



**STORNOWAY
PORT AUTHORITY**

ANNUAL REPORT 2020

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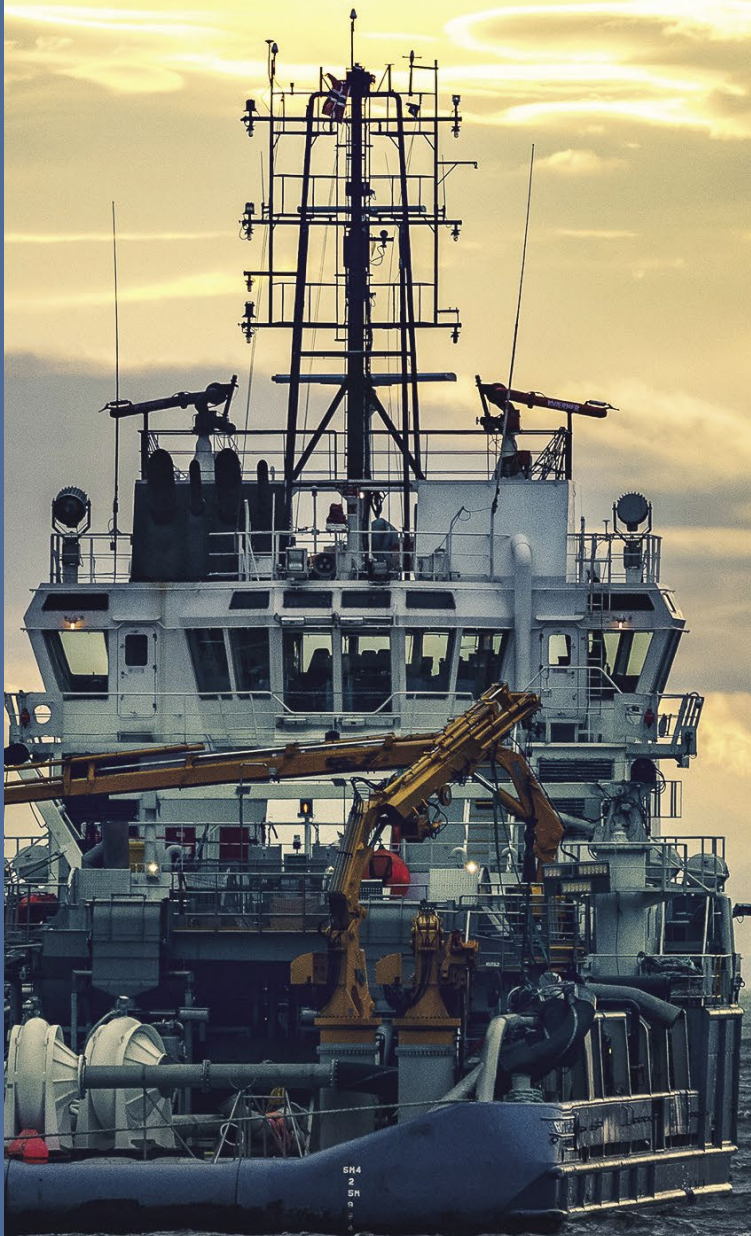
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“To build a truly sustainable business that is the economic driver of the Outer Hebrides”





OUR MISSION, OUR VISION & OBJECTIVES

OUR MISSION

"To operate an efficient and well managed port to the highest standards of safety, security and environmental management, which will allow the Port to continue to grow and develop."

OUR VALUES

"To build a truly sustainable business that is the economic driver of the Outer Hebrides."

OUR BUSINESS OBJECTIVES

Project Development

1. Develop a Deep Water Terminal
2. Develop Marina capacity at Goat Island
3. Develop a covered boat repair facility
4. Develop increased capacity and capability for fish processing
5. Redevelopment of the Inner Harbour landside area

Financial/Commercial

6. Double 2017 revenue within the next 10 years through expansion
7. Increase revenue of existing operations through marketing and sales improvements

Operational

8. Develop an organisational structure consistent with a developing business
9. Continually learn and adopt best practice
10. Develop effective controls and systems to manage risk
11. Improve HSEQ culture through communication with all stakeholders
12. Build and maintain relationships with key customers
13. Achieve and maintain outstanding customer service
14. Maintain the port infrastructure to a high standard

Community

15. Maintain the Port Authority's central role in the community and local economy
 16. Ensure that the Port recognises the views and needs of the local community
-

CHAIRMAN'S STATEMENT



Murdo Murray
Chairman

As Chairman of the Stornoway Port Authority I am very pleased to report that despite a global pandemic, where nearly all the activities of the Port have recorded a significant downturn, the Authority has still been able to show a surplus for 2020.

The strategic focus for the Authority continues to be the development of the Deep Water Terminal between the mouth of the Creed and Arnish. Late 2020 saw the completion of the pre-tender design, as well as confirmation from Fergus Ewing, Scottish Government Rural Economy Secretary, of a £49million investment from a number of partners for this transformational project.

I would like to thank my fellow non-executive members of the Board for their commitment and continuing support. Through the pandemic our meetings have been electronic through 'Teams' and this has enabled us to keep the Authority's business moving forward. I would also take this opportunity to thank Comhairle Nan Eilean

Siar, HIE, The Stornoway Trust and all our other strategic partners for their continuing co-operation and support which is vital for the delivery of our Masterplan.

In September 2020 Ian Burgess, who had been Vice Chairman since 2015, stepped down but remains on the Board. I would like to thank Ian for his help and support over these years. Ian McCulloch, who has a wealth of experience in the oil and gas industry, has taken over as Vice Chairman and I am confident that he will make a significant contribution to the ongoing work of the Board.

In normal circumstances we would endeavour to undertake face to face stakeholder and public engagement, however, as a result of Covid-19 this has not been possible. Other ways of obtaining stakeholder input have had to be found and I would thank our stakeholders for their patience and support. The pandemic has meant significant changes to operating procedures and I would also take this opportunity to thank Chief Executive, Alex MacLeod, and all of the staff for their efforts and for their continued commitment.

Finally, the Climate Emergency and the accompanying need for an Energy Transition, should, in the Lord's Providence, facilitate interesting opportunities for the Port and the wider community and provide an added impetus to strive for the completion of the Deep Water Terminal.

CHIEF EXECUTIVE'S STATEMENT



Alex MacLeod
Chief Executive

As a direct result of Covid-19 our revenue has reduced by £500k, however the Port Authority has still had a strong year. A focus on reducing costs, whilst also exploring new commercial opportunities, has ensured that 2020 was able to contribute surplus funds to allow further development of the Port Masterplan projects. Leisure traffic showed a significant reduction in 2020, and again shows the importance of this industry to the island economy.

The Covid-19 emergency presented some serious operational issues in 2020, however the Port Authority was able to successfully adapt to the frequently changing operating requirements.

To maintain operations, extensive changes in working practices were implemented, including staff working from home, additional welfare facilities and vehicles, along with heightened security and increased hygiene facilities. The Port Authority provided a pilotage service throughout the pandemic, ensured that all vessels berthed safely, and provided a hygienic environment for passengers to pass through. Following the easing of Government restrictions in late summer, the Port welcomed a late summer rush to our marina facilities.

Our goal is to position the Port Authority as the economic driver of the Hebrides, this will only be achieved with the completion of the transformative masterplan projects. The Newton Basin reclamation and marina project was completed in early 2020, but due to Covid-19 the traffic was not there to use it. The food standard building construction continued throughout the pandemic and is due for completion early/mid 2021.

The design work on the Deep Water Terminal project continued throughout the pandemic, and although difficulties with remote working were encountered, the final project design was completed in late 2020. There was some extremely positive news towards the end of 2020, when we were delighted to welcome the funding announcement from the Scottish Government for our transformational Deep Water Terminal project.

The professionalism of our staff was apparent in 2020, where a determination to provide a quality service for our customers ensured we continued to operate successfully throughout the year. Without this effort, which involved hard work and compromise from the whole team, our goal to build a truly sustainable business that is the economic driver of the Outer Hebrides would have been difficult to achieve.



COVID-19 (Coronavirus) UPDATE

In addition to its impact on public health, Covid-19 has caused a major economic shock. The subsequent disruption in 2020 has had a significant impact on Stornoway Port Authority's revenue, trading, harbour activities, major projects and repairs and maintenance objectives. At the end of 2020, the full impact of Covid-19 is still unknown.

From the announcement of a national lockdown on 23rd March 2020, Stornoway Port Authority has worked to ensure its workforce is as safe as possible, implementing safety measures, restrictions and guidelines such as working from home where possible, social distancing, promoting increased hand sanitation, providing PPE and limiting tasks and activities where social distancing is not fully possible. Plans were put in place to ensure port users and the wider community were protected while we continued to operate in a safe manner.

