up for 12-months) and David Lloyd charges more than £70 per month.

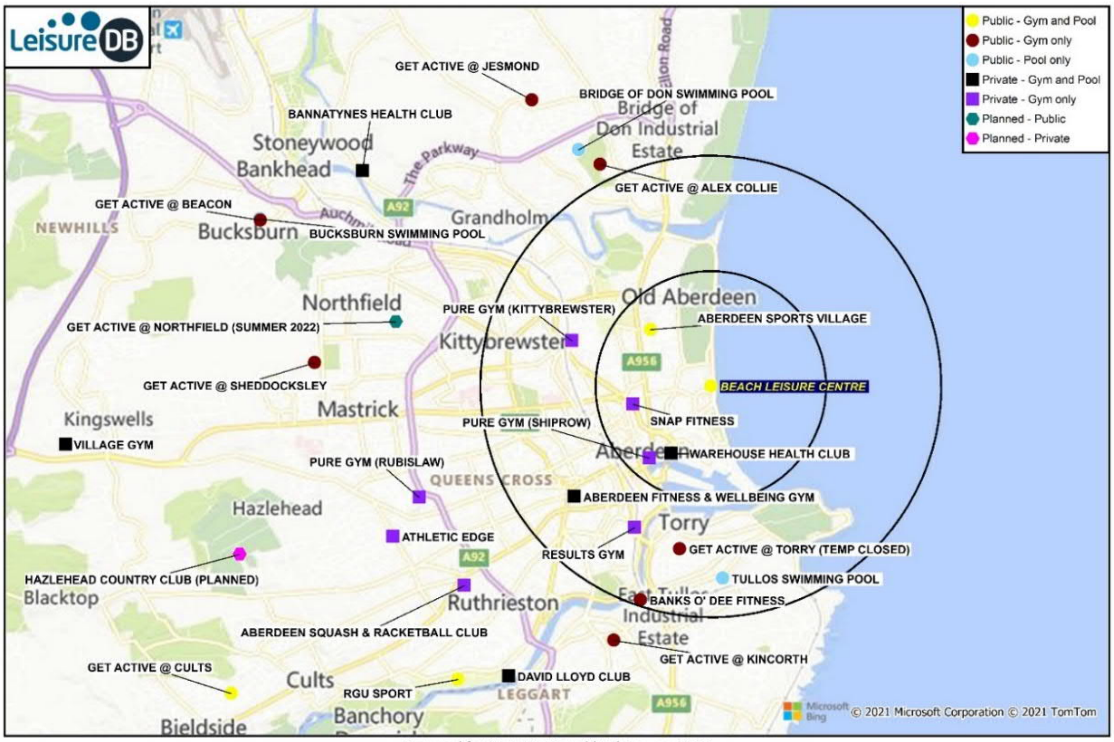
Athletic Edge is an independent club which opened in 2019. Facilities include a c-30 station gym and functional area, plus it also offers classes. Membership costs £45 per month.

There are several Aberdeen Council facilities located outside the catchment area. Only one of these offers a swimming pool in addition to the gym (Get Active @ Cults). Of the dry centres, Get Active @ Jesmond (almost 3- miles to the north) and Get Active @ Sheddocksley (more than 3-miles to the west) have the largest gyms (60+ stations). The facility at Get Active @ Northfield is currently being upgraded and extended; it is due to open in Summer 2022 with a 40-station gym, swimming pool, and studio.

3.2 Latent Demand for Fitness

To identify the supply and demand of health and fitness in the area, The Leisure Database Company (TLDC) has provided a latent demand report[22].

In estimating the latent demand for fitness, TLDC have concentrated on a 2-mile radius around Beach Leisure Centre and factored in the number & types of people living in the area, plus competing fitness gyms. The 2-mile radius is shown on the competition map.



Prepared for Mott MacDonald Ltd, January 2022
© The Leisure Database Company Ltd.

Figure 7: Health and Fitness Competition Map for Beach Leisure Centre, Aberdeen (Showing 1 & 2 Mile Bands)

[22] Beach LC Summary, LeisureDB, January 2022

The leisure centre is located on the Esplanade, just to the north-east of the city centre. Approximately 25,000 people live within 1-mile increasing to almost 92,000 within 2-miles. A 10-minute drive is home to fewer people (approximately 72,000) than a 2-mile radius. Given the scale of the new centre, TLDC feel the larger catchment area is feasible. Therefore, in estimating the latent demand for fitness, they have concentrated on the population living within a 2-mile radius. This area is home to approximately 81,510 adults aged 15+ (approximately 92,000 people in total).

The catchment area includes all those in the city centre plus those in Kittybrewster, Old Aberdeen, Mannofield and Torry. They have made allowance within their latent demand estimate for a proportion of people who would travel further.

TLDC have estimated the latent demand for fitness at the new leisure centre to be 2,231 – this is the total number of members they feel could be achieved, once the new facility opens. This figure includes allowance for 30% of the total to come from outside the estimated catchment area. They have also made some negative consideration for the competition in the area. If you subtract the 2020/21 fitness membership figure of 1,056, their estimate highlights a potential increase of 1,175 members once the new facility opens.

3.3 Proposed Gym Provision

Based on a current provision of approximately 48 stations and the 2020/21 fitness membership figure of 1,056[23], the number of members per stations currently sits at 22. However, it should be noted that the pre-pandemic (2019/20) membership was much higher, at 1,560 members, which equates to a member to station ratio of 32.5. Industry guidance recommends a member to station ratio of between 25 and 35.[24]

With a total demand prediction of 2,231 members, this would inform the estimation of the total required stations to range from 69 to 102 stations. Therefore, a provision of 100 stations is recommended, as this will allow for membership rebound and growth coming out of the pandemic, whilst maintaining a lower member to station ratio.

It is understood that the ambition of Sport Aberdeen is to develop a ‘destination gym’ offering that would attract a greater proportion of the existing and latent demand from competitor facilities in the catchment. The TLDC report discounts latent demand by 500 people to account for ‘consideration for competition / decay on catchment fringes’. This discount do As a result, the total demand for the facility would be based on 2,231 plus 500 members, totalling 2,731 members; this would inform an estimation of the total required stations to range from 84 to 124 stations.

However, further market research, and existing member questionnaires, would be required to determine the refined proportion of the additional 500 people the centre could rely upon for membership. Therefore, based on the information available, the recommendation is for a 100-station gym.

3.4 Exercise Studios

3.4.1 Supply

As introduced in Section 3.1, the supply of exercise studios within the 2-mile radius can be summarised as follows:

[23] Memberships are those with a "home" venue of Get Active @ Beach. This means this is the location they signed up at and will predominately use. In the case of fitness, some members do use other venues as it is a city-wide membership that is on offer. https://www.sportaberdeen.co.uk/memberships

[24] https://originfitness.com/knowledge-and-advice/run-gym-full-capacity

Table 11: Local Exercise Studio Supply

Facility	Multi Use Studio	Dedicated Spin Studio	Distance (miles)
Aberdeen Sports Village	3	1	1
Snap Fitness	1	0	1
Warehouse Health Club	2 (no spin facility)	0	1
PureGym Shiprow	1	0	1
PureGym Kittybrewster	1	1	2
Nuffield Health	2	1	2
Banks o' Dee	2 (plus a sports hall)	1	3

In terms of the current offering at the leisure centre, there is only one studio with capacity for 12 members. A number of exercise classes are held in the sports hall, which has a 20-person capacity for most classes, increasing to 32 for Zumba only.

3.4.2 Demand

From analysis of new build leisure centres around the UK (see Appendix B), the following conclusions can be drawn:

- Almost all new build leisure centres have a dedicated spinning studio.
- The most typical distribution of studios is 2 multi use + 1 spin

One of these examples, The Princes Parade leisure Centre currently under construction in Folkestone, Kent, was found to have a similar magnitude of latent demand for fitness (2,334 people)[25], and is being built with 1 spin studio, 1 dance studio, 1 multi-purpose studio and a 100-station gym.

Furthermore, the The Leisure Database Company (TLDC) report identified the dominant mosaic group in the 2-mile catchment as Rental Hubs (group O). These are young, single people in their 20s and 30s; representing an eclectic mix of students and young people with budding careers and more mundane starter roles, they live in urban locations in housing that attracts many young people. This group accounts for almost 59% of all adults aged 15+, a figure which is almost six times higher than the Scottish national average.

The relevance of this can be seen in a 2020 UK Active report that identified that nearly 1/3 of all 'MoveGB' memberships were held by this mosaic group (Rental Hubs)[26]. MoveGB is a nation-wide aggregator of sports and physical activities, operating in sixteen cities across England. It works with sport and leisure operators in an area to offer members a variety of classes to choose from. It has a convenient digital interface, with instant booking through the MoveGB App. The same study identified that of all visits under the MoveGB membership, 56% accounted for MindBody/Yoga and Group Workout classes, i.e., those requiring studio space.

Although MoveGB is not a platform that is active in Scotland, the above can be seen to evidence the general preference of the dominant 'Rental Hubs' mosaic group for exercise classes and justifies increasing the current provision of studios. The equivalent operator in Scotland is Hussle, which currently services the existing leisure centre.[27]

In general, the demand for fitness classes in the UK and globally are increasing. In a recent study by Les Mills, a popular provider of fitness classes in the UK and current supplier of classes to the beach

[25] https://shepwayvox.org/wp-content/uploads/2021/02/Princes-Parade-business-case.pdf

[26] https://www.ukactive.com/wp-content/uploads/2020/02/Member_Choice_MoveGB_Feb2020.pdf

[27] https://www.hussle.com/

leisure centre, has seen class occupancy reach 120% of pre-COVID levels in markets where capacity restrictions have lifted, stating 'the live-revival' as the cause.[28]

3.4.3 Proposed Studio Provision

Based on the examples and market precedents, a provision of 1 spin studio and 2 multi use studios is recommended to align with market norms and nationwide trends.

Guidance from Sport England[29] proposes a studio of either 15 x 12m or 15 x 15m will provide a general purpose space for average sized groups, accommodating a range of mat based activities such as yoga and Pilates, and other movement and exercise classes. It also advises that dedicated spinning studios are preferred as the equipment can be bulky and awkward to store. These can be smaller than exercise studios, as there is no extended movement, other than for getting on and off, and general circulation around the equipment.

Based on the proposed design, there would be a peak class capacity of 85 people (35 Person Large Class (15 x 15m), 30 Person Small Class (15 x 12m), 20 Person Spin Class). This equates to 3.8% of predicted members.

The current peak class capacity of the leisure centre is 32 (12 in the studio, 20 in the sports hall) equate to 2.7% of existing members. With the latent demand study proposing that membership could increase by approximately 100%, a similar increase in studio provision from 32 spaces to 65 spaces (excluding spin class provision, as the demand for a separate class space is functionality driven) seems reasonable.

Table 12: Current leisure centre class timetable and class capacities

	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Fitness Studio														
Circuits		12				12								
Kettlebells		12												
Body Pump				12			12	12	12		12			
HIIT Step					12									
Sprint						12								
Spin							12							
Body Balance	12							12						
HIIT of the Day			12											
Sports Hall														
Body Jam	20				20									
Body Combat				20	20	20			20		20			
Body Attack									12					
Zumba					32									

Source: Get Active @ Beach Website

3.4.3.1 Immersive Studio Facility

Described as the future of fitness and inspired by cinema, live concert experiences and interactive gaming, immersive fitness combines purpose-built studios and live instructors with immersive video. Recent research, published in Medicine and Science in Sports & Exercise[30], shows how using

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[28] Les Mills 2021 Global Fitness Report, https://www.lesmills.com/uk/clubs-and-facilities/research-insights/fitness-trends/2021-global-report-reveals-7-key-trends-for-the-new-fitness-landscape/

[29] https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/fitness-and-exercise-spaces.pdf

[30] https://journals.lww.com/acsm-msse/Fulltext/2017/05001/Immersive_Cycling_Environment_Yields_High.653.aspx

technology to create an “immersive” fitness experience increases satisfaction and decreases the rate of perceived exertion for new exercisers.

Les Mills, the leisure centre’s current class provider, has pioneered the immersive fitness class, and currently has 5 studios across the UK that offer specialist immersive studios. Considering the technology-focussed main demographic for the exercise studios, and the unique selling point of such a facility, it seems reasonable at this stage to pursue the potential future inclusion of one of the studios as an immersive studio, subject to further customer and member engagement.

One success story can be seen at the £5 million redevelopment of Salt Ayre Leisure Centre in Lancaster, where new attractions were added to the centre including the Les Mills immersive cycling experience, the Trip™.

An independent impact analysis, conducted by ukactive’s Research Institute, found that since the redevelopment, visits to the centre have jumped by more than 20,000. Gym attendance has increased by 83 per cent and fitness class attendance by 83 per cent, with the Les Mill Immersive experience attracting more than 5,000 visits alone.[31]

[31] https://www.allianceleisure.co.uk/portfolio/salt-ayre/

4 Spa Facility

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Spa Facility	• 130 m^2 suite comprising: – Two saunas, – Steam room, – Showers, – Relaxation area Changing area	• 700 m^2 spa facility including – Four thermal cabins, ice feature, – Hydrospa pool, – Feature showers, – Wet relaxation area with heated loungers, – Dry relaxation area, – Five/six treatment rooms with manicure/pedicure area, – Small lounge with juice bar, – Changing room, – Reception area, External relaxation terrace with view of the seafront	• Separate entrance and 'exclusive' quality feel • Independently operated from main facility and separately branded • 6 x treatment rooms • Sauna, steam, thermal rooms • Relaxation/quiet room • Plunge pool possibly open air with moveable roof Outdoor relaxation garden	• As per AFL proposed design • Integration of food and beverage offering to final spa design, supplied by café in lobby/reception. • USP (e.g. outdoor plunge pool) to be included

4.1 Supply

In terms of existing 'spa' or 'health suite' provision in Aberdeen, the supply is mostly limited to hotel 'spas', which mainly consist of treatment rooms, and no wet leisure facilities. The supply of facilities with wet leisure offerings can be summarised as follows:

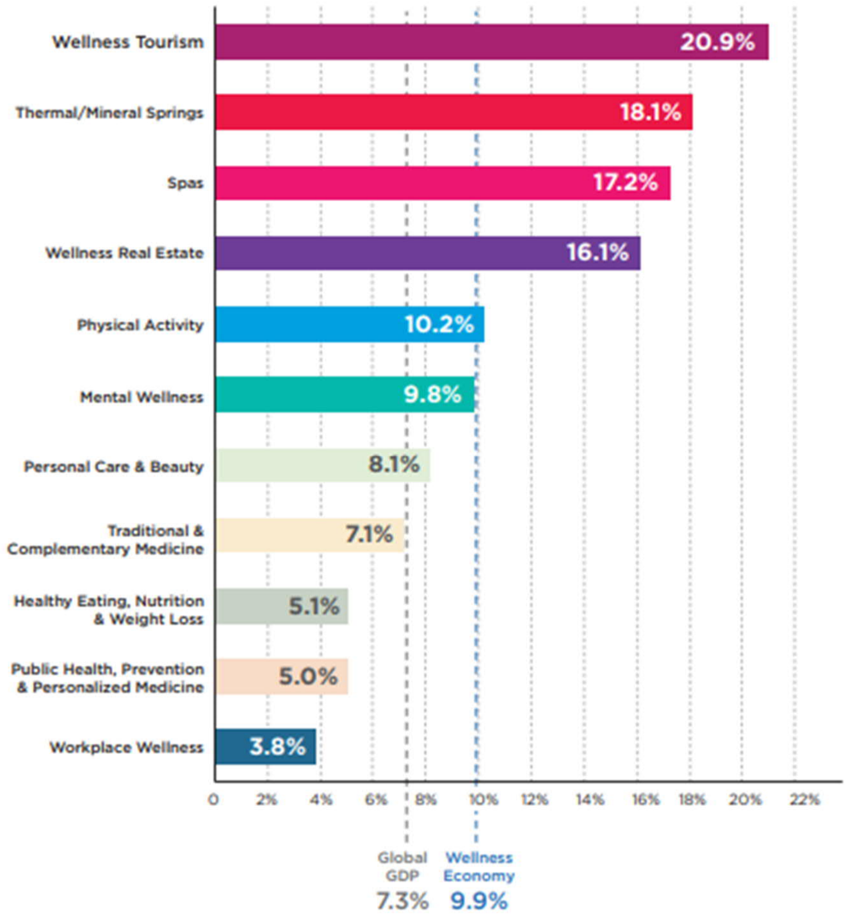
Table 13: Local Spa Provision

	Sauna	Steam Room	Jacuzzi/Hot Tub/Spa Pool	Treatment Rooms	Relaxation Area	Distance (miles)
The Aquatics Centre (Aberdeen Sports Village)	Yes	Yes	No	0	No	1
PURE Spa Union Square	Yes	Yes	No	8	No	2
Bannatyne	Yes	Yes	Yes	6	Yes	4
Aberdeen Altens Hotel	Yes	Yes	Yes	0	No	4.2
Devona Spa Hilton (Temporarily closed)	Yes	Yes	Yes	4	Yes	5

It is evident that there are no facilities that cater completely for the day spa experience within central Aberdeen. The nearest facility that provides a competitive offer would be Bannatyne's located 4 miles away. Supply is generally limited, with only 4 facilities currently functioning within a 5-mile catchment of the city.

4.2 Demand

The global wellness institute recently established that the world wellness economy was worth $4.4 trillion in 2020 and forecasted to reach $7 trillion by 2025[32]. Specifically, it predicts an annual growth rate for 'Wellness Tourism' of 20.9%, and 17.2% for Spas; both of which are beyond the average growth rate of 9.9% for the wellness economy, and the average growth rate for global GDP of 7.3%.



Source: Global Wellness Institute and IMF

Figure 8: Projected Annual Wellness Economy Growth Rate by Sector, 2020-2025

4.3 Proposed Spa Provision

The assessment of precedent leisure / waterpark parks in section 2 identified that the provision of a day spa experience should form part of the facility mix. The provision of a 700m^2 day spa facility would provide improved facilities or users, which may aid retention and can make the facility attractive to a wider demographic than that attracted to the leisure pool and fitness facilities. Based on the existing supply, global projected growth in wellness tourism, and our research of precedent spa facilities as part of wider leisure developments, the proposed spa provision seems reasonable. Considering the ambition for a destination leisure facility, a USP attraction, e.g., an outdoor plunge pool should be included. The spa facility should also offer F&B packages that are provided from the café / bar preparation facility. See Section 8.

32

5 Sports Hall/Playing Pitches

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Sports Court Facility	• 1,150 m^2 eight-court sports hall	• 1 outdoor MUGA court	• No sports courts retained • Roof football pitches	• No sports hall provision • No outdoor MUGA/3G pitch

5.1 Sports Hall

5.1.1 Supply and Market Demand

There is currently a provision of 8 courts at Get Active @ Beach in one sports hall

There are additional facilities in a 2-mile catchment that have a sports hall provision.

- Aberdeen Sports village – 9 court sports hall
- Banks o' Dee Fitness – 4 court sports hall
- Get Active @ Torry – 4 court sports hall (temporarily closed)

A 2017 report by Sport England into London's Sports halls provision[33] stated that the English national average provision of sports courts is 4.3 badminton courts per 10,000 population, expected to decrease to 3.7 courts per 10,000 population in 2041. London's provision averages at 3 badminton courts per 10,000 population.

The current provision in the 2-mile radius of the proposed site is 25 courts (including the 8 courts at Get Active @ Beach); With a catchment population of approximately 92,000 people[34], that equates to 2.7 courts per 10,000 population. Based on these figures, it would suggest that there is an under provision of courts in the immediate Beach Leisure catchment.

