

MACDUFF HARBOUR MASTERPLAN

AUGUST 2015

FINAL REPORT

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Executive summary

Recognising the need for a strategic framework to guide the future development of the harbour, this Masterplan is intended to provide clarity regarding the harbour's strategic planning. This starts with the principle of improving and building upon existing harbour assets and capabilities to meet the changing needs of existing and future customers.

The Masterplan sets out the physical strategy for Macduff Harbour in the interests the community it serves, over the period 2016 – 2026.

The overall vision for Macduff Harbour is that *“Macduff Harbour will flourish as a thriving working harbour, facilitating growth and efficiency of existing business and capitalising on new opportunities as they arise in the future for the benefit of the local economy and community”*



View from the North Pier, Princess Royal Basin

The Masterplan focuses on proposals to develop a number of specific areas and activities in and around the harbour:

- Maintaining and improving harbour infrastructure.
- Princess Royal Basin and Quayside: Consolidating and supporting shipyard activities.
- Middle Basin and Fish Market: Developing a flexible and fit-for-purpose multi-use area.
- Bankhead Industrial Area: Improving visual amenity and strengthening the marine supply chain.
- Tourism and Leisure: Building on the success of the Aquarium.
- Shore Street: Identification of potential uses to support regeneration and economic development.
- Supporting Measures: Harbour management and operations.

The Masterplan proposals:

Maintaining and improving harbour infrastructure

- An in-depth structural assessment to take stock of the current condition of the harbour infrastructure and identify short and long term maintenance requirements.
- The feasibility of increasing harbour capacity will be taken forward to identify potential options and funding solutions in particular.
- The coffer dam will be removed from the entrance channel.

Princess Royal Basin and Quayside: Consolidating and supporting shipyard activities

- A shipyard quayside zone will be created by removing public access from Watt's Lane to Laing Street. Initial feasibility is required to assess how this can work in practice, what the options are in terms of road re-alignment and parking, and where zone boundaries could be placed.
- The possibility of extending the Council-owned slipway and constructing two new berths at the slipway will be explored.
- The North Pier will be improved by removing non-work vehicle access and adding water and electricity points.
- The Council will review future management options for the slipway.

Middle Basin and Fish Market: Developing a flexible and fit-for-purpose multi-use area

- The Fish Market facility will be safeguarded for marine purposes – there are no other facilities or buildings owned by the harbour at the quayside. Feasibility is required to determine the most cost effective way to refurbish the facility. Marketing initiatives and incremental investment in equipment and facilities to support the inshore fishing industry in particular is proposed.
- Electricity and fresh water points will be installed on the North Pier in the Middle Basin, making these quays more attractive.
- The preferred berthing location for passenger craft will be in the Middle Basin and the steps at the Fish Market will be refurbished.

Bankhead Industrial Area: Improving visual amenity and strengthening the supply chain

- The area on the south side of Bankhead Road will be redeveloped into business units and parking to support and attract businesses from the shipbuilding and repair and wider marine supply chain.

Tourism and Leisure: Building on success of Aquarium

- A new visitor attraction, in the form of a Heritage and Social History Interpretation Centre, is proposed, to build and capitalise on the success of the Aquarium.
- A path running from the Aquarium to the Shipyard.
- Interpretation boards around the harbour area.
- Development of a 'Harbour Trail' along the North Coast.

Shore Street: Identification of potential uses to support regeneration and economic development

- There is potentially demand for a range of business support facilities, that could be used by Macduff Shipyards employees and contractors, and companies within the wider supply chain – namely a training / meeting room facility and hot-desking facility.
- Attracting new tenants to properties in and around Shore Street.
- Improving the frontage décor by offering grants to property owners.
- Development of accommodation facilities on Shore Street.

Supporting Measures: Harbour management and operations

- A review of harbour management, policies, staffing and skills is already underway.
- A Harbour Marketing Plan is proposed, which will set out action, roles and responsibilities to grow existing and develop new markets.
- An additional resource ('business development resource') is required to oversee and drive the implementation of the Macduff Harbour Masterplan.

Just over £4.6m of investment is programmed over the Masterplan period, excluding the capital cost associated with increasing harbour capacity. Taking into account the likely capital investment required to increase harbour capacity, the total investment rises to **£24.6m**.

Proposal category	2016 - 2025
Maintaining and improving harbour infrastructure	£360,000
Princess Royal Basin and Quayside: Consolidating and supporting shipyard activities	£3,215,000
Middle Basin and Fish Market: Developing a flexible and fit-for-purpose multi-use area	£285,000
Bankhead Industrial Area: Improving visual amenity and strengthening the supply chain	£120,000
Tourism and Leisure: Building on success of Aquarium	£225,000
Shore Street: Identification of potential uses	£260,000
Supporting Measures: Harbour management and operations	£150,000
Total investment in Masterplan proposals	£4,615,000
Total investment in Masterplan proposals (including investment in increasing harbour capacity)	£24,615,000



1.1) Need for a Masterplan

Macduff Harbour is a thriving commercial harbour owned by Aberdeenshire Council, which hosts a successful shipbuilding and repair business. Recognising the need for a strategic framework to guide the future development of the harbour, this Masterplan provides clarity regarding the harbour's strategic planning for the medium to long term. This starts with the principle of improving and building upon existing harbour assets and capabilities to meet the changing needs of existing and future customers.

International best practice is moving towards recognising port and maritime clusters as key components of regional economies. Macduff Harbour is already recognised as a key primary economic asset in Macduff, supported by its considerable marine-related supply chain.

Thus the desired outcome of the Masterplan is ultimately to support economic growth, benefitting the local economy in terms of safeguarding and creating jobs, but also playing a role in the regeneration of Shore Street, and contributing to Macduff being a place where people are proud to live, as well as attracting visitors and businesses alike to the harbour and town.

1.2) Principles of port masterplanning

The principles of port masterplanning are established through international best practice, and are summarised as follows:

1. To collect together the main harbour activities into distinct zones as far as practicable. The main activities at Macduff Harbour are: shipbuilding and repair, with some inshore fishing, marine leisure and oil-related ship-to-shore services.
2. To create a secure zone for industrial activity. Many ports comprise a fenced area which contains only port activities. Access into the area is usually controlled in some way.
3. To safeguard health and safety of the public and people working in and around the port. This requires the separation of industrial activity and storage activities from those areas where the public has access.
4. To maximise the efficiency of use of the present land and water areas. An important rule of thumb in harbour planning is that it is usually more cost-effective to improve the efficiency of existing assets than to create new ones.
5. To minimise the environmental impact of port activities. This includes minimising existing and potential impacts, such as from industrial activities and road traffic.
6. To meet market demand for port activities in the future.
7. To anticipate, as far as practicable, technological developments and changes in transportation, and make provision for these. The ever-increasing size and draft of ships is a typical case in point.
8. To safeguard the opportunities for long term development. This means ensuring that the harbour and local economy do not suffer medium and long term opportunity costs due to physical constraints.

1.3) Work programme

The process of developing this Masterplan involved several stages commencing in May 2015:

- Stage 1: Scoping research and site visit to the harbour.
- Stage 2: Stakeholder workshop and discussions to identify views on key issues, constraints and opportunities to be considered in the Masterplan.
- Stage 3: Drafting the Masterplan, particularly formulating the vision and objectives and indicative proposals.
- Stage 4: Second stakeholder workshop to present indicative proposals and to obtain views on these.
- Stage 5: Finalisation of the Masterplan.

1.4) Report structure

This report is structured as follows:

- Chapter 1: Introduction. This chapter introduces the Masterplan.
- Chapter 2: Macduff Harbour overview. This chapter provides an overview in terms of its ownership, operations and current issues and constraints identified by stakeholders and desk research.
- Chapter 3: Masterplan strategy and proposals. This chapter sets out the vision and objectives for Macduff Harbour, along with a set of proposals that will enable the harbour to grow and develop.
- Chapter 4: Implementation and next steps. This chapter considers roles and responsibilities with regard to implementation, potential funding sources and next steps.

Supporting appendices:

- Appendix A: High level cost and impact assessment.
- Appendix B: Cost summary and time plan.
- Appendix C: Stakeholder engagement.

2.1) Macduff Harbour overview

Rich heritage in terms of infrastructure and industry

The foundations for the harbour were constructed by the Duff family in the 1770's, with the first basin being created in 1783. By 1791 there were two basins and in 1898 the harbour was transferred to Macduff Town Council, having developed into a major fishing port.

Although the fishing industry has declined, the harbour has flourished with the development of a successful shipbuilding and repair business. While the basins were deepened a couple of times during the 1900s, the only major infrastructure developments over the last 50 years comprise the construction of slipways for carrying out building and repair work. In 2008 a Council-owned and operated slipway with four cradle berths came into operation, with a further slipway being constructed in 2014-15.

An important economic and social asset today

While the harbour is dominated by shipbuilding and repair activities, there are other important market segments, particularly fishing (mainly in-shore), ship-to-shore services and marine leisure. These uses are instrumental in maintaining a sustainable mix of activity within the harbour.

The harbour lies right at the heart of Macduff. It is effectively the engine of the town both economically and socially, previously through the booming fishing industry, and now through the shipbuilding and repair operation, and the extensive marine supply chain that supports it.

The harbour arguably defines the town, and is one of very few remaining working harbours with a vibrant shipbuilding operation. This is interesting for visitors, and there is a great sense of pride amongst harbour users and residents in the rich history, heritage and success of the harbour over the years.

Harbour ownership

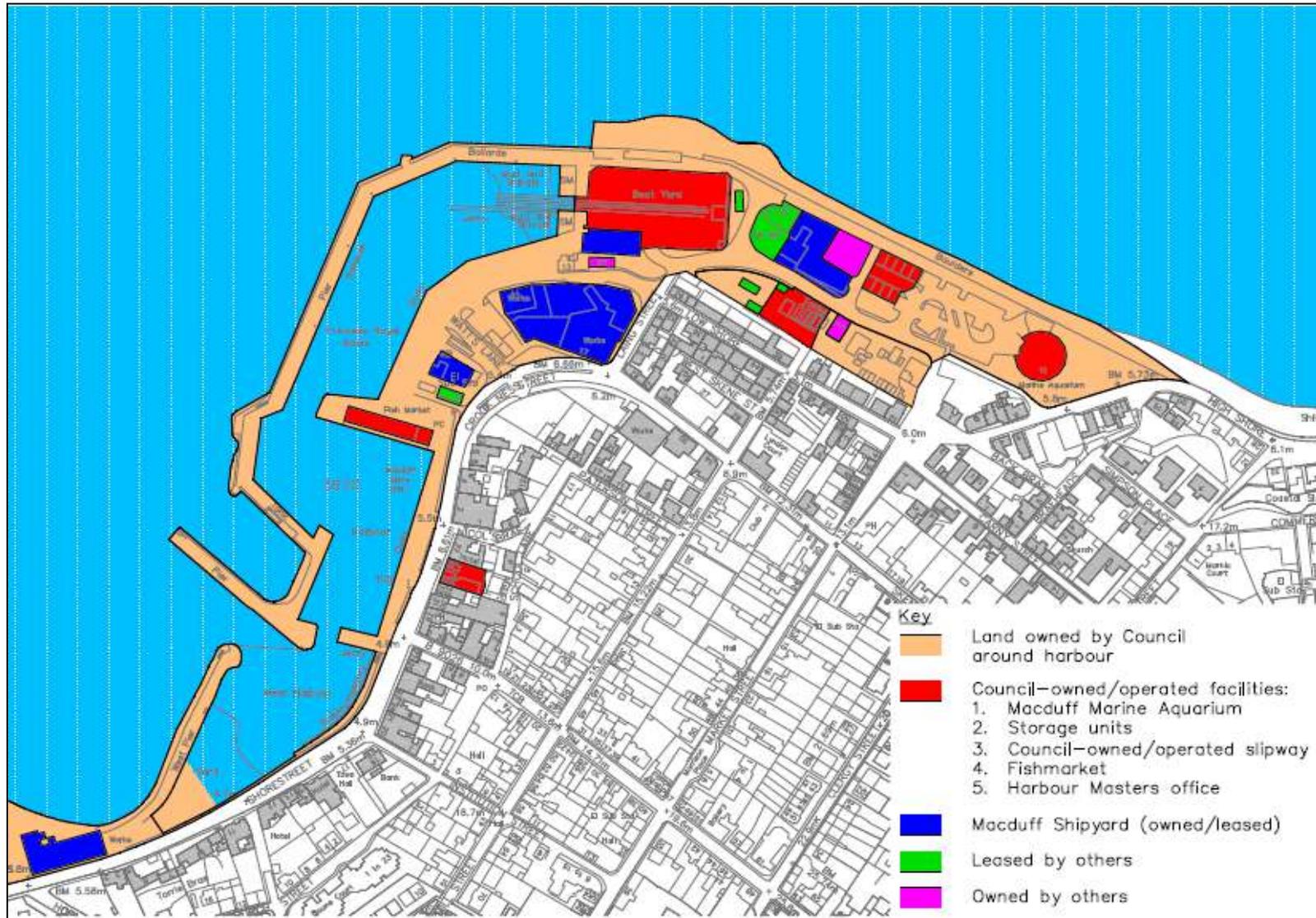
Aberdeenshire Council owns and operates seven harbours. Macduff is the main commercial harbour, with the remaining six largely serving the needs of the leisure market (Banff, Johnshaven, Portsoy, Rosehearty, Stonehaven and Gourdon).

