



<b>Title of Report:</b>	<b>Harbour &amp; Marina Strategy Procurement</b>
<b>Committee Report Submitted To:</b>	<b>Environmental Services Committee</b>
<b>Date of Meeting:</b>	<b>16 January 2024</b>
<b>For Decision or For Information</b>	<b>For Decision</b>
<b>To be discussed In Committee</b> <b>NO</b>	<b>If YES, please identify which paragraph applies and insert below.</b> N/A

<b>Linkage to Council Strategy (2021-25)</b>	
Strategic Theme	Improvement and Innovation
Outcome	A Sustainable, Accessible Environment
Lead Officer	Head of Capital Works, Energy & Infrastructure

<b>Budgetary Considerations</b>	
Cost of Proposal	£ to be confirmed (procurement only at this stage)
Included in Current Year Estimates	<b>N/A</b>
Capital/Revenue	N/A
Code	
Staffing Costs	None

<b>Legal Considerations</b>	
Input of Legal Services Required	<b>No</b>
Legal Opinion Obtained	<b>No</b>

<b>Screening Requirements</b>	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No No	Date:
	EQIA Required and Completed:	Yes/No No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No No	Date:
	RNA Required and Completed:	Yes/No No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No No	Date:
	DPIA Required and Completed:	Yes/No No	Date:

## **1.0 Purpose of Report**

To seek Members approval to proceed with a public procurement exercise to procure and deliver a harbour & marina strategy.

## **2.0 Background**

2.1 Council have the following facilities,

- Coleraine Marina – (EA completed 2023)
- Portstewart Harbour
- Portrush Main Harbour and Pontoon
- Portrush, Portandoo Harbour
- Portballintrae Harbour
- Dunseverick Slipway (small with limited use)
- Ballintoy Harbour
- Rathlin Island Harbour
- Ballycastle Marina & Harbour
- Red Bay Harbour - EA completed 2023
- Dalriada Slipway (small with limited use)
- Waterfoot Slipway
- Christie Park, Coleraine (Pontoons)
- Magilligan Ferry Terminal & Slipway – EA completed - declared surplus and disposal underway.

2.2 Whilst the facilities do bring an income to Council, overall the facilities operate at a significant financial deficit due mainly to life cycle costing to deliver essential maintenance and dredging. Previously in 2018, the life cycle costs were estimated at -£743,000, however in September 2023, Members approved officers to carryout a procurement exercise to appoint suitable civil engineering consultants to re-visit the life cycle costings and comprehensively assess the costs over a period of 50 years – (which is now in progress for updating and inclusion with the strategy).

2.3 Economic assessments were previously prioritised with regard to the Magilligan ferry terminal, Coleraine marina and Red Bay pier to ensure significant spend could be appraised – an overall appraisal or strategy has not taken place across all the facilities. A recent audit was carried out and adopted by the Audit committee (June 2023) which made the following recommendation

*“it is recommended that a strategic review of the current harbours and marinas provision should take place. This should be moulded into a strategy and be brought to Committee”.*

### **3.0 Proposal**

**3.1** In order to comply with the audit recommendation and to ensure that the harbours and marinas deliver the most advantageous socio-economic benefits across all the facilities, it is proposed that a comprehensive harbour and marina strategy is completed to set the necessary targets and objectives for an appropriate period.

**3.2** A strategy specification has been prepared, which identifies the necessary scale and scope to ensure a comprehensive harbour and marina strategy. Additional resource would be required to deliver this strategy document to encompass all the facilities. The draft specification indicating the scale and scope is attached for ease of reference (appendix A)

### **4.0 Recommendation**

It is recommended that the ES committee grant officers permission to proceed with a public procurement exercise to appoint a suitably qualified organisation to deliver a harbour and marina strategy.

Note

No expenditure on external resource shall be incurred at this time, however a tender report shall be brought back to Members for consideration at a later date.

4 Jan 2024

# Procurement of Harbours & Marina Strategy 2024- 2034

## REQUIREMENT SPECIFICATION / BRIEFING

To assess, recommend & identify strategic objectives with measurable key performance indicators to deliver harbour and marina services to best advantage.