However, considering a wider Aberdeen City catchment reveals an additional provision of 45 sports courts:

- Robert Gordon University – 9 court sports hall
- David Lloyd – 5 court sports hall
- Get Active @ Kincorth – 4 court sports hall
- Get Active @ Peterculter – 4 court sports hall
- Get Active @ Sheddocksley – 4 court sports hall
- Get Active @ Jesmond – 4 court sports hall
- Get Active @ Cults – 6 court sports hall
- Hilton Community Centre - 1 Court hall
- International School Aberdeen – 8 Court Sports Hall

Therefore, the current provision in Aberdeen City is 70 courts (including the 8 courts at Get Active @ Beach) and a population of 229,060 people[35] equating to 3.05 courts per 10,000 population.

[33] https://www.london.gov.uk/sites/default/files/sports_halls_report_2017.pdf

[34] LeisureDB Report, 2022

[35] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/aberdeen-city-council-profile.html#:~:text=Population%20Estimates,-Last%20updated%3A%20June&text=On%2030%20June%202020%2C%20the,of%20Scotland%20increased%20by%200.0%25.&text=Aberdeen%20City%20had%20the%208th,32%20council%20areas%20in%20Scotland.

5.1.2 Demand Analysis

Demand for sports halls has historically been for the following typical uses:

- Badminton,
- Basketball,
- Cricket,
- Netball,
- Volleyball,
- Handball,
- Korfball,
- Table tennis,
- Group exercise classes.
- 5-aside (depending on size of the hall)

The revenue generated from sports halls tend to represent less than 10%[36] of the income from a combined leisure facility and unless programmed effectively across school and community use will represent an underutilised space that attracts ongoing maintenance and operational costs.

Despite the recommendations for provisions per head of population for sports courts, the demand and hence revenue generated from these spaces is generally falling. This explains the trend in converting these spaces in existing facilities to increase utilisation and hence revenue generated through flexible play such as climbing, trampolining, and other play spaces.

Sport Aberdeen have confirmed that the existing sports hall is underutilised and represents approximately 8% of their income.

5.1.3 Sports Hall Conclusion

The current proposal does not include for a sports hall. If the proposed new facility were to have no sports hall provision, this would reduce the courts per 10,000 population to 2.7 for Aberdeen and 1.85 in the immediate Beach Leisure catchment.

It is evident that both locally and city wide, the sport court provision is currently below the recommended level. However, our internal research has identified from a sample of existing leisure centres, that there is a trend of sports hall spaces in the UK being repurposed as flexible spaces for activities such as climbing, trampolining, and soft play. This is in line with Sport Aberdeen's proposal to convert the existing sports hall space in previous studies and consultation.

Based on current low demand/use of the existing sports hall, the provision of a 9-court sports hall in a dedicated sports facility (Aberdeen Sports Village) within a 1-mile walk, and on industry trends/consultation with the existing operator, we would concur that the sports hall provision is not included in the new leisure centre. Consideration has been made for the provision of a flexible hall space that could cater to future demand for sports hall court space and/or play park facilities, however, this has been ruled out (refer to section 7.6).

5.2 Playing Pitches

The current proposal includes provision of 1 outdoor Multi Use Games Area (MUGA). A MUGA can cater to a large variety of different sports from one pitch, namely basketball, hockey, netball, volleyball, football, or rugby. However, certain finished surfaces are better suited to certain sports; for example, macadam is perfect for tennis, netball and basketball, whereas 3G surfaces are better for football and rugby.

[36] Sport England, 2017 Affordable Sports Centres with Community 25 m Pool Options

5.2.1 Supply

Table 14: Local Outdoor Sports Pitch and Court Provision

Centre	Distance (miles)	Provision
Aberdeen Sports Village	1	1 indoor 3G pitch, 1 outdoor water-based hockey pitch
The Raymond Kelly Pavilion and Aulton Outdoor Pitches	1.4	4 11-a-side and 6 7-a-side football pitches
Albury Sports Centre	2.1	4 tennis courts, bowling and putting greens
Hillhead Centre (University of Aberdeen)	2.3	Grass pitch and floodlit artificial pitch
Aberdeen Tennis Centre	2.4	4 indoor tennis courts, 5 outdoor tennis courts
Banks O' Dee Sports Club	2.9	1 outdoor 3G football pitch
Goals Aberdeen	3.7	10 5-a-side artificial grass football pitches
Ruthrieston Outdoor Sports Centre	4	6 tennis courts
Garthdee (Snowsports Centre)	4	3G pitch and grass pitch
Northfield 3G pitch	4.2	3G pitch
Get active @ Lochside 3G pitch	4.4	3G pitch
Hazlehead Joe Paterson Pavilion– Grass pitch	4.4	6 11-a-side and 4 7-a-side football pitches
Sheddocksley Pavilion and Pitches– Grass pitch	5.2	6 11-a-side football pitches
Get active @ Cults Astro turf	5.9	Astroturf
Get active @ Beacon - Dyce 3G pitch	8.7	3G pitch

There are two artificial/ 3G pitch offerings within a 3-mile drive catchment of the new facility. Neither of these are managed by Sport Aberdeen.

5.2.2 Demand

The 2016 Aberdeen Sports Facilities Strategy noted that 'Too much football use of sports halls limits the development of sports hall sports [basketball, netball, volleyball, etc] and is a direct result of the limited number of 3G pitches across the city.'[37]

Furthermore, the below figure[38] highlights the prominent popularity of football as a sport to participate in, with approximately 9% of the age 16+ population of Aberdeen city (and generally in Scotland) stating they participate in football at least once a month. In today's terms, that amounts to approximately 17,400 instances of participation in football every month: averaging to approximately 620 daily instances.

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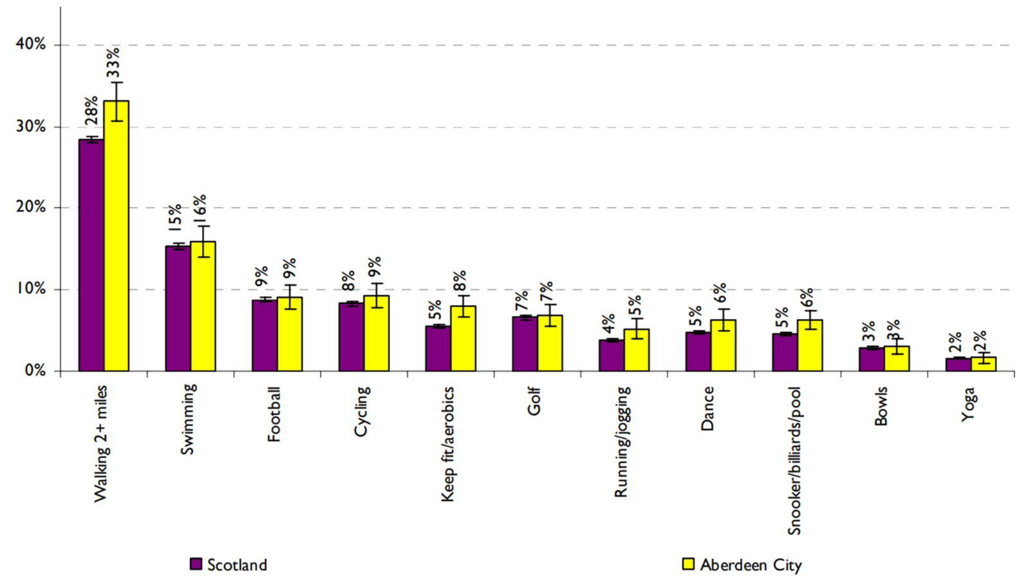
[37] https://committees.aberdeencity.gov.uk/documents/s64086/Sports%20Facilities%20Strategy%20Final%20for%20adoption%20by%20ACC.pdf

[38] https://sportscotland.org.uk/documents/participation/la/aberdeencity.pdf



Source: SportScotland Aberdeen City Adult Participation in Sport
Figure 9: Participation at least once a month by selected individual sports

5.2.3 Playing Pitches Conclusion

The ambition of the Aberdeen Sports Facilities Strategy is to increase the provision of 3G pitches so to alleviate the demand for indoor court space and increase participation in sports hall sports such as basketball and netball. Therefore, considering the benefit of a 3G pitch in adverse weather (which can be considered the reasoning behind use of indoor facilities for football), the lack of 3G pitch provision within 3 miles of the new leisure centre, and the prominence of participation in football in Aberdeen, it is considered reasonable to include a provision of 1 MUGA pitch with a 3G surface to cater to the demand for football spaces that can function in the winter months. This option can also cater to rugby and hockey, but cannot typically provide for netball, basketball or tennis.

Furthermore, the provision of tennis courts in the 3-mile drive catchment is deemed sufficient considering the specialist tennis facility at the Aberdeen Tennis centre. Demand for basketball and netball can more likely be met using existing indoor and outdoor sports court provision and will further be alleviated by the reduction of sports hall use for football due to the addition of a new 3G pitch (as identified in section 5.2.2).

However, the provision of a sports pitch does not align with the vision for the Beach Leisure Centre as a leisure destination i.e., leisure rather than sport performance. It is recommended that no sports pitch provision is included as this has the potential to confuse the message of the offering.

6 Sensory Centre

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Sensory Centre	• N/A	• 350 m^2 sensory centre, including: – Creche – Soft play – Sensory rooms	• Sensory zone – Interactive games floor – Bubble tubes – UV lighting – Heated waterbed – Fibre optics and projectors – Ball pool – Wet room with hoists – Hoists across whole room • Soft play zone – Musical steps – Interactive tunnels – Hopscotch floor panels – Giant rolling tunnel • Garden Zone – Sensory plants – Sounds-chimes – Plant/veg growing – Wheelchair seating area – Quiet space	• 350 m^2 sensory centre, including: – Creche – Sensory Soft play – Sensory rooms • Final facility mix to be developed by specialist sensory centre consultant. • Provision to have a joint function to accommodate sensory space for children and seniors

6.1 Sensory Room

6.1.1 Supply

There currently appears to be no sensory room offerings within the Aberdeen or Aberdeenshire catchment. The nearest sensory offerings are located near to Edinburgh, over 100 miles away.

A precedent for a sensory centre in a leisure facility can be seen at the new Allander leisure centre. It will host a 35m^2 Snoezelen Sensory Room, in addition to two quiet rooms totalling 13m^2 and a dementia friendly room at 24m^2.[39] This is in combination with the wet and dry leisure offering of a 25m pool, learner pool, sports hall, gym and studios.

A different precedent is set in Horsham, at The Bridge Leisure centre, which provides a 27m^2 sensory room in addition to its sports hall and gym and studio provisions[40].

[39] Information obtained from submitted planning application drawings https://planning.eastdunbarton.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=Q5NN8TGJI1K00

[40] Information obtained from submitted planning application drawings https://public-access.horsham.gov.uk/public-access/applicationDetails.do?activeTab=externalDocuments&keyVal=OBU8ZPIJLLW00

6.1.2 Demand

There is no published information for assessing demand for sensory centres. However, the demand for such a facility comes primarily from children with autism and other special educational needs (SEN). However, it can benefit all children, particularly those with physical difficulties, and those developing sensory skills (babies and toddlers).

As an example, a recent study by Newcastle University has identified an autism prevalence in 2-21 year olds of 1.76%[41],which when applied to the 2-21 year old population of Aberdeen City (46,520)[42] equates to approximately 930 children and young people who could directly benefit from such a centre.

Additionally, there would be further demand from those children with other SEN, physical difficulties and parents of babies and toddlers looking to develop their sensory skills.

Conversely, the current trend of the ageing population of Aberdeen highlights a potential future demand for sensory rooms and safe spaces for seniors with dementia, and other cognitive and neural disorders, as a Sensory Room can offer the opportunity for an activity that is free from cognitive demands and allows patients to feel relaxed and entertained. The older age population (65+) in Aberdeen City is projected to grow by 45% from 34,262 (2014) to 49,772 (2039)[43].

6.1.3 Conclusion

We conclude that a sensory centre would be a beneficial inclusion to the Beach Leisure Centre. The proposed area for the sensory centre including sensory spaces (indoor and outdoor), creche, sensory soft play and quiet rooms appear reasonable based on our research of similar facilities provided at Leisure Centres in the UK.

Further consultation with specialist sensory room designers and manufacturers will be required at the next stage to finalise facility mix and specific area requirements. Consideration should be given to tailoring the facility to both children and young people with special educational needs, and senior people with cognitive issues, due to the under provision of adult sensory facilities across Scotland.

6.2 Creche

There is likely to be a demand from parents who wish to use the gym and studio facilities at the new leisure facility and need a safe space to leave their children in the meantime. This demand could be met by the provision of a small creche to match the demographic profile for the gym. See sections 6 Sensory and section 8 Café / F&B Provision.

Precedents for this include the new Britannia Leisure Centre in Hackney, which hosts a creche facility at 73 m^2[44], and the new Harpenden leisure centre, whose creche facility sits at 55 m^2.[45] Judging by facility size, and gym/studio provision (150 station gym, 3 studios, 1 spin and 100 station gym, 2 studios, 1 spin respectively for Hackney and Harpenden), a creche facility in the region of 50m^2 is recommended.

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[41] https://www.ncl.ac.uk/press/articles/archive/2021/03/autismratesincrease/

[42] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[43] https://www.aberdeencity.gov.uk/sites/default/files/2018-07/Aberdeen%20Key%20Facts%20-%20Population.pdf

[44] Information obtained from planning application drawings https://planningapps.hackney.gov.uk/planning/index.html?fa=getApplication&id=60215

[45] Information obtained from planning application drawings https://planningapplications.stalbans.gov.uk/planning/search-applications?civica.query.FullTextSearch=leisure%20centre#VIEW?RefType=PBDC&KeyNo=104947

7 Play Park

	Current Beach Leisure Centre	New Leisure Centre Proposal (AFL)	Sport Aberdeen Leisure Facility Proposals	Mott MacDonald Recommendation
Play Park	• N/A	• Trampoline & play park, clip n climb, soft play • Briefing room, WC's, café, kitchen, store, etc. • Children's party rooms	• Converted Sports Hall: – Sub divide and or mezzanine – Ninja TAG Active – Soft play zone – Climbing wall & bouldering [relocate existing TX offer] – Interactive eGaming/ iPlay zone – iFly –indoor sky diving – Kids party room[s]	• No Play Park provision

7.1 Introduction

This section considers the supply of soft play, climbing and trampolining as part of an indoor play park. Referencing the conclusion to Section 5 regarding sports halls, it should be considered in conjunction with a space that could accommodate multiple future uses as a commercially viable flexible space.

7.2 Soft Play

A soft play area is designed to encourage health and fitness in children and promote physical activity. Every soft adventure play area is used to accommodate the natural development of children through play incorporating running, bouncing, rolling, climbing, interactivity, special awareness, scrambling, swinging, sliding crawling etc. These facilities can be used by toddlers to young children, depending upon the design of the facility and equipment.

7.2.1 Supply

There is currently no provision for soft play in the existing leisure centre. The below table identifies soft play facilities in the Aberdeen City catchment.

Table 15: Soft Play Facilities in Aberdeen City

Facility	Age	Includes	Distance from site
Codonas Amusement Park (Smuggler's cove)	All ages	Dedicated soft play/adventure play area within the amusement park.	0.5 miles
Jump In Adventure Parks Aberdeen	All ages	Multiple trampolines Dodgeball and basketball courts A dedicated toddler area (Soft Play)	3 miles
Skyline Trampoline Park	4+	Multiple trampolines Soft Play Dodgeball court, battle beam, foam pits, climbing wall	15 miles

The Facility at Smuggler's Cove is in close proximity to the Beach Leisure Centre. It is an award-winning indoor and outdoor adventure play and family restaurant. Featuring chutes, tunnels, bridges, walkways, ball ponds and an interactive role-play area. It also hosts a dedicated toddler area with inflatable play, ball pits and a padded climbing frame.

The facility has capacity to host children's parties and access to the soft play is available exclusive of access to the amusement park.

7.2.2 Demand

Demand for a soft-play facility is dependent on the number of children within the catchment. Mid-2020 population estimate data from Office of National Statistics is shown below[46], identifying the number and distribution of age ranges in Aberdeen City and Aberdeenshire.

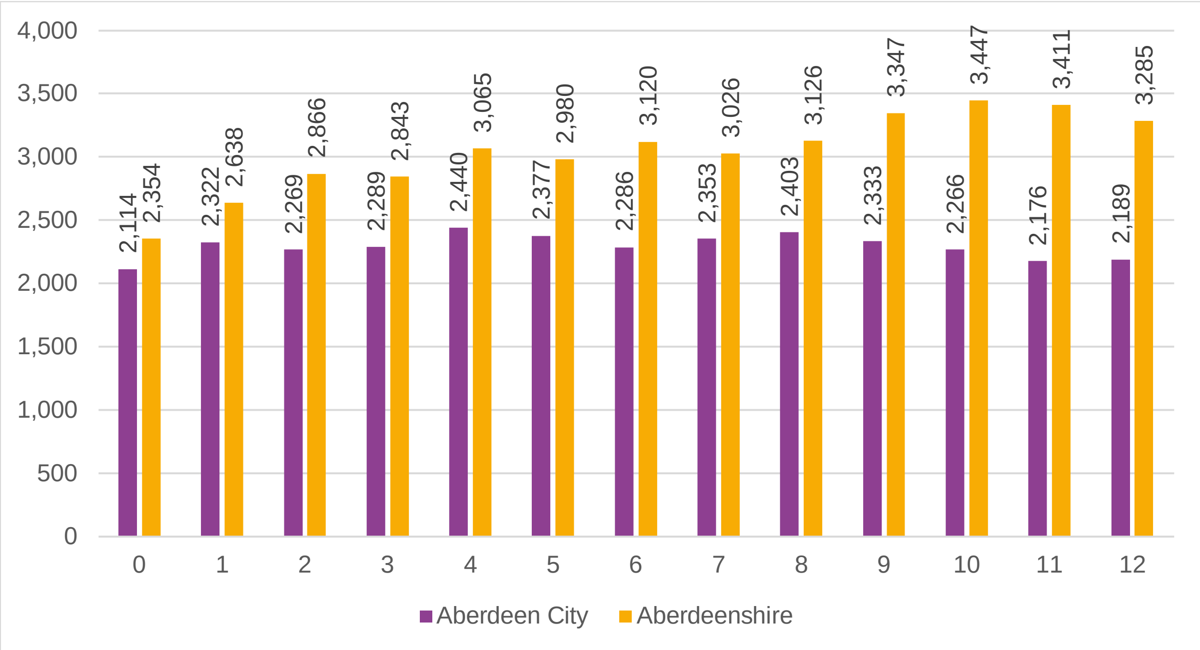

Figure 10: Population Age Distribution for Aberdeen City and Aberdeenshire (0-12)

The total estimated resident population of children aged 0-4 (main target market for soft play) across Aberdeenshire and Aberdeen City is approximately 25,000. There are approximately 33,000 children aged 5-10 for the same catchment.

Assuming a conservative average visit rate of 3 visits per annum, the potential number of visits for children aged 0-4 would be approximately 75,000, or an average of 206 visits per day. The potential number of visits for age 5-10 would be approximately 100,000, or an average of 274 visits per day. Therefore, a potential for approximately 480 visits per day excluding any additional demand associated with tourist visitors.

These numbers do not reflect peak times and cannot be solely relied upon. However, they provide a general overview of a possible demand profile. Information provided by the reception team at Smuggler's Cove suggests the total maximum capacity of the soft play at smugglers cove is approximately 150 children per session (adult:child ratio depending), which suggests the existing provision of soft play at Smuggler's Cove is sufficient for the local demand level.

