ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	26th April 2023
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Beachfront Masterplan Update
REPORT NUMBER	COM/23/119
DIRECTOR	Steven Whyte/Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

1.1. This report provides Members with the updated Beachfront Development Framework as well as presentation of the Outline Business Case (OBC) for the A956 Beach Boulevard Roundabout, the Strategic Outline Case (SOC) for a number of key Beachfront projects which are progressing through to OBC, and a Branding Strategy for the Beachfront and City Centre Masterplan projects.

2. RECOMMENDATIONS

- 2.1 Approve the content of the Aberdeen Beachfront Development Framework Phase 1, Executive Summary and Strategic Environmental Assessment (Appendices 1, 2 and 3), and agree to monitor the Development Framework Phase 1 as part of the annual review of the overarching City Centre and Beach Masterplan;
- 2.2 Notes the contents of the Executive Summary of the Scottish Transport
 Appraisal Guidance (STAG) report (Appendix 5) and Outline Business Case
 (Appendix 6) for the Commerce Street/Beach Boulevard junction improvement
 project, and agree the recommendations within the Outline Business Case.
- 2.3 Instruct the Chief Officer Commercial & Procurement in conjunction with the Chief Officer Capital to join Justice Street, Beach Boulevard and Commerce Street / Beach Boulevard junction projects into a single City Beach Connectivity Project and to progress detailed design and other preparatory work for City Beach Connectivity Project and provide a Full Business Case within an indicative timeline of 12 –18 months.
- 2.4 Approve the findings of the Beachfront Phase C Projects and Coastal Management in the prepared Strategic Outline Case (Appendix 7) and instruct the Chief Officer Commercial & Procurement to progress to an OBC and report back to Council by December 2023.

2.5 Approve the development and implementation of the Branding Strategy (Appendix 8).

3. CURRENT SITUATION

Beachfront Development Framework

- 3.1 Officers were instructed at the 12 November 2021 meeting of the City Growth and Resources Committee to progress work on a Beachfront Development Framework (to sit as a sister document to the City Centre Masterplan 2015) and report back in June 2022. Officers presented the Draft Beachfront Development Framework and Executive Summary to Council on 28 June 2022 and were subsequently instructed to undertake a period of public consultation on the Draft Framework and its accompanying Environmental Report. The outcomes of the public consultation were reported back to Full Council in December 2022, and Officers were subsequently instructed to report an updated Development Framework to this Council meeting (April 2023) for consideration.
- 3.2 Officers were also instructed at Council on 25 August 2022 to consult on the existing red line boundary for the Development Framework, but that an extended Phase 2, to include the Footdee Conservation Area and the area north to the River Don, should explore opportunities for active travel and transport connectivity between these areas and other parts of the City. While a Phase 2 of the Development Framework will be brought forward in the future as required, the Development Framework Phase 1 presented to the Council (Appendix 1) has already considered connectivity and development opportunities within an extended Phase 2 boundary.
- 3.3 As reported to Council in December 2022, the public consultation on the Draft Development Framework attracted 713 responses with 55% of those generally supportive of the contents of the document, 24% uncategorised / neutral and 21% generally unsupportive. The areas that drew the most comments related to:
 - Traffic and Transport Management.
 - The Beach Village.
 - The Boardwalk and associated projections onto the beach.
- 3.4 The updated Development Framework is presented at Appendix 1. This is supplemented by an easy-read Executive Summary at Appendix 2 and a supporting Strategic Environmental Assessment at Appendix 3. Officers have made a number of suggested amendments to the Draft Framework to either provide more information on the points above or to make changes to what had been suggested in the draft. The document has also been updated to correct any typographical or drafting errors, and to reflect the additional design development which has been undertaken on some of the proposed interventions since the Framework was initially prepared in Spring of 2022. Appendix 4 sets out the key changes that have been made to each section of the Framework. This can be summarised as follows:

