

# Strategic Outline Case

<b>Project Name</b>	Beachfront Phase C Works & Coastal Management		
<b>Sponsoring Cluster</b>	Aberdeen City Council		
<b>Senior Responsible Officer</b>	Steve Whyte		
<b>Gateway Review by Sponsoring Cluster</b> The Sponsoring Cluster must confirm their support for the project and, crucially, have the resources necessary to deliver the project to conclusion.	Strategic Outline Case agreed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	Project scope modified – further options?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	Pilot exercise to test assumptions	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	Postpone or abandon	Yes <input type="checkbox"/>	No <input type="checkbox"/>

[ACC Project Management Toolkit online](#)

## Contents

(F9 Function key will update contents after completion of document)

1. Project Overview .....	2
2. Business Aims, Needs, Objectives & Constraints.....	5
3. Stakeholder Issues .....	14
4. Management & Implementation.....	15
5. Consideration of Options .....	16
6. Costs, Benefits & Risks.....	17
7. Funding & Affordability.....	18
8. Assumptions.....	19
9. Support Services Consulted .....	19
10. Decision by Capital Board .....	21
11. Document Revision History .....	21

A Strategic Outline Case (SOC) is a very brief preliminary document designed to introduce the basic project concept and identify key issues at the earliest stages of project development. It helps to assess whether it is worth committing resources to developing a more detailed Outline Business Case.

This proforma is designed to help officers complete a SOC using *appropriate and proportionate effort*. There is flexibility over the amount of information to be included under each heading below but note that the SOC is intended to be a very short document and should rarely exceed 10 or 12 pages.

## 1. Project Overview

Briefly describe the basic project concept.

The proposed project relates to the Beachfront Phase C Projects including the consideration of the long-term coastal management of the Aberdeen City coastline frontage.

The Beach Masterplan forms a critical part of the City's vision of the future, with the preservation of the coastline frontage a critical aspect to the long-term protection of this investment. The Masterplan looks to draw the public down from City Centre to the beachfront area, with the integration between beachfront intervention and future coastal management/ defence measures a crucial item to ensure a coherent solution to the City Coastline. This item was identified as a key aspect to the Beachfront Vision brief, where it was highlighted the need for Co-ordination with potential flood/sea defence works planned for the area.

The Beachfront Phase C Projects will incorporate 6 key elements:

1. Esplanade – an enhancement of the public realm to create an active frontage along the length of the coastline.
2. Boardwalk/ Pier – a new structure that will become a focal point at the Masterplan's periphery, forming a new key public space between the Beach Boulevard, the Esplanade and the North Sea. A viewing point out to the North Sea.
3. Beachfront Interface – regrading of the existing levels, by building over the existing lower sea wall through the creation of a series of ramps and walkways, making the beach accessible to all.
4. Satellite Facilities – a series of facilities located at key points along the length of the Esplanade will provide toilet, change and shower facilities for all beach and water users, whilst utilising the elevation of these structures to create satellite observation decks.
5. Beach Village, Pavilion & Slipway – the slipway will provide access to the Beachfront below the Esplanade which could potentially be utilised by both the RNLI to launch in-shore lifeboats as well as Jet Skiers. The northern section of the Beachfront would be supported by a new Pavilion incorporating an observation deck and supporting facilities for water users.

6. New Footdee Club House - a new Footdee Club House located at the very South of the beach front where the water is safest and could provide facilities for the Surf Club, Wild Swimmers and Surf Life Saving Club. The facility could provide various amenities, providing education space for safe water usage, with opportunities for an elevated observation deck at the most used part of the water.

The project will further look to review the Phase C Projects in relation to future coastal management as a considered integrated solution. The social, economic and wider impact of the coastal protection will be considered as part of the project. The project providing the opportunity to assess the coastal management strategy for the City, with the view to consider the short to long term vulnerable areas of the City coastal frontage.

The project is anticipated to incorporate future monitoring of the condition of defences that have been installed, along with the need for monitoring of coastal processes and behaviour being experienced. This combined with consideration to the development approaches to coastal management, which will vary from shorter to longer term strategy to the coastal defences along the length of the coastline. Aberdeen City Council are aware through monitoring and recent consultant studies of various problems relating to the changing development of coastal behaviour and existing coastal defences such as:

- Lowering beach levels which threaten the stability of the existing seawall with the area between Footdee and the Queens Links being the area of most immediate concern and other areas around the leisure centre and to the north likely to be affected similarly into the future.
- Lowering beach levels impacting on safe access to the beach.
- Worsening condition of the seawall requiring repair/ replacement in places. Most urgent area of concern is Footdee to Queen's Links.
- These issues will likely be worsened by the effects of sea level rise.

Aberdeen City Council are working towards developing a strategy for responding to coastal behaviour with future coastal management measures. It is important that the coastal management strategy takes account of the requirements of the local stakeholders and community and that the Beach Masterplan project recognises the need for its beachfront interventions to work effectively in the existing and future developing coastal environments and along with coastal management measures deployed.

## **Executive Summary:**

### **Purpose**

This Strategic Outline Case (SOC) will allow readers to understand the key considerations regarding the Beachfront Masterplan Phase C Works and how this relates to future Coastal Management through to an Outline Business Case (OBC) which will explore the recommended options identified within this report.