[46] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

7.2.3 Conclusion

Although the demand for a destination indoor play centre appears to be addressed by the existing local supply, the provision of modestly sized soft play areas adjacent to food and beverage offering at Leisure Centres is a successful model in the UK market. There are many examples and a strong precedent for this provision in Scotland and the UK, generating additional revenue streams and further incentive across a wider demographic to visit the Leisure Centre. It is therefore reasonable to assume that there would be demand for a small soft play facility in the new leisure facility.

One example of this in a recently completed leisure facility is the Berwick Leisure Centre, which hosts a 3 storey, 33.1m^2 (approx. 100m^2 total) soft play adjacent to its café[47]. Notably, the leisure facility also contains a leisure pool.

Source: visitberwick.com

Figure 11: Soft Play Facility at Berwick Leisure Centre

7.3 Trampoline Park and Clip n Climb

Trampolining and climbing are two very different types of activities. However, both offer the same purpose of promoting physical activity and wellbeing, as well as improving strength, flexibility, and concentration. Both activities are low-impact exercises that can be undertaken by individuals of all sizes, ages, genders, and skill-levels.

7.3.1 Supply

There is currently no provision for trampolining and climbing in the existing leisure centre. The below table identifies trampolining and climbing facilities in the Aberdeen City catchment.

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[47] Information obtained from planning application drawings https://publicaccess.northumberland.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=PZKA0OQS0K500

Table 16: trampolining and climbing facilities in the Aberdeen City catchment

Facility	Age	Includes	Distance from site
Transition Extreme	9+	Over 800 square meters of climbing surface Skate and BMX park Outside zone including Leap of Faith, TX Trekking, Extreme Drop, Jacobs Ladder and Gladiator Challenge, 70ft zip line	0.5 miles
RGU Climbing Gym	5+	11 metre high Lead climbing gym, over three floors. Bouldering room plus a training board.	4 miles
Jump In Adventure Parks Aberdeen	All ages	Multiple trampolines Dodgeball and basketball courts A dedicated toddler area (Soft Play) Clip n Climb facility	3 miles
Skyline Trampoline Park	4+	Multiple trampolines Soft Play Dodgeball court, battle beam, foam pits, climbing wall	15 miles

The Transition Extreme facility is in close proximity to the Beach Leisure Centre. It is a local youth charity and social enterprise that that uses urban sports and their cultures to attract and engage the local youth population. This facility is recognised by Mountaineering Scotland as a Regional Hub providing year-round indoor & outdoor facilities including rock climbing, a high ropes course, skatepark, martial arts facilities, creative arts zone and cafe/community.

Jump in Adventure Park is the closest trampolining facility to the Beach Leisure Centre. This facility, which is one of ten jump in facilities around the UK, offers an extensive trampolining experience, targeted to children and young adults including open jump sessions, dodgeball games and fitness classes. The facility also offers a soft play area dedicated to toddlers and a clip n climb facility. Jump in Aberdeen specialises in hosting birthday parties for children.

7.3.2 Demand

Table 17: Analysis of facility capacity, target market, and utilisation

Facility	Capacity	Target Market	Utilisation
Transition Extreme **80,000 visitors per annum**	Climbing wall - 40 people Skatepark – 50 people	Children – young adults (9 -25)	Peak time for this facility is between 3:30-9pm on weeknights with children after school and young adults after work. Additionally, the facility is utilised at weekends by families with young children.
RGU Climbing Gym	Bouldering wall – 8 people	Young adults and university students (18-25)	As this facility sits on a university campus, peak times are term time

	Climbing wall – 12 people		weeknights for university groups.
Jump In Adventure Parks Aberdeen	Trampolines – 85 people Clip n Climb – 15 people	Children – young adults (4-25)	Peak times for this facility are weekdays after school and weekends for families and parties.
Skyline Trampoline Park **30,000 sq foot venue**	140 Children 100 Adults	Children – young adults (4 -25)	Peak time for this facility weekdays after school and weekends for families and children's parties.

Analysis of the table suggests that the demographic and target market for the trampolining and climbing experiences is children and young adults, ranging between ages 5-25.

Peak times and the highest utilisation for these facilities are weekdays after school with children's clubs and groups and weeknights with young adults after work. Additionally, findings suggest that these facilities are popular on weekends for families to spend time enjoying fun activities and for hosting children's birthday parties.

Demand for trampolining and climbing is dependent on the number of children and young adults within the catchment. Mid-2020 population estimate data from Office of National Statistics was used to establish the number and distribution of age ranges in the catchment area, and the number of yearly and daily visits to the attractions, assuming a conservative average visit rate of 5 visits per annum.

Table 18: Estimated Annual Visits to Trampoline/Climbing Facilities

Age range	Total estimated resident population	Yearly visits	Daily visits
5-9	27,351	135,000	370
10-14	27,056	135,000	370
15-19	23,985	120,000	328
20-24	29,634	150,000	410
			Total daily visits = 1,478

Although the above data does not reflect peak times and cannot be solely relied on, it provides a general overview of a possible demand profile. The capacities of existing facilities suggests that the existing provision of trampolining and climbing within the catchment area is sufficient for the local demand level.

7.3.3 Conclusion

Due to this well serviced local provision, it is not recommended that a dedicated climbing or trampolining park facility is included in the leisure centre.

7.4 Children's Party Rooms

Considering the market for the leisure pool will be mostly dedicated to younger children, there is a proven revenue stream and demand for children's parties, seen via the provision of a party room in a large number of leisure pools across the UK. Therefore, the provision of 1 party room is recommended as a minimum.

7.5 Play Park Conclusion

Further to the conclusion of Section 5.1.3, and the recommendations within this section, it is recommended that a dedicated Play Park is not included in the facility mix, and therefore a flexible space that could cater for future sports hall requirements and potential play park offerings is also not considered feasible.

Separately, a smaller scale soft play is recommended adjacent to the food and beverage offering. A minimum of 1 children's party room is also recommended.

8 Café/Food & Beverage Provision

8.1 Introduction

This section considers the supply of a Food & Beverage (F&B) provision within the leisure centre. This section investigates the different types of F&B provisions and offerings at recently refurbished leisure centres around the UK, before establishing the local demand for F&B provisions.

8.2 Supply

Aberdeen town centre has a high density of cafés and F&B offerings, and the esplanade/beachfront area also has a high density zone of F&B offerings to the south of the existing beach leisure centre location, which is approximately a 6 minute walk. However, there is currently no public café or F&B provisions at the beach leisure centre although there is an in-house café at transition extreme which is located approximately 500 yards of the beach leisure centre.

Table 19: Recently renovated and newly developed leisure centre F&B provisions

Name	Type of F&B provision	Location	Single or Dual access	Approximate F&B Floor Areas
The PEAK Stirling	Bar/social lounge seating approximately 80 people	First floor overlooking the public ice rink	Single	170 m^2 bar/social area, 15 m^2 bar counter, 45 m^2 kitchen
	Café	Ground floor in entrance foyer overlooking toddler pool	Dual access from the pool hall and the climbing wall	65 m^2 entrance foyer/café, 15 m^2 servery, 40 m^2 kitchen
Sands Scarborough	Restaurant	Ground floor adjacent to the pool hall	Dual access via the changing village, pool hall and outdoor spa facility	10m^2 bar, 30 m^2 cellar, 155 m^2 café area total
Morpeth Leisure Centre	Café	Ground floor adjacent to soft play, external seating terrace and overlooking pool hall	Single	310 m^2 café area total (including poolside and outdoor seating)
Berwick Leisure Centre	Café	Ground floor adjacent to soft play, external seating terrace and overlooking pool hall	Dual	275 m^2 café and viewing area, 25 m^2 servery, 20 m^2 kitchen
Allander Leisure Centre	Café Seats approximately 60 people	Ground floor reception area overlooking pool hall	Dual	240 m^2 Reception/Café area 20m^2 kitchen area
Woking Eastwood Leisure Centre	Café	Ground Floor overlooking learner pool	Single	145 m^2 café, 30m^2 reception/servery, 10 m^2 kitchen
	Bar	First Floor Club Room	Single	35 m^2 kitchen, 15 m^2 bar, 295 m^2 club room

To summarise, a café is the most common F&B provision in recently renovated and newly developed leisure centres across the UK. Appendix B shows that over 95% of all the new build/renovated leisure centres assessed include a café provision. Research shows it is becoming more common to have dual access in which the F&B offering is the focal point of the leisure centre and can be accessed by multiple areas/parts of the facility. Additionally, it is common for the F&B provision to be located with a viewing point overlooking an activity space such as the swimming or leisure pool hall and/or sports hall. This enables families and friends to socialise whilst their children or other members of their party are partaking in physical activity.

8.3 Demand

Demand for F&B could come from a number of user groups as noted below:

1. Parents or carers of children undertaking activities (e.g., leisure pool, soft play, etc) within the facility, but not participating themselves
2. Leisure pool users before, during and/or after leisure pool activity
3. Gym users pre and/or post workout
4. Spa users pre and/or post treatment / experience

8.4 Conclusion

It is recommended that the new leisure centre facility includes an F&B offering in the form of a licenced café / bar. It is recommended that this be a focal hub for the centre, with viewing of the activities within the centre, specifically the leisure pool and the soft play. The café / bar should also be located such that it is capable of serving users within the leisure pool facility and the preparation area is able to cater for the spa facility. A total café area of approximately 200m^2 is recommended based on precedent facilities.

It is envisaged that the F&B provision will be able to cater for the spa packages that incorporate F&B. However, more complex F&B packages can be provided by the ballroom facility such as high tea. Specialist catering advisors should be consulted when determining the food and beverage menu offering for each facility.

Source: Centerparcs.co.uk, Kuoni.com, Shutterstock
Figure 12: F&B Example: Center Parcs Café, Typical Spa Food and Beverage Offering

9 Conclusion

The recommended facility mix has been informed by the results of this study; however, the final facility mix should be informed by targeted research and consultation with existing and future members and user groups. Specialist design is also required at the next stage to finalise the individual attractions' facility mixes and floor areas.

The local population is largely made up of those aged 25-39, with a noted trend towards an ageing population. The proportion of children under 15 within the population is below the UK average, and above average for the 25-39 age group. Therefore, the recommended facility mix, whilst still catering for families and children, is more geared towards facilities appropriate for adults. However, consideration has also been made for visiting numbers of tourists.

It has been concluded that the new leisure centre should include a leisure pool modelled on the water park offering at Alpamere, Scarborough and the LC, Swansea. This includes a graded entry wave pool, a rapid run/lazy river, interactive water features, slides and flumes. It is also recommended that a café hatch and a seating area is provided within the leisure pool for users to purchase and consume food and beverages during their session. Maintenance of the existing swimming lesson provision is also required, without compromise to the leisure pool.

Overlooking the leisure pool facility, a central hub featuring a café and small soft play is recommended.

Further to specialist design, a sensory centre including sensory rooms and a sensory soft play is recommended, which can complement the addition of a creche. Consideration for adult sensory room provision should be included.

The existing gym provision is recommended to increase to accommodate the calculated latent demand for fitness; accommodating a 100-station gym and 3 fitness studios, with one studio dedicated to spin classes, and one studio having a potential immersive fitness class set up.

A MUGA outdoor pitch with 3G surface is not recommended as it not considered consistent with the leisure destination focus.

The existing sports hall is not recommended to be maintained in the new facility due to low local demand and dedicated sports facility provided nearby (Aberdeen Sports Village). Similarly, the provision of a play park with dedicated soft play, trampolining and/or climbing facility is also not recommended due to the extensive local provision of dedicated play parks that can sufficiently meet the demand.

Finally, a dedicated spa facility is recommended, including sauna, steam room, hydrospa pool, treatment rooms and more; as a destination spa, a USP offering (e.g, outdoor plunge pool) should also be included. It is recommended that an appropriate food and beverage offering is considered (which can be provided by the proposed café), further including potential packages with the Beach Ballroom catering provision.

A tabled summary of the recommended facility mix can be found in the executive summary.

A. Mosaic Profiles

A: CITY PROSPERITY
City Prosperity work in high status positions. Commanding substantial salaries they are able to afford expensive urban homes. They live and work predominantly in London, with many found in and around the City or in locations a short commute away. Well-educated, confident and ambitious, this elite group is able to enjoy their wealth and the advantages of living in a world-class capital to the full.
A01 World-Class Wealth: Global high flyers and families of privilege living luxurious lifestyles in London's most exclusive boroughs
A02 Uptown Elite: High status households owning elegant homes in accessible inner suburbs where they enjoy city life in comfort
A03 Penthouse Chic: City suits renting premium-priced flats in prestige central locations where they work hard and play hard
A04 Metro High-Flyers: Ambitious 20 and 30-somethings renting expensive apartments in highly commutable areas of major cities
B: PRESTIGE POSITIONS
Established families in large detached homes living upmarket lifestyles (7% of UK households)
Prestige Positions are affluent married couples whose successful careers have afforded them financial security and a spacious home in a prestigious and established residential area. While some are mature empty-nesters or elderly retired couples, others are still supporting their teenage or older children.
B05: Premium Fortunes - Influential families with substantial income established in distinctive, expansive homes in wealthy enclaves.
B06: Diamond Days - Retired residents in sizeable homes whose finances are secured by significant assets and generous pensions.
B07: Alpha Families - High-achieving families living fast-track lives, advancing careers, finances and their school-age kids' development.
B08: Bank of Mum and Dad - Well-off families in upmarket suburban homes where grown-up children benefit from continued financial support.
B09: Empty-Nest Adventure - Mature couples in comfortable detached houses who have the means to enjoy their empty-nest status.
C: COUNTRY LIVING
Well-off owners in rural locations enjoying the benefits of country life (6% of UK households)
Country Living are well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities. Some people are landowners or farmers, others run small businesses from home, some are retired and others commute distances to professional jobs.
C10: Wealthy Landowners - Prosperous owners of country houses including the rural upper class, successful farmers and second-home owners.
C11: Rural Vogue - Country-loving families pursuing a rural idyll in comfortable village homes while commuting some distance to work.

C12: Scattered Homesteads - Older households appreciating rural calm in stand-alone houses within agricultural landscapes.
C13: Village Retirement - Retirees enjoying pleasant village locations with amenities to service their social and practical needs.
D: RURAL REALITY
Householders living in inexpensive homes in village communities (6% of UK households)
Rural Reality are people who live in rural communities and generally own their relatively low cost homes. Their moderate incomes come mostly from employment with local firms or from running their own small business.
D14: Satellite Settlers - Mature households living in expanding developments around larger villages with good transport links.
D15: Local Focus - Rural families in affordable village homes who are reliant on the local economy for jobs.
D16: Outlying Seniors - Pensioners living in inexpensive housing in out of the way locations.
D17: Far-Flung Outposts - Inter-dependent households living in the most remote communities with long travel times to larger towns.
E: SENIOR SECURITY
Elderly people with assets who are enjoying a comfortable retirement (8% of UK households)
Senior Security are elderly singles and couples who are still living independently in comfortable homes that they own. Property equity gives them a reassuring level of financial security. This group includes people who have remained in family homes after their children have left, and those who have chosen to downsize to live among others of similar ages and lifestyles.
E18: Legacy Elders - Time-honoured elders now mostly living alone in comfortable suburban homes on final salary pensions.
E19: Bungalow Haven - Peace-seeking seniors appreciating the calm of bungalow estates designed for the elderly.
E20: Classic Grandparents - Lifelong couples in standard suburban homes enjoying retirement through grandchildren and gardening.
E21: Solo Retirees - Senior singles whose reduced incomes are satisfactory in their affordable but pleasant owned homes.
F: SUBURBAN STABILITY
Mature suburban owners living settled lives in mid-range housing (8% of UK households)
Suburban Stability are typically mature couples or families, some enjoying recent empty-nest status and others with older children still at home. They live in mid-range family homes in traditional suburbs where they have been settled for many years.
F22: Boomerang Boarders - Long-term couples with mid-range incomes whose adult children have returned to the shelter of the family home.
F23: Family Ties - Active families with teens and adult children whose prolonged support is eating up household resources.
F24: Fledgling Free - Pre-retirement couples with respectable incomes enjoying greater space and spare cash since children left home.

F25: Dependable Me - Single mature owners settled in traditional suburban semis working in intermediate occupations.
G: DOMESTIC SUCCESS
Thriving families who are busy bringing up children and following careers (7% of UK households)
Domestic Success are high-earning families who live affluent lifestyles in upmarket homes situated in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers in higher managerial and professional roles.
G26: Cafés and Catchments - Affluent families with growing children living in upmarket housing in city environs.
G27: Thriving Independence - Well-qualified older singles with incomes from successful professional careers in good quality housing.
G28: Modern Parents - Busy couples in modern detached homes juggling the demands of school-age children and careers.
G29: Mid-Career Convention - Professional families with children in traditional mid-range suburbs where neighbours are often older.
H: ASPIRING HOMEMAKERS
Younger households settling down in housing priced within their means (9% of UK households)
Aspiring Homemakers are younger households who have, often, only recently set up home. They usually own their homes in private suburbs, which they have chosen to fit their budget.
H30: Primary Ambitions - Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing.
H31: Affordable Fringe - Settled families with children owning modest, 3-bed semis in areas where there's more house for less money.
H32: First-Rung Futures - Pre-family newcomers who have bought value homes with space to grow in affordable but pleasant areas.
H33: Contemporary Starts - Fashion-conscious young singles and partners setting up home in developments attractive to their peers.
H34: New Foundations - Occupants of brand new homes who are often younger singles or couples with children.
H35: Flying Solo - Bright young singles on starter salaries choosing to rent homes in family suburbs.
I: FAMILY BASICS
Families with limited resources who have to budget to make ends meet (7% of UK households)
Family Basics are families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.
I36: Solid Economy - Stable families with children renting better quality homes from social landlords.
I37: Budget Generations - Families supporting both adult and younger children where expenditure can exceed income.
I38 Economical Families - Busy families with children, who own their low-cost homes and budget carefully

I39: Families on a Budget - Families with children in low value social houses making limited resources go a long	
way.	
J: TRANSIENT RENTERS	
Single people privately renting low cost homes for the short term (6% of UK households)	
Transient Renters are single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on.	
J40: Value Rentals - Younger singles and couples, some with children, setting up home in low value rented properties	
J41: Youthful Endeavours - Young people endeavouring to gain employment footholds while renting cheap flats and terraces.	
J42: Midlife Renters- Maturing singles in employment who are renting affordable homes for the short-term.	
J43: Renting Rooms - Transient renters of low cost accommodation often within older properties	
K: MUNICIPAL TENANTS	
Urban renters of social housing facing an array of challenges (6% of UK households)	
Municipal Tenants are long-term social renters living in low-value multi-storey flats in urban locations, or small terraces on outlying estates. These are challenged neighbourhoods with limited employment options and correspondingly low household incomes.	
K44: Inner City Stalwarts - Long-term renters of inner city social flats who have witnessed many changes.	
K45: City Diversity - Households renting social flats in busy city suburbs where many nationalities live as neighbours	
K46: High Rise Residents - Renters of social flats in high rise blocks where levels of need are significant.	
K47: Single Essentials - Singles renting small social flats in town centres.	
K48: Mature Workers - Older social renters settled in low value homes in communities where employment is harder to find.	
L: VINTAGE VALUE	
Elderly people reliant on support to meet financial or practical need (7% of UK households)	
Vintage Value are elderly people who mostly live alone, either in social or private housing, often built with the elderly in mind. Levels of independence vary, but with health needs growing and incomes declining, many require an increasing amount of support.	
L49: Flatlet Seniors - Older social renters settled in low value homes who are experienced at budgeting.	
L50: Pocket Pensions - Penny-wise elderly singles renting in developments of compact social homes.	
L51: Retirement Communities - Elderly living in specialised accommodation including retirement homes, villages	
and complexes.	