Section	Key Amendments
Introduction	Updates to reflect future Phase 2 as instructed by Council.
Policy Context	 Updated to reflect City Centre and Beachfront Masterplan context; and, Updated to reflect emerging LDP 2023 and NPF4 and associated policy landscape.
Consultation & Engagement	 Additional content in relation to public consultation and engagement process undertaken in Sept and Oct 2022; and, Updates to reflect feedback received from process and accommodating changes where possible.
The Site	 Further clarity in relation to existing transport networks including walking, cycling and parking availability; and, Revised text and images for consistency.
Vision, Opportunities & Design	 Leisure and Potential Stadium text, images and sketches updated to reflect optioneering in relation to continuity of ice provision for the city during construction of replacement facilities.
The Development Framework	 Reordering and condensing of content to ensure clearer and simpler messaging; Transport-related information largely consolidated into one section; Clarity provided in relation to parking at beachfront, and that overall supply will remain largely unchanged, with minor adjustments to existing arrangements; Further clarity provided in relation to emergency service access and controlled routes throughout – including commitment to continue working with emergency services. Clarity provided in relation to assessment of segregated cycle routes throughout; Confirmation that future Boardwalk proposals to be designed with awareness of locations of concern for suicide risk; Leisure and Potential Stadium sketch options and concepts updated to reflect potential for separated developments; and, Confirmation that a future Phase 2 will bring forward options for satellite facilities along the Beachfront for beach and water users.
Phasing & Delivery	No amendments

While the above-noted amendments have been made to the updated Development Framework, it continues to seek to deliver the Vision previously approved by Council, namely, to revitalise and renew the area to maximise the potential of this unique space and create an exceptional asset for the city of Aberdeen. The design approach continues to be collaborative and landscape led, in order to set an appropriate structure to accommodate a

broad range of leisure uses, events and public spaces. The proposals will also be attuned to the needs of the local community whilst aiming to position the Beachfront as a prominent visitor location and reconnect the beach with the city centre.

3.6 As previously reported, once approved, the Framework will sit as one of the Council's Strategic Plans alongside the wider City Centre Masterplan, and under the overarching City Centre and Beach Masterplan. As such, it will be monitored as part of the annual review of the City Centre and Beach Masterplan.

A956 Beach Boulevard Roundabout Outline Business Case

- 3.7 A key aim of the Beachfront Development Framework is to improve connectivity between the City Centre and the Beach for people walking, wheeling, cycling and using public transport. In order to achieve this, the Framework proposes alterations to Beach Boulevard and its junction with Commerce Street. This considered high level options for change along the corridor and junction, however, due to its position within the wider transport network, a fuller appraisal was necessary to identify a preferred option for the junction.
- 3.8 At the meeting of Council in February 2022, Members instructed: the Head of Commercial and Procurement and the Chief Officer Strategic Place Planning to develop an Outline Business Case to improve the connectivity between the city centre and the beach.
- 3.9 In parallel to work being undertaken by the City Centre Masterplan and Beachfront Development Framework to develop proposals for Justice Street and Beach Boulevard respectively, a STAG (Scottish Transport Appraisal Guidance) based appraisal of options for improving walking, wheeling, cycling and public transport connectivity through the junction to enhance links between the city centre and the beach area has therefore been undertaken.
- 3.10 The study was split into two phases:
 - Phase 1: Identification and appraisal of road network configuration options which facilitate Beachfront Development Framework aspirations for a car-free core; and
 - Phase 2: Identification and appraisal of options to improve the Commerce Street/Beach Boulevard junction, primarily for walking, wheeling and cycling.
- 3.11 Phase 1 considered the road network implications of the Beachfront Development Framework by examination of different road configuration options. This provided an evidence base to allow detailed junction options assessment work to be undertaken in Phase 2 and to inform the next steps required to develop the Development Framework's aspirations for a car-free core. Seven road configuration options were subject to modelling, with options modelling the closure of the Esplanade between Beach Boulevard and

just to the south of Accommodation Road, with no through routing on Park Road after Urquhart Road, emerging as the more viable options in terms of wider traffic and network implications. Additional sensitivity testing was also undertaken to assess the possible effects on the options of emerging proposals for Aberdeen Rapid Transit (ART) along the King Street (A956) corridor. These indicated that the modelled variations associated with ART in traffic flow and routing at the junction should not significantly influence the selection of the preferred option in Phase 2.