### **Strategic Fit**

The City Centre and Beach Masterplan (CCBMP) 2022 provides a framework of development and direction that demonstrates a significant change in the way the city operates, with the planned Beachfront Phase C works forming a key component to the masterplan vision.

Aberdeen City Council are aware through their monitoring and consultant studies of a need for coastal management with actions being required in the short, medium and longer term. ACC are working towards the development of a strategy for future coastal management and are currently looking to develop an options appraisal for various possible coastal management options in the various sections along the coastal frontage.

### **Conclusion/recommendation**

It is recommended that the Council Committee approve the following:

- The content of this Strategic Outline Case; and,
- The recommendation to proceed and undertake an Outline Business Case (OBC), which will consider the concept design for the Beachfront Phase C Project and the Coastal Management Strategy.

### **Project Delivery**

The project delivery is expected to be developed through two separate procurement routes. The Beachfront Phase C Projects are anticipated to be procured through an expansion of the existing PMO Hub model as this will accelerate the procurement process and help to secure best value by providing access to Hub North Scotland Limited's (HNSL) supply chain network and project management resources. The approach will ensure continuity across the Beach Masterplan to assist in creating a coherent concept design that integrates with the wider masterplan architectural themes and an overall efficiency in delivery. The extension would ensure that the existing team of designer and consultants are retained through the next stage of the project delivery.

Whilst the coastal management strategy will be led by ACC SFC (structures, flooding and coastal) engineering team with external specialist support on the coastal behaviour and review of existing coastal defence measures. This will provide continuity to the coastal management, whilst retaining existing knowledge and experience that has been gained through the commissioned works to date.

The Beachfront Phase C Projects and the coastal management teams will be work closely together to ensure a one design approach is adopted, with the overall coordination between the two teams to be managed through the PMO.

### **Risks**

The key risks are:

- Construction cost inflation exceeds current allowances and makes the project unviable.
- Management of the construction costs of the Boardwalk/Pier due to the unique nature of the design and structure.

- Unknowns relating to the coastal monitoring and existing coastal defence integrity and condition.
- Neighbouring properties and businesses object to development proposals
- Finance and delivery costs.
- Timescale for coastal management strategy not yet defined.

### **Assumptions**

The key assumptions for developing Beachfront and Coastal Management are:

- The programme timeline is based on the Beachfront Phase C Projects including the consideration of the Coastal Management - obtaining the required coastal surveys and monitoring within reasonable time periods.
- The project programme and strategy outlined in this SOC is based on achieving approval at the April Committee to take forward the project to Outline Business Case.
- The project delivery can be achieved within budget.

### **Governance and Sponsor**

Craig Innes Chief Officer for Commercial & Procurement.

## **2. Business Aims, Needs, Objectives & Constraints**

Provide an overview of the sponsoring organisation and explain how the project is strategically placed to contribute to the delivery of organisational goals within the Local Outcome Improvement Plan (LOIP) and the Local Development Plan (LDP).

### **Sponsoring Organisation**

Aberdeen City Council is the local authority leading on the City Centre and Beach Masterplan and responsible for Coastal Management to the City Coastal Frontage.

### **Strategic alignment**

The City Centre and Beach Masterplan (CCBMP) 2022 provides a framework of development and direction that demonstrates a significant change in the way the city operates, with the planned Beachfront Phase C works forming a key component to the masterplan vision.

Aberdeen City Council are aware through their monitoring and consultant studies of a need for coastal management with actions being required in the short, medium and longer term. ACC are working towards the development of a strategy for future coastal management and are currently looking to develop an options appraisal for various possible coastal management options in the various sections along the coastal frontage.

### **Business Goals and Aims**

ACC's goals and aims for City Coastline are to:

- Beachfront Masterplan and Development Framework to create a transformational new waterfront destination for the City of Aberdeen.
- An integrated design solution that protects our City's long-term coastline whilst enhancing the beachfront to encourage public use.
- A people-focussed environment will be inclusive for all, creating a real community asset and bringing the 'Wow' factor back to the Beachfront.
- Create facilities that support the local community group growth.
- A focal point that defines the Beachfront as a destination in the area.
- Define a strategy for future coastline management.
- Successful maintenance of the beach and continued provision of coastal protection against coastal erosion and flooding through effective coastal management planning and implementation and maintenance of existing and future coastal management measures in alignment with a coastal management strategy.

### Constraints and Dependencies

The project delivery is dependent on working collaboratively to develop a coherent OBC which meets the Masterplan vision for the Beachfront and aligns with the coastal management strategy. The two works streams along the coastline will need to be coordinated to achieve a clear solution.

The development of the OBC will require a series of coastal monitoring, structural and environmental surveys to be undertaken as part of the preparation. The outcome of this analysis is currently unknown and may lead to constraints within the design.

The evolving nature of the sea and coastline will require the coastal management to be flexible and continually revisited in the future to meet the varying needs.

Explain how the project supports the existing policies and strategies of the organisation and will assist in achieving the business goals, strategic aims, and business plans of the organisation.