L53: Seasoned Survivors - Deep-rooted single elderly owners of low value properties whose modest home equity provides some security.
M: MODEST TRADITIONS
Mature homeowners of value homes enjoying stable lifestyles (6% of UK households)
Modest Traditions are older people living in inexpensive homes that they own, often with the mortgage nearly paid off. Both incomes and qualifications are modest, but most enjoy a reasonable standard of living. They are long-settled residents having lived in their neighbourhoods for many years.
M54: Down-to-Earth Owners - Ageing couples who have owned their inexpensive home for many years while working in routine jobs.
M55: Back with the Folks - Older owners whose adult children are sharing their modest home while striving to
gain independence.
M56: Self Supporters - Hard-working mature singles who own budget terraces manageable within their modest wage.
N: URBAN COHESION
Residents of settled urban communities with a strong sense of identity (5% of UK households)
Urban Cohesion are settled extended families and older people who live in multi-cultural city suburbs. Most have bought their own homes and have been settled in these neighbourhoods for many years, enjoying the sense of community they feel there.
N57: Community Elders - Established older households owning city homes in diverse neighbourhoods.
N58: Cultural Comfort - Thriving families with good incomes in multi-cultural urban communities.
N59: Large Family Living - Large families living in traditional terraces in neighbourhoods with a strong
community identity.
N60: Ageing Access - Older residents owning small inner suburban properties with good access to amenities.
O: RENTAL HUBS
Educated young people privately renting in urban neighbourhoods (7% of UK households)
Rental Hubs contains predominantly young, single people in their 20s and 30s who live in urban locations and rent their homes from private landlords while in the early stages of their careers, or pursuing studies.
O61: Career Builders - Motivated singles and couples in their 20s and 30s progressing in their field of work from commutable properties.
O62: Central Pulse - Entertainment-seeking youngsters renting city centre flats in vibrant locations close to jobs and night life.
O63: Flexible Workforce - Self-starting young renters ready to move to follow worthwhile incomes from service sector jobs.

O64: Bus-Route Renters - Singles renting affordable private flats away from central amenities and often on main roads.
O65: Learners & Earners - Inhabitants of the university fringe where students and older residents mix in cosmopolitan locations.

B. New Build Leisure Facility Analysis (UK)

Facility	Postcode	Cost (million)	Open Date	Lane Pool		Learner Pool	Spectator Seating	Leisure pool	Health suite	Gym (no. of stations)	Studios (Multi use; Spin)		Sports hall (No. Courts)	Squash Courts	Soft Play	Creche	Café	3G pitches	MUGA	Tennis Court (Outdoors)	Other
Harpenden Leisure Centre, St Albans	AL5 2HU	£20	Sep-21	25m	6 lane	13 x 8m	75	No	Sauna, Steam Room and Relaxation Area	100	2	1	5	No	No	Yes	Yes	No	1	3	
Eastwood Leisure Centre, Woking, Surrey	GU21 5RF	£26	Oct-21	25m	6 lane	13x 10m	70	No	Sauna, steam room	65	2	0	5	No	No	No	Yes	1	No	No	Multi-purpose function room with bar facilities Running track, Cricket pitch, football pitch, Cricket nets (School sports field facility)
Duncan Edwards Leisure Centre, Dudley	DY2 8PA	£18	Jan-22	25m	8 lane	16.6 x 7m	112	No	Sauna	100	2	1	4	No	Yes	No	Yes	No	No	No	Meeting Room A Wellness Suite which encompasses power assisted exercise technology
Thirsk & Sowerby Leisure Centre, Hambleton (Refurbishment)	YO7 1LU	£4	Oct-21	25m	6 lane	13 x10m	No	No	Sauna	50	1	1	No	No	No	No	No	No	No	No	Only gym and spin studio added to existing floor plan in refurbishment, including a new roof.
Spen Valley Leisure Centre, North Kirklees	WF15 6LW	£19	Feb-22	25m	8 lane	20 x 10m	115	No	No	120	2	1	No	No	No	No	Yes	No	No	No	Library
Whitwick and Coalville Leisure Centre	LE67 3FE	£23	Feb-22	25m	8 lane	15 x 8.5m	100	No	Sauna, steam room	110	2	1	8	3	No	No	Yes	No	No	No	Clip and Climb
Berwick Leisure Centre, Berwick-upon-Tweed	TD15 2AS	£22.6	Feb-22	25m	5 lane	11 x 7m	None	Leisure area which includes race slides and aqua play	Spa includes a sauna, steam room, salt room, experience showers and spa pool	*	2	1	4	No	Yes	No	Yes	1	No	No	Indoor bowling green Sensory Room
Morpeth Leisure Centre	NE61 1JX	£21	Feb-23	25m	6 lane	12.5 x 4m	110	No	Sauna, Steam Room and Relaxation Area	100	2	1	4	No	Yes	No	Yes	No	No	No	Library Adult learning centre with 5 classrooms
Britannia Leisure Centre, Hackney	N1 5FT	£54	Jun-21	25m	6 lane	20 x 10m	50	Interactive flume, toddler pool and splash deck	Sauna, steam room	150	3	1	6	4	Yes	Yes	Yes	No	2	2	Rooftop tennis courts and 5-a-side pitches
The Bridge Leisure Centre, Horsham	RH12 3YS	£12.30	Oct-18	No	No	No	No	No	No	70	3	2	6	No	No	No	Yes	No	5	No	Clip n Climb Sensory Room

Facility	Postcode	Cost (million)	Open Date	Lane Pool		Learner Pool	Spectator Seating	Leisure pool	Health suite	Gym (no. of stations)	Studios (Multi use; Spin)		Sports hall (No. Courts)	Squash Courts	Soft Play	Creche	Café	3G pitches	MUGA	Tennis Court (Outdoors)	Other
West Norwood Health and Leisure Centre, Lambeth	SE27 0DF	£14	Aug-14	25m	6 lane	No	35	No	No	100	1	0	No	No	No	No	Yes	No	No	No	NHS customer service centre: consultants room + dental practice Large Meeting Room
Helensburgh Waterfront Leisure Centre (final stages of construction)	G84 8SQ	£22	Jun-22	25m	6 lane	20 x 10m	No	No	Sauna, steam room	* ($290m^2$)	2	0	No	No	No	No	Yes	No	No	No	
Allander Leisure Centre, Glasgow	G61 3DF	£43	Oct-22	25m	8 lane	20 x 7m	160	No	Sauna, Steam Room and 5 x 7m hydropool	* ($547m^2$)	2	1	8	2	No	No	Yes	No	3	1	Sports drome - including 3 football pitches and a tennis court Day Care Centre - including café, meeting rooms, treatment rooms and office; Sensory garden associated with the Day Care Centre to support therapeutic aims
The Sands Centre, Carlisle	CA1 1JQ	£27	Oct-22	25m	8 lane	20 x 8m	No	No	No	120	2	1	4	No	No	No	Yes	No	No	No	
Peterborough Regional Pool	PE1 5BW	£38	Works could begin in early 2022 and finish 18 months later	25m	8 lane	17 x 15m	300	350sqm leisure water with water features and toddler splash area	Sauna	175	3	1	4	No	Yes	No	Yes	No	No	No	
Meadowbank, Edinburgh	EH7 6AE	£49	Construction complete - not yet open	No	No	No	No	No	No	120	3	0	8	2	No	No	Yes	2	No	No	Outdoor athletics track with a 500 seat stand and outdoor throwing and jumps area Indoor athletics track and jumps space Meeting rooms
Eastwood	G46 6UG	£47.5*	Planning Granted March 22	50m	6 lane	Yes	Yes	Family fun pool with 1-2 flumes	Sauna / steam / jacuzzi	140	2	1	6	No	No	No	Yes	No	No	No	Gymnastics Studio Multi-functional cultural space (performance theatre) Interactive play area Small library space.
Western Way Development, Bury St Edmonds	*	£30.1*	Planning not yet submitted	25m	6 lane	Yes	150 seats	Destination fun pool will include an internal splash park with slides, jets, water cannons, flume and splash pool.	No	150	5	0	6	No	No	No	Yes	No	No	No	Improved Skatepark with a wider range of features New Athletics Pavilion, providing changing rooms, storage, club room and toilets for the users of the athletics track. Three treatment/consultation rooms .

Facility	Postcode	Cost (million)	Open Date	Lane Pool		Learner Pool	Spectator Seating	Leisure pool	Health suite	Gym (no. of stations)	Studios (Multi use; Spin)		Sports hall (No. Courts)	Squash Courts	Soft Play	Creche	Café	3G pitches	MUGA	Tennis Court (Outdoors)	Other
Dover Leisure Centre	CT16 3FZ	£26	2019	25m	8 lane	15 x 8.5m	250 seats	No	Small sauna and Steam Room	120	2	1	4	2	No	No	Yes	No	No	No	Clip interactive climbing Multi purpose room (for meetings, parties, soft play, creche)
Princes Parade Leisure centre, Folkestone	CT21 6AE	£23*	Estimated Summer 2024	25m	6 lane	12m (4 lanes)	100 Seats	No	No	100	2	1	No	No	No	No	Yes	No	No	No	Improved seasinde promenade, housing development, new public space/park
Winchester Sport and Leisure Park	SO23 9NR	£38	2021	50m	8 lane	20 x 10m	*	No	Yes (hydrotherapy suite)	200	2	1	8	4	No	No	Yes	No	No	No	Top Rock Fun climbing facility (14 activity lines, 9m high)
Stevenage Sport and Leisure Hub	*	£45*	Not granted planning permission yet	25m	10 lane	17 x 10m	320	10m x 10m leisure water zone	Sauna / steam / relaxation area	200	3	0	8	3	No	No	Yes	No	No	No	Meeting room for 30 people Soft play / Indoor climbing (400sqm) Crèche / Party room
Monmouth Leisure Centre (Refurbishment)	NP25 3DP	£7.40	2019	25m	5 lane	No	In café	No	Sauna, steam room and Jacuzzi	50-60	1	1	4	2	No	No	Yes	No	No	No	

* Data unavailable or unconfirmed

D. Ice Arena Facility Mix Review

Aberdeen Beachfront

Ice Arena
Market Analysis and Demand Assessment

May 2022

Confidential

Mott MacDonald
10 Fleet Place
London EC4M 7RB
United Kingdom

T +44 (0)20 7651 0300
mottmac.com

Hub North Scotland Limited
18 Albert Street
Aberdeen
AB25 1XQ

Aberdeen Beachfront

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Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
01	24.05.2022	F. Ditch	K. Hill	R. Sayce	FIRST ISSUE

Document reference: 100103185-MMD-001-XX-RP-Z-002

Information class: Standard

Contents

Executive summary

This report assesses the need for the ice arena at the Beach Leisure Development.

There are currently two ice facilities in Aberdeen City area – Linx ice arena and the curling rink at 'Curl Aberdeen' which is approximately a 15-minute drive from the current Linx ice arena. 'Curl Aberdeen' is a specialist curling facility that does not offer other leisure uses for the ice rink.

The Linx ice arena consists of a 1,400 sqm (56 x 26m) ice pad, 1,100 spectator seats, 120 sqm hospitality lounge, changing facilities and a café. The facility offers the following to the public:

- Ice Skating,
  - Public Sessions
  - Parent and Toddler sessions
  - Relaxed Sessions – tailored to participants with additional support needs
  - Group and private ice skating lessons
  - Family ice disco (first Friday of every month)
- Figure Skating
- Ice Hockey Lessons/Training
- Private hire

The facility is also tenanted by Aberdeen Lynx Hockey Club who play in the Scottish National Ice Hockey League (SNL).

Seating Capacity

The evidence presented for the existing Linx ice arena suggests that attendances for SNL ice hockey matches at the venue are regularly close to capacity. Based on catchment area comparisons with Dundee and Fife, and to meet ambitions to join the EIHL, where the average attendance is 3,043, there is a case to recommend an increased arena capacity. It is concluded that the ice arena should provide a permanent capacity of 1,500 seats with consideration for allowing temporary and/or retractable seating for games and events with greater demand to a maximum of 2,000 spectator seats.

Ice Rink(s)

Using the IIHF Arena guide as guidance, and based on the above research and analysis, there is rationale to suggest size of the rink in the Lynx ice arena should be increased from 56m x 26m to the full size 60m x 30m to allow for EIHL compliance.

There is no compelling case for a second rink based on current supply and demand. There are also few precedents for dual pads in the UK; None of which are located in Scotland.

Hospitality

Overall, it is evident that VIP hospitality is a key offering for ice hockey games in order to generate extra revenue. It is clear that there is currently an under provisioning of VIP hospitality at the Linx ice arena. There is enough precedent in the UK to suggest the Linx ice arena should provide hospitality for 75 people in the form of hospitality lounges and boxes.

1 Local Context

This section reviews the local demographics of Aberdeen and examines the catchment area for a new Ice Arena to be located in the immediate vicinity of the existing Linx Ice Arena. The Linx Ice Arena is located approximately 1.5 miles east of Aberdeen City as indicated in Figure 1.

Source: Bing Maps

Figure 1.1: Linx Ice Arena Location

1.1 Population

The total population of Aberdeen City is 229,060 of which circa 195,000 are 15 years or older (85%).[1] Between 1998 and 2020, the population of Aberdeen City increased by 6.2%. In this time period, the 16 to 24 age group saw the largest percentage decrease (-16.5%). The 45 to 64 age group saw the largest percentage increase (+16.4%), indicating a trend towards an ageing population. Furthermore, between 2018 and 2028, the 0 to 15 age group is projected to see the largest percentage decrease (-3.2%) and the 75 and over age group is projected to see the largest percentage increase (+16.1%). In terms of size, however, 25 to 44 is projected to remain the largest age group.[2]

[1] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

[2] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/aberdeen-city-council-profile.html

Table 1: Population Age Segments

Age	United Kingdom		Scotland		Aberdeen City	
0-14	11,974,857	18%	859,790	16%	33,854	15%
15-24	7,816,838	12%	623,875	11%	28,278	12%
25-39	13,402,705	20%	1,106,939	20%	60,772	27%
40-59	17,522,378	26%	1,466,747	27%	56,858	25%
60-79	12,978,864	19%	1,137,042	21%	39,401	17%
80 +	3,385,592	5%	271,607	5%	9,897	4%

The average age of Aberdeen City is 39.5 years, similar to the average age of the UK of 40.4 years. The proportion of children aged 0-14 (15%) is below the UK average (18%), and the proportion of adults aged 25-39 (27%) is above the UK average (20%).

1.2 Health

Results of the 2016-2019 Scottish Health Surveys have been averaged and assessed[3] and provide the following insights into the health of Aberdeen City as a whole:

80% of the population consider themselves to have good or very good general health. Higher than the Scottish average of 72%

70% of the population deem themselves to have activity levels that meet recommendations, this is again higher than the Scotland national average of 65%.

24% of the population have a limiting long-term illness, which is less than the Scottish national average of 33%.

The data also indicates that Aberdeen City generally has a healthier Body Mass Index than the Scottish national average, with those classified as a 'healthy weight' standing at 38% compared to 33%.

Overall, the data indicates that the general health and wellbeing of the population of Aberdeen City is better than that of the Scottish nation.

1.3 Deprivation

According to the Scottish Index of Multiple Deprivation 2020[4], 29 of Aberdeen City's 283 data zones were in the 20% most deprived data zones in Scotland. The most health deprived data zone in the City is S01006684 which falls in 0-5% most deprived band and is in the Woodside neighbourhood. This falls in the 20-minute drivetime catchment for the Beach Leisure Centre redevelopment.

Unemployment in Aberdeen City currently lies at 4.1%, compared to 3.9% in Scotland and 4.4% in the UK.[5]

1.4 Car Ownership

The most recently available data on car ownership is that from the 2011 census. At that time, car ownership stood at 68.6% for Aberdeen City, and 85.7% for Aberdeenshire.[6]

[3] https://scotland.shinyapps.io/sg-scottish-health-survey/

[4] https://www.gov.scot/publications/scottish-index-of-multiple-deprivation-2020v2-local-and-national-share-calculator-2/

[5] https://www.nomisweb.co.uk/reports/lmp/la/1946157405/report.aspx#tabempunemp

[6] https://civitas.eu/cities/aberdeen

1.5 Local Demographics - Mosaic Groups

The 2018 business plan from Sport Aberdeen[7] identified the prominent mosaic groups in both Aberdeen City, and within their existing membership base. The findings were as follows:

Table 2: Aberdeen City and Sport Aberdeen Member Mosaic Groups

Mosaic Group	Aberdeen City	Sport Aberdeen Members
Rental Hubs	25.9%	15.1%
Municipal Challenge	8.5%	Not stated
Prestige Positions	8.0%	Not stated
Domestic Success	7.6%	13.1%
Modest Traditions	7.4%	11.2%
Aspiring Homemakers	Not stated	9.7%

The definitions of the mosaic groups can be found in Appendix A.

More specifically, the mosaic group figures for the 2-mile radius catchment from the existing beach leisure centre have been provided by The Leisure Database Company (TLDC) in a recent report commissioned by Mott MacDonald[8]. The results are below.

Table 3: Mosaic Profile - 2 Mile Radius

Mosaic Group (15+)	Beach Leisure Centre - 2 miles	Beach Leisure Centre - 2 miles %	Scotland	Scotland %	Penetration	Index
A City Prosperity	4,844	5.94	77,432	1.64	6.26	363
B Prestige Positions	1,178	1.45	376,599	7.96	0.31	18
C Country Living	0	0.00	354,089	7.48	0.00	0
D Rural Reality	0	0.00	601,535	12.71	0.00	0
E Senior Security	1,540	1.89	190,795	4.03	0.81	47
F Suburban Stability	467	0.57	238,345	5.04	0.20	11
G Domestic Success	2,246	2.76	389,626	8.24	0.58	33
H Aspiring Homemakers	671	0.82	312,626	6.61	0.21	12
I Family Basics	1,362	1.67	196,973	4.16	0.69	40
J Transient Renters	1,377	1.69	111,940	2.37	1.23	71
K Municipal Challenge	11,589	14.22	551,308	11.65	2.10	122
L Vintage Value	2,897	3.55	388,894	8.22	0.75	43
M Modest Traditions	1,429	1.75	362,479	7.66	0.39	23
N Urban Cohesion	4,047	4.97	81,989	1.73	4.94	287
O Rental Hubs	47,862	58.72	496,395	10.49	9.64	560
Adults 15+ estimate 2020	81,510	100.00	4,731,025	100.00	1.72	100

The following insight was also provided by The Leisure Database Company (TLDC).

[7] https://committees.aberdeencity.gov.uk/documents/s88108/Sport%20Aberdeen%20Business%20Plan%20Final%20August%20ACC%202018.pdf?txtonly=1

[8] Refer to section 3 for details of choice of catchment size

In terms of demographics, there is one Mosaic group that stands out in this area, and that is Rental Hubs (group O). These are young, single people in their 20s and 30s; representing an eclectic mix of students and young people with budding careers and more mundane starter roles, they live in urban locations in housing that attracts many young people. This group accounts for almost 59% of all adults aged 15+, a figure which is almost six times higher than the Scottish national average.

Almost a third (32%) of the population fall into a single type: O62 (Central Pulse) and these are smart young singles renting contemporary city centre flats. Many of those in type O62 have degrees and now earn good graduate-level starter salaries.

A montage of this dominant group and type is shown below.

Figure 1.2: Mosaic Profile Montage; O - Rental Hubs & O62 - Central Pulse

Good numbers also fall into type O66 (Student Scene – 9.4%) and these are the full-time students, mostly on undergraduate courses, who live in high density student accommodation close to Aberdeen university.

Type O64 (Bus-Route Renters– 8.5%) is also over-represented in this catchment. These are older than those in type O66 above with most typically aged between 25 and 35. Most are employed, but household incomes are fairly low. Montages of these types are shown below.

