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DATED

1 JUNE 2012

**(1) the Scottish Ministers
- and -
(2) Serco Ltd**

**VOLUME 2
CONTRACT SCHEDULES 2-17
relating to
NORTHERN ISLES FERRY SERVICE
PROVISION OF SERVICES**

**PART 1: SCHEDULES
2 AND 3**

TS/FER/SER/2011/02



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**These are the Schedules 2-3 Referred to in the Foregoing Contract between The Scottish
Ministers and Serco Ltd**

SCHEDULE 2 - CONDITIONS PRECEDENT (to payment of Grant)

- a) Establishment as a Community Shipowner
- b) Full implementation of Start up Plan other than those items identified in the Start up Plan as Post Commencement Activities
- c) New Ship Charters (one for each Fleet Vessel) and Valid Certificate of Registry/ Charter for each Operator Vessel
- d) New Lessor's Tripartite agreements (one for each Fleet Vessel)
- e) All certificates required by MCA or other relevant regulatory body
- f) Evidence of Insurance arrangements
- g) Copy of any Commercial/ Operational Agreements with each Harbour operator
- h) A Parent Company Guarantee provided by Serco Holdings Ltd in a form set out in the Form of Parent Company Guarantee included in Volume 3 of the competition documents issued with the Invitation to submit a final tender

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SCHEDULE 3 - SERVICES

1. The Services are public transport services by sea (including but not limited to the transport of passengers, cars, coaches, accompanied/ unaccompanied trailers, unaccompanied containers, bagged bulk freight, plant and individual items that could not be carried by vehicle or container, livestock containers, hazardous cargoes and time sensitive freight) between the Harbours and delivered from and onto quay and all as specified in accordance with the Timetable, which Timetable will be developed and may be varied in accordance with Clauses 6 and 11.

The Operator must comply with the following Timetables, except:

- i. during any period of Scheduled Unavailability of up to 6 weeks in a Service Year (or 7 weeks in a Service Year in which Vessels are required to undergo a Special Survey drydocking);
- ii. as the direct consequence of a Relief Event;
- iii. Lot A sailings are not required on any of 25 or 26 December or 1 or 2 January; or
- iv. Lot B sailings are not required on any of 24, 25 or 31 December or 1 January.

Peak Season Timetable

1. Summary of our Proposal

To meet Scottish Minister's requirements Serco Northlink Ferries (SNF) will:

- Meet the timetable and service requirements for Pentland Firth as set out in terms of the number of sailings, timetable window, departure and arrival times, and crossing time through:
 - A high summer peak period when three services per day in each direction is proposed
 - Peak service days during holiday periods
- Meet the timetable and service requirements for the provision of service levels between Aberdeen and Kirkwall and maintain the link between Kirkwall and Lerwick
- Maintain the current operational timetables until the end of 2012
- Introduce new operational timetables from the beginning of January 2013
- Deliver cost efficient as well as reliable services between the Scottish Mainland, Orkney and Shetland
- Continue to operate in a way that clearly supports maintaining essential lifeline, social and cultural links between the Scottish Mainland, the Orkney Islands and the Shetland Islands
- Provide sufficient freight capacity to carry goods that maximise use of the RoPax vessels with the operational timetables proposed and meet additional demand through use of freight vessels
- Provide freight capacity for dangerous goods, livestock, containers and bulk transported goods
- Ensure that the capacity we provide in terms of passengers and freight is able to manage current and projected future growth in passenger and freight demand

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2. Not used

3. Our proposal - Peak

The development of the service timetable we are proposing has considered the requirements of Scottish Ministers as set out in the ISFT, the constraints of the vessel fleet and the ports to be used.

3.1 Scrabster Stromness – RoPax

In developing the Peak Period timetable for Scrabster to Stromness, we have taken into account the analysis that was completed into current and projected future demand and the requirements set out in the ISFT.

We have developed a timetable that responds to the changes in demand level throughout the year, ensuring that peak periods of demand can be met.

- We have determined those periods in the year when three services per day are required. (High Summer Period timetable)
- Additionally, we have defined peak service days during holiday periods. (Additional Holiday Period timetable).

We have targeted weeks where three services per day are required and have defined this as the High summer Period which is supplemented with the targeted peak service days of Friday, Saturday and Monday in holiday periods. These additional holiday periods and the High Summer Period are set out in the tables below. We have recognised the need to deliver operational and cost efficiencies by not running services when demand is insufficient and later in this proposal we set out how we will increase capacity by running additional services following disruption due to unforeseen circumstances, such as weather conditions or system failures.

Our analysis shows that the times of the year when this Peak Period timetable is required are as follows:

Periods when Peak Service Timetable to operate	Total Weeks	Reason for Demand
Easter Weekend	3 weeks in total	Easter Holiday weekend Additional holiday periods
Early May Bank Holiday Weekend	1 week in total	Bank Holiday weekend Additional holiday periods
Spring Bank Holiday Weekend	1 week in total	Bank Holiday weekend Additional holiday periods
Last 2 weeks in June, all July and the first 2 weeks in August High Summer (6 days per week peak service)	9 Weeks in total	Peak tourist season (High Summer)
Summer Bank Holiday	1 Week in total	Bank Holiday weekend Additional holiday periods
3rd Week in Oct	3 weeks in total	Autumn school half term week Additional holiday periods

The proposed peak period timetables are principally targeted around Bank Holiday weekends with additional periods in the summer and autumn to accommodate the demand increases that result from the tourism and holidays.

The festive period falls outside the Peak Period however we note that during the festive periods the operational timetable will change and we are proposing not to operate services on 25th and 26th Dec, Jan 1st and Jan 2nd.

The Peak service timetable we propose, including target times of departure and arrival at port, is as follows:

Scrabster Stromness, RoPax - Peak season timetable (Additional Holiday Periods)

Departure / Arrival	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Departs Stromness	0630	0630	0630	0630	0630	0630	0630
Arrives Scrabster	0800	0800	0800	0800	0800	0800	0800
Departs Scrabster	0845	0845	0845	0845	0845	0845	0845
Arrives Stromness	1015	1015	1015	1015	1015	1015	1015
Departs Stromness	1100	-	-	-	1100	1100	-
Arrives Scrabster	1230	-	-	-	1230	1230	-
Departs Scrabster	1315	-	-	-	1315	1315	-
Arrives Stromness	1445	-	-	-	1445	1445	-
Departs Stromness	1645	1645	1645	1645	1645	1645	1645
Arrives Scrabster	1815	1815	1815	1815	1815	1815	1815
Departs Scrabster	1900	1900	1900	1900	1900	1900	1900
Arrives Stromness	2030	2030	2030	2030	2030	2030	2030

Scrabster Stromness, RoPax - Peak season timetable (High Summer Period)

Departure / Arrival	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Departs Stromness	0630	0630	0630	0630	0630	0630	0630
Arrives Scrabster	0800	0800	0800	0800	0800	0800	0800

Departs Scrabster	0845	0845	0845	0845	0845	0845	0845
Arrives Stromness	1015	1015	1015	1015	1015	1015	1015
Departs Stromness	1100	1100	1100	1100	1100	1100	-
Arrives Scrabster	1230	1230	1230	1230	1230	1230	-
Departs Scrabster	1315	1315	1315	1315	1315	1315	-
Arrives Stromness	1445	1445	1445	1445	1445	1445	-
Departs Stromness	1645	1645	1645	1645	1645	1645	1645
Arrives Scrabster	1815	1815	1815	1815	1815	1815	1815
Departs Scrabster	1900	1900	1900	1900	1900	1900	1900
Arrives Stromness	2030	2030	2030	2030	2030	2030	2030

The proposed Scrabster – Stromness timetable for peak periods meets Scottish Ministers' requirements as set out in the ISFT and delivers a number of other discreet benefits. We have analysed the strengths and weaknesses of this proposed timetable as follows:

- Our proposal meets the ISFT requirement to deliver a 90min crossing time between Scrabster and Stromness
- Our proposal ensures that passenger and freight demand is met during peak periods
- The proposal provides 20% minimum clear headroom for additional demand on every day of the operational year
- There will be a better match in the overall number of sailings, to accommodate future passenger and freight demand
- There will be a reduction in the amount of fuel used in the provision of the services
- There will be a reduction in the harbour dues paid as a result
- We acknowledge the compromise between an early first sailing and a later sailing across the Pentland Firth during the non-peak period days. Our proposal provides an early sailing time to ensure that freight transport has access to Orkney early enough to make onward deliveries to the remoter communities, yet still return to the mainland on the same day

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In compliance with the requirements of the ISFT we confirm our proposed 'departure from' and 'arrival at' port times, according to the Scrabster Stromness, Peak Period Service Timetables above) This timetable results in an average run time per leg across the Pentland Firth as follows:

Route	Distance in nm FAOP to EOP	Harbour steaming and berthing distance	Total Distance in Nm	Passage Spd in knots	Total Average speed	Time in Hours FAOP to EOP	Harbour and Berthing time in Hours	Leg Berth to Berth time in hours
Scrabster to	25.51	0.50	26.01	18.49	17.34	1.38	0.12	1.50
Stromness to Scrabster	25.51	0.50	26.01	18.49	17.34	1.38	0.12	1.50

(FAOP – Full Ahead On Passage)
 (EOP – End Of Passage)

Scrabster-Stromness RoPax - Average Speed (Peak)

As an experienced provider of public services (including critical and lifeline) SNF understands the need to consider the customer's total journey and the key role we can have facilitating improvements where possible in the end to end journey experience. This encompasses many areas; some where we have sole control of the activities, such as ensuring timetables and services, staff knowledge and service delivery but also extends to areas where we are not in sole control of all the activities such as onward bus, rail, car, taxi and pedestrian journeys.