*Capital Works  
Energy and Infrastructure*

## ***Vision***

Causeway Coast and Glens has over 100 miles of spectacular coastline, with harbour and marina facilities across the coastline. A strategy is now required to ensure that our harbour and marina facilities are in alignment with both corporate objectives and responsibilities both now and into the future. The strategy shall ensure that opportunities are identified together with the associated objectives that set direction.

## ***Opportunity***

Causeway Coast & Glens Borough Council require services to strategically assess and make recommendations where necessary with evidence to set clear *objectives* in order that an efficient sustainable harbour and marina service is delivered to maximum socio-economic advantage in alignment with our Corporate Strategy. It is important that the facilities and service are exploited to their full public service potential across a varied spectrum - from landward vibrancy initiatives to marine tourism. Given the fixed ownership aspect and substantive maintenance / life cycle costings, It is important that an economic overview is carried out by the successful tenderer on the below identified facilities and to highlight where full EA's are necessary to harmonise with the above spectrums and specification outlined below.

## ***Council Harbour, Marina and Slipway Assets***

- Coleraine Marina – (EA completed 2023)
- Portstewart Harbour
- Portrush Main Harbour and Pontoon
- Portrush, Portandoo Harbour
- Portballintrae Harbour
- Dunseverick Slipway (small with limited use)
- Ballintoy Harbour
- Rathlin Island Harbour
- Ballycastle Marina & Harbour
- Red Bay Harbour - EA completed 2023
- Dalriada Slipway (small with limited use)
- Waterfoot Slipway
- Christie Park, Coleraine (Pontoons)

- Magilligan Ferry Terminal & Slipway – EA completed - declared surplus (under disposal and not part of this strategic analysis or report)

**Appendix 5** – contains the site locations and layouts of all the H&M facilities.

## **Key Areas of Investigation and Assessment**

### **1. Marine Tourism (North Coast)**

Areas of strategy analysis

:

- **Leisure Charter Craft provision:** Assess existing established marine activities (e.g. day trips, cruising, fishing, charter boat events) and also assess new and emerging charter opportunities. What factors could increase these provisions? With what socio-economic benefits? Such a study shall include landward based vibrancy within harbours necessary to complement the charter boat industry. – see vibrancy below
- **Touring Visiting Craft (touring yachts, motor craft etc.):** Assess the marine tourism traffic – inclusive of England, Scotland and Ireland and evidence “what works” in terms of what percentage is achievable to attract, and what investment is needed with an indication of the economic benefit shown against capital investment across all facilities identified above.

The tenderer shall identify any other 3<sup>rd</sup> party synergies and studies that are relevant to our H&M strategic direction.

For example – the “Sail West” initiative led by Donegal County Council provided an insight and strategic considerations to assist a cohesive marine leisure development strategy for the North Coast, linking Ireland and the West coast of Scotland.

Another previous initiative / strategy “CoolRoute” led by the Cork Institute of Technology, was aimed at strengthening the marine touring market reach **and** customer base for SMEs in remote communities and to develop an exclusive product package to attract high end customers. This initiative developed a joint marketing strategy and ICT solution with a design and marketing model focusing on “place based” development opportunities for a very wide range of tourism, activity holidays, cultural and heritage attractions, local produce, crafts, restaurants, and marine services (see <https://www.cit.ie/newsarchive?id=969> for further detail)

**Tenderer to assess.**

- **landward facilities** required for this service against what is expected by touring customers. This assessment shall include Council infrastructure and wider landward attraction facilities. Tender to identify where investment can be justified to increase the numbers of visiting craft.
- **Small craft (e.g. kayak and dingy):** Assess existing provision and identify future needs within the strict context of harbour and marinas if an increase in such activities is supported by socio & economic benefits. (these benefits shall be listed).eg kite / wind surfing, paddle boarding. Tenderer to assess the capability of the current H&M infrastructure to cater for new initiatives / benefits and also assess the investment required to deliver same – if required.
- **Existing Leisure Craft (Mooring/berthing):** Tenderer to assess current provision – i.e. volume necessary, future need, possible infrastructure requirements with economic benefit ratio (primary / secondary). – see pricing structure and current waiting lists referred to below. Tenderer to assess the
- **Vibrancy** – Assess if quayside and immediate landward vibrancy can be enhanced and to what benefit. Recommendations with strategic objectives – where present shall be identified. e.g. craft trading and community engagements and initiatives.
- **Funding** – regarding marine tourism (see funding below)

## 2. River Bann

Council has a marina facility on the river Bann at Drumaheglis (inland waterway), however this is not part of this strategy.

