

Project Name	Belmont Street Quarter Improvements Business Case		
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Sponsoring Cluster		Version	5.0

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1. Introduction and Project Overview

Briefly describe the basic project concept. Describe the current business situation as it relates to the problem or opportunity that gave rise to the idea, including any other drivers such as regulatory or legal compliance requirements

If taking no action may have a negative effect on the organisation, then also describe what will happen if the project is not undertaken.

The proposed project involves a targeted investment in Aberdeen's Belmont Street Quarter (BSQ), comprising Belmont Street, Little Belmont Street, Back Wynd and Gaelic Lane, to position the area as the city's key outdoor hospitality area and as one of the key focal points of Aberdeen's food & drink visitor offer.

It will capitalise on the previous investment to upgrade and introduce restricted access arrangements and enhanced street finishes within the Quarter, and the wider commitments within the City Centre Masterplan. It will provide a permanent solution for the temporary outdoor seating arrangements that were introduced in response to the Covid-19 pandemic.

It will include investments in:

- **Spatial Configuration:** to allow for the permanent introduction of external street occupation spaces for cafés, restaurants and bars along with public seating opportunities whilst allowing for servicing and emergency vehicle access to be maintained. The proposals (with the exception of the 'laissez-faire option') have been carefully considered as to ensure unimpeded footways are maintained throughout the area to allow access for all.
- **Seating and Street Occupation Space:** The proposals introduce public seating areas at key locations within the streetscape which allow for people to rest, dwell or enjoy their lunch from a local takeaway, whilst taking in the unique character and atmosphere of the area.
- **Enriched Public Realm:** Some of the proposals could allow for the incorporation of play, public art, or feature lighting at key locations within the area.
- **Street Greening:** Street greening within the proposals is incorporated within the zones associated with the public seating and café spill-out areas. Planting is contained within planters delineating operational zones, bringing a degree of seasonality to the area further enhancing the overall appeal of the area.
- **Material Palette:** The existing streetscape within the Belmont Quarter is generally of a very high quality and the current proposals seek to retain this in its entirety. Minor repairs such as the replacement of broken slabs, repointing etc will be undertaken where necessary.

2. Executive Summary

Provide a clear, concise summary of the key features of the business case, briefly describing what the project will deliver, any key decisions associated with it, the expected costs and the funding position (showing any budgets already identified/ expected and the ask of Capital). Include an outline of the benefits, and any dis-benefits, what risks and assumptions are associated with the project, and summarise planned or agreed dates and time constraints. Indicate who is the project sponsor and how the project will be owned and governed and what form the project board will take.

As part of its response to the Covid-19 pandemic, Aberdeen City Council introduced temporary measures allowing businesses trading in the Belmont Street Quarter to introduce temporary outdoor street seating close to their premises. These measures are scheduled to come to an end on 25th January 2022 and the Council now seeks a longer term, planned solution.

The appraisal has considered five possible options for addressing these objectives: a Laissez-faire approach, where each business applies for permission to assemble outdoor seating on a case-by-case basis; two partnership approach options (one Council led and one operator partner led), where the businesses provide their own outdoor furniture, but work in partnership with the Council or operator to implement these in a co-ordinated way); and two fully furnished options, where the council or operator develop a complete solution, source and install the furniture, and make these available to businesses in the quarter.

Each of these options was assessed against four project objectives (Growing the City Centre Employment Base; A Metropolitan Outlook; Culturally Distinctive: and A Living City for Everyone; plus a further three considerations (affordability; meets business needs and achievability).

Based on this assessment, Option 3, Partnership Approach (Council lead public sector partner), was identified as the preferred option.

The cost of delivering this option is estimated as £1,545,200 and, if approved, it is anticipated that the work can be completed by end Q3 2022.

3. Strategic Fit

This section will consider how the project fits with the list of projects identified in the Local Outcome Improvement Plan). Firstly, state if the project is identified within the LOIP. If it is not, how does it work with the Council's strategic objectives such as:

- Prosperous Economy
- Prosperous People (Children & Young People)
- Prosperous People (Adults)
- Prosperous Place

The project forms a vital part of the Aberdeen City Streetscape Programme as set out in the 2015 Aberdeen City Centre Masterplan (CCMP). This outlines the development strategy for Aberdeen City Centre until 2040, providing a framework for managing and directing change to support economic growth and secure benefits and opportunities for the communities of the city and shire.