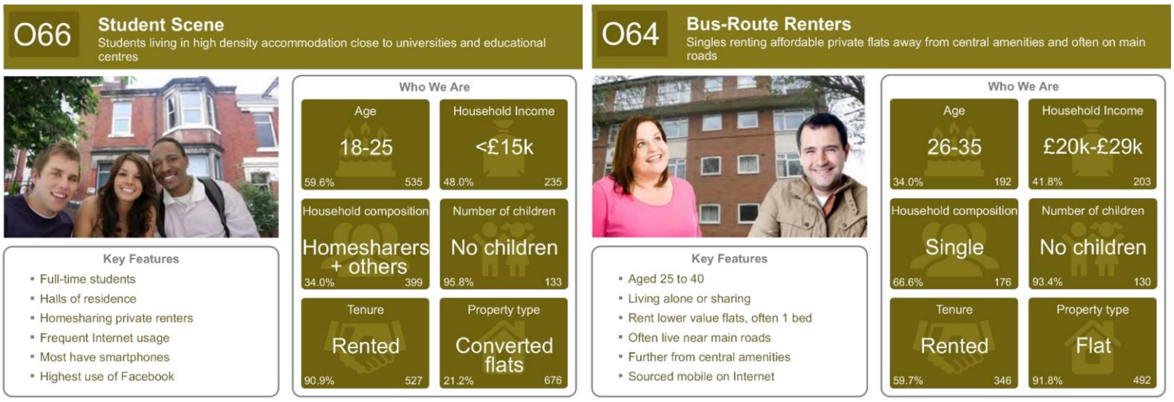


Figure 1.3: Mosaic Profile Montage; O66 - Student Scene & O64 - Bus-Route Renters

Type O65 (Learners and Earners) also features in this catchment, accounting for 6.4% of all people. These are undergraduate students, recent graduates who have stayed on at university and older people, sometimes with university positions.

Group K (Municipal Challenge) accounts for over 14% of the population, slightly above the Scottish average of 11.65% (this makes it the second most prominent Mosaic group in the Scotland population). Those in group K tend to be long-term social renters living in low-value flats in urban locations, or small terraces on outlying estates. Many have been renting their flats for a number of years; often they are high-rise blocks built from the 1960s onwards.

In this catchment, the majority are classified as Streetwise Singles (type K47 – 8.5%). These tend to be people aged between 25 and 55 who are financially hard-up. They live in areas that suffer from high unemployment. Those that do work are in low-paid routine and semi-routine jobs.

Figure 1.4: Mosaic Profile Montage; O65 - Learners and Earners & K47 - Streetwise Singles

There are two other Mosaic groups which are represented at above average levels (when compared to the overall population in Scotland). Group A (City Prosperity) accounts for almost 6% of local people (compared to a national average figure of just 1.6%) and group N (Urban Cohesion) accounts for almost 5% of the population (compared to a national average figure of just 1.7%).

In each of these Mosaic groups, there is one type that really stands out: A02 (Uptown Elite) and type N60 (Ageing Access).

Uptown Elite represents 5.2% of local people and this is an affluent type consisting of high-status families with older or adult children living in smart city suburbs. They tend to be older than all other group A types, with most aged between 45 and 65.

Ageing Access represents 5% of local people and these are people that are approaching or beyond pensionable age; their average age is 63. Typically single, living alone and without children, these people enjoy living in small homes in busy inner suburbs.

The montages below show that those in type A02 are extremely affluent.

Figure 1.5: Mosaic Profile Montage; A02 - Uptown Elite & N60 - Ageing Access

All other Mosaic groups account for less than 4% of the catchment population.

In terms of age, this catchment population is younger than average. The number of people aged 40+ is significantly lower than average. Conversely, the number of those aged 18-39 is high.

2 Ice Arena Review

2.1 Current and Future Provisioning

The table below presents the Linx ice arena's current provision and the requirements set out for a new ice arena by Aberdeen City Council.

Table 4: Aberdeen City Council Ice Arena Requirements

Current Provision	Requirements[9]
1,400 sqm (56 x 26m) ice pad	Energy efficient and sustainable arena to contribute positively to ACC's ambitions for net zero carbon, be climate resilient and to use hydrogen as a power source.
1,050 spectator seats	An increase in seating capacity beyond 1,200
120 sqm hospitality lounge	An improved hospitality offer
Skate hire	To comply with the latest version of the IIHF design guidance
Changing areas	
Café	
Reception	
Management offices	
Meeting room	

2.2 Ice Hockey

The Linx Ice Arena is home to the Aberdeen Lynx Ice Hockey Team who play in the Scottish National Ice Hockey League (SNL). This section considers capacity, IIHF requirements and hospitality provision.

2.2.1 Spectator Capacity

The below table presents the capacities of ice arenas in the SNL.

Table 5: SNL Arena Seating Capacities

Club name	Arena name	Capacity[10]
Kirkcaldy Kestrels	Fife Ice Arena	2,462
Aberdeen Lynx	Lynx Ice Arena	1,100
Dundee Comets	Dundee Ice Arena	2,300
Paisley Pirates	Braehead Arena	4,000
Dundee Tigers	Dundee Ice Arena	2,300
Belfast SNL Giants	SSE Arena Belfast	9,957
North Ayrshire Wild	Auchenharvie Leisure Centre	250
Kilmarnock Thunder	Galleon Leisure Centre	400

According to the Aberdeen Lynx website, the team regularly attract over 1000 fans to home games, which is close to the 1100 spectator capacity[11]. The Aberdeen Lynx have stated their ambition to

[9] Aberdeen Beachfront Masterplan, Beachfront Projects Feasibility Report, November 2021 Rev P01, Keppie ACB-KEP-XX-XX-RP-A-852002

[10] Elite Prospects - Scottish National League (SNL)

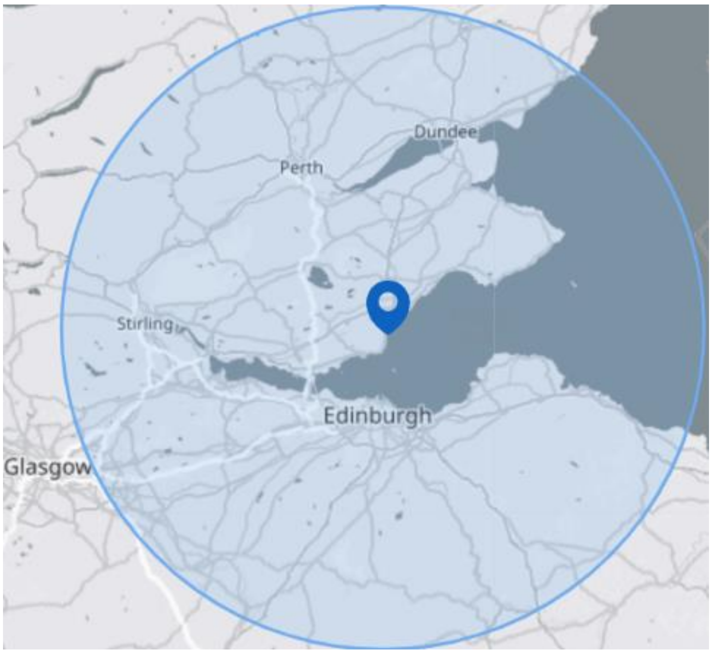
[11] About Aberdeen Lynx - Aberdeen Lynx Ice Hockey

establish an Elite Ice Hockey League Team (EIHL) in the future[12]. There are currently three Scottish teams in the EIHL. Attendance data for the 2019/20 EIHL season saw over 720,000 fans attend 239 league games, with an average attendance across the league at 3,043, increasing year on year.[13] The average ice arena capacity in the EIHL is 4,601. Guildford Spectrum has the smallest capacity ice arena of 2,200. Arena capacity would be a key consideration as part of any future decision in join the EIHL.

2.2.2 Population and catchment analysis

Analysis has been undertaken into the catchment populations of Aberdeen's closest SNL rivals the Kircaldy Kestrels and Dundee Comets. The Kircaldy Kestrels and Dundee Comets play at the Fife ice arena and the Dundee ice arena respectively. A 45-minute drive catchment area has been applied.

Kircaldy Kestrels play their home games in Fife, located on the east coast of Scotland which has a population of 374,130[14], which is 160,906 larger than Aberdeen. It is reasonable to believe from the catchment radius below that people could travel from Edinburgh, Stirling, Dundee and the outskirts of Glasgow (combined population of 727,836) to visit the Fife ice arena to watch an ice hockey match. Additionally, the Kircaldy Kestrels share the Fife ice arena with the Fife flyers who play in the Elite Ice Hockey League (EIHL). The Fife ice arena has a capacity of 2,462[15].



Source: https://radiusmap.traveltime.com/

Figure 2.1: Fife 45-minute drive catchment

Dundee is located on the east coast of Scotland and has a population of 141,930[16], which is 87,130 smaller than Aberdeen. Data from the catchment radius suggests that people could travel from Fife, Edinburgh, Perth, Forfar and its surrounding area to the Dundee ice arena to watch an ice hockey match. Additionally, the Dundee ice arena is shared between the Comets and the Tigers who both play in the Scottish National League and the Dundee Stars who play in the EIHL. The Dundee Arena has a capacity of 2,300[17].

[12] How can the EIHL expand? (jamesflynn1992.wixsite.com)

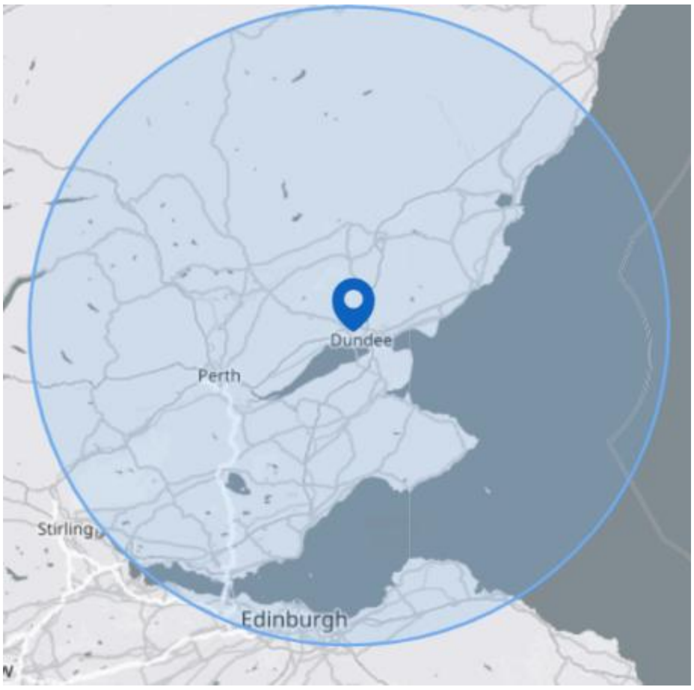
[13] Attendances up over 2019/20 season | EIHL (eliteleague.co.uk)

[14] Fife (Council Area, Scotland, United Kingdom) - Population Statistics, Charts, Map and Location (citypopulation.de)

[15] Elite Prospects - Scottish National League (SNL)

[16] Population of Dundee 2022 | Dundee population - statistics (population-hub.com)

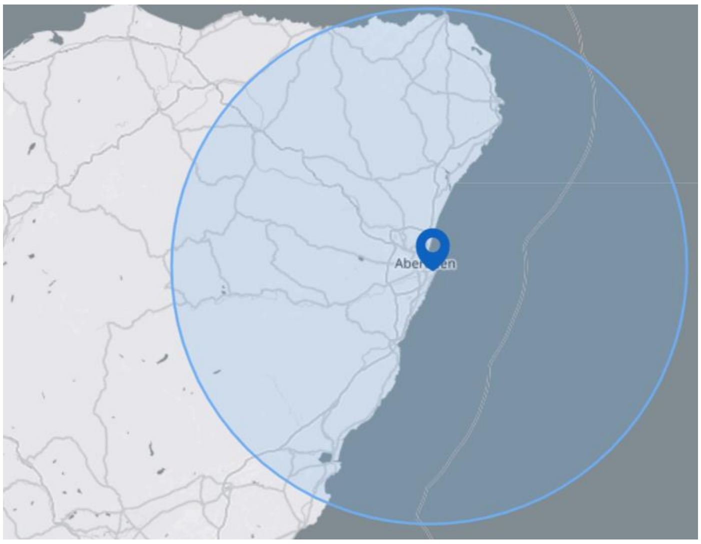
[17] Elite Prospects - Scottish National League (SNL)



Source: https://radiusmap.traveltime.com/

Figure 2.2: Dundee 45-minute drive catchment

In comparison to Fife and Dundee, Aberdeen has a population of 229,060[18]. However, the catchment radius does not include major cities, e.g., Edinburgh and Glasgow. The Linx Arena has a capacity of 1,100.



Source: https://radiusmap.traveltime.com/

Figure 2.3: Aberdeen 45-minute drive catchment

18 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

2.2.3 IIHF design guidance

The International Ice Hockey Federation (IIHF) has published a number of resources and documents to help with governance, competition standards, rule setting and requirements for the development of new ice arenas. These include:

- IIHF Official Rule Book (2018-2022)[19]: a document that sets out the competition standards and rules to be followed by ice hockey associations around the world.
- IIHF Arena Guide (2021)[20]: a collection of resources designed for anyone planning to build an ice rink. It is meant to aid in the decision-making process on what kind of ice rink to build.
- IIHF Ice Rink Guide (2016)[21]: prepared to help IIHF affiliated federations or future members to achieve simple and affordable ice rink projects, through providing the information necessary to help understand the technical and financial aspects of building an ice rink.

The English Ice Hockey Association (EIHA) and the Scottish Ice Hockey Association (SIHA) use the IIHF Official Rule Book as a base for the rules of the game in England and Scotland. However, due to the facilities on offer and the nature of the game in England and Scotland, some rules have been altered to fit the environment. Additionally, the arena and rink guides are targeted to ice hockey in Canada and the USA, therefore should be adapted to suit the environment in England and Scotland.

Based on the recommendation for a seating capacity of 1,500, according to the IIHF Arena Guide, the new ice arena project would fall between a 'Large' and 'Extra Large' project. However, due to the size of the game in the UK in comparison to the USA and Canada, it is more realistic to follow and use the characteristics of a 'Large' project as a guide. These are:

- A seating capacity of 200-1,500
- Two ice rinks
  - One full size (60m x 30m) for matches with tribunes and service facilities, PA system and scoreboard
  - One smaller rink with more minimal infrastructure
- Changing facilities
- Land requirement of c.6 acres / 2.5 hectares
- One refrigeration unit
- Insulated exterior building envelope (walls and ceilings)
- Mechanical ventilation system
- Efficient heating system incorporating heat recovery
- Dehumidification system
- Lighting system
- Likely requirement for a Building Automation & Control System (BACS)

2.2.3.1 Rink size

The size of the current ice rink at the Lynx ice arena is (56m x 26m) which is in line with the IIHF, EIHA & SIHA competition standards. However, with ambitions to play in the EIHL, it is advisable to increase the size of the rink to full size (60m x 30m). From the data available, it is evident that all teams in the EIHL have full size rinks (60m x 30m)[22].

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[19] IIHF_Official_Rule_Book_2018.pdf

[20] Construction - Large Project (iihf.com)

[21] IIHF - IIHF Ice Rink Guide

[22] Rink finder - playicehockey.co.uk

2.2.3.2 Number of rinks/pads

The current Lynx ice arena provision includes one ice rink. There is no IIHF requirement for a second rink for competitive Ice Hockey purposes.

2.2.4 VIP Hospitality

This section reviews the current VIP hospitality offering at the Lynx ice arena and compares precedents from Ice Hockey teams in the UK. Conclusions will be drawn for the future VIP hospitality provisioning at the Linx ice arena.

2.2.4.1 Current Provision

Source: https://www.aberdeenlynx.com/

Figure 2.4: Linx Ice Arena Hospitality

The current provision for hospitality at the Linx Ice Arena is located at the north end of the rink and includes a lounge that provides light refreshments.

2.2.4.2 Precedents for VIP Hospitality

There are a number of similar ice arena facilities in the UK hosting SIHL, NIHL or EIHL ice hockey teams. Two ice hockey arena precedents have been presented below.

Guildford Spectrum

Source: https://www.guildfordspectrum.co.uk/

Figure 2.5: Guildford Spectrum

Guildford Spectrum is a 26-acre leisure complex in Guildford, Surrey. It has been the home of the Elite Ice Hockey League team, the Guildford Flames, since the £28m arena was opened in February 1983. The arena offers four VIP hospitality boxes for parties from 8 people to 18 people with prices starting at £175 and rising to £275[23]. Catering is excluded from the price and is available at extra cost. The total capacity for VIP hospitality is 72 people.

Link Centre Swindon

Source: https://www.better.org.uk/leisure-centre/swindon/the-link-centre

Figure 2.6: Link Centre Swindon

The Link Centre Swindon is a multipurpose leisure and sports venue which opened in 1985. It is an approved national centre for squad training for the National Ice-Skating Association and British Ice

[23] Guildford Flames Ice Hockey Club - Hospitality Box

Hockey Associations and is also home to the Swindon Wildcats Ice Hockey team who play in the National Ice Hockey League and Swindon Ice Figure club.

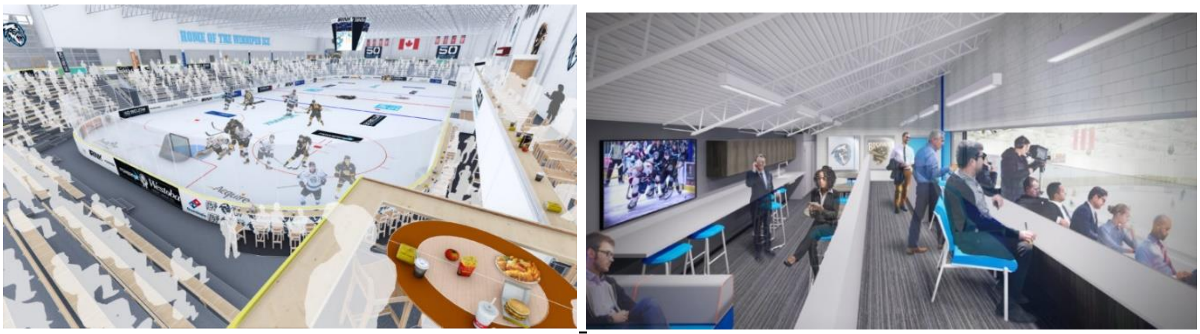
The arena offers a number of hospitality packages including:

- Corporate lounge – Private area on the first floor with a café offering hot food for up to 25 guests
- Royal box – Private area located on the balcony and can be booked for groups of 12.
- VIP café area – Located on the first floor concourse with a café offering hot food.

The total capacity for VIP hospitality is 70 people

2.2.4.3 International Designs

The Wayne Fleming Arena in Canada, home to the Winnipeg Ice Hockey team who play in the Western Ice Hockey League, upgraded their capacity from 1,400 to 1,600 in order to provide increased hospitality to customers. The main addition was creating a balcony on the east side of the arena for hospitality lounges and boxes. A number of hospitality packages are now available to customers including a party lounge providing in seat service and a close up view of the action, a VIP lounge open for weekend games with pre and post-game experience and a number of hospitality boxes. The hospitality offering can now accommodate up to 150 people.



Source: https://winnipegice.ca/wayne-fleming-arena-renovations

Figure 2.7: Wayne Fleming Arena

2.2.4.4 Demographic analysis

A review of the Mosaic groups above suggests that there is a clear target market for the hospitality offering. Uptown Elite's, which represent 5.2% of the local population have the most amount of disposable income and are therefore more likely to watch an ice hockey game in one of the hospitality offerings. There are c11,500 people that can be targeted.