There has also been a dramatic impact on our operating sectors. The lifeline ferry and freight service operated by CalMac ferries initially dropped significantly with only essential travel on the reduced sailings. The normal timetabled service resumed late summer although passenger numbers were still much lower than normal due to travel restrictions in place for the remainder of 2020.

The cruise industry has been devastated by the Covid-19 pandemic. Stornoway saw only one visit in February 2020 from the Hurtigruten vessel Fridtjof Nansen, all subsequent 2020 cruise visits were cancelled. The cruise industry will take a few years to recover, however long-term prospects and positivity for this industry remain.

Oil tanker deliveries continued weekly throughout the Covid-19 pandemic. Each delivery required a pilot and pilot boat crew made up of Stornoway Port Authority staff. All deliveries went safely and without incident, through all levels of Covid-19 restrictions, while successfully adhering to all regulations and guidance.

Covid-19 features

- The Port continued to operate throughout the pandemic
- The Port Authority worked with CalMac ferries throughout the pandemic, changing operating procedures as conditions required
- Cleaning regimes changed to suit ferry and Covid-19 requirements
- Staff who were able to work from home did so
- Operation staff rotas were adjusted to permit social distancing requirements
- Additional staff welfare facilities were introduced
- All vessels were accommodated
- Declarations of health were inspected from all vessel arrivals
- Deliveries of oil, gas, coal, road salt, etc. all continued as normal
- Work on the Port Authority's major projects continued
- The fishing industry continued throughout
- The fish farming industry continued throughout the pandemic.

TRUST PORTS

Trust ports are a particular type of port model in the UK and this briefing is designed to provide a short overview of what they are and how they operate. Trust ports come in a wide variety of sizes and locations around the UK. There is often confusion as to who owns trust ports and how they should operate, so we have attempted to explain some of their characteristics.

The trust port model has stood the test of time, although the sector has gone through a process of modernisation. The result is a diverse and successful group of ports that is both popular with government, employees, stakeholders and importantly customers.

UK port ownership

There are three main types of Statutory Harbour Authorities (SHA) in the UK – private ports, municipal ports and trust ports, as well as a handful of smaller ports owned by parts of government. No two ports are the same, but all have various duties and responsibilities. Private or ‘privatised’ ports can have equity owners or shareholders and municipal ports are owned by local authorities. Trust ports are slightly

Revenues and finance

Trust port revenues are collected from customers and port users on a commercial basis. Trust ports also pay taxes and receive no systematic public subsidies other than those which are, on occasion, made available, to all ports. Whilst operating in a commercially viable manner, any profits trust ports make are reinvested back into the port for the development of its own business activities and also for the benefit of the stakeholders.

Such stakeholders can include port users, employees, and the local community, although as independent bodies, trust ports do need to be prudent and ensure they have sufficient funds to continue to operate and maintain and invest in their assets. For example, unlike ports that are owned by parent companies or local authorities, trust ports do not have a ‘funder of last resort’ and there is no obligation to provide a financial dividend to local communities.

“Diverse and successful”

different and often need explaining to both those outside but also inside our sector. Trusts are both strategically and financially independent of Government and operate largely in the private sector, although they are ‘publicly accountable’ to their stakeholders. In terms of their ownership, trust ports own themselves. There is a common misconception that trust ports are owned by government, but this is wrong. Trust ports actually own themselves and can’t be owned by another body without a major legal change.

Purpose and investment

The expression 'Trust Port' is not statutorily defined but may best be described as referring to a body created by or under statute for the purpose of managing a harbour that does not have a share capital. Trust ports, in the same manner as ports with a share capital, enter into a variety of vital commercial transactions with lenders and other commercial parties. Trust ports generally find that any investment proposals are assessed by lenders on the same basis as proposals from any other businesses. Lenders take into account the same factors it would normally including cash flow, balance sheet and the overall strategic direction of the port.

There are a wide variety of trust ports across the UK, in terms of both the size and type of operation. Some trust ports are primarily conservancy authorities, meaning they perform the basic but essential function of maintaining a safe harbour, whereas others undertake wider port operations. In all cases surplus revenues are recycled back for the benefit of the harbour and its stakeholders.

Legislation

Trust ports and all UK SHAs are governed by their own individual legislation (or Harbour Order), specific to their location and with differing constitutions. To amend such legislation all types of port must apply to their relevant part of government with a proposal.

Good governance

The government only has limited 'powers' over trust ports, and indeed all types of SHAs, and is not a 'regulator' of the sector as such. However, the DfT and Transport Scotland have produced their own guidelines for trust port governance, but these are not legally binding. Transport Scotland have published 'Modern Trust Ports for Scotland'.

It is expected that all trust ports in Scotland follow these guidelines where practicable, but where they do not, they should be able to explain why they have been unable to do so. It is acceptable for stakeholders to ask why these ports might not have, for example, attempted to update their own legislation and structures. However, any questions stakeholders might have should be raised with the port itself.

Much depends on the integrity of individual board members and, like a private company where the board is accountable to its shareholders, trust boards are essentially accountable to the local community.



BOARD MEMBER SUMMARY

Non-executive board members are appointed for a period of three years following a selection process involving advertisement and an interview, which is undertaken by an appointing panel consisting of the Chairman and two independent advisors. In addition, the board has the facility to appoint two co-opted members with applicable specialist knowledge for a maximum of one year. The breadth of skills across the current board is continually under review, and a skills matrix is used to determine the professional skills to be included within any advertisement for non-executive board members. The role of a Trust Port board member is defined by “Guidance for Good Governance”.

“It is the duty of the Board, at all times, to strike a balance that fully respects the interests of all stakeholders”.

Modern Trust Ports for Scotland Guidance for Good Governance.

Our current board contains a balance of specialist skills, the skills being recommended by the Modern Trust Ports for Scotland “Guidance for Good Governance”, including but not limited to the following, local government, finance, fishing and fish processing, marine leisure industry, shipping, management, commercial and a wide variety of other applicable skills. The “Guidance for Good Governance” makes particular reference to the requirement to have, as a priority, adequate financial and commercial expertise on the board.

THE BOARD



Chairman

Mr Murdo Murray

Following a time at contractors Howard Doris in Kishorn and R J McLeod in Applecross, South Rona and Barvas, Murdo Murray spent most of his career with Comhairle nan Eilean Siar as an assistant engineer, senior engineer, deputy director and for 11 years as Director of Technical Services. Since 2005 he has been an independent engineering consultant with a special interest in renewable energy. He is an elder of the Free Church in Stornoway and has served on national church committees including the Personnel Committee, the Finance Committee and is currently on the Board of Ministry of the Free Church of Scotland. Murdo is also Western Isles Branch Chairman of Good News for Everyone, formerly the Gideons.



Vice Chair

To 24th September 2020

Mr Ian Burgess

Ian Burgess started his career in 1973 as a navigating cadet in the Merchant Navy, serving on tankers until 1984. He joined HM Coastguard in 1984, starting in the coordination centre in Stornoway and retired from full-time work in 2013. During his period with HM Coastguard, Ian gained extensive experience of change and safety management within the marine environment. He became a non-executive Director with NHS Western Isles in 2013 and became Chairman of that organisation in early 2019. Ian has been on the Board of Stornoway Port Authority since September 2014, becoming Vice Chairman in 2015. Ian's work experience has given him access to the coastal communities within the Western Isles, working with volunteer teams and engaging with community stakeholders.



Vice Chair

From 24th September 2020

Mr Ian McCulloch

Ian McCulloch has enjoyed a 40 plus year career in the oil and gas industry. Although now retired from full-time employment, Ian continues to undertake short-term consultancy assignments. During his career, Ian held several senior management roles in operations, commercial, HSE, engineering, supply chain and decommissioning. These skills were developed across a wide range of assignments in the UK, USA, Dubai, Singapore, Indonesia, and Algeria. Ian, who joined the Board in August 2016 also serves as a Board Member for Lews Castle College/University of the Highlands and Islands and is Chair of the Outer Hebrides Energy Group. Ian lives in Shawbost, Isle of Lewis in the family home.

Mr Alex MacLeod



Chief Executive

Brought up in the village of Knock, Mr MacLeod's family has had a long connection with the Port. His great-grandfather owned and skippered the sailing vessel Muirneag, one of the most famous fishing vessels of its time.

Prior to joining the Port Authority, Alex MacLeod had a long career in the civil engineering construction industry, both in Stornoway, the UK and abroad.

He has been employed as Chief Executive since July 2015.

Mr Allan Macdonald



Allan Macdonald was born and bred in Stornoway, educated in Aberdeen where he gained a BSc (Hons) in Geology and Petroleum Geology and at Heriot Watt to MSc level in Petroleum Engineering.