It also contributes to the delivery of the Aberdeen Economic Policy Panel's recommendations for supporting a post-Covid recovery, including a recommendation on "Prioritising and investing in quality of life as a means to attract people to live and work in the city and to secure new business opportunities" and the 2021 Economic Policy Panel Report recommendation to take action to help make "Aberdeen the Place an attractive location to live, work and invest both now and in the future "

The project, while not directly referenced within the LOIP, will contribute to the delivery of the Prosperous Economy objective, both in the delivery and post-delivery phases. For example, once operational, it could contribute to the targets to help 400 Aberdeen City residents access fair work and to help 500 Aberdeen residents to reskill for new economic opportunities. It will also support the LOIP success measure that, in 2026, Aberdeen will still have the highest GVA per head figure in Scotland.

4. Business Aims, Needs & Constraints

Provide an overview of the sponsoring organisation and explain how the project supports the existing policies and strategies, and how it will assist in achieving the business goals, aims and business plans of the organisation. Include any relevant information about the current business situation, such as the organisational structures, business model, buildings, processes, teams and technology currently in place.

Aberdeen City Council is proposed to be the sponsoring organisation for this project. The project's contribution to the Council's aims and objectives are set out in the response to question 3, and details of the current business situation are set out in the response below.

Describe the purpose of the project, why it is needed, establishing 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.

As part of its response to the Covid-19 pandemic, Aberdeen City Council introduced temporary measures allowing businesses trading in the Belmont Street Quarter to introduce temporary outdoor street seating close to their premises.

These measures came to an end on 25th January 2022 and the Council now seeks a longer term, planned solution.

This ambition is driven by the success of short-term measures, which have received positive feedback from local businesses and customers. A recent survey of business proprietors based in the Quarter showing that two-thirds of survey respondents (6 out of 9 respondents to this question), considered outdoor trading to be a key part of their business with one-third of respondents also expressing an interest in outdoor trading (11 out of 31 responses to this question). The project will contribute to the success of the wider City Vision by spreading wealth across the city centre area, attracting new visitors to the city centre and increasing dwell times, stimulating the economy and improving the image of the city in the eyes of prospective new residents, investors and visitors.

Identify any constraints, e.g. timing issues, legal requirements, professional standards, planning constraints. What assumptions have been made, and 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 project is focused around four streets in an historic area of the city, which have limitations around the amount of physical space that can be made available for outdoor seating, without impinging on the ability of pedestrians and cyclists (including those with visual and/or mobility impairments) from moving around the area freely, or limiting delivery, refuse collection or emergency vehicle access and turning space.

The area contains 71 residential properties, and any development will need to create an appropriate balance between the business needs for outdoor seating and delivery access and the concerns expressed in the survey of residents and other business proprietors around litter, noise, parking and space for safe vehicular movement.

BSQ forms part of the City Centre Conservation Area and contains several important listed buildings. It functions as an area of entertainment venues, cafes, pubs, commercial and retail property as well as residential properties, and prior to Covid was particularly busy at

night-time. It forms a key pedestrian linkage between Union Street and Schoolhill. Any new development will therefore need to be sensitive to the historic built environment and the area's role as a key active travel link.

The project will need to be delivered in a way that minimises adverse impacts on traffic movements, and consideration needs to be given to maintain access to private car parks, and on the implications for taxi rank provision on Back Wynd and blue badge parking spaces. Options for accommodating or relocating the existing Belmont Street Farmers Market will also need to be identified as part of the project.

In the case of businesses serving alcohol, the project will need to be administered in accordance with alcohol licensing laws.

State what impact the project will have on business as usual, e.g. temporarily reduce capacity or divert resources.

The project could lead to some temporary disruption during the installation process. It may also have some implications for traffic movement. It may lead to further restrictions around periods of access for delivery vehicles and will require some blue badge parking spaces and the taxi rank to be relocated. The traffic implications will be addressed as part of the CCMP Traffic Management Plan which will set out a formal strategy for the area and identifies appropriate mitigation.

5. Objectives

List the project's objectives. Make these tangible and clear as they will influence which option is recommended and will be used to monitor project progress and success.

