

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



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8 January 2015

NOTICE OF MEETING

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 15 JANUARY 2015 at 10:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES**
Environment, Development and Infrastructure Committee 13 November 2014
(Pages 1 - 4)
4. **SERVICE PLANS 2015 - 2016 FOR ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORT AND ROADS AND AMENITY SERVICES**
Report by Executive Director – Customer Services (Pages 5 - 22)
5. **DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT FQ2 2014 - 2015**
Joint report by Executive Director – Customer Services and Executive Director – Development and Infrastructure Services (Pages 23 - 30)
6. **A83/TRANSPORT SCOTLAND UPDATE**
Report by Executive Director – Development and Infrastructure Services (to follow)
- * 7. **ELECTION POSTERS**
Report by Executive Director – Development and Infrastructure Services (Pages 31 - 34)

- 8. SINGLE HARBOUR AUTHORITY OBAN**
Report by Executive Director – Development and Infrastructure Services (Pages 35 - 96)
- 9. CAMPBELTOWN TO ARDROSSAN FERRY SERVICE**
Report by Executive Director – Development and Infrastructure Services (Pages 97 - 100)
- 10. CRUISE SCOTLAND REPORT**
Report by Executive Director – Development and Infrastructure Services (Pages 101 - 104)
- 11. ENVIRONMENT DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN** (Pages 105 - 108)

Items marked with an “asterisk” are items, on the basis of information available at the time this Agenda is published, on which the Committee may not have delegated powers to act, and which may therefore require to be referred to the Council or another Committee, and that referral may depend on the decision reached at the meeting.

ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE

Councillor Iain MacLean	Councillor Vivien Dance
Councillor Anne Horn	Councillor David Kinniburgh
Councillor Bruce Marshall	Councillor Iain MacDonald
Councillor Alistair MacDougall	Councillor Duncan MacIntyre
Councillor Robert Graham MacIntyre	Councillor Donald MacMillan
Councillor Alex McNaughton	Councillor Ellen Morton
Councillor Elaine Robertson	Councillor Sandy Taylor
Councillor Richard Trail	Councillor Dick Walsh

Contact: Rebecca Hepburn Tel:01546 604137

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 13 NOVEMBER 2014**

Present: Councillor Ellen Morton (Chair)

Councillor Vivien Dance	Councillor Alex McNaughton
Councillor Anne Horn	Councillor Ellen Morton
Councillor Bruce Marshall	Councillor Elaine Robertson
Councillor Iain MacDonald	Councillor Sandy Taylor
Councillor Alistair MacDougall	Councillor Richard Trail
Councillor Robert G MacIntyre	Councillor Dick Walsh

Also Present: Councillor George Freeman Councillor Robin Currie

Attending: Pippa Milne, Executive Director – Development and Infrastructure Services
Charles Reppke, Head of Governance and Law
Jim Smith, Head of Roads and Amenity Services
Fergus Murray, Head of Economic Development and Strategic Transport

The Chair ruled and the Committee agreed to consider an additional item, Update on A83 Rest and Be Thankful, as a matter of urgency by reason of the recent events and the need to provide members with an update.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors David Kinniburgh, Duncan MacIntyre and Donald MacMillan.

2. DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest intimated.

3. MINUTES

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 14 August 2014 were approved as a correct record.

*** 4. UPDATE ON A83 REST AND BE THANKFUL**

A report which provided the Committee with an update on the recent landslip on the A83 and of a recent meeting that took place between Elected Members, the Chamber of Commerce and the constituency MSP was considered.

Decision

The Committee agreed that the Council requests that Transport Scotland and the Scottish Government provide a permanent solution for the Rest and Be Thankful.

(Reference: Report by Executive Director – Development and Infrastructure dated November 2014, tabled)

5. 2014-2020 LEADER PROGRAMME - ACCOUNTABLE BODY ROLE

The Committee considered a report which provides details of a proposal that recommends that Argyll and Bute Council, through the European Team, takes on the role of the Accountable Body for the 2014-2020 Argyll and the Islands LEADER programme as proposed by the Local Action Group.

The Committee noted that it would be beneficial for a members seminar or a work shop prior to a future Environment, Development and Infrastructure Committee to be scheduled once the new LEADER programme had been established to allow members to gain a better understanding of the programme and the work that they carry out.

Decision

The Committee agreed that Argyll and Bute Council should be the Accountable Body for the 2014-2020 LEADER programme.

(Reference: Report by Executive Director – Development and Infrastructure dated 12 September 2014, submitted)

6. SCREEN INDUSTRIES REPORT

A report which provided the Committee with an overview of the current screen industry activity and key actions for further development of screen industries in Argyll and Bute was considered. The report detailed the potential economic benefits of attracting the screen industries to Argyll.

The Committee noted that holding more film festivals in Argyll and Bute could attract more screen industries to the area, and that the Policy Lead for Sustainable Environment, Renewables, and Strategic Tourism should meet with officers to establish if it would be possible to increase the number of film festivals held within Argyll and Bute.

Decision

The Committee noted the contents of the report including the proposed action plan and the potential for Argyll and the Isles Film Office to continue to develop a proactive approach to attracting inward investment from the industry.

(Reference: Report by Executive Director - Development and Infrastructure, dated 1 October 2014, submitted)

7. FEEDBACK ON THE RURAL SCOTLAND IN FOCUS 2014 REPORT

The 2014 Rural Policy Centre's Rural Scotland in Focus report was published on the 2nd of June 2014, the Committee considered a report that concerned these findings and detailed the proposed areas that Argyll and Bute Council request the Rural Policy Centre to look into in further detail. The Committee held a discussion on the link between these

findings and recent Economic Summit and Rural Parliament which had recently been held in the area.

Decision

1. The Committee noted the contents of the report and agreed that the areas for further examination by the Rural Policy Centre should be as follows:
 - Examination of the distribution of new infrastructure funding in rural Scotland and what impact this investment is having on population growth or loss.
 - Examination of population loss in the West Coast of Scotland, the specific reasons for this and the necessary measures required to reverse this negative trend.
 - Examination of the particular economic and social issues affecting island and remote peninsular communities.

2. The Committee agreed that the Rural Policy Centre should be advised of a summary of the key findings of the Economic Summit and the Rural Parliament Meeting Findings from its recent meeting in Oban.

(Reference: Report by Executive Director - Development and Infrastructure Services dated 17 October 2014, submitted)

Councillor Bruce Marshall and Alistair MacDougal joined the meeting during discussion of the above item.

Councillor Ellen Morton left the meeting at this point and Councillor Dick Walsh took the Chair.

8. **CAPITAL ROADS RECONSTRUCTION PROGRAMME 2014/15 AND ROAD ANNUAL STATUS AND OPTIONS REPORT (ASOR)**

A report which advised the Committee of the progress being made with regard to the delivery of the Roads Reconstruction Programme for 2014/2015 was considered. The programme has been delivered in line with the Roads Asset Management and Maintenance Strategy which was approved by Council in October 2012. The report included the second Roads Annual Status and Options Report, which provided the Committee with an summary of the Council's road assets as at April 2014, the findings from this report are based upon current available data on the condition of the asset and the future options which can be considered in terms of investment.

Decision

The Committee agreed to:

1. Note the Annual Status and Options Report and the positive analytical feedback it provides with regard to the effectiveness of the Council's Roads Asset Management and Maintenance Strategy

and associated Roads Reconstruction Programme.

2. Note the progress of the Roads Reconstruction Programme for 2014-2015.

(Reference: Report by Executive Director – Development and Infrastructure dated November 2014, submitted)

9. DRAFT ROAD SPEED POLICY FRAMEWORK

The Committee considered a report which details a policy which establishes a framework for Argyll and Bute Council for the selection, prioritisation and approval of speed limits.

The Committee noted that the policy was misleading when discussing the advisory 20mph speed limits.

Decision

The Committee agreed to:

1. Endorse the proposed draft Road Speed Limit Policy Framework subject to an amendment being made to the section on 20mph advisory speed limits in order to make this more clear.
2. Approve that Police Scotland and Transport Scotland are consulted on the draft prior to the Policy and Resources Committee considering the Policy Framework for adoption as Council Policy.

(Reference: Report by Executive Director – Development and Infrastructure Services dated October 2014, submitted)

10. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE DEVELOPMENT DAY AND WORK PLAN

The Committee considered a report which updated the committee on key considerations arising from the Environment, Development and Infrastructure Committee Development Day. This report also allowed the Committee to review the Committee Work Plan and forward agenda.

Decision

The Committee noted the feedback received from the Committee Development Day and the forward work plan, and agreed that this item should be a standing item on future agendas.

(Reference: Report by Executive Director – Customer Services dated 20 October 2014, submitted)

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT
AND INFRASTRUCTURE
SERVICES COMMITTEE**

CUSTOMER SERVICES

15th JANUARY 2015

SERVICE PLANS 2015-16

1. EXECUTIVE SUMMARY

The purpose of this report is to provide members of the Environment, Development and Infrastructure Services (EDI) Committee the proposed Service Plans for 2015-16 for Economic Development and Strategic Transportation and Roads and Amenity Services.

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT
AND INFRASTRUCTURE
SERVICES COMMITTEE**

CUSTOMER SERVICES

15th JANUARY 2015

SERVICE PLANS 2015-16

2. SUMMARY

This report outlines the proposed Service Plans for 2015-16 for Economic Development and Strategic Transportation and Roads and Amenity Services.

3. RECOMMENDATIONS

3.1 It is recommended that the EDI Committee:

- Approve the proposed service plans for Economic Development and Strategic Transportation and Roads and Amenity Services.

4. DETAIL

4.1. Service Plans were adopted by Council in February 2014 with a two-year budget. Therefore there was no requirement for a complete re-write of Service Plans for 2015-16. Services were invited to adjust their targets and timelines, etc.

4.2 Service Plans were populated with the SOA outcomes from the SOA 2013-23 and aligned with the service outcomes agreed by Council in February 2014.

4.3 The Strategic Management Team agreed the following timeline for service planning at their meeting on 13th October:

Action	Date
Final draft service plans reviewed by SMT	24 November
EDI Strategic Committee reviews Economic Development and Strategic Transport, Roads and Amenity Services draft service plans	15 th January
PPSL reviews Planning and Regulatory Services draft service plan	17 December
Policy and Resources Committee reviews Customer Services and Strategic Finance service plans	18 December
Special Community Services Strategic Committee reviews Community Services draft service plans	12 January
Policy and Resources Committee approves all service plans	5 February 2015

5. CONCLUSION

- 6.1 The report outlines the proposed Service Plans for 2015-16 for Economic Development and Strategic Transportation and Roads and Amenity Services.

7. IMPLICATIONS

- 7.1 Policy – None
- 7.2 Financial – The service plans set out the revenue resource available to services for the financial year 2015-16.
- 7.3 Legal – None
- 7.4 HR – The service plans set out the HR resource available to services for the financial year 2015-16.
- 7.5 Equalities – None
- 7.6 Risk – Risk assessment is a key element in the service planning and preparation process.
- 7.7 Customer Service – The service plans support good customer service engagement by setting out the plans for the services, the targets and success measures for the year.

Douglas Hendry, Executive Director – Customer Services

Jane Fowler, Head of Improvement & HR, on 01546 604466

For further information contact Carolyn McAlpine, Improvement Manager, 01546 604021, Carolyn.mcalpine@argyll-bute.gov.uk

ATTACHMENTS

Service Plans

- Economic Development and Strategic Transportation
- Roads and Amenity Services

DRAFT 2015-16 SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

SERVICE OVERVIEW

Service Purpose:

To assist in the delivery of the overarching aim of the agreed Single Outcome Agreement, endorsed by the 2014 Economic summit, with a focus on key outcomes 1, 2 and 3 that aim to grow our local economy, create the necessary infrastructure to facilitate economic growth and ensure that local people have sufficient work skills to take advantage of available employment opportunities that enables our population to grow.

Description of areas covered:

Economic development (Business Gateway, European policy and funding, and employability services), regeneration projects, renewables, broadband and mobile phone coverage and key sectors including tourism, food and drink and forestry, social enterprise and community empowerment activities, CHORD, connectivity (roads, ferries, air, rail), transport policy (including road safety) and marine operations (ports and harbours).

Resources available to the service:

Staffing - 122 FTE

Staff resource includes the Head of Service, 5 Senior Managers, 7 team members in Business Gateway, 25 core team members in Employability, 7 team members in the European Team, 3 CHORD Council staff and sub-contracted Project Managers, 14 team members in Development Projects and Renewables, 17 team members in Strategic Transportation (including Road Safety) and Airport Operations; and 43 team members in Marine Operations.

Significant strengths:

A robust and up to date set of strategic and area specific Economic Development Action Plans (EDAPs) 2013-2018, that focus the Council's resources on the economic development activities (including strategic transportation and marine operations) that are designed to have the greatest beneficial socio economic impact on the areas local communities as well as across Scotland as a whole. In particular the strategic EDAP provides a clear focus on the actions that we should focus our resources on delivering across the key sectors (tourism, renewables, marine science and food and drink) in order to contribute to the outcomes outlined in the SOA and area based EDAPs.

The Renewable Energy Action Plan (REAP), 2010-2013 (to be refreshed) has been developed by the Argyll and Bute Community Planning Partnership (CPP), and is a key action within our Community Plan/SOA, in order to assist Argyll and Bute realise its vision for the development of the renewable energy sector. The on-going delivery of the EDAP and REAP has resulted in good, effective, strong and robust partnership working throughout the Service. The Argyll and Bute Renewable Alliance (ABRA) is a partnership of both public and private stakeholders which seeks to secure the delivery of the REAP.

Continuing to maximise productive linkages between the Economic Development Service, Development and Infrastructure Directorate and the wider Council e.g. key officer representation from across the Council on the Argyll and Bute Employability Partnership.

DRAFT 2015-16 SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

SERVICE OVERVIEW

Effective communication between senior management and staff below senior management level continues to improve due to reinstating utilising quarterly Economic Development Officer Group (EDOG) meetings which includes staff from the other services within the Development and Infrastructure Directorate. On an ongoing basis a more holistic knowledge of the Economic Development Service has been sought through regular team meetings and individual staff one-to-one meetings.

Robust partnership working through sharing information with internal and external customers/partners. For internal purposes the shared EDOG drive has been a successful tool for hosting documentation and easily accessible by members of EDOG.

Significant success in progressing and developing key groups with external partners e.g. Argyll and Bute Renewables Alliance - viewed as a good practice model of service delivery.

A significant track record in delivering external funding that has allowed the creation of a substantial network of active travel routes, transport and infrastructure improvements together with the regeneration of a number of our town centres including economically fragile communities in Argyll and Bute including Rothesay and Campbeltown.

Significant challenges:

The delivery of the key outcomes of the SOA associated with the economy and endorsed by the 2014 Economic summit including the creation of the Argyll and Bute economic Forum (ABSEF) in order to facilitate population growth.

To be able to adequately respond to the challenges facing the global economy including the current lack of public and private sector liquidity.

Delivery of all the key priorities within the EDAP and REAP in a period of significant budgetary and resource pressures.

Staying focused on agreed strategic and area based EDAP priorities and actions including managing local area EDAPs.

Maintaining the growth in business start-ups witnessed during 2013/2014 given that the Business Gateway team is now operating with a full complement of staff. Maintaining performance in relation to employability services provided for the whole of the highlands and islands including the whole of Argyll and bute together with West Dumbarton.

To ensure that the economic and social interests of our island communities are protected and enhanced through the work of the Argyll Islands

Ensuring capacity and political focus to deliver CHORD, other capital projects including the Lorn Arc TIF, Helensburgh and Dunoon piers and area wide regeneration priorities.

Maintaining key private sector partnerships e.g. AISTP/AITC and ABRA and establishing ABSEF.

Maintaining effective partnership working with CPP partners to deliver the 'Compelling' component of EDAP.

Ensuring regularly financial monitoring meetings are put in place for 2014-2015 with Strategic Finance Principal Accountant and nominated contact

Maintaining the continued delivery of the Council's Maximising Attendance at Work Procedures in order to increase average attendance levels during 2013/14 through 2014/15.

DRAFT 2015-16 SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

SERVICE OVERVIEW

Equalities:

The Economic Development Service is aligned with the Council's Equal Opportunities policies and practices and Equality Impact Assessments are undertaken as appropriate.

Customer Service:

The Economic Development and Strategic Transportation Service is committed to providing excellent customer service further to its regular contact with customers and clients through the service activities delivered by teams such as, Business Gateway, Employability, European Policy and Funding (including Argyll and the Islands LEADER Programme), Social Enterprise, Renewables, Projects (Tourism, Food and Drink, and Forestry), Town Centre Regeneration activity and Strategic Transportation (which includes transport policy and the Road Safety Unit) and Marine Operations. The Economic Development and Strategic Transportation Service's strong customer focus is evidenced by excellent feedback from customers. A range of research methods are utilised by the service to measure performance, reliability and better understand how the service is regarded by customers in order to continuously improve service delivery.

DRAFT 2015-16 SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

OUTCOMES

Code	SOA Outcome	Code	Service Outcomes
SOAO1	The economy is diverse and thriving	ET01	Sustainable economic growth in Argyll and Bute
SOAO2	We have infrastructure that supports sustainable growth	ET02	Argyll and Bute is better connected, safer and more attractive
SOAO3	Education, skills and training maximises opportunities for all		
SOAO4	Children and young people have the best possible start		
SOAO5	People live active, healthier and independent lives		
SOAO6	People live in safer, stronger communities	ET03	Renewables are further developed in the area in partnership for the benefit of our communities.
		ET04	Harness the potential of the third sector and increase their capacity to deliver sustainable communities.

DRAFT 2015-16 SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000	Risks
					2015/16	
ET01	Sustainable economic growth in Argyll and Bute	Maximising the sustainable economic opportunities within Argyll and Bute	Creation of Argyll and Bute Sustainable Economic Forum (ABSEF); Establishment of thematic sub-groups to deliver a series of economic actions aligned to the SOA, LDP and Strategic and Area based EDAPs. (details of profiling available in due course).		1,018	SRR01: Population and economic decline.
		Number of start-up businesses supported.	100 by March 2016.	The Argyll and Bute Business Gateway Team propose to benchmark our start-ups results against the rest of the Highlands and Islands Enterprise area (excluding Argyll and Bute) and Scotland with a focus on the number of start-ups per head of population to give some meaningful analysis. A		
		Number of existing businesses supported.	200 by March 2016.	Not applicable: With regard to benchmarking, support to existing businesses is not a Business Gateway national performance measure so benchmarking data is not available.		
		Work Programme - number of job starts	Secure 90 job starts for Argyll and Bute	The Council delivers the UK Government's Work Programme on behalf of Working Links, one of the two Scottish main contractors for the Department for Work and Pensions (DWP), any benchmarking information can only be published at the discretion of DWP.		
			Secure 100 job starts for the Argyll and Bute Employability Team based in Inverness			
			Secure 160 job starts with Partners			
		Work Programme - number of sustainable job outcomes	Secure 45 sustainable job outcomes for Argyll and Bute	The Council delivers the UK Government's Work Programme on behalf of Working Links, one of the two Scottish main contractors for the Department for Work and Pensions (DWP), any benchmarking information can only be published at the discretion of DWP.		
			Secure 50 sustainable job outcomes for the Argyll and Bute Employability Team based in Inverness			
			Secure 80 sustainable job outcomes with Partners			
		Maximise European funding investment within Argyll and Bute.	Specific targets will be included once the Scottish 2014-2020 Structural Fund programmes and the Argyll and the Islands LEADER and European and Maritime Fisheries Fund programmes are finalised and	Not applicable		
Support for key sector partnerships and projects.	5 - target will be profiled at the end of the current financial year to reflect key sector and geographic agreed priorities.	Not applicable: specific to Argyll and Bute.				

ET02	Argyll and Bute is better connected, safer and more attractive.	Secure external funding for the delivery of strategic transport projects.	Annual target: £300,000	Not applicable: specific to Argyll and Bute.	1,190	Failure to deliver lifeline ferry services to rural and island communities and lifeline are services to the islands.
		Actively influence partner agencies to assist in the delivery of strategic transport projects.	95% delivery against programme of work incorporating Argyll and Bute representation at national strategic transportation forums	Not applicable: specific to Argyll and Bute.		
		% of PSO flights on schedule.	Quarterly Target: 82%	Investigating the possibility of benchmarking against HIAL.		
		Maintain Airport safety essential for service delivery	Monthly Target: 70% pass mark on Red Kite Fire Fighting Training Systems of staff at Oban Airport	Investigating the suitability of benchmarking		
		Number of passengers carried on Argyll and the Isles Air Services.	Annual target: 3,400 (based on 8 passenger seat airplane)	2011: 2510; 2012: 3,224; 2013: 3,334		
		% ferry sailings as timetabled.	90%	Investigating the possibility of benchmarking against Clyde Marine Services.		
		Delivery of road safety education and training publicity programme across educational establishments	Annual target: 80 -pre-schools, primary and secondary schools.	Not applicable: specific to Argyll and Bute.		
		Number of CHORD full business cases (FBCs) complete and approved.	2 FBCs for Oban - Public Realm and White Building; 1 FBC for Campbeltown CHORD (principally the marina); and 1 FBC for Rothesay Pavilion.	Not applicable: specific to Argyll and Bute.		
		Number of CHORD projects delivered following FBC approval.	2	Not applicable: specific to Argyll and Bute.		
Completion and approval of FBCs' for Capital Infrastructure Projects	3 FBCs Helensburgh Pier; 1 Lorn Arc Oban Airport; 1 Business Park Kirk Road	Not applicable: specific to Argyll and Bute.				
ET03	Renewables are further developed in the area in partnership for the benefit of our communities.	Launch and promote the community benefit framework to secure socio-economic benefit for the communities across Argyll and Bute	New Community Benefit Framework finalised and launched Summer 2015. 95% delivery against programme of work promoting the opportunities associated with the Community Renewable Web Portal.	Not applicable: specific to Argyll and Bute.	30	Failure to deliver the Renewable Energy Action Plan and related ambitions.