- The Council owns almost all land, and most of the buildings in the harbour area, stretching from the West Basin to the Marine Aquarium via Bankhead Road.
- The main business operating in the harbour is Macduff Shipyards, which leases or owns several buildings.
- There are one or two smaller buildings that are owned or rented by other entities.
- The area along Bankhead Road comprises a number of garages, sheds and containers. Most of these are leased to companies that operate in the harbour.
- The Macduff Marine Aquarium ("Aquarium") is Council-owned and operated.

Figure 1 presents an overview of assets and ownership within Macduff Harbour and its environs.

2.1) Macduff Harbour overview (continued)

Figure 1 Macduff Harbour



2.2) Harbour basins and slipways

The **West Basin** is used primarily as an entrance to the inner basins and serves the West Boatshed of Macduff Shipyards with a recently rebuilt dedicated slipway. The slipway has capacity for vessels up to 200 tonnes, and will enable the shipyard to increase its business and create efficiencies. Previously boats would be built in that location, but transported by road to the other slipway for launching.

The **Middle Basin** comprises deep water berths along the West and North Piers. Fishing vessels berth here and ship repairs are carried out along the West Pier. Smaller craft use steps adjacent to the Fish Market for passenger boarding and alighting. The depth of this basin and the entrance channel is 3.04m below MLWS.

The **Fish Market**, which is located on the West Pier, offers a usable indoor space with a stone floor and asbestos roof. At the south end of the building there are toilets and showers / changing facilities, which are used by fishing boat crews. The main space is used by one or two fishing boats for sorting out gear, particularly in bad weather. Other than this and a monthly Farmer's Market, the space is underutilised.

The **Princess Royal Basin** is the main area of shipyard activity with working berths on the South and East Piers, and a depth of 2.43m below MLWS. The North Pier provides berths for Macduff registered vessels or those awaiting access to the working berths and slipway. At the inner end of this Basin there is a Council-operated slipway with four working berths for vessels up to 25m in length, 10m beam and up to 350 tonnes in weight.



North Pier, Middle Basin



View from the North Pier, Middle Basin

2.3) Bankhead

The Bankhead area runs from the east end of the Princess Royal Basin to the Aquarium. The area was reclaimed from the sea and constructed with the spoils from the deepening of the Princess Royal Basin in 1921.

The **RNLI station** is located at the west end of Bankhead, next to a **storage area leased by Macduff Shipyards**. Towards the Aquarium there are **nine small storage units**, most of which are rented out. These are roughly the size of a garage or small container and suitable for storing nets or equipment.

Across the street is an area currently housing small industrial units / containers and domestic garages. While most of the land and buildings here are Council-owned, many of the units are leased to private entities. The area is somewhat messy in character, particularly in context of visitors to the Aquarium, many of whom will drive down Bankhead Road.



South side of Bankhead Road

The **Macduff Marine Aquarium** is located east of Bankhead Road and is Council-owned and operated.

The Aquarium celebrates local marine life in the Moray Firth and has an annual footfall of around 45,000 visitors. There is no permanent café or restaurant facility at the Aquarium.



Macduff Marine Aquarium

2.4) Shore Street

Shore Street is the focus of Council regeneration activities in Macduff

While Shore Street has some successful businesses and well-maintained properties, there are several vacant hotels, derelict buildings and undeveloped sites, which combined offer the potential for significant regeneration. There are few places to eat and drink, and little retail or accommodation along the seafront.

The Harbour Master's office is located on Shore Street, along with a prominent chandlery business and a recently opened café.

The main public (free) car parking area is located in the industrial area of the harbour (at Watt's Lane), plus on-street parking along Shore Street.

2.5) Supply chain

Macduff has a well-established and thriving marine supply chain

There is a burgeoning marine supply chain operating in and around Macduff, primarily supporting the shipbuilding and repair industry. Macduff Shipyards is the primary business operating in the harbour. The Group has its own internal supply chain, providing a range of ancillary services – ship design, craneage, profiling and precision engineering. In addition to this, the shipyard employs a range of external contractors and suppliers, as do vessel owners.

Thus the supply chain comprises providers of chandlery, painting services, electricians, manufacture of marine survey and inspection equipment, health and safety, refrigeration, marine electronics, marine diesel engines, fuel, winches, deck machinery and other vessel parts and equipment.

2.5) Supply chain (continued)

The supply chain is mostly local. While several businesses have premises in Macduff, many are based within a 25 – 30 mile radius (e.g. Banff, Peterhead or Fraserburgh).

A number of businesses possess storage units in Macduff while their staff travel to and from their main base. For some there isn't sufficient trade in Macduff to warrant a base there. Others see the benefit in having an area for storage of equipment as it makes their operation more efficient.

While the main elements of the supply chain are local, there are also suppliers and contractors from outside the region who are required to undertake more specialist jobs or training.

Should off-shore wind opportunities be harnessed, the supply chain could grow significantly in Macduff in order to support new vessels, equipment and crews.

This successful cluster of marine businesses plays a key role in supporting the economy of Macduff.



Work in progress on the slipway



2.6) Key activities in the harbour

Shipbuilding and repair employs circa 150 skilled workers

Macduff Shipyards was founded in Gardenstown in 1940 and moved to Macduff in 1966. The yard, which employs about 150 skilled workers, builds fishing boats, support ships and other vessels, carries out conversions and repairs, and manufactures deck machinery. As part of the Macduff Shipyards Group, Macduff Ship Design was founded in 1993 and now provides naval architect / ship design services for the commercial and fishing sectors. The Group also has facilities in Buckie and Fraserburgh, which complement that of Macduff.

Fishing boats call at Macduff and have their catch trucked to other ports / markets

While Macduff is no longer a “registered port” that can accept fish landings, a few fishing boats come into Macduff and have their catch transported to Fraserburgh by lorry and landed there. This tends to suit boats that are coming to Macduff for repairs and the catch is mostly scallops.

One local fishing boat lands small catches almost on a daily basis, while the larger catches by non-local boats are less frequent, on average four times per month over the year.

Inshore fishing is a small market in Macduff at present

At present there is one inshore fishing boat operating out of Macduff, which lands squid between July and December and prawns in the winter time. There are occasionally other local boats that use Macduff, though not frequently.

The Scottish inshore fisheries fleet is almost completely dependent on shellfish, with numerous vessels generally under 10m in length, fishing predominately inshore waters inside six nautical miles, although some larger vessels and particularly scallop vessels operate to 12 nautical miles and beyond.

The viability of the inshore fishing community is supported by the provision of suitable port infrastructure located close to the fishing grounds. The services required include access to fuel, water and ice together with storage facilities for bait and gear including areas for mending and temporary holding of equipment. In addition there is the need for facilities to allow the safe and rapid unloading of the catch to ensure it is maintained in pristine condition (based on discussions with the Moray Firth Inshore Fisheries Group and as identified in their Area Fisheries Management Plan).

The health and volume of stocks varies from year to year and by region, and it is difficult to predict with accuracy how this sector will develop. Despite this, inshore fisheries along the Aberdeenshire and Moray Coast is doing well.

The Fraserburgh district (which includes Macduff) has the **highest number of small vessels operating on the East Coast.**

District	Vessels <10m
Aberdeen	78
Anstruther	91
Buckie	50
Eyemouth	89
Fraserburgh	96
Peterhead	51
Scrabster	82

Table 2.3 No. active Scottish based vessels by district and length group as at 31st December 2013 (Scottish Fisheries Statistics, Scottish Government).



2.6) Key activities in the harbour (continued)

There is a substantial number of active smaller vessels (<10m) operating in the Fraserburgh district, particularly in the 'Other' category which comprises mechanical dredging, suction dredging and shell fishing by hand.

District	Nephrops	Creel	Other	Total
Aberdeen	2	75	1	78
Anstruther	8	83	-	91
Buckie	9	37	4	50
Eyemouth	10	75	4	89
Fraserburgh	1	75	20	96
Peterhead	1	48	2	51
Scrabster	1	81	-	82
Total - East Coast	32	474	31	537

Table 2.5 No. active Scottish based vessels by main fishing method as at 31st December 2013 (Scottish Fisheries Statistics, Scottish Government).

Provisional statistics for 2014 show an increase of 31% in fish landed by Scottish registered vessels and an increase of 19% in value.

The total value of shellfish increased 9% to £150 million, while volume of shellfish landed decreased by 1% to 61,400 tonnes. Within this category squid saw the largest increase in landings between 2013 and 2014, rising 71% to 2,250 tonnes, along with a 36% rise in value (to £6.6m).

Provision of wildlife and fishing trips are an important part of the tourism offer for Macduff

Two businesses operate wildlife and angling tours out of Macduff Harbour: Puffin Cruises / Guide Charters.

Puffin Cruises operate wildlife trips up to Troup Head and fishing trips during the summer between March and September, with fishing trips continuing up until December.

The majority of customers (circa 80%) book through the internet and many are from overseas, particularly for the wildlife trips. Fishing trips are mostly undertaken by local groups.

Trips are very frequent, almost daily during the summer. There was a total of 160 trips in 2014 with an average of eight passengers per trip.

A small number of yachts visit the harbour each year

A number of visiting yachts call at Macduff Harbour each year – 19 in 2015, 24 in 2014 and 15 in 2013. Generally speaking these are vessels that cannot use Banff Harbour due to their draft. While small in volume, this market is important in maintaining a broad mix of uses.

The recently published strategic framework for marine tourism 'Awakening the Giant' (authored by a working group of marine tourism industry leaders and users) has a mission to develop and grow sailing tourism in Scotland, increasing visitor expenditure from £101m to £145m by 2020.

2.6) Key activities in the harbour (continued)

Developing niche market in servicing oil industry vessels anchored off the town

There are many supply vessels and tankers, travelling between Aberdeen and north sea installations, that pass near to Macduff. A successful and growing business has emerged, facilitating crew changes and delivery of supplies to these vessels, which anchor off Macduff. It can be quicker and cheaper to do this in comparison to Aberdeen, and the journey for crews from Aberdeen Airport to Macduff is reasonable compared to that into Aberdeen Harbour itself.

In 2014 over 250 trips to around 30 tanker vessels were made. An oil rig was located off Macduff for a period of three weeks, during which time 77 trips were made to this.

There is significant potential to grow this market segment further with the right marketing and business incentives.

Identified as a potential site to support off-shore wind operations

Macduff Harbour is identified in the National Renewables Infrastructure Plan (N-RIP) as a potential site for servicing Operations & Maintenance (“O&M”), logistical support services and supply chain manufacturing in the off-shore wind sector within the Aberdeen City and Shire Cluster (*Scottish Offshore Renewables Development Sites: Aberdeen City and Shire Cluster, Scottish Development International, 2011*).

