



Aviation, Maritime, Freight & Canals Directorate

Clyde and Hebrides Ferry Services

**Contract for the Provision of Ferry Services
Between the Scottish Ministers and
Calmac Ferries Ltd**

**Contract and Schedules
PART 2: SCHEDULES 6-10
22 AUGUST 2016
TS/MTRIPS/SER/2015/01**

**PUBLISHED VERSION
JULY 2017**

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**CLYDE AND HEBRIDES FERRY SERVICES
CONTRACT FOR THE PROVISION OF FERRY SERVICES**

DRAFT CONTRACT AND SCHEDULES

PART 2; SCHEDULES 6 - 10

**22 August 2016
TS/MTRIPS/SER/2015/01**

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Public Service Contract

Between

The Scottish Ministers

And

Calmac Ferries Ltd

Dated: 22 August 2016

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Executed Contract 22.08.16	Clyde and Hebrides Ferry Services Contract for Provision of Ferry Services Contract and Schedules 1-5
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CONTRACT AND SCHEDULES 1 – 5 ARE CONTAINED IN PART 1

Executed Contract 22.08.16	Clyde and Hebrides Ferry Services Contract for Provision of Ferry Services Contract and Schedules 1-5
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SCHEDULE 6 - MOBILISATION PLAN

This and the following pages 326- 352 comprise Schedule 6 to the foregoing Contract between the Scottish Ministers and Calmac Ferries Ltd.

1. The Mobilisation Plan must be developed in accordance with Clause 5 and shall include:
 - Operator's programme for achieving handover – vessel inspections , Harbours and all relevant equipment and property;
 - MCA Certificates;
 - key job descriptions;
 - programme for staff (onshore and seagoing) familiarisation and training;
 - arrangements for taking over and honouring bookings for the Ferry Services made by the outgoing operator;
 - arrangements for obtaining customer data and complying with the Data Protection Act 1998;
 - project plan for delivery of the Mobilisation Plan;
 - arrangements for handling passengers, vehicles, freight, loose freight and parcels etc.;
 - identify training needs of sea-going and shore-based staff and produce a training plan;
 - arrangements providing for consultation with user groups, local authorities and CMAL;
 - contingency plans to deal with possible delays.

2. The Operator undertakes In accordance with clause 5 to develop and pursue the following draft Mobilisation Plan:

1.4.1 Draft Mobilisation Plan**Service offerings and contractual undertakings**

Our Service Offering is set out in the form of a mobilisation project plan and describes:

- » The Mobilisation Plan
- » How we will govern Mobilisation
- » How we will co-ordinate the interface with the Harbour Start up Project
- » Our team for Mobilisation
- » Roles and responsibilities
- » How we propose to manage risk during Mobilisation
- » Activities planned for delivery at CFL's risk prior to Contract Award
- » Activities planned for delivery following Contract Award covering:
 - a) A structured list of all activities, contracts, leases, approvals, certification, consents, insurances, etc. that will need to be put in place to allow the start of Services on the Commencement date
 - b) The Operator's programme for taking delivery of the Fleet Vessels
 - c) Identification of all Port and Harbour and land-based facilities necessary for the provision by the Operator of the Services
 - d) The Operator's programme for procuring such facilities and the timetable for procurement
 - e) The Operator's programme for obtaining passenger certificates and any other Maritime and Coastguard Agency (MCA) authorisations
 - f) The Operator's arrangements for providing appropriate insurances
 - g) Job specification for all key employees required for the provision by the Operator of the Services
 - h) The Operator's programme for any transfer of staff (onshore and seagoing) and (where necessary) familiarisation and training including, without limitation, disability and awareness training
 - i) Arrangements for taking over existing ticketing and booking system and honouring bookings for the Services made, and in respect of which payment, in whole or in part, may have been received by the incumbent
 - j) Arrangements for working with incumbent operator to receive funds paid for future journeys, etc and reconciling with prevailing ticket costs to identify any shortfall or excess [to be settled by Transport Scotland]
 - k) Arrangements for servicing replacement assets in the vessels e.g. uniforms, spares, systems, etc.
 - l) Arrangements for obtaining customer data and complying with the Data Protection Act 1998 and for registering an agreed brand or service name for use in connection with the Services

- m) The Operators proposals for the commissioning of a new ticketing and booking system as required by the Marketing Plan Supplement - Smart and integrated ticketing
 - n) Consultation proposals with Local Authorities, RTP's and other key partners / stakeholders
 - o) Arrangements for introducing new branding to the services (if proposed), including replacement of uniforms and changes to vessel livery
 - p) The Operator's programme for co-operating with the incumbent Operator and agreeing with the Scottish Ministers the measures that will be taken to secure the seamless transition of services through the incumbent Operator's Handover Assistance Plan
 - q) The Operator's project management process for delivery of the Start-up Plan
- » Activities planned for delivery on the Commencement Date
 - » Activities planned for delivery in the period immediately following Commencement Date
 - » Service Offering and Contractual Undertakings milestones

Mobilisation Plan

Our plan describes how we will approach the transition between the two Contracts. We will work with the Scottish Ministers, Transport Scotland and our stakeholders to transfer between contracts smoothly by the Commencement Date, whilst maintaining control and reliable delivery for the customer.

Our transition covers activities started during tender preparation, through Contract Award, Contract start date to the end of the first quarter (31st January 2017), approximately 100 days after transfer. We have broken this into stages, as illustrated in Figure 1.4.1 (e):



Figure 1.4.1 (e) Transition stages – Mobilisation covers activities started during the preparation of our tender submission through Contract Award, Commencement Date to the end of the first quarter (31st January 2017), approximately 100 days after transfer.

Pre Contract Award covers those activities that CFL proposes to undertake at its own risk. Mobilisation covers activities that will happen following Contract Award and are necessary for the Contract to start on the agreed date. Start-Up covers activities that are required to successfully start the Harbour Operating Agreement on the agreed start date. Migration starts immediately following the Commencement Date and covers the period through to the end of the first Contract quarter.

We plan to deliver mobilisation and migration through a number of discrete packages of work designed to:

- » Satisfy all Contract, lease and formal documentation requirements for the Contract start
- » Provide a safe operation from Commencement Date, through CFL's safety culture, systems and processes underpinned by the DoC
- » Deliver specific time-critical activities, such as Smart ticketing plans and associated procurement activities
- » Support employees through the Contract transition using our proven communication channels direct to employees and working collaboratively with unions and employee representatives to maintain morale and performance
- » Ensure customers and stakeholders are fully informed through a targeted cohesive and integrated marketing and communications campaign designed to engage actively with all stakeholder groups
- » Launch the new Contract

At the same time, but out of the formal scope of Mobilisation, we will also:

- » Deliver the Start-Up project for the Harbour Operating Agreement
- » Complete initial planning for longer term Contract obligations
- » Start delivery for key projects, such as our organisation structure and manning level changes

Management of risk

Our risk management activities to be completed during mobilisation include:

- » Capturing and monitoring risks using the risk register
- » Tracking delivery of risk mitigation actions
- » Risk workshops
- » Peer reviews
- » Readiness review

Stage	Key risk management activities
Pre Contract Award	Collate all risks already identified in tender documents into one register Review this register and establish a specific transition risk register
Mobilisation	Initial Risk Workshop (as part of Mobilisation Kick Off Workshop) Produce transition risk register On-going risk review, monitoring and reporting Peer reviews. Readiness review (see below in section on Commencement Date)
Migration	Complete final risk management actions Merge transition risk register into existing CFL risk management processes including transferring ownership of key controls

[REDACTED]

Pre award activities in preparation for new Contract mobilisation

Critical pre-project preparation, described in Table 1.4.1 (g) must be undertaken before Contract Award to enable us to 'hit the ground running'. During tender preparation we have developed our objectives, set out our high-level project plan and identified the resources required.

During this stage we will review and refine these and undertake early procurement activities associated with long lead items. We will also complete the work to secure the replacement DoC, which will be valid until April 2021.

Table 1.4.1 (g) Pre Contract Award Mobilisation Plan activity schedule – this up-front work will create the solid base from which to 'hit the ground running'.

ITT requirement (Mobilisation Workstream)	[REDACTED]
a) A structured list of all activities, contracts, leases, approvals, certification, consents, insurances, etc. that will need to be put in place to allow the start of Services on the Commencement date	[REDACTED]
b) The Operator's programme for taking delivery of the Fleet Vessels	[REDACTED]
c) Identification of all Port and Harbour and land-based facilities necessary for the provision by the Operator of the Services	[REDACTED]
d) The Operator's programme for procuring such facilities and the timetable for procurement	[REDACTED]
e) The Operator's programme for obtaining passenger certificates and any other Maritime and Coastguard Agency (MCA) authorisations	[REDACTED]

ITT requirement (Mobilisation Workstream)	
f) The Operator's arrangements for providing appropriate insurances ██████████	████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████
g) Job specification for all key employees required for the Mobilisation by the Operator ██████████	████████████████████ ████████████████████ ████████████████████ s
h) The Operator's programme for any transfer of staff (onshore and seagoing) and (where necessary) familiarisation and training including, without limitation, disability and awareness training ██████████	████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████
i) Arrangements for taking over existing booking system and honouring bookings for the Services made, and in respect of which payment, in whole or in part, may have been received by the incumbent ██████████	████████████████████ ████████████████████ ████████████████████
j) Arrangements for working with incumbent operator to receive funds paid for future journeys, etc and reconciling with prevailing ticket costs to identify any shortfall or excess [to be settled by Transport Scotland] ██████████	████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████
k) Arrangements for servicing replacement assets in the vessels e.g. uniforms, spares, systems, etc. ██████████	████████████████████ ████████████████████ ████████████████████
l) Arrangements for obtaining customer data and complying with the Data Protection Act 1998 and for registering an agreed brand or service name for use in connection with the Services ██████████	████████████████████ ████████████████████ ████████████████████
m) The Operators proposals for the commissioning of a new ticketing and booking system as required by the Marketing Plan Supplement – Smart and integrated ticketing ██████████	████████████████████ ████████████████████ ████████████████████ ████████████████████
n) Consultation proposals with Local Authorities, RTP's and other key partners / stakeholders ██████████	████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████

**ITT requirement
(Mobilisation Workstream)**

o) Arrangements for introducing new branding to the services (if proposed), including replacement of uniforms and changes to vessel livery

[Redacted]

p) The Operator's programme for co-operating with the incumbent Operator and agreeing with the Scottish Ministers the measures that will be taken to secure the seamless transition of services through the incumbent Operator's Handover Assistance Plan

[Redacted]

q) The Operator's project management process for delivery of the Plan

[Redacted]

[Redacted]

Mobilisation

On Contract Award the [Redacted] [Redacted] finalise the project governance arrangements.