The intervention will seek to achieve the following four City Centre masterplan objectives:

1. **Growing the City Centre Employment Base:** contribute to the LOIP objective to deliver a 10% increase in employment across priority and volume growth sectors by 2026
2. **A Metropolitan Outlook:** create an attractive food and drink destination for the city which can attract new visitors, increase spend and dwell times & improve investor perceptions
3. **Culturally Distinctive:** preserve & enhance the conservation area and the quality of the built environment
4. **A Living City for Everyone:** deliver the support in a manner that is acceptable to the residents of the Belmont Street Quarter

The option appraisal will consider the potential performance of each option against each of these four objectives, as well as the following critical success factors identified in HM Treasury's Green Book appraisal guidance:

5. **Affordability:** minimising Council outgoings and maximise income generating potential
6. **Meets business needs:** Support the needs of businesses in the Belmont Street Quarter
7. **Achievability:** develop a project that can be implemented in 2022

6. Scope

What will the project produce? What are its outputs?

Consider what business services, processes, people and environments will be delivered, affected or changed by the project.

Also define the work the project will carry out to make the transition from the project to 'business as usual' – the handover period.

State the project success criteria.

The project seeks to create expanded commercial space within the public realm by overseeing and implementing well designed and managed outdoor space for local businesses to operate from outside of their current business footprint.

The project will deliver a range of improvements to the four streets in BSQ, including the permanent introduction of carriageway rationalisation, external spill-out space, public seating, enriched public realm and street greening.

Outputs will include seven new public seating areas; 16 new commercial spill-out areas and 26 moveable planters with seasonal planting. It will require the relocation of the existing taxi rank to a new location (with Union Terrace being actively explored), together with the relocation of some private and blue badge parking spaces.

Outcomes will include increased visitor numbers, increased visitor dwell times and increased visitor spend.

Impacts will include reduced vacancy rates, increased employment, an increase in gross value added, and improved perceptions of Aberdeen as a City in which to live, work, visit and invest.

6.1 Out of Scope
List any notable exclusions, those areas that may be viewed as associated with the project or the affected business area, but which are excluded from the scope of the project.
None

7. Options Appraisal

7.1 Option 1 – Restoration to pre-pandemic state (including removal of temporary café culture measures)	
Description	Layout of Belmont Street Quarter reverts to pre Covid-19 position. Assumes that proposed Union Street Central developments still go ahead.
Expected Costs	<p>Capital cost - £12,500. Consisting of:</p> <ul style="list-style-type: none"> Removal of Spaces for People infrastructure - £12,500 <p>Revenue cost – £45,800 Consisting of:</p> <ul style="list-style-type: none"> Making good the streetscape - £45,800
Expected Benefits	£0
Risks Specific to this Option	Loss of trade, business failures, reputational damage, reduced footfall, enforcement
Advantages & Disadvantages	<p>Advantages:</p> <ul style="list-style-type: none"> Low-cost option. <p>Disadvantages:</p> <ul style="list-style-type: none"> Business frustration at lack of support Loss of temporary measures likely to lead to reduction in footfall, reducing customers for businesses in the area
Viability	No challenges anticipated.
Other Points	None

7.2 Option 2 – Laissez-faire approach (Maintain current installation)	
Description	Similar to current short term Covid-19 support measures. Presumption that ad hoc proposals by businesses will be considered on their individual merits in line with relevant existing policy.
Expected Costs	<p>Capital cost – £12,500 Consisting of:</p> <ul style="list-style-type: none"> • Removal of Spaces for People infrastructure – £12,500 <p>Revenue cost – £45,800 Consisting of:</p> <ul style="list-style-type: none"> • Making good the streetscape – £45,800 <p>Plus: Staff time for licensing, business liaison & enforcement monitoring; ongoing replacement and maintenance (and possibly storage) of partitioning fixtures (all ACC)</p>
Expected Benefits	Licensing revenue (minimal), planning revenue
Risks Specific to this Option	Enforcement element. Accessibility from Union Street could become an issue following implantation of planned TRO.
Advantages & Disadvantages	<p>Advantages:</p> <ul style="list-style-type: none"> • Allows those businesses that want to use the public realm on a temporary basis to apply to do so as they wish. • Some businesses may prefer the increased flexibility of a casual / seasonal approach <p>Disadvantages:</p> <ul style="list-style-type: none"> • Lack of control around uniformity of furniture, branding and quality control. • Use of space and take-up by business (risk shared with businesses). • This project would require an investment of more council staff time due to a requirement to consider outdoor seating requests on an individual property-by-property basis. • Limited council ability to influence or control streetscape • Lack of certainty of outcome for businesses making applications • Perceived unfairness (first come first served, lack of co-ordination).
Viability	No challenges
Other Points	None