Two off-shore wind sites in the Outer Moray Firth have received consent. While there are other ports in closer proximity, Macduff could provide ‘back-up’ support – in reality the harbour is best positioned to service two sites earmarked for development in closer proximity: NE1 and NE2. Should these sites be developed Macduff would be ideally located to serve them, albeit there is no time horizon for the development of these sites at present.

Harbour services and infrastructure requirements for off-shore wind O&M activities

Port services and infrastructure requirements vary during the stages of off-shore wind developments and by developer.

Construction tends to require large purpose built facilities, while O&M activities are more suited to Macduff Harbour. As the sector grows and develops, the requirements are themselves changing over time.

Nonetheless there are some key criteria which might define a developer’s choice of port for O&M activities:

- Proximity to the wind farm site with favourable transfer times: to avoid sea sickness and maximise working time.
- Suitable depth and quayside length to accommodate passenger transfer vessels.
- 24/7 harbour access for vessels.
- Good transport links both in terms of road access for equipment and access to airports and areas of population for the workforce.
- Harbour services, such as craneage, provision of lifting and other equipment, storage, warehousing, office facilities, broadband and fuel storage.
- Availability of accommodation and leisure / restaurant facilities for workforce.

2.7) Key issues and constraints

The main issues in the harbour are associated with capacity and efficient utilisation of space:

- The slipway is operating at capacity.
- The depth of water within the harbour limits the size of vessel that can enter.
- The road layout and parking configuration reduces the potential efficiency of the industrial areas within the harbour.

These and many more issues and constraints were identified by stakeholders and through desk research, and are captured below:

Harbour infrastructure	Facilities
<p>Linkages with the town</p> <ul style="list-style-type: none"> • Current layout of road infrastructure limits the efficiency of the harbour – a public road runs through the main industrial area. • Parking provision for harbour operations and wider public is poor. Should business in the harbour grow alongside the re-development of properties along Shore Street, this issue will become more pertinent. • Limited toilet facilities – no disabled access except at Aquarium / poor facilities for visiting leisure craft. • Managing the interaction between people and industrial activity poses a challenge. • Shore Street suffers from a concentration of derelict or unused properties and sites. • Limited attractions and amenities to build on the success of the Aquarium. 	<p>Operations and management</p> <ul style="list-style-type: none"> • Shortage of (appropriately) skilled staff at harbour. Key activities are being postponed due to lack of resource. • VHF is not always answered – the harbour may be perceived as not ‘open for business’. • Role of Harbour Advisory Committee not understood by some stakeholders.



3.1) Masterplan strategy

The Masterplan sets out the physical strategy for the harbour in the interests the community it serves, over the period 2016 – 2026.

The overall vision is:

“Macduff Harbour will flourish as a thriving working harbour, facilitating growth and efficiency of existing business and capitalising on new opportunities as they arise in the future for the benefit of the local economy and community”

This is underpinned by the following objectives:

- *To safeguard and strengthen the position of Macduff Harbour as a successful commercial harbour and key facility for shipbuilding and repair.*
- *To maintain and improve core infrastructure so that harbour users are well able to conduct their daily operations.*
- *To maintain and improve safety and visual amenity around the harbour.*
- *To facilitate growth in new and existing markets.*
- *To enhance the tourism potential of Macduff and the surrounding area.*

3.2) Overview of Masterplan proposals

The Masterplan focuses on proposals to develop a number of specific areas and activities in and around the harbour:

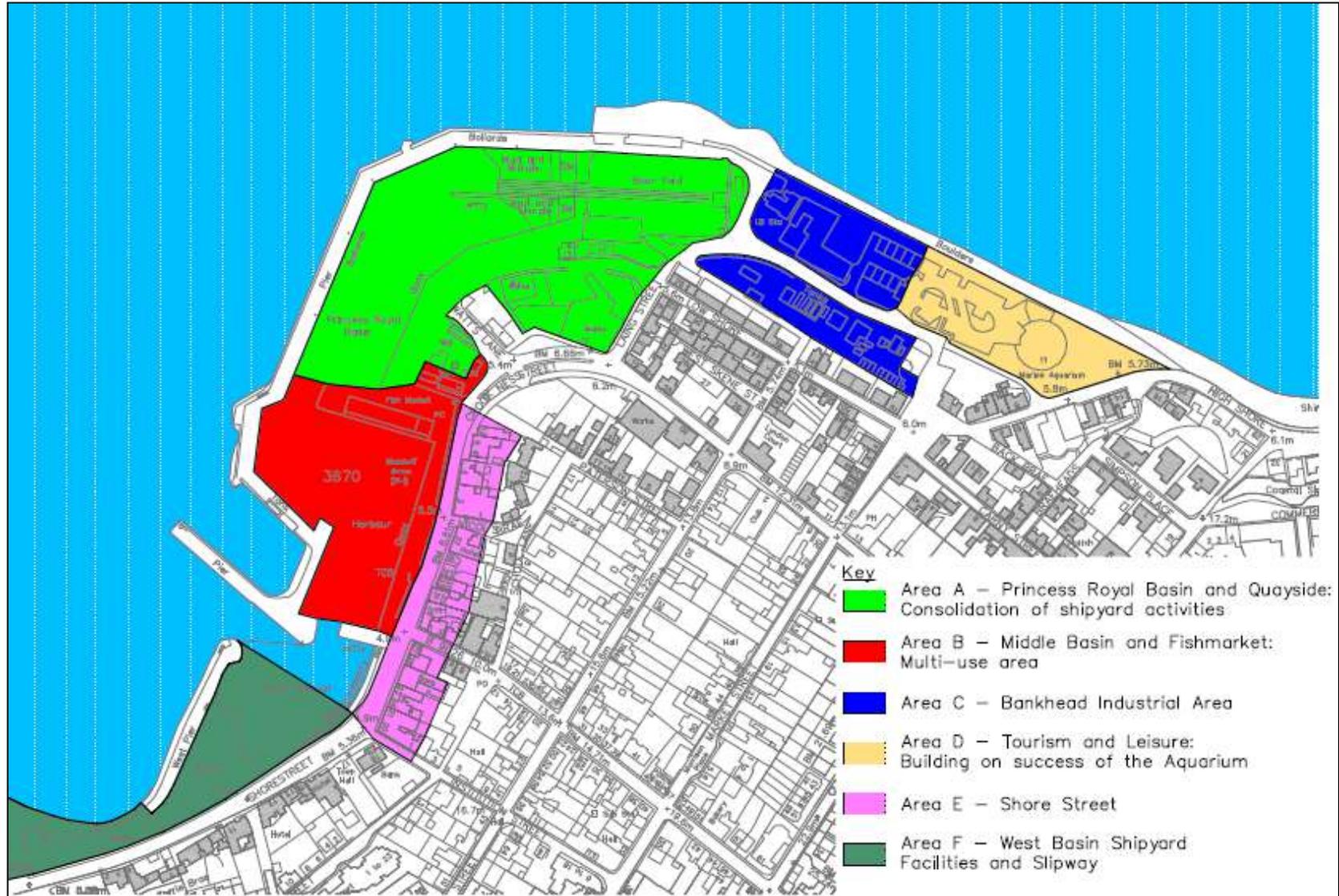
- Maintaining and improving harbour infrastructure.
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- Supporting Measures: Harbour management and operations.

There are no proposed developments at the West Basin shipyard facility and slipway.

Figure 2 shows the areas described above, while Figure 3 provides information about some of the proposals which are described in the following paragraphs.

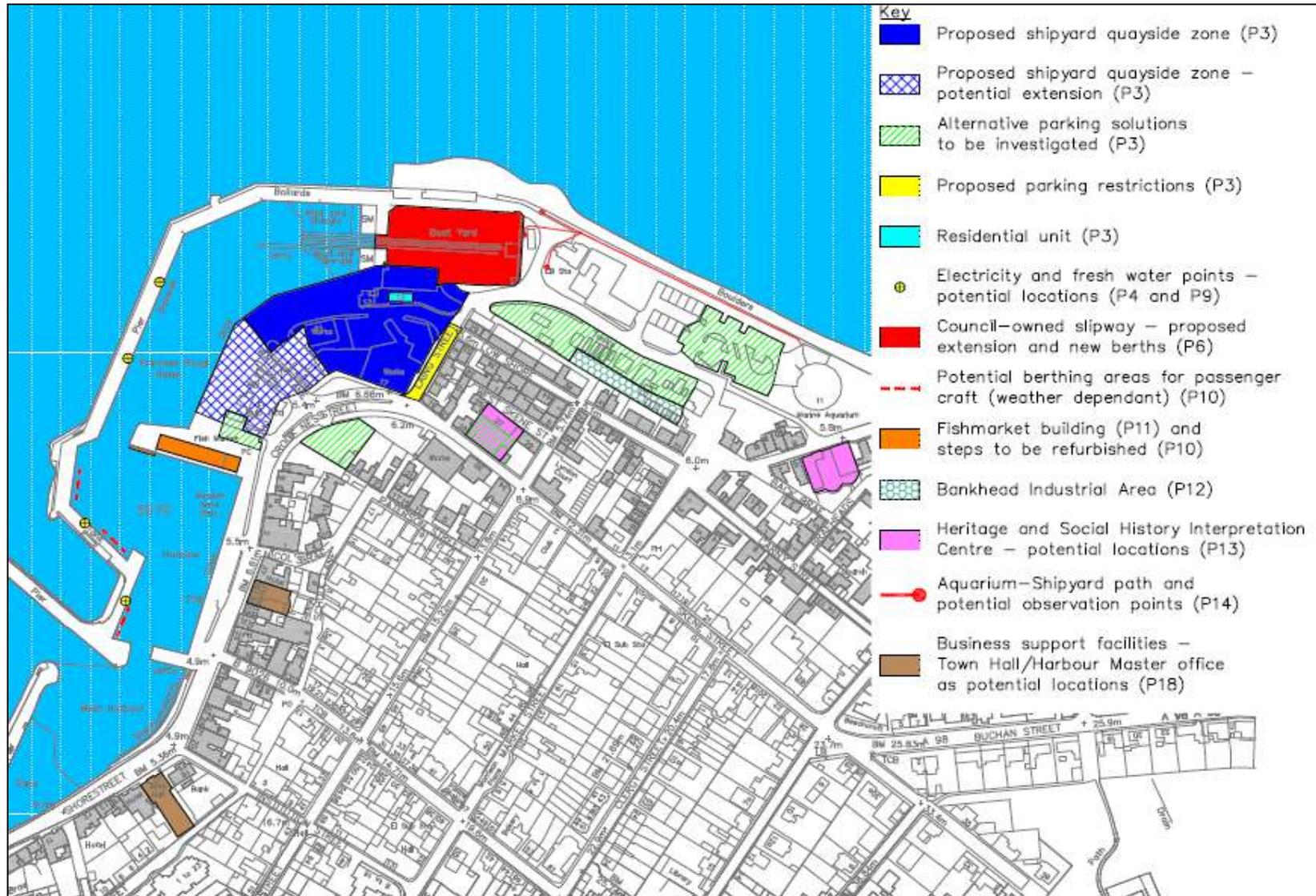
3.2) Overview of Masterplan proposals (continued)

Figure 2 Macduff Harbour areas



3.2) Overview of Masterplan proposals (continued)

Figure 3 Macduff Harbour - Masterplan proposals



3.3) Maintaining and improving harbour infrastructure

P1 In-depth structural assessment of harbour infrastructure

At present the Council undertakes an internal photographic survey of infrastructure to determine what maintenance is required on an annual basis.

This proposal comprises two phases. An in-depth structural assessment, which will identify the need for any subsequent surveys or investigations and inform the harbour's maintenance schedule.

