



# MASTERPLAN FOR MALLAIG HARBOUR

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## Fisher Associates

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**MALLAIG  
HARBOUR  
AUTHORITY**



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# 1. INTRODUCTION

Overview of Mallaig Harbour

Mallaig Harbour is a key maritime hub for ferries, aquaculture, fishing and marine leisure on the west coast of Scotland. Some of the key recent developments are summarised below.

The harbour is run by Mallaig Harbour Authority (MHA), a Trust Port, with a Board contributing a range of skills and experience. MHA's Board is committed to supporting activities that will benefit the local community, both socially and economically.

The harbour is a vital economic asset for the village of Mallaig and its surrounding area, particularly in terms of the employment opportunities it affords, as well as enabling the development of Mallaig's marine and wider tourism offer.

Key Developments in the Last Five Years

All-year round Mallaig – Lochboisdale ferry service

New marina and supporting landside facilities

Securing Marine Harvest as anchor tenant

Feed store to support aquaculture sector

Aerial Photos of the Harbour



### Masterplan Approach

The fundamental purpose of the masterplan is to provide a structured framework for the physical development and transformation of Mallaig Harbour over the next 20 years.

It will enable MHA to make informed decisions to meet changing markets, grow new markets, and safeguard the harbour as an essential economic driver and community asset for future generations. Further diversification and growth in harbour activities will not only safeguard existing jobs, but create many more and in doing so strengthen the viability and sustainability of the local community for the longer term, making Mallaig an attractive place to live, work and do business.

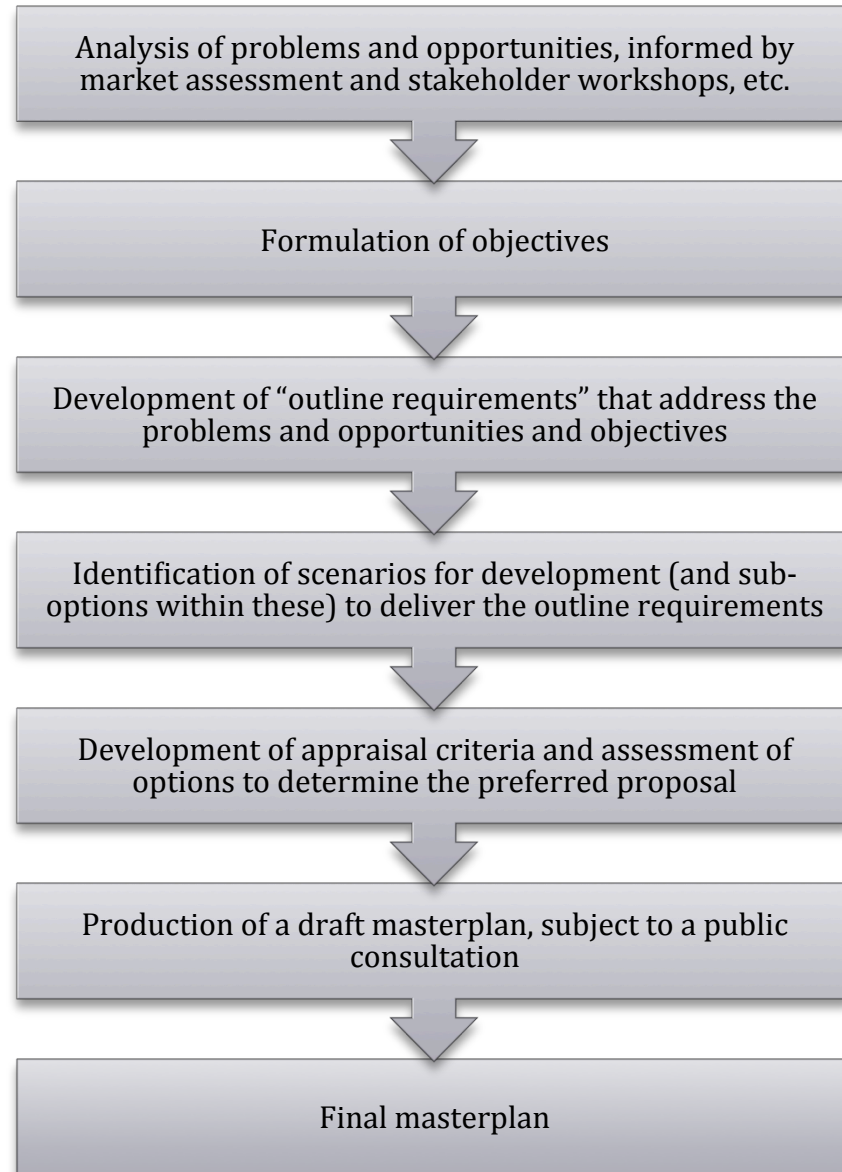
It embodies the key principles of port master planning:

- *Avoid building today what you need to move tomorrow.*
- *Consider zoning of similar activities and avoid conflicts between users.*
- *Explain marine and land requirements to meet defined needs over the period.*
- *Ensure adequate landside access.*
- *Promote environmental sustainability.*
- *Encourage efficient use of resources.*
- *Consider phasing of investment.*

The masterplan has been developed based on a broad STAG (Scottish Transport Appraisal Guidance) approach (see right). Stakeholder consultation and participation lies at the heart of this masterplan. A multi-criteria appraisal has been applied to options for development of the harbour, in response to the issues and constraints that it faces.

The structure of the masterplan is detailed overleaf.

### Approach



Structure of the Masterplan

1. Introduction

- 1.1 Overview of Mallaig Harbour
- 1.2 Masterplan
- 1.3 Objectives

2. Context for Mallaig Harbour

- 2.1 Services
- 2.2 Land Ownership
- 2.3 Business Review
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- 3.3 Priorities for Masterplan

4. Stakeholder Engagement

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- 6.4 Implementation Resources

Appendices

- A. Policy Review
- B. Summary Assessment of Alternatives
- C. Detailed Masterplan Proposals
- D. Socio-Economic Impact

Vision

The vision for Mallaig Harbour is:

***“To safeguard and enhance Mallaig Harbour as a thriving and diverse hub of marine activity for the benefit of harbour users, residents and visitors”***

This vision is underpinned by the objectives detailed right.

The purpose of the masterplan is to assist MHA to realise its vision and objectives by setting out a long term physical strategy, which responds to the key issues, constraints, threats and opportunities that face Mallaig Harbour.

Objectives

A financially sustainable business with a competitive business environment and a diverse revenue base

Contribute to the socio-economic prosperity of Mallaig

Provide a safe environment for all harbour users

Support strong environmental stewardship

## 2. CONTEXT FOR MALLAIG HARBOUR



## Ferries

**Ferry services calling at Mallaig are vital for the economic viability of Mallaig as well as the islands that they serve.**

Mallaig is popular both as a transit and stop-over destination for tourists travelling to or from the islands, and as a destination in its own right or a base for tourists when visiting the local area and islands.

Caledonian MacBrayne Ferries Ltd (CalMac) operate ferry services to/from Mallaig all year round to Skye, the Small Isles and Lochboisdale.

The number of passengers travelling to or from Mallaig by ferry has grown considerably over the last five years, increasing from 240,000 in 2010 to 277,000 in 2015. While no figures are available yet, it is understood that the recent introduction of Road Equivalent Tariff (RET) has resulted in a considerable increase in traffic during 2016.

At least 80% are travelling between April and September – the month of August has in the past generally seen a throughput of more than 60,000 passengers.

The potential benefit of RET may be constrained by ferry capacity limitations during the peak season.

There are regular passenger only ferry sailings to Inverie, Knoydart, operated by Western Isles Cruises under contract from Highland Council. About 14,000 passengers used this service in 2015.

In parallel to passenger ferry services, there is a freight only service which transports bulk, loose cargoes or heavy plant to the Small Isles and Knoydart Peninsula.

## Ferries in Mallaig Harbour



### Aquaculture

**Mallaig is a key hub for the aquaculture sector on the west coast of Scotland.**

Marine Harvest is an anchor tenant at the harbour, where it operates its only salmon harvesting facility in the region, with a designated berth for well boats and infrastructure for pumping fish directly from vessel to harvesting station. About 220 tonnes of salmon are harvested and brought into Mallaig Harbour, six nights per week. Fish are processed here before being transported by road for further processing in Fort William.

Scottish Sea Farms Limited use Mallaig as an operational base for their Loch Nevis sites, while the Scottish Salmon Company use Mallaig as a back-up for unloading harvested salmon.

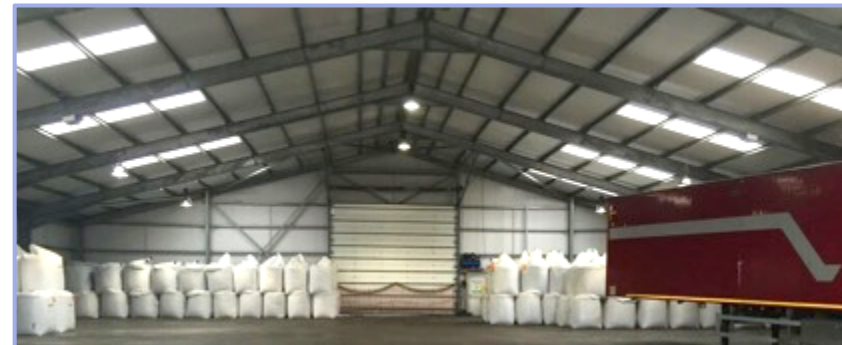
### Fish Feed Storage & Distribution

**Mallaig Harbour is an important storage and distribution point for fish feed.**

There are three main suppliers of fish feed to the aquaculture sector in Scotland: Skretting (based in Invergordon), Biomar (based in Grangemouth) and Cargill (formerly EWOS, based in Bathgate).

At present around 40,000 tonnes of fish feed per annum are distributed to fish farms off the west coast of Scotland via Mallaig Harbour.

### Well Boats and the Fish Feed Store



## Prawn Market and Fish Pier



## Fisheries

**Mallaig Harbour is known historically for its predominance as a fishing port.**

Mallaig was one of the largest herring ports in Europe during the 1960s, and continues to be one of the busier fishing harbours on the west coast of Scotland.

The local fleet, which used to comprise 40 to 50 boats now numbers around 15, with many more visiting boats using Mallaig on a seasonal basis.

On average 4,700 tonnes of fish have been landed at Mallaig annually between 2010 and 2014 – roughly 8% of total volume landed at ports on the west coast of Scotland (including as far south as Ayr and Campbeltown).

The main catch landed at Mallaig is nephrops, with an average 1,700 tonnes landed annually between 2010 and 2014. Nephrops account for just under 40% of volume and 60% of value.

Mallaig has long been a centre for fish processing, and is known for its high quality fish products, particularly kippers and smoked salmon. Both local catch and supply from other areas are processed. Product is processed and sold locally and throughout the country mainly by Andy Race Fish Merchants and J. Lawrie & Sons (Jaffys).

The availability of locally caught, and locally processed product, supports the food tourism market, offering an air of authenticity to the tourism experience.

### Marine Tourism and Leisure

**There is already a cluster of marine-related tourism businesses operating in and around Mallaig, forming a strong foundation for growth.**

The Mallaig Yachting Marina opened in 2012, comprising 50 berths. In the last year a new Marina Facilities Building was opened, comprising toilets, showers and a laundry.

Mallaig Harbour is becoming popular for small cruise vessels, which must anchor outside the harbour and tender in.

Several operators offer a range of boat trips in Mallaig including wildlife cruises, sunset cruises and transportation to remote locations for walking, cycling, fishing or shooting activities. Boat trips are also frequently used for weddings or other celebrations.

One-hour wildlife cruises have been tailored to suit arriving passengers on the steam train, who have a couple of hours to spend in Mallaig. The Jacobite Steam Railway is an important driver for tourism in Mallaig, with two trips to Mallaig per day in the summer bringing several hundred visitors to the village.

A range of other watersports activities are present in the harbour, such as kayaking and the use of personal watercraft.

The harbour is also a focal point for many community events such as gala days and food festivals.

### Western Isles Cruises Ferry and the Marina



### Mallaig Boatyard

**Mallaig Boatyard is a successful and growing business. It supports Mallaig's fishing industry, but attracts customers from as far afield as the Isle of Man.**

The business has grown considerably since the current operator took it over in 2010, and now employs 17 staff.

The existing two slips and cradles can accommodate 250 tonne vessels, with a 7.4m width restriction. Repair work on boats is also carried out in the water. The facility is in need of investment and the operator is working at full capacity, with little opportunity to expand.

There are few alternative boatyards on the west coast – if turned away due to lack of capacity, boats often have to make the long trip to the north east boatyards of Macduff, Fraserburgh and Buckie.

### Boatyard Site and Slipway



### Other Activities in the Harbour

The RNLI has a Lifeboat Station adjacent to the Harbour Building and operates a lifeboat from a dedicated pontoon connected to the Fish Pier.