To ensure that onward travel and a more integrated journey approach is adopted, SNF will work with other transport service providers to improve the level of integration between the Ferry and other services. Our initial observations at the two ports were that improvements could be made to:

- The general level of information provided regarding the availability and booking of taxis at Scrabster as the staff were very poorly informed and there was no available information
- The location and availability of bus and train services at Scrabster with the nearby Thurso rail station requiring a connecting bus or taxi service. This was very poor
- The availability of taxis and the connecting bus service at Stromness was very good

We will initiate and set up a working group with Orkney islands Council, Highland Council, HITRANS representatives, Stagecoach, Scotrail, CityLink and taxi operators with a remit to develop a mutually beneficial partnership approach that will ensure integration between travel modes for the benefit of our passengers. These working arrangements between the various operators will also ensure that changes to one of the services do not occur without the implications on the others being assessed and mitigated. It is envisaged that this forum will be developed further to include discussions regarding the establishment of a future National Timetable.

Subject to final agreement by the other operators, we will hold integrated transport working group meeting a minimum of three times per year. In addition, they will be held in advance of any timetable changes and at the request of any other operator. Further information on our plans for integrated transport can be found in the Marketing Plan 1.6 and the Customer Care section 1.9.1.

Our experience in other transport operations has shown us that this more collaborative approach between service providers leads to services that better meet the needs of passengers and improve satisfaction levels as well as more efficient use of resources.

3.2 Aberdeen Lerwick

In Developing the Peak Period timetable for Aberdeen to Lerwick, we have taken into account the analysis that we completed into current and projected future demand and the requirements set out in the ISFT. We have developed a timetable that responds to the changes in demand during peak periods and maintains the links between Aberdeen, Lerwick and Kirkwall.

We have recognised the need to deliver operational and cost efficiencies by not running peak services when demand is insufficient.

The peak service timetable will be in operation between 1st April and 31st October each year to meet increases in passenger and freight demand and to comply with Scottish Ministers' requirements for the minimum service levels for the Kirkwall call. The peak service timetable we propose including target times of departure and arrival at port is as follows:

Aberdeen – Lerwick RoPax - Peak Season Timetable

Departure / Arrival	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Northbound							
Departs Aberdeen	1900	1700	1900	1700	1900	1700	1700
Arrives Kirkwall	-	2300	-	2300	-	2300	2300
Departs Kirkwall	-	2345	-	2345	-	2345	2345
Arrives Lerwick (following day)	0730	0730	0730	0730	0730	0730	0730
Southbound							
Departs Lerwick	1730	1900	1730	1900	1730	1900	1900
Arrives Kirkwall	2300	-	2300	-	2300	-	-
Departs Kirkwall	2345	-	2345	-	2345	-	-
Arrives Aberdeen (Following day)	0700	0700	0700	0700	0700	0700	0700

The proposed Aberdeen (Kirkwall) Lerwick timetable for peak periods meets Scottish Ministers requirements and delivers a number of discreet benefits summarised as :

- The timetable delivers the requirement for Kirkwall stopovers and the service link between Aberdeen and Kirkwall has been retained at a frequency no less than the current service
- The link between Kirkwall and Lerwick has been retained

The proposed Kirkwall call frequency during the Peak Period is 4 x Northbound and 3 x Southbound

- We recognise the importance of the daily service between Aberdeen and Shetland Islands and the limitations because of the distance meaning that it is not possible to deliver any significant operational cost reductions, however cost optimisation on the Aberdeen – Lerwick route is delivered in other non-operational related areas
- We understand the needs of Shetland Islanders, given this is their single lifeline service and understand Scottish Ministers conclusion to maintain Kirkwall stops. We believe we have achieved a balance between the challenging objectives of both island communities.
- The proposed timetable does facilitate mid-week social / healthcare / business visits between Aberdeen and Kirkwall
- The proposed timetable does facilitate weekend social visits between Kirkwall and Aberdeen - Southbound Friday , Northbound Saturday and Sunday

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In compliance with the requirements set out in the ISFT we can confirm that there will be at least one sailing in each direction per day, every day throughout the year (with the exception of the changes brought about due to vessel dry docking and the Christmas timetable). Furthermore, all Scottish Ministers’ requirements in terms of departure and arrival times at ports have been met, including specifically the 2300 latest call into Kirkwall.

The average speed for each leg of the Aberdeen (Kirkwall) Lerwick route is set out in the following chart:

Route	Distance in nm FAOP to EOP	Harbour steaming and berthing distance	Total Distance in Nm	Passage Spd in knots	Total Average speed	Time in Hours FAOP to EOP	Harbour and Berthing time in Hours	Leg Berth to Berth time in hours
Aberdeen to Kirkwall	128.29	6.10	134.39	24.44	22.40	5.25	0.75	6.00
Kirkwall to Lerwick	93.87	5.12	98.99	13.24	12.77	7.09	0.66	7.75
Lerwick to Kirkwall	93.87	5.12	98.99	19.39	18.00	4.84	0.66	5.50
Kirkwall to Aberdeen	128.29	6.10	134.39	19.74	18.54	6.50	0.75	7.25
Lerwick to Aberdeen	184.60	3.42	188.02	16.05	15.67	11.50	0.50	12.00
Aberdeen to Lerwick	184.60	3.42	188.02	15.37	15.04	12.01	0.49	12.50

FAOP – Full Ahead On Passage
EOP – End Of Passage

Aberdeen – Lerwick RoPax - Average Speed (Peak)

As set out earlier in this proposal regarding peak service periods for the Scrabster Stromness services as an experienced provider of public services (including critical and lifeline) SNF understands the need to consider the customer’s total journey and the key role we can have facilitating improvements where possible in the end to end journey experience. This encompasses many areas, some where we have sole control of the activities, such as ensuring timetables and services, staff knowledge and service

delivery but also extends to areas where we are not in sole control of all the activities such as onward bus, rail, car, taxi and pedestrian journeys.

To ensure that onward travel and a more integrated journey approach is adopted, SNF will work with other transport service providers to improve the level of integration between the Ferry and other services. Our initial observations at all of the three ports were that improvements could be made to:

- The general level of information provided regarding the location and availability of buses and taxis at Lerwick as the information was poor and services sporadic noting the challenge of walking into the town with luggage
- The location and availability of bus and train services at Aberdeen
- At Kirkwall the arrangements were generally good with a connecting bus service to Kirkwall town centre and to Stromness and availability of taxis

We will initiate and set up a working group with Shetland Islands Council, Orkney islands Council, Aberdeen Council, HITRANS, ZETRANS representatives, Stagecoach, First Group and other bus operators, Scotrail, East Coast Trains, taxi and coach operators with a remit to develop a mutually beneficial partnership approach that will ensure integration between travel modes for the benefit of our passengers. These working arrangements between the various operators will also ensure that changes to one of the services do not occur without the implications on the others being assessed and mitigated. It is envisaged that this forum will be developed further to include discussions regarding the establishment of a future National Timetable.

Subject to final agreement by the other operators, we will hold integrated transport working group meeting a minimum of three times per year. In addition, they will be held in advance of any timetable changes and at the request of any other operator.

Our experience in other transport operations has shown us that this more collaborative approach between service providers leads to services that better meet the needs of passengers and improve satisfaction levels as well as more efficient use of resources.

4. Outcomes and Benefits – Peak proposal

We will routinely focus on our operational performance analysing occasions where we fail to meet operational targets, such as arrival and departure times, and will use this information to assess where improvements are required. Being able to analyse and learn from occasions where performance is not satisfactory is key to performance improvement. Our solution will comprise of:

- Each member of the SNF operational and management team being clear on the part they play in delivering first class operational performance and customer service. Setting company, group and personal targets for teams and individuals will become part of the everyday life of the contract.
- Operational performance analysis being published and made available to all staff teams and this information will be used to inform and motivate each team and individuals to reach for and achieve higher standards in their everyday activities.
- Achieving better fuel efficiency which is very important to SNF at a number of levels. Like all organisations we are well aware of our environmental responsibilities and as operator of the Northern Isles Ferry system, SNF will monitor fuel consumption on a journey by journey basis and ensure that the vessel Masters and their crews are aware of the impact, that the way they sail their vessels has on fuel consumption.
- Ensuring that engines operate at the minimum load required to achieve the timetabled run times will improve performance and operating costs and reduce the environmental impact.

The measurable benefits from our proposal are:

- The capacity that we provide is planned to exceed the projected demand during peak periods minimising unsatisfied demand
- We will ensure higher capacity utilisation of both the RoPax and Freight vessels by optimising timetables and ensuring the right vessels run the right timetable
- We will deliver savings in the form of reduced operating costs by
 - Reduction in fuel usage by running services to meet demand
 - Reduction in harbour dues due to the number of sailings being reduced during off peak periods
- We will continue to develop robust timetables that will enable us to adhere to departure / arrival and run times and meet Scottish Ministers' requirements for run times departure and arrival times throughout the network.