The recommendation to undertake an OBC for the Coastal Management Strategy in relation to the Beachfront Concept Masterplan Phase C projects, will support numerous existing local authorities and strategies.

With regards to the Local Outcome Improvement Plan the project will support the following Stretch Outcomes:

- **Prosperous Economy Stretch Outcome 2.2** - *Increasing the number of people in Aberdeen in sustained, fair work* – The proposal to develop a Coastal Management Strategy for the beachfront is crucial to implement a successful Beachfront Masterplan, which will in turn create both construction job opportunities and long-term employment opportunities.
- **Prosperous People (Children & Young People) Stretch Outcome 8.2** - *Ensuring that children and young people receive accessible information and opportunities to*

*engage and participate in decision making.* – The Beachfront Concept Masterplan design has been subject to extensive public consultation whereby all community groups and local education facilities were involved to inform the proposed design.

- **Prosperous People (Children & Young People Stretch Outcome 9.3 - Tackling antisocial behaviour in problem areas with appropriate and effective interventions.** – The proposal supports the development of the Beachfront Masterplan which considers areas subject to antisocial behaviour and seeks to reduce this behaviour through intelligent street-lighting and landscape design.
- **Prosperous Place Stretch Outcome 14 - Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026** – This proposal seeks to improve the beachfront by maintaining beach access for active travel, improve accessibility and permeability throughout Aberdeen City.
- **Prosperous Place Stretch Outcome 15 - Addressing the nature crisis by protecting/ managing 26% of Aberdeen’s area for nature by 2026** – The provision of an OBC to determine the Coastal Management Strategy for the beachfront will enable further protection of coastal habitats, aligning with national ambitions to protect 30% of land and water species by 2030.

With regards to the Aberdeen City-Centre and Beach Masterplan, the proposal will support the following:

- The preparation of a comprehensive Beachfront Development Framework, following the approval of the DRAFT Beachfront Development Framework and Executive Summary (by Full Council in June 2022)
- The short, medium and long-term interventions summarised within the Beachfront Concept Masterplan and outlined in Section 2.3 below.

The project proposal to undertake a full OBC also aligns with the following Council policies/strategies:

- Aberdeen City Council Delivery Plan 23/24
- Local Development Plan

Establish a compelling case for change based on business needs, e.g., demand for services, deficiencies in existing provision etc. Where are we now and where do we need to get to?

## Background

Previously the formed consultant team prepared a report to set out a high-level vision for developing Aberdeen Beachfront and inform the feasibility stage of the Aberdeen City Vision. A range of options for developing the Beachfront Concept Masterplan associated with Public Realm were previously presented to Aberdeen City Council Committee during 2021.

The Aberdeen City Vision project, including the development of the Aberdeen City Centre Masterplan and Beachfront Development Framework.

The Aberdeen Beachfront Development Framework is a companion document to the City Centre Masterplan and together they present an ambitious vision for the future of Aberdeen which will: “support a vibrant city centre and beach that respects and enhances Aberdeen’s unique qualities and characteristics and puts people at its heart.”

An option appraisal exercise was undertaken in late 2021 and the “Ropeworks” theme referencing the industrial heritage of Aberdeen Beachfront was selected. Further work was then undertaken to understand how this theme could deliver the facilities and venues desired by Aberdeen City Council and in February 2022 a report was presented confirming this. Following the February 2022 Council meeting, Officers were requested to begin development of the Beachfront based on this theme as part of a phased approach to project delivery.

The Phase C Projects form part of the phased interventions (projects highlighted in bold):

Short Term Interventions:

- (1) New Urban Park: Play Park, Sports Area & Pump Track
- (2) Events Park: New Amphitheatre, Events Field, Gateway Building
- (3) Landscaping: Landscape Mounding
- (4) Broadhill: Public Realm & Landscaping
- (5) **Reconfigured Beach Landscaping**
- (6) **Beach Pavilion Building**

Medium Term Interventions:

- (7) New Canopy Features
- (8) Beach Ballroom Plaza
- (9) Broadhill (Structures)
- (10) Pedestrian Spine
- (11) **Beach Boulevard**

Longer Term Interventions:

- (12) **Beach Village**
- (13) Beach Ballroom
- (14) New Stadium
- (15) New Leisure Facility
- (16) **Boardwalk/Pier**
- (17) **New Slipway**
- (18) Energy Centre
- (19) Justice Street Roundabout
- (20) **Potential New Footdee Club House**





Figure 1 – illustrates the Key Features of the Concept Masterplan

Aberdeen City Council recently engaged consultants HaskoningDHV to carry out a high-level overview of the development of coastal behaviour and existing coastal management measures along the coastal frontage such as the ageing seawall, groyne and rock armour T-Heads installed at the Queen's Links Area in 2006.

The study, drawing principally on previous and available information, confirms the main conclusions from previous studies, identifying continued pressure and erosion on all sections of the Aberdeen coastal frontage. The most urgent area of concern is between Footdee and the 2026 rock armour groyne at Queen's Links. This area is suffering from continued erosion of the beach where low beach levels threaten the stability of the seawall structure. Erosion of the seawall itself is also a cause for concern in this area.