## 3. Commercial

### **Commercial Craft (fishing & ecology / aquaculture)**

Tenderer to investigate the current state of the fishing industry and provide evidence if there are signs of decline or expansion. Also required is an assessment of need for incentivisation if decline, or need for expansion is found, together with an evidence based rationale for incentivisation if decline has been established.

It is expected that the tenderer shall reference the data and briefing documents produced by the NI Assembly paper 33/11 (Sea fishing in NI) where necessary.

The tenderer shall also incorporate the impact of Brexit and the effects of any specific protocols and shall also reference (where necessary) considerations from the NI Assembly paper 71/16 within the strategy.

## 4. Rathlin Island

This strategy shall assess the Rathlin provision currently delivered by Council i.e. the quality of the berths both from a touring and resident perspective. Rathlin is an isolated Island community who rely heavily on the harbour and marina for

connectivity with the mainland. This provision needs assessed in this context, with regard to residents.

Vibrancy and increasing footfall is particularly important on Rathlin. It is essential that the produced harbour and marina strategy is in harmony with the “Rathlin Island Action Plan” (a document produced by the Department of Infrastructure) to encourage economic development and business sustainability.

It is essential that the Rathlin Island Action Plan is considered within the strategy and that where necessary, actions are highlighted where economic development can be supported within the context of Councils harbour and marinas.

## **5. Marketing**

Assess the need for a marketing plan for CC&GBC Council facilities and destinations, supported by evidence and case studies in conjunction with the economic benefits (both primary and secondary) against the marketing investment. Assess the merits of the marketing plan against the current capability of existing H&M assets to benefit from marketing and also recommended changes / investment to facilities to benefit from marketing. (see charging regime later)

Investigate, evidence and report the need for developing a strong brand for harbours and marinas in order to build customer recognition and distinctiveness.

Whilst boat berthing space is up to capacity – an assessment is required to establish the need for a marketing plan with the content for incorporation into the possible plan – for both the primary (specific to the H&Ms) and secondary benefits (as an additional attraction to the wider areas).

Tenderer to note charging regime later within this document.

## **6. Operational Need**

Successful tenderer shall visit all the facilities and appraise for both current and future provision - aligning with strategic recommendations and objectives proposed by tenderer.

Such recommendation shall be supported with evidence, case studies and approximate costs.

It is expected the tender shall assess the following within the above context;

- Berthing provision suitability and quality for each site (both marinas and harbours)
- Seaward marine tourism footfalls – **attached appendix 6**
- Customer Service delivery
- Life Cycle Costing Analysis (completed 2017 and 2023) – **appendix 2** Revision due 2024
- Landward tourism attraction / footfall



- Vibrancy

## 7. Harbours and Marinas Appraisals

Tenderer to strategically appraise the provision within the Borough coastline under the control of Council to:

- Benchmark quality and efficiency of existing landward and seaward facility provision within the Causeway Coast & Glens Borough and compare this to other harbour and marina providers' provision.
- Examine efficient use of available amenity space in and around harbours to maximise tourist / user experience both landward and seaward to maximise social and economic advantage.
- Assessment of financial opportunities – ie the most economical advantageous use of Council land.
- Town / area tourism: relating to touring craft expectation and to evidence the secondary economic benefits to the town / area)
- Tenderer to appraise the existing infrastructure and if new investment is identified that this is supported with an economic appraisal overview to evidence the social and / or economic benefits.i.e. capital costs against the primary and secondary benefits.

