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**PIERS & HARBOURS – SHIFT PATTERNS / OVERTIME / STAFFING LEVELS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 This report provides details of staffing levels at our main ports and Council-operated ferries;
- 1.2 Five of the Council's main ports are manned by Council employees. In all, 28 full-time members of staff are employed at the following locations:- Campbeltown, Dunoon, Oban, Rothesay and Kilcreggan. Staff at our main ports, in general, consist of a harbourmaster (or assistant harbourmasters) and pier operatives who are responsible for activities such as rope-handling, car-marshalling, cleaning and general maintenance duties.
- 1.3 The Council is also responsible for the operation of four ferries on the following routes:- Islay to Jura, Seil to Luing, Ellenabeich to Easdale and Port Appin to Lismore. All ferries are in the ownership of the Council, whilst ASP Ship Management Ltd manages these services on the Council's behalf. 18 full time members of staff are employed on Council operated ferries – the exception being the Islay/Jura ferry, which operates with a crew employed directly by ASP. Crews largely consist of a 'ship's master' and a '2<sup>nd</sup> man', who deals with rope-handling / taking fares etc.
- 1.4 Currently, high levels of overtime are being worked by our 'piers and harbours' and ferries staff. This report outlines a forthcoming review of shift patterns, overtime working and staffing levels. The review, which is expected to be complete by the calendar year-end, will be carried out to ensure that our 'Piers and Harbours' staff, including our ferry crews, provide as efficient a service to the public as practicably possible.
- 1.5 Piers and Harbours' and 'Ferries' staff are employed on typical Council contracts. Under the present regime, it is difficult to operate many of the Council's marine facilities without working high levels of overtime. Full consultation will be held with the unions and staff during the forthcoming review.
- 1.6 Following the review outlined in this report, a further report will be presented to the Harbour Board in due course with conclusions and recommendations.
- 1.7 It is recommended that Members note the contents of this report.

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**2.0 INTRODUCTION**

2.1 This report provides details of current manning levels at our main ports and Council-operated ferries.

2.2 This report provides the basis for a review of shift patterns and overtime working. It is essential that our Piers and Harbours staff, including our ferry crews, provide an efficiently run service to meet the needs of the public.

**3.0 RECOMMENDATIONS**

3.1 It is recommended that Members note the contents of this report.

**4.0 BACKGROUND**

4.1 The Council is responsible for 41 marine structures; of these, five facilities are manned by Council employees. In all, 28 full time members of staff are employed at the following locations:-

- Campbeltown
- Dunoon
- Oban
- Rothesay
- Kilcreggan

4.2 Appendix A provides details of Marine staff employed at our manned facilities. On average, the overtime payment to harbour staff is currently 31% of basic pay. (Note – this figure is based upon financial information, not hours worked).

4.3 The Council is also responsible for the operation of four ferries on the following routes:-

- Islay to Jura Ferry – ‘M.V. Eilean Dhiura’
- Luing Ferry – ‘M.V. Belnahua’ / M.L. Torsa (Sundays – passenger only).
- Easdale Ferry – M.L. Easdale / M.L. Fladda (back-up).
- Lismore Ferry – M.V. Lismore

- 4.4 'ASP Ship Management Ltd' (ASP) is employed by the Council to operate the above routes on our behalf. All ferries are in the ownership of the Council. ASP provides staffing for the Eilean Dhiura whilst the crews on all other ferries are employed directly by the Council. 18 full time members of staff are employed on Council operated ferries.
- 4.5 Appendix B provides details of staffing levels on our ferries. On average, the overtime payment for ferry staff is currently 42% of basic pay. (Note – again, this figure is based upon financial information, not hours worked).
- 4.6 Overtime payments appear high for both Piers and Harbours staff and ferry crews; in general, our manned marine facilities and ferries operate from early in the morning to late evening as the service demands; shift patterns have been arranged to provide cover during these lengthy operating times.
- 4.7 'Piers and Harbours' and 'Ferries' staff are employed on typical Council contracts which, to an extent, are less than flexible in terms of working-hours arrangements. Depending upon the port and/or ferry, operating times can commence from early in the morning to the early hours of the following morning. Under the present regime, it is impracticable to operate many of the Council's marine facilities without working high levels of overtime. Full consultation will be held with the unions and staff during the forthcoming review, where we will be seeking to improve upon the current working arrangements.
- 4.8 A review of shift arrangements and staffing levels will be carried out over forthcoming summer months. Full regard will be given to ensuring that the overall needs of the service are met, whilst ensuring that this can be done in as efficient a manner as possible. In the meantime, time-sheets have been issued to all Piers and Harbours staff to start the process of gathering background information; this will help ascertain actual hours spent on particular duties.
- 4.9 The forthcoming review is expected to be complete by the end of this calendar year, at which point a further detailed report will be presented, with recommendations, to the Harbour Board. A review of the existing Marine Structure will run concurrently with the review of overtime and shift patterns.