	Maintain the planned rate of delivery of the REAP (Action Plan to ensure that we maximise the local socio economic opportunities for our communities and businesses from renewables.)	Revised REAP to be finalised and launched during 2015/16 aligned to revised EDAP, 2013-18 and SOA; further detail over timescales will follow.	Not applicable: specific to Argyll and Bute.	
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ET04	Harness the potential of the third sector and increase their capacity to deliver sustainable communities.	Support Third Sector organisations access external funding.	30; this will be assessed through an annual survey carried out after the final quarter of the year.	Not applicable: specific to Argyll and Bute.	160	Failure to deliver sustainable communities through limited resources and inadequate partnership working and commitment to outcome delivery.
		No. of third sector asset transfers supported.	2	Not applicable: specific to Argyll and Bute.		
		No of Argyll and Bute Council services implementing delivery in partnership with social enterprise.	2	Not applicable: specific to Argyll and Bute.		
Central/Management Costs					241	
					2,639	

DRAFT 2015-16 SERVICE PLAN - ROADS AND AMENITY SERVICES
SERVICE OVERVIEW

Service Purpose:

To ensure that Argyll and Bute's roads infrastructure enables the safe and convenient movement of people and goods across a geographically diverse and sparsely populated area. The service also maintains the physical appearance of Argyll and Bute by managing open spaces, cemeteries, street cleaning, refuse collection and waste management. Priority is given to services which are likely to contribute greatest to economic growth and improved quality of life.

Description of areas covered:

Roads Management and Maintenance - maintaining road network including co-ordination of public utilities, asset management, policy and strategy, roads reconstruction, general maintenance, severe weather and winter weather response.

Amenity - Refuse collection and street cleaning, grounds maintenance, cemeteries, warden service, Cardross Crematorium, parking management, floral displays.

Design Infrastructure - design and project management of infrastructure projects, flood management, coastal protection, bridge and structure management.

Fleet, Waste and Infrastructure - Fleet maintenance through internal and partner workshops, Operators (vehicle) Licence, Waste Management, kerb side and bring site recycling, management and coordination of cyclic plant.

Resources available to the service:

Staffing - 410 FTE

Internal works and professional teams. ABC's Island surfacing partnership contract. Highlands and Islands Professional Services Framework. Shanks PPP Contract, annual and one off contract arrangements, partnerships with the third sector.

Significant strengths:

1. Successful delivery of winter maintenance plan. Salt stocks were maintained to provide good resilience through the season.
2. Robust programme management to ensure delivery of capital roads reconstruction. Continuation of area workshops to provide a considered approach in determining scheme selection and treatment specification design. Further presentations to Area Committee Business days detailing the programme.
3. Continuing shift in the delivery of revenue works to planned right first time works away from reactive temporary repairs.
4. Two year cycle of bridge inspections delivered.
5. Response to severe weather event over the festive period. Repairs to sea defences, roads and clear up of debris washed up during storm conditions
- 6 Roads Operations weekly works planning meetings held in all 4 Areas, production of a suite of performance measures designed to improve works productivity.
8. Tranman System (fleet management system) now complete, additional upgrades installed including a taxi inspection programme arranged through the legal section working well as a team – 4 new web portals – Hire, Driving Licence Check, Work Orders, Accident Reporting.
9. Maintained a high level of HGV test passes – above national average.
10. Operators Licence is in the green band – reducing risk to Council in terms of vehicle operation.
11. Maintained a consistent approach with Shank's our PPP Contractor re contract variations.
12. Continued to divert target levels of biodegradable waste from landfill.
13. Very positive reports from SEPA regarding all Council run landfill sites and the Civic Amenity site at Blackhill Helensburgh.
14. Introduction of annualised hours systems of work and new programmes of work, following the recent Streetscene Review. £938,000 service review savings achieved and a high level of service delivered.
15. Introduction of co-mingled waste services in the Lorn and Mid Argyll areas.

DRAFT 2015-16 SERVICE PLAN - ROADS AND AMENITY SERVICES
SERVICE OVERVIEW

Significant challenges:

1. Progress workforce planning with a view to mitigating future service resourcing challenges.
2. Delivery of Winter Maintenance Plan and respond to other severe weather events.
3. Building on the success of Tranman, integrating with other Council IT systems and wider corporate use. Linking the new tracking system to Tranman to give us the final link in true costs.
4. Maintain a high level of HGV pass rate.
5. Maintain Operators Licence in the Green Band.
6. Implement Co-Mingled recycling and alternative weekly collections in Cowal area..
7. Further development of performance and productivity measures for Roads Operations to ensure effective value for money services are being provided.
8. Review and make any necessary adjustments to works schedules and works specification to deliver Amenity Savings.
9. Continuous improvement based on performance and productivity information, increase in Right First Time Repairs and planned work 'v' reactive work. Increase the focus of fixing the roads and not just filling the pot-holes in line with the Roads Maintenance and Management Strategy.
10. Continue to ensure good performance and value from the 'Islands' partnership contract and carry out review for contract renewal/replacement.
11. Introduction of Decriminalised Parking Enforcement (DPE), including Scottish Government approval.
12. Delivery of Infrastructure projects to budget, time and specification including delivery of the Bridge Strengthening and Replacement Programme, Coastal Protection, Flood Prevention, Structural Management and Inspections, Campbeltown Old Quay project, and remaining parts of Kintyre Renewables Hub.

Equalities:

The Council's design standards for Roads and Amenity Services will reflect the requirements of the Disability Discrimination Act (DDA) and will aim for inclusive design in the construction, operation and maintenance of services.

Customer Service:

Roads and Amenity Services have carried out consultation regarding proposed budget reductions within the Amenity Service. Roads and Amenity Services carried out a customer health check to identify improvements to customer service and a range of customer service improvements are being targeted.

**DRAFT 2015-16 SERVICE PLAN - ROADS AND AMENITY SERVICES
OUTCOMES**

Code	SOA Outcome	Code	Service Outcomes
SOAO1	The economy is diverse and thriving		
SOAO2	We have infrastructure that supports sustainable growth	RA01	Proportionate, safe and available infrastructure.
		RA02	Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life and contribute positively to the Council's Economic Development Service Plan.
		RA04	Capital projects improve the transport infrastructure to meet the needs of our communities.
SOAO3	Education, skills and training maximises opportunities for all		
SOAO4	Children and young people have the best possible start		
SOAO5	People live active, healthier and independent lives		
SOAO6	People live in safer, stronger communities	RA05	High level of street cleanliness.
		RA06	Sustainable disposal of waste.
		RA03	Reliable, safe and efficient vehicles fleet.

DRAFT 2015-16 SERVICE PLAN - ROADS AND AMENITY SERVICES

FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000	Risks
					2015/16	
RA01	Proportionate, safe and available infrastructure	% category 1 defects repaired in line with Roads Asset Management Plan	90%	88.25% APSE Performance Networks	8,479	Sustainable network of infrastructure assets. Due to the aging condition of the lighting stock which is compounded by the geography and remote locations of some of the stock, the target performance for Argyll and Bute has been set at 95.6% of the benchmark target.
		Average response time for completion of planned pre-salting	2.5 hours	2.52 hours APSE Performance Networks		
		% street lighting faults repaired in 7 days	88%	92% APSE Performance Networks		
RA02	Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life and contribute positively to the Council's Economic Development Service Plan	% road repairs carried out right first time (rolling 12 month measure)	85%	Not applicable: specific to Argyll and Bute.	-370	Delivery of Roads Reconstruction Programme.
		Planned roads repairs 'v' reactive repairs as % of revenue budget	75%	72.82% APSE Performance Network		
RA03	Reliable, safe and efficient vehicles fleet	MOT HGV % of vehicles passed first time	85%	80.6% VOSA. National Benchmark for 13/14;	-1,381	Efficient vehicle fleet - failure to deliver efficient vehicle fleet and sustainable maintenance service. Loss of Operators Licence/age profile of fleet taken into consideration when setting target against benchmark
		MOT LV % of vehicles passed first time	95%	99% Council measure		
RA04	Capital projects improve the transport infrastructure to meet the needs of our communities.	% roads reconstruction capital projects on time and budget	90%	Not applicable: specific to Argyll and Bute.	508	Delivery of Roads Capital Programme.
		% infrastructure capital projects on time and budget	90%	87% (average outturn 10/11 - 13/14)		
		% bridge inspections complete per 2 year plan	Complete 2 year plan of bridge inspections by March 2016	Not applicable: specific to Argyll and Bute.		
		No of bridges where time between inspections exceeds 2 years	Maximum of 45 at any one time	Not applicable: specific to Argyll and Bute.		
RA05	High level of street cleanliness	% overall street cleanliness	74%	67% LEAMS (Keep Scotland Beautiful)	4,255	Environmental impact - failure to maintain high immunity through litter and poor street cleanliness.
RA06	Sustainable disposal of waste	% waste recycled, composted and recovered	42%.	46.5% SEPA published average LA 2013 (calendar year).	11,730	Failure to reduce environmental impact through minimisation of waste to landfill and increasing recycling rates.
		No of tonnes of Biodegradable Municipal Waste to landfill	Annual number of tonnes 21,500	19,570 (outturn 13/14)		Failure to limit tonnes of biodegradable municipal waste sent to landfill.
Central/Management Costs					107	
					23,328	

DRAFT 2015-16 SERVICE PLAN - ROADS AND AMENITY SERVICES

FINANCIAL SUMMARY

	Budget		Comments
	2014-15 £000	2015-16 £000	
Service Subjective Analysis			
Employees	13,142	13,442	Increase in respect of pay inflation and increments.
Premises	2,259	2,361	Inflationary increases applied to energy costs.
Supplies & Services	6,277	6,279	
Transport	10,908	11,234	Increase reflects inflationary increase to fuel costs.
Third Party Payments	20,854	20,702	Reduction relates to reduced funding from the Scottish Government as a result of the trunking of a section of the A83, this is partly offset by an additional cost pressure for kerbside recycling.
Capital Costs	159	159	
Gross Expenditure	53,599	54,177	
Income	-31,050	-30,849	Reduction in income as a result of two new cost pressures for shortfalls in commercial refuse collection and car parking income.
Net Expenditure	22,549	23,328	
Reconciliation			
Base	22,549	22,549	
Base Adjustments		-12	Includes payroll inflation, payroll increments and other base adjustments noted in the 2015-16 budget update report.
Non-Pay Inflation		459	
Cost Pressures		413	Cost pressure approved in February 2014 for one-off investment in street lighting inventory has been removed. There are 3 new cost pressures identified for 2015-16, these include kerbside recycling and shortfalls in income for commercial waste collection and car parking.
Demand Pressures		0	
Inflation on Fees and Charges		-81	
Total	22,549	23,328	

The financial information reflects the budget outlook for 2015-16 as at the end of October

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

CUSTOMER SERVICES

15 JANUARY 2015

**DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT
FQ2 2014-15**

1.0 EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 1.2 This paper presents the Environmental, Development and Infrastructure (EDI) Committee with the Development and Infrastructure Services departmental performance report with associated scorecard performance in FQ2 2014-15 (July - September 2014).
- 1.3 It is recommended that the EDI Committee reviews the scorecard as presented.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

CUSTOMER SERVICES

15 JANUARY 2015

**DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT
FQ2 2014-15**

2.0 INTRODUCTION

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 2.2 This paper presents the EDI Committee with the Development and Infrastructure Services departmental performance report with associated scorecard for performance in FQ2 2014-15 (July - September 2014).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee reviews the scorecards as presented.

4.0 DETAIL

- 4.1 The performance scorecard for Development and Infrastructure Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the services that make up Development and Infrastructure Services.

5.0 IMPLICATIONS

5.1	Policy	None
5.2	Financial	None
5.3	Legal	The Council has a duty to deliver best value under the Local Government Scotland Act 2003.
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Ensuring performance is effectively scrutinised by members reduces reputational risk to the council.
5.7	Customer Service	None

Douglas Hendry, Executive Director – Customer Services

Pippa Milne, Executive Director – Development and Infrastructure Services

For further information contact: Jane Fowler, Head of Improvement and HR

APPENDICES

Financial Quarter 2 Performance report and scorecard – Development and Infrastructure

Key Successes

1. Dangerous road defects continue to decline (down from 414 in FQ1 2009/10 to 25 in FQ2 2014/15) demonstrating the effectiveness of the roads capital reconstruction programme improving road safety and minimising costly and unplanned emergency road repairs. This year's roads capital reconstruction programme is on track to successfully deliver £6.9M of roads improvements as part of the combined 3 year programme worth £22.4M.
2. With a successful track record in delivering sustainable travel improvements, an additional investment of £150k from Sustrans was secured for upgrading cycle lane infrastructure in Helensburgh.
3. CHORD Helensburgh Public Realm Phase 2 and the Campbeltown Town Heritage Initiative 13-15 Kirk Street works were completed. Good progress has been made with the piling and re-decking at the Campbeltown Old Quay. Full business cases were approved for the Oban Public Realm and the Maritime Visitor Facility.
4. Argyll and Bute, Business Gateway supported one year business survival rate stands at 80%, 7% above the national average. The latest three year survival rate reported that 76% of start-up businesses are still trading compared to 62% reported nationally. New businesses worth £1.4M per annum to the local economy created 37 new jobs.
5. Requests for support from existing businesses continued to grow in demand, with Business Gateway supporting 124 businesses this quarter.
6. The Employability Team secured 24 job outcomes within Argyll and Bute, showing an improvement on the 9 jobs secured during the previous quarter.
7. 984 planning applications received year to date (FQ1 and FQ2). Planning application approval rate of 95% was exceeded for 7th consecutive quarter, placing this Council amongst the leading planning authorities in Scotland for approvals. The speed of planning application determination also exceeded target with applications determined in an average 10.6 weeks against target 12 weeks; this represents an improvement of 4 days per application on the same period last year.
8. Preparations for increased recycling services for the Mid Argyll and Lorn areas were put in place following agreement of the contractual and legal negotiations with Shanks plc.
9. Footway improvements completed during the school holidays and a range of road safety initiatives aimed at supporting safer walking, cycling and driving for pupils of the Oban Joint Campus have been put in place. Appreciation from the School's Parent Council has been warmly welcomed as the team move towards the next phase of the project with collaborative working arrangements between the Council, Fire Service and the charity, BRAKE in place to deliver young driver courses to older pupils.
10. Regulatory Services provided targeted support for major events including all major festivals.
11. Successful launch of the Argyll Sea Kayak Trail, and 'Paddle Argyll' website in partnership with Argyll Coastal Waters to coincide with their participation in the RYA Commonwealth Homecoming Muster promoting Argyll to have some of the best sea kayaking in Europe.
12. Economic Development also responded to 27 new filming location enquiries and launched their 'MovieSite' via the council's website allowing film companies to search for potential locations whilst maintaining a contact with the Council.
13. Oban Airport crew were commended for their work assisting a Navy Search and Rescue helicopter with 9 passengers on board which ran into difficulty.

Key Challenges

1. Drive forward the economic and population growth that will secure a prosperous future for Argyll and Bute.
2. Maintain a sustainable business model for Employability job outcomes in view that the attachment fee is now zero.
3. As part of the Scottish Ferry Services Plan (2013-2022) progress the transfer of responsibilities to Transport Scotland for ferry services Port Askaig to Feolin, Port Appin to Lismore Point, Cuan to Luing and Ellenabeich to Easdale.
4. Deliver the formally approved Joint Health Protection Plan with NHS Highland and Highland Council.
5. Review our arrangements as a Food Authority in light of the new Food Standards Scotland body which will be formed through statute and comes into effect in March 2015.
6. Progress workforce planning with a view to mitigating future service resourcing challenges.
7. Ensure that the increased activity in public utility road openings associated the roll out of Superfast Broadband across Argyll is effectively controlled whilst supporting this key economic driver.
8. Reduce the costs and impact of absenteeism on services.

Actions to address the Challenges

1. Build on the momentum of Argyll and Bute Economic Summit, establishing an Economic Forum bringing expertise from key sectors to achieve all of the ambitions for a prosperous future.
2. Closely monitor the Work Programme business model ensuring all processes continue to meet the needs of the Prime Contractor and customer groups as outlined in the Employability project improvement plan.
3. Consultation will take place with Luing, Lismore, Easdale and Jura Community Councils to establish if there is a need to enhance services. Thereafter the Council will produce a financial model forming the basis of negotiation between the Council and Transport Scotland prior to agreeing any transfer.
4. Work to obtain agreement on the Joint Health Protection Plan with NHS Highland and Highland Council and report to the PPSL Committee at the earliest opportunity taking account of the need for collaborative working.
5. Prepare the service for external audit by the Food Standards Agency reviewing existing Codes of Practice for Food Law, reporting to the PPSL.
6. Progress workforce planning in a manner which will safeguard essential services against loss of a skilled and knowledgeable staff taking account and addressing an ageing workforce; recruitment and retention challenges; training and up-skilling needs.
7. Continue to work with Local and West of Scotland Roads and Utility Companies (RAUC) addressing resourcing and performance concerns.
8. Whilst recognising the work put into maximising attendance to date, efforts to minimise the impact financially and operationally will remain a very high priority for the department with the continued rigorous application of the Council's Maximising Attendance Policy and managerial scrutiny.

Corporate Objective 1 - Working together to improve the potential of our people **G** →

CO1 Our children are nurtured so that they can achieve their potential.	Department does not contribute directly to this Outcome
CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...	Department does not contribute directly to this Outcome
CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an...	Department does not contribute directly to this Outcome
CO4 Our people are supported to live more active, healthier and independent lives.	Department does not contribute directly to this Outcome
CO5 We work with our partners to tackle discrimination.	Department does not contribute directly to this Outcome
CO6 Vulnerable adults, children and families are protected and supported within their communities.	G →

Corporate Objective 2 - Working together to improve the potential of our communities **G** →

CO7 The places where we live, work and visit are well planned, safer and successful.	G →
CO8 Create opportunities for partners and communities to engage in service delivery.	G →
CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced.	Department does not contribute directly to this Outcome

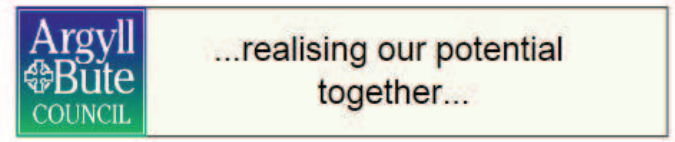
Development and Infrastructure Scorecard 2014-15 FQ2 14/15 Click for Full Outcomes

Corporate Objective 3 - Working together to improve the potential of our area **A** →

CO10 We create the right conditions where existing and new businesses can succeed.	A ↓
CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.	A →
CO12 Our transport infrastructure meets the economic and social needs of our communities.	A →
CO13 We contribute to a sustainable environment.	A ↓
CO14 We make the best use of our built and natural environment.	A →

Corporate Objective 4 - Working together to improve the potential of our organisation **R** →

CO15 Our services are continually improving.	R →
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.	Department does not contribute directly to this Outcome
CO17 We provide good customer service.	Department does not contribute directly to this Outcome



RESOURCES					
People		Benchmark	Target	Actual	Status Trend
Sickness absence DI			2.60 Days	2.58 Days	G ↑
PRDs % complete			90 %	93 %	G
Financial		Budget	Forecast		
Finance Revenue totals DI		£K 30,502	£K 31,165 R ↑		
Capital forecasts - current year DI		£K 21,945	£K 25,539 R ↑		
Capital forecasts - total project DI		£K 99,543	£K 104,417 R ↑		
Efficiency Savings DI	Actions on track Savings	Target	7	4	G →
		Actual	£K 49	£K 49	

IMPROVEMENT					Status Trend
Improvement Plan Outcomes DI	Total No Outcomes	Off track	On track	Complete	A →
	21	1	12	8	
CARP Development & Infrastructure	Total No	Off track	Due	Complete	G →
	10	0	10	10	
Customer Service DI	Number of consultations				5
Customer Charter	R →	Stage 1 complaints		71 %	R ↓
Customer satisfaction 89 %	G ↓	Stage 2 complaints		100 %	G →
Development and Infrastructure Services Audit Recommendations	R	Overdue	Due in future	Future - off target	
	2	↓	20	↑	0
DI Average Demand Risk	Score	8	Appetite	8	↓
DI Average Supply Risk	Score	7	Appetite	7	→

CO6 Vulnerable adults, children and families are protected and supported within their communities.			G	→
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	G	
	On track	2		→
CO7 The places where we live, work and visit are well planned, safer and successful.			G	→
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3	G	
	On track	3		→
CO8 Create opportunities for partners and communities to engage in service delivery.			G	→
ET04 Harness the potential of the third sector ...	Success Measures	3	G	
	On track	3		→
CO10 We create the right conditions where existing and new businesses can succeed.			A	↓
PR03 Secure standards re public health & health protection ...	Success Measures	3	G	
	On track	3		→
RA01 Proportionate, safe and available infrastructure	Success Measures	4	A	
	On track	3		↓
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	G	
	On track	2		→
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	G	
	On track	2		→

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.			A	→
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	13	A	
	On track	11		→
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	G	
	On track	4		↑
CO12 Our transport infrastructure meets the economic and social needs of our communities.			A	→
ET02 A&B better connected, safer & more attractive	Success Measures	9	G	
	On track	9		→
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	G	
	On track	2		→
RA04 Capital projects improve the transport infrastructure	Success Measures	4	A	
	On track	3		→
CO13 We contribute to a sustainable environment.			A	↓
PR06 ... an environment which is safe, promotes health & supports local economy	Success Measures	3	A	
	On track	2		↓
RA05 High level of street cleanliness	Success Measures	1	G	
	On track	1		→
RA06 Sustainable disposal of waste	Success Measures	2	G	
	On track	2		→

Development and Infrastructure Scorecard 2014-15 FQ2 14/15 [Click for Full Scorecard](#)

CO14 We make the best use of our built and natural environment.			A	→
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	G	
	On track	2		→
PR07 Creation of well designed and sustainable places ...	Success Measures	4	A	
	On track	3		→

CO15 Our services are continually improving.			R	→
PR08 Protect health of our communities through effective partnership working	Success Measures	1	R	
	On track	0		→

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****15 January 2015**

ELECTION POSTERS

1.0 EXECUTIVE SUMMARY

On the run up to past elections and the recent referendum political groups have sought agreement from the council to erect campaign material on lamp posts and sign posts. Permission has historically been granted providing that road visibility sight lines are not obstructed and the signs are placed sufficiently high not to impede the progress of pedestrian or vehicular traffic. Acceptance was also conditional on the campaign material including details of the local agent who could be contacted should the material not be removed within a couple of days of the campaign ending.