Areas for specific analysis include:

- **Portandoo Harbour:** small craft (kayak and dingy) drawings and financial costs have already been completed (see attached appendix X) the requirement now is for an economic appraisal. Note the facility was re-furbished 5 years previously to allow use of small craft, however the facility has not attracted users of this type, as evidence indicates the main harbour at Portrush is the preferred facility for these users.
- **New Marina at Cushendall:** the requirement within this strategy now, is for need only. Council can provide cost for the tenderer to carry out an economic analysis i.e. need with economic benefits against capital expenditure
- **Increase Pontooning at Portrush Harbour:** assess both the current capacity and future provision.
  - Re visit existing project information for context within the strategy (carried out by RPS Belfast) for pontooning Portrush Harbour and modifying harbour mouth to facilitate such an installation. Comprehensive re-visiting of the analysis element will NOT be required

by tenderer, as the associated business case information was already concluded (costs etc). The tenderer should part familiarise themselves with this previous scope of work and findings, as pontooning maybe considered as part of the strategy and thus this detail of previous findings shall be necessary to include with the strategy. The tenderer shall incorporate a synopsis of this previous project analysis for context with the proposed H&M strategy.

Note: Council carried out an extensive study of capacity and necessary break water adjustment to allow the pontooning.

## 8. **Health & Safety**

Has already been assessed by the Council H&M team for incorporation into future strategy and signpost measures for improvement shall also be incorporated with the associated objectives. **Attached appendix x**

## 9. **Small Cruise Ship Visits**

Small cruise ships (less than 400 passengers and crew) call to our coastline, but have to moor out at sea and subsequently passengers have to be tendered to our harbours (Portrush & Ballycastle) Tenderer to assess the possibility of increasing this small cruise ship calling market within the Borough and to also clarify the benefits if these exist.

Note:

Weather conditions at sea prevent these visits on occasion as passengers cannot disembark. The ship's alternative location is Greencastle (Co Donegal). **Passengers are then subsequently bused to NI key sites on the N Coast (e.g. Giants Causeway)**

It is understood that the merits for a pier or hard stand to accommodate a cruise liner is uneconomically viable without significant funding and given cruise liners call at Belfast (a relatively small distance away with city attractions) the business case may not exist for such an investment. It will be necessary for the tenderer to provide this verification and/ or oversight on this matter for completeness sake.

Please see the below link – from the Belfast Telegraph March 2018

<https://www.belfasttelegraph.co.uk/business/northern-ireland/record-numbers-of-cruise-ships-and-passengers-set-to-dock-at-belfast-harbour-36660356.html>

## 10. **Funding**

The strategy shall identify all UK and European agencies who have funding mechanisms to fund possible elements within this strategy. The assessment shall identify any current funding available to secure prosperity within the harbour and

marinas currently. The funding opportunities identified, shall complement the strategic objectives set within the strategy.

### **11. Life Cycle Costing LCC**

The completed LCC for each of our facilities for inclusion within the strategy – is attached appendix 9

### **12. Fee structure**

The existing harbour and marina charges are attached (see **appendix 8**). The tenderer shall assess these charges and compare against the NI / Ireland and Scottish market and recommend suitable charging structures for the length (time frame) of this strategy. All such price recommendations shall be in relation to service delivery quality in terms of infrastructure and facility comparison with the market aforementioned. The tenderer shall also assess and comment on fees also in relation to financial equality and accessibility for all and how this is balanced with existing waiting lists to access moorings.

Rathlin Island shall require a separate analysis due to the Island status and to ensure no contradictions with the “Rathlin Island Action Plan”. Recommended charges will be required for the length of this strategy also.

Charging Incentivisation (subvention)

Charging shall be by category and an examination of the need for incentivisation (possible subvention) shall be carried out within the strategy – both for footfall alteration benefits, providing evidence to support primary and secondary financial and socio-economic benefits.

Charging categories include: Commercial

Charter

Leisure

Touring

Any subvention identified by tenderer shall have need clarified and annual KPI's itemised / detailed to ensure the service provider (receiving subvention) can be monitored against these benefits.

### **13. Engagement With Others**

- **Community**

Initiatives shall be identified by tenderer to maximise community engagement for all sections of the community with all abilities. Given these are community assets it's important that a sufficient marketing and targeting programme is introduced to commence this engagement, with identified initiatives to encourage participation. It is particularly important to explore need to encourage young people into the boating and marine sector.

Tender to assess and identify additional clubs, schools, colleges, community centres, public consultations and Councillor engagement etc.