He worked in the oil and gas industry for nine years gaining experience in both drilling and production operations for multinational companies within the UK and abroad. Since 2006 he has worked as Managing Director for a local business in the retail sector.

He enjoys outdoor pursuits and is an active member and qualified coach with Stornoway Canoe Club. He was appointed to the Stornoway Port Authority in May 2014.

Mr John Nicolson



John, a native of Point, has had a long career in the maritime industry and is particularly well known around Stornoway harbour where he worked in the fishing and fish processing industry for over 35 years.

Following a career in the Merchant Navy where he served as a Master Mariner with Blue Star & Weston Shipping, John owned and operated the prawn trawlers Ivy Rose and Alpha. He was one of the founding members of the Stornoway Fisherman's Co-operative and served as both Chairman and General Manager. In 1985 John went to work for Ross Fish Ltd (now Young's Bluecrest) where he became the Buyer Export Manager. He worked in a number of roles with Young's including periods in Fort William and Northern Ireland, and finally as General Manager of Young's Goat Island factory until his retirement in 2012. John has also had leisure craft in Stornoway harbour for a number of years. He brings extensive maritime, fishing and business experience to the Board.

Mrs Margaret Ann Macleod



Margaret Ann joined the Stornoway Port Authority in November 2016 and has a business background in textile manufacturing, international sales and rural economic development. Currently employed as the Brand Development Director for Harris Tweed Hebrides in Shawbost, the largest Harris tweed mill on the island, Margaret Ann has previously worked at a senior level for a number of companies, including; Highlands and Islands Enterprise, Johnstons of Elgin, RGU and Arcadia plc.

Born and brought up in Carloway on the Isle of Lewis, Margaret Ann is a native Gaelic speaker, a working mother, and an active board member for a number of community organisations on the island, including her current role as Chair of HI-Scot Credit Union.

Mr Archie MacDonald



Archie MacDonald was employed by Highlands & Islands Enterprise for 33 years, including as Area Manager for the Western Isles for five years. Archie is a member of the Institute of Financial Accountants and during his career was involved in most of the economic development projects ongoing on the islands. Archie has previously been appointed by HIE to the boards of a number of local organisations.

Archie, who joined the Board in January 2019 also serves as the Chair for Lews Castle College / University of the Highlands and Islands and as a Board Member for the Gearranan Trust.

Non-Executive Board Members	Joined The Board	2020 Meetings Attended
Mr Murdo Murray (Chairman)	May 2012	8/8
Mr Ian Burgess (Vice Chairman up to 24/09/20)	August 2014	4/8
Mr Ian McCulloch (Vice Chairman from 24/09/20)	August 2016	7/8
Mr Allan Macdonald	May 2014	8/8
Mr John Nicolson	November 2015	8/8
Mrs Margaret Ann Macleod	November 2016	7/8
Mr Archie MacDonald	January 2019	8/8
Executive Member	Joined The Board	2020 Meetings Attended
Mr Alex MacLeod (Chief Executive)	August 2015	8/8

PRINCIPAL RISKS

A particular function of the board is to review the principal risks to the Port Authority. The Port Authority has therefore identified significant risks which have been considered and these are included in the table below. This list is not exhaustive but is a brief summary of what issues the board members must consider.

Although not listed in the below table, the Port Authority was able to respond to the 2020 Covid-19 crisis and was able to continue operating the Port throughout the crisis.

Risk Item	Int/Ext Risk	Description	Potential Impacts	Mitigating Factors
Island Economy	External	Large changes to the local economy	<ul style="list-style-type: none"> • The Port is unable to adapt to increased demand or potential new markets • Insufficient accommodation • Insufficient staff 	<ul style="list-style-type: none"> • Continuous consultation with all levels of government
Destination Management	External	Local destinations do not react to increased cruise traffic	<ul style="list-style-type: none"> • The Island is not ready for 60,000 cruise ship passengers, let alone 100,000 • Local tourist destinations "stand still" • Local tourist destinations do not work together and therefore miss the boat • Cruise traffic stops coming 	<ul style="list-style-type: none"> • Stakeholder consultation • Market Assessment studies • Funding for destinations
Strategic Direction	Internal	Ensuring that the Port is reacting to an ever-changing political and economic situation	<ul style="list-style-type: none"> • The Port is not able to adapt to changing requirements • The Port is unable to meet the needs of our customers • Potential to miss out on opportunities 	<ul style="list-style-type: none"> • Communication and consultation with stakeholders • Economic studies • Effective board

Risk Item	Int/Ext Risk	Description	Potential Impacts	Mitigating Factors
Loss of Community Acceptance	Internal	The Port is not understanding of the needs or wants of the community	<ul style="list-style-type: none"> • The local community do not work with the Port • The Port staff spend too much time reacting to Press/Public enquiries • The trust of the community is lost, thereby having an impact on all projects and operations 	<ul style="list-style-type: none"> • Community consultation • Increased communication with public • Website improvements • Willing to change
Financial	Internal	Ensuring that the Port understands both its current and future financial position	<ul style="list-style-type: none"> • The Port is unable to manage its finances correctly • Cashflow presents significant risks • Investment opportunities are lost 	<ul style="list-style-type: none"> • Management procedures • Operational efficiency • Internal & external auditors
Environmental	Internal	Ensure that the Port Authority minimizes and limits the effects of environmental incidents	<ul style="list-style-type: none"> • Pollution incident with long term effects • Danger to public and harbour users 	<ul style="list-style-type: none"> • Continuous auditing • Procedures • 24/7 staffing • Co-ordination with other bodies
Equipment Failure	Internal	Ensuring that the Port maintains equipment to ensure the safety of port users, staff and the general public	<ul style="list-style-type: none"> • Injury to staff and public • Downtime with associated impact upon operations • Financial cost 	<ul style="list-style-type: none"> • Maintenance regime • Plant records/inspections • Staff training
Lack of development Funds	Internal	Ensure that the Port budgets appropriately and determines all available funding sources	<ul style="list-style-type: none"> • Worthwhile projects do not progress • The incorrect projects progress 	<ul style="list-style-type: none"> • Business planning and budgetary controls • Financial awareness • Prioritisation of projects
Capital Projects	Internal	Ensure that the Port develops projects efficiently and to the requirements of the end users	<ul style="list-style-type: none"> • Capital projects are not managed effectively or efficiently • The final product is not suitable 	<ul style="list-style-type: none"> • Ensure best value is recognised • Project Management expertise • Improved procedures • Operational involvement in decision making

Risk Item	Int/Ext Risk	Description	Potential Impacts	Mitigating Factors
Governance	Internal	To ensure that the Board operates effectively	<ul style="list-style-type: none"> • The board is not fit for purpose and is unable to fulfil its functions • Wrong decisions are made 	<ul style="list-style-type: none"> • The Board have sufficient knowledge and information to make the correct decisions • Board Member appraisal • Skills matrix is maintained • Adherence to the Guidance for good governance
Staff Effectiveness	Internal	Where the Port Staff are neither trained nor experienced for the tasks they undertake	<ul style="list-style-type: none"> • Staff carry out tasks incorrectly • Potential for equipment failure, injury to persons, and damage to vessels • Cost and operational issues 	<ul style="list-style-type: none"> • Staff training • Performance appraisals and reviews • Management reviews • Good management
IT Security Problems	Internal	Where an IT problem could cause severe implications for the running of the port	<ul style="list-style-type: none"> • Finance system unable to invoice, or view financial reports • Unable to respond to communications resulting in lost business 	<ul style="list-style-type: none"> • IT expertise employed by the Port • IT audits • Modern equipment and controls
Customers	Internal	Where the port may lose customers due to customer dissatisfaction	<ul style="list-style-type: none"> • Loss of business and income • Reputational damage 	<ul style="list-style-type: none"> • Customer consultation • Service level review • Communication with customers
Health & Safety	Internal	Where an incident could severely impact upon Port Users, Staff, Public and/or equipment	<ul style="list-style-type: none"> • Fatality, Injury to Staff, Public & Users • Damage to equipment • Operational problems including delays, unable to accommodate vessels, etc 	<ul style="list-style-type: none"> • Internal & external audits • RAMS procedures • Insurance risk assessment • Communication • Staff Training • Signage