The aim is to 'take stock' of the current condition of the infrastructure and to better identify short and long term maintenance requirements. By identifying key issues that might jeopardise the future viability of the harbour, the Harbours Team will be better positioned to make the case for more internal funding allocation. This exercise will also enable a more proactive approach to maintenance.

This initial proposal will inform P2.

P2 Increase harbour capacity

There is an aspiration among many stakeholders and users to increase the overall capacity of the harbour so that it would:

- Enable larger boats to enter the harbour.
- Enable more efficient movement of boats around the harbour.

There are several ways in which capacity could be increased, such as deepening of both basins, or creating a new breakwater, for example. Whatever option is taken forward, there will be a significant cost attached.

The following actions are proposed:

- Investigation and removal of the coffer dam at entrance: work is already underway with regard to this.
- Review of feasibility work undertaken to date: a number of expansion options have been considered and discounted in the past. The first step is to review what has been done to date and to ascertain whether any of this work can be used to inform a feasibility exercise.
- Investigation into potential funding options for feasibility and construction: increasing harbour capacity could cost in excess of £20m, should a new breakwater be constructed, for example. Initial discussions internally and with Government and EU agencies should be progressed with a view to identifying potential funding sources and obtaining buy-in for the proposal.

Based on the outcome of the last two actions a full feasibility exercise should be planned and executed. The feasibility exercise should identify and consider what options are feasible, the costs attached to them, and the likely benefits that they will deliver. Whatever option is taken forward, there will need to be a strong business case to support funding.

3.4) Princess Royal Basin and Quayside: Consolidating and supporting shipyard activities

As far as practicable, the Princess Royal Basin and adjacent quayside area are the preferred locations for shipbuilding and repair activities.

P3 Creating an efficient shipyard quayside zone

At present there is a public road cutting through the main quayside working area of the shipyard, from Watt's Lane to Laing Street. There is also open access to all areas along the quayside. This proposal comprises creating an industrial zone closed to public access and removal of the public through road from Watt's Lane to Laing street. The area would be fenced with works access at the Laing Street end. The public would still be able to access the car park at Watt's Lane, either from the existing entrance or from a new entrance on Watt's Lane, as well as parking next to the Fish Market. In an ideal scenario, the zone would stretch from Laing Street to the Fish Market, with vehicular works access only. For this to happen alternative (free) public parking would need to be provided as the car park at Watt's Lane is at present a public car park.

There will be parking restrictions on both sides of Laing Street and provision of alternative parking for Laing Street residents in the Bankhead area. The building access on to Laing Street will be closed.

At the east end of the zone there remains one residential property, which the Council intends to purchase at some point over the next five to ten years.

Feasibility and design work is required to ascertain how this proposal can work in practice, what the options are in terms of road re-alignment and parking, where zone boundaries can be placed, and the design of entry and exit points.

There is a more general issue with parking at present, with insufficient spaces to accommodate shipyard employees and visitors in particular, which leads to overspill parking in residential areas. Addressing this issue will enable more efficient use of the yard space within the new zone. Two actions are recommended.

Firstly, provision of travel planning support to Macduff Shipyards with a view to identifying further internal measures that might reduce the number of employees travelling by car.

Secondly, creation of additional car parking spaces. A number of options have been identified, which will require assessment and appraisal by the relevant Council Department.

Potential locations for additional parking have been identified as:

- a) Bankhead Road Industrial Area: the proposed re-development of this area incorporates additional car parking spaces, with some allocated to Laing Street residents.
- b) The area around the Don Fishing building can be redeveloped to incorporate additional car parking spaces.
- c) Empty site on the corner of Shore Street, owned by Pattersons Chandlery.
- d) Relocation of bus station to industrial site.
- e) Former Key Line building on Ness Street.
- f) Re-configuration of the Aquarium Car Park to create additional spaces.

3.4) Princess Royal Basin and Quayside : Consolidating and supporting shipyard activities (continued)

P4 Electricity and fresh water points on the North Pier (Princess Royal Basin)

Electricity and fresh water supply will be made available along the North Pier at two locations at the west end of the Princess Royal Basin. This will increase the operational efficiency along this section of pier.

P5 Restriction on vehicular access on the North Pier

Vehicular access on the North Pier will be restricted to works access only (pedestrian access will not be affected).

P6 Extension of slipway and additional berths

The Council-owned and operated slipway is currently operating at capacity. This proposal comprises the extension of the existing slipway and construction of two new berths.

Initial feasibility work is required to assess the possibility of extending eastwards rather than northwards. There are likely complications with this given the limitations of space to the east of the slipway. The feasibility exercise should consider the implications of extending eastwards and whether this option is in fact feasible, as well as alternative ways to increase the capacity of the slipway, such as replacing one of the smaller cradles with a larger 10m one, or re-configuring the main boatyard shed once the remaining residential property has been removed.

P7 Provision of berth cover at slipway

This proposal comprises the construction of a cover over one of the north berths at the slipway. This would enable all weather operations, particularly painting and hot zinc spraying.

P8 Review of management options for slipway

At present the Council owns and successfully operates the slipway in the Princess Royal Basin. A review of options for the future management / operation of the slipway is recommended, to ascertain whether changing the current structure might increase efficiencies and/or reduce costs. This is being considered as part of the harbour service review currently being undertaken internally.



Shipyard and slipway

3.5) Middle Basin and Fish Market : Developing a flexible and fit-for-purpose multi-use area

The Middle Basin is already a multi-use area: the deep water berths are used for repair of larger boats or overspill; boats lay over here until their scheduled repair time; passengers board and alight smaller craft (such as those owned by Guide Charters and Puffin Cruises, and visiting leisure craft) at the Fish Market steps, and any fish landed is done so on the West Quay or at the Fish Market. Should any off-shore wind business be realised, it might occur in this area too.

The Middle Basin is the preferable location for the berthing of fishing, leisure and smaller craft – the aim being to separate as far as practicable these types of craft from the shipbuilding and repair activity.

At the same time, it is recognised that berthing in the Middle Basin can be difficult in poor weather, and that ship repair work is conducted regularly in the deep water berths here.

P9 Electricity and fresh water points on the North Pier (Middle Basin)

Electricity and fresh water supply will be made available at two points along the North Pier within the Middle Basin. This will increase the operational efficiency along this section of pier. An assessment of available power is required to ascertain whether a power upgrade is needed.

P10 Passenger craft berthing and access

It is proposed that passenger craft are berthed in the Middle Basin along the North Pier, rather than in the Princess Royal Basin, where some are berthed at present. In the event of poor weather and/or wave conditions, these boats can be berthed in the Princess Royal Basin.

Passengers currently access craft at steps located at the Fish Market. A pontoon would make access safer and easier. A number of options have been identified.

Option	Pros	Cons
Pontoon at Fish Market steps	<ul style="list-style-type: none"> Prevents other boats from blocking step. Close to town centre. 	<ul style="list-style-type: none"> Damage from other boats. Takes up space on deep water quay.
Pontoon at West Pier Jetty	<ul style="list-style-type: none"> RNLI can use. Close to town centre. 	<ul style="list-style-type: none"> Damage from other boats. Takes up space on deep water quay.
Pontoon on North Pier (Middle Basin)	<ul style="list-style-type: none"> Where boats may be berthed in good weather. 	<ul style="list-style-type: none"> Long way to walk.
Pontoon on North Pier (Princess Royal Basin)	<ul style="list-style-type: none"> Where boats are berthed at present. 	<ul style="list-style-type: none"> Long way to walk. Conflict with shipyard activities.
Pontoon at slipway (Princess Royal Basin)	<ul style="list-style-type: none"> Closer to town than some other options. 	<ul style="list-style-type: none"> Long way to walk Conflict with shipyard activities.
New steps at Fish Market	<ul style="list-style-type: none"> Steps are already used by passengers. 	<ul style="list-style-type: none"> May not prevent boats from blocking steps.

There is no clear consensus among stakeholders as to a preferred location, and there are pros and cons associated with each. It is therefore recommended that no pontoon is installed at this time, rather the existing steps will be refurbished.

3.5) Middle Basin and Fish Market : Developing a flexible and fit-for-purpose multi-use area (continued)

P11 Development of the Fish Market

The main issue with the Fish Market is that it is not utilised at present. There is a variety of ways in which it can be developed going forward, which was reflected in the stakeholder consultation. With regard to the building itself the options are:

- Refurbishment of existing building (e.g. creation of new ceiling, partitions, doors, windows, etc.)
- Demolition and construction of new facility, either of a similar size or smaller.
- Demolition and creation of quayside space.
- Marketing the facility as an industrial unit / development opportunity to the private sector, governed by specific criteria.



Fish Market with boats alongside

A number of potential uses have been identified:

- Investment in facilities and equipment to support the fishing industry, mainly inshore fishing.
- Potential working / storage / office area to support off-shore wind O&M business.
- Accommodation for the Harbour Master's office / other marine-related businesses.
- Non-marine related activities, such as a heritage centre, café, etc.

It is recommended that a 'Fish Market' facility for marine purposes of some form is safeguarded to maintain flexibility to meet future market demands – there are no other facilities or buildings owned by the harbour at the quayside. It is also recommended that actions are undertaken to promote and support inshore fishing activity in particular. At the same time, there needs to be some flexibility so that the harbour can harness opportunities from off-shore wind should they arise.

3.5) Middle Basin and Fish Market : Developing a flexible and fit-for-purpose multi-use area (continued)

In determining the right infrastructure option a feasibility exercise is required to compare the cost of refurbishment of the existing building with the cost of a new-build.

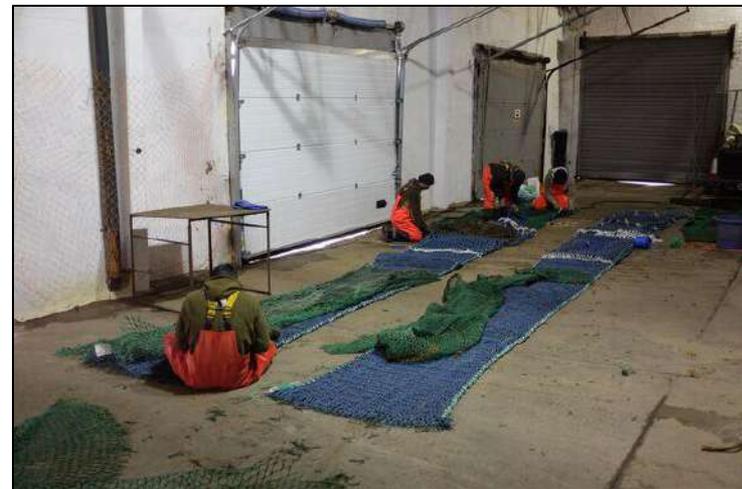
While a smaller facility may be preferable and more cost effective to build and run, it is unlikely that any additional quayside space created would be easily utilised, given that the Fish Market is built on a decked base.

The re-development of the Fish Market will take some time. It is therefore recommended that marketing initiatives and incremental investment in facilities to support the fishing industry and inshore fishing in particular is taken forward in parallel, commencing with:

1. Promotion of ice provision at Banff, which can be collected or delivered at a cost, to Macduff Harbour. By establishing demand, the business case for investment in an ice machine will be made.
2. Targeted marketing to fishing industry to identify potential demand for specific facilities and equipment, such as a chill area and ice machine (part of the Harbour Marketing Plan).
3. Provision of equipment, such as a davit crane and pallet lifter, coupled with secure storage, which can be housed in the building at present.
4. Augmented effort to be involved in the off-shore wind debate, starting with attendance at the Beatrice Project supply chain events (part of the Harbour Marketing Plan).



Fish Market and steps for passenger boarding



Fishing boat crew sorting nets inside the Fish Market

3.6) Bankhead Industrial Area: Improving visual amenity and enhancing the marine supply chain

P12 Development of Bankhead Industrial Area

The area on the south side of Bankhead Road will be re-developed into business units and parking, to support and attract businesses from the shipbuilding and repair and wider marine supply chain.

A secondary benefit of this proposal will be the significant improvement to visual amenity along Bankhead Road.