Denholm Fishselling Ltd, Mallaig & North West Fishermen's Association Ltd (MNWFA) and Marine Scotland all occupy premises in the Harbour Building.

Denholm Fishselling Ltd provide key support services within the Harbour:

- Operation of the ice plant.
- George Walker Fish Selling Agency.
- Johnston Bros Oil & Chandlery, comprising the supply of fuel to boats, domestic heating and petrol station operation.

In addition the following fishing concerns have local representation:

- The Mallaig Fishermen's Co-operative.
- The Scottish Fishermen's Organisation Ltd.
- West Coast of Scotland Fish Producers Organisation.

### Land Ownership Within the Harbour Area

While MHA owns the majority of land, several buildings and areas of land are owned by others.

Highland Council owns five small industrial units which are leased out on rolling five year contracts to West Highland College, the Maritime Coastguard Agency and businesses in the fishing or aquaculture sectors.

The Council also owns various areas of land which are currently rented out on long term leases (e.g. Ferguson Transport warehouse, the area of land where the 'kipper smokehouse' building is located, the old coastguard hut, which is leased to West Highland College).

The Council also owns the roadway around much of the harbour area.

J. Lawrie & Sons (Jaffys) and Andy Race Fish Merchants operate from their own premises in the heart of the harbour estate area. An area of land adjacent to Jaffys is owned by a private individual.

Nevis Estates owns the kipper smokehouse building, while Ferguson Transport owns a storage facility on the west side of the industrial estate. Johnston Bros own a site and operate a fuel station at the south west extremity of the harbour area.

With regard to MHA owned facilities and land:

- The net stores located along the western side of the industrial area are owned by MNWFA, apart from three which are owned by MHA. MHA owns the land that the stores are built upon.
- Adjacent to the roundabout at the harbour entrance lies the former 'marine aquarium' site, which currently comprises an outside picnic area and parking. Next to this is the MHA Workshop and a store leased by Nevis Estates.
- Scottish Sea Farms have an office facility south of the kipper smokehouse, leased from MHA.
- Ownership of the Harbour Office Building is shared between MHA, MNWFA, Denholm Fishselling Ltd and Marine Scotland.

A summary map is presented overleaf (Figure 1), indicating ownership of land and facilities.

### Fish Processing Business





Business Review

Turnover has been in the region of £1m per annum over the last four years (see Figure 2).

FY2015/16 saw an increase of 13% on the previous year, with turnover at £1.1m, mainly due to an increase in fish dues (+27%), cargo dues (+23%) and harbour dues (+10%).

Figure 3 shows the contributions to turnover in FY2015/16. Of note are:

- The main source of income, accounting for just under 40% of total income in FY2015/16 is harbour dues, which comprises income mainly from ferry berthing dues and aquaculture businesses operating vessels in the harbour.
- Income from cargo dues makes up a further 20% of total income, predominantly associated with the handling of fish feed, as well as other cargoes that are destined for the Small Isles and the Knoydart Peninsula.
- Income from fish dues is healthy, and the volume and value of landings has risen recently - the total value of catch landed at Mallaig rose to £8.7m in 2015/16, an increase of £1.6m on the previous year.

Figure 2: Mallaig Harbour Income Summary

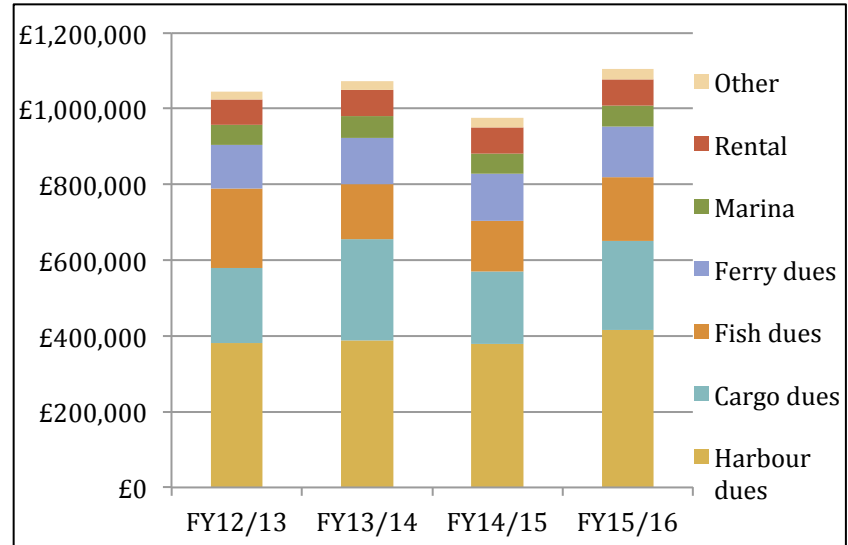
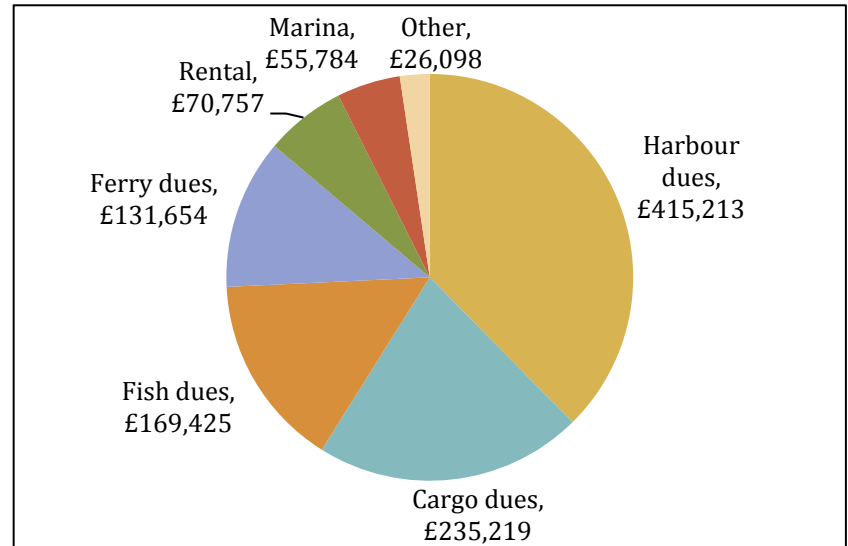


Figure 3: Mallaig Harbour Income FY 2015/16





### Overview

It is vital that the harbour infrastructure and operations are developed in a sustainable manner that supports the community and the stability of the local economy.

A sustainable harbour needs to be based around long term

local economy and society. The masterplan is therefore an opportunity to embed the principles of such sustainability into the future development of the harbour.

The key environment baseline conditions are summarised overleaf. The masterplan will need to be implemented with these in mind.

### 'Greening the Harbour'

There may also be opportunities to “green” the harbour, by reducing carbon emissions and dependency on fossil fuels through the installation of renewable energy technologies (e.g. small scale wind, tidal, wave, solar and geothermal).

During the development of masterplan proposals consideration will be given to the following:

- Potential for renewable energy production being built into the proposed breakwater (e.g. tidal turbine, small scale wind, etc.)
- Potential renewable energy heating systems for existing and new buildings.
- Infrastructure to support active travel for ferry/cruise passengers (e.g. provision of electric bicycles/bicycles for hire).

### Key Environment Baseline Conditions

- The harbour sits within the proposed Inner Hebrides and the Minches Special Area of Conservation (pSAC): *Potential interaction with harbour purposes.*
- The proposed Sea of the Hebrides Marine Protected Areas (MPA) may also need to be considered: *Potential interaction with basking sharks and minke whales.*
- The next nearest protected area, at approximately 4km distant, is the Loch Morar Site of Special Scientific Interest (SSSI): *No pathways for potential significant effects.*
- At greater distance of circa 11km lies Glen Beasdale Special Area of Conservation (SAC): *No pathways for potential significant effects.*
- Small Isles MPA: *Potential interaction with fan mussel and guillemots.*
- Otters and seals are present around Mallaig Harbour: *Potential interaction with otters and seals.*
- Regarding birds, black guillemots and manx shearwater have been recorded in the harbour area: *May need investigation.*
- The harbour is not designated for its landscape character or visual appeal. The closest National Scenic Area (NSA) is the Knoydart NSA, which is approximately 1.25km to the north east: *Not likely to impact the NSA but local landscape may have an impact.*
- SEPA have identified that a large area of the harbour is situated within the 1 in 200 year coastal flood extent, so has a medium to high risk of flooding: *Likely to require flood risk assessment and possible mitigation.*
- Contaminated Land: *Surveys required to assess land contamination.*
- Mallaig Coastal SSSI of geological interest but now de-notified: *No pathways for significant effects.*

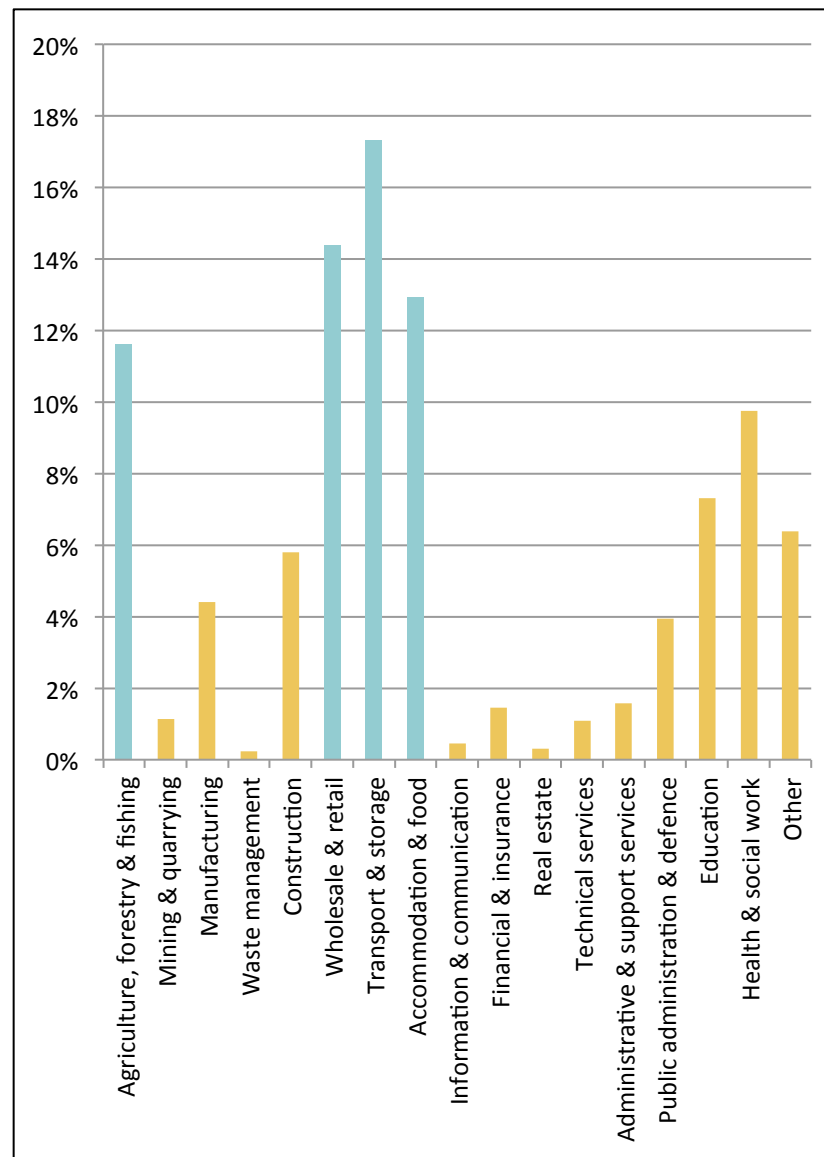
**Baseline**

Mallaig is a relatively small settlement with about 900 residents. As of 2011, 442 residents were recorded as being in employment, and the main sectors of activity are illustrated in Figure 4. Just over 40 residents were classed as unemployed.

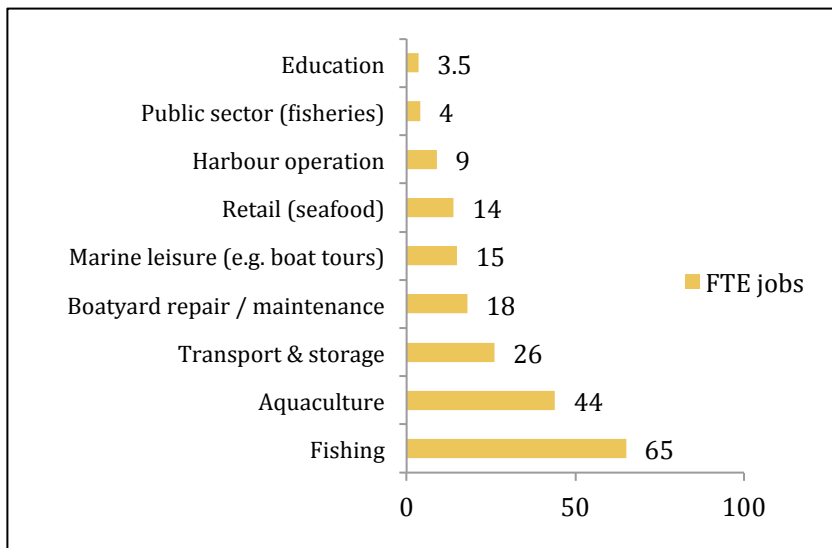
Mallaig Harbour supports approximately 200 direct FTE jobs – this means that roughly half of Mallaig’s workforce are working in a job related to the harbour. It indirectly supports many more local jobs, particularly in tourism and service-related sectors.