5. Freight

5.1 Summary of Our Freight Proposal

Our proposal is based on the core lane metre capacity, being provided through the RoPax services with the freight vessels providing an incremental capacity which will deliver

- A better balance of supply and demand across the network utilising the plentiful capacity available on Pentland Firth whilst reducing the pressure on capacity on Aberdeen services
- A peak season freight proposal which retains two RoRo freight vessels through a consistent and regular service pattern. This timetable predictability and consistency allows customers to plan their businesses accordingly.
- The peak freight timetable proposal complements the RoPax timetable, ensuring that a good level of capacity is available, and allowing customers to benefit from fast journey times offered by the RoPax or flexible capacity through the RoRo vessels
- Year round capacity to accommodate cargoes that can't be carried on RoPax, such as dangerous goods and cargoes that are less compatible with passengers (e.g. livestock)
- Retained a specific timetable for the critical livestock peak. This important period for the islands will be resourced with sufficient capacity and timetable amendments to meet demand
- Some capacity reserved for time sensitive cargoes on each vessel sailing

The development of our proposal takes account of the December 2011 draft Ferries Plan which clearly sets out island dependencies and suggests an order of prioritisation should the need arise:

- Orkney – Freight, Tourism
- Shetland – Freight

5.2 and 5.3 not used

5.4 Our Freight Proposal

Our proposal for freight, based on the current situation and SNF's analysis and evaluation of data and options, is to flex the available capacity through the year by means of varying the number of freight vessels in service and the timetables those vessels operate.

For a proportion of the year, the total capacity provided by two RoPax and two RoRo vessels on the Aberdeen routes is needed to satisfy the service level demand of freight and passengers.

Between June and December when seasonal passenger demand and the additional demand due to dry docking is highest on the RoPax vessel, SNF will use two freight vessels. Our analysis of the data provided indicated that the aggregate demand across the fleet increases sufficiently for this additional capacity to be necessary.

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To reflect the large tourism peak on Orkney, and the increased freight demand this triggers, SNF will modify the core timetable (set out in Section 1.2.2) to increase the number of freight vessel calls between Aberdeen and Kirkwall.

We will reserve an amount of freight capacity on every vessel sailing for time sensitive goods. This recognises the critical timescales for delivery of goods that a number of Orkney and Shetland industries need to maintain and will ensure that perishable goods can be transported to and from the Islands with minimal delay.

Proposed Freight Timetable – Peak Summer timetable (nominally, Mid June to Mid December)

Day	Vessel 1	Vessel 2
Monday	LE - AB	AB – LE
Tuesday	AB – KI - LE	LE – AB
Wednesday	LE – AB	AB – LE
Thursday	AB – KI – LE	LE – AB
Friday	LE – AB	AB – KI – LE
Saturday	AB - LE	LE – KI – AB
Sunday	Layover Lerwick	AB – KI – AB

Proposed Freight Timings – Peak Summer timetable (nominally, Mid June to mid December)

Day	Vessel 1	Vessel 2
Monday	Depart LE – 18:00 Arrive AB – 08:00 (next day)	Depart AB – 18:00 Arrive LE –08:00 (next day)
Tuesday	Depart AB – 17:00 Arrive KI –02:00 (next day) Depart KI –03:00 (next day) Arrive LE – 10:00 (next day)	Depart LE – 18:00 Arrive AB – 08:00 (next day)
Wednesday	Depart LE – 18:00 Arrive AB –08:00 (next day)	Depart AB – 18:00 Arrive LE –08:00 (next day)
Thursday	Depart AB – 17:00 Arrive KI – 02:00 (next day) Depart KI – 03:00 (next day) Arrive LE – 10:00 (next day)	Depart LE – 18:00 Arrive AB – 08:00 (next day)
Friday	Depart LE – 18:00 Arrive AB –08:00 (next day)	Depart AB – 17:00 Arrive KI –02:00 (next day) Depart KI –03:00 (next day) Arrive LE – 10:00 (next day)
Saturday	Depart AB – 18:00 Arrive LE –08:00 (next day)	Depart LE – 17:00 Arrive KI –00:00 (next day) Depart KI –01:00 (next day) Arrive AB – 10:00 (next day)
Sunday	Layover, Lerwick	Depart AB –14:00 Arrive KI –23:00 Depart KI –03:00 Arrive AB –12:00

The proposed timings on most of the routes result in a service speed of approximately 14 knots. This is the most economical running speed of the freight vessels and enables the ability to ‘catch up’ in the

event of delay to maintain high service performance.

SNF has not identified any regular freight flow that connects between the ferry service and any conventional wagon or intermodal rail freight service in Aberdeen. All onward travel is assumed to be by road.

5.4.1 Freight – Livestock

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Proposed Freight Timetable – Peak Livestock – 1 September – 31 October

Day	Vessel 1	Vessel 2
Monday	KI - AB : AB - KI	AB – KI : KI – AB
Tuesday	KI – AB	AB – LE
Wednesday	AB – KI - LE	LE – AB
Thursday	LE - AB	AB – LE
Friday	AB – KI - LE	LE – AB
Saturday	LE - AB	AB – LE
Sunday	AB – KI	LE – AB

Proposed Freight Timings – Peak Livestock – 1 September – 31 October

Day	Vessel 1	Vessel 2
Monday	Depart KI –15:00 Arrive AB – 00:00 Depart AB –05:00 (next day) Arrive KI - 15:00 (next day)	Depart AB –08:00 Arrive KI –17:00 Depart KI –23:00 Arrive AB –08:00 (next day)
Tuesday	Depart KI –22:00 Arrive AB –08:00 (next day)	Depart AB – 18:00 Arrive LE –08:00 (next day)
Wednesday	Depart AB – 17:00 Arrive KI –02:00 (next day) Depart KI –03:00 (next day) Arrive LE – 10:00 (next day)	Depart LE – 18:00 Arrive AB – 08:00 (next day)
Thursday	Depart LE – 18:00 Arrive AB – 08:00 (next day)	Depart AB – 18:00 Arrive LE –08:00 (next day)
Friday	Depart AB – 17:00 Arrive KI –02:00 (next day) Depart KI –03:00 (next day) Arrive LE – 10:00 (next day)	Depart LE – 18:00 Arrive AB – 08:00 (next day)
Saturday	Depart LE – 18:00 Arrive AB – 08:00 (next day)	Depart AB – 18:00 Arrive LE –08:00 (next day)
Sunday	Depart AB –20:00 Arrive KI –07:00 (next day)	Depart LE – 14:00 Arrive AB – 04:00 (next day)

5.4.2

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5.4.3 Outcomes and benefits of the freight timetables

Across all timetables, the proposed solution:

- Retains daily capacity for freight users between Lerwick and Aberdeen, although through the fares and marketing strategy SNF will influence freight customer behaviour to encourage the movement of non-time sensitive traffic on days when the freight vessel is running

- Enhances service standards on the freight vessel to Shetland by removing some calls into Kirkwall. This also enables a consistent schedule with the vessel running at its optimum speed in terms of fuel consumption
- Enhances the number of freight vessel links between Kirkwall and Aberdeen through the year, something desired by the livestock community on Orkney
- Provides capacity to move dangerous goods on an every-other day basis between Aberdeen and Shetland during the off-peak season, and every day for the rest of the year
- Delivers modest cost savings during the off-peak while retaining a rapidly deployable solution for resilience.
- Uses vessels that have proven reliability, are amongst the youngest of their type in the market and are already modified specifically for purpose

Off-Peak Season Timetable

6. Our passenger service proposal – Off peak

Our strategy for the introduction of the new off peak timetable is to:

- Maintain the current operational timetables until the end of 2012
- Introduce new operational timetables from the beginning of January 2013

6.1 Scrabster – Stromness

. We have assessed current and projected patronage and freight figures, combined these with Scottish Ministers requirements, as set out in the ISFT and the resulting service requirements are set out in the Timetable below:

Scrabster – Stromness RoPax - Off Peak Timetable

Departure / Arrival	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Departs Stromness	0630	0630	0630	0630	0630	0630	0630
Arrives Scrabster	0800	0800	0800	0800	0800	0800	0800
Departs Scrabster	0845	0845	0845	0845	0845	0845	0845
Arrives Stromness	1015	1015	1015	1015	1015	1015	1015
Departs Stromness	1645	1645	1645	1645	1645	1645	1645
Arrives Scrabster	1815	1815	1815	1815	1815	1815	1815
Departs Scrabster	1900	1900	1900	1900	1900	1900	1900
Arrives Stromness	2030	2030	2030	2030	2030	2030	2030

We have considered a number of factors in this proposal including the following which are either set by the Scottish Ministers' requirements or have been determined through the analysis of patronage completed by Serco and set out in the earlier analysis and current overview.

- The absolute levels of service
- The number of crossings
- The service speed and
- The operating window
- Other elements of the proposal such as the journey time within the operational window set are affected by other factors.

Our analysis shows that journeys to and from the island fall into a number of categories and as such have differing requirements.

Freight customers need to travel to Orkney at a time that gives sufficient 'on island time' to deliver their goods and return to the port at Stromness in time to catch a later sailing back to the Scottish mainland.