Risk Item	Int/Ext Risk	Description	Potential Impacts	Mitigating Factors
Marine Safety	Internal	Where a marine incident could severely impact upon Port Users, Staff, Public and Navigation.	<ul style="list-style-type: none"> • Vessel collision due to lack of operational procedures • Vessel problem within harbour limits causes further incidents • Pilotage problems • Injury, potentially fatal, to public, Harbour users, Staff, etc 	<ul style="list-style-type: none"> • Adhere to Port Marine Safety Code • Safety management System • Improved Marine Policies • Navigational Risk Assessment
Commercial Interfaces	Internal	Where a tenant or commercial entity's work can have a severe effect upon the Port Authority	<ul style="list-style-type: none"> • Contamination by third parties and tenants • Oil pipeline issues • Incident involving Goat island tenants and slipway users 	<ul style="list-style-type: none"> • Facility user's health, safety and environmental guidelines • Management of tenants and third -party users
Port Security	Internal	Where a Terrorist incident either here or elsewhere can impact port operations	<ul style="list-style-type: none"> • Terrorist incident on ferry, cruise ship, or other vessel • Incident in other port or country wide has effect on security rating 	<ul style="list-style-type: none"> • Port Facility Security officer in position • Approved Port Facility Security Plan • Secure infrastructure
Pandemic	External	Where a nationwide/ international pandemic can impact port operations	<ul style="list-style-type: none"> • Staff and customer safety at risk • Potential to reduce revenue 	<ul style="list-style-type: none"> • Professional management able to react quickly to new risks • Cost forecasting with subsequent changes to budget

PORT HIGHLIGHTS 2020


Ferry Passengers

55% down
on 2019



57,499

Cars on the Ullapool
to Stornoway
Ferry during
2020



Ferry Coaches

90% down
on 2019

Investment in
Masterplan projects
by end of 2020
£12.5 million

Pilotage Acts

1,226 in 2019
1,033 in 2020

2



Lost Time
Incidents
during 2020

Ferry Freight
down

6%
on 2019

155



Marina Berths
available

Business
case
development

Shell-Fish
landings

30%
reduction
on 2019

31,308

Man Hours
Worked
in 2020

Port Marine
Safety Code

– significant
development
of Policies
& Plans



138

Fish farm
well-boat
arrivals

65

Cruise ships
booked,
only 1 arrival
in 2020

Investment in
Masterplan
projects
during 2020

£4 million



OUR PEOPLE

Calum Murdo Mackenzie

Port Operative



- **How long have you been with the Port Authority**

Since November 2019.

- **What inspired you to join the Port Authority?**

I have always had an interest in the sea and always enjoyed working on and around boats.

I felt that this would be an interesting job with all the work and projects which were ongoing, and which are planned for the port.

- **Whats the most interesting thing about your job/what do you like best about your job?**

The best thing about my job is the variety of work and the different work-related projects. Being a builder to trade there is still a fair bit of hands-on work with the tools etc within the port, and I still get joinery work assignments periodically which I enjoy.

- **What challenges do you face in your job?**

No major challenges spring to mind, and any that do, I just like to face them head on.

Although, this last year has presented a number of challenges for us all with regard to our awareness and response to the COVID-19 pandemic. We had to address the way in which it affected our day to day living and every day working routines, and how we interacted with our work colleagues and the wider public.

- **Where do you see yourself in five years' time?**

I am hopeful that I will still be able to work and that I will be working with the Port Authority, as I thoroughly enjoy what I am doing and enjoy working and being part of the team.

Ross Maciver

Port Operative



- **How long have you been with the Port Authority**

I have been with Stornoway Port Authority for two years, part time.

- **What inspired you to join the Port Authority?**

I was inspired to join the Port Authority when I had planned on going to sea. I thought it would give me a good insight to how vessels work and would provide good experience working in similar situations as you face at sea.

- **Whats the most interesting thing about your job/what do you like best about your job?**

The most interesting thing about my job is learning different things from the Port Operatives I work with. I learn a variety of different things and gain a lot of skills from it.

The thing I like best about the job is when the cruise ships are coming in and the yachts, we get very busy and I enjoy it when there is a lot happening and you're doing different things every day.

- **What challenges do you face in your job?**

In my job I face a lot of challenges, for example when I'm working on my own and have to make a decision it can be very challenging if you don't have time to ask for advice. Also, you face the challenges of working in an environment where you must be very careful all the time and look out for things that could go wrong, when working along the side of the piers and working with ropes.

- **Where do you see yourself in five years' time?**

In five years' time I'm not sure where I see myself, ideally I would have completed my Engineering Cadetship that I am hoping to do and carry on working my way up but I could also see myself still being at Stornoway Port Authority as I enjoy the job.

PORT MARINE SAFETY CODE

As required at article 1.8 of the Port Marine Safety Code (PMSC), the Stornoway Port Authority (SPA) should publish its Marine Safety Plan for the conduct of marine operations in Stornoway Harbour every three years; the following is a summary of our January 2018 to December 2020 Plan. A new plan will cover the period 1st Jan 2021 – 31st Dec 2023.

Standing Objectives

Service Provision / Activity		Attainment
1	Ensure all reasonably practical steps are taken to identify the hazards and risks arising from operational activities within the Port and its approaches and reduce risks to a level that is as low as is reasonably practicable	The Port Authority has conducted port-wide navigational risk assessments and has reviewed on an annual basis.
2	Reduce the likelihood and frequency of Navigational Incidents	No serious incidents have occurred over the past year and the frequency of marine incidents is reducing.
3	Maintain an effective Marine Safety Management System	The Port Authority's Designated Person, who is independent of the Authority has assessed that the safety management system is effective and reviews same annually.
4	Communicate Stornoway Port Authority's ongoing efforts and achievements in managing the safety of navigation within the port	The Port Authority summaries its Port Marine Safety performance within its Annual Report. The Port Authority intends to develop a new website in 2020, following which such information will also be available online.
5	Provide a pilotage service of well-trained, competent and authorised pilots, including the authorisation of pilotage exemptions to similar standards	Following public consultation revised Pilotage Directions came into force on 1st February 2019. The Pilotage Rules, which regulate the authorising, examination and operation of pilots were also changed at the same time. The Port Authority employs sufficient qualified Pilots for current requirements.
6	Conservancy and Hydrographic Survey	The Port Authority has extensive hydrographic surveys of the Harbour. Information was submitted to hydrographic office enabling a very substantial chart update in late 2019.

7	Support, approve and facilitate on-water events within the Statutory Harbour Limits (SHL)	The Port Authority is taking an active role in water events, planning to avoid restrictions for Port Users.
8	Encourage port user involvement in the maintenance of the Marine SMS and the overall improvement in the provision of marine safety	The port Authority consulted with port users on a number of issues over the past few years, including the Port Masterplan, Pilotage Directions and General Directions. The Port Authority will develop a more formal Port User Consultative forum over the coming years.

Aids to Navigation

As a Port Authority, Stornoway Port Authority is the Local Lighthouse Authority and as such must meet statutory duties associated with those responsibilities. A report into the availability of the Authority's various Aids to Navigation is therefore prescribed by regulation. Performance is monitored and periodically audited by the National Lighthouse Authority, namely the Northern Lighthouse Board and a full audit took place within the reporting period.

Category	No. of Aids	Target Availability %	Availability %
CAT 1	7	99.8	99.48
CAT 2	25	99	99.85
CAT 3	3	97	100

Objectives from the 2018 – 2020 Marine Safety Plan

Service Provision / Activity		Attainment
1	As far as possible, become fully compliant with the Port Marine Safety Code by 31 March 2018 with the exception of reviewing/updating the Byelaws and making General Directions	The Port Authority external auditor (The Designated Person) confirmed the Port Authority's compliance with the Port marine Safety Code prior to the Port confirming compliance in March 2018. The Port Authority remains compliant with the Port Marine Safety Code.
2	Review and Update Byelaws	The Byelaws have not been updated and is now well behind programme. It is unlikely that Byelaws will be approved before the end of 2021.
3	Make General Directions	General Directions came into force on 30th June 2018.
4	Develop the Safety management System and port navigational risk assessments as necessary to support the ambition of the Port Master Plan	The maintenance of both the Safety Management System and Navigational Risks assessments are ongoing and reflect new infrastructure developments within the port.