Figure 5 presents a breakdown of (estimated) employment associated with harbour-related activities (confined to Mallaig) or with businesses located in the harbour estate. More than half of these jobs are in the fishing or aquaculture sectors.

**Figure 4: Mallaig Employment by Sector (2011 Census)**



**Figure 5: Harbour-related Employment (Estimate 2016)**



### Social Context

Mallaig Harbour plays a major role in defining the social (and economic) make up of Mallaig.

- Practically all social (and economic) activity in Mallaig is connected in some way with the harbour.
- Geographically the harbour is at the heart of the village. Local people interact with the harbour on a daily basis – on their way to work, or to the shops, or walking their dog.
- People living in the communities that are served via Mallaig’s role as a ferry hub depend on having regular, reliable ferry services that enable them to go about their daily lives – this includes the Small Isles, Knoydart and the Sleat peninsula in Southern Skye.
- Today and historically the harbour has been a key source of living. It is likely that someone in most households has at one time been employed in harbour-related activity.
- Local people have a sense of pride in their harbour, and the traditions associated with it.
- The working harbour is what makes Mallaig attractive for visitors, creating a sense of place for both visitors and residents alike.

While commercial priorities are a key focus of the masterplan, MHA is fully committed to delivering social benefits for the village of Mallaig and its surrounding area and connected communities.

### Economic Context

Mallaig Harbour is a diverse economic asset. The businesses operating within the estate, and the wider supply chain, together provide a significant number of jobs for the local community and wider region.

- Key economic enabler with regard to connectivity for island and remote mainland communities. RoRo and passenger only ferries provide a lifeline service to the communities of South Uist, the Small Isles and the Knoydart Peninsula.
- Major hub for aquaculture operations on the west coast of Scotland, with Mallaig playing a key role in the production of salmon.
- Mallaig continues to be an important and successful fishing port on the west coast of Scotland.
- Mallaig is home to the primary boatyard facility that services the fishing industry on the west coast of Scotland.
- The harbour offers a diverse range of employment opportunities for the local community, as well as bringing in skills and people, which supports in-migration and bolsters population growth.
- The harbour plays a key role in enabling and supporting tourism, particularly through the ferry link to Skye, the marina, and infrastructure to support other marine leisure activities.

This masterplan will play a key role in safeguarding existing employment, as well as increasing opportunities for the village and the surrounding area, through development of harbour infrastructure, facilities and services.

MHA will also support enhancing the tourism offer of Mallaig, through revitalisation of the waterfront area, improving infrastructure for ferries, and facilitating cruise ship visits.

**Importance of Policy Context**

The national, regional and local policy context within which Mallaig Harbour operates is important. The key policies are noted right, and explained in more detail in Appendix A.

This masterplan has been developed to be consistent with and where possible to support these policies. This policy context contributes to the framework against which development options have been evaluated.

MHA has engaged closely with The Highland Council. It will continue to work closely with the Council with the aim of having the masterplan adopted as Supplementary Guidance to the emerging West Highland and Islands Local Development Plan (WHILDP), which is due to be adopted later in 2018.

As a first step to this, it is intended that the masterplan will be adopted as Interim Supplementary Guidance, and be a material consideration in planning decision making.

**Key Policy Context**

- Scotland's Economic Strategy
- Scotland's National Marine Plan
- A Strategic Framework for Scotland's Marine Tourism Sector
- West Highland and Islands Local Development Plan (Emerging WHILDP)
- Highland Council Single Outcome Agreement (SOA)
- HIE Operating Plan 2016 - 2019
- HITRANS Regional Transport Strategy
- Lochaber Community Development Plan

### 3. MARKET ASSESSMENT

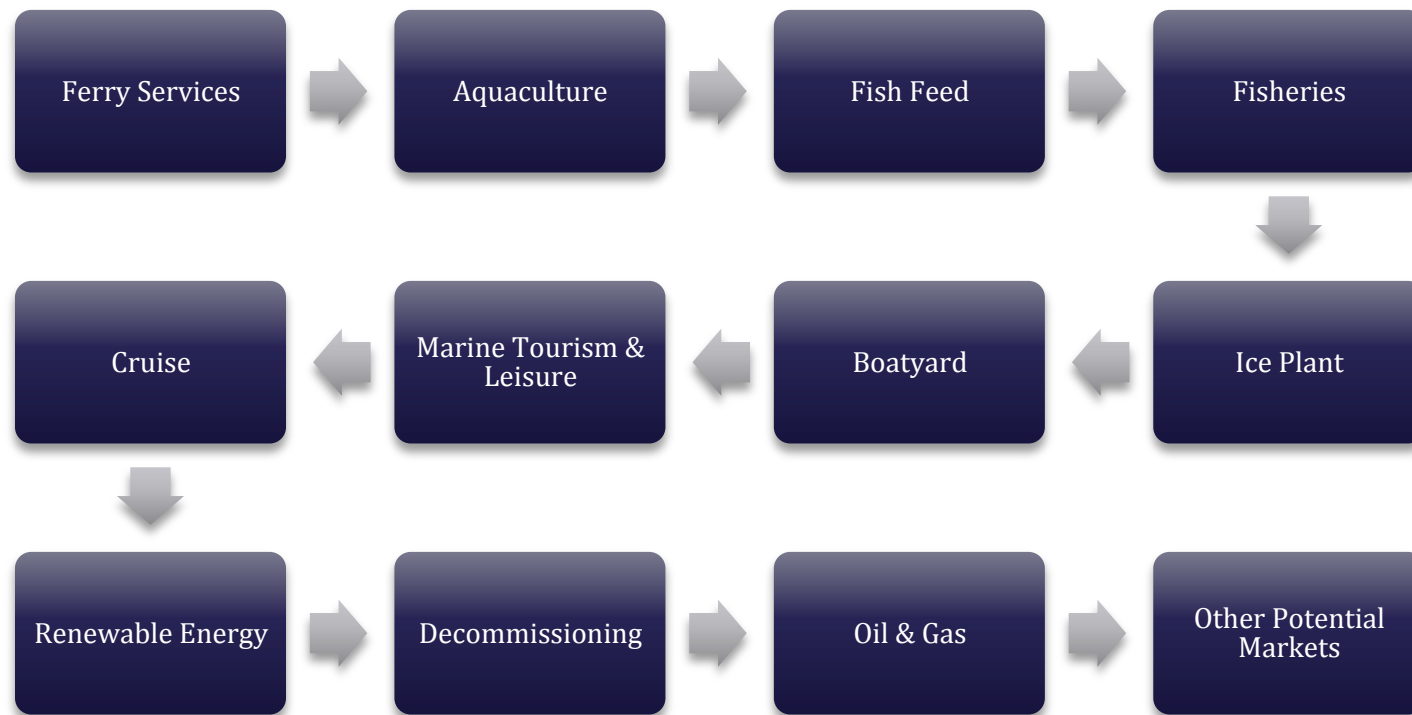
### Methodology

The masterplan is based on a market assessment, which considers the opportunities in current and potential markets. This was based upon a review of the sectors listed below, in terms of:

- Current situation
- Market drivers
- Market outlook
- Opportunities

The key findings are summarised in this section, and the priorities for the masterplan identified.

### Sectors



## Key Findings

| Market         | Key findings   |
|----------------|--|
| Ferry Services | <ul style="list-style-type: none"> <li>• Strong volume growth, which will continue with introduction of Road Equivalent Tariff (RET).</li> <li>• Opportunity to secure and promote Lochboisdale service for the long term, which in turn cements Mallaig's position as a key hub in the ferry network.</li> <li>• Potential future opportunity to increase ferry services and routes calling at Mallaig.</li> </ul>  |
| Aquaculture    | <ul style="list-style-type: none"> <li>• Mallaig is an important hub for aquaculture at present.</li> <li>• Accommodating larger well boats in medium term essential to sustain activity at harbour.</li> <li>• Opportunity to enable existing customers to expand or attract new customers – target long term contractual arrangement with operators.</li> </ul>  |
| Fish Feed      | <ul style="list-style-type: none"> <li>• May be opportunity to attract fish feed producers to undertake more added value activities at Mallaig Harbour, or at the very least to store more product.</li> <li>• Impact of Marine Harvest's plans to build a new fish feed factory at Kyleakin is not yet known.</li> <li>• Possibly little immediate impact, but risk that fish feed volumes being shipped through Mallaig Harbour could reduce considerably.</li> </ul>  |
| Fisheries      | <ul style="list-style-type: none"> <li>• Local fleet small and may reduce slightly over next few years → lack of new fishermen to the fleet and impact of regulation.</li> <li>• An increase in water depth will enable larger fishing boats to call at Mallaig.</li> <li>• Mallaig Harbour must continue to support its local and visiting fleet by providing necessary infrastructure and services.</li> <li>• The impact of Brexit is unknown, but could be beneficial.</li> <li>• Uncertainty associated with introduction of Marine Protected Areas (MPAs) and how it might impact on existing fishing practices.</li> <li>• The ban on discard at sea represents an opportunity for Mallaig to act as a hub for consolidating discard fish volumes. Opportunities to be explored include pot bait, anaerobic digester, fish feed inputs and general processing.</li> </ul> |



## Key Findings (continued)

| Market                   | Key findings  |
|--------------------------|---|
| Ice Plant                | <ul style="list-style-type: none"> <li>Fishing fleet, no matter how small, will continue to require ice on a regular basis.</li> <li>Aquaculture companies view the ice plant as a 'back-up' source of ice.</li> <li>Opportunity to consider replacing the current facility with a smaller, more efficient one, and relocating it to free up quayside space.</li> </ul>   |
| Boatyard                 | <ul style="list-style-type: none"> <li>Successful operation with plans to expand the business if facilities could be improved and capacity increased.</li> <li>Business would consider aquaculture/ferry vessel markets, accommodating larger fishing vessels and widening geographical customer base.</li> <li>Enabling relocation of the boatyard within Mallaig Harbour is a key opportunity, because it is an important component of the marine cluster, contributing to the attractiveness of the harbour.</li> <li>Without relocation there is a possibility that the boatyard would be lost to Mallaig.</li> </ul> |
| Marine Tourism & Leisure | <ul style="list-style-type: none"> <li>Growing sector which is important for Mallaig, evidenced by successful tourist/passenger boat services and marina development. There is a growing cluster of businesses in this sector.</li> <li>Collaborative marketing could put Mallaig on the map as key destination for marine or adventure tourism, contributing to growing the wider tourism offer in Scotland.</li> <li>Opportunity for Mallaig Harbour to facilitate growth in this sector through provision of appropriate infrastructure and services.</li> </ul>   |
| Cruise                   | <ul style="list-style-type: none"> <li>Mallaig can target the small and medium sized cruise ship market, which accounts for a significant share of calls around the west coast.</li> <li>Mallaig has a strong opportunity to market a credible offer to the cruise industry, capitalising on key local attributes such as the attractive harbour, wildlife, Glenfinnan and other local attractions, as well as creating itineraries and tours for attractions further afield.</li> <li>This will bolster the west coast of Scotland as a competing itenary in the global cruise market place.</li> </ul>                  |

Key Findings (continued)

| Market                  | Key findings   |
|-------------------------|--|
| Renewable Energy        | <ul style="list-style-type: none"> <li>• Mallaig is well placed to act as a support base for marine energy developments off the west coast both in terms of support for initial installation and for maintenance support operations (tidal stream/wave). Distance to projects is a key factor. Longer term potential considerable.</li> <li>• Potential for Mallaig to act as a logistics hub for onshore wind turbines being installed on the islands, as well as along the west coast where road access is difficult.</li> <li>• Possible opportunity to develop small-scale renewable energy scheme within the harbour to generate revenue and reduce operating costs.</li> </ul> |
| Decommissioning         | <ul style="list-style-type: none"> <li>• Little potential for Mallaig to be used as a base for decommissioning operations – almost no installations off the northwest coast of Scotland that will require decommissioning in the next decade.</li> <li>• A number of other ports and yards are either already well established or have potential to capture some of the wider decommissioning market.</li> </ul>   |
| Oil & Gas               | <ul style="list-style-type: none"> <li>• In the long run (10+ years), if/when oil prices recover and exploitation of the oil and gas resources in the northwest of Scotland becomes economically viable, there is potential for a mainland supply base to be developed on the west coast.</li> <li>• There are several ports that could take on this role including Scrabster, Ullapool and Mallaig.</li> </ul>  |
| Other Potential Markets | <ul style="list-style-type: none"> <li>• Timber is a potential market, with some opportunities for transporting finished products, and bi-products (especially, wood chips for fuel), out to the islands, as Mallaig is well located for taking product from Fort William.</li> <li>• Another potential cargo might be road salt, which could be stored at Mallaig and distributed to the islands.</li> <li>• Regeneration of the harbour estate and redevelopment of existing land areas will enable the development of new premises and facilities for harbour-related, industrial, business, training and other purposes.</li> </ul>  |