Passengers however, especially those travelling from Orkney to the Scottish mainland, currently prefer a later sailing from Orkney and current figures show that the 1100 sailing from Stromness is more popular. These two groups of users have differing requirements. However, if the current 1100 sailing were to be removed, the link to and from the islands would be maintained, the critical early freight links between Scrabster and Stromness would continue to facilitate the delivery of freight and deliver the reductions in operational cost that are necessary during off peak low patronage periods.

The off peak period timetable will operate for a total of 34 weeks with the remaining 18 weeks where the peak Period timetable operates.

During the Festive period the operational timetable will change and we are proposing not to operate services on 25th and 26th Dec, Jan 1st and Jan 2nd.

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In compliance with Scottish Ministers' requirements we can confirm that all departure and arrival times as indicated in the proposed off-peak timetable meet the requirements set out in the ISFT documents.

The average speed to make each leg of the run is as follows:

Route	Distance in nm FAOP to EOP	Harbour steaming and berthing distance	Total Distance in Nm	Passage Spd in knots	Total Average speed	Time in Hours FAOP to EOP	Harbour and Berthing time in Hours	Leg Berth to Berth time in hours
Scrabster to	25.51	0.50	26.01	18.49	17.34	1.38	0.12	1.50
Stromness to Scrabster	25.51	0.50	26.01	18.49	17.34	1.38	0.12	1.50

(FAOP – Full Ahead On Passage)
(EOP – End Of Passage)

Scrabster-Stromness RoPax - Average Speed (Off-Peak)

In regard to the co-ordination of ferry services with onward and connecting public transport the response for Scrabster-Stromness sets out the issues and is the same for the off peak as the peak.

Our experience in other transport operations has shown us that this more collaborative approach between service providers leads to services that better meet the needs of passengers and improve satisfaction levels as well as more efficient use of resources.

6.2 Aberdeen Lerwick – Off Peak

. We have assessed current and projected patronage and freight figures, combined these with Scottish Ministers requirements, as set out in the ISFT and the resulting service requirements are set out in the following timetable:

Aberdeen – Lerwick RoPax - Off Peak Timetable

Departure / Arrival	Monday	Tuesday	Wed	Thurs	Friday	Saturday	Sunday
Northbound							
Departs Aberdeen	1900	1900	1900	1700	1900	1700	1700
Arrives Kirkwall	-	-	-	2300	-	2300	2300
Departs Kirkwall	-	-	-	2345	-	2345	2345

Arrives Lerwick (following day)	0730	0730	0730	0730	0730	0730	0730
Southbound							
Departs Lerwick	1900	1900	1730	1900	1730	1900	1900
Arrives Kirkwall	-	-	2300	-	2300	-	-
Departs Kirkwall	-	-	2345	-	2345	-	-
Arrives Aberdeen (Following day)	0700	0700	0700	0700	0700	0700	0700

The proposed Aberdeen (Kirkwall) Lerwick timetable for off-peak periods delivers a number of other discreet benefits. We have analysed the strengths and weaknesses of this proposed timetable and have summarised these as follows:

- The timetable delivers the requirement for Kirkwall stopovers
- The link between Kirkwall and Lerwick has been retained
- The service link between Aberdeen and Kirkwall at a frequency no less than the current service has been retained
- The proposed Kirkwall call frequency, as specified by Scottish Ministers, during the Off Peak Period is 3 x Northbound and 2 x Southbound
- We understand the need of Shetland Islanders given this is their single lifeline service and understand Scottish Ministers conclusion to maintain Kirkwall stops. We do though believe that a balance has been achieved between what are challenging objectives of the two island communities.
- The proposed timetable does facilitate mid-week social / healthcare / business visits between Aberdeen and Kirkwall
- The proposed timetable does facilitate weekend social visits between Kirkwall and Aberdeen - Southbound Friday , Northbound Saturday and Sunday
- The off peak service timetable will be in operation between 1st November and 31st March the following year

During the Festive period the operational timetable will change and we are proposing not to operate services on 24th and 25th Dec and 31st Dec, 1st Jan.

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In compliance with the requirements set out in the ISFT we can confirm that there will be at least one sailing in each direction per day, every day throughout the year (with the exception of the changes brought about due to vessel dry docking and the Christmas timetable). Furthermore, all Scottish Ministers' requirements in terms of departure and arrival times at ports have been met, including specifically the 2300 latest call into Kirkwall.

In compliance with the requirements set out in the ISFT we can confirm that there will be at least one sailing in each way, per day, every day throughout the year (with the exception of the changes brought about due to vessel dry docking and the Christmas timetable). Furthermore, all Scottish Ministers' requirements in terms of departure and arrival times at ports have been met, including specifically the 2300 latest call into Kirkwall.

The average speed for each leg of the Aberdeen (Kirkwall) Lerwick route is as set out below:

Route	Distance in nm FAOP to EOP	Harbour steaming and berthing distance	Total Distance in Nm	Passage Spd in knots	Total Average speed	Time in Hours FAOP to EOP	Harbour and Berthing time in Hours	Leg Berth to Berth time in hours
Aberdeen to Kirkwall	128.29	6.10	134.39	24.44	22.40	5.25	0.75	6.00
Kirkwall to Lerwick	93.87	5.12	98.99	13.24	12.77	7.09	0.66	7.75
Lerwick to Kirkwall	93.87	5.12	98.99	19.39	18.00	4.84	0.66	5.50
Kirkwall to Aberdeen	128.29	6.10	134.39	19.74	18.54	6.50	0.75	7.25
Lerwick to Aberdeen	184.60	3.42	188.02	16.05	15.67	11.50	0.50	12.00
Aberdeen to Lerwick	184.60	3.42	188.02	15.37	15.04	12.01	0.49	12.50

FAOP – Full Ahead On Passage
EOP – End Of Passage

Aberdeen – Lerwick RoPax - Average Speed (Off-peak)

As set out earlier in this proposal regarding off peak service periods for Scrabster Stromness services, as an experienced provider of public services (including critical and lifeline) SNF understands the need to consider the customer's total journey and the key role we can have facilitating improvements where possible in the end to end journey experience. This encompasses many areas; some where we have sole control of the activities, such as ensuring timetables and services, staff knowledge and service delivery but also extends to areas where we are not in sole control of all the activities such as onward bus, rail, car, taxi and pedestrian journeys.

In regard to the co-ordination of ferry services with onward and connecting public transport the response for Aberdeen-Kirkwall-Lerwick sets out the issues and is the same for the off peak as the peak.

Our experience in other transport operations has shown us that this more collaborative approach between service providers leads to services that better meet the needs of passengers and improve satisfaction levels as well as more efficient use of resources.

7. Freight – Off Peak

7.1 Summary of our proposal

. Our proposal:

- Provides a better balance of capacity to demand, utilising the deck space available across three vessels. During this period when passenger carryings are historically low, a greater amount of capacity is available on the RoPax vessels for freight.
- Provides a complementary timetable ensuring that every day Shetland businesses are provided with a sailing each way, by either the RoPax or the freight vessel
- Dangerous goods can still be conveyed, although on an every-other-day basis.
- The proposed timetable is core and consistent with the peak timetables, ensuring customers have the predictability against which to plan.
- Reserves some capacity for time sensitive cargoes on each vessel sailing

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The popular 'Weekend Saver' sailing to Orkney is retained and the solution provides a dedicated weekly freight link between Orkney and Aberdeen for critical livestock movements.

Across the week, links between Aberdeen and Orkney are retained by the RoPax supplemented by an additional freight vessel call during the RoPax off peak weeks.

7.2 Our Off-Peak freight Proposal

From Mid December through June operating a single freight vessel to complement the two RoPax should provide a more appropriate balance of capacity.

The capacity of the two RoPax vessels to absorb a freight traffic build up as a result of cancellation – in effect the service resiliency – has been given considerable thought. Therefore SNF proposes to have two freight RoRo vessels for the full period, but deploy only one during mid December – June. During this period, the second vessel will be in ‘Hot Lay Up’, at a port along the East Coast of Scotland and rotated with the other freight RoRo vessel periodically during the single vessel period. This would ensure that both are worked in a balanced way and would ensure that we could rapidly redeploy the vessel if there are foreseeable passenger peaks, or to recover from disruption.

We believe that our “Hot lay Up” strategy provides the right level of service resilience for a freight service that is critical to the economic well being of the Orkney and Shetland Islands and delivers important operational cost savings to Scottish Ministers.

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Our analysis shows that overall available capacity on the RoPax is exceeded by demand from all users on 25% of sailings between Lerwick and Aberdeen during our off-peak period. Capacity differences based on directional loading configurations increase this to 30% between Aberdeen and Lerwick. The occasional ‘overspill’ onto the freight vessels is relatively modest and contributes to the low utilisation levels.

Freight capacity is of course needed for dangerous goods and incompatible cargoes like livestock. However, we believe there is sufficient differentiation between freight that is highly time sensitive and needs the fast daily connection of the RoPax and other freight that could be incentivised to use a freight sailing operating every other day.

We are confident there is sufficient absolute capacity using a single freight vessel for part of the year, publicised stakeholder concerns about the loss of a RoPax during the 2012 dry dock period suggests that it is the availability of these faster vessels that are perceived as being more critical for time sensitive cargoes. As the RoPax timetable and therefore capacity is remaining the same, we believe that the frequency reduction of the freight vessel is likely to be market-acceptable during the period when overall carryings on the network are low.