- 3.12 Phase 2 of the junction appraisal therefore progressed based on a representative Development Framework network scenario and resulting vehicle flows. Five objectives were set to assist with the junction option appraisal process:
 - Improve pedestrian wheeling and cycling connectivity;
 - Improve access for all;
 - Improve public transport connectivity;
 - Optimise the traffic network performance; and,
 - Optimise network resilience.
- 3.13 Option generation and sifting resulted in identification of a long list of options, and via a process of iterative modelling and appraisal, two viable and high-performing options emerged as worthy of consideration to proceed to Outline Business Case:
 - A smaller roundabout (Option 1), relocated slightly to the north-west of the existing roundabout, which allows for enhanced pedestrian and cycling connections around its circumference, with traffic signal controlled crossing facilities provided on all arms; and,
 - A traffic signal controlled junction (Option 4) with enhanced pedestrian and cycling connections, including an all-round pedestrian/cycle crossing stage, and with the right turn manoeuvre between Commerce Street and Beach Boulevard banned, the ahead movement from Justice Street to Beach Boulevard banned, and with Park Street accessible only via East North Street
- 3.14 Both options include the no through routing restriction on Park Road after Urquhart Road identified in Phase 1. An Executive Summary of the STAG appraisal is provided as Appendix 5. A DMRB (Design Manual for Roads and Bridges) Stage 2 Assessment (looking in more detail at engineering feasibility and environmental implications of different options) has also been undertaken to support the option appraisal and sifting process.
- 3.15 Whilst both Option 1 and Option 4 achieved comparable scores against all appraisal criteria with both expected to deliver significant positive benefits against the study objectives, the OBC recommends the adoption of Option 1 as the preferred option based on the following:-
 - Option 4 is dependent on the wider road network, particularly the area to the south and east of Beach Boulevard and Commerce Street. The

option proposes the use of Cotton Street and/or Miller Street as alternative routes to the beachfront area for vehicles travelling from southern areas of the city (or wider). To deliver this, each new route would have to be improved (e.g. junction access, local access, carriageway standards, parking provision, signage etc.). The existing junction of Commerce Street/Virginia Street/Castle Terrace and the new requirements for a junction at Cotton Street/Links Road in particular are highlighted as key risks to deliverability. Conversely, the footprint of Option 1 is solely contained within the existing junction area. Its delivery is not dependent on wider network use and the challenges this may bring.

- Option 4 is likely to have higher Capital costs than Option 1. Revenue costs would also be expected to be higher for Option 2 due the ongoing maintenance requirements of the alternative routes and junctions.
- The use of Cotton Street as an alternative route to the beach in Option 4 would require the Cotton Street/Links Road junction to be upgraded. The appraisal and modelling to date has assumed a solution is likely to be feasible (e.g. new roundabout or signalised junction). However, it is addition to a feasible solution, it is likely that any solution would encroach the red line boundary of the BFD at a location in the heart of the proposed urban park (i.e. Links Road).

Officers are therefore seeking Council approval to develop a Full Business Case based on Option 1.

Beachfront Phase C Works & Coastal Management Strategic Outline Case

- 3.16 The preparation of a Strategic Outline Case (SOC) presented in Appendix 7 seeks to demonstrate the necessity for the proposed Aberdeen Beachfront Masterplan Phase C Projects (shown below) to be progressed in their development including the consideration of the long-term coastal management of the Aberdeen City coastline frontage.
- 3.17 The Beachfront Masterplan Phase C Projects constitute part of the Aberdeen City Vision, forming a series of integral projects to the short, medium and long term phasing of the wider Beach Masterplan.
- 3.18 The key features of the Phase C Projects are:
 - Esplanade an enhancement of the public realm to create an active frontage along the length of the coastline.
 - 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.