Priorities for Masterplan

| Short (0 – 5 years)   | Medium (5 – 10 years)  | Long (10+ years)   |
|---|--|--|
| <ul style="list-style-type: none"> <li>• <b>Fisheries:</b> Improve current facilities and services to maintain viability of local and visiting fishing fleet in the short term (includes provision of facilities to deal with discards).</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Ferry:</b> Improve marine/landside infrastructure to reduce navigational risks for existing vessels, and accommodate larger vessels in medium to longer term.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Renewable Energy:</b> Ongoing liaison with sector players and development of quayside space/facilities in alignment with opportunities.</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Ice Plant:</b> Work with ice plant owner to consider options to make plant more efficient and ensure ice provision is maintained, notably for the fishing fleet.</li> </ul>                             | <ul style="list-style-type: none"> <li>• <b>Aquaculture:</b> Accommodate deeper draft well boats to safeguard sector activity in Mallaig, and Fort William (location of main processing plant).</li> </ul>           | <ul style="list-style-type: none"> <li>• <b>Oil &amp; Gas:</b> Liaison with sector players and development of quayside space/facilities in alignment with opportunities.</li> </ul>            |
| <ul style="list-style-type: none"> <li>• <b>Boatyard:</b> Consider moving to Outer Harbour to enable it to increase capacity and grow new sectors, and support continued provision of boatyard services.</li> </ul>                                 | <ul style="list-style-type: none"> <li>• <b>Marine Tourism &amp; Leisure:</b> Expand marina and ancillary services to maintain and grow marine tourism and the sailing market.</li> </ul>                            |  |
| <ul style="list-style-type: none"> <li>• <b>Marine Tourism &amp; Leisure:</b> Improve infrastructure for passenger only ferries/boat tours to support this growing sector.</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Cruise:</b> Improve marine/landside infrastructure to cater for increasingly larger ships.</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>• <b>Cruise:</b> Commence marketing and partnering activities with local agencies to attract cruise liners to Mallaig in first instance.</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Renewable Energy:</b> Commence marketing/liasion with sector players to determine potential for renewable energy operations at Mallaig.</li> </ul>                       |  |
|   | <ul style="list-style-type: none"> <li>• <b>Timber/Other Cargoes:</b> Commence marketing activities across sectors to determine potential for new cargoes.</li> </ul>  |  |

## 4. STAKEHOLDER ENGAGEMENT

### Introduction

Stakeholder engagement and participation has played a key role in the development of the masterplan for Mallaig Harbour, with a range of consultation activities executed in 2016:

- Internal discussions and brainstorming sessions with the MHA Board.
- One-to-one discussions with more than 60 stakeholders.
- Workshops attended by 24 harbour users.
- Community consultation events including drop-in sessions and an open meeting.

A Stakeholder Consultation Report provides further information about the stakeholder consultation activities carried out.

### Key Aims of Stakeholder Consultation

The views and comments of stakeholders informed several core elements of the masterplan development:

- Real understanding of the issues, constraints and threats facing Mallaig Harbour, its users and the community.
- Potential opportunities for Mallaig Harbour in the future, which in turn informed the development of initial proposals for consideration.
- Setting of objectives, outline requirements and the appraisal framework.
- Finalisation of the masterplan.

### Community Consultation Event

The community consultation event was pivotal in finalising the masterplan. The purpose of this activity was not only to inform the local business and resident community and wider public about the masterplan, but also to invite them to comment on the draft masterplan. This comprised:

- Making the draft masterplan available to the public for a five week period (on the MHA website and hard copies located in the library and at MHA offices).
- Drop-in sessions where members of the community could find out more about the masterplan and provide views and comments – 47 individuals attended over a two day period.
- A public consultation meeting – 16 individuals attended.

### Key Outcomes

The identification of key issues, constraints and opportunities through stakeholder consultation played a key role in defining potential scenarios, and identifying a preferred option. The key issues identified are summarised overleaf.

During the community consultation there were many positive and constructive comments on the draft masterplan, and no significant objections. Comments resulted in refinements to the masterplan, and identification of issues to be considered in the future development of specific proposals.

Several amendments have been made to the masterplan as a result of the community consultation. The main amendments comprise realignment of the proposed ferry berth and the inclusion of a concrete slipway for ramp vessels, following a consultation response from and subsequent discussion with CalMac.

### Marine Issues

- Harbour not well protected in strong westerly/northerly winds
- Insufficient water depth
- Outer Harbour entrance too narrow/difficult to navigate
- Sustainability/growth of ferry services constrained by infrastructure and marine conditions
- Pedestrian access to passenger ferries poses potential safety hazard
- Silting/reducing water depth reported by users in some areas

### Landside Issues

- Uncertainty over impacts of RET and increased ferry services
- Boatyard is operating at capacity
- Ice plant is struggling to be commercially viable
- Current solutions for freight storage are inadequate
- Lack of chilled storage facility for the fishing industry
- Some buildings are at end of design life or are underutilised
- Pedestrian/vehicular access sub-optimal
- Poor provision for yacht storage and supporting services
- Harbour area is inefficient in spatial terms, and in fragmented ownership

### External Issues

- Lack of industrial space/facilities in region
- Lack of attractions and activities for visitors
- Limited tourist accommodation
- Lack of appropriate parking, particularly in peak season
- Visual amenity is poor
- Ferry service reliability
- Inadequate road infrastructure around Bay

### Market-Related Threats

- Uncertainty over future viability of fishing industry
- Supply chain provision for fishing industry is diminishing
- Low volume of fish catches makes onward transport difficult
- Potential loss of aquaculture business
- Potential loss of fish feed business
- Potential loss of boatyard operation
- Participation in cruise market limited by lack of alongside berth
- Growth in marine leisure limited by marina capacity and lack of services

### Outline Requirements

The outcomes from the consultation have been used to derive a set of outline requirements, which were then tested against the vision and objectives set for the masterplan, and again through stakeholder participation.

These outline requirements thus provide the link between the identified issues and constraints, and proposals generated to address these (as detailed in section 5).

The outline requirements focus on sustaining and growing existing and new market sectors, and improving marine and landside operational efficiency.

A: Provide deeper water berths and improve access to accommodate larger vessels

B: Create a safer marine environment, and reduce the impact of weather on wave conditions in the harbour

C: Safeguard and improve accessibility of Inner and Middle Harbours

D: Safeguard boatyard and facilitate its growth

E: Provide infrastructure to safeguard and grow ferry services

F: Increase operational space within the harbour

G: Provide appropriate facilities to support fishing-related activity

H: Maintain and grow marine tourism/sailing market

I: Strengthen Mallaig Harbour's position as an aquaculture hub

J: Safeguard the provision of ice for fishing

K: Develop Mallaig Harbour as a cruise destination

L: Encourage new business activity at the harbour

M: Create a more efficient harbour layout and operation

N: Contribute to making Mallaig a more attractive place for visitors

## 5. MASTERPLAN



## Introduction

This section explains MHA's preferred option for the masterplan for Mallaig Harbour. This is detailed in Figure 6 overleaf.

Appendix B explains that this decision is the result of a STAG type appraisal, including development of alternatives that might deliver the outline requirements, and then appraisal of alternatives against STAG and other criteria.

The five key elements of the masterplan are summarised here, and a more detailed explanation is provided in Appendix C.

This section also includes a high level review of the environmental and socio-economic impacts of the preferred option.

## i) New Breakwater Quay

A multi-user quay to enable Mallaig Harbour to exploit existing and future markets, comprising:

- RoRo ferry berth and linkspan to accommodate vessels up to 105m in length along with a concrete slip suitable for ramp vessels, providing a more appropriate facility for the Lochnevis or other ramp vessels and offering considerable flexibility and resilience as a back-up to the linkspan.
- 175m of deep water quay (depth of 7m below Chart Datum) to accommodate cruise liner vessels up to 160m in length, well boats, fishing and cargo boats.
- Sufficient space to relocate the salmon harvesting station so that it is in close proximity to the well boat berth.
- Future opportunity for business from the renewables and other sectors.

## ii) Outer Harbour

Proposals are focussed on improving the wave climate in the Outer Harbour and enabling relocation of the boatyard:

- The Outer Harbour will be more accessible to fishing boats, due to improved wave climate and relocation of aquaculture and ferry operations, freeing up berth and quayside space.
- The western quayside available for the potential relocation of the boatyard facility.
- Additional quayside storage on the Steamer Pier, along with additional quayside space.
- Modernisation of fuel points around the Outer Harbour.
- New, more efficient, potentially self-service ice plant located on Steamer Pier Stub.
- Shore power connections.

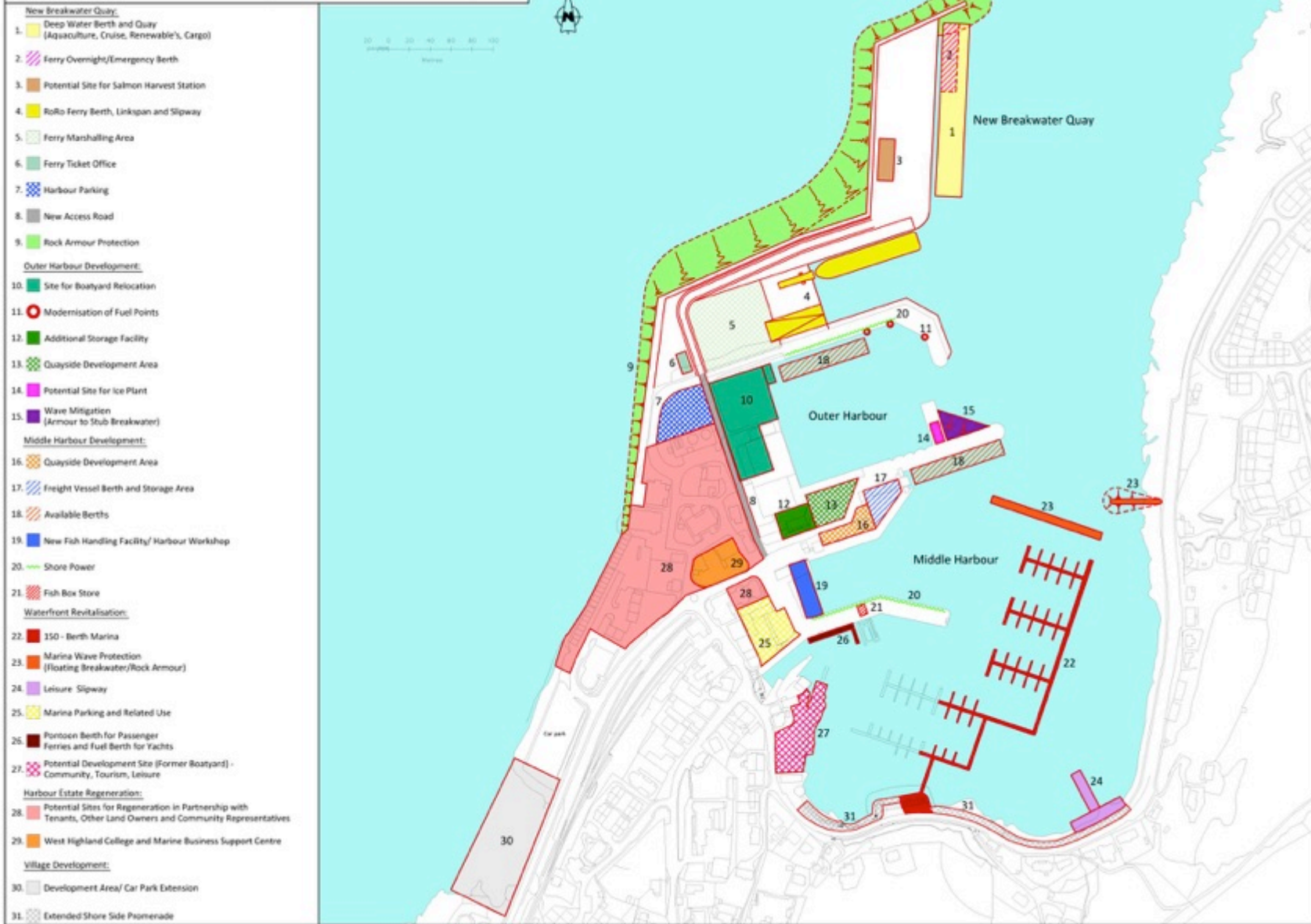
## iii) Middle Harbour

Proposals are focussed on improving facilities for fishing and freight operation:

- New, improved fish handling facility with the capability to land catches directly into it, and future proofed to handle discards.
- Increased number of available berths for local and visiting fishing boats.
- New berth and storage area for freight operator.
- Shore power connections.
- Relocation of fish box store to Fish Pier.
- Area of quayside earmarked for future development.