However, to further mitigate understandable stakeholder concerns about a reduction in the number of sailings to and from Shetland, SNF will balance this reduced level of service with a materially faster Northbound freight vessel sailing than current, a degree of freight prioritisation on RoPax sailings and the opportunity to reduce logistics cost for traffic where time sensitivity is less critical through a ‘freight vessel’ discount discussed in the ‘Fares’ section is an option.

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We propose to retain the popular ‘Weekend Saver’ sailing on Sunday evening to Kirkwall, and have provided a dedicated freight sailing between Aberdeen - Kirkwall – Aberdeen on Saturday, primarily to ensure there remains a weekly freight vessel call for the year-round livestock trade from Orkney.

In addition as per our Peak period proposals we will reserve an amount of freight capacity on every vessel sailing for time sensitive goods. This recognises the critical timescales for delivery of goods that a number of Orkney and Shetland industries need to maintain and will ensure that perishable goods can be transported to and from the Islands with minimal delay.

Proposed Off-Peak Freight Timetable – Mid December to Mid June

Day	Vessel 1	
Monday	LE - AB	
Tuesday	AB – KI – LE*	A Kirkwall call is added during RoPax off peak season. It is removed during RoPax peak season.
Wednesday	LE - AB	

Thursday	AB - LE	
Friday	LE - AB	
Saturday	AB – KI - AB	
Sunday	AB – KI - LE	

Proposed Off-Peak Freight Timings – Mid December to Mid June

Day	Depart	Arrive
Monday	Depart LE – 18:00	Arrive AB – 08:00 (next day)
Tuesday	Depart AB – 17:00 Depart KI – 03:00 (next day)	Arrive KI – 02:00 (next day) Arrive LE – 10:00 (next day)
Wednesday	Depart LE – 18:00	Arrive AB –08:00 (next day)
Thursday	Depart AB – 18:00	Arrive LE –08:00 (next day)
Friday	Depart LE – 18:00	Arrive AB –08:00 (next day)
Saturday	Depart AB -12:00 Depart KI -01:00 (next day)	Arrive KI –21:00 Arrive AB -11:00 (next day)
Sunday	Depart AB –14:00 Depart KI –03:00 (next day)	Arrive KI –23:00 Arrive LE –10:00 (next day)

The proposed timings across most of the routes above result in a service speed of approx 14kts. On the current RoRo vessels this is the most economical running speed. As they can achieve 16kts, there is an ability to ‘catch up’ in the event of delay to maintain high service performance.

The incremental loadings from the Kirkwall stop severely constrain the overall level of RoPax capacity for freight customers on Shetland. Our solution provides for a direct sailing between Lerwick and Aberdeen (and vice versa) on the days when the RoPax calls into Kirkwall.

The solution also retains the RoPax schedule that provides for Orkney weekend passenger traffic to the mainland on Friday.

Our proposal delivers the optimum balance of distributed capacity to ensure that customers in Shetland always have an adequate level of capacity available to them. This is expressed in terms of trailers as set out in the tables below.

Proposed Off-peak freight capacity – Lerwick - Aberdeen route

	LE – AB freight Capacity	AB – LE freight capacity
Monday	65 + up to 11 trailers (up to 76 trailers)	Up to 25 trailers
Tuesday	Up to 25 trailers	65 + up to 11 trailers (up to 76 trailers)
Wednesday	65 + up to 11 trailers (up to 76 trailers)	Up to 25 trailers
Thursday	Up to 25 trailers	65 + up to 11 trailers (up to 76 trailers)
Friday	65 + up to 11 trailers (up to 76 trailers)	Up to 25 trailers
Saturday	Up to 25 trailers	Up to 11 trailers
Sunday	Up to 25 trailers	65 + up to 11 trailers (up to 76 trailers)

Proposed Off-peak freight capacity – Kirkwall - Aberdeen route

	KI – AB freight Capacity	AB – KI freight capacity
Monday	c.5 trailers	No Kirkwall call by any vessel

Tuesday	No Kirkwall call by any vessel	65 trailers (RoPax off-peak) c.8 trailers (RoPax peak)
Wednesday	c.5 trailers	No Kirkwall call by any vessel
Thursday	No Kirkwall call by any vessel	c.8 trailers
Friday	c.5 trailers	No Kirkwall call by any vessel
Saturday	65 trailers	65 trailers + 8 trailers (upto 73 trailers)
Sunday	No Kirkwall call by any vessel	65 + up to 11 trailers (up to 76 trailers)

Serco has not identified any regular freight flow that connects between the ferry service and any conventional wagon or intermodal rail freight service in Aberdeen. All onward travel is assumed to be by road.

7.3 Outcomes and Benefits – Off-peak freight solution

Orkney

- Retains current single southbound freight vessel movement for livestock
- Retains current northbound 'Weekend Saver' sailing
- Daily freight capacity still exists through RoPax links
- Complements Pentland Firth connection and enables dangerous goods

Shetland

- Service level improvement on Northbound journeys – direct connection every day
- Direct Southbound connection every day
- Ability for customers to self-prioritise service level based on sailing choice
- Dangerous goods and incompatible cargoes every other day

Overall

- Capacity reduction, fuel use reduction, cost reduction
- Solution designed with resiliency in mind and fare based incentives to assist customers make choices to help the solution operate smoothly.

- 2.** The Services must include:
 - 2.1 the manning of terminals and harbour facilities for the purposes of embarking and disembarking passengers, loading and discharging of cars and freight vehicles, loose freight and parcels, containers, bagged goods, livestock containers and dangerous goods;
 - 2.2 facilities for accepting reservations, issuing tickets and other relevant documentation and marketing the operation of a common timetable, ticketing and fares database for all routes permitting reservation sales and credit card payments by telephone and internet as well as at the Operator's office and through travel agents;
 - 2.3 the provision of a detailed internet website and smartphone "App" providing links to on-line information and reservation systems, seasonal timetables, a help-desk facility and an early warning notice board to flag any disruptions and changes to the Services caused by bad weather, and the provision of real time information to passengers (through the website, smartphone App, on vessels and in Harbour offices and waiting rooms) and to road and public transport information systems (e.g. Traveline) for travellers to and from the Ferry Services;
 - 2.4 the active participation (including the adoption of logos and use of hyper-text link) of the Operator in Traveline and Transport Direct (or any other public transport information and/or journey planning website specified by the Scottish Ministers in place of or in addition to either of them) and co-operation, to the reasonable satisfaction of the Scottish Ministers with relevant tourist organisations and the operators of train and local bus services;
 - 2.5 the safe and efficient management and operation and maintenance of the Vessels so as to comply with Applicable Law including the provision of appropriate catering and hotel services and all necessary administration facilities;
 - 2.6 the provision of additional sailings for the transport of livestock or for special events;
- 3.** The Services will be operated employing a service name to be proposed by the Operator and agreed by the Scottish Ministers. (The Operator may, if he so wishes, continue to use the name "NorthLink" under which to operate and market either or both of Lot A and Lot B Services.)

4. The Operator must liaise with rail and bus operators to agree contingency arrangements in the event sailings are delayed.
5. The Operator must take into account the needs of disabled people when providing information, timetable and booking reservation systems. The Operator must have regard to the Mobility and Access Committee for Scotland travel information publication “Valuable for anyone, valuable for everyone: providing accessible information about travel”, which is available using the following link: <http://www.macs-mobility.org/docs/pubs/valuable/index.htm>.
6. The Operator must allow time for intermodal transfers where timetable variations are being proposed. The Operator must also take account of the guidance on travel issued by the Guide Dogs for the Blind Association.
7. The Operator will put in place a service level agreement for disabled passengers and provide an Accessibility Information System in line with the recommendations of the Ferries Review Accessibility Work Package, which is available using the following link: <http://www.google.co.uk/search?q=ferries+review+accessibility+report+>
8. The Operator must comply with the Plans and Systems required to provide the Services as specified by the Operator and included in the Schedules.

Traffic Volumes

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Traffic Increase Resilience

(the maximum daily volume of traffic that could be accommodated with the proposed vessel fleet (e.g. by adjusting timetables, staffing levels etc.)

Scrabster – Stromness Resilience

As an assessment of the resilience of the proposed Pentland Firth services Serco has completed an analysis of the potential capacity that could be deployed to serve the Pentland Firth using only the Hamnavoe vessel. Should traffic volumes rise dramatically or other operators fall away, SNF would be in a position to offer increased capacity as set out below. It should be noted that this increase in capacity would require a reassessment of the grant required to provide the services and would require different timetables to those included in the current Northern Isles ISFT. Our analysis confirms the following

- Pentland Firth crossings take 1 hr 30mins + 45mins turnaround time
- A departure every 2.25hrs across the 24hr period gives 10.66 crossings, 5.33 in each direction.

We have concluded that 5 crossings in each direction is possible given the lifting of staffing, subject to safe manning requirements and timetable restrictions which would provide

- Passengers – $600 \times 5 = 3000$ per 24 hr period per direction.
- Sleeping Berths – $36 \text{ berths} \times 5 = 180$ berths per 24hr period
- Sleeping Cabins – $16 \text{ cabins} \times 5 = 80$ cabins per 24hr period
- RoRo Lane length - $391 \text{ Im} \times 5 = 1,955 \text{ Im}$
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding Ro Ro lane length.
- Non RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding Ro Ro lane length.