Objectives from the 2021 – 2023 Marine Safety Plan

	Objective	Deadline
1	Marine Information Note 641 issued by the Maritime and Coastguard Agency (MCA) requires that every 3 years the Duty Holder must submit a signed statement to the MCA saying that the Port is compliant with the Port Marine Safety Code (PMSA).	31 Mar 2021
2	Review the 1976 Byelaws and prepare updated Byelaws approved by the Port Authority Board ready for <i>informal</i> public consultation. Having considered the feedback from the informal consultation, prepare updated Byelaws approved by the Port Authority Board ready for <i>formal</i> public consultation by Dec 2018. Informed by the formal public consultation, submit draft byelaws approved by the Port Authority Board to Transport for Scotland for approval.	30 Apr 2021 30 Jun 2021 31 Aug 2021
3	Ensure that the safety of navigation and compliance with the PMSA is maintained throughout the development, construction and subsequent operation of the Deep Water Terminal and that any operations associated with these activities remain within the scope of the port-wide risk assessment and at ALARP ¹ .	31 May 2023
4	Put in place impartial, transparent and safe procedures to permit, lay, maintain, lift and operate moorings for recreational vessels to include: Drawing up a constitution, agreed with stakeholders to state how the moorings will be managed. Under the constitution agreed above, set-up a Moorings Committee to manage the moorings on behalf of the Authority. NB: this Committee will include executive representation from the Authority. Draw up an Individual Moorings Agreement, one to be signed by each mooring holder.	31 May 2022
5	Commence procurement of a replacement pilot transfer vessel.	31 Dec 2021
6	Review the port-wide Navigational Risk Assessment to include the impact of aspects of the Deep Water Terminal development as necessary.	30 Sep 2022
7	Conduct complete PMSA compliance audit in accordance with the MCA aide-memoire as detailed at the PMSA Guide to Good Practice.	30 Jun 2022
8	Review the Oil Spill Contingency Plan.	30 Nov 2022
9	Review the Port Waste Management Plan.	26 Mar 2023

¹ALARP: As Low As Reasonably Practical.

SUSTAINABILITY

The Outer Hebrides is a special part of Scotland with a natural beauty and a very different way of life. The Port plays an integral role in the prosperity of the Outer Hebrides, managing multiple priorities and interests for the benefit of all stakeholders.

Our Environment

Stornoway Port Authority is committed to safeguarding Stornoway Harbour area for the benefit of its stakeholders.

- To protect wildlife and the marine environment we ensure that all relevant environmental bodies are consulted prior to any work being undertaken in the harbour area.
- Regular harbour clean ups are done to reduce any pollution within our harbour area.
- Continuous monitoring of our harbour environment.

Economic Prosperity through trade

Stornoway Port Authority are looking to secure long term sustainable employment on the islands by securing further investments to develop our harbour facilities for stakeholder benefit.

- Develop our Deep Water terminal facility.
- Take a leading role in shaping the energy transition.

A thriving Community

Stornoway Port Authority, through economic development and protecting our environment, enable a thriving community, through regular dialogue, shared ambitions and collective accountability.

- We support local community groups through our community assistance fund.
- Local school groups are invited to visit Stornoway Port Authority where staff members will show groups round the harbour area and up to the Arnish Lighthouse, to help educate and support the future workforce.
- Support community events.

PORT OPERATIONS

Aquaculture

Stornoway is the hub for the aquaculture sector in the Outer Hebrides.

Most of the fish farms are located on the east coast of Harris and Lewis, but an increasing number are being developed on the west coast. Overall production is growing and the Outer Hebrides now account for one fifth of Scottish fish farming production.

The leading operator in the Port is The Scottish Salmon Company. Their fish are landed at the harvesting station at Arnish, then trucked to their Marybank facility for processing and shipping, then onwards for distribution via the ferry to the mainland.



Offshore

The Outer Hebrides provide a forward base for oil-related operations in the deep-water frontier areas of the Atlantic, off the north west of Scotland. Situated close to the Hebrides platform, Stornoway can play a major role in the future development of resources as far offshore as the Rockall Bank.

As a result of the Lewis Offshore yard, originally built in the early 1970s, Stornoway has a strong connection within the oil and gas industry. As well as a wide variety of barges and tugs associated with the Arnish facility, Stornoway harbour has a long history of oil-related traffic including supply vessels, seismic vessels, anchor handlers, workboats etc. The Arnish Fabrication yard is now operated by Harland & Wolff, an internationally recognised company with extensive experience in marine engineering.



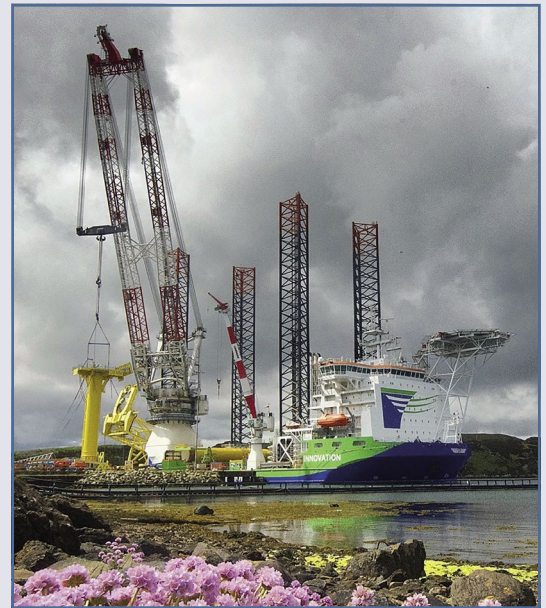
Near to the Arnish materials quay is the barge grounding berth, suitable for a standard North Sea barge. The Port also has a rig anchorage area with a minimum depth of 14m, initially installed during the refurbishment of the Drillmaster/Buchan Alpha rig in the early 1980's.

Arnish

Arnish is a key strategic site, investor ready, offering a manufacturing, assembly and deployment hub within the West of Scotland cluster.

Investment in Arnish has created a fully serviced site with heavy load quay facilities, providing a range of flexible serviced plots. Arnish is a key NRIP site, has Enterprise Area designation and is well positioned to attract inward investment and provide for expansion of existing businesses.

Arnish offers excellent opportunities within high growth business sectors associated with marine engineering and can support future national and international investments in both the renewable energy, and oil and gas sectors.



Ferries

With over 95% of all visitors to the Outer Hebrides travelling through Stornoway harbour, the vast majority of people arriving into Stornoway use the ferry service.

Operated by CalMac Ferries Ltd, the largest vessel in the CalMac fleet the M.V. Loch Seaforth sails between Ullapool and Stornoway three times a day. The sailing takes 2 hours and 30 minutes and travels past the scenic Summer Isles and through Loch Broom. The 116-metre roll on roll off ferry is capable of operating 24 hours a day and has capacity for up to 700 passengers and 143 cars or 20 commercial vehicles.

A separate drop trailer parking area has recently been constructed to assist with commercial traffic.



UPDATES ON PROJECTS in 2020

What the Port Authority did in 2020 to achieve its Business Objectives.

Project Development

01

Develop a Deep Water Terminal

- Undertake additional boreholes – *Completed.*
- Finalise design with acceptable risk profile – *Completed.*
- Finalise funding – *Completed.*
- Award construction contract late 2019 – *Delayed by Covid-19, now mid 2021.*

02

Develop Marina capacity at Goat Island

- Newton Marina will open in April 2020 – *Ready but delayed by Covid-19.*
- The yacht lift will be available late in 2020 – *Onsite but commissioning delayed due to Covid-19 restrictions.*

03

Develop a covered boat repair facility

- Planning permission early 2020 – *Completed.*
- Tender and award contract – *Complete early 2021, delayed by Covid-19.*
- Commence construction second quarter 2020 – *Now 2021, delayed by Covid-19.*

04

Develop increased capacity and capability for fish processing

- Contract awarded for processing building – *Complete.*

05

Redevelopment of the Inner Harbour landside area

- Develop detailed plans of proposed inner harbour landside areas – *Ongoing, delayed by Covid-19.*
- Install security barriers and entry system in harbour areas – *Investigations ongoing.*

Financial / Commercial

06

Double 2017 revenue within the next 10 years through expansion

- Goat Island, Processing building and Deep Water Terminal a major part of this – *Covid-19 has affected revenue for 2020, and this will continue for a couple of years.*
- Significant sales/marketing exercise for leisure traffic – *Delayed to 2021.*
- Determine tenant options for Deep Water Terminal – *Ongoing.*

07

Increase revenue of existing operations through marketing and sales improvements

- Develop marketing plan and strategy – Cultural Tourism, Destination Management, etc all to be included – *Delayed to 2021.*
- Investigate and develop long term strategy for Goat Island slipway – *Major improvements planned for 2021, strategy developed in tandem with new boatlift.*

Operational

08

Develop an organisational structure consistent with a developing business

- Business Services Manager and Engineering Manager in place at the start of 2020 – *Complete.*
- Some further changes required, but basic structure is now in place – *Further development in 2020.*
- Pilotage cover, office procedures, etc – *Good progress.*

09

Continually learn and adopt best practice

- Develop procedures – *Good progress*
- Site visits to learn from others – *Delayed by Covid-19.*
- Employ professional staff – *Good progress.*
- Training plans and competency – *Good progress.*

10

Develop effective controls and systems to manage risk

- Develop procedures in all business areas – *Complete.*
- Improve all RAMs – *Good progress.*

11

Improve HSEQ culture through communication with all stakeholders

- Develop new environment and quality policies and procedures – *Delayed to 2021.*
- Continuous communication with stakeholders – *Affected by Covid-19.*
- Develop procedures in all business areas – *Good progress.*
- Communicate procedures to stakeholders – *Good progress.*