The Council is already in dialogue with existing tenants to ascertain whether they might be willing to move their business to another location, or whether they might be interested in taking up a new industrial unit at this location. Some tenants have already indicated that they are willing to move to one of the stores on the north side of Bankhead Road. It is recommended that the stores are retained for industrial use.

An area for parking is proposed at the west end of Bankhead Road, which will be considered further under P3 along with other potential locations for parking.

It is envisaged that at least four units, similar to the stores across the road, will be constructed, along with one compound.

Key actions:

- Ongoing negotiation with existing tenants and owners with a view to securing the entire area for re-development.
- Removal of all sheds, garages, containers and debris.
- Obtain planning permission for industrial use plots and parking areas.
- Promotion of development and targeted marketing to identify demand for units.



Domestic garages along Bankhead Road

3.7) Tourism and Leisure: Building on the success of the Aquarium

These proposals are intended to build on the success of the Aquarium and enhance the potential for tourism in Macduff.

Macduff Harbour has a rich heritage and there is an opportunity to use this for the benefit of the town without compromising the industrial operation.

P13 Heritage and Social History Interpretation Centre

This proposal comprises the creation of a new visitor attraction, with the aim of building on the success of the Aquarium. There are already 45,000 visitors to the Aquarium, each year, and an additional attraction would give people a reason to stay longer in Macduff. The new Centre would complement the Aquarium without overlap, focusing on, for example:

- Harbour construction and development.
- Shipbuilding and repair, explaining current operations.
- Fishing industry and how it has changed over time.

There are two main options on where this attraction would be located and how it would be managed:

- Option 1: A new, stand alone, 'Heritage and Social History Interpretation Centre', located in close proximity to the Aquarium, incorporating facilities to be shared with the Aquarium, such as an education and research area and car parking. It could also include a café. Two potential sites close to the Aquarium have been identified – the Old Gas Works and the former Key Line Building on Ness Street. There may be other available sites, though these are preferable given their close proximity to the Aquarium.
- Option 2: An extension to the existing Aquarium building, incorporating perhaps a smaller exhibition area and a cafe.

It is recommended that the new attraction be managed by the Council alongside the Aquarium. Option 2 possibly offers a more cost effective option if this can deliver the same amenity *and* a strong new identity can be achieved, *without* detracting from the Aquarium's existing identity. This option may also be more attractive to the Council from a management and cost perspective.

P14 Aquarium – Shipyard path and observation point

The Aquarium is approximately 500 metres from the slipway at the Princess Royal Basin. This proposal comprises the construction of a shoreside path from the Aquarium to the front area of the RNLI building. It is proposed that there is some form of observation point here, focusing on the shipbuilding and repair activities. This could be an interpretation board located at a point where activities on the slipway berths can be viewed, but without impeding works access.

P15 Interpretation boards

There are very few places where information is available on the heritage of the harbour and its industries. This proposal comprises the installation of six interpretation boards around the harbour, which would describe and interpret what you can see if you look up while reading the board. Suitable vantage points will need to be identified, along with photos and content drawing on the rich heritage of the harbour and its environs. Suggested topics include:

- Fishing industry past and current.
- Shipbuilding and repair activities (see P14).
- Harbour construction.



3.7) Tourism and Leisure: Building on the success of the Aquarium (continued)

P16 Development of the 'Harbour Trail'

A 'Harbour Trail' from Cullen to Pennan already exists. This proposal comprises a review of this Trail, with a view to developing it further into a Harbour *Heritage* Trail, drawing on the very rich heritage of the harbours and the industries that have flourished within them. The Council will work closely with Banff Tourism Partnership and other organisations to develop the Trail and market it, with a view to raising the profile of Macduff Harbour and attracting visitors to the town.

P17 Creation of an artificial diving reef

This proposal comprises the sinking of one or more wrecks for the purpose of creating a leisure diving facility. This would create a new attraction for the area.

The first step will be to identify a group or individual willing to define and lead the project. It will then be necessary to evaluate potential locations for the reef – it may be better positioned closer to Banff where an existing dive boat is based and where there is better access for smaller craft.



Location of the proposed shoreside path from Aquarium to Shipyard

3.8) Shore Street: Identification of potential uses to support regeneration and economic development

A number of potential uses have been identified through discussions with companies within the local supply chain, as well as the wider stakeholder group.

P18 Business support facilities

There is potentially demand for a range of business support facilities, that could be used by Macduff Shipyards employees and contractors, and companies within the wider supply chain.

This proposal considers two specific elements.

- *Meeting room / training facility, which companies can hire for the purpose of holding meetings, workshops or training activities.*

Macduff Shipyards have indicated that if a training facility was available they would use it. Marketed appropriately this facility could be popular within the business community.

Such a facility exists – a Council-owned property in Fife Street (Macduff) can accommodate in the region of 20 persons for workshop or training activities. The Council reports that this facility is under-used and it may be the case that the business community is unaware that it exists.

This proposal comprises firstly testing the suitability of this facility through liaison with Macduff Shipyards, and ultimately encouraging them to hold forthcoming training activities here. In the event that this facility is not suitable, other locations could be targeted, such as the Town Hall, where one or two rooms could be appropriately decorated and equipped.

- *Creation of a hot-desk facility to test demand for this type of service.*

There is a burgeoning marine supply chain operating in and around Macduff, with many contractors and company representatives visiting the town on a regular basis for business, not to mention employees of the shipyard who travel between sites. At present there is no place where business people can sit and work, whether that be making phone calls, reading emails or using a computer.

An ideal solution would be something akin to a high street coffee house, where one can use the internet, do some work and have a coffee. In absence of this it is recommended that a hot-desk facility is developed within the Harbour Master's office (e.g. desk space, internet, telephone and printer access), which will test demand for a potentially larger scale hot-desking facility.

Developed appropriately, a hot-desking facility could provide a versatile and convenient place to work for people visiting Macduff, with the provision of desk space, internet, copying and scanning facilities, even kitchen and shower facilities. It could go one step further and enable businesses to have a dedicated telephone number in Macduff and perhaps a registered office.

3.8) Shore Street: Identification of potential uses to support regeneration and economic development (continued)

P19 Business premises

As an example, the Coast Festival is looking for premises, with space for a gallery and art-related activities, and where the Festival can be promoted and managed from. They are looking to extend their current activities to all-year round. If suitable premises are found, the facility could also incorporate a café and/or an internet / computer space, where people can come and use their laptops, for example. It is likely that there are other potential tenants.

P20 Frontage décor

While the issues for Shore Street are complex, the outcome is that the frontages are in poor condition and visually unappealing. Consideration could be given to a 'quick fix' solution whereby the property frontages are painted in a range of appropriate colours, possibly pastel, to create a more attractive harbour front.

P21 Accommodation

There may be room in the market for additional self-catering, budget or luxury hotel accommodation, particularly if the supply chain were to grow in Macduff.

Further assessment of potential demand is required to establish whether there is a robust business case for such a development.



Shore Street, from the North Pier, Middle Basin



Shore Street, from the North Pier, Middle Basin

3.9) Supporting Measures: Harbour management and operations

The following supporting measures have been identified, concerning harbour management and operations.

P22 Review of harbour management, policies, staffing and skills

A bottom-up review of harbour management, staffing and skills is recommended with a view to improving efficiency and effectiveness of harbour operation and identifying training needs.

The review should ideally address, for example:

- Governance: How is the Board organised? Is it effective?
- Organisation: Where does Harbours sit within the chain of command?
- Management: How effective are lines of communication? Are job descriptions relevant / adequately fulfilled?
- Operation: Could some operational activities or the processes that support them be done more efficiently (e.g. holiday planning, management of VHF Channel, collection of dues, harbour tidy up, slipway planning, watchman role, budgeting)?

In light of the Masterplan proposals, it is recommended that the harbour reviews the adequacy and appropriateness of its plans and policies, particularly those relating to safety and the environment.

P23 Harbour Marketing Plan

This measure comprises the development of a Harbour Marketing Plan, which will set out actions, roles and responsibilities to grow existing and develop new markets. At present the Harbours Team has little involvement in targeting potential business. The Plan could include for example:

- Working with Macduff Shipyards to grow business on the new slipway, exploring new markets, such as building leisure boats.
- Targeting the inshore fishing sector to attract new users to Macduff.
- Identifying actions to maintain and grow the existing ship-to-shore services, exploring the possibility of fuelling.
- Exploration of new markets such as servicing some elements of off-shore wind and cruise markets.
- Compilation of an online directory of supply chain companies across the marine sector.

P24 Business development resource

It is recommended that an additional resource is identified to oversee and drive the implementation of the Macduff Harbour Masterplan (and the Banff Harbour Business Plan). There may be an available resource within the Council. Alternatively an external person with the right expertise may be sought. Funding may be available to support this role, and it may be possible to extend such a role into a permanent position within the harbours.

3.10) High level cost and impact assessment

The cost of delivering proposals has been estimated in discussion with Aberdeenshire Council Harbours Team. In some instances it is not possible to quantify costs until further feasibility work has been undertaken. Where this is the case an indicative budget has been allocated (see Appendices A and B).

A qualitative assessment of potential impacts on the economy, safety and environment has been undertaken, along with consideration of stakeholder buy-in (see Appendix A).

- Economic impacts have been identified where jobs may be created or safeguarded, efficiencies may be gained or where there might be an increase in harbour revenue or visitor expenditure, for example.
- The environmental scoping has broadly assessed the level of potential impact on the environment associated with each proposal – any proposal involving improvements or change to infrastructure may require its own environmental assessment and should any environmental impact be identified going forward, mitigation measures would be developed to deal with this.
- A qualitative assessment of potential safety impacts has been carried out.
- With regard to stakeholder buy-in, the Consultant's assessment is supported with the results from a questionnaire distributed to workshop attendees (see Appendix C).

The table overleaf present a summary of costs and impacts, using the following scales:

Cost	Very High	£300K or more	1
	High	£150K - £299K	2
	Medium	£50K - £149K	3
	Low	<£50K	4
Economic impact	-	No impact	0
	✓	Slight positive impact	1
	✓✓	Moderate positive impact	2
	✓✓✓	Significant positive impact	3
Environmental / Safety impacts	+++	Significant negative impact	-3
	++	Moderate negative impact	-2
	+	Slight negative impact	-1
	-	No impact	1
	✓	Slight positive impact	2
	✓✓	Moderate positive impact	3
	✓✓✓	Significant positive impact	4
Stakeholder buy-in	Very High	Very high level of buy-in	4
	High	High level of buy-in	3
	Medium	Medium level of buy-in	2
	Low	Low level of buy-in	1

In order to consider how proposals might rank against each other, an overall score has been assigned to each proposal using the above scale, where cost, impacts and stakeholder buy-in have equal weighting.