2.2.5 Other events and alternate use of space

In order to generate extra revenue, it is becoming increasingly popular for venues to host extra events such as concerts or other live sports. Research suggests that this is common in dedicated ice arenas around. Two precedents have been presented below.

Ice Arena Wales

Opening in Cardiff in 2016, the Ice Arena was built not only to provide a permanent home for the Cardiff Devils ice hockey team, the British Elite Ice Hockey League, it was to provide a permanent multipurpose ice facility for the various clubs and public facilities for the city. The main arena, which has a seating capacity of 3,200 for ice hockey matches has hosted a number of events, including three boxing events, the first being on 16 July 2016 and three Cage Warrior events, the last being on

27 April 2019[24]. Capacities for these combat events reached 3,500, meaning an extra 300 floor seats were sold. At an average ticket price of £79, the event gained an extra £23,700 in revenue.

The ice rink in the main arena is removable and can be stored and kept in the correct condition whilst other events are in progress.

Coventry Skydome

The Coventry Skydome, which opened in 1999, is a 4,000 capacity multi-purpose ice rink and event arena which is home to the EIHL franchise the Coventry blaze and has hosted a number of international music and sports events[25]. The arena hosted numerous professional wrestling shows and established itself on the British wrestling circuit. Between 2005 and 2019 the venue hosted two WWE events, a TNA wrestling event and a Pro Wrestling Noah event. Additionally, the arena has hosted a number of music concerts and performances including UB40 and the SAMA African Music Festival[26]. A floor covering is placed over the rink allowing the arena to be converted into a versatile venue for events and concerts. The floor covering insulates the ice sheet, traps cold air to ensure a comfortable temperature in the arena and protects the ice from foot traffic and equipment.

2.2.6 Conclusion

Provision of a full-size ice rink (60m x 30m) for EIHL compliance, which the Lynx have aspirations to be a part of; 1,500 seat capacity with the potential to expand to 2,000 for one off games or events with higher demand; hospitality provision for 75 people.

[24] Ice Arena Wales • Public ice skating all year round • Visit Cardiff

[25] Planet Ice - The Skydome, Coventry (coventryskydome.com)

[26] SkyDome Arena Coventry, United Kingdom | Sports Club (addr.ws)

3 Leisure Uses

3.1 Ice Rink Leisure Uses

This section reviews and analyses the supply and demand profiles for the use of the ice rink for leisure purposes (public usage of ice rinks excluding usage for ice hockey games for public viewing).

3.1.1 Supply

There is currently limited provision of ice rinks in the areas surrounding Aberdeen City. The local supply for leisure use of ice rinks is limited to the curling rink 'Curl Aberdeen' which is approximately a 15-minute drive from the current Linx ice arena. This is a specialist curling facility that does not offer other leisure uses for the ice rink.

Further afield is the Forfar Indoor Sports Centre which hosts a curling rink that is also used for ice skating lessons and sessions. However, this is over an hour drive from the Linx ice arena.

Currently, the Linx Arena provides skating for leisure use in the following formats:

- Ice Skating,
  - Public Sessions
  - Parent and Toddler sessions
  - Relaxed Sessions – tailored to participants with additional support needs
  - Group and private ice skating lessons
  - Family ice disco (first Friday of every month)
- Figure Skating
- Ice Hockey Lessons/Training
- Private hire

The existing rink hosts a full schedule of these leisure activities. The publicly available normal schedule is shown below, with private hire, Aberdeen Lynx adult training sessions and ice hockey games not included.

Table 6: Publicly Available Linx Ice Arena Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
05:30	Closed					Closed	
06:00						Club Synchro Training	
06:30							
07:00							
07:30							
08:00							
08:30							
09:00			Closed		Closed		
09:30		Figure Skating (and Adult + Toddler)		Figure Skating			
10:00							
10:30							
11:00				Closed			
11:30		Figure Skating				Public Ice Skating	
12:00	Relaxed Ice Skate Session						
12:30							
13:00							Public Ice Skating
13:30	Figure Skating			Public Ice Skating			
14:00						Public Ice Skating	
14:30							
15:00							Public Ice Skating
15:30	Public Ice Skating						
16:00							

16:30						Hockey For All	
17:00				Aberdeen Linx Ice Skating Club			
17:30	Lynx - Learn to Play		Lynx - Learn to Play				
18:00							
18:30	Lynx - U12	Aberdeen Linx Ice Skating Club	Lynx - U12				
19:00							Club Synchro Training
19:30	Lynx - U14		Lynx - U14	Public Ice Skating	Public Ice Skating		
20:00						Closed	
20:30	Lynx - U16		Lynx - U16				Aberdeen Predators - Training
21:00							
21:30		Closed			Closed		
22:00	Closed			Aberdeen North Stars Training			
22:30							
23:00							Closed
23:30							

Sources: Club websites, Sport Aberdeen

3.1.2 Demand

Current usage of the existing facility was provided by Sport Aberdeen[27], with membership to the ice rink, and admissions as follows:

Table 7: Linx Ice Arena Admissions

Admissions	2016/17	2017/18	2018/19	2019/20	2020/21
Linx Ice Arena	111,590	93,893	74,986	85,618	10,699

Table 8: Linx Ice Arena Memberships

Memberships at year end	2018/19	2019/20	2020/21
Linx Ice Arena	234	224	208

Not including years impacted by the pandemic, where admissions to the facility were restricted by the government, it is evident that the annual admissions for the ice arena were falling.

However, the ice arena is currently home to three separate ice hockey clubs, two figure skating clubs, and the University of Aberdeen Ice Skating Society, which all provide demand for the ice rink that cannot be met elsewhere within a reasonable catchment.

In terms of requirement for a dual rink arena, the only dual rink ice arenas in the UK were assessed with respect to their 20-minute drive time population catchment. From the below table, it is evident that the catchment population for Aberdeen is not sufficient to justify a dual rink ice arena.

Table 9: Dual Rink Catchment Analysis

Dual Rink Ice Facility	Postcode	20 Minute Drive Population (assumed 12pm drivetime)
Nottingham - National Ice Centre	NG1 1LA	351,317
Sheffield - iceSheffield	S9 5DA	287,273
Cardiff - Ice Arena Wales	CF11 0JS	202,953
Lee Valley Ice Centre (Under Construction)	E10 7QL	450,533
Aberdeen - Linx Ice Arena	**AB24 5NR**	**197,662**

[27] Beachfront Project Data Request Feb 2022, Sport Aberdeen

3.1.3 Conclusion

Based on the analysis undertaken there is not sufficient evidence of demand to justify the requirement for a second pad. It is recommended that a single ice pad is provided.

3.2 Ice Climbing Wall

This section reviews a proposed inclusion of an ice climbing wall.

3.2.1 Supply

There are very limited indoor ice climbing facilities in the UK, with the nearest to the Linx Ice arena, the Ice Factor, being over 4 hours' drive away. The Ice Factor (opened 2003), based at Kinlochleven in the West Highlands of Scotland, is the biggest indoor Ice Climbing arena in the World, with an average of 130,000 annual visitors[28]. It hosts a 15m high ice wall, covering an area of approximately 800m^2. The facility also includes an award winning rock climbing facility, steam room and sauna, and food and beverage provision.

It should be noted that this facility is situated within the 'heartland of British Mountaineering', and within a few miles of Ben Nevis, a natural outdoor ice climbing destination.

Source: www.ice-factor.co.uk

Figure 8: The Ice Factor Facility Map

3.2.2 Demand

There is no published information for assessing demand for Ice Climbing walls, however, the assumed age range for participants is limited to 16-50 due to the extreme nature of the activity. Although an Ice climbing wall would be an asset to the local community, demand would likely be driven by tourist visits. This is seen at the Ice Factor, who claims a 180,000 annual visitation, despite

[28] https://www.ice-factor.co.uk/about-us/

the locality of Kinlochleven having a population of 760 (mid-2020 estimate)[29]. However, the Ice Factor, as noted in section **Error! Reference source not found.**, is situated in a tourist destination for mountaineering and extreme outdoor activities, so the same source of demand cannot necessarily be found for Aberdeen.

3.2.3 Conclusion

Due to the specialist nature of an ice climbing wall, and the likely link between facility success/demand and the proximity of other specialist adventure activities such as natural ice climbing, the inclusion of an ice climbing wall is not recommended.

[29] https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/settlements-and-localities/mid-2020

4 Ice-Based Performances

This section reviews the supply and demand for ice-based performances in the local area, and assesses the provision requirement for the new facility.

4.1 Supply

'Disney on Ice' is currently being hosted at the P&J Live complex, approximately a 20-minute drive from the existing Linx Ice Arena. The shows are held on a temporary ice rink in the main events space. Previously, these were held at the AECC, which has since been demolished and replaced by the P&J Live complex.

The Linx Ice Arena itself has also previously hosted ticketed ice-based performances, however this has been limited to performances of local figure skating clubs.

Source: Sport Aberdeen

Figure 9: Spectators at Ice Skating Performance, Linx Ice Arena

4.2 Demand

There is evidence of a consistent demand for ice-based performances in Aberdeen, seen by the return of the Disney on Ice events year on year. However, these big ticket events require appropriate event facilities, and the current performance at P&J Live has a seating capacity of over 3,500.

Local-scaled demand for club showcase events is provided by parents and friends of the members of the local ice-skating clubs as defined in section 3.

4.3 Conclusion

Although the new ice arena should be tailored to suit the provision of ice performances, it would not be appropriate to host bigger ticketing events such as Disney on ice as the capacity would not be sufficient, and demand not adequately proven to increase capacity accordingly.

However, smaller performances will be easily catered for by adapting the proposed Ice Hockey game provision. Provision of performance lighting rigs should be considered to better enhance the ice-performance based offering, which could also be used for ice-hockey games to create the competitive atmosphere renowned in higher level ice hockey games.

5 Conclusion

The following provision has been concluded:

- One full size ice rink (60m x 30m) for EIHL Compliance
- A seating capacity of 1,500 with potential to increase capacity by up to 500 seats for single events
- Provision for 75-person hospitality provision

A. Mosaic Profiles

A: CITY PROSPERITY
City Prosperity work in high status positions. Commanding substantial salaries they are able to afford expensive urban homes. They live and work predominantly in London, with many found in and around the City or in locations a short commute away. Well-educated, confident and ambitious, this elite group is able to enjoy their wealth and the advantages of living in a world-class capital to the full.
A01 World-Class Wealth: Global high flyers and families of privilege living luxurious lifestyles in London's most exclusive boroughs
A02 Uptown Elite: High status households owning elegant homes in accessible inner suburbs where they enjoy city life in comfort
A03 Penthouse Chic: City suits renting premium-priced flats in prestige central locations where they work hard and play hard
A04 Metro High-Flyers: Ambitious 20 and 30-somethings renting expensive apartments in highly commutable areas of major cities
B: PRESTIGE POSITIONS
Established families in large detached homes living upmarket lifestyles (7% of UK households)
Prestige Positions are affluent married couples whose successful careers have afforded them financial security and a spacious home in a prestigious and established residential area. While some are mature empty-nesters or elderly retired couples, others are still supporting their teenage or older children.
B05: Premium Fortunes - Influential families with substantial income established in distinctive, expansive homes in wealthy enclaves.
B06: Diamond Days - Retired residents in sizeable homes whose finances are secured by significant assets and generous pensions.
B07: Alpha Families - High-achieving families living fast-track lives, advancing careers, finances and their school-age kids' development.
B08: Bank of Mum and Dad - Well-off families in upmarket suburban homes where grown-up children benefit from continued financial support.
B09: Empty-Nest Adventure - Mature couples in comfortable detached houses who have the means to enjoy their empty-nest status.
C: COUNTRY LIVING
Well-off owners in rural locations enjoying the benefits of country life (6% of UK households)
Country Living are well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities. Some people are landowners or farmers, others run small businesses from home, some are retired and others commute distances to professional jobs.
C10: Wealthy Landowners - Prosperous owners of country houses including the rural upper class, successful farmers and second-home owners.
C11: Rural Vogue - Country-loving families pursuing a rural idyll in comfortable village homes while commuting some distance to work.

C12: Scattered Homesteads - Older households appreciating rural calm in stand-alone houses within agricultural landscapes.
C13: Village Retirement - Retirees enjoying pleasant village locations with amenities to service their social and practical needs.
D: RURAL REALITY
Householders living in inexpensive homes in village communities (6% of UK households)
Rural Reality are people who live in rural communities and generally own their relatively low cost homes. Their moderate incomes come mostly from employment with local firms or from running their own small business.
D14: Satellite Settlers - Mature households living in expanding developments around larger villages with good transport links.
D15: Local Focus - Rural families in affordable village homes who are reliant on the local economy for jobs.
D16: Outlying Seniors - Pensioners living in inexpensive housing in out of the way locations.
D17: Far-Flung Outposts - Inter-dependent households living in the most remote communities with long travel times to larger towns.
E: SENIOR SECURITY
Elderly people with assets who are enjoying a comfortable retirement (8% of UK households)
Senior Security are elderly singles and couples who are still living independently in comfortable homes that they own. Property equity gives them a reassuring level of financial security. This group includes people who have remained in family homes after their children have left, and those who have chosen to downsize to live among others of similar ages and lifestyles.
E18: Legacy Elders - Time-honoured elders now mostly living alone in comfortable suburban homes on final salary pensions.
E19: Bungalow Haven - Peace-seeking seniors appreciating the calm of bungalow estates designed for the elderly.
E20: Classic Grandparents - Lifelong couples in standard suburban homes enjoying retirement through grandchildren and gardening.
E21: Solo Retirees - Senior singles whose reduced incomes are satisfactory in their affordable but pleasant owned homes.
F: SUBURBAN STABILITY
Mature suburban owners living settled lives in mid-range housing (8% of UK households)
Suburban Stability are typically mature couples or families, some enjoying recent empty-nest status and others with older children still at home. They live in mid-range family homes in traditional suburbs where they have been settled for many years.
F22: Boomerang Boarders - Long-term couples with mid-range incomes whose adult children have returned to the shelter of the family home.
F23: Family Ties - Active families with teens and adult children whose prolonged support is eating up household resources.
F24: Fledgling Free - Pre-retirement couples with respectable incomes enjoying greater space and spare cash since children left home.

F25: Dependable Me - Single mature owners settled in traditional suburban semis working in intermediate occupations.
G: DOMESTIC SUCCESS
Thriving families who are busy bringing up children and following careers (7% of UK households)
Domestic Success are high-earning families who live affluent lifestyles in upmarket homes situated in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers in higher managerial and professional roles.
G26: Cafés and Catchments - Affluent families with growing children living in upmarket housing in city environs.
G27: Thriving Independence - Well-qualified older singles with incomes from successful professional careers in good quality housing.
G28: Modern Parents - Busy couples in modern detached homes juggling the demands of school-age children and careers.
G29: Mid-Career Convention - Professional families with children in traditional mid-range suburbs where neighbours are often older.
H: ASPIRING HOMEMAKERS
Younger households settling down in housing priced within their means (9% of UK households)
Aspiring Homemakers are younger households who have, often, only recently set up home. They usually own their homes in private suburbs, which they have chosen to fit their budget.
H30: Primary Ambitions - Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing.
H31: Affordable Fringe - Settled families with children owning modest, 3-bed semis in areas where there's more house for less money.
H32: First-Rung Futures - Pre-family newcomers who have bought value homes with space to grow in affordable but pleasant areas.
H33: Contemporary Starts - Fashion-conscious young singles and partners setting up home in developments attractive to their peers.
H34: New Foundations - Occupants of brand new homes who are often younger singles or couples with children.
H35: Flying Solo - Bright young singles on starter salaries choosing to rent homes in family suburbs.
I: FAMILY BASICS
Families with limited resources who have to budget to make ends meet (7% of UK households)
Family Basics are families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.
I36: Solid Economy - Stable families with children renting better quality homes from social landlords.
I37: Budget Generations - Families supporting both adult and younger children where expenditure can exceed income.
I38 Economical Families - Busy families with children, who own their low-cost homes and budget carefully

I39: Families on a Budget - Families with children in low value social houses making limited resources go a long
way.
J: TRANSIENT RENTERS
Single people privately renting low cost homes for the short term (6% of UK households)
Transient Renters are single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on.
J40: Value Rentals - Younger singles and couples, some with children, setting up home in low value rented properties
J41: Youthful Endeavours - Young people endeavouring to gain employment footholds while renting cheap flats and terraces.
J42: Midlife Renters- Maturing singles in employment who are renting affordable homes for the short-term.
J43: Renting Rooms - Transient renters of low cost accommodation often within older properties
K: MUNICIPAL TENANTS
Urban renters of social housing facing an array of challenges (6% of UK households)
Municipal Tenants are long-term social renters living in low-value multi-storey flats in urban locations, or small terraces on outlying estates. These are challenged neighbourhoods with limited employment options and correspondingly low household incomes.
K44: Inner City Stalwarts - Long-term renters of inner city social flats who have witnessed many changes.
K45: City Diversity - Households renting social flats in busy city suburbs where many nationalities live as neighbours
K46: High Rise Residents - Renters of social flats in high rise blocks where levels of need are significant.
K47: Single Essentials - Singles renting small social flats in town centres.
K48: Mature Workers - Older social renters settled in low value homes in communities where employment is harder to find.
L: VINTAGE VALUE
Elderly people reliant on support to meet financial or practical need (7% of UK households)
Vintage Value are elderly people who mostly live alone, either in social or private housing, often built with the elderly in mind. Levels of independence vary, but with health needs growing and incomes declining, many require an increasing amount of support.
L49: Flatlet Seniors - Older social renters settled in low value homes who are experienced at budgeting.
L50: Pocket Pensions - Penny-wise elderly singles renting in developments of compact social homes.
L51: Retirement Communities - Elderly living in specialised accommodation including retirement homes, villages
and complexes.

L53: Seasoned Survivors - Deep-rooted single elderly owners of low value properties whose modest home equity provides some security.
M: MODEST TRADITIONS
Mature homeowners of value homes enjoying stable lifestyles (6% of UK households)
Modest Traditions are older people living in inexpensive homes that they own, often with the mortgage nearly paid off. Both incomes and qualifications are modest, but most enjoy a reasonable standard of living. They are long-settled residents having lived in their neighbourhoods for many years.
M54: Down-to-Earth Owners - Ageing couples who have owned their inexpensive home for many years while working in routine jobs.
M55: Back with the Folks - Older owners whose adult children are sharing their modest home while striving to
gain independence.
M56: Self Supporters - Hard-working mature singles who own budget terraces manageable within their modest wage.
N: URBAN COHESION
Residents of settled urban communities with a strong sense of identity (5% of UK households)
Urban Cohesion are settled extended families and older people who live in multi-cultural city suburbs. Most have bought their own homes and have been settled in these neighbourhoods for many years, enjoying the sense of community they feel there.
N57: Community Elders - Established older households owning city homes in diverse neighbourhoods.
N58: Cultural Comfort - Thriving families with good incomes in multi-cultural urban communities.
N59: Large Family Living - Large families living in traditional terraces in neighbourhoods with a strong
community identity.
N60: Ageing Access - Older residents owning small inner suburban properties with good access to amenities.
O: RENTAL HUBS
Educated young people privately renting in urban neighbourhoods (7% of UK households)
Rental Hubs contains predominantly young, single people in their 20s and 30s who live in urban locations and rent their homes from private landlords while in the early stages of their careers, or pursuing studies.
O61: Career Builders - Motivated singles and couples in their 20s and 30s progressing in their field of work from commutable properties.
O62: Central Pulse - Entertainment-seeking youngsters renting city centre flats in vibrant locations close to jobs and night life.
O63: Flexible Workforce - Self-starting young renters ready to move to follow worthwhile incomes from service sector jobs.