7.3 Option 3 – Partnership Approach (Council to be the lead public sector partner)	
Description	Council to provide space allocation, partitioning and planters, and to coordinate planning application for this infrastructure. Businesses responsible for alcohol licences where needed (one off application); and café permits where needed (annual application). Businesses to provide own furniture, and Council to set design standards through the planning process. Presumption that applications and licence requests from businesses will be positively received by the relevant authority where possible based on their individual merits.
Expected Costs	<p>Capital cost – £1,545,200.</p> <p>Consisting of:</p> <ul style="list-style-type: none"> • Removal of Spaces for People infrastructure – £12,500 • Traffic management infrastructure – £42,500 • Street furniture and servicing – £397,400 • Partitioning – £465,000 • Construction and design costs - £627,300 <p>Revenue cost – £45,800</p> <p>Consisting of:</p> <ul style="list-style-type: none"> • Making good the streetscape – £45,800 <p>Plus: Staff time for licensing, business liaison & enforcement monitoring; ongoing replacement and maintenance of partitioning fixtures (all ACC)</p>
Expected Benefits	Increased Council control, ability to link into wider city branding, opportunity to strategy plan use of space. Business flexibility to style furnishing to suit business/customer preferences. Licensing revenue (moderate)
Risks Specific to this Option	Use of space and take-up by business. Access may require to be managed following implementation of planned TRO. Supply chain risks and material availability.

Advantages & Disadvantages	<p>Advantages –</p> <ul style="list-style-type: none"> • Increased efficiency in consenting/licensing • Increased licensing/business rate revenue (moderate), • Fairer approach to use and consenting of space. • Reduction in administrative burden compared to ad-hoc approach • Reduction of traffic in the Belmont Street area. • Improved streetscape • Improved air quality • Increased public safety <p>Disadvantages –</p> <ul style="list-style-type: none"> • Additional workload for planning and traffic control enforcement staff compared to laissez-faire • Subject to supply chain deliverability
Viability	<p>Intent is to enable construction to conclude by end Q3 2022 – project plan needs to be agreed to ensure this date can be achieved. Project delivery risks, including supply chain and material availability risks, will need to be managed to allow the date to be achieved.</p>
Other Points	<p>None</p>

7.4 Option 4 – Partnership Approach (Led by an external Delivery Partner)	
Description	<p>Delivery partner to provide space allocation, partitioning and planters. Individual operators to apply for planning consents (may include a mix of temporary or permanent), building warrants where needed, alcohol licences where needed (one off application); and café permits where needed (annual application). Businesses to provide own furniture, and Council to set design standards through the planning process. Presumption that applications and licence requests from businesses will be positively received by the relevant authority based on their individual merits.</p>
Expected Costs	<p>Capital costs – £1,639,000 (Similar to costs for option 3, but with 7.5% delivery partner mark-up for supply of furniture) Consisting of:</p> <ul style="list-style-type: none"> • Removal of Spaces for People infrastructure – £12,500 • Traffic management infrastructure – £42,500 • Street furniture and servicing – £429,819 • Partitioning – £495,305 • Construction and design costs - £645,495 <p>Revenue cost – £45,800 Consisting of:</p> <ul style="list-style-type: none"> • Making good the streetscape – £45,800 <p>Plus: Staff time for licensing (ACC), business liaison (Delivery Partner) & enforcement monitoring (ACC); ongoing replacement and maintenance (and possibly storage) of partitioning fixtures (Delivery Partner)</p>
Expected Benefits	<p>Common delivery partner branding, some strategic influence over use of space. Business flexibility to style furnishing to suit business/customer preferences. Licensing revenue (moderate)</p>
Risks Specific to this Option	<p>Lack of control around uniformity of furniture. Use of space and take-up by business (risk shared with businesses). Risk of not attracting a delivery partner. Access may require to be managed following implementation of planned TRO. Supply chain risks and material availability</p>