Following the recent referendum there have been a number of locations where campaign material had been left out after the date of the referendum. In many cases the material did not contain the agent's identification.

Through this report it is proposed that the council introduces a policy that would not permit any campaign materials to be affixed or displayed on any property under the Council's control.

Members are asked to:

- Note and endorse the report.
- Approve that the Election Poster Policy be taken to Council for approval as Council policy.

ELECTION POSTERS

2.0 SUMMARY

2.1 This report introduces a new policy proposing that election and referendum campaign material not be permitted to be displayed on council property, including street furniture.

3.0 RECOMMENDATIONS

3.1 Members are asked to:

- Note and endorse the report.
- Approve that the Election Posters Policy be taken to Council for approval as Council policy.

4.0 DETAILS

4.1 Historically the council has allowed campaign material to be displayed on lamp posts and street furniture providing that it did not impede the flow of pedestrian or vehicular traffic and providing there was no detriment to sight lines or road safety.

4.2 Following the recent referendum there were a number of locations where campaign material was left in place well beyond the referendum. There were also instances where material had been displayed immediately outside or close to polling stations. In these situations the material had to be removed.

4.3 In line with the Trunk Road Authority and an increasing number of local authorities this report proposes that the draft policy contained in the table below is adopted as council policy.

4.4 Where campaign material is affixed to Council property it shall be removed and where possible all reasonable costs associated with the removal shall be recovered from the party and/or individual responsible for it being erected.

Election and Referendum Policy
No campaign materials should be affixed or displayed on any property under the Council's control. For the avoidance of doubt this includes any area adopted by the Council as Roads Authority and any street furniture thereon, whether installed by

the Council or other bodies. Campaigning materials on telecommunications or power poles or apparatus or bus shelters situated on road verges or other areas owned or adopted by the Council are not permitted. This resolution also includes parks and Council buildings etc., regardless of whether these are owned, leased or adopted by the Council. However this prohibition does not apply to campaigning materials which Council tenants choose to put up on the windows of homes which they lease from the Council.

Where campaign material is affixed to Council property it shall be removed and where possible all reasonable costs associated with the removal shall be recovered from the party and/or individual responsible for it being erected.

5.0 CONCLUSION

- 5.1 This report introduces a new policy proposing that election and referendum campaign material not be permitted to be displayed on council property, including street furniture.

6.0 IMPLICATIONS

6.1	Policy	Document proposes a policy for Election Posters
6.2	Financial	The Policy sets out how any costs shall be recovered
6.3	Legal	None
6.4	HR	None
6.5	Equalities	None
6.6	Risk	None
6.7	Customer Services	None

Executive Director of Development and Infrastructure

Policy Lead Councillor Ellen Morton

December 2014

For further information contact: Jim Smith, Head of Roads and Amenity Services
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ARGYLL AND BUTE COUNCIL

Environment Development
and Infrastructure
Committee

DEVELOPMENT AND INFRASTRUCTURE SERVICES 15 JANUARY 2015

SINGLE HARBOUR AUTHORITY OBAN

1.0 Executive Summary

Oban Harbour Development Group (OHDG), which comprises Caledonian Maritime Assets Ltd (CMAL), the Northern Lighthouse Board (NLB), CalMac Ferries Ltd and the Council, was set up to provide strategic direction for the development of Oban Harbour and ensure the safe and efficient operation of marine activity within Oban Bay.

A risk assessment on behalf of the OHDG identified a number of risks which are deemed unacceptable and the absence of a single harbour authority (SHA) is cited as having a fundamental impact on the operations and marine activities in Oban Bay.

A number of short term measures which improve safety, are in the process of being implemented.

This report also recommends the creation of a single harbour authority which would permit cohesive management of all activities especially marine traffic management.

There has been sustained Council involvement in the management of marine activity in Oban Bay and there has been a genuine desire by locally elected Councillors to bring the three key partners in the Bay together to create a single harbour authority (SHA). This would enhance the safety for mariners using the bay in light of the increasing use of Oban by different types of vessels in particular those in the aquaculture industry and cruise ships.

The difficulty in the past has been one of reluctance on the part of all parties to accept liability for other port users' activities. Through consultation a mechanism has been sought to share this liability by creating a hybrid SHA hybrid.

The fundamental argument in favour of a new SHA is that it will enable the new authority to exercise the powers of direction enshrined in the new harbour order. Without these powers the full enhancements in marine safety cannot be realised. A new SHA will address the strategic interests of the Council although it will be critical that the governance arrangements are managed to avoid the potential for stalemate on Board decisions.

The cost of implementing the short term measures is shared between CMAL, NLB and the Council. The Council's share of these costs over the next two years equates to £37,500. The cost of establishing and promoting a new Harbour Order is anticipated to be in the order of £200,000 with the Council's share being £50,000.

2.0 Recommendation

That the Committee i) support in principle the preferred option of a hybrid single harbour authority ii) agree that officers continue discussions on that basis, exploring the financial and governance implications and report back to the committee when more detail is available.

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT DEVELOPMENT
AND INFRASTRUCTURE
COMMITTEE**

DEVELOPMENT AND INFRASTRUCTURE SERVICES 15 JANUARY 2015

SINGLE HARBOUR AUTHORITY OBAN

3.0 INTRODUCTION

- 3.1 This report provides an overview of the issues arising from the proposed creation of a new single harbour authority (SHA) in Oban setting out the benefits and risks associated with the proposal.

4.0 RECOMMENDATIONS

4.1 That the Committee i) support in principle the preferred option of a hybrid single harbour authority ii) agree that officers continue discussions on that basis, exploring the financial and governance implications and report back to the committee when more detail is available.

5.0 BACKGROUND

- 5.1 Under the Harbours Act 1964 the Council in its role as a Statutory Harbour Authority for Oban has facilitated meetings over many years with a variety of key stakeholders. The role of Statutory Harbour Authority is one that affords powers of direction over vessels in respect of the North Pier and Oban Times Slip. It does not extend jurisdiction over the whole of Oban Bay and is a completely separate entity from the proposed Single Harbour Authority.
- 5.2 The current group is entitled the Oban Harbour Development Group (OHDG chaired by Lorna Spencer in her capacity as Director of Piers and Harbours for Caledonian Maritime Assets Ltd (CMAL). The OHDG is made up of representatives from the Northern Lighthouse Board (NLB), CalMac Ferries Ltd and the Council which is represented by both officers and Councillors.

The remit of the group is to provide strategic direction for the development of Oban Harbour and ensure the safe and efficient operation of marine activity within Oban Bay.

- 5.3 It is recognised that marine activity has continued to increase and with this the risk of an incident. The prospect of a new marina as proposed by the Oban Bay Marine group prompted the appointment of a marine

consultant to undertake a risk assessment on behalf of the OHDG. This identified a number of risks which are deemed unacceptable and the absence of a single harbour authority is cited as having a fundamental impact on the operations and marine activities in Oban Bay. The creation of such an authority would permit cohesive management of all activities especially marine traffic management

6.0 DEVELOPMENT OF OBAN BAY HARBOUR MANAGEMENT PLAN

6.1 Working in partnership with other members of the OHDG, CMAL appointed Fisher Associates to develop an overall Harbour management plan for Oban in two phases.

6.2 Phase one commenced in February 2014 and comprised a stakeholder consultation exercise, situation analysis, development of objectives for the Harbour Management plan and development and appraisal of short and long term measures.

6.3 The stakeholder engagement was most productive with positive comments received from the majority of attendees. The central theme that occurs throughout the report is that there is no control or overall responsibility for marine activity in Oban Bay which in turn impacts on the efficiency and safety of the harbour.

6.4 An independent risk assessment was undertaken by ABP Mer which identified all the hazards and potential mitigation measures. This report was subject to scrutiny by the stakeholders and considered as a fundamental part of the development process that led Fisher Associates to draft the final report. A copy of the report is attached at appendix A.

6.5 A number of short and long term measures were identified and prioritised and it was subsequently agreed by the OHDG to progress the implementation of the short term measures. The financial contribution from each key partner was defined on the basis of marine traffic. Seventy five percent of the vessels berth at the Railway Pier which is owned by CMAL, fifteen percent to the Oban North Pier and ten percent to the Northern Lighthouse Pier. The Council is consequently funding 15% of the cost for the short term measures and this is valued at £37,500 over twenty four months which will be allocated from the existing revenue budget for piers and harbours.

6.6 A Statutory Harbour Authority (SHA) covering the whole bay is a prerequisite for some marine safety control measures as highlighted in the report. The rationale for this is that an SHA gives the power of direction over the entire Oban Bay area. Such powers exist within the limit of the existing harbour areas but these only extend to approximately 50m of the berthing face of the North and Railway Pier, consequently to widen the powers of direction for the appointed harbour master would require a new SHA. To create a series of byelaws would also need a new statutory authority.

- 6.7** Fisher Associates compiled a series of eight options for a new harbour authority ranging from a single SHA Municipal port to a single SHA Company Limited by Guarantee.

Option	Benefits	Risks
1. Single SHA: Municipal Port	<ul style="list-style-type: none"> • Single SHA will optimise safety/increase efficiency and provide strategic direction. • ABC can bear some of the costs internally 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders • CMAL loses its statutory powers without compensation
2. Single SHA: State Port	<ul style="list-style-type: none"> • Single SHA will optimise safety/increase efficiency and provide strategic direction. • CMAL can bear some of the costs internally 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders • ABC loses its statutory powers without compensation
3. Two SHAs: A&BC extends limits	<ul style="list-style-type: none"> • Relatively easy to achieve – One order (HRO/HEO) relating to one party only. • Delivers an SHA for the wider Bay to improve/enforce safety • A&BC/CMAL maintain statutory powers. • A&BC can bear some of the costs internally 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders. • Does not create single SHA • Clear coordination and definition of roles and responsibilities between SHAs needed.
4. Two SHAs: CMAL extends limits	<ul style="list-style-type: none"> • Relatively easy to achieve – One Order (HRO/HEO) relating to one party only. • Delivers an SHA for the wider Bay to improve/enforce safety. • A&BC/CMAL maintain statutory powers. • CMAL can bear some of the costs internally 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders. • Does not create single SHA. • Clear coordination and definition of roles and responsibilities between SHAs needed
5. Single SHA: Trust	<ul style="list-style-type: none"> • Benefits of trust port 	<ul style="list-style-type: none"> • May not be

<p>Port</p>	<p>model – serves regional and local interests</p> <ul style="list-style-type: none"> • Single SHA will optimise safety/increase efficiency and provide strategic direction 	<p>acceptable to all stakeholders.</p> <ul style="list-style-type: none"> • Creation of new body will be costly • CMAL and A&BC lose their statutory powers without compensation • Structure might impact on ability to source funds (CMAL/A&BC)
<p>6. Multi SHAs: Trust Port</p>	<ul style="list-style-type: none"> • Benefits of trust port model – serves regional and local interests. • Delivers an SHA for the wider Bay to improve/enforce safety. • A&BC/CMAL maintain statutory powers 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders. • Creation of new body will be costly • Does not create a single SHA • Clear coordination and definition of roles and responsibilities between SHA's needed
<p>7. Single SHA: Hybrid Port</p>	<ul style="list-style-type: none"> • Addresses strategic interest of CMAL and A&BC • Current SHAs represented on Board • Single SHA will optimise safety/increase efficiency and provide strategic direction 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders • Creation of new body will be costly • Governance arrangements will be critical to avoid stalemate on Board decisions • Structure might impact on ability to source funds (CMAL/A&BC)
<p>8. Single SHA: GLG Port</p>	<ul style="list-style-type: none"> • Addresses strategic interest of CMAL and A&BC • Current SHAs represented on Board • Single SHA will optimise safety/increase efficiency and provide strategic direction 	<ul style="list-style-type: none"> • May not be acceptable to all stakeholders • Creation of new body will be costly • Governance arrangements will be critical to avoid stalemate on Board decisions • Structure might impact on ability to

	<ul style="list-style-type: none"> • Characteristics of trust port-serves regional and local interests 	source funds (CMAL/A&BC)
--	---	--------------------------

The preferred option is to adopt a single SHA hybrid port because this allows the key stakeholders to retain a central role in the strategic development of the port whilst optimising the marine safety and efficiency of port operations. It will also enable both the Council and CMAL to continue to serve regional and local interests.

- 6.8 The principal benefits of this model are
- It addresses the strategic interests of both CMAL and the Council
 - Current harbour authorities are represented on Board
 - Single SHA will optimise safety/increase efficiency and provide strategic direction

The principal risks are:

- It may not be acceptable to all stakeholders
- Creation of a new body will be costly
- Governance arrangements will be critical to avoid stalemate on board decisions
- Structure might impact on ability to source funds

6.9 NLB has contributed to the establishment of the short term measures, however their Articles of Association preclude them from being party to a new Single Statutory Harbour Authority. On this basis the percentage share of the costs split between Caledonian Maritime Assets Ltd (CMAL) and Argyll and Bute Council (ABC) would be 75/25. The anticipated cost for setting up a new SHA is expected to be no more than £200,000 with the Council’s share being £50,000. It should be noted however that the split in respect of responsibility and accountability has been suggested to reflect a 50/50 split but this has yet to be confirmed and will be pursued through governance arrangements. It is considered that the majority of the funding would be raised through conservancy dues. The two existing SHAs would retain ownership and control over their own facilities which is significant given the proposed future expansion of the Oban North Pier as part of the Tax Incremental Funding scheme. There is real scope for growing the cruise business to Oban and that of aquaculture and leisure. The Council should be an integral part of Oban as a thriving port.

CONCLUSION

The absence of a single harbour authority (SHA) is cited as having a fundamental impact on the operations and marine activities in Oban Bay. The creation of a SHA would enhance the safety for mariners using the bay, largely through the use of powers of direction over a larger area. A hybrid single harbour authority addresses strategic interests of both CMAL and the Council.

7.0 IMPLICATIONS

- 7.1 **Policy** If the Council pursues the creation of a new Single Harbour Authority it shall be required to approve the governance arrangements for the new Harbour Board.
- 7.2 **Financial** The creation of a new SHA will incur significant cost which will be largely recoverable through conservancy dues.
- 7.3 **Legal** There may be a requirement to contribute towards the drafting of a new Harbour Order.
- 7.4 **HR** The current harbour staff could be affected by the new governance arrangements. There is the potential TUPE of employees
- 7.5 **Equalities** No implications
- 7.6 **Risk** If the Council does not commit to being part of the new SHA it risks losing control of marine activities that generate income for the Council.
- 7.7 **Customer Service** No implications

Executive Director of Development and Infrastructure Services

17 December 2014

For further information contact: Martin Gorringe, Marine Operations Manager 01546 604656

APPENDIX A

DEVELOPMENT OF OBAN BAY HARBOUR
MANAGEMENT PLAN

REFERENCE: CMAL/0014

PHASE 1 FINAL REPORT: 14TH JULY 2014

Fisher Assoc. Ltd (t/a Fisher Associates)

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1.0) Introduction

Caledonian Maritime Assets Ltd (CMAL), working in partnership with other members of the Oban Harbour Development Group (OHDG), Argyll & Bute Council (A&BC) and the Northern Lighthouse Board (NLB), appointed Fisher Associates to develop a Harbour Management Plan for Oban Bay Harbour.

The assignment was split into two phases:

- Phase 1: Identification and appraisal of short term measures and longer term options (the subject of this Report).
- Phase 2: Finalisation of the Management Plan and implementation of measures.

1.1) Scope of work

Phase 1 commenced in February 2014 and comprised the following tasks.

- Stakeholder consultation.
- Situation analysis.
- Development of objectives for the Harbour Management Plan.
- Development and appraisal of short term measures and long term options.
- Conclusions.

This Final Report presents the work undertaken during Phase 1.

Methodologically speaking, this work draws upon best practice from STAG.

1.2) Initial stakeholder consultation

Stakeholder engagement is at the core of developing a robust Harbour Management Plan. Initial consultation addressed problems, opportunities and constraints, and formulating options to address the issues identified.

A short questionnaire was circulated to stakeholders asking views on the following questions:

- What are the problems and issues related to Oban Bay Harbour?
- What impact do these have on your organisation?
- What objectives should a new Harbour Management Plan target?
- What practical opportunities can you think of for delivering these objectives?

This was followed up with an open evening workshop on 24th February 2014 to explore views and opinions in more detail. The following stakeholders attended:

- A&BC.
- CalMac Ferries Ltd (CalMac).
- Clyde Cruising Club.
- CMAL.
- John MacAlister (Oban) Ltd.
- Oban Bay Marine.
- Oban Marina & Yacht Services Ltd.
- Oban Port Users Group.
- Oban Sailing Club.
- RNLI.

Further one-to-one meetings were held with stakeholders that requested it.

The consultation was further extended during a parallel risk assessment exercise, which was commissioned after commencement of Phase 1.

Details of the consultation at Draft Report stage are given in Appendix A.

1.3) Information reviewed

A range of existing documents and publications have been reviewed to inform our analysis of the existing situation, as well as the subsequent identification and appraisal of short term measures and long term options:

- Legislation pertaining to statutory powers within Oban Bay Harbour: Callander & Oban Railway Acts (1878, 1897), London Midland & Scottish Railway Order Confirmation Act (1933), Scottish Transport Group Orders (1974, 1986) and Caledonian MacBrayne Harbour Revision Order (2005).
- Report for CMAL on its Powers and Responsibilities in relation to Oban Quay (Biggart Baillie LLP, 2009).
- Code of Practice (developed/supported by A&BC, Strathclyde Police, RYA Scotland, OHDG, CalMac and British Marine Federation, 2010).
- Oban Bay and Kerrera Sound Hazard Identification and Risk Assessment Study Report (CMAL, 2012).
- NLB Consultation on navigational aids (NLB and Oban Harbour Development Group, 2013).
- Oban Chord Project and Oban Bay Action Plan (2012).
- Statistics on vessels berthing at the North, Railway and NLB piers (A&BC, CMAL, NLB).

1.4) Structure of this Report

This Report is structured as follows:

- Chapter 1: Introduction.
- Chapter 2: The existing situation.
- Chapter 3: Problems, opportunities and constraints.
- Chapter 4: Vision and objectives for the Harbour Management Plan.
- Chapter 5: Short term measures.
- Chapter 6: Long term options.
- Chapter 7: Conclusions.

2.0) Introduction

Understanding the existing position is essential to determine what the problems, constraints and opportunities are for Oban Bay Harbour now and in the future. This Chapter provides an overview of:

- OHDG and its remit.
- Statutory limits.
- Ownership and management of Oban Bay Harbour.
- Traffic movements and vessel mix.

2.1) OHDG and its remit

The OHDG was set up with the remit of providing strategic direction for the development of Oban Bay Harbour and plays a key role in progressing the Oban CHORD Project, a multi-million pound investment in infrastructure.

The Group, which is voluntary, comprises key harbour stakeholders (NLB, CMAL and A&BC), and in the past was influenced by input from a local port users group. OHDG wishes to see the safe and efficient operation of marine activity in the bay.

2.2) Statutory limits

CMAL and A&BC are the only statutory harbour authorities (SHAs), and these have powers pertaining to waters extending a short distance beyond their quays.

Under the Port Marine Safety Code (PMSC), all SHAs have a duty related to marine operations in their harbours and approaches (2.2.19), including (for example) appropriate provision for safe anchorages (6.1).

NLB does not have any statutory authority for the waters adjacent to its pier and there is no active statutory authority governing the bay or the Sound of Kerrera.

2.3) Ownership and management

Key entities around the harbour

There are four principle entities responsible for the operation of piers within the harbour.

