

Subject	Redevelopment of Gourock Ferry Terminal: Outline Business Case – Project Briefing Note
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1 Introduction

Caledonian Maritime Assets Ltd (CMAL) has commissioned Mott MacDonald Ltd. to support the preparation of an Outline Business Case (OBC) for the redevelopment of Gourock Ferry Terminal. This OBC is one workstream under the Gourock, Dunoon, Kilcreggan Infrastructure and Vessel Project, as can be seen from Figure 1.1 below Mott MacDonald’s commission focuses on supporting CMAL on the redevelopment of the ferry terminal infrastructure at Gourock.

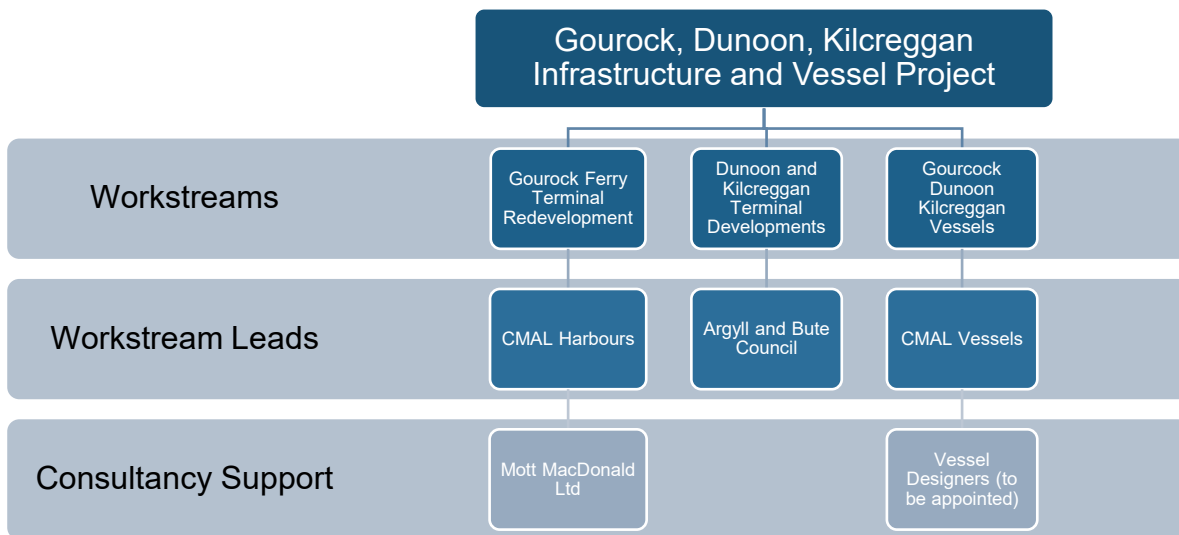


Figure 1.1 Gourock, Dunoon, Kilcreggan Infrastructure and Vessel Project Structure

This briefing note sets out;

- the business case process which will be followed;
- the outline programme for the project, and;
- the approach to stakeholder engagement and public consultation.

2 Business Case Process

In making a case for transport-related capital investment in Scotland, a business case requires to be developed following the principles set out in the Transport Scotland document *Guidance on the Development of Business Cases in Transport Scotland*. The Guidance incorporates a three-stage process;

- Strategic Business Case (SBC);
- Outline Business Case (OBC), and;
- Final Business Case (FBC).

These three-stages are summarised in the figure below.