12

Build and maintain relationships with key customers

- Visit/meet with customers in all business areas – *Affected by Covid-19.*
- Install CRM (Customer Relationship Management) software – *Affected by Covid-19.*

13

Achieve and maintain outstanding customer service

- Ensure customer gets what they want and when, by improving procedures in all business areas – *Good progress.*
- Ensure Port Authority personnel know the product and customer – *Good progress.*

14

Maintain the port infrastructure to a high standard

- Employ engineering manager – *Complete.*
- Implement maintenance management software – *Delayed to 2021.*

Community

15

Maintain the Port Authority's central role in the community and local economy

- Public meetings, public relations team, notifications, etc – *Affected by Covid-19.*
- Meet regularly with all key stakeholders – *Covid-19 affected.*

16

Ensure that the Port recognises the views and needs of the local community

- Public meetings, stakeholder meetings and PR strategy – *Affected by Covid-19.*
- Approachable staff and Board members – *Good progress.*

NEWTON BASIN / GOAT ISLAND DEVELOPMENT



The Newton Basin/Goat Island redevelopment will provide an 81-berth marina, a public slipway, a new 100T boatlift, a new engineering workshop which will offer covered space for boat repair and a new factory using state of the art process equipment to process locally caught shellfish.

Newton Basin Marina

1. What we did in 2020

RJ McLeod completed the civil engineering works to complete the new marina in February. Their works included construction of a new slipway and the support structure for a boat hoist.

The Port Authority appointed Inland & Coastal Marina Systems UK to provide the pontoons. The pontoons arrived on site in early March. Installation had started but stopped when Scottish Government Covid-19 rules came into force. Luckily, there was plenty of space to store the remaining pontoons until work recommenced once restrictions were lifted in June. The installation was completed in August. The marina now provides 81 berths for boats, all with access to water and electricity.

Following extensive research, the Port Authority selected Dutch company Roodberg as the supplier of its new boat hoist. This has a lifting capacity of 100 tonnes and is fitted with 360-degree steering. The hoist was delivered in December and will be brought into service once

Covid-19 restrictions allow. It will be a great asset for the harbour, allowing boat owners much greater flexibility in lifting their vessels in and out of the water.

2. Covid-19 implications

The Covid-19 lockdown put back completion of the pontoon installation by five months. It has also delayed the commissioning of the new boat hoist.

3. Main events in 2020

- Completion of civil engineering works
- Installation of pontoons
- Purchase of boat hoist.





Marine Engineering Building

1. What we did in 2020

Arch Henderson, the Port Authority's consultant engineers, completed the design of the new building and boat washdown facility. This will provide two berths for boat building and boat repair, each measuring 24m x 12m, with a door height of 11m. This will allow work to be done under cover, avoiding weather restrictions.

2. Covid-19 implications

The uncertainties associated with the Covid-19 pandemic led to a delay to the tender process. By the end of the year contractors had a better understanding of the impact of Covid-19 restrictions on their work.

3. Main events in 2020

- Design completed
- Planning consent granted
- Tenders issued.



Food Standard Building

1. What we did in 2020

Our contractor Lewis Builders had to cease construction works following the original lockdown in April. They started work again as soon as Scottish Government rules allowed, complying with social distancing rules. By the end of the year, they had completed the structure and cladding of the new buildings. This was a major achievement given the challenges of Covid-19.

The new building will allow locally caught shellfish to be sold as a premium product, benefiting the local fishing fleet and the whole fishing chain.

2. Covid-19 implications

Construction works stopped for 12 weeks to comply with the Scottish Government's lockdown rules. Work on site has taken longer than normal due to social distancing and shortages of materials arising from Covid-19 restrictions on suppliers' operations.

3. Main events in 2020

- Building structure largely complete
- Mechanical fit out commenced.

DEEP WATER TERMINAL



One of the most ambitious projects ever undertaken in the Outer Hebrides, the Deep Water Terminal development is a project of national significance and will be transformational for our local economy. The opportunities created by this catalytic project will be felt for many years to come and will be essential to a sustainable future for these islands. Core infrastructure projects such as this will produce significant gains in economic output, with a subsequent effect on employment, development etc, all with the aim of a more sustainable future for the islands.

Deep Water Terminal

1. What we did in 2020

The Port Authority started 2020 by carrying out additional marine boreholes to reinforce the comprehensive data already held, to allow our consultant engineers to further update the design. The engineers used the additional information to complete the detailed design and specifications for the works.

In late 2020, the Scottish Government, Comhairle Nan Eilean Siar and Highlands & Islands Enterprise confirmed their support for the project. This was a major milestone for the project and allowed the project to progress to tender stage in early 2021.

2. Covid-19 implications

Design works, although hampered by home working, continued throughout 2020 and the final design was completed in late 2020. Many aspects of this project were affected by the Covid-19 pandemic, but the potential for sustainable economic development presents a huge opportunity for the recovery from the pandemic.

3. Main events in 2020

- Approval of funding
- Start of contractor procurement process
- Completion of design
- Progression of the consents required for the project
- Continuing customer marketing.



310m long main berth to accommodate the largest cruise ships in the world



149m long linkspan berth



6.5 hectares reclamation



Access to Arnish fabrication yard

2021 PROJECTION

What the Port Authority intends to do in 2021 to achieve its Business Objectives

Project Development

01

Develop a Deep Water Terminal

- Award construction contract
- Obtain all consents and land purchase arrangements
- Develop marketing strategy

02

Develop Marina capacity at Goat Island

- Newton Marina to open in April 2021
- Commission Yacht lift mid 2021

03

Develop a covered boat repair facility

- Award construction contract early in 2021
- Complete boat storage area mid 2021

04

Develop increased capacity and capability for fish processing

- Complete processing building mid 2021

05

Redevelopment of the Inner Harbour landside area

- Develop detailed plans of proposed inner harbour landside areas
- Public consultation on this work
- Install new fence at old bus station site

Financial / Commercial

06

Double 2017 revenue within the next 10 years through expansion

- Revenue from Food Standard Building and Newton Marina
- Significant Sales/Marketing exercise for leisure traffic
- Determine tenant options for Deep Water Terminal

07

Increase revenue of existing operations through marketing and sales improvements

- Develop marketing plan and strategy – Cultural Tourism, Destination Management, etc all to be included
- Investigate and develop long term strategy for Goat Island slipway

Operational

08

Develop an organisational structure consistent with a developing business

- Office administration changes resulting from retirement
- Internal reporting procedures to be developed further

09

Continually learn and adopt best practice

- Develop procedures
- Site visits to learn from others
- Training plans, and competency assessment

10

Develop effective controls and systems to manage risk

- Develop procedures in all business areas
- Improve all RAMs

11

Improve HSEQ culture through communication with all stakeholders

- Develop new Environment Management System
- Continuous communication with stakeholders
- Develop Procedures in all business areas
- Communicate procedures to stakeholders

12

Build and maintain relationships with key customers

- Visit/meet with customers in all business areas
- Install CRM (Customer Relationship Management) software

13

Achieve and maintain outstanding customer service

- Ensure customer gets what they want and when, by improving procedures in all business areas
- Ensure Port Authority personnel know the product and customer

14

Maintain the port infrastructure to a high standard

- Implement maintenance management software
- Programming of small projects

Community

15

Maintain the Port Authority's central role in the community and local economy

- Public meetings, public relations team, notifications, etc
- Meet regularly with all key stakeholders

16

Ensure that the Port recognises the views and needs of the local community

- Public meetings, stakeholder meetings and PR strategy
- Approachable staff and Board members



STORNOWAY PORT AUTHORITY

Report of the Board and Audited Financial Statements

For the year ended 31 December 2020

Mann Judd Gordon Ltd
Statutory Auditors &
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

FINANCIAL STATEMENTS

For the year ended 31 December 2020

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Authority Information

For the year ended 31 December 2020

BOARD MEMBERS:

M A Murray
I Burgess
A Macdonald
J M Nicolson
I McCulloch
M A Macleod
A MacDonald
A D MacLeod

CONTACT ADDRESS:

Amity House
Stornoway
Isle of Lewis
HS1 2XS

INDEPENDENT AUDITORS:

Mann Judd Gordon Ltd
Statutory Auditors &
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

Report of the Board

For the year ended 31 December 2020

The board members present their report with the financial statements of the Authority for the year ended 31 December 2020.

Operation, administration, ongoing maintenance and future development of Stornoway Harbour has been entrusted to the Board of Stornoway Port Authority, an independent statutory body formed under the terms of the Stornoway Harbour Order Confirmation Act of 1976, as modified most recently by The Stornoway Harbour Revision (Constitution) Order 2019.