- **Local Businesses**

Collaborative working with local businesses is necessary to help raise the profile of our facilities and to ensure benefits can be realised by the local businesses also. Consider offering possible incentives / added value packages to harbour and marina customers e.g. food vouchers, discounts in shops etc.

#### **14. Events / Water Sports Activities**

1. Tenderer shall identify new event initiatives within this strategy in conjunction with existing events (e.g. Raft Race Portrush, Rathlin Sound & Maritime festival and other smaller events). New events proposed shall be supported with evidence and case studies to support the social and economic merits. If new events are identified, the associated KPI's must also be established by tenderer to ensure the performance of the event can be monitored against these indicators.
2. Tenderer shall identify new initiatives within the strategy, specific to water bases activities as areas currently exist that are underutilised to generate revenue – these may include, but not limited to;
  - a. Inflatable play park equipment.
  - b. Other water based activities / amusements

#### **15. Energy**

Given the UK target of Net Zero by 2050, it is expected that tidal, wave and wind turbines at sea shall play a part - thus an assessment of Councils harbour and marina function will need assessed by the tenderer, as to what infrastructure that maybe required to service the off shore energy industry.

For example - Cork-based DP Energy hopes to install a 100 megawatt (MW) array of turbines off Fair Head – which have a direct impact for our harbour marina in Ballycastle in relation to egress, ingress and sea based plant mooring.

It is also important within this strategy to identify possible opportunities for Council within the marine environment to generate or facilitate energy extraction from this natural resource. It is not expected to establish concluded finding but merely to sign post opportunities and necessary objectives where appropriate.

#### **16. Ballycastle to Scottish Isles Ferry (economic appraisal)**

Ballycastle has already the major infrastructure to facilitate the reinstatement of the ferry service to the Scottish Isles. The tenderer will be specifically required to carry out an economic appraisal to assess the return of the service. This assessment shall include,

1. Detail the socio-economic benefits to both Council and Borough if this service was reinstated.
2. Can the service be provided without subvention?
  - 2a. What subvention would be required?
3. Detail the partnering that would be required with organisations to provide the ferry service? e.g., the Caledonian Macbrayne (calmac.co.uk) who deliver ferry services to the Scottish Isles - as procured by the Scottish Government, who will also need consulted on the points below.

It is expected that the tenderer will have discussions with the service partnering organisations to establish the following the following.

1. Value to the service to the partner organisation & in its sponsor (both primary and secondary value)?
2. What subvention could be available to the reinstatement project – if required?

The tenderer shall complete the above to provide the economic appraisal, with recommendations (for or against).

### **17. Ballycastle to Rathlin Ferry**

Whilst it is the responsibility of the Dept for Infrastructure (DFI) to ensure a service is provided between Ballycastle & Rathlin Island, the tenderer shall review the provision in alignment with need - both a tourism and Islander perspective and make recommendations to for improved socio-economic advantage – where this is possible.

### **18. Public Consultations**

The tenderer shall advertise, attend, present and consult with stakeholders (landward and seaward) mariners, public, RNLI and elected representatives to ensure views are taken into account and reflected within the strategy where necessary.

The tenderer shall further advertise, attend, present and consult with stakeholders (landward and seaward) mariners, public, RNLI and elected representatives of the facilities on the findings and proposals / objectives within the strategy. The stakeholder comments shall be appended within the eventual report which introduces the strategy for adoption. The tenderer shall run two consultation sessions – both in Portrush Townhall and in Ballycastle, Portnagree House.

The tender shall also liaise with internal Council stake holder departments including – specifically

- Tourism and Recreation department
- Prosperity & Place
- Sport & Well Being
- Community & Culture

The tenderer shall familiarise themselves with complementary strategies within the above service areas. The eventual tenderer's harbour and marina (H&M) strategy should reference these synergies and strategies where necessary and also identify further collaborative working where necessary.

Complementary Strategies Include;

Corporate Strategy 2021 – 2025  
Tourism & Destination Strategy  
Area Community Plan  
Play & Recreation Strategy  
& another other strategy that have synergies.

## **19. Strategy Objectives & KPI's**

The tender shall identify the necessary objectives to be included within the strategy. These objectives must have clearly defined key performance indicators KPI's which have clear time frames and have measurement criteria.