3.10) High level cost and impact assessment (continued)

Proposal	Cost	Economic	Environment	Safety	Stakeholder buy-in	Overall score
P1 In-depth structural assessment	Low	✓✓✓	–	✓✓	Very High	15
P1 Surveys and maintenance	High	✓✓✓	–	✓✓	Very High	13
P2 Increase harbour capacity (feasibility)	High	✓✓✓	–	–	Very High	11
P2 Increase harbour capacity (construction)	Very High	✓✓✓	+ / ✓	✓	Very High	10
P3 Creating an efficient shipyard quayside zone	High	✓✓✓	✓	✓✓✓	High	14
P4 Electricity and fresh water points on the North Pier (Princess Royal Basin)	Medium	✓✓	✓	–	Very High	12
P5 Restriction on vehicular access on the North Pier	Low	-	✓	✓	High	11
P6 Extension of slipway and additional berths	Very High	✓✓✓	+	✓	High	8
P7 Provision of berth cover at slipway	Very High	✓	+	✓	Medium	5
P8 Review of management options for slipway	Low	✓	–	–	Medium	9
P9 Electricity and fresh water points on the North Pier (Middle Basin)	Medium	✓✓	✓	–	Very High	12
P10 Passenger craft berthing and access	Low	-	–	✓✓	High	11
P11 Development of the Fish Market (building)	High	✓✓✓	✓	–	High	11
P11 Development of the Fish Market (equipment)	Medium	✓✓✓	–	–	High	11
P12 Development of Bankhead Industrial Area	Medium	✓✓✓	✓✓	–	Very High	14

3.10) High level cost and impact assessment (continued)

Proposal	Cost	Economic	Environment	Safety	Stakeholder buy-in	Overall score
P13 Heritage and Social History Interpretation Centre	High	✓✓✓	–	–	Very High	11
P14 Aquarium – Shipyard path and observation point	Low	✓	✓	–	Very High	12
P15 Interpretation boards	Low	✓	✓	–	Very High	12
P16 Development of the ‘Harbour Trail’	Low	✓✓	–	–	Very High	12
P17 Creation of an artificial diving reef	Very High	✓✓	+	–	Medium	5
P18 Business support facilities	Low	✓✓	–	–	High	11
P19 Business premises	Low	✓	–	–	High	10
P20 Frontage décor	Low	✓	✓	–	Medium	10
P21 Accommodation	High	✓✓✓	–	–	High	10
P22 Review of harbour management, policies, etc.	Low	✓✓	✓✓	✓	Medium	13
P23 Harbour Marketing Plan	Low	✓✓✓	+	–	High	10
P24 Business development resource	Low	✓✓	–	–	High	11

3.10) High level cost and impact assessment (continued)

The assessment, while high level, enables a comparison of proposals based on their estimated costs, potential impacts and likely level of stakeholder buy-in.

Costs

There is a mix of proposals in terms of cost and deliverability: some can be delivered fairly easily and quickly, while others have a considerable cost and will involve some planning and feasibility work before they can be implemented.

Economic impacts

The potential for economic impact is greatest where jobs are safeguarded or created, where efficiencies can be achieved, and where an increase in revenue is likely. For example proposals to improve the harbour infrastructure and facilities, and to increase trade through the harbour:

- P1 In-depth structural assessment.
- P2 Increase harbour capacity.
- P3 Creating an efficient shipyard quayside zone.
- P6 Extension of slipway and additional berths.
- P11 Development of the Fish Market.
- P12 Development of Bankhead Industrial Area.
- P23 Harbour Marketing Plan.

Outside of the harbour P13 (Heritage and Social History Interpretation Centre) and P21 (Accommodation) are regarded as being the main potential catalysts for economic impact.

Environmental and safety impacts

The high level scoping of environmental impacts identifies some potential slight negative impacts, mainly associated with the larger infrastructure proposals. (P2, P6, P7 and P17).

Some positive impacts have also been identified where proposals may reduce emissions or improve visual amenity.

A number of proposals have positive impacts on safety, particularly those that involve improving the infrastructure or removing conflicts between different types of traffic.

Stakeholder buy-in

There is likely to be a high level of stakeholder buy-in for the majority of proposals. This is mostly supported by the results of a questionnaire that was circulated to workshop attendees (see Appendix C). The following proposals were supported by almost all respondents:

- P2 Increase harbour capacity.
- P4 and P9 Electricity and fresh water points on the North Pier (Princess Royal Basin and Middle Basin).
- P12 Development of Bankhead Industrial Area.
- P15 Interpretation boards.
- P16 Development of the 'Harbour Trail'.

There was little support for P8 (Review of management options for slipway) and P17 (Creation of an artificial diving reef). Regarding the Fish Market, there was considerable support for investment to attract inshore fishing and a general desire to do something with the facility.

3.10) High level cost and impact assessment (continued)

The proposals scoring highest overall are:

- P1 In-depth structural assessment.
- P3 Creating an efficient shipyard quayside zone.
- P11 Development of the Fish Market.
- P12 Development of Bankhead Industrial Area.

The table opposite summarises highest scoring proposals.

Two proposals scored noticeably low – provision of a berth cover at the slipway (P7) and creation of an artificial diving reef (P17). For this reason these proposals have been excluded from the Masterplan for now.

Maintaining and improving harbour infrastructure	<ul style="list-style-type: none"> • P1 In-depth structural assessment. • P2 Increase harbour capacity (feasibility).
Princess Royal Basin and Quayside	<ul style="list-style-type: none"> • P3 Creating an efficient shipyard quayside zone. • P4 Electricity and fresh water points on the North Pier. • P5 Restriction on vehicular access on the North Pier.
Middle Basin and Fish Market	<ul style="list-style-type: none"> • P9 Electricity and fresh water points on the North Pier (Middle Basin). • P10 Passenger craft berthing and access. • P11 Development of the Fish Market.
Bankhead Industrial Area	<ul style="list-style-type: none"> • P12 Development of Bankhead Industrial Area.
Tourism and Leisure	<ul style="list-style-type: none"> • P13 Heritage and Social History Interpretation Centre. • P14 Aquarium – Shipyard path and observation point. • P15 Interpretation boards. • P16 Development of the ‘Harbour Trail’.
Shore Street	<ul style="list-style-type: none"> • P18 Business support facilities.
Supporting Measures	<ul style="list-style-type: none"> • P22 Review of harbour management, policies, etc. • P24 Business development resource.

3.11) Final proposals, indicative costs and timescales

While almost all proposals are being taken forward during the lifetime of the Masterplan, a number of key priorities have been identified, drawing upon the outcome of the high level assessment.

Harbour-specific priority proposals

Priority investment projects	<ul style="list-style-type: none"> • P3 Creating an efficient shipyard quayside zone. • P12 Development of Bankhead Industrial Area. • P11 Development of the Fish Market (building refurbishment).
Priority management activities	<ul style="list-style-type: none"> • P22 Review of harbour management, policies, etc.. • P23 Harbour Marketing Plan. • P24 Business development resource.
Priority 'quick wins'	<ul style="list-style-type: none"> • P1 In-depth structural assessment. • P4 and P9 Electricity and fresh water points on the North Pier (Princess Royal Basin and Middle Basin). • P5 Restriction on vehicular access on the North Pier. • P10 Passenger craft berthing and access. • P11 Development of the Fish Market (facilities / equipment).
Priority feasibility exercises	<ul style="list-style-type: none"> • P6 Extension of slipway and additional berths. • P2 Increase harbour capacity.

Other priority proposals

Priority investment projects	<ul style="list-style-type: none"> • P13 Heritage and Social History Interpretation Centre. • P19 Business premises. • P21 Accommodation.
Priority 'Quick wins'	<ul style="list-style-type: none"> • P15 Interpretation boards. • P16 Development of the 'Harbour Trail'. • P14 Aquarium – Shipyard path and observation point. • P18 Business support facilities. • P20 Frontage décor.

3.11) Final proposals, indicative costs and timescales (continued)

Just over £4.6m of investment is programmed over the Masterplan period, with most of these proposals focused on improving the harbour (this total excludes the capital investment required to increase harbour capacity, which is likely to be in excess of £20m).

Proposals		2016 – 2025
Maintaining and improving harbour infrastructure	P1 In-depth structural assessment. P2 Increase harbour capacity (feasibility).	£360,000
Princess Royal Basin and Quayside: Consolidating and supporting shipyard activities	P3 Creating an efficient shipyard quayside zone. P4 Electricity and fresh water points on the North Pier (Princess Royal Basin). P5 Restriction on vehicular access on the North Pier. P6 Extension of slipway and additional berths. P8 Review of management options for slipway.	£3,215,000
Middle Basin and Fish Market: Developing a flexible and fit-for-purpose multi-use area	P9 Electricity / fresh water points on the North Pier (Middle Basin). P10 Passenger craft berthing and access. P11 Development of the Fish Market.	£285,000
Bankhead Industrial Area: Improving visual amenity and strengthening the supply chain	P12 Development of Bankhead Industrial Area.	£120,000
Tourism and Leisure: Building on success of Aquarium	P13 Heritage and Social History Interpretation Centre. P14 Aquarium – Shipyard path and observation point. P15 Interpretation boards. P16 Development of the ‘Harbour Trail’.	£225,000
Shore Street: Identification of potential uses	P18 Business support facilities. P19 Business premises. P20 Frontage décor. P21 Accommodation.	£260,000
Supporting Measures: Harbour management and operations	P22 Review of harbour management, policies, etc. P23 Harbour Marketing Plan. P24 Business development resource.	£140,000
Total investment in Masterplan proposals		£4,605,000
Total investment in Masterplan proposals (including investment in increasing capacity)	P2 Increase harbour capacity (construction estimated to be at least £20m).	£24,605,000

4.1) Implementation and next steps

This chapter describes some of the key actions required to manage and deliver the Masterplan proposals:

- Roles and responsibilities: Not all of the proposals are within the management remit of the Harbours Team; therefore it is necessary to establish lead partners for all proposals.
- Potential funding sources: Identifying ways in which the proposals can be funded.
- Next steps: Identifying next steps with a view to implementing the Masterplan proposals.

4.2) Roles and responsibilities

The business development resource post will play a pivotal role in the implementation of the Masterplan proposals, acting as a project manager for the Plan as a whole and delivering specific proposals. Without a dedicated resource, it is possible that the Harbours Team would struggle to implement the Masterplan on time.

The Harbours Team will clearly take the lead on all harbour-specific proposals, as well as some others. On other proposals the Harbours Team will play a supporting role, led by the business development resource.

Some discussion will be required to confirm lead partner organisations and managers. The table overleaf indicates where the Harbours Team would lead or support on the implementation of a proposal.

4.2) Roles and responsibilities (continued)

Proposals	HT Lead	HT Support
P1 In-depth structural assessment	✓	
P2 Increase harbour capacity	✓	
P3 Creating an efficient shipyard quayside zone	✓	
P4 Electricity and fresh water points on the North Pier (Princess Royal Basin)	✓	
P5 Restriction on vehicular access on the North Pier	✓	
P6 Extension of slipway and additional berths	✓	
P8 Review of management options for slipway	✓	
P9 Electricity and fresh water points on the North Pier (Middle Basin)	✓	
P10 Passenger craft berthing and access	✓	
P11 Development of the Fish Market	✓	
P12 Development of Bankhead Industrial Area	✓	

Proposals	HT Lead	HT Support
P13 Heritage and Social History Interpretation Centre		✓
P14 Aquarium – Shipyard path and observation point		✓
P15 Interpretation boards		✓
P16 Development of the ‘Harbour Trail’		✓
P18 Business support facilities	✓	
P19 Business premises		✓
P20 Frontage décor		✓
P21 Accommodation		✓
P22 Review of harbour management, policies, etc.	✓	
P23 Harbour Marketing Plan	✓	
P24 Business development resource	✓	

HT = Harbours Team

4.3) Potential funding sources

Many of the proposals may be eligible for external grant funding. A number of potential sources have been identified.

European Maritime and Fisheries Fund (EMFF)

The EMFF is the fund for the EU's maritime and fisheries policies for 2014 – 2020. Under Axis 4 there are five priority themes for North Aberdeenshire underpinned by a number of actions that will be supported (see table opposite).

Several proposals may be eligible for funding against a number of actions, particularly 1.1, 1.2, 1.3, 3.1, 3.3, 3.4 and 4.1.

This may be relevant to:

- P3 Creating an efficient shipyard quayside zone.
- P4 and P9 Electricity and fresh water points on the North Pier.
- P6 Extension of slipway and additional berths.
- P10 Passenger craft berthing and access.
- P11 Development of the Fish Market.
- P13 Heritage and Social History Interpretation Centre.
- P14 Aquarium – Shipyard path and observation point.
- P15 Interpretation boards.
- P16 Development of the 'Harbour Trail'.
- P18 Business support facilities.
- P20 Frontage décor.
- P24 Business development resource.

Some of the above proposals may be eligible under Axis 3 Common Interest, including port facilities (e.g. P3, P4, P6 and P9). Further discussion with the EMFF coordinator will determine whether this is the case.