CMAL is owner and SHA for the Railway and South Piers.

CalMac operates CMAL's facilities in Oban (and in CMAL's other harbours) on CMAL's behalf via a Harbour Access and Operating Agreement.

CalMac's ferries use the Railway Pier, while fishing vessels use both the South and Railway Piers. There is also a fuelling facility at the Railway Pier.

A&BC is owner and SHA for the North Pier and Oban Times slip. The North Pier is used by a mix of users, both leisure and commercial. A&BC also operates these facilities.

The **NLB** owns its own quay which is its operating base. It is not an SHA.

In addition, the RNLi has a berth between the South Pier and the NLB berth.

Each organisation has its own compliment of staff:

- A&BC employs a full time Harbour Master and Assistant.
- NLB has five base personnel for berthing duties and several office staff.
- CalMac employs 22 multi-tasking core (year-round) staff, comprising four pier masters, seven pier crew persons, four nightwatchmen, five clerical staff, one port supervisor and one port manager.
- CMAL has no personnel based in Oban. There is a Harbour Master, but he is based in Glasgow.

2.4) Traffic movements and mix

In 2013 more than 4,700 vessels called at Oban Bay Harbour, equating to over 9,400 vessel movements, the majority (over 80%) being ships operated by CalMac on Railway Pier. This does not include fishing vessels, nor leisure craft such as yachts visiting Oban Bay Marina, RIBS or kayaks, nor the Oban Bay Marina ferry service.

Between 2010 and 2013 an average of 400 vessels called at the NLB pier, mostly NLB's own vessels, plus a small number of research vessels and excursion ferries.

Just under 700 vessels called at North Pier in 2013 - the mix is diverse, ranging from leisure charters and sail training, to commercial boats serving civil engineering and fish farm needs. CalMac uses North Pier when short on space at Railway Pier.

2.5) Facilitating traffic growth

Traffic volumes have been relatively steady during the period 2010 - 2013; there was an increase in workboats, charters, sail training vessels and cruise ships in 2013. Further growth is expected in 2014 and beyond.

There has already been substantial fish farm traffic early in 2014, with business being turned away due to lack of berthing space (A&BC).

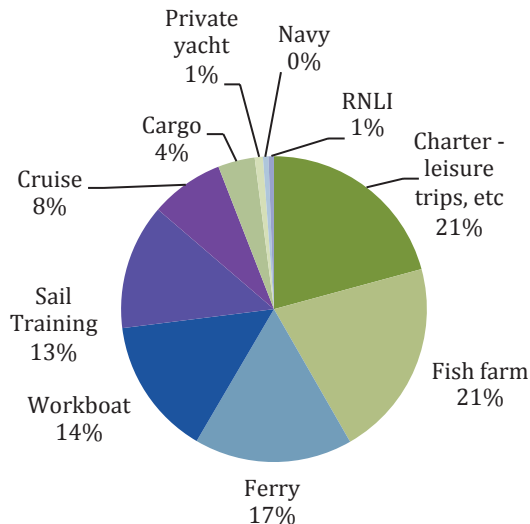
The number of cruise ship visits is envisaged to increase over the coming years.

CalMac is expected to increase services in line with the Scottish Ferry Services: Ferries Plan 2013 - 2022 (Transport Scotland, 2012).

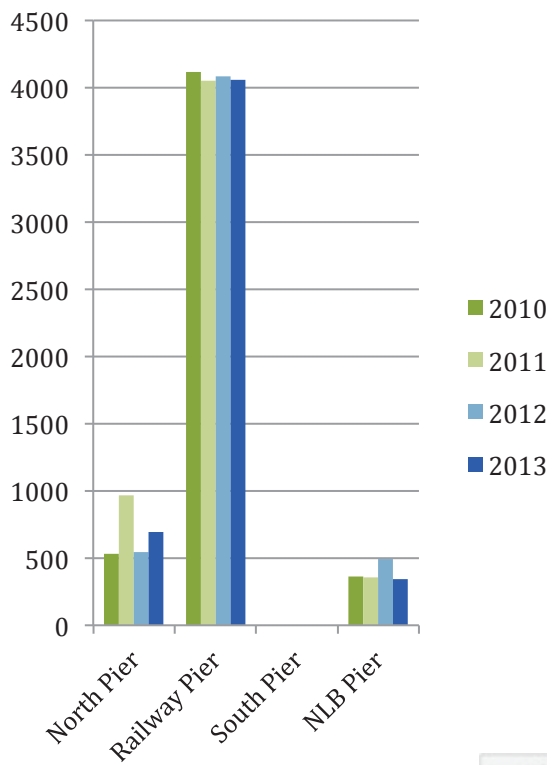
There are plans to develop a new marina/transit area for visiting leisure craft.

There is pressure for the harbour to facilitate such growth, while minimising the additional marine risks that could arise from the mix of vessel types and increased traffic.

2.6) Traffic mix at North Pier (2013)



2.7) Vessel calls across all piers 2010 - 13



Note: figures for South Pier not available.



3.0) Introduction

This Chapter presents an analysis of problems, opportunities and constraints, drawing on the outcome of stakeholder engagement and review of existing information.

This analysis forms the foundation which underpins the development of objectives and options.

3.1) Problems

A key issue with regard to marine safety occurs when non-local vessels are visiting Oban Bay Harbour

- There is a voluntary Code for Safe Navigation, but often visiting vessels have not seen this and are not familiar with the conditions and traffic mix in and around the bay.
- The Code for Safe Navigation is not widely available outside of Oban or electronically.
- There is no consistent point of VHF radio contact for visiting vessels, if they need assistance. Visiting vessels might call on Channel 16 and not necessarily get a response. The A&BC Harbour Master will respond if they happen to hear the call, though this cannot be guaranteed.

Code for Safe Navigation is not always followed

- Anecdotal evidence suggests that visiting vessels and local users do not always comply with the Code for Safe Navigation.
- Ferry vessels are reported to occasionally enter the bay at speeds in excess of those recommended in the Code for Safe Navigation: the ferry operator reports that this is necessary at times in order to berth safely.
- Vessels travelling too fast in the bay are said to have caused damage to leisure craft.
- If a user breaks the speed limit or does not comply with the guidelines there is no means to reprimand them or to enforce compliance.

Navigational issues are most prevalent in relation to visiting vessels

- There is no dedicated place for cruise ships (or visiting yachts) to anchor in the Bay: as a result these vessels may anchor where they choose, which can cause a restricted view for other vessels, and can adversely affect safety during busy periods.
- The northern entrance of the bay is narrow, resulting in close quarters situations for leisure craft and ferries.
- A number of stakeholders commented that the buoys in the bay are confusing for visiting vessels – and that there have been a number of instances where vessels have passed on the wrong side of the buoys or run aground.

Mixed views on the level and magnitude of incidents that occur in the bay

Some users do not perceive there to be many (or particular) issues that are not well managed with regard to marine safety. At the same time others expressed concern that there are often incidents, including groundings, near misses and situations whereby vessels are navigating too close to each other.

3.1) Problems (continued)

There is no control or overall responsibility for marine activity in Oban Bay Harbour, which in turn impacts on the efficiency and safety of the harbour

- Some stakeholders and port users feel that the coordination of vessels is inefficient, and that the harbour is not geared up to handle increasing traffic.
- There is a lack of clarity over who is responsible for various activities, such as pollution and safety outwith the limited statutory limits of CMAL and A&BC.
- Some concern was expressed regarding the possibility of CMAL becoming the main managing body of the harbour, which could be seen as over-dominance of the larger players – CMAL and CalMac are often viewed as the same entity.
- There is no defined organisation or person to take measures forward. Without a single statutory authority in place issues could arise again.

Resources and roles are duplicated

The entities that own or operate the piers each have their own staff compliment, and there may be some duplication of resources and roles.

Communication between leisure and commercial users could be improved

There appears to be good communication between local leisure and commercial users at times. There are numerous sailing events throughout the year and while in most cases the relevant organisations inform all harbour users of forthcoming events, there have been occasions when this has not taken place, resulting in commercial vessels leaving during a race, and increasing marine safety risk.

External pressures for a move towards single SHA status

The Department for Transport (DfT) is intending to impose ISPS (International Ships and Port facility Security) on Oban Bay Harbour, which would involve the creation of a “Port Security Authority”. The process is currently delayed but could influence the requirement for a single SHA.

Cruise ships have been known to request pilotage when entering the bay. There may be a requirement for pilotage should the number of cruise ships berthing at the North Pier increase.

While the Management Plan does not consider infrastructure, new developments that impact on the traffic volume and mix in the bay need to be cognisant of marine safety risk

There was some debate and concern from stakeholders that the Harbour Management Plan might impact upon current and future infrastructure developments. The Harbour Management Plan will focus on the marine safety and environment only – although it is the case that any developments should take cognisance of the Harbour Management Plan and marine safety aspects and risks in general. The impact of proposed development on marine safety ought to be considered in line with best practice.

A number of stakeholders commented on issues concerning infrastructure in terms of access to vessels, space for disembarking passengers, availability of services (such as waste disposal facilities), parking and the current lack of berthing facilities and services for leisure visitors. While the Management Plan is not specifically addressing these concerns, they are relevant in that they impact on users considerably, in terms of restricting business operations, additional costs and ability to attract visiting vessels.

3.2) Opportunities

Stakeholders were asked to provide their views on what the objectives for a Harbour Management Plan should be and what practical opportunities could deliver such objectives. During the workshop and one-to-one interviews stakeholders also provided views on what short term measures and long term options might be appropriate.

Responses received by stakeholders that did not attend the first evening workshop focused primarily on the enhancement of infrastructure and service provision, while those that attended the workshop focussed on how to improve the marine safety environment. Those that attended the workshop benefited from a fuller explanation of what the Harbour Management Plan is for, in that it focusses on marine safety rather than infrastructure and development. Nonetheless it is useful to understand what stakeholders view as opportunities as a whole.

The end goal is to improve marine safety – and there are things that can be done in the short term

- The majority of stakeholders recognise the importance of marine safety and see the safety of the mariner as being a key objective.
- In terms of opportunities there was much support among stakeholders for identifying short term measures that could impact positively on marine safety, and also on the general management of Oban Bay Harbour.
- While there is some concern that a Harbour Management Plan without the umbrella of a SHA could not be enforced, there was a general feeling that improvements could be made.
- It was commented that the Harbour Management Plan must represent good practice – any future options need to be assessed in terms of how they will affect the businesses of stakeholders.

Better management and integration of different traffic and vessel types

- Several stakeholders commented that the integration of different types of vessel could be better managed, not only in terms of how they traverse the bay but how the harbour layout is configured to support these different markets.
- Some stakeholders feel that there should be dedicated areas for commercial and leisure activities. It is recognised that local commercial vessels should have priority: the Harbour Management Plan should encompass a good working layout (e.g. in terms of infrastructure, berthing, and how/where services are provided) to the benefit of all port users.

To achieve this, it was suggested that management of the entire harbour needs to be coordinated effectively, whether by cooperation or via a single entity, providing an efficient working harbour.

An objective, independent, and impartial Management Plan is required

Several views expressed the need for the Harbour Management Plan and any future governing body to be independent, objective and impartial.

3.2) Opportunities (continued)

Stakeholder involvement in the development and implementation of the Management Plan

- There was a general view that stakeholders should be involved in the development of the Harbour Management Plan, particularly the groups that represent port users and that a strong relationship is required between them.
- Some stakeholders commented that any new Board should represent all port users.

Opportunity to grow traffic volumes through attracting new commercial and leisure users

Some stakeholders feel that the Harbour Management Plan ought to be cognisant of all users and vessels with a view to providing effective/practical working facilities for all.

Opportunity to capitalise on duplicate resources

There is a potential opportunity to consider pooling resources between organisations operating each of the piers, given that some roles are currently duplicated.

Enhancing infrastructure and services

Although not the focus of the Harbour Management Plan, many stakeholders consider there to be significant opportunity to improve the infrastructure around the harbour for the benefit of different port users and services provided.

Several opportunities were highlighted:

- Improvement to landing facilities for visiting cruise ship tenders, charter vessels and independent ferries.
- Extension of North Pier frontage/wooden fendering on the North Pier to protect the pier facing and mooring vessels.
- Installation of large wave-breaking pontoons to be used as piers.
- Installation of a dedicated open access fuelling berth.
- All-tide dinghy landing pontoon.
- Relocation of the RNLI launch to an alternative berth in the North Pier area.
- Introduction of parking passes for pier users.
- Improve waste management facilities to include oil/batteries.

3.3) Constraints

There are several aspects that need to be considered in determining the short term measures and long term options for the Harbour Management Plan. These can be considered as constraints, or rather 'parameters' within which the Plan should be developed.

Stakeholders need to be involved

Many stakeholders are of the view that they should be participating in the process of developing the Harbour Management Plan in the short term, as well as being properly represented in the longer term.

It is therefore essential that any options considered are acceptable to stakeholders as a whole.

There are limitations with regard to funding and resourcing

The implementation of options, particularly longer term options involving changes in governance or management structures, could have significant cost implications. There is limited availability of funding and resource, thus the options put forward need to be cognisant of this along with the need to achieve value for money.

Limiting the financial impact on port users

The question regarding 'who will pay' has been raised by several stakeholders. There are concerns that long term options involving a change in structure will impact financially on port users. This is something that major users and A&BC do not want to see happen, as this could in turn have a negative impact on the wider harbour community.

CalMac needs to meet their requirements in terms of service specification

As part of their contract with Transport Scotland, CalMac has a ferry service specification to meet. It is important that any options taken forward do not negatively impact on their ability to do this.

A&BC and CMAL wish to retain their SHA status

Both A&BC and CMAL are keen to maintain their SHA responsibilities, as this incorporates the ability to manage their assets from a marine perspective, and their quayside infrastructure.

A&BC receives capital contributions towards lifeline services and infrastructure through the Single Outcome Agreement as well as access to prudential borrowing. CMAL receives grant aid funding for infrastructure.

Should any new governance structure be considered in the future, it should not impact negatively on the ability of both organisations to continue to receive funding.

4.0) Introduction

The vision and objectives have been developed to reflect the problems, opportunities and constraints identified in Chapter 3, as well as fitting with established and relevant policy directives.

This Chapter sets out:

- The vision and objectives underpinning the development of a new Harbour Management Plan.
- Additional parameters.
- A summary of relevant national, local and marine policy objectives.
- An assessment of the appropriateness of objectives.

4.1) Vision and objectives

The overall vision for Oban Bay Harbour is:

To facilitate the safe, coordinated and efficient operation of Oban Bay Harbour and its marine environment, now and in the future, for the benefit of all harbour users and the local economy.

The objectives underpinning the Harbour Management Plan are:

- To manage marine safety risk as low as reasonably practicable (ALARP).
- To better inform and educate mariners about the bay, particularly non-local visiting vessels, with a view to promoting improved marine safety.
- To safely and efficiently accommodate aspirations for development in the harbour and increased economic activity related to traffic growth.
- To develop a coordinated and cohesive approach to harbour management with clear roles and responsibilities.

4.2) Additional parameters

Consistent with STAG principles, additional parameters have been defined against which the short term measures and long term options can be appraised. These are based on the constraints identified:

- Buy-in and participation of stakeholders in the development and implementation of the Harbour Management Plan.
- Minimising the financial impact on harbour users.
- A&BC and CMAL to maintain current statutory powers relating to infrastructure.
- Enable CalMac to continue to meet its contractual obligations regarding timetable specifications.
- Affordability, value for money and deliverability.

4.3) Relevant national and local policy directives

The focus of relevant national and local policy directives is on achieving sustainable and economic growth, coupled with reliable transport connectivity and infrastructure.

Scottish Government's Economic Strategy (GES)	<p>GES' Strategic Priority of Infrastructure Development and Place:</p> <ul style="list-style-type: none"> • Making connections across, within and to/from Scotland better, improving reliability and journey times, seeking to maximise the opportunities for employment, business, leisure and tourism. • Safeguard transport links to remote and rural communities.
Scotland's National Performance Framework (NPF)	<ul style="list-style-type: none"> • Focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.
A&BC Local Development Plan-Written Statement February 2013	<ul style="list-style-type: none"> • Work in partnership with local communities in a way that recognises their particular needs to deliver successful and sustainable local regeneration. • Support the continued diversification and sustainable growth of Argyll and Bute's economy with a particular focus on our sustainable assets in terms of renewables, tourism, forestry, food and drink. • Continue to improve Argyll and Bute's connectivity, transport infrastructure, integration between land use, transportation and associated networks.
Scottish Ferry Services: Ferry Plan 2013 – 2022	<ul style="list-style-type: none"> • Maximise the economic and social potential of remote, rural and island communities. • Quality, reliability and affordability of transport links, along with other measures, are vital for successful social and economic growth. • Short, medium and long term proposals for enhancements to several island services operating out of Oban.

4.4) Marine policy directives

The Port Marine Safety Code (PMSC)(DfT) is intended to improve safety in UK ports and to enable harbour authorities to manage their marine operations to nationally agreed standards. The Code identifies these general duties of harbour authorities relevant to port marine safety:

- Harbour authorities have a duty to take reasonable care, so long as a harbour is open for the public use, that all who may choose to navigate it may do so without danger to their lives or property.
- This includes an obligation to conserve and promote the safe use of a harbour, and a duty of care to prevent loss or injury caused by the authority's negligence.
- Each harbour authority has an obligation to have regard to efficiency, economy and safety of operation as respects the services and facilities provided.
- Most harbour authorities have a duty to take such action that is necessary or desirable for the maintenance, operation, improvement or conservancy of their harbour.

4.5) Aligning objectives

Figures 1 and 2 illustrate how the objectives fit with policy directives and identified problems, showing a good level of fit across the board. A tick box system has been applied using the following scale:

- √ some fit
- √√ good fit
- √√√ strong fit
- - neutral
- x slight conflict
- xx conflict
- xxx strong conflict

Figure 1 Alignment of objectives with policy directives

Objectives	To manage marine safety risk ALARP	To better inform/educate mariners	Safe and efficient accommodation of future aspirations	To develop coordinated approach to harbour management
Policy directives				
<i>GES: connectivity, reliability, safeguarding transport links to remote and rural communities.</i>	√√	√	√√√	√√
<i>NPF: creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</i>	√√	√	√√√	√√
<i>Argyll & Bute Plan: working in partnership with local communities, supporting diversification and sustainable growth of the regional economy, improving connectivity and transport infrastructure.</i>	√√	√√√	√√√	√√√
<i>Scottish Ferry Plan: maximise the economic and social potential of remote rural and island communities; quality, reliability and affordability of transport links.</i>	√√	√√	√√√	√√√
<i>PMSC: to improve safety in ports and to enable harbour authorities to manage their marine operations to nationally agreed standards.</i>	√√√	√	√√	√√√

Figure 2 Alignment of objectives with identified problems

Objectives	To manage marine safety risk ALARP	To better inform/educate mariners	Safe and efficient accommodation of future aspirations	To develop coordinated approach to harbour management
Problems				
<i>Non-local vessels visiting Oban Bay Harbour cause greatest risk</i>	✓✓✓	✓✓✓	✓	✓
<i>Code for Safe Navigation is not always followed</i>	✓✓✓	✓✓✓	-	-
<i>Navigational issues entering the Bay</i>	✓✓✓	✓✓✓	✓	✓✓
<i>No control or overall responsibility</i>	✓✓	-	-	✓✓✓
<i>Resources and roles are duplicated</i>	-	-	✓✓✓	✓✓✓
<i>Mixed views on the level and magnitude of incidents</i>	✓✓✓	✓✓✓	-	-
<i>Communication between users could be improved</i>	✓	✓✓✓	✓✓	✓✓✓
<i>External pressures</i>	-	-	-	✓✓✓
<i>Infrastructure developments impact on marine safety</i>	-	-	✓✓✓	✓✓

5.0) Introduction

The short term measures comprise (as far as practicable) the development of the Harbour Management Plan without the ability to enforce it, and have been informed by the stakeholder consultation and Navigational Risk Assessment undertaken by ABPMer.

These measures are based on the pillars of **Information, Education and Cooperation**.

Information: making sure that information is available to existing and potential users of Oban Bay Harbour.

Education: the knowledge provided will equip seafarers to operate in the bay more safely, based on good practice.

Cooperation: the development and implementation of the Harbour Management Plan requires cooperation between the various stakeholders/harbour users.

The short term measures (STMs) have been categorised as follows:

- Improved Education, Guidance and Communications.
- Improved Harbour Safety Management.
- Improved Vessel Traffic Management.

The short term measures are described and assessed in the following paragraphs.

5.1) Short term measures: Improved Education, Guidance and Communications

STM 1 Education and engagement with harbour stakeholders

Targeted education visits can be particularly effective in informing and updating user groups within the area. All harbour stakeholders have a responsibility to improve the safety culture in the area, especially with respect to visiting vessels which may not understand local traffic expectations and navigation hazards. These could take the form of information updates on changes to the area, the voluntary Code for Safe Navigation, Notice to Mariners, aids to navigation and an open forum for dialogue. Active engagement with harbour stakeholders through consultation is identified within Section 3.2 of the PMSC (DfT, 2012) which states that 'harbour authorities should consult, as appropriate, those likely to be involved in or affected by the marine safety management system they adopt. This opportunity should be taken to develop a consensus about safe navigation in the harbour'. Agendas, attendance and Minutes of Meeting should be retained for future reference and for greater transparency.