## **20. Council Presentations**

The tenderer shall present the findings of the harbour and marina delivery strategy to Council.

### ***Strategy Graphics and Photographs***

It is expected that the strategy / tenderer shall incorporate photographs and plan views etc. within the completed strategy document – inclusive of case studies where necessary to assist evidence on findings.

Note – see appendices – re maps and locations for incorporation by tenderer are attached.

### ***Council Stakeholders***

- **Project Lead**  
John Richardson - Head of Capital Works, Energy, and Infrastructure
- **Harbour and Marina Staff**  
John Morton – Senior Harbour Master
- **Business Support**  
Amanda Cochrane - Project Co-ordinator for information submission
- **Capital Projects**  
Wayne Hall – Capital Projects Manager – Site Maps and Life Cycle Costings
- **Tourism and Recreation -** Peter Thompson
- **Prosperity and Place -** Niall McGurk
- **Sport and Wellbeing -** Wendy McCullough
- **Community and Culture -** Julie Welsh

## ***Outputs and Milestones***

The following milestones for the delivery of the study are expected by the Council:

- From appointment - Inception meeting to be held at council's offices during weeks 1 to 4
- Review meeting to confirm goals and priorities for the strategy (Venue Riada House, Ballymoney)
- A project programme to be prepared on a Gantt chart identifying all the integral components within the strategy with initial start dates, individual dates for identified tasks and completion dates (inclusive of consultations). It is expected that this strategy is completed by 31st March 2024
- Review meeting (on site) at which the council will provide comments on the draft report.
- Tenderers bid to allow for 4 on site review meetings – Riada House, Ballymoney

## ***Climate Change***

The effects of climate change are well documented in terms of rising sea levels and extreme weather conditions, which shall have a greater effect within marine sea conditions and associated traffic etc. It is expected that the tenderer shall provide an overview of the climate impacts to this service area and to set clear directions within the strategy to signpost actions required by Council. Reference should be made to the NI Climate Change Act 2022 – whereby Council has a Statutory duty to report adaptations and mitigations to DAERA. The tenderer shall appraise and reference this CC&GBC H&M Strategy 2024 – 2034

requirement in conjunction with the life cycle costings ([appendix 3](#)) with strategic overview and appropriate objectives set within the strategy.

### ***Charging Regime***

Tenderer to assess the current charging regime to assess and report new charging possibilities if any. Tenderer to assess the current waiting lists to access annual berths within the facilities and what best charging regime would be best to ensure corporate objectives are met in the context of the current high demand against the low number of berths.

### ***Funding***

Tenderer to identify external funding strategies that are complimentary to the tenderers proposed strategy and to set funding objectives within the strategy.

### ***Economic Assessments***

The life cycle costings LCC and condition surveys are included within the tender documentation ([appendix 1](#)) as is the facilities operating costs ([appendix 2](#)) for each facility to allow the tenderer to produce an economic appraisal overview for each of these facilities in the context of setting strategic direction. It is not expected to complete a full EA for each facility, however an EA over view is expected to be produced as part of the H&M strategy, with the objectives identified where necessary to complete the necessary EA in detail where identified.

Note the incomes (including cruise ship visits) and charging structures are included in the tender documents ([appendix 3](#)) to facilitate the above analysis.

### ***Experience & Delivery***

The tenderer experience is outlined within the tender submission pack, which includes four quality questions, which will need completed to progress within the tender competition. The tenderer's team should demonstrate experience in the following:

- Maritime policy and strategy studies
- Maritime economics
- Economic Appraisal
- Multi-site strategy and marine development studies
- Marine studies in the UK and/or Ireland / N Ireland
- Stakeholder engagement
- Knowledge of the cruise industry



- Knowledge of marina development

The tenderer shall nominate a project manager who will coordinate delivery of all the elements of the study and shall provide an organogram of personnel who will be responsible to deliver this strategy.

### ***On Going Customer Consultations & Engagements***

Tenderer to assess the current regime of H&M team customer interfaces - Please see **appendix 7**. This shall be appraised and incorporated to ensure that the on going interface needs of the customer meets the proposed strategy needs.

DRAFT