We recognise that mobilisation is critical in ensuring a seamless transfer and will start by bringing together the wider mobilisation team (including the harbour start-up team and representatives from Transport Scotland's procurement team, CMAL and Scottish Ministers) for a Kick-Off Workshop.

This workshop will be led by the [Redacted] and will:

- » Refine the governance arrangements
- » Agree roles, responsibilities and ways of working
- » Review the draft Mobilisation Plan
- » Revise the Mobilisation Plan and develop more detailed workstream schedules to reflect the requirements
- » Agree the updated Mobilisation Plan for submitting to Scottish Ministers

This updated Mobilisation Plan (high-level draft overview in Table 1.4.1 (w)) will be submitted to Scottish Ministers within [14 days] of the Mobilisation Date by the

Our legal team will manage the process for delivering Contract documentation required to be signed by CFL prior to the Commencement Date.

Other critical activities include:

- » Development of a detailed Smart and integrated ticketing scheme for submission to / approval by Scottish Ministers
- » Negotiations regarding vessel condition
- » Development of a marketing and communications launch campaign
- » Engagement with Local Authorities, Regional Transport Partners (RTPs), and communities

As the current Operator we do not have the burden of information and consultation associated with the transfer of employees. We will continue to use our established routes for consultation, information and communication with all employees and their representatives as part of the mobilisation.

There will be no necessity to elect employee representatives or consult over Measures with the workforce and their representatives. We will avoid potential unrest and dispute with the workforce through the trust and relationships developed over many years, allaying fears, building confidence and reducing potential for dispute that change may bring.

Good communication to ensure all staff have a thorough understanding of the new Contract

We will build mobilisation messaging and briefings on Contract changes and requirements into existing proven internal communications mechanisms.

ITT requirement (Mobilisation Workstream)	[REDACTED]
g) Job specification for all key employees required for the Mobilisation by the Operator [REDACTED]	[REDACTED]
h) The Operator's programme for any transfer of staff (onshore and seagoing) and (where necessary) familiarisation and training including, without limitation, disability and awareness training [REDACTED]	[REDACTED]
i) Arrangements for taking over existing booking system and honouring bookings for the Services made, and in respect of which payment, in whole or in part, may have been received by the incumbent [REDACTED]	[REDACTED]
j) Arrangements for working with incumbent operator to receive funds paid for future journeys, etc and reconciling with prevailing ticket costs to identify any shortfall or excess [to be settled by Transport Scotland] [REDACTED]	[REDACTED]
k) Arrangements for servicing replacement assets in the vessels e.g. uniforms, spares, systems, etc. [REDACTED]	[REDACTED]
[REDACTED] customer data and complying with the Data Protection Act 1998 and for registering an agreed brand or service name for use in connection with the Services [REDACTED]	[REDACTED]
m) The Operators proposals for the commissioning of a new ticketing and booking system as required by the Marketing Plan Supplement – Smart and integrated ticketing [REDACTED]	[REDACTED]

Major community and stakeholder events being considered

July16	Hebridean Celtic Festival, Stornoway Tiree Music Festival ButeFest
September16	Best of the West, Inveraray

Commencement Date

Prior to the Commencement Date the [REDACTED] will hold a readiness review to ensure that everything needed to operate the Service is in place. This review will be managed using a detailed go-live checklist that will be developed by the [REDACTED]

This review is scheduled to be held three weeks before the Commencement Date to provide sufficient time for any remedial action to be undertaken or contingency plans to be put in place.

For the Contract launch on the Commencement Date we plan to hold a series of launch events, listed in outline in Table 1.4.1 (j), with staff, customers and communities. The exact details will be developed by the [REDACTED] in consultation with these groups.

Table 1.4.1 (j) Launch events to inform and engage staff, customers and communities of future changes and improvements.

Key activities for this date

For staff	» Uniform refresh / items with Operator brand » Launch our on-board refresh
For customers	» Customer launch 'event' / competition » Launch catering and retail proposition » Launch Operator brand » Launch on-board refresh
For communities	» Community events » On board / shore events during October to coincide with local half term holiday periods » Launch catering and retail proposition » Launch on-board refresh
For stakeholders	» Formal Contract press and launch event

Migration

Migration will start immediately following the Commencement Date and will continue until the end of the first quarter of the first Service Year. The focus during this initial stage of the Contract is to:

- » Ensure that all new activities are running smoothly
- » Start delivery of longer term Contract requirements
- » Close the Mobilisation project in a controlled manner

Delivering a seamless transition requires in-depth knowledge of the business and a structured approach to managing a variety of workstreams. [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

Table 1.4.1 (k) Activity during Migration, designed to maintain compliance and formally close the project.

ITT requirement (Mobilisation Workstream)	[REDACTED]
a) A structured list of all activities, contracts, leases, approvals, certification, consents, insurances, etc. that will need to be put in place to allow the start of Services on the Commencement date	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
b) The Operator's programme for taking delivery of the Fleet Vessels	[REDACTED] [REDACTED]
c) Identification of all Port and Harbour and land-based facilities necessary for the provision by the Operator of the Services	[REDACTED] [REDACTED]
d) The Operator's programme for procuring such facilities and the timetable for procurement	[REDACTED] [REDACTED]
e) The Operator's programme for obtaining passenger certificates and any other Maritime and Coastguard Agency (MCA) authorisations	[REDACTED] [REDACTED] [REDACTED]
f) The Operator's arrangements for providing appropriate insurances	[REDACTED] [REDACTED]
g) Job specification for all key employees required for the Mobilisation by the Operator	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
h) The Operator's programme for any transfer of staff (onshore and seagoing) and (where necessary) familiarisation and training including, without limitation, disability and awareness training	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

<p>ITT requirement (Mobilisation Workstream)</p>	<p>[Redacted]</p>
<p>i) Arrangements for taking over existing booking system and honouring bookings for the Services made, and in respect of which payment, in whole or in part, may have been received by the incumbent</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>j) Arrangements for working with incumbent operator to receive funds paid for future journeys, etc and reconciling with prevailing ticket costs to identify any shortfall or excess [to be settled by Transport Scotland]</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>k) Arrangements for servicing replacement assets in the vessels e.g. uniforms, spares, systems, etc.</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>l) Arrangements for obtaining customer data and complying with the Data Protection Act 1998 and for registering an agreed brand or service name for use in connection with the Services</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>m) The Operators proposals for the commissioning of a new booking and ticketing system as required by the Marketing Plan Supplement – Smart and integrated ticketing</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>n) Consultation proposals with Local Authorities, RTPs and other key partners / stakeholders</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>o) Arrangements for introducing new branding to the services (if proposed), including replacement of uniforms and changes to vessel livery</p> <p>[Redacted]</p>	<p>[Redacted]</p>
<p>p) The Operator's programme for co-operating with the incumbent Operator and agreeing with the Scottish Ministers the measures that will be taken to secure the seamless transition of services through the incumbent Operator's Handover Assistance Plan</p> <p>[Redacted]</p>	<p>[Redacted]</p>

Service offerings and contractual undertakings milestones

Contractual undertakings	Milestone date
Appoint Key Personnel	By Commencement Date
Appoint a Transition Director	By Contract Award
Provide Scottish Ministers with a Mobilisation Plan for approval	Within [14] days of Mobilisation Date
Create the Mobilisation Board	Mobilisation Date plus [14] days
Provide the Scottish Ministers two certified copies of each of the executed Principal Contracts (except the Tripartite Agreement).	7 days after Contract Execution Date
Hold a Mobilisation kick off workshop	Within one month of Mobilisation Date
Complete a Go Live Readiness review	By [14] days prior to Commencement Date
Provide evidence of insurance arrangements	By Commencement Date
Provide copies of agreements with third party port owners	By Commencement Date
Provide copies of MCA certificates	By Commencement Date
Commence delivery of services	Commencement Date
Mobilisation risk workshop	Within one month of Mobilisation Date

1.4.2 Programme for the Mobilisation Plan**Service Offerings and Contractual Undertakings**

Our comprehensive programme provides assurance that we fully understand the work associated with mobilisation and have the capability to deliver on schedule. The schedule reflects the scope of work discussed in 1.4.1 and the reporting described in 1.4.3.

a) All activities shall have unique activity IDs and shall be coded to a Work Based Sequence structure

The Work Based Sequence structure (WBS) is described in 1.4.1 as part of the overall mobilisation plan and used here to identify activities.

The WBS is included as a separate field in the attached plan.

b) The duration of each activity shall include a risk allowance that the Participant considers appropriate. The amount of risk time shall be declared in a custom data field item or notes field assigned to each activity.

A risk allowance is included as a separate field and noted in the attached plan.

c) The activities shall be logic linked so that a closed logic network is formed and critical path analysis can be carried out

Use of the successor / predecessor function has been made to build the logic.

This is shown as a specific field in the attached plan.

d) The use of constraint dates shall be kept to a minimum

Constraint dates kept to key ones.

e) The programme shall include all key incumbent Operator constraints

Key incumbent Operator constraints are illustrated on the attached plan.

f) The programme shall include all key Scottish Ministers' constraints

Key Scottish Ministers' constraints are illustrated on the attached plan.