Actions:

- Re-establish the Harbour Users Group.
- Develop database of stakeholder contact details.
- Consider education visits/seminars and nature of information updates.

5.1) Short term measures: Improved Education, Guidance and Communications (cont.)

STM 2 Guidance for small craft

Recreational navigation includes a wide range of differing activities and craft types, ranging from off-shore power boats, cabin cruisers, yachts, sailing dinghies, rowing sculls, canoes, personal watercraft, and water-ski boats. Recreational users are not all well-trained and safety conscious, nor are they all experienced boat handlers affiliated to the RYA or local clubs. More importantly visiting recreational vessels do not have a detailed knowledge of the area and its dangers. Providing guidance to inform recreational users is one of the most effective ways to passively manage recreational vessels that are new to the area.

Guidance notes should be drawn up using the collective experience of harbour stakeholders, and should be made widely available through relevant nautical and yachting publications, plus on the internet. The guidance should cover such topics as the voluntary Code for Safe Navigation, contact points, local dangers, guidance on minimisation of pollution from refuelling, oily residue discharge, harbour waste reception facilities and local amenities.

Actions:

- Obtain examples of guidance notes for small craft from the internet or through a direct approach to other harbour authorities. (Poole Harbour, for example, produce a very comprehensive guide for small craft).
- Work with local small craft operators to prepare a final copy of the guidance for publication.
- Liaise with small craft operators to determine the most effective yachting and nautical publications to use to ensure the guidance is targeted correctly.

STM 3 Guidance for helicopter operations

As helicopter operations are already undertaken in Oban Bay by the NLB, this operation can be used as a framework for drafting a guide specifically for Oban Bay and the Sound of Kerrera.

Actions:

- Liaise with NLB to develop a framework and guidance.
- Copies of the guidance to be sent to NLB and HM Coastguard for comment and referenced within NLB's operating instructions.

STM 4 Review and update of the Code for Safe Navigation in Oban Bay Harbour

A review of the current Code for Safe Navigation should consider a range of issues including current vessel traffic, volume of use, seasonality, criteria for vessel broadcasts on VHF Channel 16, speed recommendations, voluntary traffic management measures, etc. The Code is available in all locations around Oban Bay Harbour. However, it needs to be published in a range of appropriate places to increase its visibility to non-local users. This process would need to be coordinated and agreed through a Harbour Stakeholder Group.

Actions:

- Formulate a revised Code, based on the work undertaken to date and in consultation with A&BC and CMAL Harbour Masters.
- Request all stakeholders to review and comment on this within a stipulated period.
- Prepare a final draft and circulate widely for final comment before publication.
- Identify wider locations for dissemination and publication, both hard and electronic versions.

5.1) Short term measures: Improved Education, Guidance and Communications (cont.)

STM 5 Single point of contact for Oban Bay Harbour

A single contact point would be beneficial for efficient communication between all parties resident within, and visiting, the area. This could take a number of formats, including email address, Facebook page, Twitter, website and/or a phone contact point.

Actions:

- Set up and publicise widely a general purpose Oban Bay email address.
- Review emails daily and respond appropriately to issues raised. OHDG to convene and chair a monthly meeting of stakeholders to review emails received and responses made.
- OHDG and stakeholder group to give consideration to setting up a webpage, Facebook page or Twitter account to improve the speed and accessibility of marine safety specific communications.

STM 6 Dedicated VHF channel for Oban Bay Harbour

Channel 16 is the international distress, safety and calling radiotelephony channel. Ofcom advise that 'where it is necessary to call a station on Channel 16, other than in cases of distress, urgency or safety, both stations should switch to an alternative channel as soon as possible. All calls on Channel 16 should be kept brief and should not exceed one minute, when not concerning distress, urgency or safety. For a call between ship stations an inter-ship channel should be used. For a call to a coast station the station's assigned channel should be used' (Ofcom, 2014). For these reasons, the practice of using Channel 16 as the normal working channel should be discontinued and a new working channel established (under licence with Ofcom).

STM 7 Oban Bay Harbour Website

The website should identify the voluntary Code of Safe Navigation, Notices to Mariners, Code(s) of conduct, navigation guidance notes, weather information, tidal information, marine service providers (fuel, stores), and contact details for berth operators. Ferry operators should be able to quickly change information on the website to reflect service changes. The website should also include a process for reporting accidents, incidents, near-miss and close quarters situations. The Harbour Master should issue a Notice to Mariner advising all mariners to consult the website before planning any activity in Oban Bay and/or Sound of Kerrera.

Actions:

- Consult with stakeholders to determine information that should appear on a website.
- Identify funding for website development, develop website and appoint key person(s) to manage website.

STM 8 Oil spill assistance MoU

A more formal arrangement between the existing Harbour Authorities and oil pollution responders within the area would be advantageous. This would remove uncertainty regarding legal and financial issues if a spill occurs outside the existing Harbour Authorities' boundaries.

Actions:

- Contact the Marine & Coastguard Agency (MCA) and Secretary of State's Representative Maritime Salvage & Intervention (SOSREP) and ask for details of UK organisations that have a combined response to local oil spills: Contact those organisations and obtain a copy of any agreements and/or MoUs in place.
- Using the agreements/MoUs from other ports as a base document, consult with A&BC, CMAL and NLB as necessary to create a working MoU acceptable to all parties.
- Legal advice required to draw up MoU.

5.2) Short term measures: Improved Harbour Safety Management

STM 9 Harbour personnel training

Identifying the requirements of the Harbour Master, Assistant Harbour Masters and Pier operatives would allow the competency standards and job profiles to be matched. Training for port staff should provide the necessary skills to meet job profiles. The respective Harbour Authorities should consider the development of a joint training matrix to identify qualifications, competency and record training. This would also facilitate a link between port and harbour training outlined in the PMSC (DfT, 2012) and Guide to Good Practice (DfT, 2013).

Actions:

- Determine skill sets of current harbour personnel and identify training needs.
- Agree and develop joint training programme/skills matrix.
- Arrange attendance of staff on residential courses and/or distance learning courses for marine personnel. Such courses are available throughout the year.

STM 10 Emergency Plan development

Although some harbour stakeholders have emergency plans in place, it may not be possible to simply bring these plans together to form one emergency plan for the harbour. It may be appropriate for the two Harbour Authorities to combine emergency response plans into an overarching document, and broaden this to include liaison with other harbour stakeholders. Reaching agreement on jurisdiction and liability may require legal advice.

Actions:

- Arrange meetings with stakeholders and identify the level of response required, how it may be achieved, managed and financed.
- Legal input to understand boundaries of liability.

STM 11 Oil spill contingency plan

It would be possible to use established Oil Pollution Response Plans and create one overarching plan for Oban Bay Harbour and its approaches. Reaching agreement on jurisdiction and liability may require legal advice.

Actions:

- Arrange meetings with stakeholders and identify options for creating a single plan.
- Legal input to understand boundaries of liability.

STM 12 Contingency exercises

A series of contingency plan exercises will be defined and executed over the next 18 months.

As joint exercises have already taken place in Oban Bay this measure can be implemented relatively quickly.

Actions:

- Obtain copies of exercises held to date, to identify the levels of interaction and then develop further exercises to overcome any obvious failings.
- Give particular emphasis to an assessment of the cost of addressing a spill and how this cost will be met by stakeholders.

5.2) Short term measures: Improved Harbour Safety Management (cont.)

STM 13 Extending CCTV coverage across Bay

Initially it may be possible to bring together in one location, the images from existing systems. If additional CCTV cameras are required it will be necessary to determine new sites, communication links (wire, fibre optics, microwave, etc.). Agreement on funding for data transmission costs, maintenance agreements, recording equipment (etc.) will be required. In addition, it must be clear what action the operator/monitor of the CCTV system is to take in response to a request for information or an observed breach of any voluntary Codes.

Actions:

- Liaise with stakeholders to determine the extended limits of CCTV coverage.
- Determine new sites, communication links, data transmission costs, maintenance agreements, recording equipment, etc.
- Harbour Master(s) to draft procedure for CCTV operation stating action to be taken in certain situations.

STM 14 Towage evaluation

This measure comprises a review of all vessels known to be based in the Oban Bay area for emergency towage – the aim being to enable a quick response to larger marine incidents that require dedicated tugs or salvage.

Actions:

- Prepare appropriately worded questionnaire and ask stakeholders to circulate to all vessels known to be based in Oban Bay and Sound of Kerrera area.
- Contact towage companies based along the West Coast of Scotland and determine the availability of tugs, capabilities of tugs and an indication of deployment costs under contract (this will not include a salvage response which must be voluntary).

STM 15 Review of aids to navigation

Given the previous consultation exercise run by the NLB with harbour stakeholders on aids to navigation in the northerly approaches to Oban Bay Harbour, a further review of the buoyage around Ferry Rocks should be commenced and any recommendations acted upon.

Actions:

- Obtain a copy of NLB's latest review of aids to navigation and, if necessary, initiate further consultation with stakeholders.
- Given the previous consultation exercise with harbour users, the NLB as the statutory consultee on aids to navigation, would be a key contributor (if not solely author) of the review and recommendations.

STM 16 Combining harbour standing orders

The existing Harbour Authorities have standing orders governing their separate operations. These could be brought together and approaches standardised into one set of 'agreed standing orders' for common activities (for example, response to persons in the water), with local facility variations to cover facility-specific operations as necessary.

Actions:

- A&BC and CMAL to work together to create one set of standing orders and agree mutual terms.

5.2) Short term measures: Improved Harbour Safety Management (cont.)

STM 17 Personal Watercraft Licence

A voluntary licensing scheme could be established, on a similar basis to the Code for Safe Navigation. (If a voluntary scheme cannot be agreed the establishment of a Harbour Authority could introduce the scheme through a Harbour Direction.)

Actions:

- Liaise with local small craft operators to determine their willingness to adopt a voluntary licensing scheme.
- Obtain details of similar schemes in use around the UK (such as Caernarfon/Portsmouth) and work with stakeholders to develop a voluntary scheme.

STM 18 Signs: information board, warning signs

Information signs could be placed in prominent places to inform swimmers and harbour users of the dangers of swimming near vessels, identified with a clear map, plus actions to take in the event of seeing someone in distress. This links to the common contact point for Oban Bay Harbour. In addition, a longer term measure in relation to signage is the identification of restricted swimming areas which could be added to signage assuming the established Harbour Authorities issue General Directions or byelaws to restrict swimming in their respective areas.

Actions:

- Liaise with stakeholders to identify appropriate locations for signage.

5.3) Short term measures: Improved Vessel Traffic Management

STM 19 Local Port Services

Provision of Local Port Service (LPS) is defined by the MCA in Marine Guidance Note 401 as *designed to improve port safety and co-ordination of port services within the port community by dissemination of port information to vessels and berth or terminal operator.*

LPS can start as a limited operation service immediately using existing resources and operating on Channel 16. Care would be needed to ensure the LPS operators are clear on their role in respect of giving vessels 'directions' or information that may be interpreted as a direction. This can only be issued by a Harbour Master (or appointed deputy), within the respective area of jurisdiction.

A move to full LPS would take longer as a dedicated VHF channel, hours of operation and manning levels become critical issues.

The LPS role can also cover a number of aspects once up and running: liaison point between vessels and stevedores/services, port emergency plan implementation, as well as potentially maintaining the website, single point contact, updating the Code for Safe Navigation, agreeing all marine safety information about the area before publication, attending (or chairing) stakeholder safety groups and direct involvement in all education initiatives relating to marine safety.

Actions:

- OHDG in consultation with the Harbour Masters to set up LPS using existing stakeholder resource within Oban Bay Harbour.
- Work with stakeholders to establish exact function of the LPS.
- Determine human and financial resources to enable LPS to function.



5.3) Short term measures: Improved Vessel Traffic Management (cont.)

STM 20 Harbour authority powers of General Direction: issued after consultation

Powers of General Direction can be issued by a Harbour Authority. In accordance with Section 40a of the Marine Navigation Act 2013. Harbour Directions must be in writing, before giving Harbour Directions a Harbour Authority must consult such representatives of users of the harbour as the authority think appropriate and a Harbour Authority must make such arrangements as they think appropriate for publicising a proposed Harbour Direction for at least 28 days before it is given.

Actions:

- Liaise with Harbour Masters and harbour users to determine the benefit of issuing Harbour Directions.

STM 21 Additional Notices to Mariners

Appointed Harbour Masters and deputies can issue Notices to Mariners within the existing A&BC and CMAL harbour areas.

Additional Notices to Mariners could be issued, should they benefit marine safety.

Actions:

- Liaise with Harbour Masters and harbour users to determine the benefit of issuing additional Notices to Mariners.

STM 22 Review of cruise anchorage points

Harbour stakeholders should be consulted on their views regarding the appropriateness of anchorage locations used historically for visiting cruise vessels. Following this review, amendments or confirmed locations can be provided on request as guidance to anchoring vessels.

However, as the area typically used is outside of Harbour Authority boundaries, and is 'open water' (i.e., not regarded to be within a defined SHA), Masters may anchor as they see fit.

Actions:

- Consult stakeholders on anchorage locations.

STM 23 Approach angles to berths

Identification of approach angles to berths, and consideration of an appropriate routeing system for Oban Bay Harbour, would require a comprehensive analysis of existing traffic movements. Assuming that routes lie within an existing Harbour Authority boundary, routeing can be introduced under a Harbour Direction by that Harbour Authority. To provide management of routeing in the wider bay area would require the establishment of a Harbour Authority, unless this is adopted on a voluntary basis within the 'Code of Safe Navigation'.

Actions:

- Analysis of existing traffic movements.
- Consultation with stakeholders regarding potential routeing options.
- Adopt into Code of Safe Navigation.

STM 24 Identification of seaplane landing and take-off areas

Identification of dedicated seaplane landing and take-off areas will require the participation of all harbour stakeholders, but specifically, the seaplane operator(s). To provide management of seaplane landing and take-off areas would require the establishment of a Harbour Authority, unless this is adopted on a voluntary basis within the Code of Safe Navigation.

Actions:

- Initial liaison with seaplane operator and harbour stakeholders to identify suitable options for landing and take-off areas.
- Adopt into Code of Safe Navigation.

5.3) Short term measures: Improved Vessel Traffic Management (cont.)

STM 25 Small craft channel

There is potential for a designated small craft channel on the western side of the northern entrance. It may not be practical to buoy this, however, a small craft channel could be marked on charts and identified on guidance notes. This measure could be adopted on a voluntary basis within the Code of Safe Navigation if agreement can be reached. A small craft channel can be introduced under a Harbour Direction, which would require the establishment of a Harbour Authority.

Actions:

- Engagement with harbour stakeholders to determine possible locations and acceptability of small craft channel.
- Adopt into Code of Safe Navigation.

STM 26 Seasonal motoring advisory zone

Seasonal application of a motoring advisory zone (notably for the northern entrance ref STM 25) could reduce potential for collision, with exemptions for organised racing. This is exemplified at Poole where the Port Authority states "*Sailing vessels so fitted please use your engines when transiting the entrance.*"

Liaison is required between organisations planning sailing events in Oban Bay Harbour, with the aim of creating a voluntary code similar to the existing Code for Safe Navigation, but specifically to identify areas where motoring is advised during summer months. If a voluntary arrangement is not possible, this would require the imposition of a Harbour Direction via an SHA.

Actions:

- Gather information on planned events in 2014 and 2015.
- Develop pro-forma risk assessment and protocol, which will be shared with event organisers/stakeholders for comment and review.

STM 27 Reduced visibility measures

This procedure involves managing vessel traffic speed in response to reduced visibility (fog, mist etc.). This could be applied as a voluntary process within the Code of Safe Navigation. If a voluntary procedure cannot be agreed, the establishment of a Harbour Authority would enable the introduction of a procedure through a Harbour Direction.

Actions:

- Consultation with stakeholders regarding reduced visibility measures.
- Adopt into Code of Safe Navigation.

STM 28 Monitoring vessel speeds

The police have approved type-tested speed guns which could be employed effectively, from the shore, to detect the speed of vessels in Oban Bay and the Sound of Kerrera.

This information can be used to 'advise' bay users that their actions are being monitored and recorded, acting as a warning deterrent. In addition, it will help establish a baseline with regard to how often craft are travelling in excess of the Code of Practice guidelines for speed.

Actions:

- Liaise with police to establish what resource they can offer.
- Develop plan for speed monitoring and data analysis.

5.4) Assessment of short term measures

The short term measures are focussed on providing information and guidance, alongside cooperation among stakeholders, with a view to improving safety in the bay as far as practicably possible, without the introduction of a Bay-wide Harbour Authority.

A number of these measures depend on voluntary arrangements being agreed between stakeholders – without such agreement these measures would not work under the current structure.

The short term measures have been assessed against a number of objectives and parameters using a tick box system indicating strong fit ($\sqrt{\sqrt{\sqrt{\quad}}}$), good fit ($\sqrt{\sqrt{\quad}}$) and some fit ($\sqrt{\quad}$):

- To manage marine safety risk ALARP.
- To better inform/educate mariners.
- Affordable/minimises cost on users.
- Can be delivered easily and quickly.
- Acceptable to stakeholders.

We have also identified whether voluntary consensus is required for measures to work under the current governance arrangement. Not surprisingly, such consensus is required in many cases. Despite this, it is clear that there is much that might be accomplished to improve marine safety in the short term (one to two years), that does not rely on the success of a regulatory process.

5.4) Assessment of short term measures (cont.)

Short Term Measure (STM)	To manage marine safety risk ALARP	To better inform/ educate mariners	Affordable	Deliverable	Acceptable	Voluntary consensus
1 Education & engagement	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	No
2 Guidance for small craft	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	No
3 Guidance for helicopters	✓✓	✓✓	✓✓	✓✓✓	✓✓✓	No
4 Update Code	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	No
5 Email point of contact	✓	✓	✓✓✓	✓✓✓	✓✓✓	No
6 Dedicated VHF Channel	✓✓	✓✓	✓✓	✓✓	✓✓	No
7 Website	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	No
8 MoU Oil spill	✓✓	-	✓✓	✓✓	✓✓	Yes
9 Harbour staff training	✓✓	✓✓	✓	✓✓	✓✓✓	No
10 Emergency Plan	✓	-	✓✓	✓✓	✓✓	Yes
11 Oil Spill Plan	✓	-	✓✓	✓✓	✓✓	Yes
12 Contingency exercises	✓	-	✓✓	✓✓✓	✓✓✓	No
13 Extended CCTV	✓✓	✓	✓	✓✓	✓✓	Yes
14 Towage evaluation	-	-	✓✓	✓✓✓	✓✓✓	No

5.4) Assessment of short term measures (cont.)

Short Term Measure (STM)	To manage marine safety risk ALARP	To better inform/ educate mariners	Affordable	Deliverable	Acceptable	Voluntary consensus
15 Navigation aids review	✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	No
16 Harbour standing orders	✓✓✓	✓	✓✓	✓	✓✓	Yes
17 Small craft licensing	✓	✓	✓	✓	✓	Yes
18 Signage	✓	✓	✓✓	✓✓✓	✓✓	No
19 LPS	✓✓✓	✓✓	✓✓	✓✓	✓✓	No
20 HM powers of direction	✓✓	✓✓	✓✓	✓	✓	No
21 Additional Notice to Mariners	✓✓	✓✓	✓✓✓	✓✓	✓	No
22 Anchorage review	✓✓	✓✓	✓	✓✓	✓✓	Yes
23 Approach angles	✓	✓✓	✓✓	✓	✓✓	Yes
24 Seaplane landing areas	✓	✓	✓✓	✓	✓✓	No/Yes
25 Small craft channel	✓✓✓	✓✓	✓✓	✓✓	✓✓	Yes
26 Motoring advisory zone	✓✓	✓✓	✓✓	✓✓	✓✓	Yes
27 Reduced visibility measures	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	Yes
28 Monitoring speeds	✓✓	✓✓✓	✓✓	✓✓✓	✓✓	No

5.5) Prioritising short term measures

From the analysis, it is possible to prioritise the short term measures in terms of:

- Which measures offer the greatest fit across all objectives and parameters.
- Which measures are most deliverable, particularly those that do not require stakeholder consensus to function or those that are most likely to be acceptable to stakeholders generally.
- Ease of deliverability: e.g. there is either a low or moderate cost attached to the measure or the actions involved in implementing it are most straightforward.

The Table below categorises the measures into two priority groups, 1 (first priority) and 2 (second priority).

Measure	Priority	Measure	Priority
1 Education & engagement	1	15 Navigation aids review	1
2 Guidance for small craft	1	16 Harbour standing orders	2
3 Guidance for helicopters	1	17 Small craft licensing	2
4 Update Code	1	18 Signage	1
5 Email point of contact	1	19 LPS	1
6 Dedicated VHF Channel	1	20 HM powers of direction	2
7 Website	1	21 Additional Notice to Mariners	2
8 MoU Oil spill	2	22 Anchorage review	1
9 Harbour staff training	1	23 Approach angles	2
10 Emergency Plan	2	24 Seaplane landing areas	2
11 Oil Spill Plan	2	25 Small craft channel	1
12 Contingency exercises	1	26 Motoring advisory zone	2
13 Extended CCTV	2	27 Reduced visibility measures	2
14 Towage evaluation	2	28 Monitoring speeds	1

6.0) Introduction

This Chapter considers what the potential long term options are for Oban Bay Harbour in terms of structure and operation. The following sections cover:

- Rationale for considering alternative structures for Oban Bay Harbour.
- Example governance structures from other ports and harbours.
- An overview and description of potential governance structures.
- Appraisal and assessment of options.