5.1 PREFERRED OPTION (FIGURE 6)

Mallaig Harbour Masterplan - Preferred Option



#### iv) Harbour Estate Regeneration

Partnership working with other land and facility owners to develop a comprehensive plan for regeneration across the harbour estate area:

- Identification of site for West Highland College and Marine Business Support Centre.
- Identification of sites for other uses (e.g. business/industrial/harbour/community/tourism).
- Consider how visual amenity can be improved on the periphery of the area to benefit the village.
- Improve road layout and access.

#### v) Mallaig Waterfront Revitalisation

Revitalisation of the waterfront area focusses on enhancing the attractiveness of Mallaig through improving amenity and facilities around the waterfront area:

- Expansion of the marina, to offer a 150-berth facility.
- A leisure slipway on East Bay to facilitate small craft and water sports.
- New, improved access for passenger only ferries by way of a dedicated berth and pontoon, along with a fuel berth for yachts.
- In the context of the overall planning of the village, Figure 6 also identifies: an area for potential reclamation (30) for use such as car parking; potential extension of the shoreside promenade beyond the marina towards the proposed leisure slipway (31); potential redevelopment of the former boatyard site, with a view to improving road and pedestrian access and creating a consumer-facing amenity (27).

#### Overall Masterplan

This is a significant investment in the future of Mallaig's community. It is estimated that the delivery of masterplan proposals will cost in the region of £80 to £90 million.

MHA is fully committed to working with partners to realise this transformational strategy, building on its past track record in delivering major infrastructure and securing funding from public and private sources.

MHA is acutely aware that the masterplan proposals will deliver strong economic and social sustainability for the local community, and that the harbour is the only opportunity that the community has to carve its role out in the socio-economic fabric of Scotland's future.

### Environmental Considerations

This section offers a high level review of the potential environmental impacts. The nature and type of such impacts will become clearer as the form of the emerging developments evolves.

As implementation progresses, environmental aspects such as landscape and visual, water quality, noise and marine ecology will need to be investigated in greater detail.

MHA has undertaken early consultation with Scottish Natural Heritage with regard to potential environmental impact. SNH have highlighted that the proposed development lies partially within the Inner Hebrides & the Minches Special Area of Conservation (SAC), designated for harbour porpoise, and the potential for impacts from development and activities arising from operation of the harbour on porpoise and the marine environment supporting porpoise.

It should be noted that an Environmental Impact Assessment will be required in support of a planning application where the proposed works and/or activities arising following works are considered to have the potential to bring about likely significant effects on the SAC. Similarly, a Habitats Regulations Appraisal (HRA) will be required to support such a planning application. Further guidance and advice with regard to potential impacts on the SAC and how to avoid or minimise them has been published by SNH and can be found at <http://www.snh.gov.uk/docs/A1918723.pdf>. This will be used to inform plans for the development of the harbour throughout the planning process.

### Conservation Designations

The harbour sits within the proposed Inner Hebrides and the Minches Special Area of Conservation (pSAC). This pSAC covers an area over 13,000 km<sup>2</sup> and is being considered for SAC status due to the population of harbour porpoises it supports. Under current Scottish Government Policy, pSAC are treated the same as existing SAC's and therefore the potential effects on harbour porpoises will require careful consideration. They are sensitive to underwater noise that could result from activities such as, underwater blasting, dredging and piling and would need to be evaluated before works proceed.

The proposed Sea of the Hebrides MPA may also need to be considered. The MPA covers a vast area and is considered important habitat for basking shark and minke whale. Any potential impacts on these species would need to be evaluated.

The next nearest protected area, at approximately 4km distant, is the Loch Morar SSSI, but there is no direct connectivity between the SSSI and the harbour. At greater distance of ~11km lies Glen Beasdale SAC; again, as for the SSSI, this array of habitats is at a significant distance from the harbour and it is unlikely to be affected by emerging developments within the harbour.

Individual species are afforded varying degrees of protection, such as otter and seals which are present around Mallaig Harbour. In terms of birds, black guillemots and manx shearwater have been recorded in the harbour. The potential for significant effects during their nesting period would need to be considered, especially during construction works.

### Landscape and Visual

The harbour is not designated for its landscape character or visual appeal. The closest National Scenic Area (NSA) is the Knoydart NSA, which is approximately 1.25km to the north east.

Any new breakwater will permanently alter the character of the harbour, as well as extending the overall footprint. This may be considered significant and would be subject to a detailed landscape and visual assessment to ensure the emerging developments do not result in major impacts.

### Water Quality

There is an absence of data on water quality within the harbour and this will need to be considered as part of any future environmental assessment.

The emerging developments, in particular the construction phases, have the potential for adverse impacts on the marine water environment. Dredging for the breakwater and berths could affect water quality if not effectively controlled. Equally, should underwater rock blasting be necessary, the effects on marine mammals will need to be evaluated.

Surface water will need to be carefully managed, to minimise run-off into the harbour waters, especially where water is a pathway for contaminants. Any surface water run-off will need to accord with CIRIA SUDS Manual 2015.

All waste water drainage including any pump out facilities at the marina must connect to the public sewer.

### Contaminated Land

Due to the level of historic activities across the harbour, there is the potential for contaminated soil and groundwater within the harbour area. It is possible that the emerging developments could unlock pollutant pathways that are otherwise static. A contaminated land risk assessment would be undertaken to identify potential 'hot spots' and target investigations to gather data to determine the level of risk, and where necessary, options for remediation.

### Flooding and Climate Change

The harbour has been subject to storm effects in recent years resulting in significant damage to its infrastructure. The emerging developments represent an opportunity to take cognisance of changes in weather patterns and build resilience to climate change. SEPA have identified, through consultation on the masterplan that a large area of the harbour is situated within the 1 in 200 year coastal flood extent, so has a medium to high risk of flooding. Although this limits only harbour activities to within the flood extent this still presents an opportunity to develop a more resilient harbour.

Any development proposal would be supported by a flood risk assessment (FRA), which demonstrates how the flood risk can be addressed and the changes that would result in flood risk in the surrounding area.

To ensure that any planning applications brought forward are in accordance with Scottish Planning Policy:

- Any new development within the masterplan area will need to have a minimum finished floor level of 4.43m AOD.
- Any change of use to existing buildings will need to be to a lesser or equal vulnerability as detailed within SEPA's Land Use Vulnerability Classification Guidelines.

### Local Amenity

Construction works have the potential to impact on businesses, residents, visitors and the surrounding environment. It will be important to ensure impacts on the local economy, such as the ferry terminal and fishing industry are minimised. As for other harbour developments, these impacts can be controlled and minimised through effective planning utilising, for example, a Construction Environmental Management Plan (CEMP). This document provides overarching guidance to help ensure environment mitigation and control measures are implemented.

### Summary of Benefits

**This masterplan offers a blueprint that is both transformational AND sustainable, for both Mallaig Harbour AND the village.**

It facilitates this by enabling growth of economic activities in several key sectors:

- Ferry
- Aquaculture
- Fisheries
- Mallaig Boatyard
- Marina
- Cruise
- Harbour estate regeneration (inc. West Highland College expansion)
- Construction

Sustaining and growing these sectors provides employment and wages to be recycled in the Mallaig economy, attracts new residents and visitors, and sustains jobs in sectors such as retail. A high level assessment of potential impacts is presented in Appendix D.

**Without the masterplan the potential for socio-economic benefits is severely limited, and gradual decline is the most likely consequence of adopting a do-nothing or do-minimum strategy.**

### Summary of Impacts

**The masterplan proposals will create efficiencies, improve facilities and services, and ultimately create and safeguard many jobs.**

- Future proof the harbour for RoRo ferry vessel deployment and increased services and volumes.
- Facilitate growth in aquaculture activities and related employment, and safeguard current employment (18 in Mallaig and 100 in Fort William).
- Grow and retain fisheries, which sustains about 65 jobs overall.
- Offer the boatyard the opportunity to flourish, and safeguard the current 17 jobs.
- Create a strong platform from which to grow tourism, with expansion of the marina, and development of a modest cruise market presence.
- Enable the harbour to explore potential new markets in the future.
- Create new land for development and free up existing developed land for alternative uses.
- Support revitalisation of the waterfront, which will have a placemaking effect on the village, through enabling increased community events and opportunities for marine leisure activities.

### Consequences of “Do Nothing” Scenario

The Mallaig to Lochboisdale service is at risk due to the current limited available space to safely manoeuvre a vessel the size of Lord of the Isles within the confines of the harbour. In addition the flexibility of future ship deployment, and growth in ferry services and volumes is constrained by current RoRo ferry infrastructure, which cannot accommodate larger vessels.

There is a significant risk that the main aquaculture operation in Mallaig relocates elsewhere because larger well boats cannot be accommodated. While this is a significant blow to the local economy of Mallaig, the knock-on effect might catalyse relocation of the processing plant from Fort William.

The harbour fails to do all that can be done to encourage existing visiting fishing boats to continue calling, and attract new customers.

There is a significant risk that the boatyard relocates away from Mallaig because it cannot expand in its current location. This results in loss of local jobs, and significant damage to the marine cluster and the overall attractiveness of Mallaig.

There is no scope to grow the marina business and capitalise on the potential for marine leisure. This foregoes the creation of an important “pearl in the necklace”, and fails to support increased attractiveness of the west coast for sailing.

There is no scope to grow a credible cruise market presence at Mallaig. This fails to bolster growth of Scotland’s west coast as a key cruise ground.

Without investment and development, the harbour estate remains unattractive to potential investors and tenants. Its inefficient layout continues to hamper movement of goods to/from the quayside. West Highland College is unable to expand its curriculum at Mallaig, and there are no other sites available for development.

### Conclusion

**Mallaig Harbour must not stand still.** The consequence of “Do-nothing” is highly likely to be gradual decline, loss of industries and direct jobs, and people leaving, with obvious impacts on the village. In contrast, the masterplan transforms the prospects of the village and its population, and also sustains the peripheral island and remote mainland communities that Mallaig Harbour serves.

It should also be noted that the masterplan supports growth of internationally traded sectors including aquaculture, marine leisure, cruise, and boatyard services. Scotland competes with other countries to attract such activity, and investment in these at Mallaig is not a “zero sum game” that simply redistributes current activity. This investment will grow the national market in all these sectors.

More indirectly, a vibrant and working Mallaig Harbour is at the heart of Mallaig’s attractiveness to visitors. A harbour in decline has the opposite effect.

We estimate that successful implementation of the masterplan will generate up to £115 million in additional GVA over the next 30 years, and create an average of up to about 125 additional jobs per annum during the first seven years. This is over and above some 200 existing jobs, particularly in aquaculture, fisheries, and the boatyard that would potentially be safeguarded as a result of the masterplan proposals.

**The development of Mallaig Harbour is therefore essential for the future social and economic prosperity of the village, and by extension the communities that it serves.**

Further assessment of the potential impacts will be confirmed in the development of detailed business cases for each of the masterplan proposals during implementation.

## 6. IMPLEMENTATION



Overview

This masterplan sets out MHA’s physical vision for Mallaig Harbour. It is a working document, and should be reviewed every three to five years to ensure that it retains its relevance.

This section considers:

- Potential phasing of proposals.
- How the masterplan aligns with planning and planning policy frameworks.
- The importance of partnership working and next steps in terms of implementation.
- Resourcing this implementation.

Phasing

In terms of implementing individual proposals within the masterplan, there is some scope for phasing, although this is limited, given that many of the proposals can only be delivered at the same time or subsequent to the construction of the New Breakwater Quay. It is also the case that the availability of funding for a particular proposal may drive its development.

An indication of potential time horizons for individual proposals is shown right and in Figure 7 overleaf.

A detailed implementation plan will be required, setting out the actions required to deliver each of the masterplan proposals, and the amount of time required to do so. This will need to be a live document, with regular updates to reflect circumstances on the ground.