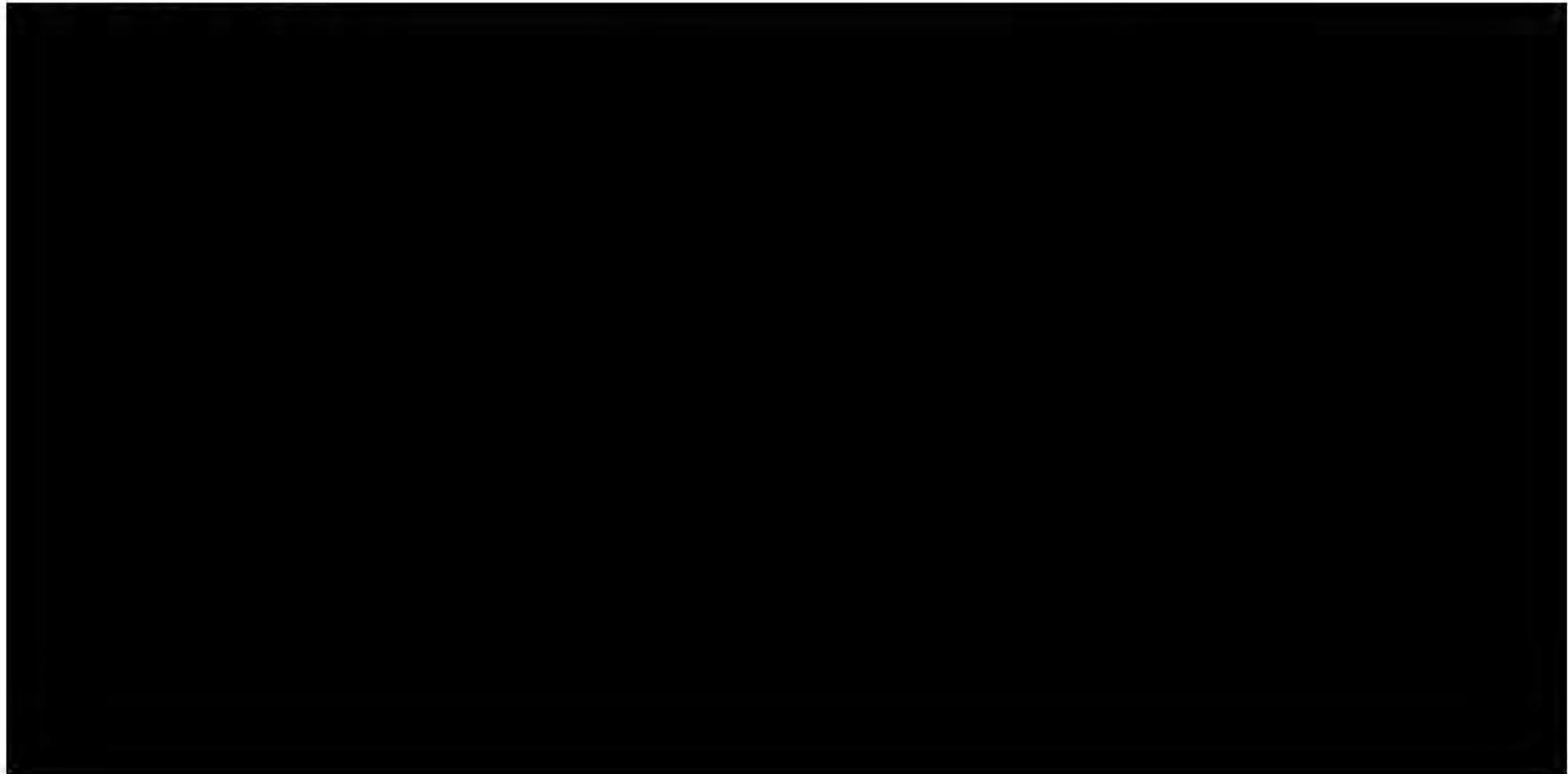
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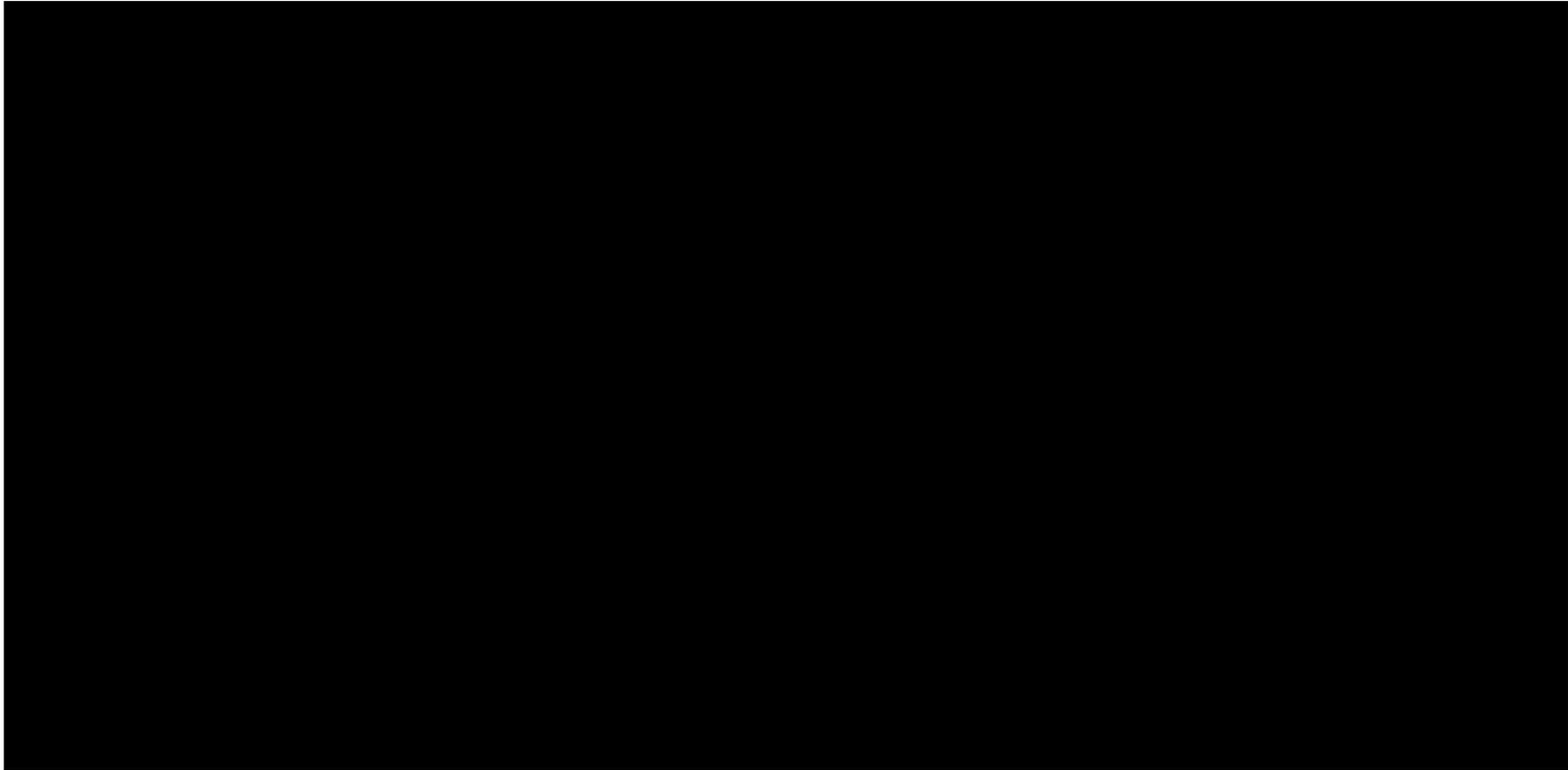
Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 6

The Programme Plan



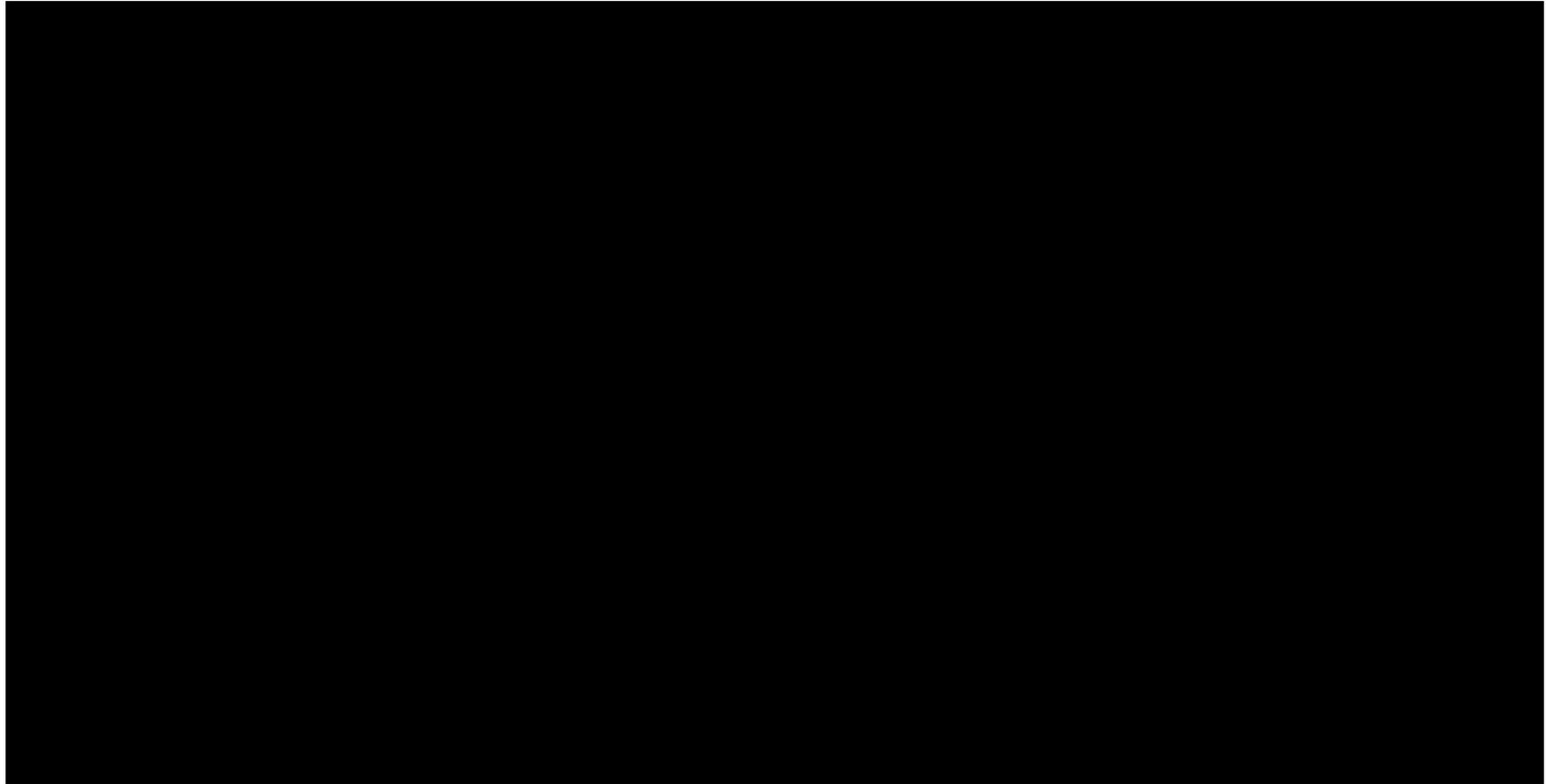
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Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 6