O64: Bus-Route Renters - Singles renting affordable private flats away from central amenities and often on main roads.
O65: Learners & Earners - Inhabitants of the university fringe where students and older residents mix in cosmopolitan locations.
O66: Student Scene - Students living in high density accommodation close to universities and educational centres.

E. Commercial Attraction Study

Aberdeen Beachfront

Commercial Attraction Viability Study

June 2022

Confidential

Mott MacDonald
10 Fleet Place
London EC4M 7RB
United Kingdom

T +44 (0)20 7651 0300
mottmac.com

Hub North Scotland Limited
18 Albert Street
Aberdeen
AB25 1XQ

Aberdeen Beachfront

Commercial Attraction Viability Study

June 2022

Confidential

Mott MacDonald Limited. Registered in
England and Wales no. 1243967.
Registered office: Mott MacDonald House,
8-10 Sydenham Road, Croydon CR0 2EE,
United Kingdom

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
00	01/06/22	C. Holdgate	R. Sayce	R. Sayce	First Issue

Document reference: 100103185-MMD-001-XX-RP-Z-003

Information class: Standard

Contents

1 Introduction and Methodology

Mott MacDonald have carried out a viability study to assess the suitability of commercial attractions on the Aberdeen Beachfront.

A long-list of options for potential commercial attractions have been assessed through a set of “lenses” to test the appropriateness of these options being provided at Aberdeen Beachfront, as shown in Figure 1.

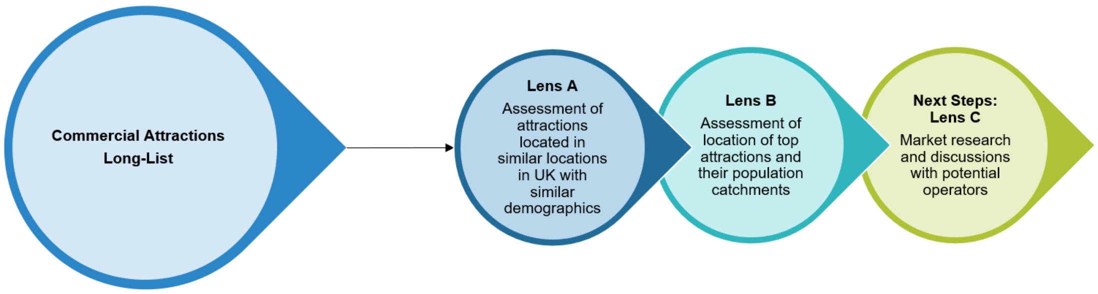


Figure 1: Viability Study Methodology

For this study, the long list of commercial attractions has been categorised into:

- Family / group attractions: bowling, escape rooms, bubble football, zoo, aquarium
- Creative: museum, art gallery, live music hall, education centre, crafts, cinema
- Active: trampoline park, skate park, go karting, snow sports centre
- Entertainment: amusements, theme park, water park, crazy golf
- Multi-Activity / Experience Venues
- Observation Towers & MICE : i360, vertical pier

For Lens A, an assessment is first been carried out to determine UK locations with similar population and gross disposable household income (GHI). The identified locations are then researched to determine the type of commercial attractions available. Following this, Lens B is an assessment of the location of a selection of UK attractions and their corresponding 1-hour car drive population catchments, to compare against Aberdeen’s population catchment.

2 Analysis

2.1 Lens A: Attractions in similar locations with similar demographics

Data from the Office for National Statistics (ONS) has been used to map population statistics for the UK against gross disposable household income, this information is provided in Appendix A. Based on this data, the following seaside locations were identified as having a similar population and GDHI to Aberdeen:

- North Yorkshire
- Northumberland
- East Cumbria
- Devon
- South West Wales
- East Sussex
- Southend-on-Sea
- Bournemouth & Poole

Information on commercial attractions and activities available along the identified beachfronts has been explored and summarised in a matrix provided in Table 1. The number of attraction types already available in Aberdeen City are included in the table for reference. A breakdown of the attraction types for Aberdeen can be seen in Appendix B.

Table 1: Matrix of Attractions at Seaside Locations

Location		Groups/Family	Creative	Active	Entertainment	Observation Towers & MICE	Multi-Activity / Experience Venues
Aberdeen City		**9**	**12**	**8**	**2**	**3**	**2**
North Yorkshire	Whitby		X		X	X	
	Scarborough	X			X		
Northumberland	Bamburgh					X	
	Tynemouth	X	X		X	X	
	Seaton Carew	X			X		
	Redcar		X		X	X	
East Cumbria	Seascale		X	X			
	Whitehaven		X				
Devon	Plymouth	X	X	X	X		
	Torquay	X			X		
	Dartmouth		X				
	Exmouth		X		X		
South West Wales	Tenby			X			
East Sussex	Eastbourne		X		X	X	
	Brighton	X	X	X	X	X	
	Hastings	X	X	X	X		
	Littlehampton	X		X	X		
	Worthing	X	X		X		
Essex	Southend-on-Sea	X			X		
Bournemouth & Poole	Bournemouth	X			X	X	X
	Poole		X	X			

The Aberdeen Beachfront Research report from Legends highlighted the potential for a Multi-Activity or Experience Venue such as Bear Grylls adventure. Our analysis has highlighted that none of the seaside locations with a similar population and GDHI to Aberdeen offer a multi-activity venue.

Bournemouth however, which has a similar GDHI to Aberdeen, albeit a slightly higher population, opened a multi-activity facility called Rock Reef in 2014. This popular attraction is operated by The Openwide group and is a unique attraction concept combining numerous adventure sports themed activities into an all year round attraction. Openwide Group are looking to roll out the concept throughout the UK.

The pricing for Rock Reef structure starts at £12 for an individual activity and peaks at £30 for the ultimate adventure. The most popular attraction, the PierZip however can be hired out privately for £500. Further financial analysis is ongoing to establish further detail about the attraction.

The most common beachfront attractions have been identified as Creative and Entertainment attractions. An additional entertainment or activity-based attraction may be the most suitable for Aberdeen beachfront, based on the existing offering in Aberdeen and in order to complement the current concepts for developing the leisure offering at the beachfront.

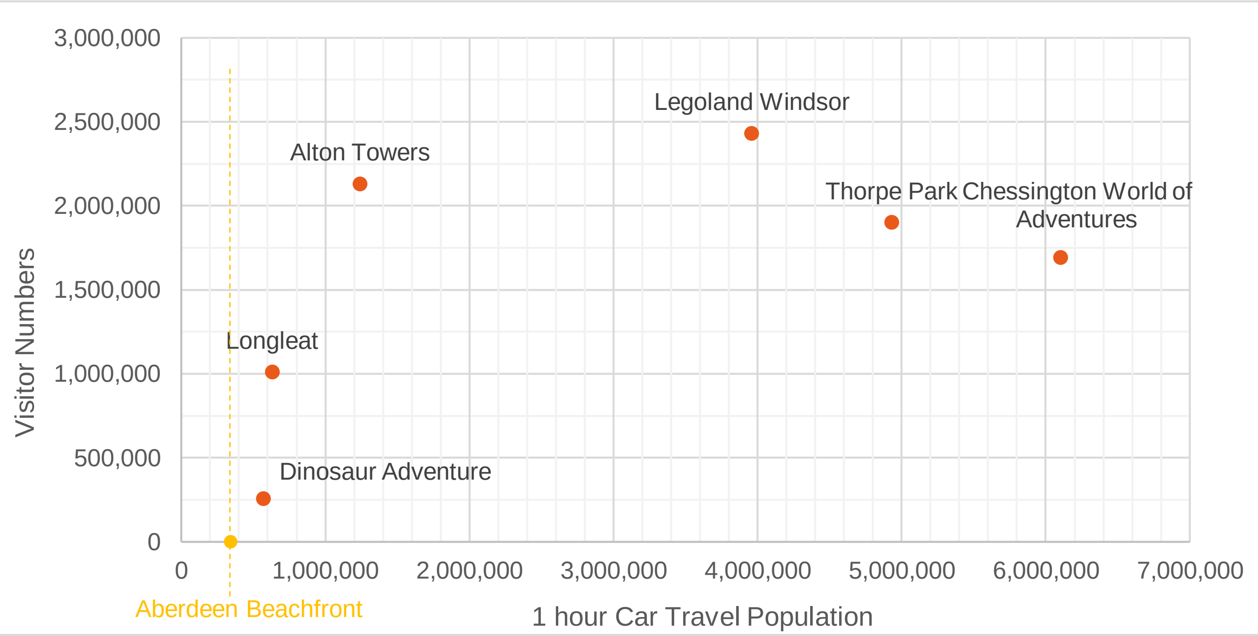
2.2 Lens B: Top attractions and their population catchments

Data on visitors to attractions in the UK has been collated from Visit Britain (information available for attractions in England only) and Visit Scotland, and supplemented by available information from Statista for UK Merlin theme parks, to establish top attractions across the UK, as listed in Appendix C. Data has been collated for 2019 for visitor numbers pre Covid-19 restrictions in 2020 / 2021.

Based on the data available, top attractions are found to be predominantly in London / South-East and are museum or art gallery type attractions. However, Information is limited to attractions that have provided their visitor information to Visit Britain / Visit Scotland.

The most relevant UK attractions (theme parks and leisure) that have provided data on visitor numbers for 2019 have been mapped against their population catchments within a 1-hour car journey, as shown in Table 2 as a comparison against Aberdeen Beachfront's population catchment, which is estimated to be 342,500 based on QGIS and TravelTime data.

Table 2: Visitor Numbers vs 1-hour Car Travel Population



From the data available, Aberdeen Beachfront's catchment is most comparable to *Roarr! Dinosaur Adventure* in Norwich, with a catchment of approximately 570,900, which experienced 250k visitors in 2019.

A comparison of visitor numbers to these attractions against visitor numbers to the region in which they are located has been mapped to determine if there is any correlation, as shown in Figure 2. This information has been collated from data included in the Great British Tourism Report 2019 (for overnight visitors) and Great Britain Day Visitor 2019 Annual Report, included in Appendix C. The data available for the region visitors is an average of 2017, 2018, and 2019 data and is a sum of the overnight visitors, based on “holiday” tourism only, and day tourism values for 3 hours+ day visits.

Figure 2: Attraction Visitor Numbers vs Region Visitor Numbers

There is a lack of positive correlation between the two data sets, which Dinosaur Adventure experiencing low numbers of visitors compared to Norwich’s overall visitor numbers. However, the data indicates that Aberdeen City experiences a large number of visitors annually (13.5 million) that the Beachfront development may be able to capture.

Due to the lack of visitor data available for attractions, a comparison of visitor numbers to options identified in Legends' Aberdeen Beachfront Research report from May 2021 has not been able to be carried out. Instead, population catchment data has been collated to provide a comparison to Aberdeen's 1-hour and 2-hour car journey population, which is circa 340k and 690k respectively.

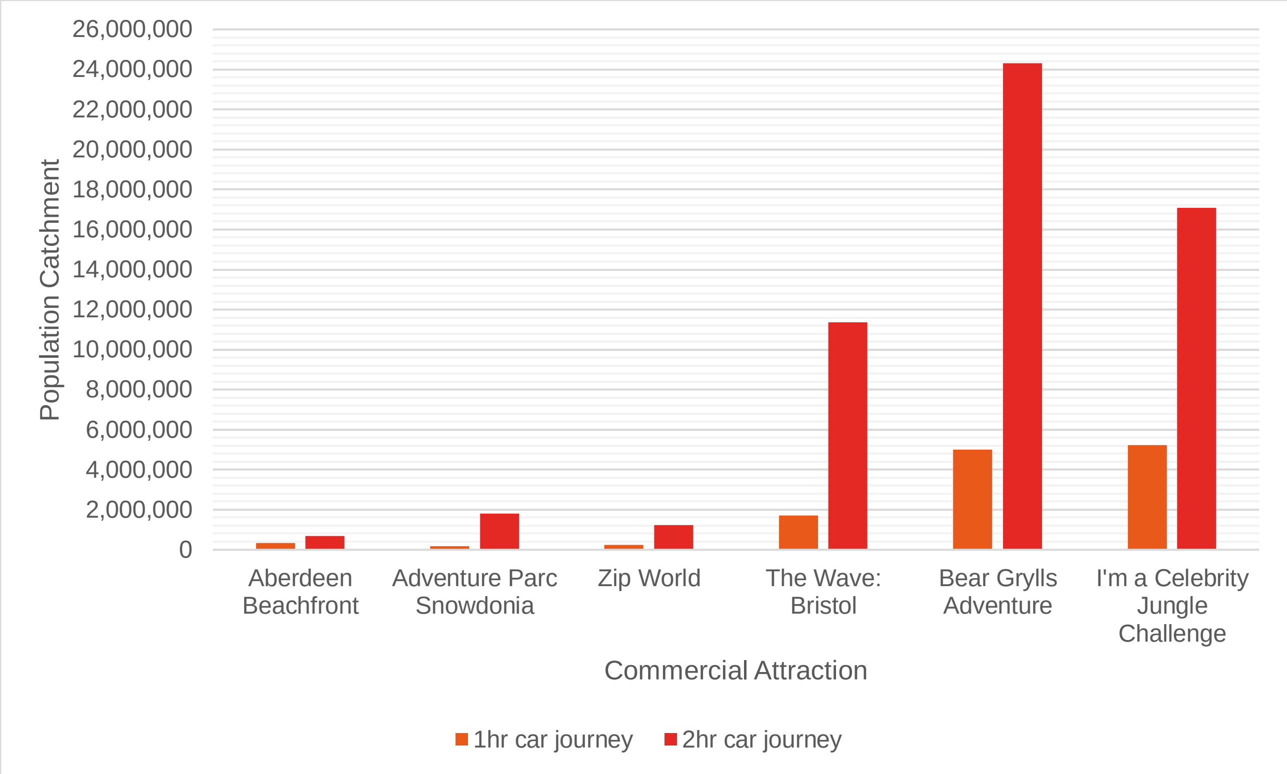


Figure 3: 1-hour and 2-hour car drive population catchments for commercial attractions

Without engaging with Merlin Entertainment, it is assumed based on this available data that a Bear Grylls Adventure attraction is unlikely to be an option for Aberdeen.

Adventure Parc Snowdonia and Zip World have similar, although marginally lower, population catchments for a 1-hour car journey, but higher population catchments for a 2-hour car journey. As a result, Aberdeen may be an attraction location for an attraction such as Adventure Parc Snowdonia. The comparison of the Adventure Parc and Zip World is more clearly shown in Figure 4.

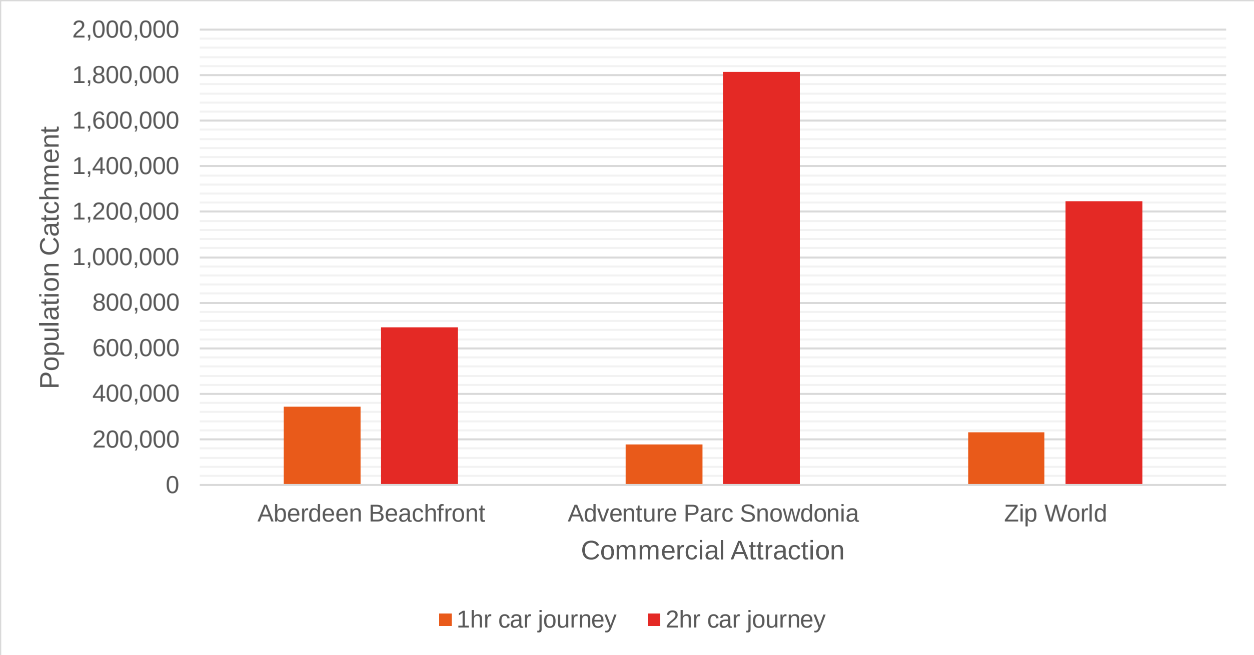


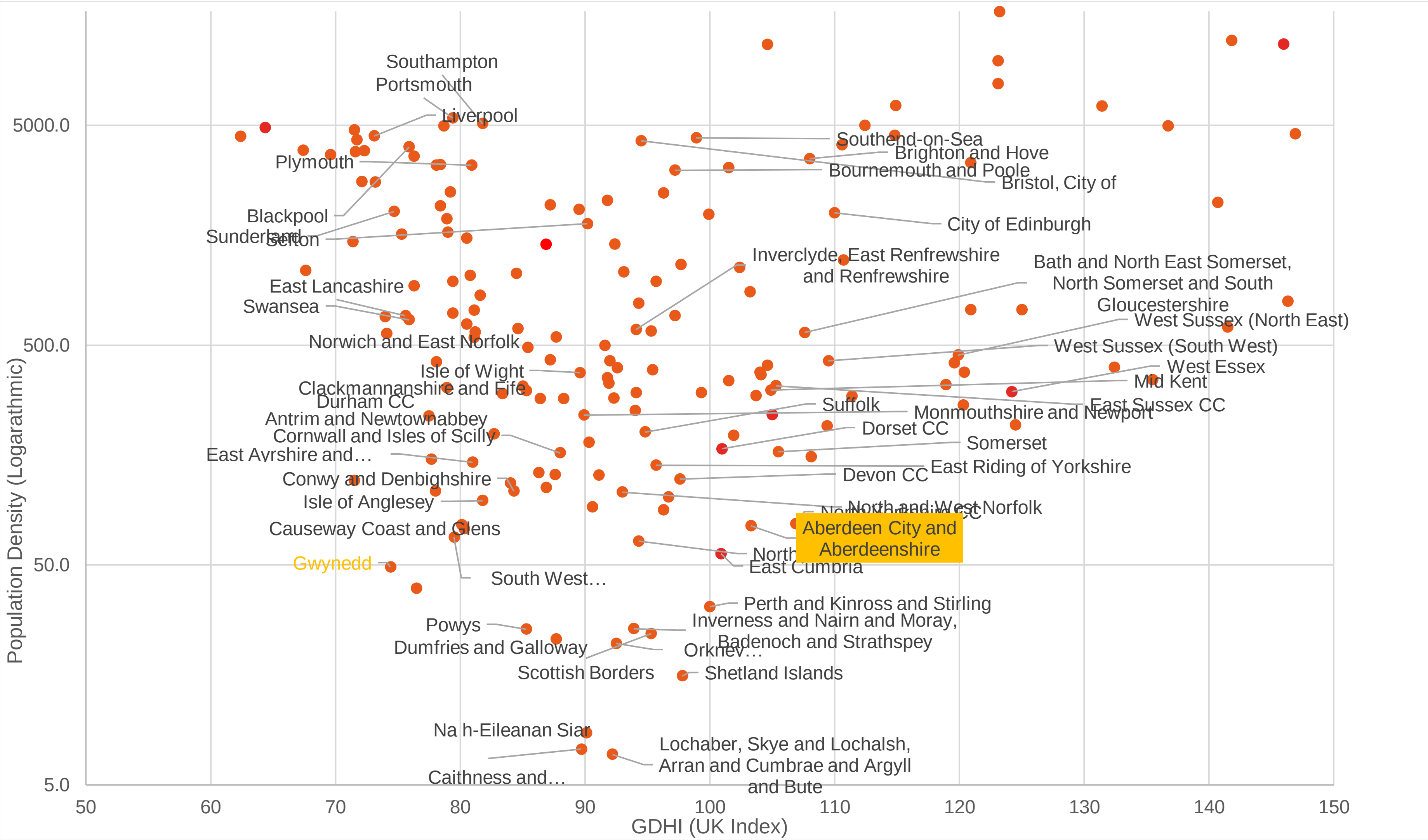
Figure 4: Comparable 1-hour and 2-hour car drive population catchments for commercial attractions