Advantages & Disadvantages	<p>Advantages –</p> <ul style="list-style-type: none"> • Increased licensing/business rate revenue (moderate), • Fairer approach to use and consenting of space • External delivery partner reduces administrative burden on Aberdeen City Council <p>Disadvantages –</p> <ul style="list-style-type: none"> • Additional workload for planning and traffic control enforcement staff compared to laissez-faire • Relies on finding a suitable external delivery partner • Increased cost of scheme compared to partnership approach with council the lead partner
Viability	<p>Intent is to enable construction to conclude by end Q3 2022 – project plan needs to be agreed to ensure this date can be achieved. Project delivery risks, including supply chain and material availability risks, will need to be managed to allow the date to be achieved.</p>
Other Points	<p>None</p>

7.5 Option 5 – Fully Furnished (Council to be the lead public sector partner)	
Description	Council to obtain a single (permanent) planning consent for entire quarter and any other relevant consent e.g. building warrant. Council to provide space allocation, partitioning, planters and furniture. Individual operators to apply for alcohol licences where needed (one-off application)
Expected Costs	<p>Capital costs – £2,254,000</p> <p>Consisting of:</p> <ul style="list-style-type: none"> • Removal of Spaces for People infrastructure – £12,500 • Traffic management infrastructure – £42,500 • Street furniture and servicing – £472,580 • Commercial canopy structures and seating – £816,500 • Construction and design costs - £909,920 <p>Revenue cost – £45,800</p> <p>Consisting of:</p> <ul style="list-style-type: none"> • Making good the streetscape – £45,800 <p>Plus: Staff time for licensing, business liaison & enforcement monitoring; ongoing replacement and maintenance (and possibly storage) of partitioning fixtures and furniture (all ACC)</p>
Expected Benefits	<p>Increased council control, ability to link into wider city branding, opportunity to strategically plan use of space. Uniformity of design and appearance. Licensing revenue (higher).</p> <p>Possibility for income from management fee</p>
Risks Specific to this Option	<p>Use of space and take-up by business</p> <p>Access from Union Street may require to be managed following implementation of planned TRO</p> <p>Supply chain risks and material availability</p>
Advantages & Disadvantages	<p>Advantages –</p> <ul style="list-style-type: none"> • Increased licensing/business rate revenue if the scheme contributes to an increase in the rateable value of properties • Transparent approach to use and consenting of space <p>Disadvantages –</p> <ul style="list-style-type: none"> • More costly than partnership approach • Council would incur additional staffing costs to oversee the scheme compared to lighter-touch options • Council would be responsible for storage of furniture • Businesses do not have a choice over the style and type of furniture. • Reduced differentiation of businesses due to common furnishings and fittings – this could lead to customer confusion.

Viability	Intent is to enable construction to conclude by end Q3 2022 – project plan needs to be agreed to ensure this date can be achieved. Project delivery risks, including supply chain and material availability risks, will need to be managed to allow the date to be achieved.
Other Points	None

7.6 Option 6 – Fully Furnished (Led and managed by an external Delivery Partner)	
Description	Council to obtain a single (permanent) planning consent for entire quarter and any other relevant consent e.g. building warrant. Delivery partner to provide partitioning, planters and furniture. Individual operators to apply for alcohol licences where needed (one off application)
Expected Costs	<p>Capital costs – £2,432,419 (As option 5, but with additional delivery partner mark-ups of 7.5% for furniture supply)</p> <ul style="list-style-type: none"> • Removal of Spaces for People infrastructure – £12,500 • Traffic management infrastructure – £42,500 • Street furniture and servicing – £504,999 • Commercial canopy structures and seating – £909,778 • Construction and design costs - £962,642 <p>Revenue cost – £45,800 Consisting of:</p> <ul style="list-style-type: none"> • Making good the streetscape – £45,800 <p>Plus: Staff time for licensing (ACC), business liaison (Delivery Partner) & enforcement monitoring (ACC); ongoing replacement and maintenance (and possibly storage) of partitioning fixtures and furniture (Delivery Partner)</p>
Expected Benefits	Common delivery partner branding, some strategic influence over use of space. Higher licensing revenue.
Risks Specific to this Option	Use of space and take-up by business Risk of not attracting a delivery partner. Access may require to be managed following implementation of planned TRO Supply chain risks and material availability

Advantages & Disadvantages	<p>Advantages –</p> <ul style="list-style-type: none"> Increased licensing/business rate revenue if the scheme contributes to an increase in the rateable value of properties, Transparent approach to use and consenting of space <p>Disadvantages –</p> <ul style="list-style-type: none"> More costly than partnership approach Requires storage of furniture. Businesses do not have a choice over the style and type of furniture. Reduced differentiation of businesses due to common furnishings and fittings – this could lead to customer confusion.
Viability	Intent is to enable construction to conclude by end Q3 2022 – project plan needs to be agreed to ensure this date can be achieved. Project delivery risks, including supply chain and material availability risks, will need to be managed to allow the date to be achieved.
Other Points	None

7.7 Scoring of Options Against Objectives

Use the table below to score options against the objectives in order to create a shortlist of options to be considered.