(Approximate) Phasing of Development

Phase 1 (Years 1 - 3)

- Pontoon berth passenger only ferries & fuel berth for yachts
- Modernisation of fuel points
- West Highland College and Marine Business Support Centre
- Development area/car park extension

Phase 2 (Years 4 - 5)

- New fish handling facility and MHA Workshop
- Shore power
- Relocation of fish box store to Fish Pier

Phase 3 (Years 6 - 8)

- Deep water berth and quay
- RoRo ferry berth and supporting infrastructure
- Salmon harvest station relocation
- Harbour parking

Phase 4 (Years 9 - 11)

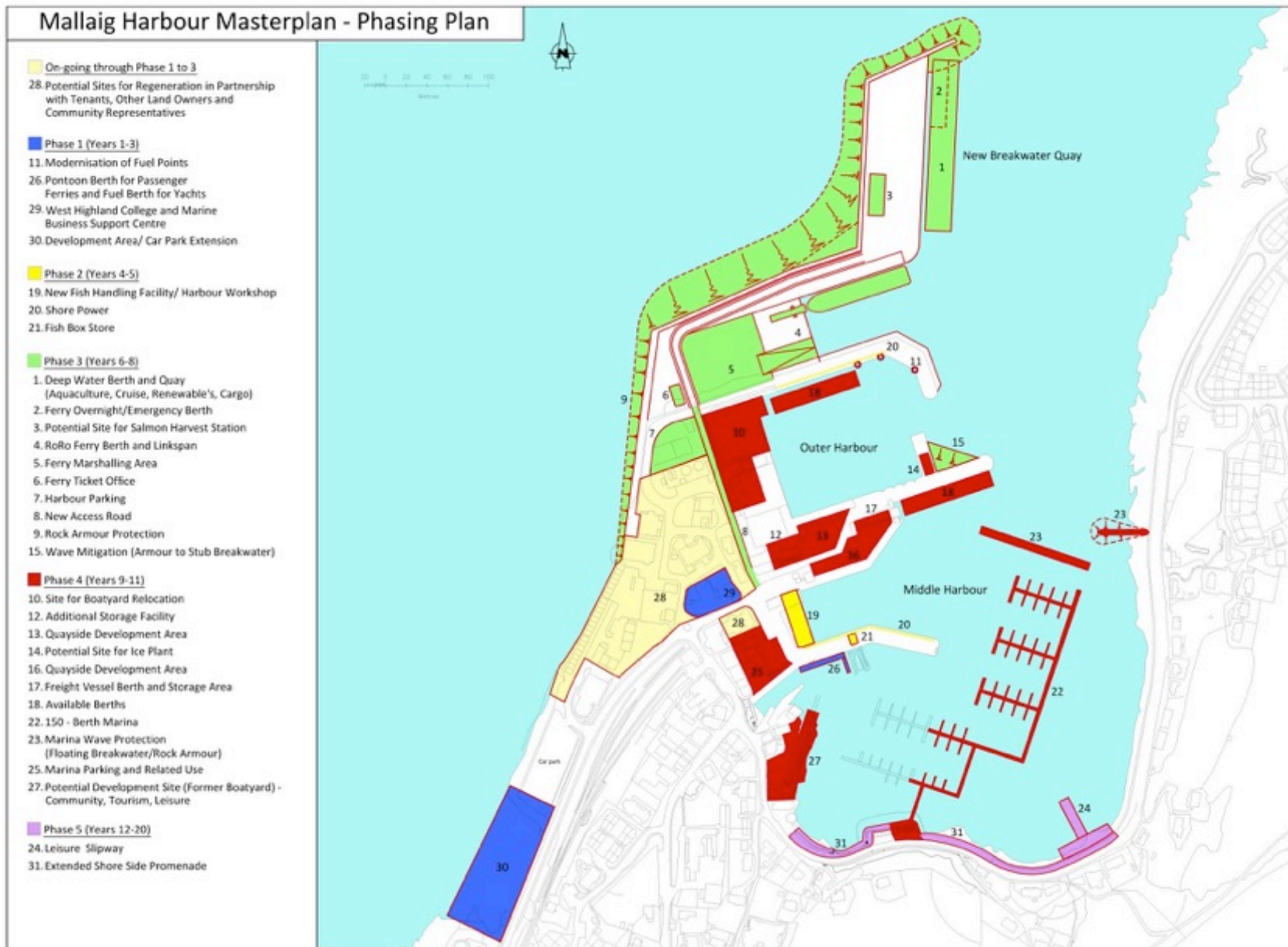
- Boatyard relocation
- Redevelopment of the former boatyard site
- 150 berth marina
- Parking area for marina and related use
- Freight vessel berth and storage area
- Storage facility and quayside development on Steamer Pier
- Ice plant relocation to Steamer Pier

Phase 5 (Years 12 - 20)

- Leisure slipway
- Promenade link

Ongoing throughout Phases 1 - 3

- Harbour Estate regeneration



### Planning Policy Framework

The Planning System and Planning Policy framework in Scotland is ever-changing, reflecting changes in government policy, as well as responding to economic changes and new infrastructure development requirements.

The most recent changes through the Planning (Scotland) Act, 2006 set out the current procedural requirements delivered through primary and secondary legislation with additional legislative requirements reflecting policy directives from the EU.

As the statutory planning authority, The Highland Council is tasked with preparing the statutory Development Plan for the Council area, and to meet this requirement the Council is in the process of preparing a number of new Area Wide Local Development Plans, including for this area, the West Highland and Islands Local Development Plan (WHILDP).

This emerging LDP will sit alongside the adopted Highland-wide Local Development Plan (HwLDP, 2012), and will focus specifically on settlements, whereas the HwLDP provides a Council-wide strategic policy framework.

The new WHILDP will also replace the current adopted West Highlands and Islands Local Plan (2010), as continued in force at April 2012.

### Masterplan Integration

A key objective of this masterplan is to ensure that port development intentions are represented in the appropriate statutory planning documentation, as this will inform future decision making processes, and influence future investment options.

MHA has thus engaged with The Highland Council's planning department and Statutory Consultees throughout the development of the masterplan. Discussion with Highland Council planning officers has confirmed a route to achieving the aim of the masterplan being adopted as Supplementary Guidance to the LDP. The planning authority has confirmed that the final masterplan will be reported to the local area Lochaber Committee, seeking approval for the masterplan to be approved as Interim Supplementary Guidance until such time as the emerging WHILDP is adopted.

The masterplan is not an application for planning permission, rather it provides the framework for setting out the harbour's development aspirations for the medium/longer term, and will assist in guiding the delivery of development projects through adherence to an adopted policy framework. As adopted Supplementary Guidance or approved Interim Guidance the masterplan will inform the decision making process.

From a policy perspective MHA will continue to work closely with agencies, such as HIE and local and national government bodies, to ensure that the masterplan framework is fully aligned with planning and policy developments.

**Next Steps**

MHA seeks to develop the proposals in partnership with its customers, and public bodies such as Highland Council, HIE and the Scottish Government. Other key partners will include land owners, such as Nevis Estates and other community representatives.

MHA will work with such partners on three key areas of activity required to commence implementation of the masterplan:

1. Conduct detailed feasibility studies to determine optimal technical solutions for the New Breakwater Quay development, as well as all other infrastructure proposals included in the masterplan.
2. Prepare a detailed business plan to consider the costs, benefits and projected revenues associated with all masterplan proposals.
3. Commence dialogue with a wide range of stakeholders and organisations to progress the implementation of the masterplan proposals.

To ensure that the proposals are fit for purpose and meet the needs of existing and future users, MHA will have ongoing dialogue with all stakeholders at an early stage, and throughout the development of the proposals.

A list of key partners identified so far is presented right.

**Key Partners**

|                                      |  |
|--------------------------------------|--|
| Ferry operator/<br>CMAL              | <ul style="list-style-type: none"> <li>• Progress feasibility of RoRo ferry berth and linkspan, in alignment with their future operations</li> </ul>                               |
| Marine Harvest                       | <ul style="list-style-type: none"> <li>• Progress feasibility and financing of infrastructure for aquaculture operations</li> </ul>  |
| Cruise operators/<br>Cruise Scotland | <ul style="list-style-type: none"> <li>• Progress feasibility in alignment with requirements and to market Mallaig as cruise destination</li> </ul>                                |
| Boatyard operator                    | <ul style="list-style-type: none"> <li>• Take forward feasibility and funding aspects associated with relocating the boatyard</li> </ul>   |
| Ice plant owner                      | <ul style="list-style-type: none"> <li>• Consider options for future of ice plant in terms of facility, location, funding and responsibility</li> </ul>                            |
| Fisheries                            | <ul style="list-style-type: none"> <li>• Input into the development of proposals</li> </ul>  |
| Renewables/<br>other industries      | <ul style="list-style-type: none"> <li>• Progress feasibility in alignment with industry requirements and to market location as potential site for operational activity</li> </ul> |
| Community and local<br>partners      | <ul style="list-style-type: none"> <li>• Develop and market Mallaig as cruise destination</li> <li>• Local input into the development of proposals</li> </ul>                      |
| West Highland<br>College             | <ul style="list-style-type: none"> <li>• Determine suitable location for new premises, feasibility and funding</li> </ul>  |

### Implementation Resources

Following publication of the final masterplan, MHA will progress implementation of proposals. This will comprise:

- Developing a detailed implementation plan.
- Preparation of feasibility studies.
- Developing a business plan for the whole masterplan strategy and separate business cases for each of the masterplan proposals.
- Ongoing dialogue with potential funders and preparation of application forms.
- Ongoing dialogue with key stakeholders and project partners.
- Project managing the development and delivery of individual proposals.

MHA will likely need to recruit suitably qualified personnel to progress these tasks, potentially one to two full-time positions over an initial three year period. It is envisaged that financial support for these positions might be available through HIE or other sources of grant funding.

## APPENDIX A – POLICY REVIEW

### Scotland's Economic Strategy

The Scottish Government's purpose is to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The Strategy focusses on two pillars to achieve this objective: increasing competitiveness and tackling inequality. This is underpinned by four priorities for sustainable growth:

- *Investment: Investing in our people and our infrastructure in a sustainable way.*
- *Innovation: Fostering a culture of innovation and research and development.*
- *Inclusive growth: Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion.*
- *Internationalisation: Promoting Scotland on the international stage to boost our trade and investment, influence and networks.*

### Scotland's National Marine Plan

Sets out strategic policies for the sustainable development of Scotland's marine resources out to 200 nautical miles. Of particular relevance is:

- *Achieving a sustainable marine economy: Infrastructure is in place to support and promote safe, profitable and efficient marine businesses. (HLMO 1); the marine environment and its resources are used to maximise sustainable activity, prosperity and opportunities for all, now and in the future. (HLMO 2)*
- *Ensuring a strong, healthy and just society: There is equitable access for those who want to use and enjoy the coast, seas and their wide range of resources and assets, and recognition that for some island and peripheral communities the sea plays a significant role in their community. (HLMO 9)*

### A Strategic Framework for Scotland's Marine Tourism Sector

This Strategic Framework, led by a working group of marine tourism industry leaders and user groups, is focused on the sustainable growth of Scotland's marine tourism sector, and seeks to develop and grow marine tourism in line with the ambitions and targets of the national tourism strategy Tourism Scotland 2020. The vision is to be:

- *A marine tourism destination of first choice for high quality, value for money and memorable customer experience delivered by skilled and passionate people.*

The mission is to develop and lead the growth of sailing tourism in Scotland from £101m of visitor expenditure to £145m by 2020, and to increase the overall economic value of the marine tourism sector from £360m to over £450m by 2020.

### West Highland and Islands Local Development Plan (WHILDP)

The Highland Council is in the process of preparing a new Local Development Plan for West Highlands and Islands including Lochaber, Lochalsh, Skye and Wester Ross which will be called the West Highland and Islands Local Development Plan (WHILDP).

The Plan embodies four key themes:

- *Economic growth encouraged:* The aim is to increase the quantity, quality and type of job opportunities, feeding through to, for example, industrial expansion, rural diversification and tourism expansion.
- *Places better designed:* The Plan endeavours to create better designed places. for example, promoting development sites that combine compatible land uses and flexibility of use.
- *Resources managed:* Enabling growth of the Plan while respecting the built and natural environment that is highly valued by residents, businesses and visitors.
- *Communities and development supported:* This concerns the networks that support communities and growth. Without adequate infrastructure, empowering governance, community self confidence and joined-up investment programmes, achieving all the outcomes will be impossible.

### Highland Council Single Outcome Agreement (SOA)

The current SOA covers the period 2013 - 2014 to 2018 - 2019 and outlines how the Highland Community Planning Partnership will deliver the Scottish Government's six national priorities, drawn from their 16 national outcomes, and one further Highland priority relating to the environment. The six priorities are:

- *Economic recovery and growth.*
- *Employment.*
- *Safer and stronger communities.*
- *Health inequalities.*
- *Physical activity.*
- *Outcomes for older people.*



### HIE Operating Plan 2016 - 2019

This three year operating plan describes HIE's purpose, vision and priorities and sets out the actions to build the region's future.

- *Supporting businesses and social enterprises to shape and realise their growth aspirations.*
- *Strengthening communities and fragile areas.*
- *Developing growth sectors, particularly distinctive regional opportunities.*
- *Creating the conditions for a competitive and low-carbon region.*

HIE focuses on the sectors identified in SES: Food and Drink, Financial and Business Services, Life Sciences, Energy, Tourism and Creative Industries.

### HITRANS Regional Transport Strategy

The Regional Transport Strategy for the Highlands is concerned with enhancing the area's viability. This vision is underpinned by the following objectives:

- *Increase sustainable economic growth by enabling the area to compete and support growth.*
- *Enable people to participate in everyday life.*
- *Improve the safety and security of travel.*
- *Manage the impacts of travel on the area's environmental assets.*
- *Improve people's health.*

### Lochaber Community Development Plan

The Lochaber Community Development Plan, produced by the Lochaber Partnership, reflects The Highland Council's Single Outcome Agreement and LEADER outcomes for the current programme.