- 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.
- 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.
- 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 area to the north of the Beachfront would be supported by a new Pavilion incorporating an observation deck and supporting facilities for water users.
- New Footdee Club House a new Club House located at the very South of the Beachfront 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 on safe water usage, with opportunities for an elevated observation deck at the most used part of the water.
- 3.19 The Beachfront Phase C Projects have been developed through to RIBA Stage 1 (Preparation and Briefing Stage), where the report incorporates the wider masterplan "Ropeworks" theme approved during the February 2022 Council meeting, where Officers were requested to begin the development of the Beachfront based on this theme as part of a phased approach to project delivery.
- 3.20 The Beachfront Phase C brief development has been supported through a series of engagement sessions with key stakeholders to identify the Beachfront opportunities and enhance the existing beach usages. This has included engagement with Aberdeen's Water Safety Group (AWSG) incorporating key groups including the 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.
- 3.21 The intention is for the Beachfront Phase C Projects, to be progressed in conjunction with the coastal management strategy. The Structures, Flooding and Coastal Engineering team have recently commissioned a strategic review of the coastal frontage which considered coastal management options and their associated costs. This study gained an improved understanding of the current risks, reassessed the previous studies and the performance of undertaken coastal works, while considering the on-going changes that have been witnessed along the coastline, develop an understanding of how the shoreline may develop into the future and consideration of the need for continued management.

3.22 The coastal management strategy has been considered as part of the prepared SOC, which has highlighted the benefit to progress the development of the long-term coastline strategy, whilst illustrating the benefit of a joint approach to ensure a coherent solution is progressed on the Beachfront.

Next Steps

3.23 The SOC outcome will look to seek approval to develop the Aberdeen Beachfront Phase C Projects including the consideration of the long-term coastal management of the Aberdeen City coastline frontage to an Outline Business Case (OBC). Through the development of the Beachfront Phase C works completed to date, it is anticipated that the overlapping development will be most efficiently progressed in collaboration with the Coastal Management strategy. The Masterplan Phase C Design Team will require to liaise closely with our internal Structures, Flooding and Coastal Engineering team and their external advisors to develop a coherent OBC and design solution for the Beachfront Masterplan. The proposal to progress the Beachfront Phase C Works in collaboration with the Coastal Management strategy will enable partnership working to deliver the common goal and meet the masterplan objectives.

4. BRANDING

4.1 A number of options relating to a suitable logo and brand were considered in order to demonstrate the visionary and ambitious nature of the Aberdeen City Vision programme. Following consultation, briefing, reference to existing brand guidelines and materials, and consultation with ACC colleagues the "Generation Aberdeen" branding has been chosen as the preferred option. Council approval is sought for this preferred option following which officers will create the City Vision microsite, social media templates and branding guidelines which will be used as branding across all materials relevant to the Aberdeen City Vision programme.

5. FINANCIAL IMPLICATIONS

- 5.1 The Council Budget meeting on 1 March 2023 reset the budget for the City Centre Master Plan and the Beach Programme and reprofiled £98 million of activity for between 2023/24 and 2025/26. These budgets will support delivery of Phases 1 and 2 of the CCMP and the first Phase of Beachfront works.
- 5.2 The Council will continue to facilitate the next stage of design works with Hub North Scotland Limited. This continued design will begin to flesh out the lifecycle costs of any new assets so these can be captured with the Council's medium term financial planning for future budget cycles. The work with Hub North Scotland Limited will engage with the potential supply chain of current contractors who will undertake works relating to two or more workstreams allowing lower cost.

5.3 Officers will continue to explore with partners any inward investment opportunities through central funding and inward investment mechanisms with both Scottish and UK Governments. The External Funding team within the City Growth cluster routinely monitor applicable funding structures and where appropriate develop applications to support development of the masterplan and arising projects.