The rock groyne have been successful in maintaining beach level in this previously threatened area. However, the long-term outlook is of expected erosion and beach lowering which will be exacerbated by sea level rise with erosion issues likely become urgent in the Beach Ballroom/Leisure centre area and the northern frontage further into the future.

The report summarised several ways in which coastal management may be taken forward in future as follows:

- Reinforcement of the existing seawall with a rock revetment, or
- Through use of rock structures near the shoreline to modify the exposure, in conjunction with beach recharge. Further recharges may be required in the future.
- In the case of the leisure centre and northern frontages, another approach could be the use of a sand engine.

The report highlighted the need for a coastal management strategy as well as significant investment in future coastal management measures.

SFC intends to create a strategy for coastal management by means of a Coastal Change Adaptation Plan. SFC are currently scoping further consultancy services including an options appraisal to better develop and consider the feasibility of various coastal management approaches.

Progression of coastal management measures will require various statutory and public consultations in addition to outline and detailed design stages. Any options taken forward would also require committee approval and agreed funding.

SFC have recently engaged HaskoningDHV to provide a commentary on the initial design concepts for the beach masterplan coastal aspects including the boardwalk/pier, beach access, beach landscaping and potential future jetty to the north of this area. This will be shared with the masterplan design team.

### **Where are we now?**

The Phase C Projects have been developed through to RIBA Stage 1 (Preparation and Briefing Stage), where the brief looks to build on the masterplan “Ropeworks” theme approved during the February 2022 Council meeting. The Report sets out the proposed Beachfront brief which has been developed in the line with the wider Masterplan and through a series of workshops with key stakeholders. The brief development looks to support the key objectives for the Beachfront.

In addition our SFC engineering team recently commissioned Royal HaskoningDHV as a specialist coastline and engineering consultancy company to provide a high-level overview past present and future of coastal behaviour and coastal management over the Aberdeen Coastal Frontage. The prepared Reports have considered the beneficial impact of the coastline defences including the works - that took place in 2006, whilst highlighting the need for future works to protect key areas of our City coastline.

This engagement has highlighted the benefits of a single approach, between the current and future projected coastal behaviour and management measures with the masterplan interventions, where the dual development in concept design, coastal survey works and monitoring will bring together a more coherent design solution along with a more economic and efficient process in development.



Figure 2 – Project Phasing Plan

### Where do we need to get to?

As well as developing out a major key component of the City Centre and Beach Masterplan 2022 where Beachfront requires to integrate into the conceptual Masterplan which encourages a common architectural language across all development opportunities within the wider Masterplan area, creating a cohesive scheme that has been considered and designed as a whole. The project development will require to include a palette of durable and sustainable natural materials, with the use of locally sourced timber species native to Aberdeen, has been established throughout the previous Phase A Projects. The aesthetic of external materiality of the above Phase C projects will be in keeping with architectural language established in the developed Phase A Projects.

The Beachfront forms a key component of the masterplan, whilst it is important that this investment is aligned with the City's planned coastal management and long-term strategy. The project will seek to develop a strategy and concept design that coordinates the new interventions with the need for short to long term coastal management, the project will where appropriate, share coastal surveying and monitoring information to drive value for money in delivery and arrive at an efficient design solution.

As part of a coastal management strategy, the SFC engineering team will likely take the strategy forward in the form of a Coastal Change Adaptation Plan (CCAP) covering the full length of coast within the responsibility of ACC (i.e., Cove to Blackdog Burn). This will also include carry out options appraisals for short to long term coastal management at various sections of the coastal frontage, with the intend to progress through the outline and detailed design stages (including statutory and public consultation and consents stages) for coastal management in the most urgent area of concern, whilst considering the medium to long term management.

The proposed project delivery has been outlined to aid the development of a coordinated solution where the new Beachfront interventions will seek to support and where possible form part of the wider coastal management.

All the above opportunities will be addressed in more detail at Outline Business Case (OBC) stage.

Identify any constraints, e.g., timing issues, legal requirements, professional standards, planning constraints. Any linkages and interdependencies with other programmes and projects should be explained, especially where the proposed project is intended to contribute to shared outcomes across multiple Clusters.

The Beachfront Phase C Projects forms part of the Beach Masterplan and Development Framework, with the development of the design to be progressed within the parameters of these documents. An important aspect to ensure that Masterplan vision remains through, which will potentially lead to some budget or programme constraints.

Statutory planning and planning-related consents will be required for some of the Phase C works. While these are not required until the FBC stage of the project, their being required in the future means that they should be considered at the next OBC stage, including any early engagement with statutory authorities, in order to future-proof the process. As has previously been reported as part of the Aberdeen Beachfront Development Framework process and previous reports to City Growth and Resources Committee and Council, some of the works may either not constitute 'development' at all, or may benefit from 'permitted development' rights, falling under Part 12 'Development by a Local Authority' of the Town and Country Planning (General Permitted Development) (Scotland) Order 2011 (as amended). While design work will be progressed at the future OBC stage in order to further clarify the extent of development, the below seeks to set out the anticipated planning approval process for the constituent parts of the Phase C works.