Economic priorities set out in the Plan ("Wealthier, Fairer, Smarter") comprise:

- *Strengthen the image of Lochaber as a tourist destination of choice, and improve the quality of the tourism offering locally.*
- *Provide the opportunities and conditions for businesses to grow and become more productive.*
- *Lochaber to have the infrastructure in place that meets 21<sup>st</sup> century demands.*
- *Maintain high levels of economic activity amongst individuals, while increasing median earnings.*
- *Promote and support measures to mitigate and adapt to climate change.*

## APPENDIX B – SUMMARY ASSESSMENT OF ALTERNATIVES

## Overview

This section summarises the considerable effort that was applied to developing alternatives for assessment, and the selection of the preferred option for the masterplan.

First a long list of high level proposals was identified with the aim of satisfying the outline requirements. This list of proposals was informed by the outcome of stakeholder discussions and workshops, internal discussions with MHA, a market assessment, desk-based research and a review of available literature and statistics/data.

Secondly several masterplan scenarios were then developed around these proposals, based around the minimum and maximum requirements in terms of major infrastructure development. The masterplan scenarios are summarised right.

There was then an iterative process, which developed in close consultation with MHA and some key stakeholders, various options (12 in total) within these scenarios.

An objective-led appraisal framework was then designed to assess each of the options, broadly consistent with a STAG (Scottish Transport Appraisal guidance) based approach.

## Masterplan Scenarios

Scenario 1: No development of major marine infrastructure

Scenario 2: Breakwater (protection only)

Scenario 3: Deepen Outer Harbour plus breakwater (protection only)

Scenario 4: Breakwater with usable quay

Scenario 5: Deepen Outer Harbour plus breakwater with usable quay

Scenario 6: West Harbour Basin

### Methodology

The purpose of this framework is to identify in an objective-led manner what the optimum masterplan option is for the future development of Mallaig Harbour.

The appraisal assesses each of the options in terms of:

- **Outline requirements:** To what extent the option can deliver the outline requirements, indicating the magnitude of positive or negative impact.
- **Implementability:** The likely level of risk associated with complexity and deliverability, technical feasibility and likelihood of stakeholder opposition.
- **STAG criteria:** The likely level of impact arising from each option in terms of Environment, Safety, Economy, Integration and Accessibility and Social Inclusion.
- **Fit with objectives:** The likely level of fit with Mallaig Harbour’s objectives and key Scottish Government objectives.
- **Magnitude of cost:** The estimated cost of each option presented within a range from Low to Very High.
- **‘Funding fit’:** The extent to which each option might be able to attracting funding from different sources.

All of the options have been scored against the criteria described above using the scale outlined opposite. (Note: in some instances to acknowledge slight variation in impact between options an asterix (\*) can be applied, with the effect of adding 0.5 to the score.)

### Appraisal Scoring System

| Assessment against:                 | Qualitative/numerical score   |   |
|-------------------------------------|---|---|
| Outline requirements                | V. significant positive (5)<br>Significant positive (4)<br>Moderate positive (3)<br>Slight positive (2)<br>Very slight positive (1) | No impact (0)<br>Slight negative (-1)<br>Moderate negative (-2)<br>Strong negative (-3) |
| Implementability criteria           | Low risk (4)<br>Low – medium risk (3)<br>Medium risk (2)  | Medium – high risk (1)<br>High risk (0)   |
| STAG criteria                       | As outline requirements   |   |
| Fit with objectives                 | Very strong fit (5)<br>Strong fit (4)<br>Moderate fit (3)<br>Slight fit (2)<br>Very slight fit (1)                                  | Neutral (0)<br>Slight conflict (-1)<br>Moderate conflict (-2)<br>Strong conflict (-3)   |
| Funding fit                         | Very strong fit (5)<br>Strong fit (4)<br>Moderate fit (3)   | Slight fit (2)<br>Very slight fit (1)   |
| Indicative cost ranges (not scored) | >£10m (A)<br>£10m - £30m (B)<br>£30 - £50m (C)  | £50m - £70m (D)<br>>£70m (E)  |

**Appraisal Results**

| Appraisal criteria             | Masterplan options |           |           |           |             |           |           |            |            |             |             |           |
|--------------------------------|--------------------|-----------|-----------|-----------|-------------|-----------|-----------|------------|------------|-------------|-------------|-----------|
|                                | 1                  | 2         | 3A        | 3B        | 4A          | 4B        | 4C        | 4D         | 4E         | 5A          | 5B          | 6         |
| Outline requirements           | 24                 | 29        | 34        | 36        | 57.5        | 56        | 58        | 64         | 67         | 52.5        | 56.5        | 46        |
| Implementation and funding fit | 10                 | 11        | 9         | 9         | 9           | 11        | 11        | 12         | 13         | 11          | 11          | 8         |
| STAG criteria                  | 7                  | 5         | 7         | 7         | 9           | 12        | 12        | 12.5       | 14         | 11          | 10          | 7         |
| Objectives                     | 10                 | 10        | 14        | 14        | 15          | 18        | 18        | 21.5       | 26         | 17          | 18          | 16        |
| <b>TOTAL APPRAISAL SCORE</b>   | <b>51</b>          | <b>55</b> | <b>64</b> | <b>66</b> | <b>90.5</b> | <b>97</b> | <b>99</b> | <b>110</b> | <b>120</b> | <b>91.5</b> | <b>95.5</b> | <b>77</b> |

**Selecting Preferred Option**

The appraisal resulted in a defined outcome, with Option 4E clearly appraising as the best option. A detailed description of each of the options considered is presented in a separate report, Stage C - Detailed Options Paper. In summary Option 4E comprised a New Breakwater Quay with new ferry infrastructure and a multi-user deep water quay and marina expansion.

This was thus selected by MHA as the preferred option, and taken forward for subsequent development to be the basis for the masterplan.

## APPENDIX C – DETAILED MASTERPLAN PROPOSALS

### i) New Breakwater Quay

The New Breakwater Quay offers a multi-user facility that will enable Mallaig Harbour to exploit existing and future markets, while providing much needed shelter for the Outer Harbour by way of a breakwater and associated wave climate mitigation measures.

To maintain the wave reducing properties of the breakwater, the quay requires to be of open piled concrete decked construction, with the rock armoured inner face of the breakwater exposed beneath it. Dredging of rock and of other seabed deposits requires to be undertaken before construction of the breakwater, to provide suitable depth at the new deep water quay. A depth of 7m below Chart Datum can reasonably be achieved for this quay.

### Harbour Breakwater and Approaches Towards Sgeir Dharg Skerries



### *New RoRo ferry infrastructure*

A new RoRo ferry berth and linkspan accommodating ferry vessels up to 105m in length will be located on the New Breakwater Quay, set within a berthing slot at the inshore end of the new breakwater. Protection by rock armouring and a high wave wall will be required for the berth, marshalling area, and along the full Outer Breakwater Pier, to protect vehicles and foot passengers using the ferry from wave overtopping in severe weather conditions.

A concrete slip suitable for ramp ferries will be constructed at the inshore end of the berthing slot, providing a more appropriate facility for the Lochnevis or other ramp vessels. This will also offer considerable flexibility and resilience as a back-up to the linkspan, in the event of that maintenance of the linkspan affects its availability.

The sides of the ferry berthing slot will be fendered to suit the vessels using the linkspan and the slipway, and sufficient berthing length is provided within the slot to allow overnight or emergency berthing for one RoRo vessel and one Ramp vessel, in addition to the emergency/overnight berth provided at the outer end of the new Breakwater. The marshalling area is capable of accommodating 20 X HGVs plus 200 cars (approx. 150% of future RoRo vessel capacity).

### i) New Breakwater Quay

#### ***Multi-use deep water quay – cruise, fishing, cargo and renewables***

175m of quay with water depth of 7m below Chart Datum will be able to accommodate cruise liner vessels up to 160m in length, as well as deeper draughted fishing boats, well boats and some cargo boats. There is a future opportunity to accommodate support and maintenance operations within the renewables sector.

#### ***New infrastructure for aquaculture operations***

The deep water quay and berth will accommodate well boats and the salmon harvest station can be relocated to a reclaimed area on the New Breakwater Quay. The harvest station would be close enough to the new quay to permit delivery of pumped fish via underground pipeline. Access to the new harvest station and berth would require protection by armour and a high wave wall to provide safe access for the workforce and crew during severe weather.



## ii) Outer Harbour

Proposals are focussed on improving the wave climate in the Outer Harbour and enabling relocation of the boatyard facility.

### ***Improved wave climate***

The rock armoured breakwater will substantially calm wave action in the Outer Harbour basin for extreme wind and wave events from westerly directions.

A rock armoured spending slope between the Stub Breakwater and the end of the Steamer Pier will reduce transmission of northerly waves into the Outer Harbour to achieve an acceptable wave climate in severe northerly wave conditions.

### View of Outer Harbour



### ***Relocation of the boatyard facility***

The western quayside within the Outer Harbour will be made available for the relocation of the boatyard facility through reclamation and construction of a reinforced concrete deck on bearing piles. A boatlift would be constructed within the harbour basin, against the new piled deck, at its junction with the Outer Breakwater Pier. This arrangement would offer best access and flexibility of movement of boats within the yard.

Relocation to this site would enable the current boatyard operator to expand his business considerably.

### ***Available berths***

Relocation of ferry and aquaculture operations frees up circa 90m of berthing face on the Outer Harbour Quay, for use by deeper draughted fishing boats or other vessels, and a similar length on the south face of the Steamer Pier.

## ii) Outer Harbour

**Ice plant**

The vision is to have an ice plant in the future that is modern, efficient and self-service, potentially with capacity to store 60 tonnes and produce 30 tonnes of flake ice in a 24 hour period. The new ice plant would be located on the Steamer Pier Stub.

**Modernisation of fuel points**

Existing fuel points around the harbour will be examined and modernised where required, with a view to maintaining modern environmental standards in the future.

**Provision of shore power on Outer Harbour quays**

Power will be provided either via card operated or charge-per-night outlets, with electrical supply to the outlets running in the service trench behind the quay face from a control panel onshore. Two power points would be implemented in the first instance.

**Additional storage facility (for fish feed or other cargoes)**

An area of 850m<sup>2</sup> on the north side of the Steamer Pier (25m x 34m in size), adjacent to the existing fish feed building, with good proximity to the existing Outer Harbour quayside, has been earmarked for a new storage/cargo handling facility.

**Quayside development area**

A quayside development area of 1400m<sup>2</sup> (35m x 40m) has been identified adjacent to the Outer Harbour quay face of the Steamer Pier, east of the proposed Additional Storage Facility.

## Ice Plant in Operation



## iii) Middle Harbour

***New fish handling facility and MHA Workshop***

The Prawn Market (see right) is used frequently, mainly by the local fishing fleet and can be very busy at times. There are several small office units within the Prawn Market which are leased to fishing-related businesses. This building is reaching the end of its design life and is not expected to remain serviceable for much longer than five to ten years. The building is approximately 18m wide x 27m in length overall, with the market space within around 13m wide x 25m length.

Although the more modern Fish Auction Hall is in good condition it has not been used in recent times, due to lack of demand.

These facilities will be replaced by a new building that encompasses a fish handling and storage area, chill facility and specific area for handling, cleaning and packing discards.

It is considered that the most suitable location for this facility is on a new quay constructed between the Fish Pier and the Steamer Pier, along the line of the east end of Jary's Wharf. The new building will be around 52m x 16m, matching the 52m of berthing face provided by the new quay in front, and typically allowing two vessels to land to the market at one time. It is anticipated that a workshop of around 150m<sup>2</sup>, plus toilets and showers would be located at the north end of the building, with small office accommodation and lockers provided for fish merchants to the rear.

The new Fishmarket Quay will comprise a sheet piled wall with fendered face. Dredging of rock in front of the quay will be necessary to provide the necessary depth for all vessels that will use the facility. The fish box store would be relocated to the Fish Pier.

## Prawn Market



## iii) Middle Harbour

***New berth and storage area for freight operator***

The freight only ferry operator requires a reduced level quayside (as currently provided at Jary's Wharf) to suit loading and unloading of vessels. Once the RoRo ferry has been relocated to the New Breakwater Quay, and the existing linkspan has been removed from the Steamer Pier, the concrete ramp to the linkspan would, after extension, offer the best location for a new reduced level freight loading point for the freight only service. The south face of the Steamer Pier close to the old linkspan is considered suitable for tying up of the freight vessels currently moored at Jary's Wharf when they are not loading at the old linkspan ramp.