6. LEGAL IMPLICATIONS

- 6.1 The Beachfront Development Framework will inform planning applications, but each application will be decided on a case-by-case basis by the Planning Authority.
- 6.2 The Council has commenced an extensive title examination of areas covered within the Beach Masterplan to determine if there are any ownership, third-party right, and/or Common Good Land issues affecting the review site. No material issues have been identified to date as part of this process.
- 6.3 As each project proposal progresses, they will be examined and managed within the professional scope of property / conveyancing industry accepted standards, ensuring all due diligence exercises and pre-contract enquiries are complete and satisfactory.

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 The Beachfront Development Framework Phase 1 is accompanied by an Environmental Report (Appendix 3). The purpose of the Environmental Report is to document the Strategic Environmental Assessment (SEA) of the Beachfront Development Framework. The purpose of environmental assessment is to identify the likely environmental effects of a plan, and to avoid any adverse environmental effects occurring. Preparation of the Environmental Report has been an iterative process, involving engagement with both the public and the statutory consultation bodies (Historic Environment Scotland, NatureScot and SEPA).
- 7.2 The SEA Environmental Report was submitted to the SEA Gateway on 8 September 2022 as part of the formal consultation process, and consultee responses were received on 24 October 2022. The Consultation Bodies provided comment, advice, and guidance in relation to the SEA topics, and this has been incorporated into the Beachfront Development Framework where practicable.
- 7.3 Subject to approval of Recommendation 2.1, a Post Adoption Statement report will be prepared to show how environmental considerations have been integrated into the Beachfront Development Framework. The Post Adoption Statement will indicate:
 - How environmental considerations have been integrated into the Beachfront Development Framework;

- How SEA reporting has been taken into account in the Beachfront Development Framework;
- How the results of public and statutory consultation have been taken into account:
- Reasons for choosing the Beachfront Development Framework as adopted, in light of other alternatives dealt with;
- The measures that are to be taken to monitor the significant environmental effects of the strategy.
- 7.4 The Development Framework itself makes reference to commitments by Aberdeen City Council through the Local Outcome Improvement Plan 2016-2026 to aim for a net-zero operational development with active travel at its core which will create a key sense of 'Place' to the Beachfront.
- 7.5 The Development Framework also makes reference to Net Zero and Sustainability Policies and sets out the aspirations, Aberdeen City Council's 'Net Zero Aberdeen Route map towards becoming a net zero emissions city by 2045' sets out the approach, pathway and actions towards net zero and climate resilient Council assets and operations, by 2045. Energy-efficient design proposals will require to be incorporated within any design proposals and concept masterplan alongside renewable and low carbon energy sources, with consideration necessary to understand how further decarbonisation could be achieved in the future.
- 7.6 In addition to the energy approach, the Development Framework seeks to promote biodiversity and the protection of the natural assets found within the Beachfront area. Through the landscape and nature-led approach to the Development Framework, the Council can harness the baseline ecology of the site, work with local knowledge, and link in to other national and local organisations and initiatives such as B-Lines (connected networks enhancing invertebrate life throughout the UK Don and Dee Valley, and Coastline a designated networks) to comprehensively set the regeneration of the beachfront area as an exemplar of how to approach the natural and environment in the 21st century. Indeed, any development will require to be cognisant of the recommendations of the suite of Aberdeen City Council guidance.
- 7.7 Architectural interventions to come forward from the Development Framework are proposed to adopt some Passivhaus style construction principles such as super insulated building envelopes, high performance glazing and mechanical ventilation with heat recovery. They will also likely feature the use of smart controls, an off-site sourced 'green electricity' supply and some on-site renewable technologies including Photovoltaic Panels with associated battery storage. Distribution of heating & cooling is likely to be via an Ambient Loop system with water-to-water heat pumps connected to terminal units throughout. For added resilience back up heating & power could be sourced

- from the existing Aberdeen Heat & Power District Heating System which it is anticipated will switch to a green hydrogen fuel source in the future.
- 7.8 Again, reference is made in the Development Framework to Net Zero Carbon Aspirations the project gives a platform to incorporate new & innovative technologies and systems, to provide a net zero carbon, electricity, heating, and cooling solution to serve the load demands of the development. Additionally, there is scope for a solution which aligns with Aberdeen City Council's hydrogen strategy, to generate demand and interest in hydrogen as a power source in order to achieve their climate goals and to capitalise on the unique skills-base of the region.

8. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic	Failure to proceed with the Beachfront Masterplan impacts on wider City commitments and economic targets.	Continue to work collaboratively to achieve the masterplan delivery and wider advantages.	M	Yes
Compliance	Council title issues and other competing third-party rights.	The Council has undertaken an extensive title examination and engagement of a Third-Party review.	L	Yes
Operational	Beach Boulevard/Beach promenade traffic arrangements	Significant consultation with Council Roads and Planning Teams, Bus companies and Emergency services planned.	M	Yes
	Sufficient capacity of resources within Councils teams to	Resource review ongoing and augmented support through the PMO	М	Yes

	meet programme objectives			
Financial	Budget pressures due to current market volatility.	Robust budgets established. Independent monitoring process established. With PMO early supply chain mitigations action plan established across the programme.	M	Yes
	Removal or reduction in anticipated funding Streams.	Continual engagement and monitor of ongoing funding applications.	М	Yes
Reputational	Failure or delay in proceed with the recommendations	Continue to work collaboratively to achieve the masterplan delivery and wider advantages.	M	Yes
Environmental & Climate	Coastal flooding risk	Engagement with Flooding Team, local community groups and understand that risk exists mitigated by Coastal Defences. Respond to risks identified as part of coastal studies.	M	Yes

9. OUTCOMES

COUNCIL DELIVERY PLAN	
	Immed of Donout
Aberdeen City Council Policy Statement	Impact of Report Supports the delivery of Economy Policy Statement 4 – Increase city centre footfall through delivery of the City Centre Masterplan. 1. – Continue to maximise community benefit from major developments.
Aberdeen City Local Outco	me Improvement Plan
Prosperous Economy Stretch Outcomes Prosperous People Stretch Outcomes Prosperous Place Stretch Outcomes	Supports Outcome 1 10% increase in employment across priority and volume growth sectors by 2026. Supports Outcome 7 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026. Supports Outcome 14 Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate Supports Outcome 15 38% of people walking and 5% of people cycling as main mode of travel by 2026.
Regional and City Strategies	The report supports the priorities in the Regional Economic Strategy (RES) investment in infrastructure, regenerating our city centre, unlock development potential, improve the deployment of low carbon transport, to enable Aberdeen to realise development opportunities in the City Centre Masterplan.

10. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Completed
Data Protection Impact Assessment	DPIA Screening Questions completed. Neither a brief DPIA or full DPIA is required at this stage
Other	Strategic Environmental Assessment Scoping Report (Appendix C)

11. BACKGROUND PAPERS

- Council Decisions 13 December 2021
 https://committees.aberdeencity.gov.uk/documents/g7675/Decisions%2
 013th-Dec-2021%2010.30%20Council.pdf?T=2
- Report to Council 28 February 2022
 https://committees.aberdeencity.gov.uk/documents/s129266/220228%2
 OCity%20Centre%20Masterplan%20Update%20Report.pdf
- Council Decisions 28 February 2022
 https://committees.aberdeencity.gov.uk/documents/g8184/Decisions%2
 028th-Feb-2022%2010.30%20Council.pdf?T=2

12. APPENDICES

- Appendix 1 Beachfront Development Framework
- Appendix 2 Executive Summary: Beachfront Development Framework
- Appendix 3 Beachfront Development Framework: Strategic Environmental Assessment
- Appendix 4 Summary of Changes Made to Draft Development Framework Following Consultation
- Appendix 5 Notes Executive Summary of the Scottish Transport Appraisal Guidance report
- Appendix 6 A956 Beach Boulevard Roundabout Outline Business Case
- Appendix 7 Strategic Outline Case Beachfront Phase C Works & Coastal Management
- Appendix 8 Branding Examples

13. REPORT AUTHOR CONTACT DETAILS

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