Strategic Objective	Actions
1 Place: To enhance the natural and built environment and make better use of our assets to improve facilities and encourage growth of the tourism economy.	1.1 Development of multi-purpose, sustainable and productive community and/or business facilities, particularly using derelict sites.
	1.2 Provision of new or upgraded culture / tourism facilities.
	1.3 Place marketing and promotion activities.
	1.4 Assessing, enhancing and managing biodiversity assets.
2. Connectivity: To add value to wider efforts to improve internal / external connectivity.	2.1 Sustainable and/or active travel solutions.
	2.2 Access to and delivery of eServices.
2. Business Competitiveness: To encourage sustainable diversification of the economy through support for business and social enterprises, especially in tourism, food and drink, and renewable energy, and in the provision of services to local communities.	3.1 Improving priority sector competitiveness and collaboration.
	3.2 Facilitating diversification from agriculture.
	3.3 Facilitating diversification within and outside of the fisheries sector.
	3.4 Supporting lifelong learning and job creation in fisheries areas.
	3.5 Adding value, creating jobs and promoting innovation at all stages of the fisheries seafood supply chain.
4. Better opportunities: To ensure better opportunities for all with a particular focus on integrating and connecting socially-excluded people to the local community.	4.1 Provision of training / employability support which complements sectoral diversification and other development efforts.
	4.2 Provision of bespoke facilities, activities or services targeted at supporting socially excluded people.
5. Co-operation: To cooperate with other F/LAGs / facilitate greater involvement in national / international co-operation.	5.1 International co-operation.
	5.2 National co-operation.

4.3) Potential funding sources (continued)

Aberdeenshire Council: Banff and Macduff Town Centre Action Plan

There is already funding earmarked to support the regeneration of Shore Street, and it is understood that a newly created Property Investment Fund will make grant funding available for property owners.

This may be relevant to:

- P13 Heritage and Social History Interpretation Centre.
- P14 Aquarium – Shipyard path and observation point.
- P15 Interpretation boards.
- P18 Business support facilities.
- P19 Business premises.
- P20 Frontage décor.
- P21 Accommodation.

Aberdeenshire Council: other potential sources of funding

There may be funding available from other departments within the Council, that deal with roads, transportation, economic development and skills and learning, for example. There may also be small amounts of funding available from local sources such as the Common Good Funds and the Community Planning Partnership locally.

Further discussion with lead partners will be necessary to identify how proposals could and should be funded, followed by targeted discussions with the relevant departments and personnel.

This may be relevant to:

- P14 Aquarium – Shipyard path and observation point.
- P15 Interpretation boards.
- P16 Development of the 'Harbour Trail'.

Heritage Lottery Fund

The Heritage Lottery Fund supports projects that make a difference for heritage, people and communities.

This may be relevant to:

- P13 Heritage and Social History Interpretation Centre.
- P14 Aquarium – Shipyard path and observation point.
- P15 Interpretation boards.
- P16 Development of the 'Harbour Trail'.

Big Lottery Awards for All Scotland

This funding (£500 – £10,000) is for projects that aim to help improve local communities and the lives of people most in need. Applications can be made for feasibility and development costs, or a range of activities including events, activities, new equipment, volunteer expenses, transport costs and staff costs. There are some restrictions on applicants with regard to previous applications. In some instances it may be necessary to reconsider the lead partner role.

This may be relevant to:

- P14 Aquarium – Shipyard path and observation point.
- P15 Interpretation boards.
- P16 Development of the 'Harbour Trail'.

4.3) Potential funding sources (continued)

Other potential sources

While no funding has been identified from these sources at present, it is recommended that a dialogue is commenced and maintained, both to make the case for funding and to stay informed about any new funding sources:

- Moray Firth and North Coast Inshore Fisheries Group.
- Scottish Enterprise / National Renewable Infrastructure Fund (N-RIF).
- Nestrans, the transport partnership for Aberdeen and Aberdeenshire.
- Scottish Government.
- Crown Estate.
- EU funding sources, such as TEN-T and North Sea Interreg.

4.4) Next steps

There are a number of next steps which are critical in enabling the Masterplan to be implemented in a timely fashion. Until such time that the business development resource post is filled, the Council must identify a lead resource to oversee implementation.

Action 1: Identify whether there is currently an internal resource who would be available to take on the role of business development resource, with a view to dedicating 50% of their time to Banff Harbour and 50% of their time to Macduff Harbour.

Action 2: Confirm lead partners and managers who will be responsible for proposals where the harbour is not leading. Set up project groups where relevant.

Action 3: Confirm funding availability within the Council and lead partner organisations and identify which proposals should apply for which source of grant funding.

Action 4: Work with lead partners to prepare funding applications.

Action 5: Once the business development resource is in post, they should develop a project management timetable for implementation of all proposals, identifying key milestones and key actions.

Appendix A: High level cost and impact assessment of Masterplan proposals

P1 In-depth structural assessment of harbour infrastructure			
Estimated cost	£210K Structural assessment: £10K. Surveys and maintenance over Masterplan period: £200K. Difficult to estimate as outcome of assessment and surveys is unknown at present.	Economic impact	Safeguard the viability of harbour infrastructure and its operation, as well as make the case for further investment. Significant positive impact.
Deliverability	Assessment may bring to light expensive maintenance requirements that may be difficult to finance or structural issues that cannot be resolved.	Environmental impact	Outcomes of the assessment may result in repair and maintenance activities that are subject to environmental impact assessment. No impact.
Stakeholder buy-in	Likely very high level of buy-in. 82% support from workshop attendees (18/22).	Safety impact	Positive impact by identifying any key issues and establishing a proactive approach to maintenance Moderate positive impact.

P2 Increase harbour capacity			
Estimated cost	£150K (feasibility) / £20m+ (construction) Difficult to estimate as will depend on preferred option (e.g. new breakwater versus deepening of basins).	Economic impact	Increasing harbour capacity will enable more throughput, bigger boats will be able to enter the harbour and there will be more space for efficient moving of vessels. Jobs will be safeguarded and created, there will be increased revenue for the harbour and increased business for the shipyard. Significant positive impact.
Deliverability	Technically complex and expensive. Business case / value for money not proven.	Environmental impact	An increase in throughput will potentially result in an increase in vessel emissions. Slight negative impact (construction phase).
Stakeholder buy-in	Likely very high level of buy-in. 100% support from workshop attendees (22/22). Some stakeholders felt that the cost is too high and that there would not be value for money Any major infrastructure development would include public consultation.	Safety impact	More space to manoeuvre vessels could potentially reduce risk of collision / running aground. Slight positive impact (construction phase).

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P3 Creating an efficient shipyard quayside zone			
Estimated cost	<p>£15K (feasibility) £100K (zone from Watt's Lane – Laing Street) £250K (extend zone to Fish Market + relocation of public parking)</p> <p>Difficult to estimate. Costs include purchase and demolition of remaining residential property, feasibility and planning of road closure and parking restrictions, fencing, security and provision of alternative parking.</p>	Economic impact	Shipyard can create a more efficient working space, while the harbour can increase income from land rental. Significant positive impact.
Deliverability	May be objections regarding the planning of road closure and parking restrictions – can be mitigated as long as additional parking is created.	Environmental impact	Through travel planning the shipyard may be able to reduce car travel among its employees and visitors. Slight positive impact.
Stakeholder buy-in	<p>Likely high level of buy-in. 77% support from workshop attendees (17/22). Possible concern from residents with regard to traffic and parking. Macduff Shipyards fully support proposal.</p>	Safety impact	The removal of conflict between industrial and non-industrial activities will reduce the risk of accidents and thus improve safety. Significant positive impact.

P4 Electricity and fresh water points on the North Pier (Princess Royal Basin)			
Estimated cost	<p>£50K</p> <p>Costs associated with laying cables along pier and installation of two cabinets and covers.</p>	Economic impact	With electricity and water, the North Pier can be utilised more easily, increasing the utilisation of the basin and increasing the efficiency and operation of the shipyard. Moderate positive impact.
Deliverability	No issues.	Environmental impact	Boats berthed on the North Pier will no longer need to keep generators running. Slight positive impact.
Stakeholder buy-in	<p>Likely very high level of buy-in. 91% support from workshop attendees (20/22). Potentially benefits all harbour users and noise reduction will benefit residents.</p>	Safety impact	No impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P5 Restriction on vehicular access on the North Pier			
Estimated cost	£0.5K Erection of a sign at the end of the North Pier plus enforcement by Harbour Master.	Economic impact	No impact.
Deliverability	No issues.	Environmental impact	There will be less vehicles travelling on the North Pier. Slight positive impact.
Stakeholder buy-in	Likely high level of buy-in. 59% support from workshop attendees (13/22).	Safety impact	Removing non-work related vehicles will reduce safety risk. Slight positive impact.

P6 Extension of slipway and additional berths			
Estimated cost	£50K (feasibility) £3m - £4m (construction) Difficult to estimate, as feasibility work required to establish what the realistic options are.	Economic impact	Extension of slipway will enable shipyard to potentially increase its business by 30% - this could lead to new jobs, as well as safeguarding existing ones. The new cradles would enable wider boats to be handled. Significant positive impact.
Deliverability	Complex technical issues: if it is not possible to extend eastwards, the cost will rise significantly. It may also be necessary to move the RNLI station, which would add significant cost.	Environmental impact	May be some impact on flora and fauna, if extending seaward becomes an option. An environmental impact assessment would likely be required. Slight negative impact.
Stakeholder buy-in	Likely medium level of buy-in. 68% support from workshop attendees (15/22).	Safety impact	Increased flexibility regarding movement of boats on the slipway which will reduce risk of accident. Slight positive impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P7 Provision of berth cover at slipway				
Estimated cost	<u>£300K</u> Difficult to estimate but likely to be high in cost.		Economic impact	Slipway is already operating at capacity. All weather berth makes operation more efficient but cannot increase it significantly – it would enable hot zinc spraying which could result in around four extra boats being handled per year. Slight positive impact.
Deliverability	May be issue with height of cover that is required.		Environmental impact	The height of the berth cover may have a negative impact on visual amenity. Slight negative impact.
Stakeholder buy-in	Likely medium level of buy-in. 45% support from workshop attendees (10/22). Less desirable than an extended slipway and new berths .		Safety impact	The berth will enable safer operations in all weather conditions. Slight positive impact.

P8 Review of management options for slipway				
Estimated cost	<u>£0</u> Included in service review which is currently being progressed.		Economic impact	Depending on how the operation is tendered, this could be beneficial for the Council in terms of cost savings and for the slipway in terms of more efficient operation. Slight positive impact.
Deliverability	No issues.		Environmental impact	No impact.
Stakeholder buy-in	Likely medium level of buy-in. 32% support from workshop attendees (7/22). It is possible that some stakeholders would not want to see the operation of the slipway transferred to the private sector.		Safety impact	No impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P9 Electricity and fresh water points on the North Pier (Middle Basin)				
Estimated cost	<u>£100K</u> Difficult to estimate. A scoping exercise is required to determine whether a power upgrade is needed.		Economic impact	With electricity and water, the North Pier can be utilised more easily, increasing the utilisation of the basin and increasing the efficiency and operation of the shipyard and other activities in the basin. Moderate positive impact.
Deliverability	May not be sufficient power which will require an increase in capacity.		Environmental impact	Boats berthed on the North Pier will no longer need to keep generators running. Slight positive impact.
Stakeholder buy-in	Likely very high level of buy-in. 86% support from workshop attendees (19/22). Benefits many harbour users and noise reduction may benefit residents.		Safety impact	No impact.