6.1) Rationale for long term options

The rationale for considering different structures for Oban Bay Harbour in the longer term is embedded in the overall vision for Oban Bay Harbour:

To facilitate the safe, coordinated and efficient operation of Oban Bay Harbour and its marine environment, now and in the future, for the benefit of all harbour users and the local economy

While many short term measures have been identified with a view to meeting this aim, it is the case that many of them cannot be fully implemented within the current structure. In addition, there are other important measures which cannot be implemented at all within the current structure.

Without voluntary consensus a Bay-wide Statutory Harbour Authority (SHA) may be required

Some short-term measures may require the establishment of a Bay-wide SHA if voluntary consensus is not achieved – for example:

- STM 10 Emergency Plan.
- STM 11 Oil Spill Plan.
- STM 13 Extended CCTV (if it became Bay-wide).
- STM 17 Personal watercraft license.
- STM 23 Approach angles to berths.

- STM 24 Management of seaplane landing areas (rather than just identification of).
- STM 25 Small craft channel.
- STM 26 Seasonal motoring advisory zone.
- STM 27 Reduced visibility measures.

Some measures cannot be applied to the whole bay in the absence of a Bay-wide SHA

- ***STM 16 Harbour standing orders:*** currently standing orders cannot be applied outwith the current SHA limits.
- ***STM 21 Additional Notices to Mariners:*** Notices to Mariners relating to aspects outwith the current SHA limits cannot be issued at present. Unless the Harbour Authority can issue General Directions, the Notice to Mariners is advisory.
- ***STM 22 Review of cruise anchorage:*** while agreed guidelines can be set, the area outside current limits is ‘open water’ – thus Masters may anchor where they see fit. To provide management of anchorage sites in the wider bay, and designate specific areas for various craft, would require the establishment of a Harbour Authority covering the whole bay.

6.1) Rationale for longer term options (cont.)

A SHA covering the whole bay is a pre-requisite for some marine safety control measures

Marine Safety Management System for the wider harbour area: to widen the existing Marine Safety Management Systems used by the two Harbour Authorities would require the establishment of a new expanded SHA.

Guide vessel/patrol vessel: many harbours make use of Guide/Patrol vessels to pass information to visiting marine craft. Such a vessel could not give instructions to vessels within the bay without the presence of a wider SHA.

Pilotage service: to provide a pilotage service, relevant powers must be vested in one of the existing SHAs (or a new authority) by applying to the Secretary of State (Section 1(4) Pilotage Act 1987) to be a Competent Harbour Authority (CHA), with defined pilotage harbour limits and approaches (the “pilotage district”).

The designated pilotage district can be much wider than an SHA’s designated SHA area (e.g. as per Cattewater Harbour, Plymouth).

The process of establishing a pilotage service will require legal services to create an acceptably worded application, backed up with justification of the needs-case, followed by due consideration by Government.

Pilotage Exemption Certificates (PECs): this requires the establishment of a CHA. Following this, the issue of pilot exemption certificates (PECs) can occur in accordance with Section 8 Pilotage Act 1987.

Harbour Masters powers of direction (Special Direction): appointed Harbour Masters and deputies already have powers of direction within the existing A&BC and CMAL harbour areas. To widen powers of direction would require the establishment of a Harbour Authority to issue directions under Section 52 of the 1847 HDPC Act to vessels within the boundary of the new SHA.

Byelaws – control of harbour speed: to make speeding an offence outwith the current statutory limits and within the bay byelaws would be required – which in turn would require a SHA for the whole bay area. Before byelaws can come into force all harbour users and representative organisations must be consulted. If agreement is reached the draft byelaws do not come into force until they have been approved by the relevant Government department. Breaches of byelaws are prosecuted in a magistrate’s court. The punishment is a fine. The second option for controlling speed is to issue a General Direction.

Moving exclusion zone – around large vessel when exiting/entering Oban Bay Harbour or seaplanes: this requires the establishment of a SHA covering the exit/entry to the bay area. The concept is that a defined buffer zone exists around a vessel matching or exceeding the size specified by the Harbour Authority; other smaller vessels are prohibited from entering this buffer zone. A Harbour Authority could introduce the zone through a Harbour Direction. This might also be applied to a seaplane whilst it is afloat.

6.2) Overview of potential long term options

There are several possible paths for Oban in terms of how the harbour could be governed and managed in the future, ranging from the status quo to full privatisation. This Chapter describes what each of these potential options are, highlighting potential pros and cons:

- Option 1: Single Statutory Harbour Authority (SHA) (municipal port) – A&BC.
- Option 2: Single SHA (state port) – CMAL.
- Option 3: Two SHAs – A&BC extends statutory limits, CMAL remains as is.
- Option 4: Two SHAs – CMAL extends statutory limits, A&BC remains as is.
- Option 5: Single SHA (trust port) – new independent trust port as sole SHA.
- Option 6: Multi SHAs - new independent trust port + current SHAs nested within this.
- Option 7: Single SHA (hybrid municipal/trust port) - Board made up of current SHAs + other stakeholders.
- Option 8: Single SHA (Company Limited by Guarantee) (CLG) – the ‘Tobermory Model’.

Some of these options result in a number of SHAs operating together, rather than one overall authority.

We have discounted the theoretical possibility of privatisation because this would first require the creation of an asset owning single SHA, and this is unlikely to suit any of the key stakeholders.

6.3) Example governance structures in other ports

To inform the potential long term options several case studies have been developed, concerning governance structures in other ports or groups of ports:

- Where more than one statutory authority exists within a port, to better understand how the different parties work together.
- Where a port might be considering a change of structure – for example going from not having statutory powers to having such powers, or moving towards a new governance structure.

We have reviewed the following:

- Tobermory Harbour Association – moving towards becoming a SHA.
- The Port of Plymouth, where there are three SHAs operating within the boundaries of the port.
- Fal estuary in Cornwall there there are four SHAs operating in cooperation with each other.

6.3.1) Tobermory Harbour Association

Current structure

The Tobermory Harbour Association (THA) was founded in 1983 and owns, manages and maintains many of the facilities within Tobermory Harbour on behalf of the community. All revenues are reinvested in facilities and projects in and around Tobermory Bay. The THA is a community company limited by guarantee.

There is a high volume of small leisure craft using the harbour and an increasing number of cruise liners, as well as regular CalMac ferries and some fishing vessels. The geography of the harbour and bay is such that there are limited conflicts between traffic types. CMAL and the fishermen each own a pier and manage their own traffic. The fairway encompasses all the piers giving access to each.

Currently the harbour has no statutory powers. Issues are dealt with by common sense and most are resolved. THA has a good relationship with the Crown Estate and with stakeholders/harbour users.

There are currently 17 Directors on the Board representing all stakeholders, including adjacent landowners. The Board meets once a month and there is an annual AGM. Decision-making is based on a one-member-one-vote system. There are five employees who run the harbour.

Channel 16 is manned either by VHF or by phone 24 hours per day. There is no requirement for VTS given geography of the harbour. Details are provided on the website regarding hazards within the bay, as well as detailed information on local rules and hazards for each of the pier areas.

THA is currently developing its systems to meet Port Marine Safety Code standards.

What works well

The Board functions very well – the majority of Directors are given responsibilities and are accountable. In addition all Directors are passionate about the harbour and all stakeholders are represented.

Adopting a new structure

THA has considered moving to a trust port model, alongside plans for CMAL to transfer ownership of assets to THA. However, it was decided that this was not necessary. Instead, a Harbour Empowerment Order (HEO) is being actioned in order to obtain statutory powers.

The plan is to have statutory powers for the whole area of the bay, plus some powers reaching outside the bay at the entrance – and maybe extended for cruise line anchoring outside of the bay.

Within the new structure, CMAL and the fishermen will continue to operate their piers, although CMAL may transfer ownership of its pier to THA.

Legal fees are the largest component of costs associated with establishing statutory powers, estimated to be somewhere in the region of £14K - £50K.

THA sees itself as a ‘community trust port’, and is aiming to develop its governance to be aligned with the trust port model. THA is reconstituting the Board to 12 members to have Directors on three-year rotations. Engagement with Transport Scotland indicates that they are welcoming this model.

As part of the new structure, consideration is being given to a ‘charity arm’, which will potentially enable grant funding from additional sources.

6.3.2) Port of Plymouth

Current structure

The Dockyards Port Act 1865 and the Dockyard Port Order 1999 lay down the rights for the Navy to run Plymouth Dockyard for its own requirements.

Under this umbrella there are three separate pieces of water, each of which has its own SHA:

- ABP Millbay is a small dock which is primarily a ferry terminal for services to France. There is also a marina. There are low levels of traffic apart from in peak months which see a lot of ferry traffic.
- Cattewater Harbour Commissioners were originally constituted to build Mount Batten Pier to protect the harbour from storms. It is a trust port and provides conservancy. Its pilotage district extends three miles beyond the Plymouth breakwater.
- Sutton Harbour is a privately owned fishing and leisure harbour, with its own harbour orders.

The Navy provides all VTS services free of charge, and conducts its own pilotage.

Cattewater Harbour Commissioners provides all other pilotage – its pilotage district extends well beyond its statutory limits.

What works well

There is a regular Harbour Authority Liaison Committee (HALC). All bodies with statutory powers get together and agree on a range of topics. The Committee is responsible for undertaking risk assessments and communication between the authorities is very good.

6.3.3) Fal Estuary

Current structure

There are several SHAs in the Fal Estuary:

- Port Truro and Port of Penryn (separate and non-contiguous SHAs both under Cornwall Council).
- Falmouth Harbour Commissioners (trust port).
- Falmouth Docks (private port).

These cooperate on several committees:

- Falmouth Estuary Marine Safety Committee: essentially this concerns coordination of PMSC responsibilities. There is a Pilotage Agreement whereby Truro/Penryn/Falmouth Docks have agreed with Falmouth that Falmouth Harbour Commissioners will carry out pilotage duties on behalf of all CHAs.
- Port Security Committee: To coordinate requirements for ISPS Code.
- SAC Management Group: An environment group to oversee the wider environmental safeguarding of the estuary. The SHAs also have a joint Oil Pollution Plan.

What works well

The arrangements are reported to work well. Meetings take place every three to six months. It is worth noting that these organisations benefit from well established relationships that contribute to harmonious cooperation.

6.4.1) Option 1: Single SHA municipal port

Option 1 involves the creation of a single SHA, which will be A&BC (thus a municipal port).

In becoming the single SHA A&BC would take over responsibility for all marine aspects of Oban Bay Harbour, and operate as any normal Statutory Harbour Authority.

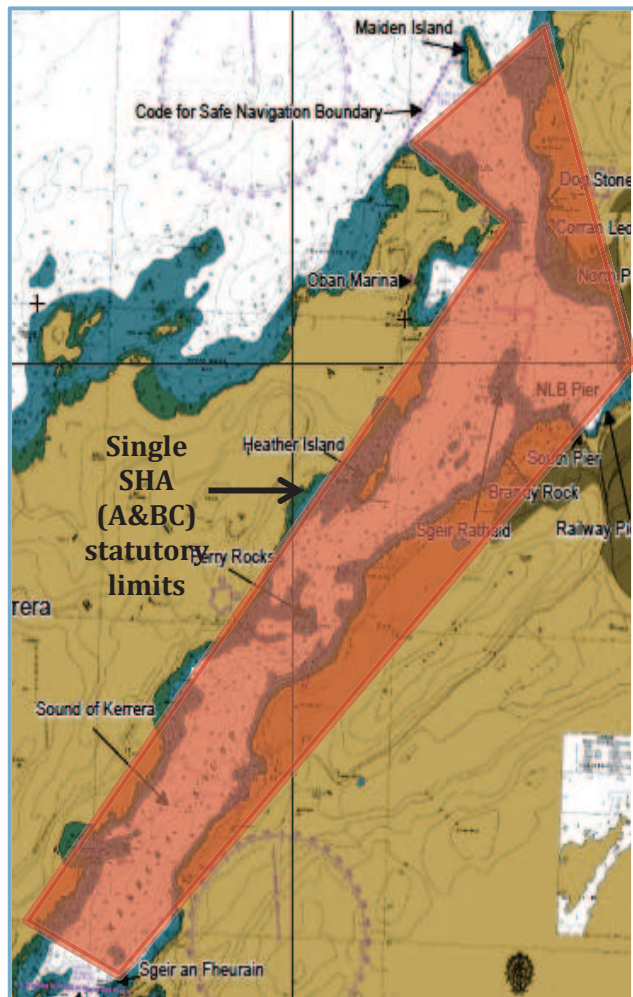
Its current harbour limits would be extended to cover the whole bay and also subsume that area currently controlled by CMAL.

CMAL would rescind its harbour limits and statutory powers.

CMAL (and NLB) would continue to own their quayside infrastructure, but would have no SHA powers. They would become similar in character to “terminal operators” operating under the marine regulatory framework set by the overall new SHA.

Key considerations

- Ability of A&BC to resource this, although potential for pooling resources.
- Impact on CMAL in terms of losing statutory powers, and also possibly access to funding sources. The legal and financial basis would need to be explored in detail to ensure that current funding streams can continue under the new structure.
- Strategic interests of CMAL and other parties may mean that this is unwelcome.



6.4.2) Option 2: Single SHA State port

Option 2 also comprises the creation of a single SHA, which in this case will be CMAL (thus a State-owned port).

A condition precedent for this option is that there would be a change in the Operating Agreement between CMAL and CalMac, such that CalMac would continue as the *ferry terminal operator*, but CMAL would be the direct *marine operator* of the extended SHA, and this would not be covered by the Operating Agreement.

In becoming the single SHA, CMAL would take over responsibility for all marine aspects of Oban Bay Harbour, and operate as any normal Statutory Harbour Authority.

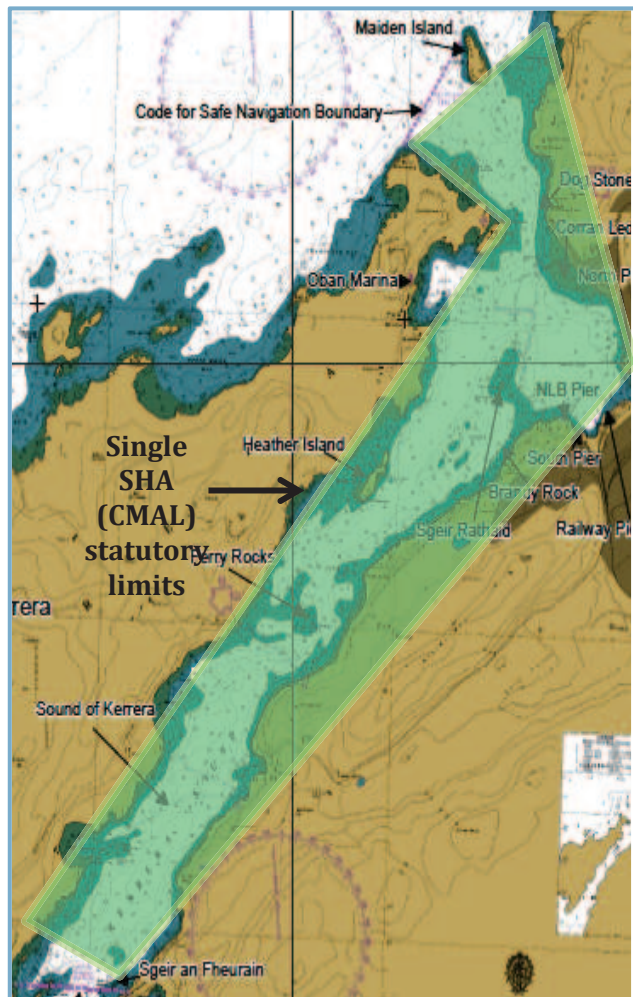
Its current harbour limits would be extended and include the current limits controlled by A&BC.

The Council would rescind its harbour limits and statutory powers.

A&BC (and NLB) would continue to own their quayside infrastructure, but would have no SHA powers. They would become similar in character to “terminal operators” operating under the marine regulatory framework set by the overall new SHA.

Key considerations

- Ability of CMAL to resource this, although potential for pooling resources.
- Impact on A&BC in terms of losing statutory powers, and also possibly access to funding sources. The legal and financial basis would need to be explored in detail to ensure that current funding streams can continue under the new structure.
- Strategic interests of the Council and other parties may mean that this is unwelcome.



6.4.3) Option 3: Two SHAs A&BC extends

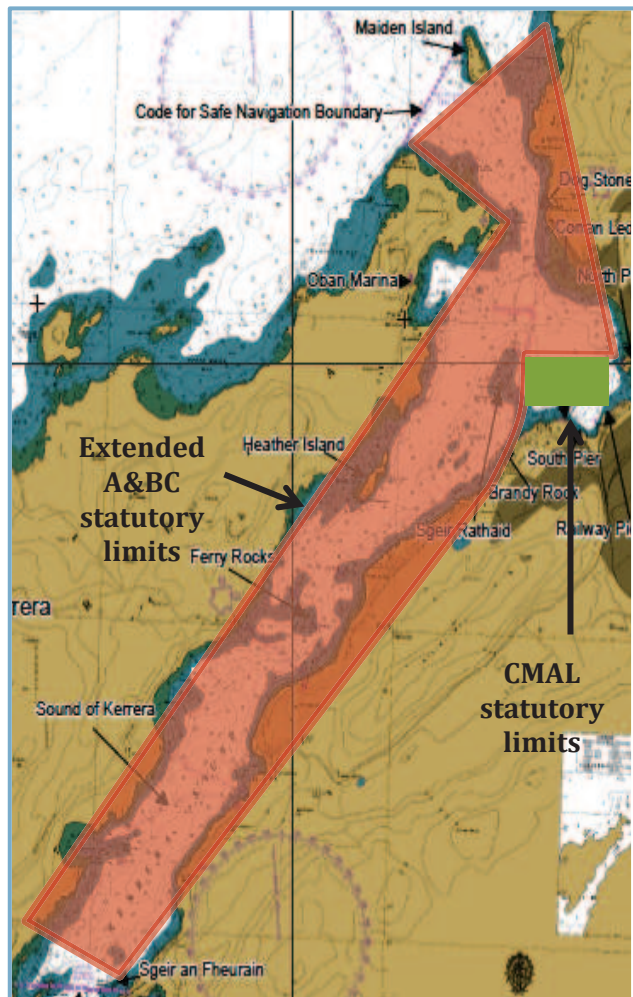
Option 3 comprises extending the current harbour limits of A&BC to cover the remainder of the bay area, while CMAL maintains its current statutory powers and limits.

Thus, the Council becomes the SHA for the majority of the bay area, apart from that which is controlled by CMAL.

A&BC as the main SHA will be responsible for managing the traffic in and out of the bay as a whole, while CMAL will maintain responsibility for vessel movements within their statutory limits only.

Key considerations:

- Does not create one single SHA, which is desirable.
- Should be relatively easy to achieve, as only one new Order relating to one party only.



6.4.4) Option 4: Two SHAs CMAL extends

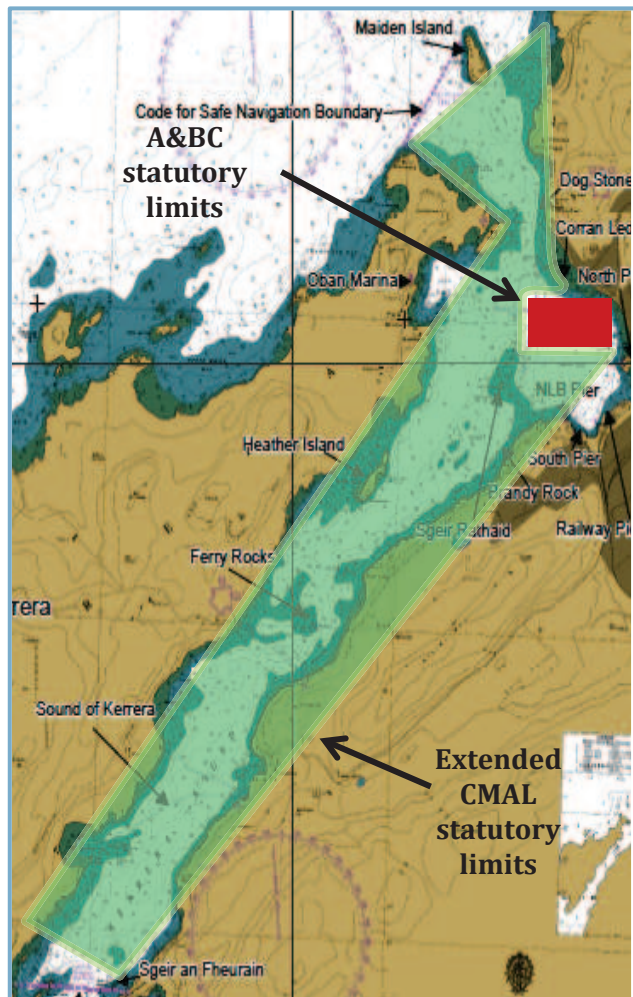
Option 4 comprises extending the current harbour limits of CMAL to cover the remainder of the bay area, while A&BC maintains its current statutory powers and limits. Thus, CMAL becomes the SHA for the majority of the bay area, apart from that which is controlled by A&BC.