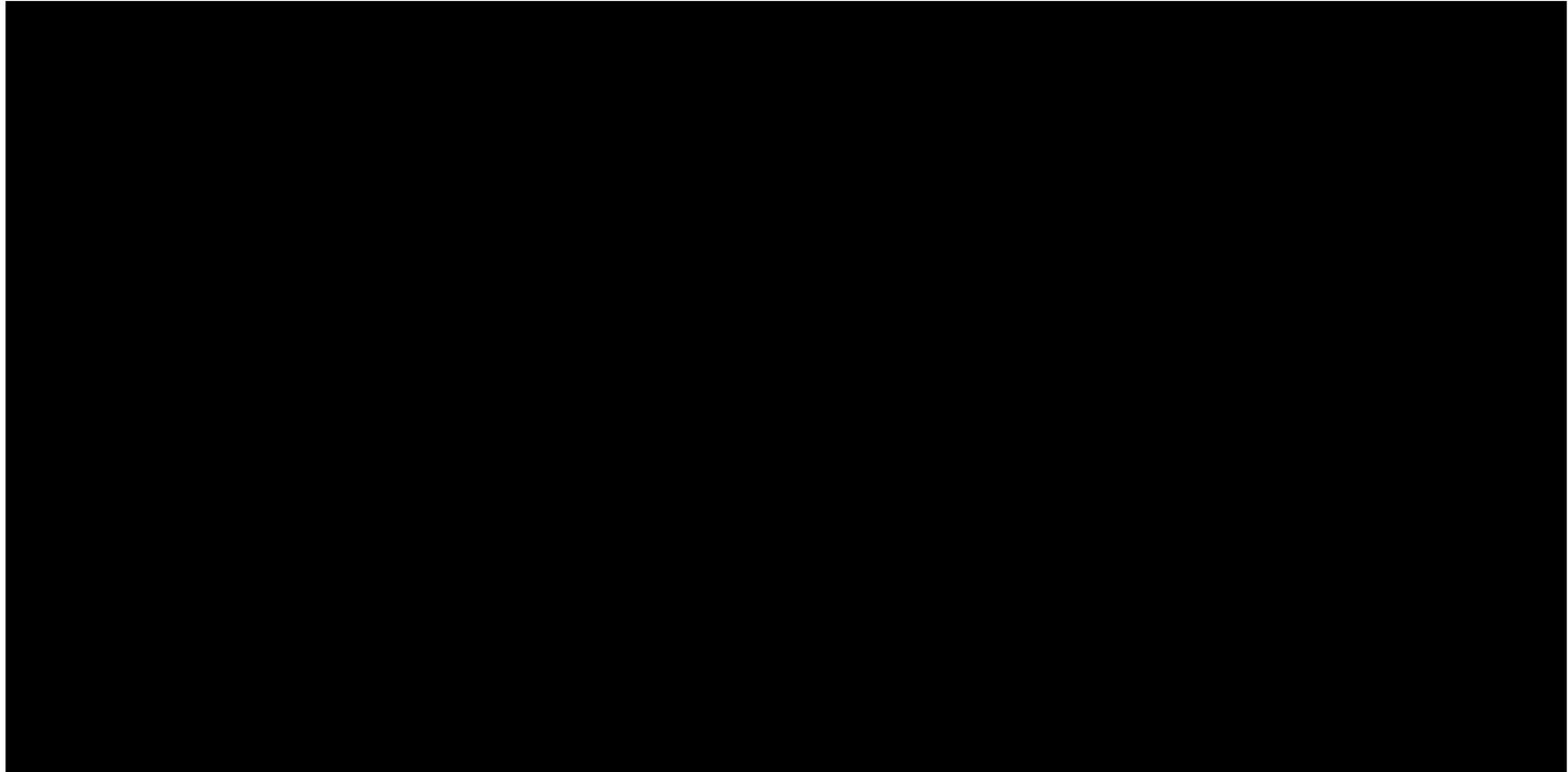
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Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 6



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Schedule 6



Executed Contract 22.08.16

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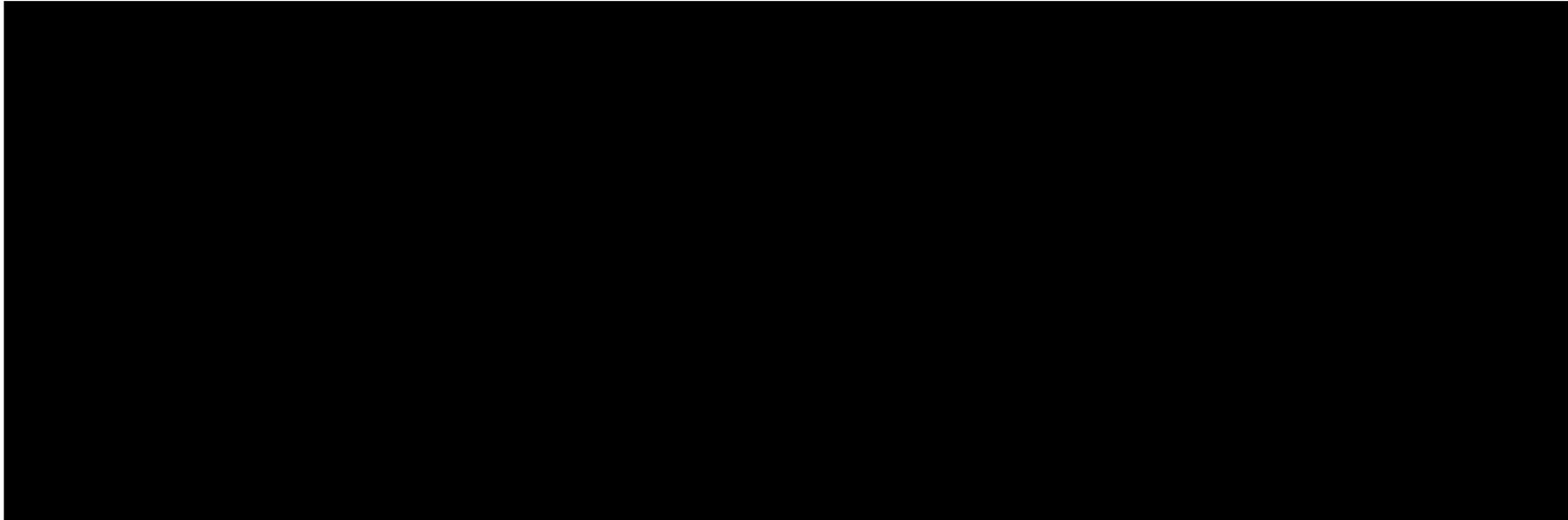


Figure 1.4.2 (a) The schedule.

Service offerings and contractual undertakings milestones

Contractual undertakings	Milestone date
Schedule to be provided to Scottish Ministers	Within [14] days of Mobilisation Date

- 3. The Operator undertakes to provide management reporting for the Mobilisation Plan in accordance with:

1.4.3 Management Reporting for the Mobilisation Plan

Service offering and contractual undertakings

a) User friendly up to date management reporting

Reports will be derived from a single source of information and presented in a manner appropriate to the needs of the different audiences. CFL's existing Project Management Office (PMO) will be responsible for managing the reporting process.

Reporting Data sources

Project plan

The mobilisation project plan, built in MS Project, will be used to track progress and forecast forward. This is attached at 1.4.2 above.

PMO trackers / logs that provide the data for reporting

[Redacted text block]

[Redacted text block]

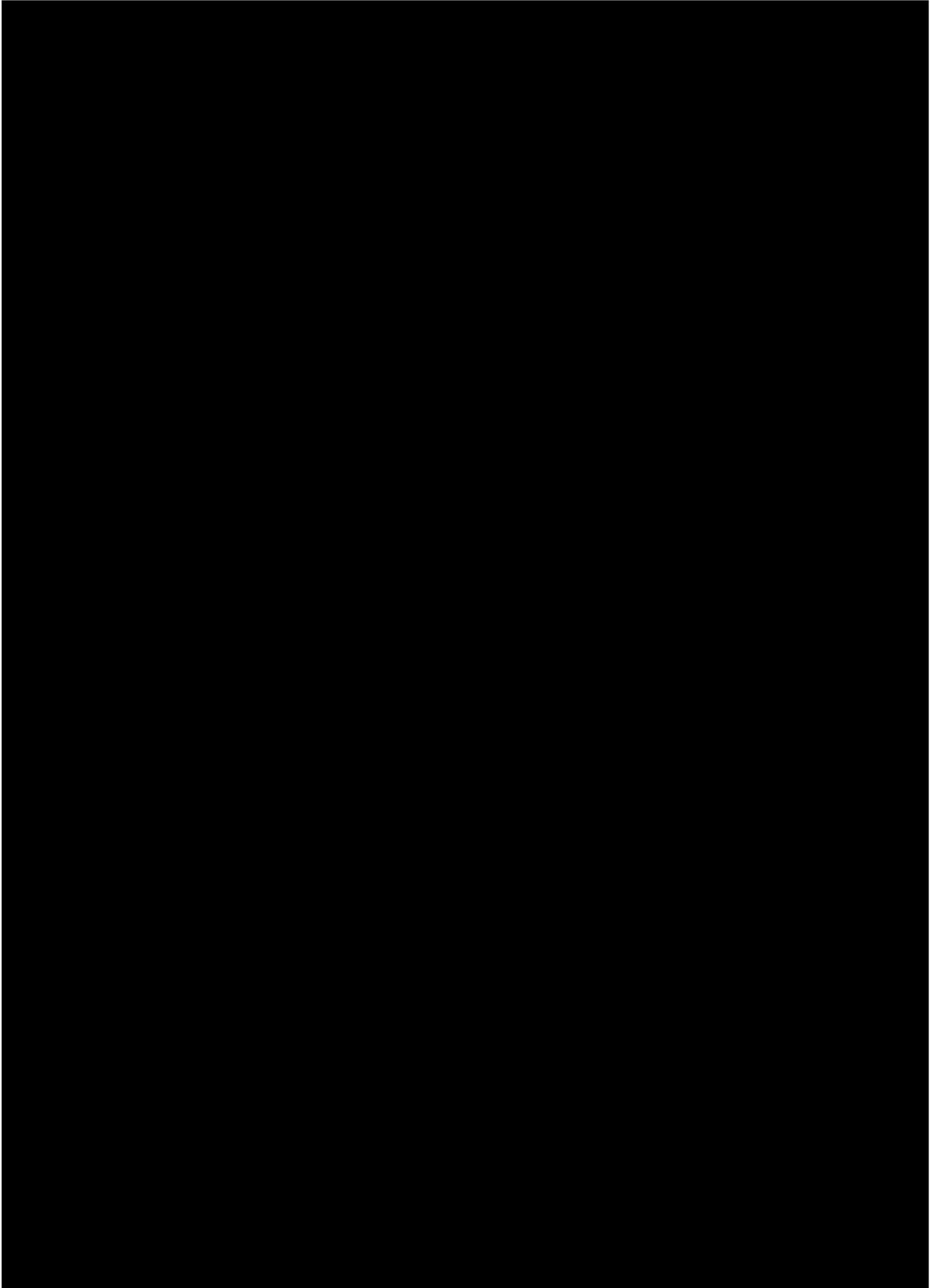
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b) Summary of Standard Reports

Data to produce these reports will come from the project plan and the core PMO trackers described below. The PMO will produce weekly and monthly progress reports highlighting progress, exceptions and decisions required to provide user-friendly up to date management reporting on all mobilisation activities.