Similar to the City Centre streetscape works, it has previously been agreed with Council planning officers that many public realm works do not constitute "development", for the purposes of the Town and Country Planning (Scotland) Act 1997 (as amended), Section 26 (2)(b) as they would be works carried out by the roads authority within the boundaries, and for the maintenance or improvement, of a public road, or where there would not be significant adverse effective on the environment. Where works did constitute 'development', it was also previously agreed that such public realm works would be 'permitted development' as they would fall under Class 31 of the General Permitted Development (Scotland) Order 2011 (as amended), which permits work by a roads authority for the maintenance or improvement of a road, or land adjoining the boundary of a road. This will likely be relevant to the anticipated public realm works within the '1 – Esplanade', and some elements of '3 - Beachfront Interface'.

Looking beyond public realm works and works to or adjacent existing public roads and footways, as previously reported, some other works would fall under Class 30 of the Order which permits:

The erection or construction and the maintenance, improvement or other alteration by a local authority of—

- (a) any building, works or equipment not exceeding 4 metres in height or 200 cubic metres in capacity on land belonging to or maintained by them, being building works or equipment required for the purposes of any function exercised by them on that land otherwise than as statutory undertakers;
- (b) lamp standards, refuse bins, public shelters and similar structures or works required in connection with the operation of any public service administered by them.

Given the provisions of Class 30 as above, a number of small-scale interventions along the Beachfront would fall under the terms of 'permitted development', where they are related to the improvement of that land for its retained purpose, which in this case would be open space and recreational activity related to the beach and water. This could particularly relate to '4 - Satellite Facilities' (e.g. Beach huts and associated changing facilities etc) where these are under 4m in height or 200 cubic metres.

The other elements of the Beachfront Phase C Projects are anticipated to require planning permission as they would constitute 'development' and would not be expected to fall under the 'permitted development' criteria outlined above, in relation to height or building volume. This would include '2 -Boardwalk/pier', '5 - Beach Village, Pavilion & Slipway', '6 - Footdee Club House' and items within '3 - Beachfront Interface' and '4 - Satellite Facilities' that don't fall under the 'permitted development' criteria noted above.

It should be noted that any developments greater than 5000m<sup>2</sup> gfa (gross floor area) or a development area greater than 2ha would constitute Major development. While concept designs will come forward in the OBC stage, it is not anticipated that any of the 6 elements of the Beachfront Phase C Projects will breach these thresholds individually, and therefore it is not currently anticipated that any of these will be Major developments.

However, particular consideration is required of the Boardwalk/Pier and Slipway in relation to Marine Licensing in addition to planning permissions, given these are proposed for the 'intertidal zone'. As previously reported to Council, any works within Scottish waters of over 50m in length or 1000m<sup>2</sup> are 'Licensable', which would include any Piers, marine construction works, or coastal protection works. Licensable works require a Pre-Application Consultation process similar to that required for Major planning applications, and require a Marine License consent from Marine Scotland Licensing Operations Team (MS-LOT). It would be the design team's intention to align any planning and licensing processes as much as possible. In addition, it has previously been discussed with Marine Scotland that the Boardwalk/Pier and Slipway would likely require an Environmental Impact Assessment (EIA) as part of both the planning and licensing consenting processes. The consenting process and associated timescales and programming of these will need to be carefully considered as part of the future OBC process. As such, informal pre-application engagement with both Council Planning officers and Marine Scotland officers is strongly recommended during the OBC stage.

The table below outlines the currently-anticipated consents that would be required, or not as the case may be, for the six elements of the Beachfront Phase C Projects discussed within this paper. The detailed processes, requirements and programming of these will be further considered at OBC stage.

Not 'development'/ 'permitted development'	Planning Permission	Planning Permission & Marine License (likely including EIA)
---	---------------------	---

1 - Esplanade 3 – Beachfront Interface (part) 4 – Satellite Facilities (part)	3 – Beachfront Interface 4 – Satellite Facilities (part) 5 – Beach Village & Pavilion 6 – Footdee Club House	2 – Boardwalk/ Pier 5 - Slipway
---	---	------------------------------------

### 3. Stakeholder Issues

Identify the key stakeholders and explain their involvement. Indicate their level of commitment to the project as specifically as possible. Describe any consultations held or still required. Are there any outstanding stakeholder issues?

As part of the wider Beach Masterplan and Development Framework engagement, the Council has undertaken an engagement exercise involving local residents, community groups and businesses. This has included in early engagement with the key stakeholders within Aberdeen's Water Safety Group (AWSG).

The AWSG is formed with key groups including:

- Royal National Lifeboat Institution (RNLI),
- HM Coastguard, Royal Life Saving Society UK,
- Scottish Fire & Rescue Service,
- Police Scotland,
- Aberdeen Surf Life Saving Club (ASLSC) and,
- Sport Aberdeen.

The proposed Footdee Club House consideration has involved a series of engagement sessions with a variety of water sport groups included Free Swim Aberdeen (Wild Swimming), Granite City Surf Club, Scot Surf and Aberdeen Surf Life Saving Club as well as individuals for paddle boarding and kite surfing.