## **5.0 CONCLUSION**

- 5.1 This report provides details of staffing levels at our main ports and Council-operated ferries. Following the review outlined in this report, a further report will be presented to the Harbour Board in due course with conclusions and recommendations.

## **6. IMPLICATIONS**

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| 6.1 | Policy            | The Council's financial regulations provide the framework for managing the Council's financial affairs.                    |
| 6.2 | Financial         | Potential savings to be made.  |
| 6.3 | Legal             | Legal advice will be sought regarding any potential changes to employee contracts.   |
| 6.4 | HR                | Staff and unions will be consulted over any potential changes to working conditions.                                       |
| 6.5 | Equalities        | None   |
| 6.6 | Risk              | If overtime payments and/or working conditions are altered, specialist marine staff may seek alternative employment.       |
| 6.7 | Customer Services | Reduced expenditure and re-investment in the asset ensures overall improvement in quality and experience for the customer. |

**Executive Director of Development and Infrastructure:** Pippa Milne

**Head of Roads & Amenity Services:** Jim Smith

**Policy Lead:** Councillor Alistair MacDougall

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**For further information contact:** Stewart Clark, Marine Operations Manager

Tel: 01546 604893

## **APPENDICES**

Appendix 1 – Piers and Harbours Staff

Appendix 2 – Ferry Staff

## Appendix 1 - PIERS AND HARBOURS STAFF

Port	Number and types of staff in attendance per shift	Total number and types of staff employed	Operating hours of port	Overtime worked - expressed as a %age of overtime / basic hours payments
Campbeltown	Harbourmaster - 1 No.	Harbourmaster - 1 No.	Variable - depending upon vessel movements	26%
	Ass. Harbourmaster - 1 No.	Ass. Harbourmaster - 1 No.		
	Pier Operative - 2 No.*	Pier Operative - 2 No.*		
	2 additional Pier Operatives employed when ferry is operating (May to Sept).	2 additional Pier Operatives employed when ferry is operating (May to Sept).		
Dunoon	Harbourmaster - 1 No.*	Harbourmaster - 1 No.	06:30 to 01:30 To reflect ferry timetable	33%
	* day shift	Ass. Harbourmaster - 1 No.		
	Ass. Harbourmaster or Snr. Pier Operative - 1 No.	Snr Pier Operative - 2 No.		
	Pier Operative - 1 No.**	Pier Operative - 3 No.*		
	** (3 shifts)	3 additional Pier Operatives employed for Coruisk operating in winter.		

### Appendix 1 - PIERS AND HARBOURS STAFF (Cont.)

Port	Number and types of staff in attendance per shift	Total number and types of staff employed	Operating hours of port	Overtime worked - expressed as a %age of overtime / basic hours payments
Oban	Harbourmaster and Assistant Harbourmaster - 1 No.	Harbourmaster - 1 No. Ass. Harbourmaster - 1 No.	Variable - depending upon vessel movements	8%
Rothesay	Harbourmaster - 1 No. (day shift only) Ass. Harbourmaster - 1 No. (3 shifts) Pier Operative - 4 No. (2 shifts)	Harbourmaster - 1 No. Ass. Harbourmaster - 4 No.* Pier Operative - 8 No.  * 2 No. job share.	06:00 to 22:45 To reflect ferry timetable	29%
Kilcreggan	Piermaster - 1 No. (Mon - Thurs) Pier Operative - 1 No. (Fri - Sun)	Piermaster - 1 No. Pier Operative - 1 No.	06:45 to 18:45 To reflect ferry timetable	30%

## Appendix 2 - FERRY STAFF

Ferry	Number and types of staff in attendance per shift	Total number and types of staff employed	Operating hours of ferry	Overtime worked - expressed as a %age of overtime / basic hours payments
Islay / Jura *	Master - 1 No. 2nd Man - 2 No.	Master - 2 No. 2nd Man - 4 No.	06:15 to 23:15	ASP employees
Luing Ferry	Master - 2 No. (1 acting as 2nd Man)	Master - 4 No.	07:30 to 18:05 07:30 to 22:35* *summer	46%
Easdale Ferry	Master - 1 No. 2nd Man - 1 No.	Master - 2 No. 2nd Man - 2 No.	07:15 to 21:00 07:15 to 23:00* *Fri/Sat	39%
Lismore Ferry	Master - 1 No. 2nd Man - 1 No.	Master - 2 No. 2nd Man - 2 No.	07:00 to 21:55	40%
* Crew employed by ASP Ship Management				