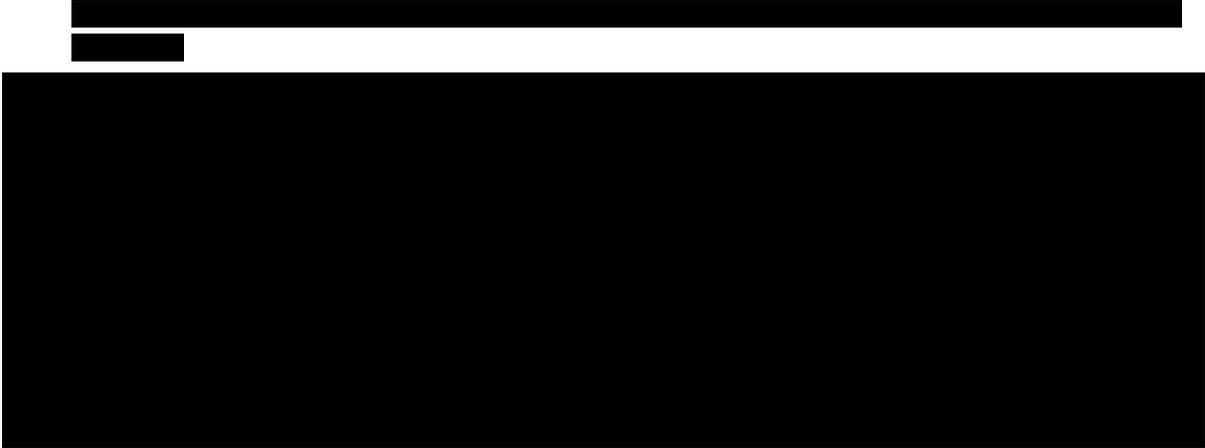
Lessons Learned Report

As an output from the Lessons Learned Review after mobilisation (described in 1.4.1) we will produce a Lessons Learned Report. This will provide an analysis of the feedback gathered during the lessons learned, highlighting the key themes:

- » What worked well and should be repeated
- » What did not work well and should not be repeated
- » What should be done differently

While not required to provide visibility or transparency of progress during mobilisation, this report will be shared with Transport Scotland to help identify any inputs that would improve reporting during the contract period.

In addition to required weekly progress detail we will supplement with a monthly high-level overview and forecast to completion. We will provide Transport Scotland online access to our logs in real time. Formal written dashboard reports will be supplemented with project communications and the governance structure of team and board meetings



Service offerings and contractual undertakings milestones

Contractual undertakings	Milestone date
Provide access to Transport Scotland to the PMO logs with live data on risks, issues, assumptions and dependencies	Mobilisation Date
Provide weekly reports to Transport Scotland	From Mobilisation Date
Provide the lessons learned report to Transport Scotland	6 weeks after Commencement Date

Signed for and on behalf of the Scottish Ministers

Signed for and on behalf of Calmac Ferries Ltd

Signature.....

Signature.....

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SCHEDULE 7 - MARKETING PLAN

This and the following pages 356- 460 comprise Schedule 7 to the foregoing Contract between the Scottish Ministers and Calmac Ferries Ltd.

1. The Operator shall implement the following Marketing Plan:

1.5.1 Marketing Plan

Service offerings and contractual undertakings

We will produce a high-level strategic Marketing Plan every three years of the Contract and a detailed annual Marketing Plan every year, which will be reviewed annually with the Scottish Ministers (or as requested by the Scottish Ministers).

The high-level strategic Marketing Plan will provide the strategic aims and objectives for all marketing activities for the subsequent three-year period. It will be the responsibility of the newly created role of Director of Customer, Sales and Marketing to oversee the development of the plan delivery and review.

The detailed annual Marketing Plan will be informed by the marketing strategy developed, enabling a responsive approach, which builds on successes and takes advantage of opportunities to deliver against specific objectives.

Each year there will be a formal marketing planning process to review the market and evaluate the performance of all marketing activity, before detailed marketing activities are created to achieve the objectives that have been agreed. This process will again be overseen by the Director of Customer, Sales and Marketing, and will also include a review of the level of marketing expenditure that is required.

Expenditure will vary year-by-year, dependent upon the value of undertaking additional discretionary activity and the possible benefits.

We will invest in a core level of marketing spend sufficient to protect the base revenue forecast, but we will also identify potential incremental opportunities to invest incrementally in marketing where the revenue growth provides the potential for at least a 2:1 return on investment.

Marketing Plan

Our Marketing Plan builds upon the strengths and successes of our approach to date, and includes the following elements:

- » Brand promise – Helping you get there
- » Branding
- » Customer insight and data
- » Positive brand perception
- » Customer segmentation
- » Accelerating the migration of marketing communications to digital

Brand promise – Helping you get there

Our marketing will be guided by our brand promise 'Helping you get there', built on an understanding of the different needs of our customers and stakeholders whoever they are and whatever their reason for travel. We will help:

- » Islanders and coastal communities by providing reliable and comprehensive lifeline services to enable them to live their lives and conduct their business
- » Local businesses by supporting the economic and social sustainability of the community, through tourism marketing and the promotion of local food, drink and other produce.
- » Tourists by understanding their specific needs and providing relevant information
- » All sectors of society by ensuring that our services are inclusive and accessible
- » Transport Scotland by providing a Service that satisfies customers and the communities, at an acceptable cost

Our brand promise is underpinned by our customer vision below and guided by our customer principles, which have been developed through understanding what customers like about us today and what they wish to retain or see more of in the future.

Our customer vision:

- » Deliver reliable, safe, easy-to-use and friendly Clyde and Hebrides Ferry Services that cost-effectively meet the personal needs of our different customer groups, routes and destinations, which further support and influence wider Scottish and local economies

Our customer principles:

- » Friendly Easy Responsible Personal Value

The aim of our marketing is to create value for the customer, communities and Transport Scotland.

We will build our marketing based upon our brand promise and customer principles, creating a new overarching creative and campaign approach to be launched for the beginning of the new Contract.

Our plan is to evolve our current Marketing Plan and base our proposed plan on experience and solid foundations, but with increased focus on the following key strategies:

- » A clear core target visitor audience
- » The acceleration of digital
- » Customer insight / data driven strategies
- » Leveraging partnerships

Branding

We will continue to use the Caledonian MacBrayne brand for the Service and we will further build upon its familiarity and positive customer associations through proactive and professional brand management.

The Director of Customer, Sales and Marketing will regularly liaise with CMAL, as the brand owner, to ensure that the integrity and application of the brand is consistent with the needs of the market and agreed usage.

As part of the brand management process, we will introduce a new standard design to the look and feel of the customer areas on-board the ferries, applying this design to features such as soft furnishings and signage, gaining consistency across areas. This will be achieved through the natural maintenance cycle and will be led by the Director of Customer, Sales and Marketing in conjunction with colleagues managing the vessels.

In order to ensure distinction between the Service and the Operator, we will also introduce an Operator brand, developed by the Director of Customer, Sales and Marketing. This will enable us to communicate our operating philosophy; will provide clarity of our identity as an Operator and it will be introduced from day one of the new Contract with selective usage.

To assist communication and increase customer awareness, the Operator brand will be displayed on all staff uniforms and we will provide new uniforms to all staff during Contract Years one and two.

Customer insight and data

We have already started to improve our use of customer insight with the establishment of a pan-company insight forum, along with an increase in commissioned research. We will increase further the level and range of investment in market research and customer data analysis, managed by [REDACTED] including:

- » [REDACTED]
- » [REDACTED]
- » [REDACTED]
- » [REDACTED]
- » An annual mystery shopper programme to provide additional insight into business performance and customer delivery
- » A quantitative study to track awareness and visits to the islands to evaluate marketing success, identify opportunities for development and establish marketing targets for the future
- » Ad hoc research, including Smart ticketing, proposed design for on-board customer areas (pre-Contract) and RET / pricing
- » Ongoing customer data capture and analysis. The programme will be fully compliant with the 1998 Data Protection Act with the Operator acting as a Data Controller in respect of any Personal Data we obtain through the operation of the Contract
 - This will support strategic change through data and improve understanding of and influence upon customer behaviour, enabling highly targeted and segmented marketing campaigns to increase conversion. Our customer data strategy will be significantly enriched by the move to Smart, which will provide even more customer data
 - This will also enable better and more consistent operational and service delivery by frontline staff

Our approach benefits from improved customer insight and understanding, leading to better business decision making and management, and more effective / efficient marketing.

We will also invest appropriately in technology, systems and processes to provide actionable insight for the business and to fully enable a more data-driven approach to marketing. This will include the implementation of a new booking and ticketing system. We recognise that the data, which will then be available will be a valuable resource and we will treat it accordingly.

Positive brand perception

We will use appropriate PR and social media to share good news stories and keep our communities up to date, promoting a positive brand perception.

In addition to promoting the Service and our activities, we will promote local businesses and local produce through appropriate marketing communications and cost effective advertising opportunities on and off board the vessels for maximum reach.

We will use PR to build our profile and communicate improvements and innovations, creating relationships with a variety of media to support marketing and business initiatives, including:

- » Local and regional consumer media
- » Specialist transport media
- » Specialist travel media
- » Specific interest media

Customer segmentation

We will regularly analyse and segment our customers and our potential target market using a number of attributes to prioritise investment, based upon the opportunity to create value of at least a 2:1 return on investment.

We will develop propositions and marketing communications to successfully meet the needs of different customer segments, including individuals and commercial organisations (e.g. travel agents and hauliers).

For example, as previously stated, our priority segment for attracting visitors is those who are actively engaged with specific interests, such as cycling and birdwatching. Equally, the priority segment for the adoption of Smart ticketing will be frequent users of the ferry service.

As we develop our marketing we will also continue to segment the customer database using such tools as an RFM (recency, frequency, monetary) analysis.

Accelerate the migration of marketing communications to digital

We will accelerate the development and use of digital assets through improved design to ensure the online experience is intuitive and relevant to meet customer needs and preferences, deliver improved efficiency of marketing spend and enrich

the customer experience through enhanced functionality. [REDACTED]

Initiatives include:

- » We will reduce the volume of printed materials over the period of the Contract and actively manage the migration from paper to digital, aligned to the roll-out of digital connectivity on the islands and the needs of customers. For example, we will relaunch the Go Explore brochure during 2017 with significantly more emphasis upon a digital version and a smaller printed version.
- » We will further develop the website, mobile site and app(s) to create intuitive, accessible, comprehensive and engaging environments with relevant content. Social media will support the promotion of the different interests and local events and festivities, with content based on the role and competencies of each social media channel.