P10 Passenger craft berthing and access				
Estimated cost	<u>£30K</u> Cost of refurbishing steps (based on cost of new steps at a neighbouring harbour).		Economic impact	Passengers already use existing steps for boarding and alighting. No impact.
Deliverability	No issues.		Environmental impact	No impact.
Stakeholder buy-in	Likely high level of buy-in. There were mixed views on where a pontoon should be placed, resulting in the selection of this option. As this proposal will improve the current infrastructure it is envisaged that there may be a high level of stakeholder buy-in.		Safety impact	Existing steps can be slippery and dangerous – this issue will be dealt with in the refurbishment. Moderate safety impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P11 Development of the Fish Market			
Estimated cost	<p><u>£105K - £255K (building)</u> <u>£50K (equipment)</u> Difficult to estimate as feasibility required to identify most cost effective option. Feasibility: £5K. Refurbishment: £100K. New-build: £250K. Equipment (chill facility, storage, ice machine, davit crane, pallet lifter): £50K.</p>		<p>Economic impact</p> <p>With the right facilities, the Fish Market could attract more business through the harbour, increasing jobs and revenue. Significant positive impact.</p>
Deliverability	<p>Some complexity as floor is piled and decked – may not be suitable for weight bearing activity Uncertainty over future demand for facilities for fishing and off-shore wind.</p>		<p>Environmental impact</p> <p>New-build could incorporate environmental improvements, such as insulation and renewable energy heating. Slight positive impact.</p>
Stakeholder buy-in	<p>Likely high level of buy-in. Mixed views at the workshop: 59% support from workshop attendees (13/22) to support fishing industry.</p>		<p>Safety impact</p> <p>No impact.</p>

P12 Development of Bankhead Industrial Area			
Estimated cost	<p><u>£120K</u> Preparing the area for development, surveys, planning and construction: £10K. Construction of four units and one compound: £80K. Creation of parking area: £30K.</p>		<p>Economic impact</p> <p>Creation of business units may safeguard existing jobs and create new ones, through attracting businesses to the harbour. The harbour will also increase revenue through leasing the units. Significant positive impact.</p>
Deliverability	<p>May be difficult to re-locate some tenants from area.</p>		<p>Environmental impact</p> <p>Significant improvement in visual amenity. Moderate positive impact.</p>
Stakeholder buy-in	<p>Likely very high level of buy-in. 91% support from workshop attendees (20/22). Nearby residents may be concerned that there is adequate parking space for any new business units.</p>		<p>Safety impact</p> <p>No impact.</p>

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P13 Heritage and Social History Interpretation Centre				
Estimated cost	£200K Difficult to estimate costs, but likely to be at least £200K: will depend on location and size of facility.		Economic impact	Creation of a new attraction in parallel to the Aquarium will create new jobs, increase visitor expenditure and generally enhance the tourism offer of Macduff. Significant positive impact.
Deliverability	Need to identify lead partner organisation and establish suitable location.		Environmental impact	If new centre is close to the Aquarium it can benefit from people walking between the two venues and from the car park which will mitigate impacts of additional visitors and traffic. No impact.
Stakeholder buy-in	Likely very high level of buy-in. 77% support from workshop attendees (17/22).		Safety impact	No impact.
P14 Aquarium – Shipyard path and observation point				
Estimated cost	£15K Development of the path (tidy, hardcore and chippings): £15K. Observation point: costed in P15.		Economic impact	Will improve attractiveness of area for visitors. Slight positive impact.
Deliverability	Need to identify observation points that do not conflict with shipyard activities.		Environmental impact	Encourages walking. Slight positive impact.
Stakeholder buy-in	Likely very high level of buy-in. 77% support from workshop attendees (17/22).		Safety impact	It will be important that this scheme does not result in conflict between tourists and shipyard operations. No impact,
P15 Interpretation boards				
Estimated cost	£10K Difficult to estimate. Cost of interpretation boards can vary significantly, depending on the format and quantity - a budget of £10K is allocated.		Economic impact	Will improve the attractiveness of the area for visitors. Slight positive impact.
Deliverability	Need to identify lead partner organisation.		Environmental impact	Encourages walking. Slight positive impact.
Stakeholder buy-in	Likely very high level of buy-in. 91% support from workshop attendees (20/22).		Safety impact	No impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P16 Development of the 'Harbour Trail'				
Estimated cost	£0 Internal resource liaising with Banff Coast Partnership and other groups.		Economic impact	Improving the tourist offer of the coast may bring more visitors to the area and increase visitor spend. Moderate positive impact.
Deliverability	No issues.		Environmental impact	No impact.
Stakeholder buy-in	Likely very high level of buy-in. 91% support from workshop attendees (20/22).		Safety impact	No impact.

P17 Creation of an artificial diving reef				
Estimated cost	£300K Difficult to estimate, but the costs of planning and feasibility may be high.		Economic impact	Would increase the potential for dive and fishing tourism and enhance the tourism offer in Macduff. Moderate positive impact.
Deliverability	Need to identify lead partner organisation.		Environmental impact	There could be environmental concerns, though these would all be addressed in the feasibility and planning. Slight negative impact.
Stakeholder buy-in	Likely medium level of buy-in. 32% support from workshop attendees (7/22).		Safety impact	No impact.

P18 Business support facilities				
Estimated cost	£30K Refurbishment of one Town Hall room (overhead projector, whiteboards, flipcharts, tables and chairs and décor). Creation of 'hot desk' space at Harbour Master's office initially.		Economic impact	Resident and visiting businesses will benefit from these facilities, which will make Macduff a more attractive place to do business. Moderate positive impact.
Deliverability	No issues.		Environmental impact	No impact.
Stakeholder buy-in	Likely high level of buy-in. Will benefit business community in particular. Not included in workshop questionnaire.		Safety impact	No impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

P19 Business premises			
Estimated cost	<u>£20K</u> Not possible to estimate as will depend on choice and size of location. Indicative budget of £20K allocated.	Economic impact	Increasing the utilisation of properties on Shore Street will have a positive impact on regeneration and the economy. Slight positive impact.
Deliverability	Depends on the needs of potential tenants and on the availability of suitable premises.	Environmental impact	No impact.
Stakeholder buy-in	Likely high level of buy-in, Not included in workshop questionnaire.	Safety impact	No impact.

P20 Frontage décor			
Estimated cost	<u>£10K</u> Grants of £1K offered to ten properties for painting frontages.	Economic impact	Improving the frontages along Shore Street will make the area more attractive to visitors. Slight positive impact.
Deliverability	May be difficult getting property owners to agree to proposal.	Environmental impact	Improving frontages along Shore Street will make the area more attractive. Slight positive impact.
Stakeholder buy-in	Likely medium level of buy-in. Not included in workshop questionnaire.	Safety impact	No impact.

P21 Accommodation			
Estimated cost	<u>£200K</u> Difficult to estimate, but high cost attached to renovating derelict or unused property.	Economic impact	Redevelopment of any site on Shore Street will assist in the regeneration of the area, there will be jobs created during the redevelopment, while the creation of accommodation in whatever form will create jobs and visitor expenditure. Significant positive impact.
Deliverability	May be difficult persuading private owners to develop.	Environmental impact	No impact.
Stakeholder buy-in	Likely high level of buy-in. Not included in workshop questionnaire.	Safety impact	No impact.

Appendix A: High level cost and impact assessment of Masterplan proposals (continued)

<i>P22 Review of harbour management, policies, staffing and skills</i>			
Estimated cost	<u>£0K</u> Already in progress and due to be completed in November 2015.		Economic impact. Potential to reduce costs, increase revenue and improve efficiency through improved management practices. Moderate positive impact.
Deliverability	If review is undertaken internally it may be difficult to implement changes that do not meet the expectations of stakeholders.		Environmental impact. Potential to improve visual amenity and environmental monitoring through the review of policies and plans. Moderate positive impact.
Stakeholder buy-in	Likely high level of buy-in. 41% support from workshop attendees (9/22).		Safety impact. Improved management may lead to improved safety. Slight positive impact.

<i>P23 Harbour Marketing Plan</i>			
Estimated cost	<u>£0K</u> To be developed internally by the business development resource (see below).		Economic impact Harbour's active role in marketing aims to generate new business and revenue. Significant positive impact.
Deliverability	Continuity of business development resource required to oversee implementation.		Environmental impact Increase in vessel traffic could lead to increase in emissions. Slight negative impact.
Stakeholder buy-in	Likely high level of buy-in. 73% support from workshop attendees (16/22).		Safety impact Increased / changing mix of traffic could increase risks - these would be mitigated through revised safety management practices. No impact.

<i>P24 Business development resource</i>			
Estimated cost	<u>£15K</u> A full time position, with salary cost of £30K. Cost of resource shared with Banff Harbour.		Economic impact Creation of one job in the short term and potentially longest term also. A crucial enabler for the Masterplan itself as without this proposal the Council will struggle to deliver the Masterplan. Moderate positive impact.
Deliverability	No issues.		Environmental impact No impact.
Stakeholder buy-in	Likely high level of buy-in. Not included in workshop questionnaire.		Safety impact No impact.

Appendix B: Cost summary and time plan

Proposal	Total (£000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
P1 In-depth structural assessment	£10K										
P1 Surveys and maintenance	£200K										
P2 Increase harbour capacity (feasibility)	£150K										
P2 Increase harbour capacity (construction)	£20m										
P3 Creating an efficient shipyard quayside zone	£15K / £100K - £250K										
P4 Electricity and fresh water points on North Pier (Princess Royal Basin)	£50K										
P5 Restriction on vehicular access on the North Pier	£0.5K										
P6 Extension of slipway and additional berths (feasibility)	£50K £3m - £4m										
P8 Review of management options for slipway	£0K										
P9 Electricity and fresh water points on the North Pier (Middle Basin)	£100K										
P10 Passenger craft berthing and access	£30K										
P11 Development of the Fish Market (building)	£5K / £100K - £250K										
P11 Development of the Fish Market (equipment)	£50K										

Appendix B: Cost summary and time plan (continued)

Proposal	Total (£000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
P12 Development of Bankhead Industrial Area	£120K										
P13 Heritage and Social History Interpretation Centre	£200K										
P14 Aquarium – Shipyard path and observation point	£15K										
P15 Interpretation boards	£10K										
P16 Development of the 'Harbour Trail'	£0K										
P18 Business support facilities	£30K										
P19 Business premises	£20K										
P20 Frontage décor	£10K										
P21 Accommodation	£200K										
P22 Review of harbour management, policies, etc.	£0K										
P23 Harbour Marketing Plan	£0K										
P24 Business development resource	£15K										

Appendix C: Stakeholder engagement

The development of the Masterplan has been informed by input from stakeholders at two workshops and through one-to-one discussions in person and by telephone.

Stakeholders were identified by the Council and Harbour Advisory Committee and invited to the first workshop in May 2015. This included users of the harbour, vessel owners, representatives of the fishing community, representatives of Macduff Shipyards and other supply chain companies, community groups, industry groups and Council departments. The main objective of the first workshop was to identify problems and constraints.

The same individuals were then invited to a second workshop in June 2015 to provide their views on proposals for inclusion in the Masterplan. In addition to group discussions workshop attendees were asked to individually provide their views on the proposals, the results of which are presented overleaf.

While only a small sample of 22 this provides a useful snapshot of potential buy-in across different stakeholder groups.

The following proposals had the highest level of support:

- The aspiration to expand the harbour and increase capacity (P2) (22 out of 22).
- P4 and P9 Electricity and water points on the North Pier in the Princess Royal Basin (20 out of 22) and in the Middle Basin (19 out of 22).
- P12 Bankhead Industrial Area (20 out of 22).
- P15 Interpretation boards (20 out of 22).
- P16 Development of the Harbours Trail (20 out of 22).
- P1 In-depth structural assessment (18 out of 22).

There was also a reasonable level of support (15 – 17 out of 22) for the creation of a shipyard quayside zone (P3), the Heritage and History Interpretation Centre (P13) and the creation of a path between the Aquarium and slipway and observation point (P14).

There was least support for the passenger pontoon options presented – it was suggested by some that the pontoon should be located in the Princess Royal Basin, or that the steps at the Fish Market should be renewed.

There were also very mixed views on how the Fish Market (P11) should be developed, though 13 out of 22 attendees supported developing facilities to support the fishing (inshore) industry.

There was also limited support for a diving reef (P17) and for outsourcing the slipway operation (P8) (7 out of 22 respectively).

Interestingly only 41% of stakeholders (9 out of 22) felt that the harbour management and staffing should be reviewed (P22).



Appendix C: Stakeholder engagement (continued)