As part of the next phase this ongoing stakeholder engagement will continue to be a key focus in defining the concept design in more detail and ensure that the brief meets the needs of the public. In addition, we would anticipate the need for wider public consultation to be undertaken regarding the planned coastline defence works, with the extent and format to be defined as part of the OBC.

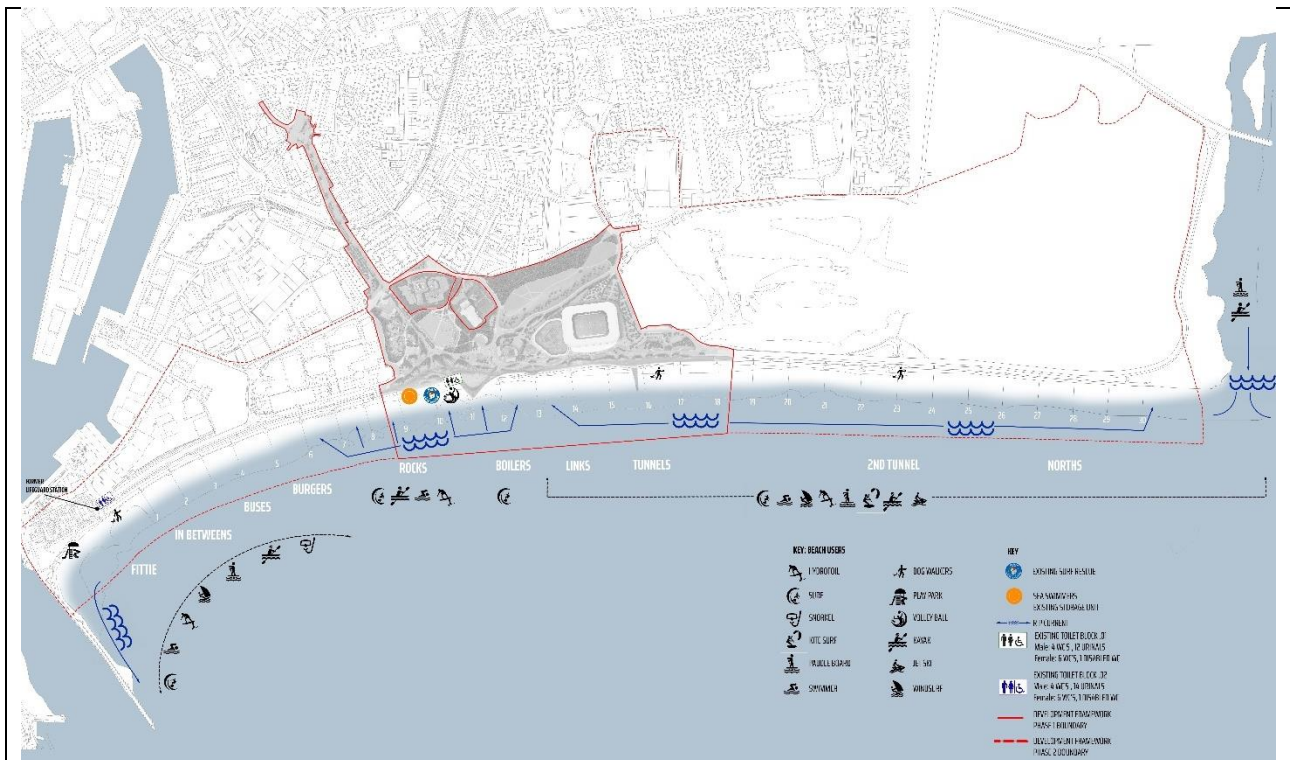


Figure 3 – Existing Water Usage Plan

Future coastal management measures along the Aberdeen coastal frontage have not yet been developed to a stage appropriate for consultation processes. Coastal Management schemes will have a significant impact on the beach, requiring a strong focus on consultation and statutory consents processes. Consultees could include the above and the following:

- Marine Scotland
- NatureScot
- Crown Estates Scotland
- Fisheries Groups

#### 4. Management & Implementation

Give a preliminary indication of the proposed project management structure and key personnel. Is any consultancy support likely to be required? Identify accommodation, staff, and Trade Union issues. Describe any legal, contractual or procurement issues. Are there any important outstanding management/Implementation considerations?

The Phase C projects will be delivered by hub North Scotland Ltd (HNSL) who are a strategic development partner for the planning, procurement, and delivery of community-based infrastructure projects across the North of Scotland. HNSL comprises 16 public sector organisations, the Scottish Futures Trust and private sector partners in a joint venture with the purpose of working collaboratively to deliver inspiring projects for

communities and best value for participants. Aberdeen City Council are one of these public sector organisations and have been part of the hub initiative since 2011.

HNSL's dedicated supply chain members are working collaboratively with Aberdeen City Council to develop, design and deliver all projects within the City Centre and Beach Masterplan. All procurement will be carried out in strict compliance with its Project Delivery Method Statement with an open book approach to project costs which are continually benchmarked and reviewed to maximise efficiency, accountability and demonstrate continuously improving value for money. Hub's supply chain is structured to include both local and national partners maximising economies of scale whilst providing opportunities to local companies. Hub's project development plans have specific focus on community and stakeholder engagement to maximise outcomes for end users.