Aberdeen – (Kirkwall) Lerwick Resilience

As an assessment of the resilience of the proposed Aberdeen (Kirkwall) - Lerwick services Serco has completed an analysis of the potential capacity that could be deployed to serve these routes using both the Hjaltland and the Hrossey exclusively on each service leg. Should traffic volumes rise dramatically, SNF would be in a position to offer increased capacity as set out below. It should be noted that this increase in capacity would require a reassessment of the grant required to provide the services and would require completely different timetable constraints to those included in the current Northern Isles Ferry Services ISFT.

Aberdeen – Lerwick (RoPax)

- Total distance 188.02 Nm (Passage + Harbour)
- Total average speed 22.4 knts (passage + harbour)
- Minimum journey time 8.39 hrs + 0.75hrs turn around time = 9.14hrs
- Maximum journeys over 24 hrs = 2.62 per vessel

Each of the two vessels would be able to complete two journeys between Aberdeen and Lerwick each day (exclusively) providing

- Passengers – $600 \times 2 = 1200$ per 24 hr period per direction.
- Sleeping Berths – $358 \text{ berths} \times 2 = 716$ berths per 24hr period per direction
- Sleeping Cabins – $117 \text{ cabins} \times 2 = 234$ cabins per 24hr period per direction
- RoRo Lane length - $450 \text{ Im} \times 2 = 900 \text{ Im}$ per 24hr period per direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding RoRo lane length.
- Non RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding RoRo lane length.

Aberdeen – Lerwick (Freighter)

- Total distance 188.02 Nm (passage + harbour)
- Total average speed 15.5 knts (passage + harbour)
- Minimum journey time 12.87 hrs + 3hrs turn around time = 15.87hrs
- Maximum journeys over 24 hrs = 1.51 per vessel

Each freight vessel would be able to complete one journey each between Aberdeen and Lerwick each day (exclusively) providing:

- Passengers – 12 x 1 = 12 per 24 hr period in either direction.
- Sleeping Berths – 12 berths x 1 = 12 berths per 24hr period in either direction
- Sleeping Cabins – 6 cabins x 1 = 6 cabins per 24hr period in either direction
- RoRo Lane length – 1,057lm x 1 = 1,057lm per 24hr period in either direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding RoRo lane length.
- Non-RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding RoRo lane length.

Aberdeen – Kirkwall

- Total distance 134.39 Nm (Passage + Harbour)
- Total average speed 22.4 knts (passage + harbour)
- Minimum journey time 5.99hrs + 0.75 turn around time = 6.75
- Maximum journeys over 24 hrs = 3.55 per vessel

Each of the two vessels would be able to complete three journeys between Aberdeen and Kirkwall each day(exclusively) providing

- Passengers – 600 x 3 = 1800 per 24 hr period per direction.
- Sleeping Berths – 358 berths x 3 = 1074 berths per 24hr period per direction
- Sleeping Cabins – 117 cabins x 3 = 351 cabins per 24hr period per direction
- RoRo Lane length - 450lm x 3 = 1350lm per 24hr period per direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding RoRo lane length.
- Non RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding RoRo lane length.

Aberdeen – Kirkwall (Freighter)

- Total distance 134.39 Nm (passage + harbour)
- Total average speed 15.5 knts (passage + harbour)
- Minimum journey time 9hrs + 3 turn around time = 12
- Maximum journeys over 24 hrs = 2 per vessel

Each of the freight vessels would be able to complete two journeys between Aberdeen and Kirkwall each day(exclusively) providing:

- Passengers – 12 x 2 = 24 per 24 hr period per direction.
- Sleeping Berths – 12 berths x 2 = 24 berths per 24hr period per direction
- Sleeping Cabins – 6 cabins x 2 = 12 cabins per 24hr period per direction
- RoRo Lane length – 1,057lm x 2 = 2114lm per 24hr period per direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding RoRo lane length
- Non-RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding RoRo lane length.

Kirkwall Lerwick

- Total distance 98.99 Nm (Passage + Harbour)
- Total average speed 22.4 knts (passage + harbour)
- Minimum journey time 4.41hrs + 0.75 turn around time = 5.1hrs
- Maximum journeys over 24 hrs = 4.7 per vessel

Each of the two vessels would be able to complete four journeys between Aberdeen and Kirkwall each day(exclusively) providing

- Passengers – $600 \times 4 = 2400$ per 24 hr period per direction.
- Sleeping Berths – $358 \text{ berths} \times 4 = 1432$ berths per 24hr period per direction
- Sleeping Cabins – $117 \text{ cabins} \times 4 = 468$ cabins per 24hr period per direction
- RoRo Lane length - $450\text{lm} \times 4 = 1800\text{lm}$ per 24hr period per direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding Ro Ro lane length.
- Non RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding Ro Ro lane length.

Kirkwall Lerwick (Freighter)

- Total distance 98.99 Nm (passage + harbour)
- Total average speed 15.5 knts (passage + harbour)
- Minimum journey time 6.75hrs + 3hrs turn around time = 9.75hrs
- Maximum journeys over 24 hrs = 2.46 per vessel

Each freight vessel would be able to complete two journeys between Aberdeen and Kirkwall each day(exclusively) providing

- Passengers – $12 \times 2 = 24$ per 24 hr period per direction.
- Sleeping Berths – $12 \text{ berths} \times 2 = 24$ berths per 24hr period per direction
- Sleeping Cabins – $6 \text{ cabins} \times 2 = 12$ cabins per 24hr period per direction
- RoRo Lane length – $1,057\text{lm} \times 2 = 2,114\text{lm}$ per 24hr period per direction
- Bulk Freight tonnage – The capacity to carry bulk freight is captured in the calculation above regarding RoRo lane length.
- Non RoRo Containerised freight - capacity to carry containerised freight is captured in the calculation above regarding RoRo lane length.

Traffic increase resilience

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Hotel and catering services

Summary of our Hotel and Catering Proposal

Serco Northlink Ferries (SNF) will create an improved up-to-date offer on-board each RoPax vessel. SNF's on-board offer will deliver a modern contemporary feel for our customers providing good quality food and beverages, giving everyone a real choice that suits all needs. This will be delivered through the following improvements:

- Improved and up-to-date catering provision, with new café bar and coffee shop/restaurant facilities
- Upgraded W-Fi facility on-board, with entertainment options for passengers who have personal computers and smartphones
- New on-board offer structure for Shetland route – with budget conscious, standard and premium offers:
 - for budget conscious passengers – a reserved seat
 - for standard passengers – a sleeping seat option with blanket and pillow and improved cabin availability
 - for premium passengers – an all inclusive offer with dedicated lounge and restaurant, with evening meal, hot and cold drinks and breakfast included
- The introduction of 'trade up' options on-board, where capacity is available
- A clear organisational focus and leadership for the entire customer experience
- Introducing a people development and training plan to support the changed emphasis toward a customer-led ethos and focus by all front line and support staff

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On-board Service

Our approach

SNF will focus on bringing up-to-date best practice from other passenger transport sectors in the areas of capacity and yield optimisation and from the High Street in the areas of retail catering. This includes the development of coffee shop and pub style meal concepts, with high quality drinks, snacks and meals appropriate to the time of day, prepared to order.

Catering

SNF will bring the catering offers up-to date in order to improve both satisfaction and therefore revenue, whilst minimising net cost. The principal initiatives will be:

Café bar

The current bar facilities will be reconfigured to provide combined bar facilities, hot drinks and hot and cold food. The hot drinks offer will be branded and hot and cold food appropriate to time of day will be available. For example, freshly baked pastries and lighter breakfast dishes will be available in the mornings and freshly prepared hot snacks will be available in the evenings.

Coffee shop and restaurant

The current self service restaurant will become a coffee shop and gastro pub style restaurant, with branded hot drinks and quality freshly prepared hot and cold food appropriate to the time of day. Hot drinks will be branded, cold food will be self service and meals will be available to order using the order

number system (visible number displayed on the table and removed when food is delivered). The breakfast hot food menu will include full British and vegetarian breakfast, porridge and a special locally sourced dish.

The evening hot food menu will include a minimum of four dishes (three on the Orkney service), including both one vegetarian dish and one locally sourced dish. During the evening, hot food will be available for longer than the current self service restaurant, either from the coffee shop and restaurant or café bar depending on season. Discounted family meal deals will be introduced to encourage family dining on-board. The SNF on-board offer will improve considerably on equivalent ferry operator offers, which retain carvery style or other 'bain marie'-based self service offers at higher prices.