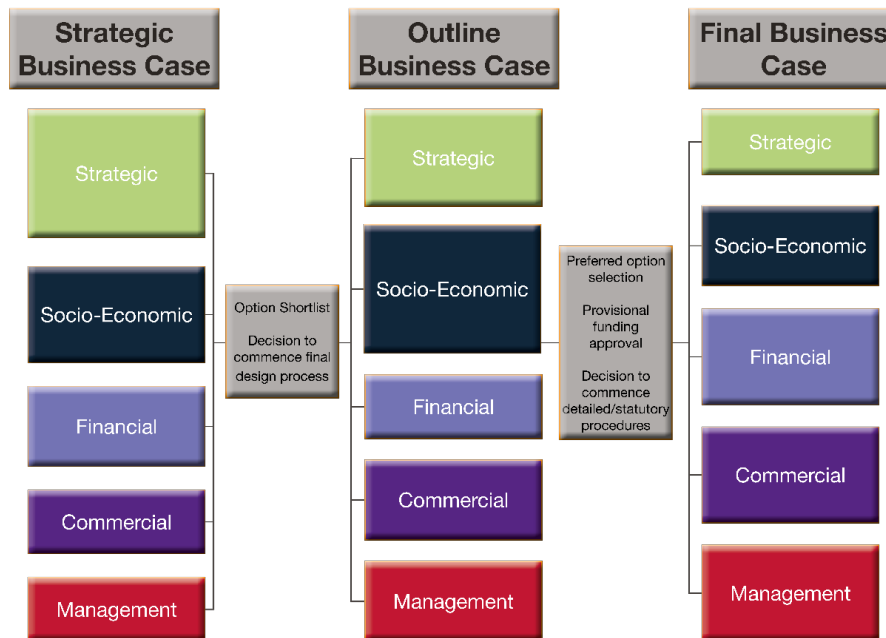


Figure 2.1: Business Case Process

2.1 The Strategic Business Case

The purpose of a Strategic Business Case (SBC) is to:

- identify and evidence transport problems and opportunities which need to be addressed;
- establish objectives which any investment should seek to deliver; and
- generate, develop and appraise a range of options which could address the identified problems in line with the study objectives.

The SBC for the infrastructure renewal works at Gourock Ferry Terminal was prepared by Transport Scotland in 2020. The Strategic Case established for the redevelopment of Gourock Ferry Terminal at SBC was that several elements of the existing infrastructure are approaching the end of their serviceable life, are now beyond economic repair and should be replaced. In addition to the identified problems with its condition, the existing terminal is incapable of supporting the next generation of CMAL major vessels currently under construction, one of which is to be deployed onto the Ardrossan-Brodick route, and access to passenger only services is not Equality Act compliant.

The SBC was prepared for presentation to the Transport Scotland Investment Decision Making (IDM) Board in April 2020. However, due to the ongoing COVID-19 pandemic, this was postponed. Notwithstanding this, it has been agreed that pending approval at the IDM Board, CMAL will progress the project towards Outline Business Case (OBC).

2.2 Scope of OBC Study

The OBC further develops and progresses the SBC to the point that it identifies a preferred option for the redevelopment of the terminal infrastructure at Gourock and, through the Commercial, Financial and Management Cases (see Figure 2.1 above), establishes how that preferred option will be funded, procured, delivered and managed.

The Gourock Ferry Terminal OBC is expected to report at the end of Q2 2021. The main steps in the OBC process are as follows:

Strategic Case

Mott MacDonald Ltd. and Transport Scotland will be reviewing the Strategic Case and the “Case for Change” set out in the Gourock, Dunoon, Kilcreggan Infrastructure and Vessels Project - Strategic Business Case (SBC) to identify any changes or developments in the Strategic Case since the SBC was written.

Socio-Economic Case

Mott MacDonald Ltd will be leading on the detailed development of the **Socio-Economic Case** – this will include:

- reviewing the Problems, Issues, Constraints and Opportunities identified in the SBC and undertaking initial Stakeholder Engagement to ensure these remain current;
- Confirming the requirements for the redeveloped of Gourock Ferry Terminal. The details of these requirements will be developed as the OBC progresses, however are likely to include;
 - replacement berth facilities for passenger only services, to provide EA compliant access to vessels,
 - a replacement linkspan berth to accommodate the RoRo vessels which operate the Arran and Bute services should Gourock need to be used as Alternative Mainland Port,
 - replacement lay-by berth facilities to accommodate the RoRo vessels which operate the Arran and Bute services should Gourock need to be used as Alternative Mainland Port
- vehicle marshalling to accommodate Alternative Mainland Port RoRo services, reviewing the project objectives set out in the SBC and developing the Transport Planning Objectives (TPOs) against which the infrastructure options are to be assessed within the OBC;
- reviewing the shortlisted options which emerged from the SBC, including reviewing the Gourock Masterplan commissioned by CMAL in 2015, to confirm that the options considered here still remain appropriate when considered against the TPOs set for the project. At this stage it may also be considered appropriate to include new options which have emerged or need to be developed as a consequence of changes in requirements since the development of the SBC;
- significant further development of these options and their costs;
- appraisal of these options against TPOs and Scottish Transport Appraisal Guidance (STAG) Criteria to select the **preferred option**;
- stakeholder engagement to gather feedback on the preferred option;
- incorporating stakeholder comments into the preferred option, developing the preferred option in greater detail, and updating cost estimates accordingly.