Objectives	Options Scoring Against Objectives					
	1	2	3	4	5	6
1. Growing the City Centre Employment Base	0	2	3	3	3	3
2. A Metropolitan Outlook	0	1	2	2	3	3
3. Culturally Distinctive	1	0	2	2	3	3
4. A Living City for Everyone	1	2	2	2	2	2
5. Affordability	3	3	2	2	1	1
6. Meets Business Needs	0	1	3	3	2	2
7. Achievability	3	3	2	1	1	0
Total	8	12	16	15	15	14
(Press F9 on each total to add the numbers in the column)						
Ranking	6	5	1	2=	2=	4

Scoring

Fully Delivers = 3

Mostly Delivers = 2

Delivers to a Limited Extent = 1

Does not Deliver = 0

Will have a negative impact on objective = -1

7.8 Recommendation

Using evidence based on the options appraisal and the objectives scoring, clearly articulate the recommended option, showing the best fit against the project's stated objectives, and balancing cost, benefits and risk. The recommendation should not be made on objectives scoring alone but the table can be used to eliminate those options that score poorly as a first stage, with the second stage being a more detailed analysis of the remaining options. Bear in mind:

- Investment Appraisal
- Assumptions
- Constraints
- Dependencies

Option three is the preferred option because it best meets the objectives set out for the project. Among the four City Centre Masterplan objectives, option three achieves the maximum score for growing the city centre employment base. This is because the delivery partnership approach under Council control best addresses the growth needs of hospitality businesses in the Quarter and attract day-leisure and evening economy visitors to Aberdeen City Centre.

Option three also scores highly against the other three city centre masterplan objectives. Through Council co-ordination of planning and setting of design standards, this option helps to create an attractive food and drink destination for the city which can attract new visitors, increase spend and dwell times & improve investor perceptions. The Council's involvement in the planning aspects along with the increase in footfall that will be attracted to the area will preserve and enhance the conservation area and the quality of the built environment. Option three also has broad support among residents of the Belmont Street Quarter, creating a living city for everyone.

Among the three project objectives taken from the Green Book, option three achieves the maximum score for meeting business needs. This is because it offers the greatest degree of flexibility for businesses, allowing them to style their furnishings to suit their own preferences and those of their customers. Option three also scored highly on affordability – although it is more expensive than the restoration to pre-pandemic state and laissez-faire options, it is cheaper than the fully furnished options. Option three also scores well for achievability as it is not dependent on an external delivery partner and therefore reduces the risk to the council.

Overall, Option 3, "Partnership Approach (Council lead public sector partner)" received the highest score and yet is the third cheapest option. It scored more highly against the objectives than the more expensive fully furnished options or the delivery partner option. It is therefore recommended that this should be taken forward as the preferred option.

8. Benefits

Identify the key benefits the project will deliver.

All benefits need to be measurable, realistic and have a baseline or comparable starting point. These benefits will be monitored during and after the project close to gauge project success and value for money. If a benefit is more subjective, then that should be supported by, for example, staff or customer surveys taken **before and after** the project.

Give an idea of the total financial benefits, if these exist.

List any dis-benefits where appropriate, e.g. the loss of a disposal receipt where it is proposed to utilise a surplus building instead of selling it.