The coastal management strategy will be considered through our internal SFC engineering team with the support of a specialist marine engineer to assist. These services to date have been fulfilled by Royal HaskoningDHV.

Under the HNSL management, they will liaise with the SFC engineering team, to correlate a solution that meets the combined goals and aspirations for the City Coastline.

## 5. Consideration of Options

Provide an initial list of options identified that could meet the objectives and briefly describe their main features (consider variations in scale, quality, technique, location, timing etc).

NB: A preferred option should not be identified before options have been developed and appraised more fully at the Outline Business Case stage.

Detail any planned or agreed dates, milestones, completion dates, required delivery deadlines or other time constraints on the project or the affected business areas.

### **'Do Nothing'**

The Beachfront Phase C Projects form an integral part of the Beach Masterplan, with the project elements forming a critical part of the City Vision which would detract from overall impact. The removal of the Project element would potentially lead to areas of redesign and revisiting of the masterplan design.

### **Project Proposal subject to this SOC**

The Beach Masterplan has considered the brief options in relation to the Beach Masterplan Phase C Works through the preparation of a RIBA Stage 1 Report. The report considers the introduction of the several public realm interventions to the City Coastline including:

1. Esplanade, Boardwalk/Pier,
2. Beachfront Interface (Permanent works),
3. Satellite Facilities,
4. Beach Village,
5. Pavilion & Slipway and



## 6. Potential New Footdee Club House.

Refer to Figure 1 which illustrates the locations of each intervention.

The re-imagining of the Beach Esplanade creates an enhanced and inspiring public realm with the opportunity for active frontage along the length of the sea front. As an extension of this, the Boardwalk/Pier structure follows the sinuous route of the Rope Works concept and extends out to the North Sea. The aspiration to remove vehicular traffic along the section of the Esplanade between Codona's and Accommodation Road, creates a people-focused environment. To further enhance this approach, the intention of the Beachfront Interface is to regrade the existing levels, building over the existing lower sea wall through a series of ramps and walkways, making the beach accessible to all.

The potential Beach Village is envisaged as an area which can form a centre for a variety of Beachfront activities and includes areas for parking. With safety as a core objective, locating the Beach Pavilion at the centre of this area, offers an opportunity for an RNLI outstation to be strategically positioned here. This setting provides the opportunity to promote safe water usage, as well as creating an active frontage to the Beach Esplanade. The adjacent new Slipway provides access to the Beachfront below the Esplanade which could potentially be utilised by both the RNLI to launch in-shore lifeboats as well as Jet Skiers. Several Satellite Facilities located at key points along the length of the Esplanade will provide toilet, change and shower facilities for all beach and water users, with opportunities for integrated PV panels for solar energy collection. The opportunity to utilise the elevation of these structures to create satellite observation decks allows the beach to be monitored at more regular intervals, improving the overall safety of the beach.

The potential new Footdee Club House located at the very South of the beach front where the water is safest could provide facilities for the Surf Club, Wild Swimmers and Surf Life Saving Club. The facility could provide various amenities, providing education on safe water usage, with opportunities for an elevated observation deck at the most used part of the water.

## 6. Costs, Benefits & Risks

### Cost

#### Do Nothing

- Cost saving on the capital cost of not undertaking the works.
- Lack of economic impact on the beachfront.

#### Project Proposal subject to this SOC

- Potential to attract new visit and increased spend within the area.

### Benefits

#### Do Nothing

- No benefits have been identified.

**Project Proposal subject to this SOC**

- The Project would be a continuation and expansion of the Aberdeen City Vision and Beach Masterplan.
- The Beachfront Phase C Projects form an integral part of the wider Masterplan.

**Risk****Do Nothing**

- 'Do nothing' approach will see further deterioration to the existing coastal defences, increasing the risk of failure and increased cost in the future.
- Continuation of the health & safety risks currently being experienced along the Beachfront.
- City Coastal continues to experience further deterioration of the existing structure and defences, which lead to more costly and urgent remedials in the future.

**Project Proposal subject to this SOC**

- Failure to adopt a coordinated approach leads to the coastal defences or the masterplan works have a detrimental impact on each other.

**7. Funding & Affordability**

State the cost, and identify the budget, to develop the project to prepare an Outline Business Case.

The following consultancy services are anticipated being required to support the preparation of the OBC:

- Maritime Architect & Engineer
- Stakeholder Engagement
- Economic & Business Case Advisor
- Architect
- Landscape Architect
- Structural Engineer
- Mechanical & Electrical Engineer
- Cost Advisor
- Hub North PMO Support
- Maritime Modelling & Survey Work

## 8. Assumptions

Document the high-level assumptions that have been made during the development of the business case and any other unanswered questions that may be significant. Refer to the Supplementary Guidance on Optimism Bias and detail the assumptions you have made in constructing the costs and business case.

Green Book Supplementary Guidance Optimism Bias (gov.uk webpage) (under 'Other Guidance and Reference Documents')

Not applicable at this point.

## 9. Support Services Consulted

The minimum **consultation period for Strategic Outline Cases is 10 working days** unless the Programme Board Chair agrees there are exceptional circumstances that require a shorter turnaround time.