PRINCIPAL ACTIVITY

The principal activity of the Authority in the year under review was that of the operation of the Harbour Undertaking and ancillary services.

REVIEW OF BUSINESS

The review of the business for the year can be found within the Chairman's Report.

BOARD MEMBERS

The Board Members shown below have held office during the whole of the period from 1 January 2020 to the date of this report.

M A Murray	– Chair
I Burgess	
A Macdonald	
J M Nicolson	
I McCulloch	– Vice Chair
M A Macleod	
A MacDonald	
A D MacLeod	– Chief Executive

STATEMENT OF BOARD MEMBERS' RESPONSIBILITIES

The board members are responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and regulations.

Company law requires the board members to prepare financial statements for each financial year. Under that law the board members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the board members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the authority and of the profit or loss of the authority for that period. In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Authority will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the authority's transactions and disclose with reasonable accuracy at any time the financial position of the authority and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the authority and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The board members are responsible for the maintenance and integrity of the corporate and financial information included on the authority's website.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the board members are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the authority's auditors are unaware, and each board member has taken all the steps that he or she ought to have taken as a board member in order to make himself or herself aware of any relevant audit information and to establish that the authority's auditors are aware of that information.

AUDITORS

The auditors, Mann Judd Gordon Ltd, will be proposed for re-appointment at the forthcoming meeting of the Authority Audit Committee.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

M A Murray – Chair

Date: 30th September 2021

Report of the Independent Auditors

For the year ended 31 December 2020

Opinion

We have audited the financial statements of Stornoway Port Authority (the 'authority') for the year ended 31 December 2020 which comprise the Profit and Loss Account, Other Comprehensive Income, Balance Sheet and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the authority's affairs as at 31 December 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and Harbours Act 1964, as amended by the Transport Act 1981.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note twelve to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Boards' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the authority's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board are responsible for the other information. The other information comprises the information in the Report of the Board, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006 and Harbours Act 1964, as amended by the Transport Act 1981

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Board for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Board has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the authority and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Harbours Act 1964, as amended by the Transport Act 1981 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Board Members remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Board were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Board.

Responsibilities of Board Members

As explained more fully in the Statement of Board Members' Responsibilities set out on page two, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the authority or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach was as follows:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the authority and determined that the most significant are The Stornoway Harbour Order Confirmation Act of 1976, as modified most recently by The Stornoway Harbour Revision Order 2019; and the Port Marine Safety Code. In addition, regulations relating to the health, safety and environment of all stakeholders of the Port, marine and animal life. Furthermore, those that relate to employment matters and those relating directly the preparation of the financial statements; that is FRS102 and the Companies Act 2006. Stornoway Port Authority are also subject to data protection laws (GDPR) and health and safety within the workplace.

We assessed the risks of material misstatement in respect of fraud as follows:

As part of our audit team discussion, we identified if any particular area was more susceptible to misstatement. A list of the known related parties was compiled along with an expectation of transactions between them. We then made fraud enquires of those charged with governance and confirmed our related party list.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. We corroborated our enquiries of those charged with governance by a review of the board minutes to date, a review of the bank statements to date and a review of legal fees charged in the year for any evidence of legal or regulatory issues. Our considerations at planning were corroborated and no further legal or regulatory issues were noted.

We considered the risk of fraud through management override and, in response, we incorporated testing of manual journal entries throughout the year into our audit approach. A review of the year of bank statements was undertaken, to identify any large or unusual transactions. No transactions outside the normal course of business were identified.

Given the size of the entity, segregation of duties is limited, so we designed our audit procedures to identify and to address any material misstatements arising from this. Appropriate approval controls were found to be in place.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the authority's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and Harbours Act 1964, as amended by the Transport Act 1981. Our audit work has been undertaken so that we might state to the authority's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the authority and the authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

John E Moffat ACA (Senior Statutory Auditor)
for and on behalf of Mann Judd Gordon Ltd
Statutory Auditors & Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

Date: 27 October 2021

Note:

The maintenance and integrity of the Stornoway Port Authority website is the responsibility of the Board Members; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Profit and Loss Account

For the year ended 31 December 2020

		31.12.20		31.12.19	
	Notes	£	£	£	£
REVENUE			3,472,405		3,928,533
Cost of sales			<u>1,818,576</u>		<u>1,837,587</u>
GROSS PROFIT			1,653,829		2,090,946
Administrative expenses			<u>1,254,466</u>		<u>1,376,768</u>
			399,363		714,178
Other operating income			<u>208,088</u>		<u>230,201</u>
OPERATING PROFIT	3		607,451		944,379
Interest receivable and similar income			<u>1,879</u>		<u>7,504</u>
			609,330		951,883
Interest payable and similar expenses	4	119		-	
Other finance costs	10	<u>34,000</u>		<u>38,000</u>	
			<u>34,119</u>		<u>38,000</u>
PROFIT BEFORE TAXATION			575,211		913,883
Tax on profit			<u>236,773</u>		<u>300,229</u>
PROFIT FOR THE FINANCIAL YEAR			<u><u>338,438</u></u>		<u><u>613,654</u></u>

Other Comprehensive Income

For the year ended 31 December 2020

		31.12.20	31.12.19
	Notes	£	£
PROFIT FOR THE YEAR		338,438	613,654
OTHER COMPREHENSIVE LOSS			
Actuarial loss on pension deficit		(762,000)	(55,000)
Income tax relating to other comprehensive income		200,260	81,610
OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF INCOME TAX		(561,740)	26,610
TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR		<u>(223,302)</u>	<u>640,264</u>

Balance Sheet

For the year ended 31 December 2020

		31.12.20		31.12.19
	Notes	£	£	£
FIXED ASSETS				
Property, plant and equipment	5		18,786,679	15,601,518
Investment property	6		1,425,100	1,425,100
			<u>20,211,779</u>	<u>17,026,618</u>
CURRENT ASSETS				
Debtors	7	604,520		1,202,016
Cash at bank and in hand		<u>1,602,967</u>	<u>1,410,787</u>	
		2,207,487	2,612,803	
CREDITORS				
Amounts falling due within one year	8	<u>962,068</u>	<u>2,346,659</u>	
NET CURRENT ASSETS			1,245,419	266,144
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>21,457,198</u>	<u>17,292,762</u>
PROVISIONS FOR LIABILITIES			(493,374)	(274,652)
ACCRUALS AND DEFERRED INCOME			(11,103,479)	(7,788,203)
PENSION LIABILITY	10		<u>(2,114,100)</u>	<u>(1,260,360)</u>
NET ASSETS			<u>7,746,245</u>	<u>7,969,547</u>
RESERVES				
Fair value reserve	9		<u>803,325</u>	<u>803,325</u>
Retained earnings			<u>6,942,920</u>	<u>7,166,222</u>
			<u>7,746,245</u>	<u>7,969,547</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board Members and authorised for issue on 30th September 2021 and were signed on its behalf by:

M A Murray – Chair

I McCulloch – Vice Chair

Notes to the Financial Statements

For the year ended 31 December 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets.

The presentation currency of the accounts is Pound sterling (£).

The accounts are rounded to the nearest £1.

Going Concern

The Authority is a going concern and there are no material uncertainties casting significant doubt over its ability to continue as a going concern.

Significant judgements and estimates

Fixed asset net book value and depreciation charges are the areas of the accounts which are affected by significant judgements and estimates. The members exercise judgement in determining both the useful economic life and the likely residual value of the authority's assets. This judgement affects the rates of and charge for depreciation as well as grant release in the accounts for the year. It also therefore affects the net book value of the assets in the balance sheet.

Turnover

Turnover comprises the total income receivable for the year, excluding value added tax, from dues on berthings, goods landed and utilisation of ancillary services.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Land, Buildings and Works	- at varying rates on cost
Improvements to property	- at varying rates on cost
Fixtures and fittings	- at varying rates on cost
Motor vehicles	- 25% depreciation on cost

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

The notes form part of these financial statements

Assets under construction

Assets under construction are stated at cost within Land, Buildings and Works. These are not depreciated until they are available for use.

Investment property

The Authority recognises its portfolio of rental properties as investment properties in the balance sheet, and includes them at Fair Value.

The Board have deemed that Fair Value on transition to FRS102 Section 1A is best represented by the most recent market value obtained from its valuing agents.

Any revaluation surpluses or deficits arising on the revaluation of the investment property portfolio will be reflected in the Profit and Loss account as they arise.

Deferred tax has been provided on the revaluation surplus.

The Board will revisit the valuation of the investment property portfolio on a tri-annual basis.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Profit and Loss Account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The authority operates a defined benefit pension scheme. A full actuarial valuation by a professionally qualified actuary is carried out every 3 years. The surplus/deficit in the scheme is recognised as an

asset/liability on the balance sheet. Changes in the asset/liability are reflected in the profit and loss account or statement of Other Comprehensive Income as required.