8.1 Customer Benefits

Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Improved sense of place in the area / pride in city centre, leading to improved business performance for businesses in BSQ	Number of staff retained	Business survey	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually
	Visitor footfall in Quarter	Counter	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually
	Reduced vacancy rates in Belmont Street Quarter	Survey	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually
Benefits from reduced traffic in the Belmont Street Quarter	Reduced traffic in Belmont Street Quarter	Counter	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually

	Improved air quality	Air quality monitoring	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually
	Reduced vehicle/pedestrian conflict	Accident numbers	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually

8.2 Staff Benefits						
Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Increased efficiency in consenting and licensing therefore reducing the administrative burden	Time spent in consenting and licensing	Survey of staff time spent	To be benchmarked during detailed design stage	To be agreed	Ongoing/Annually	Annually

8.3 Resources Benefits (financial)							
Benefit	Measures	Source	Capital or Revenue?	Baseline (£'000)	Saving (£'000)	Expected Date	Measure Frequency
Increased income to ACC helping to offset revenue expenditure – enhancements will result in new businesses taking up vacant properties in the area	Licensing & planning revenue	Licensing & planning	Revenue	To be determined	To be agreed	Ongoing	Annually
	Business rates	Finance	Revenue	To be determined	To be agreed	Following next revaluation	Annually

9. Costs

Costs must include capital investment and where relevant any ongoing revenue costs incurred by the project or as a result of the project.

The source/basis of any estimates should be clearly identified.

Refer to the Government Green Book and the Supplementary Guidance on Optimism Bias for information on determining costs. Outline any assumptions in estimating costs in Section 17, **and** confirm in the Checklist that you have followed this guidance.

[Green Book Supplementary Guidance Optimism Bias](#) (under 'Other Guidance and Reference Documents')

[HM Treasury The Green Book](#) (under 'Other Guidance and Reference Documents')

Costs should be considered at least over a 5-year period. It is an estimate of the resources and capabilities (people, physical resources, and funding) needed to deliver the project and sustain the benefits. The estimates need to cover both the direct project costs and the ongoing (business as usual) costs for the lifetime over which the benefits are to be considered.

Include information on where the budget will come from.

Full costs breakdown to be included.

Any impact on business as usual or service delivery.

9.1 Project Capital Expenditure & Income											
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Staffing Resources	0	0	0	0	0	0	0	0	0	0	00
Land Acquisitions	0	0	0	0	0	0	0	0	0	0	0
New Vehicles, Plant or Equipment	0	0	0	0	0	0	0	0	0	0	0
Construction Costs - Cost of option 3	1,545	0	0	0	0	0	0	0	0	0	1,545
Capital Receipts and Grants	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	1,545	0	0	0	0	0	0	0	0	0	1,545

9.2 Project Revenue Expenditure & Income											
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Staffing Resources	10	0	0	0	0	0	0	0	0	0	10
- 33% of project manager's time											
Non-Staffing Resources	0	0	0	0	0	0	0	0	0	0	0
Revenue Receipts and Grants	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	10	0	0	0	0	0	0	0	0	0	10

9.3 Post-Project Capital Expenditure & Income											
(£'000, 2022 prices)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Staffing Resources	0	0	0	0	0	0	0	0	0	0	0
- Maintenance of planting & street furniture											
Land Acquisitions	0	0	0	0	0	0	0	0	0	0	0
New Vehicles, Plant or Equipment	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0
-											
Capital Receipts and Grants	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0

9.4 Post-Project Revenue Expenditure & Income											
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Staffing Resources	0	6	6	6	6	6	6	6	6	6	54
- 10-15% of a project manager's time											
Non-Staffing Resources	0	1	1	1	1	1	1	1	1	1	9
- Insurance costs											
Maintenance and repair of planting & street furniture	0	20	20	20	20	20	20	20	20	20	180
Revenue Receipts and Grants	0	(36)	(36)	(36)	(36)	(36)	(36)	(36)	(36)	(36)	(324)
- Rental of 12 space (£250 per space per month)											
Sub-Total	0	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(81)

10. Key Risks	
Description	Mitigation
Cost and time over-runs	Diligence and project management arrangements
Lack of take up	Active marketing and promotion of Belmont Street Quarter to local and national businesses
Difficulties in obtaining traffic orders	Early stakeholder engagement and proactive development of traffic orders in conjunction with the relevant council service
Supply chain difficulties	Early and frequent engagement with suppliers
Legal challenge	Frequent engagement with stakeholders to ensure buy-in and reduce risk of legal challenge
Supply and quality of materials	Engagement with suppliers to ensure materials are supplied in a timely manner

11. Procurement Approach
If this project will involve the procurement of products or services, describe the approach that will be taken based upon the recommended option.
Project to be delivered via Hub model, this will include project managing the procurement of the design, community engagement, construction and installation works

12. Time
12.1 Time Constraints & Aspirations
Detail any planned or agreed dates, any time constraints on the project or the affected business areas and any other known timescales.
Current arrangements implemented under the Spaces for People initiative ended on January 25 th 2022. Aspiration to complete project by Q3 2022.