Indicative sample menus are as follows:

Breakfast

Chilled fruit juices

Selection of cereals

Porridge, plain or with a choice of honey or preserves

Orkney and Scottish Cheese Platter with Oatcakes

Scottish Breakfast – Bacon, Shetland Beef & Pork Sausages, Scrambled Egg, Orkney Black Pudding, Grilled Tomato and Fried Potatoes

Poached Finnan Haddock with Poached Egg

Breakfast roll,

Croissants, Danish Pastries

Lunch and Evening Meal

Starters

Soup of the day, served with fresh bread

Highland Park Whisky Smoked Salmon simply served with Lemon and Brown Bread

Orkney Smoked Mackerel Pate with Gooseberry Relish, Salad and Oatcakes (Premium passengers on Shetland route only)

Main courses

Breast of Chicken wrapped in Scottish Ham served with a White Wine

Sauce, green beans and roasted baby potatoes

Highland Venison Casserole with Green Beans and Baby New Potatoes (Shetland route only)

Smoked Haddock Mornay Pie with a crushed Potato Topping served with Salad and Fries

Sun Blushed Tomato & Spinach Risotto

Desserts

Scottish Raspberry Cranachan

Chocolate Drambuie Mousse with Blackcurrant Sauce

Shetland Cheese Platter with Oatcakes

Orkney Ice Cream Selection with Hot Chocolate Sauce and Shortbread (Premium passengers on Shetland route only)

A La Carte Restaurant

The current à la carte restaurant on long distance RoPax Shetland services will be withdrawn and the restaurant and lounge will become a dedicated lounge and dining area for passengers who have booked premium cabin accommodation or upgraded to inclusive service on-board. Complimentary hot and cold non-alcoholic drinks or a glass of wine or beer will be available in the dedicated lounge/dining area, where the evening meal and breakfast will also be served.

On-board shop

The on-board shop will be retained and developed to offer a wider range of products, both convenience, local and alcoholic on a 'duty free' basis similar to airports and cruise ships. The Orkney route will feature a wider range of convenience products for onward travel.

Games area

The games areas on-board will be retained and rejuvenated through introduction of the latest games.

Children's play area

The children's play area will be retained and refreshed.

Entertainment

The current fixed cinema is not well used, with an average of less than 20 passengers per journey paying to use the facility. It will be withdrawn to provide accommodation for the premium reclining seating area

The introduction of an up-to-date Wi-Fi system for customer internet access will allow the provision of entertainment on demand, which will be payable at the point of use

Cabins and sleeping accommodation

It is accepted that demand for accommodation on long distance RoPax Shetland services exceeds supply at certain times of the year, although the real extent of unsatisfied demand is currently unknown because it is unrecorded. SNF will deliver the following actions to address this problem through it's fares and marketing strategies:

- Demand will be monitored and recorded, to the maximum extent possible, through the development and marketing of internet based booking, set out in the Marketing Plan (section 1.6)
- Cabin capacity will be managed flexibly. Where demand exists, cabin configuration will be altered by journey, for example, 2 berth cabins may be sold as Premium cabins and vice versa.
- We will offer unsold cabins each evening on an upgrade basis, with purchases on board including a complimentary upgrade
- Cabin configuration will be managed by journey to optimise occupancy
- Cabins will be sold twice where demand exists on via-Kirkwall journeys, with cabins serviced at Kirkwall prior to departure for Aberdeen/Lerwick
- Cabin capacity will be managed flexibly. Where demand exists, cabin configuration will be altered by journey, for example, 2 berth cabins may be sold as Premium cabins and vice versa.
- We will offer unsold cabins each evening on an upgrade basis, with purchases on board including a complimentary upgrade
- All passengers will be allocated a reclining seat, premium sleeping seat, cabin or berth space to avoid any necessity to rest or sleep in the bar and public areas after the restaurant and bar areas have closed
- Upgrades will be promoted on-board whenever accommodation is available immediately prior to departure
- Premium two berth and executive twin cabin fares will include food and drink and access to a dedicated lounge and dining area

- Upgraded Wi-Fi will meet customer expectations. From research commissioned by Serco, 71% of respondents now use smartphones, notebooks and mobile internet devices to browse on the internet for travel products alone. High speed internet access will also enable the introduction of an on-board intranet and premium services, for which payment will be required, including films and entertainment. This facility will replace the current cinema offer.

Cabin and berth accommodation

The following sleeping cabins and number of berths will be available for each sailing:

HROSSEY	Cabins	Berths
Aberdeen-Kirkwall	117	358
Kirkwall-Lerwick	117	358
Lerwick-Kirkwall	117	358
Kirkwall-Aberdeen	117	358
HJALTLAND	Cabins	Berths
Aberdeen-Kirkwall	117	358
Kirkwall-Lerwick	117	358
Lerwick-Kirkwall	117	358
Kirkwall-Aberdeen	117	358

The following mix of cabins and berths will be available:

Executive 2-berth outer

4 cabins, with current facilities and inclusive evening meal and breakfast served in a dedicated lounge and dining area

Premium 2-berth outer

10 cabins, with current facilities and inclusive evening meal and breakfast served in a dedicated lounge and dining area

2-berth outer

33 cabins with current facilities, although television will be installed in a number of additional cabins in order to improve flexibility in allocation

2-berth inner

5 cabins with current facilities

4-berth inner with TV

6 cabins with current facilities

4-berth inner

45 cabins with current facilities, although television will be installed in a number of additional cabins in order to improve flexibility in allocation

4-berth inner with curtains

10 cabins with current facilities

Accessible cabin

4 cabins with current facilities

Occupancy will be optimised through application of the Fares Plan and each type of cabin accommodation on-board will be allocated according to demand on a journey by journey basis. This will result in some passengers receiving complimentary upgrades and family groups occasionally being allocated berths with curtains. Accessible accommodation will be ring fenced until departure each evening when upgrades are sold on-board.

All unsold cabins, premium seating and inclusive catering accommodation immediately prior to a journey

will be actively promoted and sold on-board on an upgrade basis.

Cabin allocation for individual legs will be yield managed to maximise occupancy and yield with the exception of large groups, where quotas will be managed separately. Individual cabins will be available to be sold for both Aberdeen – Kirkwall and Kirkwall – Lerwick legs and vice versa.

Seated accommodation

All passengers not wanting cabin accommodation on-board will be offered a premium reclining seat with neck pillow and blanket (with a supplement payable) or allocated a reclining seat (with a nominal supplement payable). The premium reclining seating will be located in the current cinema area and will provide a quiet, comfortable environment. Premium reclining seats will appeal to price conscious passengers wanting to sleep, but without the expense of cabin accommodation and shower and will combine both seat and almost horizontal area with blanket and neck pillow for resting. This will avoid the necessity to rest or sleep in the bar and public areas after the restaurant and bar areas have closed.

Seating

In order to create a minimum standard on-board, every passenger will be required to reserve a seat if not reserving any other accommodation. A modest supplement will be payable at the time of booking. Only on the very rare occasions where total passengers exceed 490 will reserved seats for resting not be available, and in this situation, no supplement would be charged and the passenger would be advised that no accommodation is available.

Embarkation and disembarkation

Passengers arriving at the terminal earlier than the advertised embarkation time (two hours for non-stop services and one and a half hours for services calling at Kirkwall), will have access to the departures lounge in the terminal.

Disembarkation arrangements will remain unchanged and cabin passengers will be able to remain on-board until 0930, with breakfast available until 0900.

Hotel services on-board Pentland Firth services

At the outset of the contract it is our intention to offer the summer bed and breakfast option.

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Outcomes and Benefits of our Hotel and Catering Proposal

SNF will deliver the following measurable benefits from the hotel and catering strategy set out in this response:

- Increased customer satisfaction in Customer Surveys
- Increased resting quality, capacity and choice providing allocated accommodation for all passengers on virtually all sailings
- Improved utilisation of berth accommodation
- Revenue and net cost improvements
- Increased use by the 37% of Serco survey respondents who indicated that they would be more likely to use Northlink if service quality was improved
- Increase the 34% who said in 2010 Northlink research, that the ferry is their preferred method of travel

Accessibility

Response

Summary of our Accessibility Proposal

Serco Northlink Ferries (SNF) is committed to providing an accessible transport service for all customers. Our Accessible Transport Plan provides the framework for how we will work with stakeholders to review current provision and develop continuous improvements to our accessible transport solution.

The objective of the Accessible Transport Plan is to improve the provision of services in order to encourage increased ferry transport patronage by disabled persons.

To ensure that SNF is accessible to all residents of Orkney Islands and Shetland Islands, we will introduce the following initiatives:

- Appoint Community Ambassadors to represent each route of the SNF operation, Community Ambassadors will be a select group of SNF employees who are representative of the community and/or have an interest with community development; he or she will spend time released from their normal duties to work with local tourism organisations.
- Create an accessible transport working group to identify and improve accessibility transport
- Implement a Community Ambassador programme for the communities that are served by the network, which will involve:
 - Developing relationships with community organisations such as Visit Shetland, Visit Orkney, senior citizens' services and disability groups
 - Deliver Accessibility days for local residents to come along and ask questions and to find out more about our facilities
 - Provide an Accessibility brochure which will be available on line and at Ports.
 - Develop a YouTube accessibility film providing visible information
 - Building on continuous engagement with the tourism authorities,

Serco has already engaged with local stakeholders on the Orkney Islands and the Shetland Islands over the past eighteen months and we are looking forward to making further contact during the mobilisation period, and becoming part of the communities that we serve.

Through communication with these groups, we will gain a further understanding of community perceptions in relation to using SNF services and then decide upon any relevant strategies and initiatives to address any issues.

Analysis of the current challenges and opportunities

SNF has carried out 100 hours of research on Northlink Ferries to understand how disabled customers get around. It is pleasing to see lifts and easy access to the ferries at all ports and on ferries and we have witnessed disabled passengers in electric wheelchairs easily moving around the ferry.