Grants

Capital grants received in respect of fixed assets are credited to deferred income and amortised to the profit and loss account over the useful economic lives of the assets to which they relate.

Debtors and creditors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions are recognised where the Authority has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. EMPLOYEES

	31.12.20	31.12.19
	£	£
Wages and salaries	925,606	921,960
Social security costs	95,483	89,697
Other pension costs	439,001	367,000
	<u>1,460,090</u>	<u>1,378,657</u>

The average number of employees during the year was as follows:

	31.12.20	31.12.19
Operations	17	17
Administration	3	3
Management	4	4
	<u>24</u>	<u>24</u>

3. OPERATING PROFIT

The operating profit is stated after charging/(crediting):

	31.12.20	31.12.19
	£	£
Operating lease income	(205,814)	(203,423)
Depreciation – owned assets	1,076,025	1,154,526
Auditors' remuneration	8,200	8,000
Auditors' remuneration for non-audit work	<u>16,456</u>	<u>11,522</u>

4. INTEREST PAYABLE AND SIMILAR EXPENSES

	31.12.20	31.12.19
	£	£
Interest on corporation tax	<u>119</u>	<u>-</u>

The notes form part of these financial statements

5. PROPERTY, PLANT AND EQUIPMENT

	Land, Buildings & Works	Plant & Equipment	Office Furniture & Equipment	Motor vehicles	Totals
	£	£	£	£	£
COST					
At 1 January 2020	20,920,888	2,107,713	97,385	105,189	23,231,175
Additions	2,408,442	1,853,497	-	-	4,261,939
Disposals	-	-	(2,657)	-	(2,657)
At 31 December 2020	<u>23,329,330</u>	<u>3,961,210</u>	<u>94,728</u>	<u>105,189</u>	<u>27,490,457</u>
DEPRECIATION					
At 1 January 2020	6,171,155	1,356,425	70,634	31,443	7,629,657
Charge for year	914,409	133,332	8,131	20,153	1,076,025
Eliminated on disposal	-	-	(1,904)	-	(1,904)
At 31 December 2020	<u>7,085,564</u>	<u>1,489,757</u>	<u>76,861</u>	<u>51,596</u>	<u>8,703,778</u>
NET BOOK VALUE					
At 31 December 2020	<u>16,243,766</u>	<u>2,471,453</u>	<u>17,867</u>	<u>53,593</u>	<u>18,786,679</u>
At 31 December 2019	<u>14,749,733</u>	<u>751,288</u>	<u>26,751</u>	<u>73,746</u>	<u>15,601,518</u>

Included in cost of land and buildings is freehold land of £63,860 (2019 - £63,860) which is not depreciated.

Included within the cost of Land, Buildings and Works is £5,490,221 (2019: £7,434,161) of assets under construction which are not depreciated until the asset is available for use.

6. INVESTMENT PROPERTY

	Total £
FAIR VALUE	
At 1 January 2020 and 31 December 2020	1,425,100
NET BOOK VALUE	
At 31 December 2020	1,425,100
At 31 December 2019	1,425,100

Included in fair value of investment property is freehold land of £1,305,600 (2019 - £1,305,600) which is not depreciated.

Fair value at 31 December 2020 is represented by:

	£
Valuation in 2012	1,061,735
Cost	363,365
	1,425,100

If the investment properties had not been revalued they would have been included at the following historical cost:

	31.12.20	31.12.19
	£	£
Cost	493,365	493,365
Aggregate depreciation	(34,028)	(34,028)

The investment properties were valued on an open market basis on 31 March 2012 by Graham + Sibbald Chartered Surveyors.

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20	31.12.19
	£	£
Trade debtors	405,726	503,467
Other debtors	198,794	698,549
	604,520	1,202,016

The notes form part of these financial statements

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20	31.12.19
	£	£
Trade creditors	367,021	1,566,741
Taxation and social security	60,010	311,122
Other creditors	535,037	468,796
	<u>962,068</u>	<u>2,346,659</u>

9. RESERVES

	Fair value reserve
	£
At 1 January 2020 and 31 December 2020	<u>803,325</u>

10. EMPLOYEE BENEFIT OBLIGATIONS

The Authority participates in a multi-employer defined benefit pension scheme, for qualifying employees providing benefits based upon pensionable pay.

The Authority contributes to the Highland Council Pension Fund. Contributions to the scheme are charged to the profit and loss account in the year in which they are payable. The contributions are assessed in accordance with the advice of a qualified actuary using the projected unit method. The latest triennial actuarial valuation was at 31 March 2020.

The main conclusions arising from the valuation of the entire scheme are:

The funding level (ratio of assets to past service liabilities) as at 31 March 2020 is 100% (compared with 101% as at 31 March 2017). At the 2020 valuation, there was a surplus of assets relative to the assessed cost of members' benefits on the target funding basis of £6m (£13m at 2017).

The whole fund Primary and Secondary contribution rates at this valuation are:

Primary rate (% of pay):	21.2%	from 1 April 2021 to 31 March 2024 (17.8% 2017-2020)
Secondary rate:	-2.1%	2021/22
	-2.1%	2022/23
	-2.1%	2023/24

The primary rate also includes an allowance of 0.7% for the Fund's expenses (0.6% at 2017). The average employee contribution was assessed as 6.1% of pensionable pay (6.0% at 2017).

Further sums should also be paid to the Fund to meet the costs of any non-ill health early retirements using methods and assumptions issued by the actuary from time to time.

The notes form part of these financial statements

The certified contribution rates represent the minimum level of contributions to be paid. For Stornoway Port Authority, the contributions payable will be 19.0% of employee's pensionable pay in the three years to 31 March 2024.

The amounts recognised in the balance sheet are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
	£	£
Present value of funded obligations	(8,366,000)	(6,786,000)
Fair value of plan assets	5,756,000	5,230,000
	(2,610,000)	(1,556,000)
Present value of unfunded obligations	-	-
Deficit	(2,610,000)	(1,556,000)
Deferred tax asset	495,900	295,640
Net liability	(2,114,100)	(1,260,360)

The amounts recognised in profit or loss are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
	£	£
Current service cost	439,000	327,000
Net interest from net defined benefit asset/liability	34,000	38,000
Past service cost	-	40,000
	473,000	405,000
Actual return on plan assets	105,000	126,000

The notes form part of these financial statements

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
	£	£
Opening defined benefit obligation	6,786,000	5,762,000
Current service cost	439,000	327,000
Past service cost	-	40,000
Contributions by scheme participants	63,000	56,000
Interest cost	139,000	164,000
Benefits paid	(204,000)	(202,000)
Re-measurements:		
Actuarial (gains)/losses from changes in financial assumptions	1,173,000	639,000
Other experience	(30,000)	-
	<u>8,366,000</u>	<u>6,786,000</u>

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
	£	£
Opening fair value of scheme assets	5,230,000	4,503,000
Contributions by employer	181,000	163,000
Contributions by scheme participants	63,000	56,000
Expected return	105,000	126,000
Benefits paid	(204,000)	(202,000)
Return on plan assets (excluding interest income)	381,000	584,000
	<u>5,756,000</u>	<u>5,230,000</u>

The notes form part of these financial statements

The amounts recognised in other comprehensive income are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
	£	£
Actuarial (gains)/losses from changes in financial assumptions	(1,173,000)	(639,000)
Other experience	30,000	-
Return on plan assets (excluding interest income)	381,000	584,000
	<u>(762,000)</u>	<u>(55,000)</u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	31.12.20	31.12.19
Equities	68%	73%
Bonds	14%	14%
Property	10%	11%
Cash	8%	2%
	<u>100%</u>	<u>100%</u>

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	31.12.20	31.12.19
Discount rate	1.25%	2.00%
Future salary increases	2.95%	3.30%
Future pension increases	2.45%	2.30%

The notes form part of these financial statements

11. RELATED PARTY DISCLOSURES

During the year the Authority purchased goods from Manor Filling Station, a business in which Allan Macdonald is a Board and shareholder. The value of the purchases was £919 (2019: £1,384) and no balance was outstanding at the year end.

No expenses were reimbursed during the year (2019: £382 to two board members).

12. FRC ETHICAL STANDARD – PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

13. PILOTAGE

The Statutory Harbour Undertakings (Pilotage Accounts) Regulations 1988 require the separate disclosure of revenue and expenditure applicable to pilotage activities.

	31.12.20	31.12.19
	£	£
Revenue from pilotage services	33,224	109,610
Pilotage expenses	108,976	99,469

In addition the Authority incurs internal costs on Pilotage in the region of £10,000 per annum, in respect of management time and expenses.



Contact Us

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