For example: Twitter will be predominantly focused upon travel information, whilst Facebook and YouTube will encourage user generated content, (with the promotion of a regular award of a prize for the best content). Brand and partnership content will bring to life the islands and encourage sharing with like-minded individuals, as well as being used to promote positive information about the Service.

- » We will continually apply Search Engine Optimisation (SEO), including: growing links with appropriate third party websites such as those covering specific interests, and content provision for third party websites and social media sites. SMS and app push notifications will be used to provide relevant and personalised information, ranging from delay and disruption to the communication of promotions.
- » We will introduce our data-driven customer strategy to deliver relevant and timely personal communications during 2017.
- » We will develop 'CalMac TV', with digital screens on-board ferries and at ports to communicate travel information, promotions and brand messages, local events in our communities and third party paid advertising. This will be technically evaluated and then rolled out in 2017 / 18. Digital screens are a cost-effective device for communication, due to their ability to present a high number of messages in an impactful manner. This format also offers significant flexibility in the content communicated, based upon location and time / day.

This approach will provide customers with a wider range of communication channels to choose from. The analysis of customer data will improve our understanding of our customers preferred communication channel to help us deliver information through more personalised and relevant content.

Added Value

We will consider supporting, possibly in conjunction with a commercial partner, those parts of the community that need training and advice about the digital world, such as some older people. Barclays is currently running such a campaign.

Marketing Plan

Annual Marketing Plans will be produced under the supervision of the Head of Passenger Services, Sales and Marketing, based on this detailed version, which will be developed as required throughout the life of the Contract in accordance with the requirements of Clause 9 and include:

- » Publication of service and tariff details
- » Collaboration with travel agents
- » Community engagement including co-operation in mutually relevant ventures and consultation / liaison
- » Ticketing and booking
- » Marketing targeted at managing demand
- » Promotional activities and support of local events
- » Introduction of IT
- » Staff and resource requirements and cost effectiveness
- » Introduction of Smart and Integrated ticketing
- » Integration with other travel services
- » Development of connectivity between ferry ports and local communities

a) Arrangements to show transparently the Services and charges applicable (including the range of media to be deployed and their contribution to the whole picture including arrangements with travel agencies)

Timetable

We will publish the passenger timetable in the form of a bi-annual brochure with the summer version published no later than the preceding October and the winter version published no later than the preceding April. The timetable will transparently detail all the routes and all fares, including information about how to reserve, terms and conditions, details of connecting public transport, the timetables for ferry services operated by other organisations with details and links to organisations such as TraveLine and Transport Direct, without charge.

It will be the responsibility of the Director of Customer Sales and Marketing to coordinate activities and production of the timetable.

To deliver within the timescales stated above will be dependent upon third parties, including Transport Scotland, providing the requisite information at least 34 weeks in advance of publication for the summer timetable and at least 30 weeks in advance of publication for the winter timetable.

This information will be:

- » Published in a printed format
- » Available on the website and in an app form
- » Available on vessels and at ports / waiting rooms
- » Provided to travel agents and other transport providers / organisations, facilitating the inclusion of the information within their material, increasing reach and reducing cost.

We will also publish the tariffs for travel agents and commercial vehicle operators within the appropriate materials.

As shown in Figure 1.5.1 (b) the timetable will be modernised and redesigned in a simple modular format based on individual routes for both printed and electronic versions, making it “easy” to read and use (whilst reducing costs).



Figure 1.5.1 (b) Modern accessible timetables will be launched.

This electronic version will enable customers to download and create their own personalised timetable. We will introduce the new format no later than summer 2017. We will investigate other digital opportunities, such as the use of QR codes for information provision, to assess their customer benefit.

If we make a permanent change to the Timetable (after consultation), we will publish a revised Timetable at least 20 business days before the change is due to have effect and we will take all reasonable steps to publicise these change to the public and travel trade.

Promotion of fares

In support of government policy and investment, we will feature RET pricing and specific concessions prominently in marketing communications with reference made to ‘new’ prices (RET fares) and a focus on foot passenger prices to raise awareness and reinforce the perception of value. This will commence from day one of the Contract.

We will undertake research during 2016 to determine the level of awareness of lower RET fares and concessions. Outcomes will be reviewed by the Director of Customer, Sales and Marketing to determine whether a specific campaign on price is required to increase awareness.

The benefit of this approach will be increased price awareness, improved perception of the Service and will potentially encourage incremental traffic.

Travel agencies

We work closely with our UK and overseas travel agent partners [REDACTED] to provide details of our services and to promote our timetable and fares information through on and offline channels, increasing our reach at minimal cost.

b) Co-operation with complementary tourism and economic services provided by local businesses

Partnerships

We will continue partnership arrangements with complementary tourism organisations to support our efforts in targeting customers with specific interests, as well as participate in local initiatives. [REDACTED]

We will use our established and successful relationship to work closely with VisitScotland to maximise revenue and share costs, with a particular emphasis on targeting those with an existing relationship with Scotland and those considering a trip to Scotland / already visiting. This will include:



- » Identifying where VisitScotland can more cost-effectively promote the islands and Days Out products through its web site, printed material and visitor information centres, focusing on digital information provision
- » Identifying the potential for an ongoing e-mail programme to the VisitScotland database (compliant with the Data Protection Act 1998)
- » Identifying where we can promote VisitScotland messages through such as the digital screens on-board and at port
- » Support for the 2017 Year of History, Heritage and Archaeology.
- » We will test an international tourist campaign with VisitScotland, based upon matched funding - so doubling our own investment (and potentially trebling if we find a third partner) in 2017 / 18

We will continue to work closely work with:

- » DMOs, such as Visit Arran and the Argyll and Isles Tourism Co-operative, and other representative organisations, such as the Scottish Tourism Alliance
- » Communities and local businesses to secure their support and optimise our activities, using existing organisations such as the DMOs

[REDACTED] will work with the Transport Integration Manager to develop joint marketing relationships with other transportation companies, such as Abellio ScotRail. Such opportunities will include the potential to create off peak promotions and promote to their railcards database in compliance with the Data Protection Act 1998. This will benefit both cost efficient targeting and the stimulation of integrated travel.

With a focus on core activities to improve the Service we will close the Fort William Tour-shop in CY1.

Targeted tourist marketing plan

We will create a targeted, customer-driven marketing plan, built on an individual's interests and reasons to visit the islands, ranging from pursuits, such as cycling, walking and windsurfing, to interests, such as wildlife, history, food and drink. This will build on and further develop the current CalMactive marketing initiative and will directly benefit the local communities and local businesses.

The plan is based around a three 'I's' framework to develop a detailed 'category' plan for each interest / pursuit:

- » Insight driven – obtaining customer and market understanding to underpin the plan and marketing activities
- » Integrated – creating alignment and focus by covering marketing communications, specific customer propositions and even travel agent focus
- » Inclusive – working with all stakeholders, including local businesses, destination marketing organisations (DMOs) and events in order to co-ordinate and successfully bring the plan to life

We will focus on detailed development of a number of categories in year one, rolling out the others in subsequent years.

We will develop a detailed media schedule as part of the mobilisation plan focused on a targeted advertising approach, featuring the different categories: initially focused on Scotland and the North of England, but we will consider a test and learn trial in other regions, during the off peak periods. Advertising will be predominantly digital and potentially include selected national specialist publications.

We will plan to create and activate partnerships for specific interests such as cycling, with relevant organisations, including membership organisations, retailers and product brands. Development opportunities include endorsement, obtaining insight and content, access to customer databases, reciprocal promotion and joint product development to create incremental demand (for example, bird watching cruises).

We will launch a new e-mail strategy that will use relevant and personalised content. For example, targeting cyclists with content such as cycling opportunities available on the different islands, key events, services available aboard ferries for cyclists and useful information such as contact details for cycle shops and repairers on the islands.

Other interest group communications will offer 'secret tips' from the island experts, such as the best spot to catch the biggest fish during a specific period of time, or ideas about marine tourism. During this activity we will capture customer data through a variety of means, including advertising, partnerships, visitors to the web site and ticket purchasers.

This activity will be supported by the cost-effective use of other channels e.g. social media and PR.

The strategy above will be supplemented by a secondary target market of those with a relationship with Scotland / the islands or who are 'in the market' for visiting and may not be thinking about visiting the region, using both our database and also our

relationship with VisitScotland (and its marketing opportunities) to effectively target people.

This approach will deliver a relevant, collaborative, cost effective and sustainable tourist marketing plan and will be developed by [REDACTED]

Travel trade including collaboration with travel agents

We will support the inbound visitor strategy by continued investment in the travel trade, led by [REDACTED]

- » Key account management and proactive marketing
- » Further development of the Days Out product range of packaged tours, with particular emphasis upon more cost effective marketing and distribution (re-launch for summer 2017)
- » Further development of cost effective marketing to international tourists / travel agents in conjunction with our new specialist company
- » Continued collaboration with coach operators
- » To underpin the overall inbound visitor marketing plan by extending reach to travel agents serving specific interests

c) Community engagement strategy

Overview of our Community Engagement Strategy

Our approach to community engagement is based on three principles:

Inform: Providing appropriate information about services and decisions that might affect or be of interest to you

Engage: Providing opportunities for you to have your say about decisions, services and plans through engagement or consultation

Involve: Providing opportunities to get involved, over and above informing, engaging and consulting about decisions and plans for the delivery of the services

We believe everyone should be involved in making the delivery of the Service the best it can be. We understand the impact of delivering essential, lifeline services and the reliance that communities have on us. We deliver services which provide essential access to work, education and health services, help people maintain contact with family and friends and ensure supplies of fresh food, fuel and mail to local people.

Community engagement is fundamental to fulfilling our strategic vision of delivering community satisfaction, sustainability and social value, while driving customer growth through service excellence, effective and consistent engagement. Our strategy will evolve over the eight year Contract taking into account the effect from the Community Empowerment (Scotland) Act 2015, which will empower the coastal communities we support.

Our visions, values and commitment to involving communities

Our vision includes the objective that sustainable, integrated communities are empowered and engaged. We aim to deliver a service responsive to the needs of the communities and to involve them in shaping the service that affects them.

To achieve this, we must enable the right communication with the right people at the right time in an accessible way.



Principles of engagement

The approach illustrated in Figure 1.5.1 (c) ensures a platform for mutual trust and respect to enable us to build on the strength of our community bond, improve relationships, enhance our reputation and together improve the delivery of the ferry services for our communities.

How will we deliver community engagement

Both consultation with the Councils and Regional Transport Partnerships (RTPs) regarding shipping services and local community liaison are guided by our stakeholder engagement strategy.

Figure 1.5.1 (c) our principles for engagement.

Within the tender, Transport Scotland has indicated their expectations for consultation, either at a strategic or tactical level with representative from the Shipping Services, Councils and Regional Transport Partnerships.