At the conclusion of the Socio-Economic Case, a **preferred option** will be established and will be developed to outline design. Necessary phasing of construction will be developed to meet the ongoing operational needs of Gourock Ferry Terminal and the programme for the overall Gourock, Dunoon, Kilcreggan Project.

Commercial, Financial and Management Cases

Mott MacDonald Ltd, and Transport Scotland will lead the outline development of the **Commercial, Financial and Management Cases**, which set out the initial proposition for the financing, procurement, delivery and management of the preferred option. Transport Scotland will feed into the Commercial, Financial and Management Cases.

3 Outline Programme

The outline programme dates for the delivery of Gourock Ferry Terminal OBC are provided in Table 3.1, below.

Table 3.1 Outline Programme Dates

Task	Dates
Mott MacDonald Ltd appointed to support the development of the Gourock Ferry Terminal OBC	July 2020
Review of SBC and setting TPOs	September – October 2020
Develop Infrastructure Options and Costings	September 2020 – January 2021
Appraise Options	November 2020 – January 2021
Selection of Preferred Option	December 2020 – February 2021
Stakeholder Consultation and Public Engagement on initial development and Preferred Option	January – March 2021
Development of Preferred Option to Outline Design	February – April 2021
Development of Commercial Financial and Management Cases	February – April 2021
OBC Draft Reporting	April 2021
OBC Final Reporting	Q2 2021

4 Stakeholder Engagement and Public Consultation

4.1 Steering Group

Caledonian Maritime Assets Ltd is the immediate client for the commission. However, the study will be guided by inputs from a wider Steering Group which comprises CMAL, Transport Scotland, CalMac Ferries Ltd and Argyll & Bute Council. The Steering Group will meet regularly to review, advise on and challenge all aspects of the OBC.

4.2 Stakeholder & Public Engagement

The substantive task in this OBC process is the technical development and more detailed costing of the infrastructure options for Gourock Ferry Terminal and the appraisal of these options. As outlined in Table 3.1

this will take place over the period to January 2021. Once the options are worked up in detail and our view on a preferred option is established the work will be discussed with the Steering Group and Reference Group before being presented to stakeholders and the public.

The purpose of this engagement programme is to:

- explain the process and technical development work undertaken;
- seek feedback on the preferred option (both positive and negative); and
- set out the next steps in terms of the business case.

General public acceptability of the preferred option is an essential element of any business case and forms part of the range of assessment criteria against which a project is judged. Following on from the engagement process, the project team will:

- revisit the preferred option to confirm it remains the most appropriate means of delivering the project objectives;
- incorporate any relevant feedback or additional information; and
- refer any fundamental issues arising with the preferred option to CMAL and the Steering Group for further consideration.

Public Engagement

Due to current COVID-19 restrictions it is unlikely that it will be possible to hold public engagement in the form of face to face public exhibition and drop-in sessions. However, it is considered fundamental to the OBC process that there is public engagement and an appropriate level of support for the preferred option; therefore, public engagement will be held online. It is anticipated that this online engagement will be in the form of pre-recorded presentations which members of the public will be able to view when most convenient for them. This material will be posted on CMAL's website over Winter 2020/2021 and will be advertised within CFL waiting rooms and ferries, on social media and in the local press.

The public will also be provided with a questionnaire to provide their feedback and comments on the preferred option and provide comment on any further requirements that they think should be provided as the study progresses into more detailed development of the preferred option.

For those who are not able to access material online hard copies of the material can be posted to those who request it.

Stakeholder Consultation

As a minimum the following stakeholders will be contacted as part of the consultation process:

- Transport Scotland;
- CMAL Vessel Department;
- CalMac Ferries Ltd;
- Argyll and Bute Council;
- Inverclyde Council;
- Gourock Community Council;
- Dunoon Community Council;
- HITRANS;
- SPT;
- Peel Port (Clydeport);
- Network Rail/Scotrail;

- Environmental and Statutory Stakeholders, including Marine Scotland;
- Local Leisure Users (sailing groups, fishing groups, etc);
- Local Transport Firms;
- Local Ferry User Groups.

In order to ensure that stakeholders have sufficient time to review and digest the main findings, the stakeholder consultation will be undertaken in writing (email) – the public engagement material and a covering letter will be sent to stakeholders and a written response sought in return. A dedicated contact will be provided, allowing stakeholders to discuss any issues / comments / concerns / questions with a member of the team over the telephone if required.

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