12.2 Key Milestones	
Description	Target Date
Design and procurement completed	End of Q2 2022
Construction completed	End of Q3 2022

13. Governance	
Include any plans around the ownership and governance of the project and identify the people in the key project roles in the table below.	
Role	Name
Project Sponsor	Steve Whyte
Project Manager	Sandy Beattie
Other Project Roles	None

14. Resources			
Task	Responsible Service/Team	Start Date	End Date
Road closures and carriageway alignments		March 2022	Q2 2022
Planning		March 2022	Q2 2022
Capital project management		March 2022	Q2 2022
Licencing		Q3 2022	Ongoing
Community engagement		November 2021	Ongoing
Ongoing operational management		March 2022	Ongoing
Monitoring & evaluation		March 2022	Ongoing

15. Environmental Management

Fully explain any impacts the project will have on the environment (this could include, e.g. carbon dioxide emissions, waste, water, natural environment, air quality and adaptation). Include both positive and negative effects and how these will be managed. Include details on how this has been assessed, giving an idea of the cost implication if this exists.

The project will contribute to a reduction in carbon and particle emissions by reducing vehicular movements through Belmont Street Quarter. Planters will absorb carbon and improve quality of local environment. Local sources will be used for the materials rather than importing the materials from overseas.

	Yes	No
Is a Buildings Checklist being completed for this project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If No, what is the reason for this?

Project does not involve the construction of any new buildings.

16. Stakeholders

List the key interested individuals, teams, groups or parties that may be affected by the project or have an interest in it, including those external to the organisation. Show what their interest would be and their level of responsibility. Also note any plans for how they will be engaged including the use of any existing communication channels, forums or mechanisms already in place.

In the event the Business Case projects a total capital expenditure of more than £10 Million, stakeholders should include “ACC Bond Investors” who may require to be communicated with through the London Stock Exchange.

- BSQ businesses
- BSQ residents
- Aberdeen Inspired
- ACC Planning, Transport, Licensing and Estate teams
- Taxi operators
- Disability Equity Partnership

17. 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](#)

Assumptions

1. All figures are based on an assessment undertaken by Currie & Brown following meetings with the project design team.
2. It has been assumed for options 4 and 6 that the procurement of the street furniture would be by the delivery partner, however paid for by ACC
3. Project would be delivered by tier 1 contractor through the HUB procurement route
4. Further assumptions have been added to comments in Activity Schedule
5. Costs are inclusive of an optimism bias assumption of 28%

Exclusions

1. Storage facilities are deemed to be available and therefore no CAPEX
2. Cost for removing and re-siting the taxi rank are excluded
3. Operating costs are excluded
4. VAT is excluded

18. Dependencies

Document any projects, initiatives, policies, key decisions or other activities outside the control of the project that need to be considered or which may present a risk to the project's success, or on which this project depends.

The project is being delivered as a first stage of the City Centre Streetscape Programme and will, to a small extent, depend on the development on the Union Street Central element to encourage pedestrian movements toward the BSQ; and upon the Aberdeen Market project to overcome the level change issues between Union Street and The Green.

The project is also dependent upon the relocation of existing taxi rank and blue badge parking areas within the quarter.

19. Constraints
Document any known pressures, limits or restrictions associated with the project.
Design constraints exist around the narrowness of the streets, the need to maintain the pavements, and the need for continued delivery vehicle access. Policy of no net detriment to blue badge parking and taxi provision. Need to maintain the space as a safe and accessible place for people walking, cycling and wheeling, including those with visual and/or mobility impairments. Minimising impact of construction work on day-to-day operations of existing businesses. Tight timetable will require workstreams to occur in parallel to ensure programme delivery

20. ICT Hardware, Software or Network infrastructure		
Description of change to Hardware, Software or Network Infrastructure	Enterprise Architecture Approval Required?	Date Approval Received
List any new ICT systems or changes likely as a result of the project. If there are no ICT changes, then say 'none'.		
None		

21. Change Controls Issued by the Project - none		
Change Ref ID & Date	Approval Route	Description

22. Decision by Capital Board
* Approved/Not Approved to

* Insert approval decision from Capital Board.