The condition precedent noted in 6.4.2 would also apply here, in that CMAL would be the direct *marine operator* of the extended SHA, and this would not be covered by the Operating Agreement.

CMAL as the main SHA will be responsible for managing the traffic in and out of the bay as a whole, while A&BC will maintain responsibility for vessel movements within their statutory limits only. CalMac would continue as ferry terminal operator.

Key considerations:

- Does not create one single SHA, which is desirable.
- Should be relatively easy to achieve, as only one new Order relating to one party only.



6.4.5) Option 5: Single SHA trust port

Option 5 involves the creation of a trust port as a new single SHA. Trust ports specifically serve regional and local interests, representing a broad cross section of undertakings. Trust ports are independent statutory bodies, each governed by its own, unique statutes. There are no shareholders or owners. Any surplus is reinvested in the port for the benefit of the stakeholders of the trust port. Trust ports are governed by a fit for purpose Board, appointed according to best practice.

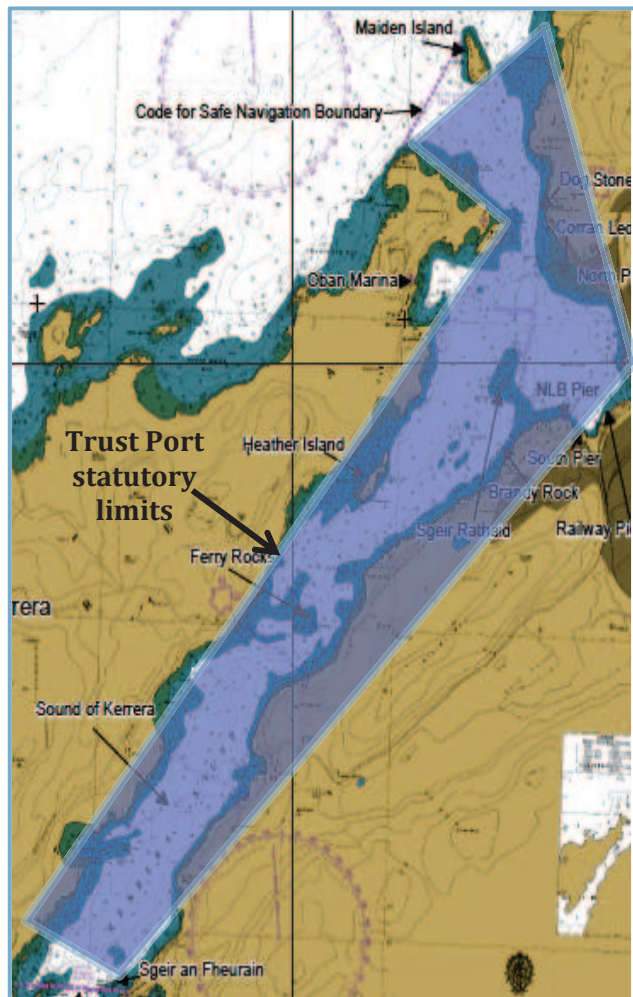
The trust port would take over responsibility for all marine aspects of Oban Bay Harbour, and operate as any normal Statutory Harbour Authority.

Its harbour limits would cover the whole bay and also subsume those areas currently controlled by CMAL and A&BC. CMAL and A&BC would rescind their harbour limits and statutory powers.

CMAL and A&BC (and NLB) would continue to own their quayside infrastructure, but would have no SHA powers. They would become similar in character to “terminal operators” operating under the marine regulatory framework set by the overall new SHA.

Key considerations:

- The creation of a new body will require significant resource and may result in additional costs on harbour users, although potential for pooling resources.
- Impact on CMAL and A&BC in terms of losing statutory powers, and also possibly access to funding sources. The legal and financial basis would need to be explored in detail to ensure that current funding streams can continue under the new structure.
- Strategic interests of CMAL, the Council and other parties may mean that this is difficult to deliver in practice.



6.4.6) Option 6: Multi SHAs trust port

Option 6 also involves the creation of a trust port as a new SHA for the bay, but not the creation of a single SHA.

The new 'primary' SHA would be created with statutory powers for the harbour limits for the whole of Oban Bay Harbour, except for the waters within the statutory limits of A&BC and CMAL.

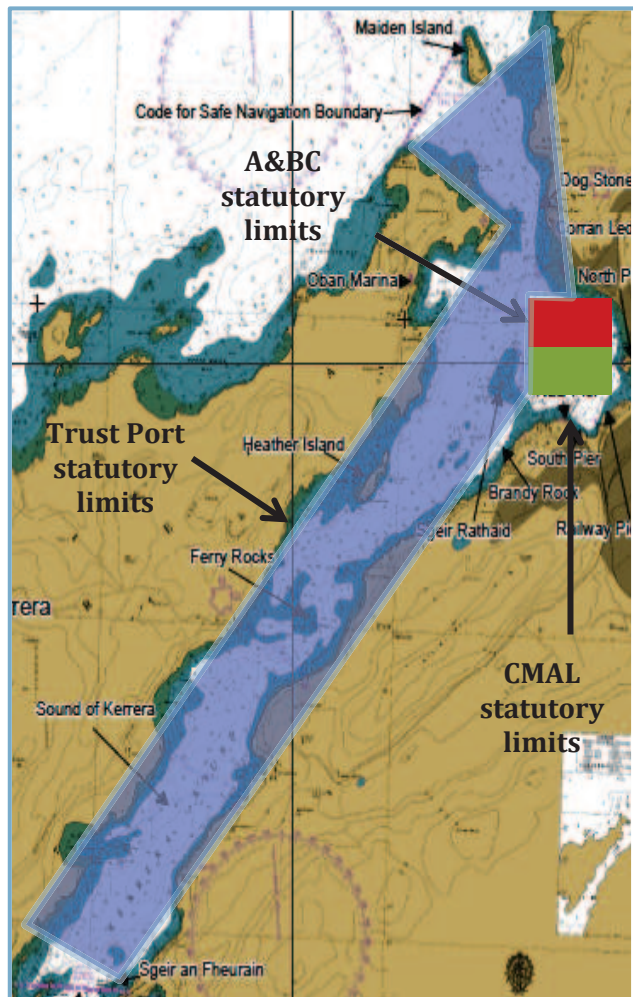
CMAL and A&BC would maintain their current statutory powers and SHA areas, nested within the trust port SHA.

The trust port would be responsible for guiding the strategic direction of the harbour as a whole. The three SHAs would cooperate on delivering a variety of marine safety, port security, and environmental obligations.

NLB would continue as is.

Key considerations:

- The creation of a new body will require significant resource and may result in additional costs on harbour users.
- There needs to be clear coordination of roles and responsibilities between the three SHAs.



6.4.7) Option 7: Single SHA hybrid port

This option involves creating a single SHA to take over responsibility for all marine aspects of the wider Oban Bay Harbour, and subsume those areas currently controlled by CMAL and A&BC, both of which would rescind their harbour limits and statutory powers.

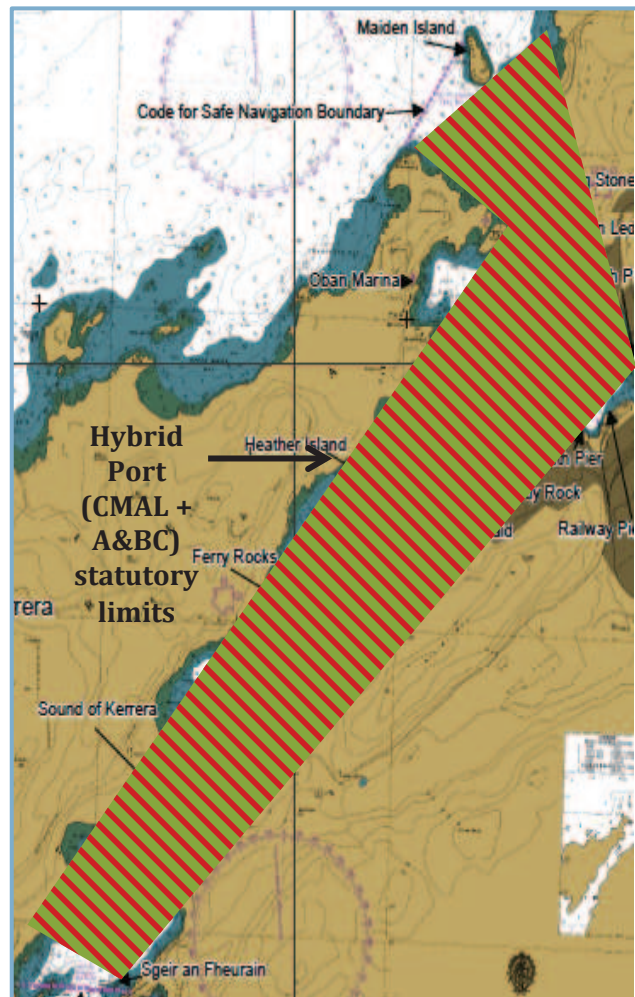
This option is thus very similar overall to Option 5. Instead of a conventional trust port, however, this would be a hybrid governance model.

This hybrid has some of the characteristics of a trust port, but differs in that it would have de facto shareholders that bear the risk of the enterprise, and hence control the Board (this is the Chichester / Langstone model).

The Board would comprise the two existing SHAs (the Council and CMAL), with the possibility of additional members. The representation by each party would be for negotiation.

Key considerations:

- The creation of a new body will require significant resource and may result in additional costs on harbour users, although potential for pooling resources.
- Impact on CMAL and A&BC in terms of losing statutory powers, and also possibly access to funding sources. The legal and financial basis would need to be explored in detail to ensure that current funding streams can continue under the new structure.
- Addresses the strategic interests of CMAL and A&BC, but governance arrangements will be critical to avoid stalemate on Board decisions.



6.4.8) Option 8: Single SHA Company Limited by Guarantee (CLG) - 'Tobermory' Model

This option involves creating a single SHA to take over responsibility for all marine aspects of the wider Oban Bay Harbour, and subsume those areas currently controlled by CMAL and A&BC, both of which would rescind their harbour limits and statutory powers.

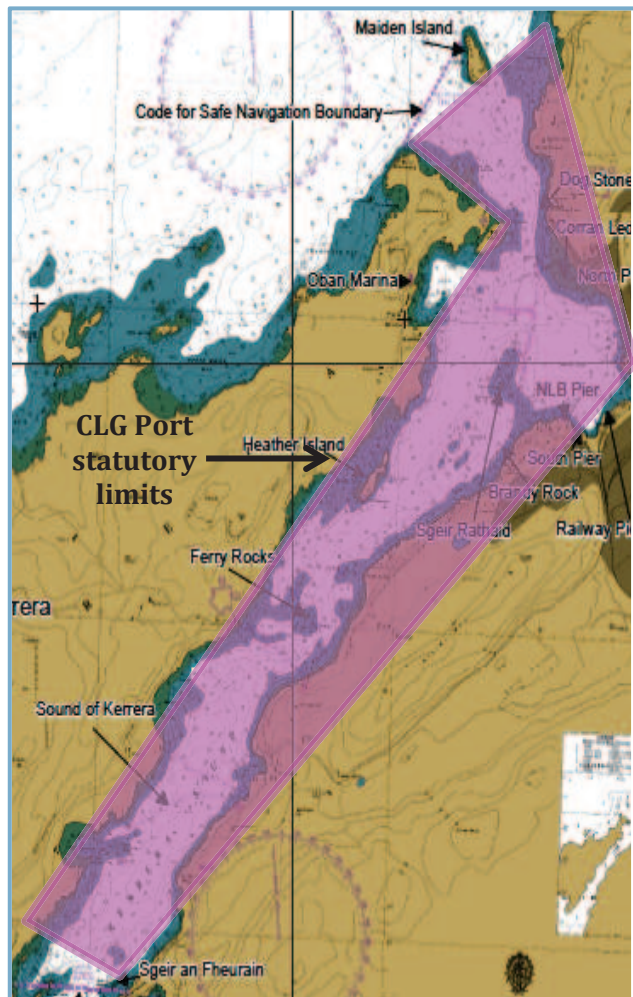
This option is thus very similar overall to Options 5 and 7. Instead of a trust port/hybrid port, however, this option involves creating an entity similar to the Tobermory Harbour Association (THA), a Company Limited by Guarantee (CLG), which has a Board representing all stakeholders.

The new Harbour Association would have some of the characteristics of a trust port, particularly with regard to the structure and governance of the Board.

The new entity would prepare a Harbour Empowerment Order (HEO) to establish an SHA for the bay area.

Key considerations:

- The creation of a new body will require significant resource and may result in additional costs on harbour users, although potential for pooling resources.
- Impact on CMAL and A&BC in terms of losing statutory powers, and also possibly access to funding sources. The legal and financial basis would need to be explored in detail to ensure that current funding streams can continue under the new structure.
- Addresses the strategic interests of CMAL and A&BC, but governance arrangements will be critical ensure this.



6.4.9) Summary of benefits and risks

Option	Benefits	Risks
1. Single SHA: Municipal Port	<ul style="list-style-type: none"> Single SHA will optimise safety/increase efficiency and provide strategic direction. A&BC can bear some of the costs internally. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. CMAL loses its statutory powers without compensation.
2. Single SHA: State Port	<ul style="list-style-type: none"> Single SHA will optimise safety/increase efficiency and provide strategic direction. CMAL can bear some of the costs internally. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. A&BC loses its statutory powers without compensation.
3. Two SHAs: A&BC extends limits	<ul style="list-style-type: none"> Relatively easy to achieve – one Order (HRO/HEO) relating to one party only. Delivers an SHA for the wider bay to improve/enforce safety. A&BC/CMAL maintain statutory powers. A&BC can bear some of the costs internally. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Does not create single SHA. Clear coordination and definition of roles and responsibilities between SHAs needed.
4. Two SHAs: CMAL extends limits	<ul style="list-style-type: none"> Relatively easy to achieve – one Order (HRO/HEO) relating to one party only. Delivers an SHA for the wider bay to improve/enforce safety. A&BC/CMAL maintain statutory powers. CMAL can bear some of the costs internally. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Does not create single SHA. Clear coordination and definition of roles and responsibilities between SHAs needed.
5. Single SHA: Trust Port	<ul style="list-style-type: none"> Benefits of trust port model – serves regional and local interests. Single SHA will optimise safety/increase efficiency and provide strategic direction. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Creation of new body will be costly. CMAL and A&BC lose their statutory powers without compensation. Structure might impact on ability to source funds (CMAL/A&BC).
6. Multi SHAs: Trust Port	<ul style="list-style-type: none"> Benefits of trust port model – serves regional and local interests. Delivers an SHA for the wider bay to improve/enforce safety. A&BC/CMAL maintain statutory powers. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Creation of new body will be costly. Does not create single SHA. Clear coordination and definition of roles and responsibilities between SHAs needed.
7. Single SHA: Hybrid Port	<ul style="list-style-type: none"> Addresses strategic interests of CMAL and A&BC. Current SHAs represented on Board. Single SHA will optimise safety/increase efficiency and provide strategic direction. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Creation of new body will be costly. Governance arrangements will be critical to avoid stalemate on Board decisions. Structure might impact on ability to source funds (CMAL/A&BC).
8. Single SHA: CLG Port	<ul style="list-style-type: none"> Addresses strategic interests of CMAL and A&BC. Current SHAs represented on Board. Single SHA will optimise safety/increase efficiency and provide strategic direction. Characteristics of trust port – serves regional and local interests. 	<ul style="list-style-type: none"> May not be acceptable to all stakeholders. Creation of new body will be costly. Governance arrangements will be critical to safeguard strategic interests. Structure might impact on ability to source funds (CMAL/A&BC).

6.4.10) Assessment of options against objectives and parameters

A qualitative assessment of each option's likelihood of meeting the objectives and parameters established in Chapter 4 has been undertaken, using the following scale:

√√ strong positive impact XX strong adverse impact - neutral
 √ positive impact X adverse impact

	1. Single SHA: Municipal Port	2. Single SHA: State Port	3. Two SHAs: A&BC extends	4. Two SHAs: CMAL extends	5. Single SHA: Trust Port	6. Multi SHAs: Additional Trust Port	7. Single SHA: Hybrid Port	8. Single SHA: CLG Port
Objectives								
To manage marine safety risk ALARP	√√	√√	√	√	√√	√	√√	√√
To better inform/educate mariners	√√	√√	√√	√√	√√	√√	√√	√√
To safely/efficiently accommodate future aspirations	√√	√√	√	√	√√	√	√√	√√
To develop coordinated approach to management	√√	√√	√	√	√√	√	√√	√√
Parameters								
A&BC and/or CMAL lose statutory powers without compensation	XX	XX	√	√	XX	√	X	X
Buy-in and participation of wider stakeholders	√√	XX	√	-	X	√	√√	√√
Minimising financial impact on port users/Affordability/VFM	√	√√	-	√	X	XX	√	X
CalMac Ferries to meet obligations	√√	√√	√√	√√	√√	√√	√√	√√
Deliverability	XX	XX	√	√√	XX	XX	X	X

6.4.10) Assessment of options against objectives and parameters (cont.)

To manage marine safety risk ALARP

A structure involving a single SHA is potentially more effective in terms of managing marine safety than a structure with two or more SHAs.

To better inform/educate mariners

All of the options will have a positive impact in terms of informing and educating mariners, compared with the status quo: this is because all options provide either a single or overarching SHA that covers the whole of Oban Bay Harbour.

To safely/efficiently accommodate future aspirations/to develop coordinated approach to management

As with marine safety, it is considered that a single SHA will be better placed to optimise these objectives.

A&BC/CMAL lose statutory powers without compensation

Options 1, 2 and 5 result in one or both of these losing their statutory powers without the compensation of a place on the Board of the new single SHA, which is offered by Options 7 and 8. Their existing statutory powers are not affected by Options 3, 4 or 6, although they would become nested within an overall SHA.

Buy-in and stakeholder participation

Many stakeholders would like to see an independent authority that represents stakeholders and harbour users.

Options 1, 7 and 8 would probably have the most buy-in, because they offer the prospect of a direct (via the Board) or indirect (via the Council) democratic link.

The trust port options (5 and 6) have a stakeholder agenda, BUT can be perceived as removing the democratic link, and therefore Option 5 is classed as having an adverse impact, whereas Option 6 is classed as having a positive impact (because A&BC remains the SHA for its area). Likewise, this democratic link with A&BC as the *primary* SHA is also maintained in Option 3. Relative to these, Option 4 may be seen as neutral.

Option 2 however loses the democratic link completely, and thus might be least preferred by wider stakeholders.

6.4.10) Assessment of options against objectives and parameters (cont.)

Minimising financial impact on port users/affordability/value for money

All options will generate additional cost. Setting up a new body (Options 5, 6, 7 and 8) will be the most costly. The new Trust Port and CLG bodies for Options 5, 6 and 8 would be independent legal bodies that would need to recover costs on a user pays basis. In the case of Option 7, A&BC and CMAL will be able to subsidise costs (if they wish) via the hybrid structure, using their network-wide revenues.

In the case of Options 5, 7 and 8, there is the potential for pooling of existing resources deployed by A&BC, NLB and CalMac. This would improve affordability. A trust port in addition to the status quo (Option 6) will be least affordable. Pooling of resources is also possible for Options 1 and 2.

In the case of Options 1 and 2, A&BC and CMAL can shoulder some of the costs via their respective network revenues. CMAL has a stronger resource base than A&BC, and therefore Option 2 may be more attractive than Option 1 in terms of minimising impact on port users.

Options 3 and 4 neither create a new body, nor do they offer savings from pooling costs. Option 4 is probably more affordable than 3 due to CMAL's stronger resource base.

CalMac Ferries to meet obligations

Under all options the importance of CalMac ferry services remains a priority. Should any navigational safety measures be implemented that might impact on the ability to meet timetable specifications, discussions would be held with Transport Scotland.

Deliverability

It is difficult to see how options resulting in the loss of SHA powers without compensation to CMAL and/or A&BC can be delivered. It is also difficult to see how an option that results in a new independent organisation being set up, in addition to the status quo, can be funded. Options 1, 2, 5 and 6, therefore show "red flags".

Option 4 looks most deliverable, with Option 3 perhaps less so due to concerns over A&BC's lower resource base, although (similar to CMAL) it has recourse to network wide revenues.

Options 7 and 8 look possible but difficult to deliver, because they both involve the rescinding of existing SHA powers, and the creation of a brand new SHA. They are thus rated the same, although Option 7 is preferred due to the prospect of easier funding, and because both CMAL and A&BC will have a direct statutory role in the governance of the hybrid SHA.

7.0) Stakeholder participation, views and outcomes

A wide range of stakeholders have been involved throughout Phase 1 of this study, attending early workshops and separate meetings to discuss the study aims, determine the key issues with regard to marine safety and navigation, and later to consider the findings of the Draft Final Report.

Key points arising from early stakeholder engagement included the following:

- Stakeholders want to be involved in the development of the Harbour Management Plan.
- A key issue with regard to marine safety occurs when non-local vessels are visiting Oban Bay Harbour.
- The Code for Safe Navigation is not always followed and it is not published outside of Oban.
- There is no control or overall responsibility for marine activity in Oban Bay Harbour, which in turn impacts on the efficiency and safety of the harbour.
- The end goal is to improve marine safety – there are things that can be done in the short term.
- In the longer term, many stakeholders consider that there needs to be some form of authority managing the whole bay, although CalMac takes the view that a single and wider SHA is not required, and that the presence of such an SHA could have a negative impact on the level of flexibility that CalMac currently has with regard to operating its ferries in Oban.