Continuous investigation and feedback will be a key component of our disabled passenger service provision. SNF will investigate and complete the following activities as part of disabled customer feedback investigation:

- Maintain accurate and thorough reports and records
- Manage all items within the customer feedback management system
- Categorise all feedback as required under the customer feedback policy
- Manage the staff complaints and monitoring programme
- Identify where staff could benefit from training to improve conduct. Training could take the form of one-on-one coaching, group training or through written communication.

Defining Disability

'Disabled person' or 'person with reduced mobility' means any person whose mobility when using transport is reduced as a result of any physical disability (sensory or loco motor, permanent or temporary), intellectual disability or impairment, or any other cause of disability, or as a result of age, and whose situation needs appropriate attention and adaptation to their particular needs of service made available to all passengers.

The regulation states that disability may not be used as a reason for denying a passenger the right to board. Free assistance must be provided to disabled people in Ports, on condition that the carrier or the Port operator is notified when the reservation is made or at least 48 hours before boarding.

In addition, reference to 'Mocsmobility' is important to developing our approach to accessibility. It was a report in 2008 which was delivered to European Commission which led to the creation of a European network of Mobility Centres as a "direct response to the many problems encountered by researchers when undertaking a mobility experience"

Our Accessibility Proposal

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SNF will conduct a detailed review of the ferry network involving external stakeholders, to understand future improvement opportunities linked to any wider programmes. Incorporating findings from independent audits, SNF will carry out a formal accessible transport review on an annual basis in partnership with external stakeholders.

Customer surveys

SNF will incorporate results from stakeholder surveys with disability groups, local island authorities and tourism organisations into our annual transport review. Conducted by the Head of Marketing and Communications, the surveys will provide direct understanding of opportunities to improve accessibility services across the ferry network. Stakeholder surveys will provide a forum for identifying and assessing potential compliance issues.

Staff training;

Specific accessibility training modules will be incorporated into the learning and development of SNF staff. Training will involve:

- Overview of different accessibility challenges and customer issues
- Understanding of various disabilities
- Practical training in administering assistance to customers
- Actively promoting opportunities for front line staff to learn new skills, for example sign language

SNF staff will be trained to ensure that the needs of our disabled passengers are considered at all times and particularly at times of disruption to ferry services.

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The design and delivery of a more accessible Northern Isles ferry transport network is built on the following approach that has been successful in our other transport operations:

- Delivery of challenges and opportunities
 - Understand changes to regulation (EU) no 1177/2010 that come into force December 2012
 - Understand current challenges and opportunities for improvement
- Feedback procedures
 - Understand feedback from customers and identify improvement opportunities
- Accessible Transport Programme
 - Work closely with organisations in both Orkney & Shetland to develop sustainable

solutions to improve access across the network

- Implement accessible transport programme
 - Transition programmes into the ferry network
- Monitor and measure
 - Monitor and measure the success of the accessible transport programmes.

SNF will have an Accessibility Policy which will provide specific details regarding SNF responsibilities.

The Accessibility policy will:

- Prioritise the importance of improving accessibility across SNF operations
- Define staff protocols for dealing with customers
- Outline training requirements to improve staff dealings with customers
- Validate customer feedback requirements
- Outline methods for measuring accessibility programme success

Vessel facilities

There are four cabins with accessibility for disabled customers and SNF will ensure these cabins are made available for any disabled passenger and their carer wishing to book accommodation up until the point of sale. Each vessel's Hotel Manager will ensure all customers with special needs are assisted on arrival at the vessel and will continue to check on their wellbeing throughout their journey, paying particularly attention to the customers' requirements for food and drink, disembarking safely and ensuring they have onward travel and assistance booked to get them to their destination with ease.

Port facilities

SNF staff will provide assistance at each port for customers with special requirements, e.g. elderly passengers, disabled passengers and adults /carers with children. Customers will be asked if they have any assistance requirements at the time of their booking for travel and all booked assistance will be communicated clearly to staff at the port concerned. The following information/assistance will be provided:

- Staff will assist customers to the ferry and will also carry any reasonable luggage, if necessary
- Staff will update visual information systems and make aural announcements
- Staff will look out for visually-impaired passengers and will assist where required
- Whenever possible, staff will give sufficient time to allow those needing extra help to board the ferry earlier
- Details of accessible port stops, features, priority seating areas and wheelchair allocation spaces will be provided
- In relation to customers with vision impairments, help and information will be given regarding boarding and disembarking the ferry

Marketing and Communications at SNF will work closely with port supervisors and the Customer Service Centre Manager to ensure customer feedback comments are implemented if it is deemed suitable. They will work with local disability groups to design and develop facilities, improve disabled access and create a functional environment for all our disabled passengers

Marketing and Communications will ensure that all relevant information, including on line reservations and information, concerning the conditions of carriage, journey information and access conditions is available in appropriate and accessible formats for disabled persons and persons with reduced mobility, all information systems and announcements will be reviewed to ensure they are DDA compliant.

Disruption to facilities and services

Disruption to services and facilities can significantly impact on all customers, especially disabled people. Where services are disrupted, we will do everything possible to ensure that, wherever possible, disabled customers are able to continue with their journey.

We will offer accessible transport to take customers to their destination or back to their origin, if more

convenient. If disruption occurs before sailing, passengers will be offered the next available service.

If services are going to be disrupted for a longer period of time, or we are aware in advance that there is going to be a problem, our Customer Service team will contact customers who have booked, and we will help them make new arrangements.

Transport link

We have determined a number of improvement opportunities to incorporate into our new website to assist with onward travel, as currently it is not clear for a disabled passenger how they book onward travel to or from any port.

SNF will work closely with local transport providers to tie booking requirements through their website. We will engage with local taxi firms to advertise availability of disabled people carriers to pick up at each port.

We can provide assistance to and from the port entrance, forecourt, car park, taxi rank or connecting bus service, if this is within the forecourt of ports. We will not be able to provide assistance to and from other transport links beyond the immediate port area. Where we can we will work with other transport providers to ensure that a full assistance service is provided.

Putting an Accessibility Information System in place.

There are a number of initiatives which will form part of our Accessibility Information System which are explained in more detail below. These are:

- Accessible Transport Group
- Ferries for Everyone
- Accessible days
- You Tube accessibility campaign
- Accessibility brochure

SNF believes the three RoPax vessels to be compliant with current accessibility legislation and we will be proactive in ensuring that the vessels continue to be accessible for all our customers.

Accessible Transport Group

The accessible transport working group will provide a forum to identify and improve accessible transport. The accessible transport working group will include:

- External and internal stakeholder involvement, which will include DPTAC
- Opportunities to review accessibility audits and reports, including the Ferries review – Accessibility Work Package - to develop recommendations
- Carry out discussions with Scottish Government on the implementation of an accessibility Improvement Fund, and how this will effect SNF.
- Attendance at the Mobility and Access Committee Scotland's (MACs) quarterly meetings to ensure continuous improvements are made, so that SNF keeps up to date with legislation.

The Accessible Transport Working Group will provide a forum for identifying and assessing potential compliance issues.

As a leading transport operator we understand the importance of adhering to legislation and regulation applicable to providing accessible transport services.

Continuous improvement

Ferries for Everyone

The community ambassador programme will incorporate quarterly 'Ferries for Everyone' information sessions at various locations including local community and neighbourhood centres, shopping centres and Ports, where residents will be able to access travel, ticket and timetable information, ask questions, give suggestions and discuss any issues with their local Ambassador.

Accessibility Days

SNF will run 'Accessibility Days' with our communities across the ferry network. Accessibility days will include activities and demonstrations such as:

- Purchasing a ticket
- Travelling safely
- Ride and ferry - how to take your bike
- Parents with children – important things to know
- Where we go – interesting things to see and do
- Travelling with a disability
- Getting to and from the ferry
- What signs to look out for

These accessibility days will aid SNF to communicate the accessibility features of each port and vessel and what improvements have been made. This information will be available on the SNF website and we will implement a star system to show the accessibility of each area.

Accessibility Days will be promoted through local community notice boards, community radio and newsletters, and online via the SNF website

YouTube accessibility campaign

SNF will introduce an accessibility YouTube campaign to provide visible information for customers requiring further information. The visual YouTube videos will provide information for the following ferry activities:

- Purchasing tickets
- Accessing the Port
- Boarding the Port
- Locating spaces/seating
- Disembarking the ferry
- Asking for assistance

The YouTube accessibility campaign will encourage ferry usage by providing disabled commuters with further visibility of the end-to-end ferry experience.

Accessibility brochure

SNF will create a specific Accessibility brochure for the ferry network. The Accessible brochure will provide a map for all ports allowing disabled and restricted access. Written details and requirements will be provided for:

- Purchasing tickets
- Accessing the port
- Boarding the port
- Locating spaces seating
- Disembarking the ferry
- Asking for assistance.

Serco has vast experience creating information to assist transport accessibility.

Outcomes and Benefits of our Accessibility Proposal

The Accessible Transport plan will be formally reviewed on an annual basis to recognise performance and identify improvement activities, which include our effectiveness of our marketing strategy. Key to

reviewing and measurement of the plan will be feedback and complaints. Other measurement mechanisms will include:

- Raised patronage
- Raised occupancy of disabled cabins
- Customer satisfaction survey scores
- Customer feedback

Signed for and on behalf of the Scottish Ministers	Signed for and on behalf of Serco Ltd
Signature.....	Signature.....