[Redacted text block]

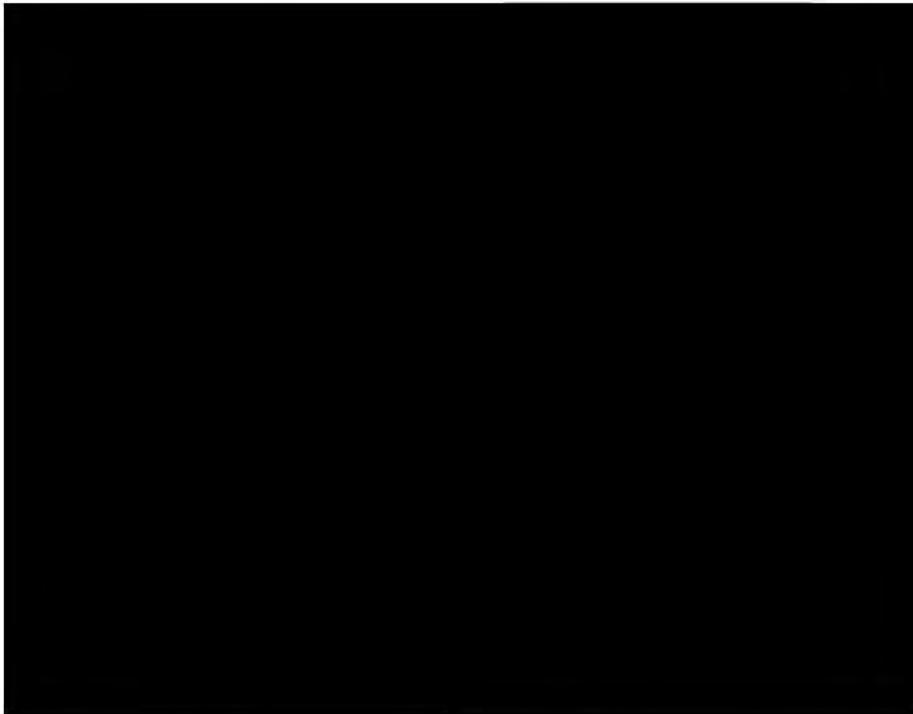


Figure 1.5.1 (d) Interlinked community engagement process supporting two-way communication, driven by Government policy.

Below we detail each quadrant and the levels of engagement and consultation to be undertaken and how we will encourage collaboration across each.

i) Shipping services consultation with representatives of Councils and Regional Transport Partnerships

Islands Transport Forum

We welcome the opportunity to attend and contribute to this proposed strategic forum to be held twice per year.

This forum presents the opportunity to avoid silo working, encouraging collaboration, which will add value and ensure services are shaped around the needs of the whole community

We will bring to the forum considerable insight and knowledge of the complex stakeholder profiles and their interests in the Service. Our links to the communities will enable the effective dissemination of information, improving understanding of decisions affecting the Service.

Attending and supporting the work of the forum will be the responsibility of the Managing Director of Community and Stakeholder Engagement.

Ferry Users' Groups and Regional Transport Partnerships

Responsibilities for consultation, including timetables with the Ferry Users' Groups (FUGs) and Regional Transport Partnerships (RTPs) lie not only with the ferry operator, but also with Transport Scotland and Caledonian Maritime Assets Limited (CMAL), as determined by the Contract.

Based upon our experience and attendance at the Ferry User Group Meetings (FUGs), we recognise that there is scope to build upon and improve them.

It will be the responsibility of the Managing Director / Director of Community and Stakeholder Engagement to oversee our involvement with the FUGs and ensure that we meet the requirements of the Contract.

We will continue to meet and work collaboratively with one of the Regional Transport Partnerships (HITRANS) to:

- » Ensure clarity of purpose for consultation in order to manage expectations
- » Review the number of FUGs required
- » Review the agenda, frequency and chairing of meetings
- » Set the two meeting dates annually in advance to ensure commitment and attendance
- » Continue to review the Terms of Reference of FUGs for continuous improvement
- » Broaden communication of output to the whole community to provide open and transparent engagement with the wider community
- » Link our website with HITRANS to enable sharing of information with communities about the services

This review and refresh will provide HITRANS and ourselves with an updated Ferry User Group aligned to the new Contract.

ii) Local community liaison with representatives of users and the public

Community Board

We will establish a new Community Board comprising 10-12 communities that are users of the ferry service, nominated in accordance with the geographic organisation of the FUGs. This will ensure that we hear local representation and understand the views of those people that rely on the service.

The Director of Community and Stakeholder Engagement will be responsible for overseeing the creation of this strategic partnership, and the Community Board will be able to input directly into decision making over asset investment. We will prepare Terms of Reference, which state the purpose of the Community Board and its relation to the CFL Board.

The creation of a community board with local representation will enable us to hear the views of those that rely on the service daily.

Residents Focus Group

We will build on the success of the 24 community engagement meetings held, which enabled us to recruit 70 volunteers to be part of a residents' focus group.

We will provide ongoing opportunities for others to opt in to becoming members, across all age profiles, including disabled travellers, the elderly, young people, those travelling with young children and children themselves (where applicable). Focus groups will enable us to test specific service propositions / communications and findings will be reported by our Community Board.

We will introduce a new dedicated section on our website to enable communities to engage with us in an open and transparent way. This will demonstrate that we have listened and heard community feedback.

Ferry Access Panel

The Transport Integration Manager will establish a new panel comprised of stakeholder groups that focus on accessibility, providing mystery shoppers to test accessibility performance of our staff and service.

Harbour Customer Forums

These existing forums are focused on the users of the harbours we operate on behalf of CMAL and will be managed by our Head of Harbours. These forums will bring together those customers who are either a wet user or a dry user of the harbour and its facilities.

Community Engagement

We will engage as early as possible to ensure that the delivery of the services is shaped around the needs of our communities.

We will communicate with each representative group(s), individuals, businesses or residents using a range of channels and tools such as questionnaires and surveys, focus groups, newsletters, public events and social media appropriate to the audience and subject of communication. This will encourage two-way communication with our communities.

Our approach takes into account, who should be involved, why they are being involved, the timing of involvement, how we will involve them and how we will provide feedback.

The purpose of our delivery plan is to engage, inform and involve community members and stakeholders of all profiles and age ranges in all aspects of our ferry services delivery, while anticipating and addressing any concerns. It will be implemented in accordance with mobilisation requirements of the Contract and will include our arrangements for consulting with user groups, local authorities and CMAL.

Throughout the delivery of this plan, we will make sure we maximise opportunities for inward investment, making certain they are aligned with local priorities in the Clyde and Hebridean islands and across the west coast of Scotland.

We will also engage with the community to support the identification of local craft producers and retail outlets for promotion across the Service network.

Engagement activities will also include sharing our annual Marketing Plans with VisitScotland, Scottish Tourism Alliance, destination tourism groups and local authorities.

Detailed below are some of the channels / collaterals we will use as part of our community engagement plan for encouraging two-way communication with communities.

Examples of Community Engagement Channels and Collateral

Proactive media relations campaigns, making use of published, radio, television broadcasting and social media channels, as appropriate

Provision of an improved local community section of our website to ensure the targeting of relevant

Examples of Community Engagement Channels and Collateral

information / capturing of feedback

Local community section within our regular quarterly e-zine, available by signing up to receive, supported by relevant links social media platforms, as appropriate

Seasonal printed mailer for island residents, including handy timetable and additional information on suggested days out to mainland

Following all engagement with local communities, we will acknowledge feedback and provide considered responses to all requests in relation to the many aspects of our ferry service delivery. Encouragement to talk to us, such as that pictured in Figure 1.5.1 (e), will be prominently displayed.

We will ensure all outputs are captured, reported and disseminated across the business for continuous improvement for future plans. The feedback will assist our organisation to understand the nuances in engaging successfully with each partner to deliver better communication outcomes.



Figure 1.5.1 (e) On-board information / collateral encouraging feedback for customers using our services.

Management of Community Engagement Strategy

Organisational structure

Our organisational structure is based on our experience of consultation with communities and with councils and RTPs. We will enable engagement through new roles, tools and training for staff who will have accountability and responsibility for community engagement.

We are introducing a new role of Community and Stakeholder to lead and provide direction and guidance for effective engagement and consultation. Their main purpose will be to implement and manage our stakeholder, community and Corporate Social Responsibility strategies, ensuring a clear 'voice' and effective multilateral communication between the organisation and its communities and stakeholders.

This role will be instrumental in understanding and engaging with our many and diverse communities and stakeholders. It is important to note that this role is not responsible for all engagement activities, some of which will remain in the hands of the most appropriately placed people in CFL, for instance due to being part of a particular community themselves, or for reasons of specific expertise, for example government relations. The Director's role will be to ensure consistency and quality of engagement and to ensure that outcomes are successfully followed up.

[REDACTED]
Community and
Stakeholder Director

Brian Fulton is currently the tender Lead for Service Delivery. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

We introduced Key Account Management (KAM) in the current Contract for engaging with representatives from travel trade, tourism and hauliers. We will expand KAM for those staff with community engagement as a responsibility, with clear accountability for specific community relationships.

We will provide training to our staff in the following new areas:

- » KAM for staff with responsibility for liaison
- » Consultation skills for staff who are responsible for consultation and engagement
- » New Contact Management System to support its effective use
- » Culture change programme to empower our staff

New IT tools

We will implement a contact management system to provide a central repository to help share information across the organisation. It will facilitate the effective reporting on outcomes of our engagement and consultation within our stakeholder management plan, with mechanisms for monitoring / control and measurement against Key Performance Indicators (KPIs).

To support effective internal communication we will create a corporate events calendar and a community dashboard.

This community dashboard will provide an at-a-glance overview of our relationship with a community, drawing information contained within several of our systems including:

- » Contract management system information on any community liaison held
- » Events calendar
- » Issues experienced

This will ensure that prior to the engagement of any community, our staff have been briefed and have access to the most up-to-date information, better enabling them to respond to community requirements.