Subsequently, stakeholders were consulted at the Draft Final Report stage, by circulating the report to them with a proforma questionnaire, and via a closing Phase 1 Stakeholder meeting. The results of these exercises are appended to this Final Report, and the outcome has been used to inform the conclusions.

7.1) Short term measures

Implementation of short term measures could deliver a significant increase in safety. However, a fundamental problem with many of the short term measures is that they rely on consent and voluntary agreement. The ideal situation would be to back these up by having a single Harbour Authority for the whole bay in the longer term.

As any long term option will inevitably take some time to implement, it is considered beneficial to implement short term measures with a view to preparing the ground for longer term solutions.

Drawing upon the stakeholder engagement and Navigational Risk Assessment outcomes, a long list of short term measures was defined. A prioritisation exercise defined the following as priority for implementation. Those indicated in **bold** were further prioritised by stakeholders in the closing Phase 1 consultation.

<i>Prioritised short term measures</i>
STM 1 Education & engagement
STM 2 Guidance for small craft
STM 3 Guidance for helicopters
STM 4 Update Code
STM 5 Email point of contact
STM 6 Dedicated VHF Channel
STM 7 Website
STM 9 Harbour staff training
STM 12 Contingency exercises
STM 15 Navigation aids review
STM 18 Signage
STM 19 LPS
STM 22 Anchorage review
STM 25 Small craft channel
STM 28 Monitoring speeds

7.2) Long term options

Eight long term options have been identified and considered in the analysis, and appraised against the objectives and parameters defined in Chapter 4.

The analysis indicates that there is a trade off between:

- stakeholder buy-in/acceptance (including CMAL and A&BC), and affordability/impact on cost to port users, and
- options that deliver optimal solutions conceptually speaking.

Thus the “best” options are the most difficult to deliver.

If it is possible to pool resources and find a solution to a sustainable funding mix for Option 7, *and* for both CMAL and A&BC to be content with losing their individual statutory powers in return for their compensating role in governance of the hybrid structure, then Option 7 is worthy of strong consideration. It was clear from the closing Phase 1 consultation that stakeholders were mainly in favour of a single Statutory Harbour Authority with a collective governance base, such as this.

Otherwise the most doable options are for CMAL to extend its existing limits (Option 4), or for A&BC to do the same (Option 3) if it can fund such an extended operation.

An important condition precedent for Option 4 is that there would be a change in the Operating Agreement between CMAL and CalMac, such that CalMac would continue as the *ferry terminal operator*, but CMAL would be the direct *marine operator* of the extended SHA, and this would not be covered by the Operating Agreement.

Tactically speaking, the consensus expressed at the final stakeholder meeting was that the short term measures be implemented, whilst the best long term option emerges in parallel with this.

APPENDIX A: SUMMARY OF CONSULTATION
ON DRAFT FINAL REPORT

1.1) Introduction

Development of a Harbour Management Plan was split into two phases:

- Phase 1: Identification and appraisal of short term measures and longer term options (the subject of this Consultation Summary).
- Phase 2: Finalisation of the Management Plan and implementation of measures.

There has been engagement with stakeholders throughout Phase 1.

- Initially a short questionnaire was circulated to stakeholders asking views on problems, constraints and opportunities.
- An open evening workshop to explore views and opinions in more detail, as well as one-to-one meetings with stakeholders that requested it.
- The consultation was further extended during a parallel navigation risk assessment exercise, which was commissioned after commencement of Phase 1, involving two further stakeholder meetings.
- The Draft Final Report was circulated to stakeholders for comment with a follow-up stakeholder meeting to talk through the report findings and hear stakeholder views.

1.2) Structure of this Report

This Consultation Summary focuses on the latter consultation activities concerning the Draft Final Report and stakeholders' views and comments with regard to the findings thereof. It explains the following aspects:

- Stakeholders to whom the Draft Final Report was circulated.
- Summary of completed questionnaires and comments received from stakeholders.

2.1) Stakeholders

A long list of stakeholders was provided by the Oban Harbour Development Group (OHDG) at the start of Phase 1.

The Draft Final Report was circulated to all OHDG members and people who had attended meetings, as well as all stakeholders on the list:

Stakeholders
Bid4Oban
Caley Fisheries
CalMac
Clyde Cruising Club
Coastal Connections LLP
Hebridean Princess
Isaac Fishing Company
John McAlister (Oban) Ltd
Loch Lomond Seaplanes
The Majestic Line
North West Marine
Oban Bay Community Berthing
Oban Bay Harbour Management
Oban Bay Marine
Oban Marina
Oban Sailing Club
Oban Port Users
Oban Sea Kayak
RNLI
RYA
Scottish Seafarms
Spirit of Fairbridge
West Highland Anchorages & Moorings

2.2) Proforma questionnaire

Stakeholders were asked to review the Draft Final Report and provide their comments through completing a proforma questionnaire. The proforma covered the following questions:

- Do you agree that the *problems, constraints and opportunities* have been properly captured?
- Do you agree with the *vision and objectives* for the Harbour Management Plan?
- Please indicate what the top ten *short term measures* would be in your view?
- Are there any *additional short term measures* that have not been identified?
- Is a Statutory Harbour Authority for the whole bay area necessary?
- Please rank the long term options.

3) Stakeholder responses

Six completed proformas were returned from the following stakeholders:

- Oban Lifeboat Station (RNLI).
- Coastal Connection LLP.
- Oban Bay Marine.
- West Highland Anchorages & Moorings.
- Oban Bay Community Berthing / RHYC (Roger Parry, personal views).
- Isaac Fishing Company.

General comments were received from:

- Sea Kayak Oban.
- CalMac.

3.1) Summary comments received

The feedback received could be summed up as “positive but cautious support”.

All stakeholders support to the principles of improving marine safety, and implementation of short term measures to achieve this. Caution applies in the sense that stakeholders do not yet know exactly how they would be affected by these measures.

For longer term options, most stakeholders support the idea that there should be a single Statutory Harbour Authority for the bay, but some have reservations that this is necessary.

The consensus expressed at the final stakeholder meeting was that the short term measures be implemented, whilst the best long term option emerges in parallel with this.

More detail is provided in the following sections.

3.2) Proforma responses

For questions 1 and 2, all respondents were in agreement:

Question	Yes	No
1. Do you agree that the problems, constraints and opportunities have been properly captured?	6	0
2. Do you agree with the vision and objectives for the Harbour Management Plan?	6	0

With regard to short term measures (STMs) stakeholders were asked to indicate their ‘top ten’.

STM 6 (Dedicated VHF Channel) and STM 4 (Update Code) were the most desirable among those stakeholders who responded. STMs 1 (Education & engagement), 2 (Guidance for small craft) and STM 28 (Monitoring speeds) are highly supported. STMs 7 (Website) and 22 (Anchorage review) also featured.

STM	Number of stakeholders including in top ten
6 Dedicated VHF Channel	6
4 Update Code	5
2 Guidance for small craft	4
28 Monitoring speeds	4
1 Education & engagement	4
7 Website	3
22 Anchorage review	3

3.2) Proforma responses (continued)

The detailed response is shown below (STM identifier on the top, position ranked to the left).

Some STMs were not regarded within the top ten priority, namely STM 3 (Guidance for helicopters), STM 8 (MoU oil spill), STM 19 (Local Port Services), STM 23 (Approach angles) and STM 24 (Seaplane landing areas).

Stakeholders considered that all potential STMs had been included in the analysis.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1	x	x				xx xx																						
2	xx			xx	x										x													
3		x				x	x						x													x		x
4				xx			x			x							x											
5		x		x						x				x				x										
6							x		x											x		xx						
7					x										x							x					x	x
8									x		x															x		x
9	x	x				x						x				x												
10																										x	x	x



3.2) Proforma responses (continued)

Stakeholders were asked if they thought a Statutory Harbour Authority for the whole bay area was necessary. Of the six stakeholders that responded, four felt it was definitely required as soon as possible, while two felt that it would be necessary only after STMs have been tried.

Is a Statutory Harbour Authority for the whole bay area necessary?	Response
No, not necessary	0
Only after short term measures have been tried	2
Definitely required, as soon as possible	4

Stakeholders were then asked to rank the long term options. It was clear that the stakeholders were mainly in favour of a single Statutory Harbour Authority with a collective governance base, such as a trust port, hybrid or CLG structure. One stakeholder considered only three viable options (5, 7 and 8) and did not rank the others.

Option →	1. Single SHA: Municipal Port	2. Single SHA: State Port	3. Two SHAs: A&BC extends	4. Two SHAs: CMAL extends	5. Single SHA: Trust Port	6. Multi SHAs: Additional Trust Port	7. Single SHA: Hybrid Port	8. Single SHA: CLG Port
Rank								
1					X			XXXX
2					XX		XXX	
3					XXX		XX	X
4	XX	X	X					
5	X					XXX		
6	X		XX			X		
7			X	XXX				
8		XXX		X				

ARGYLL AND BUTE COUNCIL**ENVIRONMENT DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****15 JANUARY 2015**

CAMPBELTOWN TO ARDROSSAN FERRY SERVICE

1.0 EXECUTIVE SUMMARY

- 1.1 Transport Scotland published the Scottish Ferries Plan in December 2012 and there was a commitment to introduce a pilot summer seasonal ferry service between Ardrossan and Campbeltown for a period of two years. The first year was introduced without the benefit of any marketing and consequently Transport Scotland agreed to extend the pilot a further year. This year marks the completion of year two and despite a targeted marketing campaign the passenger carrying dropped by 6.5%.
- 1.2 Transport Scotland had commissioned a consultant Vector Research to undertake a monitoring and evaluation survey on the final two years of the pilot service. They conducted a survey of 1,578 passengers on 53 services highlighting that 55.3% of the passengers were using the service for holidays or short breaks to visit family or relatives. The consultant also conducted business surveys with 100 respondents in Campbeltown and south Kintyre. The preliminary findings from a business perspective are that 43.5% of respondents claimed that turnover had increased in the past two years with 13% claiming a decrease. Of those claiming an increase 66.7% in Campbeltown/Kintyre stated that the ferry had contributed a minor role although almost one quarter – 23.1% had claimed that the ferry had played a significant role.

2.0 RECOMMENDATIONS

- 2.1 That the Committee note the report:

ARGYLL AND BUTE COUNCIL

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CAMPBELTOWN TO ARDROSSAN FERRY SERVICE

3.0 INTRODUCTION

3.1 This paper gives an update on the second year of the pilot service operating between Campbeltown and Ardrossan. The second year had the benefit of marketing by the operator CalMac Ferries Ltd (CFL) who had engaged with the ferry sub group under the chairmanship of former Councillor Mr. John Semple. There had also been new signage installed in both Inveraray and Lochgilphead highlighting a seasonal service to Ardrossan from Campbeltown.

4.0 Recommendation

4.1 That the Committee note the contents of the report

5.0 Detail

The season commenced on the 1st May and was scheduled to operate until 28th September. The timetable which had been subject to extensive discussion both with Transport Scotland and CFL in order to achieve a change that would suit potential users from and to Kintyre remained the same as 2013.

The fares for a driver/passenger saver 5 day return was £16.45, single £9.80 and for a car £60.00 single or £102 for a 5 day saver return.

Marketing was achieved through the Days Out brochure produced by CFL highlighting a Kintyre Sunday lunch cruise, this brochure also promoted Campbeltown and the wider Kintyre area through the Discover More pages with specific reference to the Kintyre trail and the Kintyre Way. 75,000 copies of the brochure were distributed to Port offices, tour shops and all Visit Scotland Information Centres.

There was further marketing through the CFL GoExplore brochure that provided more detailed information on destinations within Kintyre, how to get there and local activities and events. 2014 also featured the year of Homecoming and the Commonwealth Games centred in Glasgow.

Transport Scotland had commissioned the consultants Vector Research to undertake a monitoring and evaluation survey that would extend over the remaining two years of the pilot. The first year report has yet to be published but during the course of this season the on board survey covered 1,578 passengers on 53

services. Business surveys were also undertaken with 100 respondents in Campbeltown and south Kintyre. The preliminary findings from a business perspective are that 43.5% of respondents claimed that turnover had increased in the past two years with 13% claiming a decrease. Of those claiming an increase 66.7% in Campbeltown/Kintyre stated that the ferry had contributed a minor role although almost one quarter – 23.1% had claimed that the ferry had played a significant role.

The household surveys revealed that there was a 99% awareness of the pilot service with 42% usage.

The passenger surveys identified 55.3% of the trips were for holiday or short breaks with the largest percentage (18.1%) using the service to visit friends and relatives.

The full report is expected to be published early in 2015.

5.1 Usage

The table shows the passenger /vehicle returns for the second year compared to those achieved in 2013.

	2014	2013
Passengers Arriving	3,645	3,686
Passengers Departing	3,341	3,798
Total	6,986	7,484
Cars	1,200	1,226
No. Of sailings	107(8 cancellations)	106(8 cancellations)

It is disappointing to note a downturn in passenger numbers although with the Commonwealth Games this year it is considered that a number of visitors will have chosen to visit Glasgow and not extend their tour.

The most recent ferry sub group meeting held in Campbeltown to discuss the ferry service highlighted the need to re-visit the timetable to help ensure that the pilot service is successful.

6.0 CONCLUSION

6.1 The second year of the pilot service was marketed strongly through CalMac ferries but despite this the passenger carrying figures were down by approximately 6.5%. The consultants appointed by Transport Scotland to monitor and evaluate the services have yet to publish their first year results with a full report due following on from the conclusion of the final year of the pilot in September 2015. EDST staff will continue to work with key stakeholders to promote the benefit of the service to the Kintyre area and lobby Cal Mac for improvements to the timetable and a continuation of marketing and promotion.

7.0 IMPLICATIONS

7.1	Policy	None
7.2	Financial	none.
7.3	Legal	None
7.4	HR	None.
7.5	Equalities	None
7.6	Risk	That the ferry service is not continued upon the conclusion of the three year pilot.
7.7	Customer Services	Campbeltown and south Kintyre in particular will lose a direct ferry link to the detriment of both tourism and business.

Executive Director of Development and Infrastructure

19 December 2014

For further information contact: Martin Gorrings, Marine Operations Manager
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ARGYLL AND BUTE COUNCIL**ENVIRONMENT DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
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CRUISE SCOTLAND REPORT

1.0 EXECUTIVE SUMMARY

The Council is a member of Cruise Scotland that allows Oban to be marketed worldwide as a visitor destination. Cruising is a growing market with a season that tends to lengthen year on year. The present season operates from May to September and in 2014 there were 16 cruise ships in Oban and 24 in Iona. They have brought over 7,500 visitors to Argyll with tour destinations ranging from the National Trust for Scotland gardens to Inveraray Castle.

The current indications are that the market will grow in 2015 and with the proposed infrastructure improvements in Oban both with the public realm and Maritime Visitor Facility that will further enhance the offering that Argyll and Bute can make to the cruise sector.

2.0 RECOMMENDATIONS

2.1 That the Committee note the report:

ARGYLL AND BUTE COUNCIL

ENVIRONMENT DEVELOPMENT AND
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DEVELOPMENT AND
INFRASTRUCTURE SERVICES

15 JANUARY 2015

CRUISE SCOTLAND REPORT

3.0 INTRODUCTION

3.1 This paper gives an update on the activity generated by Cruise Scotland this year. The Council is a full member of this organisation that permits officers to market the port of Oban. There are two key marketing events per annum with the trade show in Miami in March and a European event which this year was held in Barcelona. The Council attended the European Seatrade exhibition in Barcelona since most of the cruise lines that visit Oban tend to operate in European waters.

4.0 Recommendation

4.1 That the Committee note the contents of the report

5.0 Detail

The principal port for cruise activity is Oban which features in the Cruise Scotland literature. A number of vessels that call into Oban also visit Iona with the season commencing in April and ending in September. The majority of cruise ships require dropping anchor in either Oban Bay or the Sound of Iona and ferrying their passengers by tender to either the Oban Times Slip or the Iona slip. Oban welcomed sixteen ships over the course of the 2014 season that brought 5,490 visitors to Argyll. Tours are organised through the ground handling agents such as Morrison Tours and these focus on attractions such as the National Trust for Scotland gardens at Crarae and Arduaine and Inveraray Castle. There are additional specialist cruise ships that can be berthed on the North Pier which have a limited passenger carrying capacity, in particular the Lord of the Glens, which will make over twenty calls to Oban during the season.

Iona had twenty four calls in 2014 landing 2,415 passengers. Their principal interest is the Iona Abbey which acts as a significant attraction for a large number of visitors.

5.1 2015

The early indications for 2015 are that the Council has 17 confirmed bookings for Oban and this is expected to rise. There are 27 bookings for Iona. The Queen Mary 2 is due to visit Oban in May and The World is scheduled to visit later in the season. The Council actively encourages cruise visitors but in addition there is a small team of dedicated people led by Councillor Robertson and including BIDs for Oban,

which welcome visitors to the town. This has a positive impact on the visitor experience and allows local knowledge to be shared with those visiting for the first time. This year will also mark the construction of the Maritime Visitor Facility on the North Pier that will act as a focal point for cruise visitors. There are also preliminary plans to develop a specialist pontoon facility that will provide an ideal transition for passengers from the tender vessel directly to the North Pier car park where coaches can collect the passengers. This will be subject of a further report to the Oban, Lorn and the Islands Area Committee for final approval. These are two valuable additions to the marine asset that will enable the port to be marketed positively and permit further growth.

6.0 CONCLUSION

6.1 The cruise season has concluded this year with 16 vessels calling at Oban and a further 24 visiting Iona. The cruise ships have brought over 7,500 visitors to Argyll with present indications that this figure will rise for 2015.

7.0 IMPLICATIONS

7.1	Policy	None
7.2	Financial	none.
7.3	Legal	None
7.4	HR	None.
7.5	Equalities	None
7.6	Risk	That the cruise ship numbers will fall and tourism will suffer a downturn.
7.7	Customer Services	None.

Executive Director of Development and Infrastructure

Policy Lead: Ellen Morton

19 December 2014

For further information contact: Martin Gorrige, Marine Operations Manager
(01546604656)

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Environment, Development and Infrastructure Committee Work Plan 2014/15

January 2015: This is an outline plan to facilitate forward planning of reports to the EDI Committee.					
Date	Paper Designation	Lead Service/ Officer	Regularity of occurrence/ consideration	Date to Committee Services	Comment
15 January 2015					
	Performance Scrutiny	EDI	Quarterly	12 December 2014	Scorecard update.
	Update on Campbeltown/Ardrossan ferry	Marine operations		12 December 2014	End of second year pilot study to be published Dec.
	Single Harbour Authority - Oban	Marine Operations	Six monthly until complete	12 December 2014	P&R for budgetary impact
	A 83 /Transport Scotland Update	Roads	Quarterly	12 December 2014	This incorporates the minute of the quarterly meeting between Roads and Transport Scotland covering all trunk roads
	Cruise Scotland Update report	Marine operations	Annual	12 December 2014	Due to report in January there will be one further report and a decision will be made about the future of the services
	Departmental Service Plan 2015/15	EDI	Annual	12 December 2014	For approval prior to being forwarded to P&R Committee
	Election Posters	EDI	-		Needs to be referred to Council for ratification.
9 April 2015					
	A 83 /Transport Scotland Update	Roads	Quarterly	17 March 2015	This is the minute of the quarterly meeting between Roads and Transport Scotland

Environment, Development and Infrastructure Committee Work Plan 2014/15

					covering all trunk roads
	Roads Quarterly Update	Roads	Quarterly	17 March 2015	
	Flooding & Coastal Protection Policy	Roads & Amenity Services	Quarterly	17 March 2015	

Future Items					
	Waste PPP area Alternate co-mingled recycling	Amenity	TBC		Last went to Council in June 2014, a progress update is expected in August/Sept (From schedule of Implementation Plan)
	Renewable Energy Action Plan	Economic Development & Strategic Transportation			REAP requires to be refreshed this year.
	Economic Development Action Plan	Economic Development			
	Update on Iona Slipway Tender	Marine operations	6 monthly		As with most of these issues this will be largely project based and should be reported on from that perspective
	CARS Update /C 'town and Dunoon				Agreed an update would come to EDI but no detail
	Next Generation Broadband Mobile Infrastructure	Business Development Audrey Martin	Project Basis		There are a significant number of projects at various stages of development, and while many will be interrelated, most will be reported on a "by project" basis, typically six monthly
	Road Speed Policy	Roads & Amenity Services			
	Invasive Weeds Policy	Roads & Amenity Services			
	Post Implementation review of	Roads & Amenity			

Environment, Development and Infrastructure Committee Work Plan 2014/15

	DPE	Services		
	Litter Policy	Roads & Amenity Services		
	Waste Strategy/Policy Implications	Roads & Amenity Services		
	Roads Asset Management	Roads Jim Smith	Annual	Last went to Council in August 2013 however the key performance data is not available until late October each year hence it has been held until November. The service advises that the Roads Asset Management Plan is also now being reviewed in light of Changes to the National Roads Management framework, which may change the timing of reports.
	Clean Up Scotland campaign	Education /amenity Pippa Milne	Annual	Annual Initiative last to Council in 2013. Amenity Services Staff work with Schools, and organise events.
	Update on Ferries Review	Economic Development & Strategic Transportation		Requested at Development Day

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