## Inter-Island Freight Vessel and Cargo



### iii) Middle Harbour

#### *Provision of shore power on Fish Pier*

Shore power will be provided on the Fish Pier (and possibly on the east side of Breast Wharf). Power could be provided via card operated or charge-per-night outlets on some or all fishing vessel berths, with electrical supply to the outlets running in protective ducting on or under the pier decks, from a control panel onshore. Two power points will be implemented in the first instance.

#### *Quayside development area*

A quayside development area of 600m<sup>2</sup> (50m x 12m) has been identified adjacent to the Middle Harbour quay face of the Steamer Pier (Sick Berth), immediately west of the proposed Freight Storage area.

### Fishing Boats Operations



#### iv) Harbour Estate Regeneration: Land Assembly and Development Concept Plan

The harbour estate is in fragmented ownership, the layout is inefficient in terms of proximity to quayside and road access, many buildings are at the end of their design life or are underutilised, and overall the visual amenity of the estate is poor.

Through partnership working with other land/facility owners MHA will develop a comprehensive plan for regeneration across the harbour estate (Land Assembly and Development Concept Plan).

The Plan will be cognisant of environmental considerations, in particular visual amenity and carbon footprint.

#### ***West Highland College and Marine Business Support Centre***

The former Marine World and MHA Workshop sites have been identified as a potential location for a new West Highland College facility. The vision is to create a flexible, multi-use space for education and business, incorporating training, hot-desking and teaching facilities. As the harbour grows, the supply chain will expand, increasing the need for business support and training facilities.

#### ***Identifying sites for other uses***

Ongoing dialogue with other land and facility owners, tenants, harbour users and potential new tenants is required to determine future use of sites around the harbour estate.

MHA will have to consider options for expanding office space in the short to medium term, though this is likely to be achievable within the existing building.

#### ***Improvements to road layout and access***

The existing road layout between the roundabout and the Outer Breakwater is inefficient and largely unsuitable for commercial traffic. Reconfiguration of the road layout possibly to include a one way system of access to the harbour for commercial vehicles, would improve operational safety.

#### ***Improving access routes, parking and signage throughout the harbour area***

A more rigorous approach to management of parking will be applied, commencing with restrictions on where cars can be parked and vehicular access on piers.

Proposals include improving signage linking the rail station and ferry terminal and controlling and minimising pedestrian movements in key operational areas within the harbour.

#### Harbour Estate Aerial



## v) Waterfront Revitalisation

### ***Marina expansion***

After relocation of the ferry linkspan/berth to the New Breakwater Quay, the existing 50 berth marina can be expanded northwards towards the Steamer Pier, into the area currently used for manoeuvring of the ferry, to create an additional 100 yacht berths. A floating breakwater located further north, supplemented by a short rock armoured breakwater extending from the East Bay shore, will provide protection to the pontoons from northerly waves. Dredging of seabed (loose deposits and rock) is necessary to provide adequate depth on the marina extension while maintaining a suitable adequate width of navigation channel between the pontoons and the end of the Fish Pier.

At feasibility stage consideration will be given to the potential impacts on other harbour users. As a result it may be necessary to consider alternative approaches to the marina development, for example phasing the development, reducing the extent of the expansion, or an alternative configuration.

### ***Shoreside Promenade Link***

The Community have indicated that they would be keen to see the Shoreside Promenade, which currently runs from the Marina Shorebase Building to the Marina Car Park, extended to tie in to the existing pavement just west of the proposed Slipway. This Community led and funded project would best be undertaken at the time of the extension of the Marina Parking area. It is envisaged that the works would match that of the existing Promenade, with a tarmac footpath and high quality decorative railings.

### ***Marina parking and related use***

The removal of the Prawn Market, Fish Auction Hall and Tent frees up space for the creation of parking for use by marina users. The area is large enough to provide parking for 20-30 cars with additional space remaining for other purposes/ community use. This parking area is in addition to that created directly at the marina location.

### ***Enabling the development of the former boatyard site***

The relocation of the boatyard into the industrial area of the harbour frees up a good waterfront site for development, preferably in a consumer-facing role that will attract visitors and benefit the community. This might include facilities for marine leisure, such as a yacht club or diving centre. It also affords the opportunity to improve pedestrian and vehicle access on East Bay Road.

### ***Creation of a new slipway on East Bay***

A new leisure vessel concrete slipway on East Bay is proposed, with associated parking on an area of reclaimed ground, to meet the requirements of the Planning Authority for off street parking. This will accommodate parking for 12 cars and trailers. The slipway and reclamation will be protected from wave action by rock armour.

## v) Waterfront Revitalisation

### ***Pontoon berth for passenger only ferries/yacht fuel berth***

Creation of a new dedicated passenger ferry pontoon and yacht fuelling berth on Fish Pier, formed by a pontoon running along the face of the Pier between the steps location and the existing RNLi Pontoon. The fuelling berth pontoon will be located at the east end of the passenger ferry pontoon, running at right angles to the pier face, adjacent to the Lifeboat pontoon. The pontoons would be accessed by a bridge running parallel to the pier from a position around 15m inshore of the top of the steps. This arrangement would provide easier access for less physically able passengers, and would remove current risks of falling over edges of quay or steps.

### ***Area for potential reclamation and development***

In the context of overall planning of the village, an area west of the harbour has been identified as a potential site for reclamation and development such as for parking.

### ***Creating spaces for visitors and the community***

Stakeholders reported a lack of places for visitors (and residents) to sit and rest, either green space or sheltered space. There are several locations where this could be supported by MHA in conjunction with local partners. Picnic areas or wooden shelters could be incorporated into some of the masterplan proposals, such as areas earmarked for parking, the existing boatyard site and areas around the edge of the harbour estate.

## Existing Passenger Access for Small Ferries





## APPENDIX D – SOCIO-ECONOMIC IMPACT

## Overview

There is potential for growth in several key sectors:

1. Ferry
2. Aquaculture
3. Fisheries
4. Mallaig Boatyard
5. Marina
6. Cruise
7. Harbour estate regeneration (inc. West Highland College expansion)
8. Construction

This appendix offers a high level assessment of potential socio-economic impacts. This will be developed into a full assessment during implementation of the masterplan.

## 1. Ferry

At present the ferry service between Lochboisdale and Mallaig is subject to a high number of cancellations especially during winter months. This imposes costs on the operator, reduces revenues and the unreliability of the service makes it less attractive to potential users, some of whom have the choice of other ferry routes and/or air services. Improved reliability will have direct financial benefits to the operator.

Users will also be willing to pay for greater reliability. Improved harbour access, a larger quay, new linkspan and deeper water will also enable the operator to use a greater variety of vessels, for example when the usual vessel is out of service; in the longer term, the operator will have greater flexibility when seeking to standardise vessel types and reduce the number of different classes of vessels in the fleet.

A higher frequency of sailings arriving at and departing from Mallaig due to improved reliability would provide opportunities for local businesses to capture a higher volume of passing trade.

## 2. Aquaculture

The masterplan proposals provide deeper water berthing for well boats, as well as a site for a harvest station in close proximity that enables fish to be pumped a much shorter distance.

The size and capacity of the harvest station is dictated by the size of well boats discharging salmon – by accommodating larger well boats, the current operator will be able to expand its harvest station capacity significantly, which will facilitate the operator’s aspiration to grow current volume of 50,000 tonne per annum (gutted weight) to 90,000 tonne over the next ten years. Several additional jobs would be created to facilitate this expansion.

Accommodating larger well boat vessels is possibly a fundamental requirement for the future viability of the Mallaig operation. Thus the masterplan could be regarded as safeguarding the current 18 jobs at the Mallaig site. As the processing operation at Fort William is dependent on the harvest station operation in Mallaig, it is also possible that the masterplan proposals will contribute to safeguarding a further 100 jobs.

## 3. Fisheries

The ability to accommodate deeper draught vessels will attract larger visiting fishing boats to Mallaig, providing them with an alternative landing location.

Similarly the availability of more fishing berths, a new fish handling facility and a more efficient ice plant will make Mallaig more attractive to the visiting fleet.

The new fish handling facility will have several positive effects on the fishing industry in Mallaig, around improving efficiency and working conditions. It also frees up land for the development of an area for marina parking or other community uses.

In terms of impact these proposals will go some way to support existing jobs in the fishing sector (circa 65), and possibly result in an increase.

## 4. Boatyard

At present the boatyard operates on a constrained site that is not ideally located for this type of activity. Relocation of the boatyard will enable it to expand operations and increase its share of the west coast fishing vessel repair and maintenance market, as well as attract customers from other geographical locations, and different types of vessel.

As well as safeguarding the existing workforce of 17 employees, additional jobs would be created over the medium to long term.

Should the boatyard be relocated to the Outer Harbour, there is potential for the existing boatyard site to be redeveloped in a consumer facing role – at the same time, pedestrian and vehicular access can be improved, which will benefit the village as a whole.

## 5. Cruise

West of Scotland is becoming an increasingly attractive cruise ground: cruise ships are calling at places such as Stornoway, Portree, Tobermory, Oban, Barra and Fort William.

There is a growing number of smaller cruise ships offering luxury cruises and/or bespoke itineraries. Passengers on these cruises tend to spend more ashore (£80 and upwards) and are often looking for bespoke or unique itineraries when ashore.

There is significant opportunity for the local business community to develop suitable activities and tours for cruise passengers:

- Wildlife, walking, fishing, shooting and cycling expeditions.
- Boat trips/cruises to Small Isles and Knoydart Peninsula.
- Half or full day trips to mainland locations, such as Glenfinnan, Fort William, or further afield.
- Expansion of craft and retail offer.
- Provision of passenger transport services/bespoke taxi tours.

Mallaig could initially attract the smaller cruise ships already operating in the cruise ground, with 30 – 45 calls per year and 8,000 passengers. With focussed marketing to the larger ships that could be accommodated, a higher number of passengers could be achieved, and 16,000 or more per annum is not an unrealistic target.

Estimated expenditure in the local economy by cruise passengers and crew members could range from £675K to £1.3m per annum in the short term, depending on the extent of initial market capture – this would grow as cruise business developed.

## 6. Marina

There is a strong national focus on growing the sailing tourism market, as set out in the recent publication 'Awakening the Giant – A Strategic Framework for Scotland's Marine Tourism Sector'.

- The expansion of the marina will enable a substantial increase in visiting yachts, particularly in the peak months of June, July and August, as well as additional resident boat owners – potentially 3,000 additional boat nights and 50 additional resident boat owners taking up berths.
- There will be additional demand for supplies and services, such as chandlery, maintenance and repair and fuel, which creates opportunities for the local business community. These services in turn will make Mallaig more attractive as a sailing destination on the west coast.
- There will be an increase in money spent in the village, by both visiting sailors and resident boat owners, which could lead to new commercial opportunities being exploited and developed.
- Additional expenditure in the village is estimated to be in the region of £500K per annum.

**7a. Harbour Estate Regeneration**

The regeneration of the harbour estate provides the opportunity for development of commercial activities, through the creation of new or improved facilities.

It is envisaged that two to three sites would be developed for businesses wishing to relocate to Mallaig.

One site has already been identified for a West Highland College (WHC) and Marine Business Support Centre.

**7b. WHC and Marine Business Support Centre**

West Highland College (WHC) has established a successful learning centre and education resource in Mallaig, offering a diverse range of education and learning opportunities for the local resident and business community. There are 30 full time students and 16 commercial courses have been delivered in the last year with 99 attendees.

The centre is currently operated from three, suboptimal locations, the learning environment is poor and there is no room for expansion. There are also limited options for developing a new facility in Mallaig, other than within the harbour estate.

The main aim of developing the Mallaig facility is to provide an enhanced and wider range of opportunities for post-16 study for young people who wish to remain in their local community – West Highland is lagging behind other areas in terms of young people remaining in their communities.

In terms of impact, the creation of this facility will:

- Enable WHC to focus on Mallaig as a centre for Marine and Coastal Tourism, contributing positively to sustainable tourism development in Mallaig and its surrounding communities.

**7b. WHC and Marine Business Support Centre (continued)**

- Enable WHC’s business training unit to deliver more extensively to the business community for a wide range of skills development including business incubation, support of community enterprise companies, etc.
- Create more opportunity for local business leaders to engage in cutting edge research-led innovation through the college’s research centre ‘Centre for Recreation and Tourism Research’.
- Enable the development of a state-of-the-art maritime skill training facility, learning, study and meeting facilities and state-of-the-art learning/video conferencing technologies.
- HIE’s recent investment in high-speed broadband will create new digital business opportunities, and the new centre will also act as a training facility for digital skills and digital entrepreneurship.
- Facilities would also be available for social and cultural events and activities, complementing other community-based facilities and adding local capacity to the community.

**8. Construction**

The impact of construction is temporary, lasting only as long as the construction of infrastructure takes.

As some (and possibly most) of the construction activities are specialised, it is likely that only a small number of people who normally live locally will actually be employed directly in the construction activities. The local area is likely to derive most benefit from expenditure in the area by construction workers (accommodation, spending in shops, bars, restaurants) and by construction firms sourcing materials and supplies from the local area.