### Note:

- **It is mandatory for Capital projects to consult with the full list below.**
- If any services are not consulted with, this should be indicated in the Comments section, along with the reason why. All comments received should also be noted, or reasons for discounting them.
- At this early stage you should also be considering what impact implementing this proposal will have on employees, service users or other people who share characteristics protected by The Equality Act 2010.

**Note:** There is a copy and paste version of the consultation list below which you can use for circulating your Strategic Outline Case – Support Services Consulted Circulation List

Service	Name	Comments	Date
Resources	Chief Officer Finance <a href="mailto:jbelford@aberdeencity.gov.uk">jbelford@aberdeencity.gov.uk</a>		
Resources	Chief Officer Corporate Landlord <a href="mailto:stbooth@aberdeencity.gov.uk">stbooth@aberdeencity.gov.uk</a>		
Governance	Chief Officer Governance <a href="mailto:frbell@aberdeencity.gov.uk">frbell@aberdeencity.gov.uk</a>		
Place	Chief Officer Strategic Place Planning <a href="mailto:GALEB@aberdeencity.gov.uk">GALEB@aberdeencity.gov.uk</a>		
Place	Chief Officer City Growth <a href="mailto:rsweetnam@aberdeencity.gov.uk">rsweetnam@aberdeencity.gov.uk</a>		
Operations	Chief Officer Operations and Protective Services <a href="mailto:mareilly@aberdeencity.gov.uk">mareilly@aberdeencity.gov.uk</a>		

Service	Name	Comments	Date
PMO	PMO Programme Manager		
Finance	Scott Paterson <a href="mailto:spaterson@aberdeencity.gov.uk">spaterson@aberdeencity.gov.uk</a>		
Asset Management	Alastair Reid <a href="mailto:alareid@aberdeencity.gov.uk">alareid@aberdeencity.gov.uk</a>		
Legal (Property/ Planning & Environment)	Sharon Wares/Alan Thomson <a href="mailto:swares@aberdeencity.gov.uk">swares@aberdeencity.gov.uk</a> / <a href="mailto:alathomson@aberdeencity.gov.uk">alathomson@aberdeencity.gov.uk</a>		
Legal (Commercial & Procurement)	Michele Pittendreigh <a href="mailto:MPittendreigh@aberdeencity.gov.uk">MPittendreigh@aberdeencity.gov.uk</a>		
Procurement	Alison Gallacher <a href="mailto:algallacher@aberdeencity.gov.uk">algallacher@aberdeencity.gov.uk</a>		
ICT – Digital & Technology	Steve Robertson <a href="mailto:sterobertson@aberdeencity.gov.uk">sterobertson@aberdeencity.gov.uk</a>		
Team Leader (Design) – Public Buildings	Neil Esslemont <a href="mailto:nesslemont@aberdeencity.gov.uk">nesslemont@aberdeencity.gov.uk</a>		
Grounds Maintenance	Steven Shaw <a href="mailto:stevens@aberdeencity.gov.uk">stevens@aberdeencity.gov.uk</a>		
Communications	TBC		
HR	Lindsay MacInnes <a href="mailto:lmacinnnes@aberdeencity.gov.uk">lmacinnnes@aberdeencity.gov.uk</a>		
Transportation	Joanna Murray <a href="mailto:joannamurray@aberdeencity.gov.uk">joannamurray@aberdeencity.gov.uk</a>		
Roads Management	Angus MacIver <a href="mailto:anmaciver@aberdeencity.gov.uk">anmaciver@aberdeencity.gov.uk</a> Vycki Ritson <a href="mailto:vritson@aberdeencity.gov.uk">vritson@aberdeencity.gov.uk</a>		
Team Leader – Roads Projects	Alan McKay <a href="mailto:AlanMcKay@aberdeencity.gov.uk">AlanMcKay@aberdeencity.gov.uk</a>		
Emergency Planning Lead	Fiona Mann <a href="mailto:FioMann@aberdeencity.gov.uk">FioMann@aberdeencity.gov.uk</a>		

You can attach a link to your document to the list above but will need to attach **a copy of your document** to the consultees below as the link function doesn't work for generic addresses:

Service	Consultee	Comments	Date
Estates	Property Estates Manager <a href="mailto:Estates@aberdeencity.gov.uk">Estates@aberdeencity.gov.uk</a>		
Environmental Policy	<a href="mailto:EPConsultations@aberdeencity.gov.uk">EPConsultations@aberdeencity.gov.uk</a>		
Equalities	Baldeep McGarry/ Faiza Nacef <a href="mailto:equality_and_diversity@aberdeencity.gov.uk">equality_and_diversity@aberdeencity.gov.uk</a>		
Planning	Local Development Plan Team <a href="mailto:LDP@aberdeencity.gov.uk">LDP@aberdeencity.gov.uk</a> Development Management <a href="mailto:PI@aberdeencity.gov.uk">PI@aberdeencity.gov.uk</a>		

10. Decision by Capital Board	Date
*Approved/Not Approved to prepare an Outline Business Case.	

\*indicate whether approved, as well as any additional stipulations.

11. Document Revision History			
Version	Reason	By	Date
1.0	xxx		
2.0	xxx		