3 Next Steps

The following additional research and analysis is required before determining which commercial attractions are most viable for Aberdeen:

- Market Testing: Approach a selection of operations to establish the appetite for opening an attraction in an area like Aberdeen

A. Appendix A - Population Density vs GDHI Data



B. Appendix B - Aberdeen City Attractions

Groups/Family	Creative	Active	Entertainment	Observation towers & MICE	Multi-activity venues
Codona's	Aberdeen science museum	Jump in	Codona's amusement park	Aberdeen art gallery	Transition extreme
Lane 7	Kings museum	Skyline trampoline park	Private island adventure golf	Cowdray hall	Jump in adventure park
Breakout games	The Gordon Highlanders museum	Innoflate		Aberdeen maritime museum	
The locked door	Aberdeen maritime museum	Transition extreme			
Bavanshee	Aberdeen art gallery	East Tullos skate park			
Escape 808	The Nicole Porter gallery	Codona's go karting			
Hazelead park pets corner	Ministry of crafts	Kartstart indoor raceways			
	Music hall	Adventure Aberdeen snowsports			
	Cineworld union square				
	Cineworld queen's links				
	Vue cinema				
	James F Donald Aberdeen cinema				

C. Appendix C - Top UK Attraction Data

Attraction	Region	2019 visitors[1]	Free / Paid
British Museum	London	6,239,983	Free
Tate Modern	London	6,098,340	Free
The National Gallery	London	6,011,007	Free
Natural History Museum	London	5,423,932	Free
V&A South Kensington	London	3,992,198	Free
The Royal Yacht Britannia	Scotland	3,572,171	Paid
Science Museum	London	3,301,975	Free
Tower of London	London	2,984,499	Paid
Somerset House	London	2,841,772	Free
Legoland Windsor	South East	2,430,000	Paid
Royal Botanic Gardens, Kew Gardens	London	2,316,699	Paid
National Museum of Scotland	Scotland	2,210,114	Free
Edinburgh Castle	Scotland	2,167,366	Paid
Alton Towers	West Midlands	2,130,000	Paid
Chester Zoo	North West	2,086,785	Paid
Thorpe Park	South East	1,900,000	Paid
Kelvingrove Art Gallery & Museum	Scotland	1,832,097	Free
Tate Britain	London	1,808,637	Free
St Paul's Cathedral	London	1,716,417	Paid
Chessington World of Adventures	South East	1,690,000	Paid
National Portrait Gallery	London	1,619,694	Free
Windermere Lake Cruises, Bowness	North West	1,613,785	Paid
Stonehenge	South West	1,604,248	Paid
Scottish National Gallery	Scotland	1,583,231	Free
Westminster Abbey	London	1,574,401	Paid

[1] Visit Britain, Visit Scotland, and Statista

D. Appendix D - Tourism Statistics

D.1 Overnight Tourism Trips[2]

		All Tourism	Holidays	VFR	Business
Attraction	**Region**		**in millions**		
Chessington	Kingston Upon Thames	0.281	0.090	0.170	0.010
Thorpe Park	Runnymede	0.081	0.032	0.031	0.013
Legoland Windsor	Windsor And Maidenhead	0.540	0.315	0.126	0.087
Alton Towers	Staffordshire Moorlands	0.250	0.174	0.065	0.012
Longleat	Wiltshire	1.088	0.539	0.436	0.096
Dinosaur Adventure	Norwich	0.743	0.273	0.290	0.129
Aberdeen	Aberdeen City	0.543	0.203	0.177	0.139

D.2 Day Tourism Trips[3]

		3 Hour +	TDV
Attraction	**Region**	**Volume (millions)**	**Volume (millions)**
Chessington	Kingston Upon Thames	11.2	8.4
Thorpe Park	Runnymede	1.5	1.1
Legoland Windsor	Windsor And Maidenhead	5.4	4.0
Alton Towers	Staffordshire Moorlands	2.6	1.5
Longleat	Wiltshire	17.5	10.2
Dinosaur Adventure	Norwich	22.1	10.5
Aberdeen	Aberdeen City	13.3	6.5

[2] Great Britain Annual Tourist Report 2019
[3] Great Britain Day Visitor Report 2019

F. Venue Comparisons

Case Study	Key Learning Points for Aberdeen City Council
Brentford Community Stadium - Brentford	The Brentford Community Stadium is a stadium in Brentford, West London, that is the home of both Premier League club Brentford and Premiership Rugby club London Irish. 1 Brentford's original ground was Griffin Park which has a capacity of 12,300 and achieved an average attendance of 10,257 and was located a mile from the new stadium. Its facilities were outdated, and the venue couldn't attract a wider crowd. The business lost £5 million a year in 2013 and 2014. In 2021 the old Griffin Park site was given planning permission for 75 homes, but this is still under discussion in terms of the most effective scheme. The new venue opened in 2020 and forms the centrepiece of a mixed-use masterplan, offering residential accommodation and regenerative opportunities offering an exceptional experience with world-class hospitality options. The stadium is located on a 7.6 acres (31,000 m2) site, 365 days active with community activity days and 910 new homes. The new stadium is suitable for use for both association football and rugby union matches. Brentford Football club own and operate the stadium. Construction Cost: £71 Million (Part of a larger 3250 million regeneration project. Capacity: 17,250 (2930 Premium seats) Hospitality/Premium Seat provisions: Red and White Package - The Legends: Includes exclusive lounge access, a padded seat adjacent to the lounge, pitch view, a free drink at half time and pay as you go food option. It also includes free use of an executive box for two non-match days a year. TW8 Package – The Railway or the Orchard spaces (choice of two): Includes exclusive lounge access to one of the lounges, a padded seat adjacent to the lounge, pitch view, a free drink and pie at half time and the option to purchase formal dining packages. It also includes free use of an executive box for four non-match days a year 1889 Package – The Oxford and Cambridge: Includes on-site parking, welcome drinks and canapes, table service, all-inclusive 4 course menu, all-inclusive drinks, exclusive lounge access, padded luxury seat, post-match afternoon tea.

Case Study	Key Learning Points for Aberdeen City Council
	A naming rights sponsorship agreement is in place as of July 2022 and the venue is known as Gtech Community Stadium in an agreement with Grey Technology Limited (Gtech) that will span 10 years. The deal represents the largest sponsorship deal in Brentford's history and will help to drive further investment into the Club's ambitious plans on and off the field. London Irish Rugby club are a tenant, and the stadium has a social venue operating seven days a week. Community Initiatives include dedicated facilities for the BFC Community Sports Trust, the Learning Zone and the Hounslow Interim Education Centre that can be used 365 days a year. Brentford Football Club has 263,500 Twitter followers. Average attendance for the 2021/22 season for Brentford was 16,912 a significant increase on the average attendance numbers at Griffin Park mentioned above. The clubs annual report states that they posted an increased turnover of £15.3m in 2021, which increased from £13.9m in 2020. Although the COVD impact would need to be considered as much of the revenue was not obtained from spectators but more so TV rights and commercial agreements. Sources https://www.brentfordfc.com/ https://www.footballwebpages.co.uk/
LNR Community Stadium -York	The York Community Stadium is a multi-purpose stadium in Huntington, York, England. It is owned by City of York Council, and is shared by York City Football Club and York City Knights Rugby League Football Club. It is managed by the York Stadium Management Authority who manage match day operations. It was completed in December 2020 and forms part of a larger development which houses a gym and fitness studio, three swimming pools, a four court sports hall, 3G football pitches, a clip and climb area, cinema, and a café. These facilities are in most cases interconnected or in close proximity to one another. The Stadiums Eastern Stand is directly connected to some of the retail and Leisure facilities within the precinct.

Case Study	Key Learning Points for Aberdeen City Council
	Construction costs £41 million Capacity of the Community Stadium is 8,500 General BAU Hospitality Provisions: Hospitality boxes: 5 number, pitch views, partition walls for reconfiguration, 6/12 pax when configured in standard. Jorvik and Directors Lounges: 2 of the same size with pitch views. Can seat 100 for dining or 144 in theatre style. LNER Lounge: Largest room with a pitch view and can seat 200 for dining or 300 in theatre style. Has flexibility for match day functions along with non-match day functions and conferences. YCFC Match Day Hospitality Provisions: Lounge Hospitality Experience; Tables of 6, access to lounge(s) via private hospitality entrance, private pay bar facility, exclusive three-course plated dining, padded match seating, half-time tea and coffee £60 pp £30 U15 Executive Box Experience: Access to Executive Box via private hospitality entrance, personal Executive Box host or hostess, pay bar facility, exclusive three-course plated dining, executive padded match seating, half-time tea and coffee. £360 per box The club also offer hospitality for their various sponsors within the hospitality boxes at a cost (between £400-500) in return for various elements of sponsor recognition during the match. A naming rights sponsorship agreement was reached with London North Eastern Railway (LNER) starting in 2020 for the period of three years. The agreement also allows transport discount for ticket holders. The football club offers specific match day sponsorship options for their operations. The facility caters for tenant office space including community groups such as Be Independent York, York Against Cancer, NHS, and York Gateway Explore Libraries. The Football Club also have their offices within the venue. On match days there are 400 specific car parks for ticket holders to be booked and purchased in advance for £5. Other parking on the site has a time limit for leisure patrons to utilise. Paid parking is also available in city car parks. York Stadium Leisure Complex has 2920 Twitter followers the Football Club. York City Football Club has 61,100 Twitter followers.

Case Study	Key Learning Points for Aberdeen City Council
	For season 2021 -22 the maximum attendance was 7,488 for a playoff final with the average attendance being 3,285, 41% of the stadium's capacity. The final season at the clubs Botham Crescent Stadium saw an average attendance of 2,600. Sources Travel to the LNER Community Stadium | York City Football Club York Community Stadium - Wikipedia https://www.footballwebpages.co.uk/
Bloomfield Road - Blackpool	Bloomfield Road has been the permanent home of Blackpool FC since 1901. It is a single tier stadium which began a redevelopment phase in the early 2000s with a temporary East Stand erected before the start of the 2010–11 season. The venue has a current capacity of Bloomfield Road is just under 16,500 There are discussions underway to upgrade Bloomfield Road's East Stand and replace it with a new 4,600-seat facility. The plans are contained within the business case for Revoe Sports Village, a joint venture between the club, Council and Blackpool FC Community Trust which is part of the £39m Town Deal regeneration project. The existing East Stand would be demolished in August 2024, with the new stand, including its own concourse, put in place by September 2025. The North Stand is also proposed to receive a new club shop, club bar and ticket office, with a public realm to be completed by July 2025. In addition to the Eastern Stand redevelopment the area to the East of the stadium is being investigated as a potential site for the creation of community football pitches and business and commercial facilities, creating a nice neighbourhood to live in and opportunities for health and wellbeing through new community facilities. Planning permission is hoped to be secured by October this year for the project. Blackpool Football Club has 157,900 Twitter followers. There are no naming rights on the stadium currently, but the football club do offer opportunities for sponsors for the 22/23 season which include Static Advertising, Non-TV Stadium Advertising, LED Advertising, Crowd Facing Advertising

Case Study	Key Learning Points for Aberdeen City Council
	Sources Bloomfield Road - Wikipedia https://www.footballwebpages.co.uk/
Swansea.com Stadium - Swansea	The Stadium opened in 2005 to provide a home to Swansea City AFC and Ospreys Rugby whilst giving Swansea a facility to be proud of. Driven by the vision of City and County of Swansea Council, the Stadium was built along with the Morfa Retail Park just a few minutes from Swansea City Centre. The venue is owned by City and County of Swansea Council and operated by Swansea City AFC Capacity of the venue is 21,088 General Hospitality The venue has 15 suites and 22 executive suites to hold between 8 and 600 and along with match day offerings the venue is equipped and flexible to host various types of events and conferences throughout the year. They also offer the concourse and car park as non-match day hire options. Match Day Hospitality The venue offers a myriad of hospitality options for a match day ranging from various lounge options to executive suites. The executive suites and several of the lounge options are already sold out for the 2022-23 season. Parking is not available on match days. Park and walk options are offered a 5-minute walk away for £10. There also other commercial car parks in the area as well. There are 700 parking bays to the North and West of the venue combined which are used for non-match day operations and in the case of concerts some of this parking is sold at a premium for concert goers. As mentioned, the venue is also home to Ospreys Rugby who are a tenant. Swansea AFC has 1m Twitter followers and the stadium has 10,300 followers. In August for 2021 the football club signed a 10-year deal with Swansea.com, an investment company, for naming rights of the stadium with an aim to financially future proof the football club.

Case Study	Key Learning Points for Aberdeen City Council
	Swansea's average attendance for the 2021-22 season was 17,215. This was significantly higher than the pre-COVID 2019-20 season which was 13,342. It is not possible to tell whether the COVID-19 impacts have caused this increase. Sources Swansea.com Stadium, Swansea (swanseacity.com) https://www.footballwebpages.co.uk/
Eco-Power Stadium-Doncaster	Eco-power Stadium is a multi-purpose stadium used by Doncaster Rovers, Doncaster Rugby League Club and Doncaster Rovers Belles Ladies Football Club it was built in 2006 and opened in August 2007. Situated alongside the main 15,000 capacity stadium, is a smaller stadium containing a six-lane running track and 500-seater stand. This is home to Doncaster Athletics Club, the Doncaster Rugby League FC's academy and the local American Football team, the Doncaster Mustangs. In addition to the organised leagues, the soccer centre also hosts both grass and state of the art 3rd generation AstroTurf facilities which are available to hire. Originally the stadium was run by a Stadium Management Company which was responsible to the council as the owners of the stadium. However, some of the other events held at the stadium, including concerts, were not a financial success. As a result, in June 2012, it was confirmed that Rovers had secured a 99-year operating lease to lead the management of the stadium. Stadium construction cost was approximately £20 million, as part of the wider Lakeside Sports Complex that it resides within which in total cost approximately £32 million The Stadium has a capacity of 15,321 Hospitality The Stadium offer executive boxes with Gold, Silver and Bronze options and also a restaurant dining and seat options. These are available by season or match. They also offer an match day experience initiative where by patrons can pay for the experience of using the team race and playing a match on the field for 90 minutes. It is geared at local businesses but is a way of showcasing the venue.

Case Study	Key Learning Points for Aberdeen City Council
	In terms of tenants and community groups the Club Doncaster Academy is located at the venue as are the Club Doncaster Community Sports and Education Foundation, who also run the Foundation Fitness gym at the venue for the local community. Car parking for 1000 cars was included in the wider development The Doncaster Rovers have 128,200 Twitter followers On the 27th of December 2021, the stadium ended its 15-year association with Keepmoat Homes and was renamed the Eco-Power Stadium initially for four years until the end of 2025. Average attendance for the 2021-22 football season was 6,700 spectators Sources Keepmoat Stadium | Doncaster Rovers (doncasterroversfc.co.uk) https://www.footballwebpages.co.uk/
Coventry Building Society Arena - Coventry	Coventry Building Society Arena, known as Ricoh Arena until 2021, became the home of Coventry City FC in 2005 after having played the previous 106 years of their existence at Highfield Road. Plans for the move were announced as early as 1997, but due to several delays the stadium opened in 2005 four years later than initially planned. This also meant that the proposed capacity of 45,000 was later scaled back to just over 30,000. The first match at the Ricoh Arena, a league match between Coventry and QPR, was played on 20 August 2005. The stadium officially opened six months later in February 2006. During the 2012 Olympics, the Ricoh Arena was one of the six playing venues, hosting a number of first round group games. Originally built as a replacement for Coventry City's Highfield Road ground, the stadium was initially owned and operated by Arena Coventry Limited (ACL), with Coventry City as tenants. ACL was owned jointly by Coventry City Council and the Higgs Charity. Following a rent dispute between Coventry City and ACL, the football club left the arena in 2013; playing their home matches in Northampton for over a year before returning in September 2014.

Case Study	Key Learning Points for Aberdeen City Council
	In 2014, the ground was bought by the London Wasps Rugby Club, who subsequently relocated to Coventry from their previous home in High Wycombe. Another rent dispute in 2019 made Coventry City move out again in 2019. In March 2021, Wasps and Coventry City agreed to a ten-year deal to return to the arena and the city of Coventry. The stadium capacity is 32,609 seats. The precinct where the stadium is located also has facilities which include a 6,000 square metre exhibition hall, a hotel and a casino. The site is also home to Arena Park Shopping Centre. Coventry Building Society is the naming rights sponsor who entered into a ten-year sponsorship deal in 2021. The average attendance for the 2021 -2022 season for Coventry FC was 19,541 with the team competing in the Championship League. The Club has 148,000 Twitter followers. Sources Coventry Building Society Arena https://www.footballwebpages.co.uk/ 'Should be on table' - Finance expert makes ownership claims over Coventry City, Wasps and CBS Arena - CoventryLive (coventrytelegraph.net) Wasps seeking public funds to aid Coventry Building Society Arena business - The Stadium Business

G. Programme


hub
North Scotland
ACC City Vision - Development Programme
NOVEMBER 2022
2022
2023
2024
Apr-22
May-22
Jun-22
Jul-22
Aug-22
Sep-22
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Sep-24
Oct-24
Nov-24
Dec-24
Unallocated Projects
Union Street - Façade Improvements
Strategic Partnering Services Projects
Union Street Central
Belmont Street (delivered under SSPS)
Market Streetscaping Phase 1
CONSTRUCTION COMPLETE JULY 25
Schoolhill/Upperkirkgate
Union Street East & Castlegate
NPR Dec 2024
Union Street West & West End
NPR Jun 2026
Market Streetscaping Phase 2&3
NPR Jan 2029
City Centre and Beach Masterplan
Queen Street Development Zone (SOC & FBC)
George Street Mini Masterplan & Consultation
Queen Street Demolition
DEMOLITION COMPLETE 2026
Projects under Development (With New Project Request)
Aberdeen Market
CONSTRUCTION COMPLETE JAN 26
Beach Ballroom
CONSTRUCTION COMPLETE OCT 25
Beachfront - New Play Park (Section A)
Beachfront - Events Area (Section A)
CONSTRUCTION COMPLETE DEC 24
Beachfront - Temporary Landscaping (Section B)
Beachfront - Pedestrian Spine (Section B)
Beachfront - Beach Ballroom Externals
CONSTRUCTION COMPLETE OCT 25
Beachfront - Leisure
Beachfront - Broad Hill (Section A)
CONSTRUCTION COMPLETE DEC 24
Beachfront - Beach Boulevard (Section B)
Projects in Construction
KEY
STAGE 0 / DEFINITION
STAGE 1
STAGE 2
CONSTRUCTION
ACC SCOPE DEFINITION

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