Monitoring and reporting on progress

We will monitor the effectiveness of our community engagement using the community dashboard, regular reporting and having effective management and control mechanisms in place. This approach enables:

- » Expedient issue resolution
- » Effective management of expectations
- » Improvement of our reputation / image by providing transparency

Measuring success

As part of our efforts towards continuous improvement, we will measure our strategy outputs to identify opportunities to improve our engagement tactics and apply learning and success to other engagement activities in the following ways:

- » Annual stakeholder surveys tailored to appropriate audiences i.e. Members of the Scottish Parliament (MSPs), haulier, transport groups and islanders to determine overall satisfaction
- » Collation and reporting of community engagement feedback
- » Communication output / positive feedback
- » Positive PR / news cuttings
- » Annual CSR index results
- » Performance statistics, including a report being made available to ferry users

Reporting results

We will report results to demonstrate improvements in community engagement; this will assist in enhancing our reputation for delivering on our commitments to local people and organisations. We will provide reports using the following mechanisms:

- » Comprehensive monthly Contract performance statistics by route online / on vessel and published in annual report, also available on our website
- » Stakeholder survey results available from our website
- » Annual CSR report available in published and electronic formats

Added Value through reporting innovation

Consider the Board iPad is an app that runs on both Apple and Windows to provide secure document and meeting management services. The app moves your meeting papers and company information to an online format, making it easier to collate and facilitate access for the board member.

d) Ticketing arrangements to honour all tickets sold by the incumbent operator and the arrangements on termination to pass on to the successor operator all receipts from outstanding bookings

We will honour all tickets that we have previously sold and will retain all such honoured tickets to submit a claim so that we expect to receive on day one of the new Contract the cash equivalent ticket income as on previously sold tickets, which payment shall be regarded as Revenue for the purposes of the reconciliation of the Grant.

We will work openly and collaboratively with Transport Scotland to agree a mutually acceptable timetable, process and mechanic (Handover Assistance Plan) for receiving from the incumbent operator the value of tickets sold for the provision of services following the expiry of the current Contract. This will be managed by the Director of Customer, Sales and Marketing.

e) Ticketing and booking, including ticketing arrangements under RET including length of validity and providing books of RET tickets for customer convenience

[REDACTED]
[REDACTED]
[REDACTED]

We will transparently communicate all ticketing options and concessions as per the Contract, through all channels, including:

- » Passengers aged 5 to 15 at 50% of the normal adult fare and those under 5 at nil cost.
- » Bicycles are not chargeable when accompanied
- » Discount for specific multi-trip ticket books on selected routes (initially, 50 journey ticket books to Bute, and season tickets between Wemyss Bay and Rothesay, Larges and Cumbrae, Oban and Craignure)
- » SPT concessions
- » Blind person concessions
- » Discounts for specific transport workers and former workers
- » 25% discount on non-commercial vehicle fares apply for blue badge holders
- » National entitlement and Young Scot cardholders, who are eligible as resident on The Western Isles to receive vouchers as foot passengers for up to four journeys on specified five routes
- » We will offer a Traders Rebate (as set out in Schedule 4)

With multi-ticket options, including paper versions, the length of validity will be clearly communicated as non-transferable from one financial year to another and we will e-mail customers, where possible, to forewarn them of the deadline as it approaches.

We will endeavour to adjust and amend the validity of our tickets to make them as customer friendly as possible and, in particular, easier to create integrated fare products.

We will significantly increase the proportion of routes and tickets that are available to be purchased in advance through all of our channels, with the ambition to make it 100%.

We will also improve the customer experience for reserving tickets on our website, ensuring it is simple and delivers expected user functionality, such as the introduction of a shopping basket to enable multi-ticket transactions.

We will make some changes to the conditions of carriage in order to make them simple, clear and effective in managing demand and optimising available capacity, including the reduction in the number of no-shows.

We will apply the following conditions of carriage to ALL customers (unless otherwise stated), in summary:

- » Reservation amendments made at least 48 hours prior to sailing will be charged £10. A “reservation” will be deemed to cover a single / return crossing for a vehicle (including all passengers) on that reservation. No amendments will be allowed for less than 48 hours prior to a reserved sailing.

- » For cancellations (for all but commercial customers who make Block Reservations) the following proportion of the reservation cost will be charged: no show – 100%; less than 48 hours from the booked sailing – 50%; over 48 hours and less than 4 weeks from the reserved sailing – 25%; more than 4 weeks – no charge.
- » For Block Reservation commercial customers ONLY the following proportion of the reservation cost will be charged: no show – 100%; less than 48 hours from the reserved sailing – 50%. Charges to account will be automatically raised 48 hours in advance of sailing – this will be for reserved space that the customer holds for that sailing.
- » Block bookings by hauliers will be limited to a maximum of two / three months in advance, with bookings being made for a whole month at a time.
- » For other credit account customers, charges to account will be made at the time of reservation.

The top accounts will have dedicated and regular management through the team led by the Commercial Customers Sales Manager. All commercial accounts will have a dedicated team available for support in the Contact Centre.

Passengers will not be unfairly penalised with cancellation or amendment charges for reasons outside their control.

We are aware of the ongoing Freight Fares Review and we will work with Transport Scotland to implement any changes agreed.

We will transparently communicate changes to the conditions of carriage, including the provision of training for staff at ports, on the vessels and in the Contact Centre.

In conjunction with our approach to demand management proposal and consultation with the community, we will migrate as many routes to being purchasable in advance as practical, cost efficient and logistically viable.

The benefit of this approach provides transparent and fair ticketing conditions of carriage to better manage demand, and is consistent with other operators / services.

A key part of our ticketing strategy will be the promotion of Smart ticketing. Whilst this is more fully covered within 1.5.2, in summary we will:

- » Use research to develop a compelling proposition to encourage customer adoption
- » Create awareness and understanding of the customer benefits of Smart amongst staff to enable them to positively promote it
- » Develop awareness through communications, including on-board, at port, by the contact centre, e-mail, PR, social media, website, printed materials such as the timetable, joint activity with other transport operators and travel agents, as well as targeted advertising
- » Focus our initial efforts on regular users of the service, including those who buy books of multiple tickets, who will benefit the most from Smart and who can act as advocates in encouraging others
- » Continue to promote Smart, using insight and analysis to guide the development of our targeting strategy and the evolution of the proposition

f) Marketing targeted at managing demand**Communication**

We will support the demand management initiatives with appropriate marketing communications through [REDACTED] to increase awareness and understanding amongst the target audiences. This will include communicating changes to conditions of carriage, or the change when it becomes possible to make reservations for a route. We will use our own channels, such as the website, e-mail, social media, on-board, ports and the Contact Centre, as well as paid advertising if appropriate to effectively ensure that customers understand their ticket options and our conditions of carriage.

Promotional options

We will develop and test a number of promotional options during the course of the Contract that may help to manage demand. These will include:

- » Bundled offers for specific sailings, such as a catering and ticket deal, or a catering and rail plus ferry ticket deal, and 2 for 1 attraction offers

g) Arrangements to anticipate and support local events and festivities

We will proactively engage with the DMOs to create a single, comprehensive and rolling annual calendar of anticipated events and festivities, which we can use as the basis for our internal planning. We will work with DMOs and major event organisers to promote simultaneous event and ferry ticket purchase and to plan demand – including creating additional capacity around major events, such as the list of events provided in the draft Contract.

We will share our knowledge of such major events with other public transport companies to enable co-ordination of services and promote integrated travel options.

We will invest in marketing for new events that will create incremental demand for the Service and value for local businesses during an off-peak period (or supporting the rescheduling of an existing event).

We will also introduce a community sponsorship programme focused on supporting good causes that would normally struggle to obtain more mainstream commercial sponsorship, including events, youth organisations, sports clubs, the disadvantaged and the vulnerable. This will be implemented in consultation with the community by the Head of Digital, Marketing and Communications.

We will launch a new, structured process to apply for funding from both these programmes and the decision for which applications are successful will be based on publicly available criteria to ensure the choices are fair and transparent:

- » New event organisers will be invited to submit formal applications for consideration by the end of July each year for awards in the following year.
- » The programme for the community sponsorship programme will require applications by the end of October each year for awards in the following year. Successful applicants will be provided with value in kind – either a smaller number of free tickets or a greater number of reduced price tickets (subject to the agreement of Transport Scotland).

»

We will expand our efforts to promote all events and festivities through our 'what's on' strategy, making it 'easy' for customers to find out about what is going on, provide tangible support to all communities and to encourage more frequent travel. To deliver this we will use our channels, including the website, e-mail, social media, PR and the new digital screens on-board and at ports. It will be managed by the Head of Digital, Marketing and Communications.

h) Promotional events to optimise traffic

We will undertake the following promotional events to optimise traffic:

- » The Smart launch promotion (see 1.5.2)
- » Partnership marketing with specific interest organisations

We will also seek additional cost effective promotional opportunities, with incremental marketing spend that can be justified with an anticipated return on investment of 2:1. For example:

- » Bundled propositions such as ticket and on-board refreshments, "Friends and Family" days offering 2 for 1 tickets during periods of low demand
- » A Christmas themed promotion, working with local communities and businesses



Inspired by the Christmas markets of Germany and Belgium, we will build upon existing market activity and increase the promotion of local produce. The concept would be to work with the DMOs and local businesses to create a structured and heavily promoted series of Christmas fayres during the period of November / December.

The ferries themselves would be made more festive and the objectives would be to create additional demand outside the peak and to provide a showcase for local businesses to promote and sell their produce.

Figure 1.5.1 (f) Christmas Markets are becoming a significant seasonal event in Scotland.

It could also be promoted through VisitScotland and travel partners. This would be a potential example of how collaboration could lead to a more productive way of working: CFL would be responsible for pulling together the overall proposition and selling it in to the DMOs and VisitScotland; the DMOs would be asked to be responsible for organising the markets; CFL would be responsible for developing the

vessel strategy, including an on-board proposition and VisitScotland would be asked to assist promotion, supported by CFL.

We will introduce a marketing programme aimed at island residents in 2016 through a seasonal mailing / door drop, which will include a timetable for the winter season. In addition, the leaflet will contain useful information and encourage residents to sign up for the resident quarterly e-zine. The leaflet will continue with a summer 2017 version but with the ultimate aim of encouraging residents to migrate to digital.

Timing of the winter season leaflet will be September / October and timing of the summer leaflet will be February / March. We will also create a dedicated section on the website for residents by 2017, including a range of useful information about the Service and events and trips to the mainland and other islands, and a community forum.

We will promote mainland events targeted at island residents, such as a trip to the pantomime in Glasgow as part of our Days Out products. This will be launched during summer 2017 for the following winter timetable.

[REDACTED]

i) Reviewing and analysing market levels and the potential to develop the Services (without deploying measures which are likely to be viewed as unfair competition with non-supported services)

We will constantly monitor demand levels and we are developing a more sophisticated demand forecasting model, which will incorporate all the variables that shape demand, including population profiles and trends, and industry activity. We will formally review demand forecasts by route on a seasonal basis as part of the business planning process.

We will collaborate with stakeholders to ensure that we understand their needs through the appropriate channels and processes.

We will proactively identify opportunities to improve the quality and value of the Services but we will also constantly monitor the market environment to avoid undertaking any measures that could be viewed as unfair competition.

[REDACTED]

[REDACTED]

j) Staff and resources proposed to fully develop, implement and update the plan

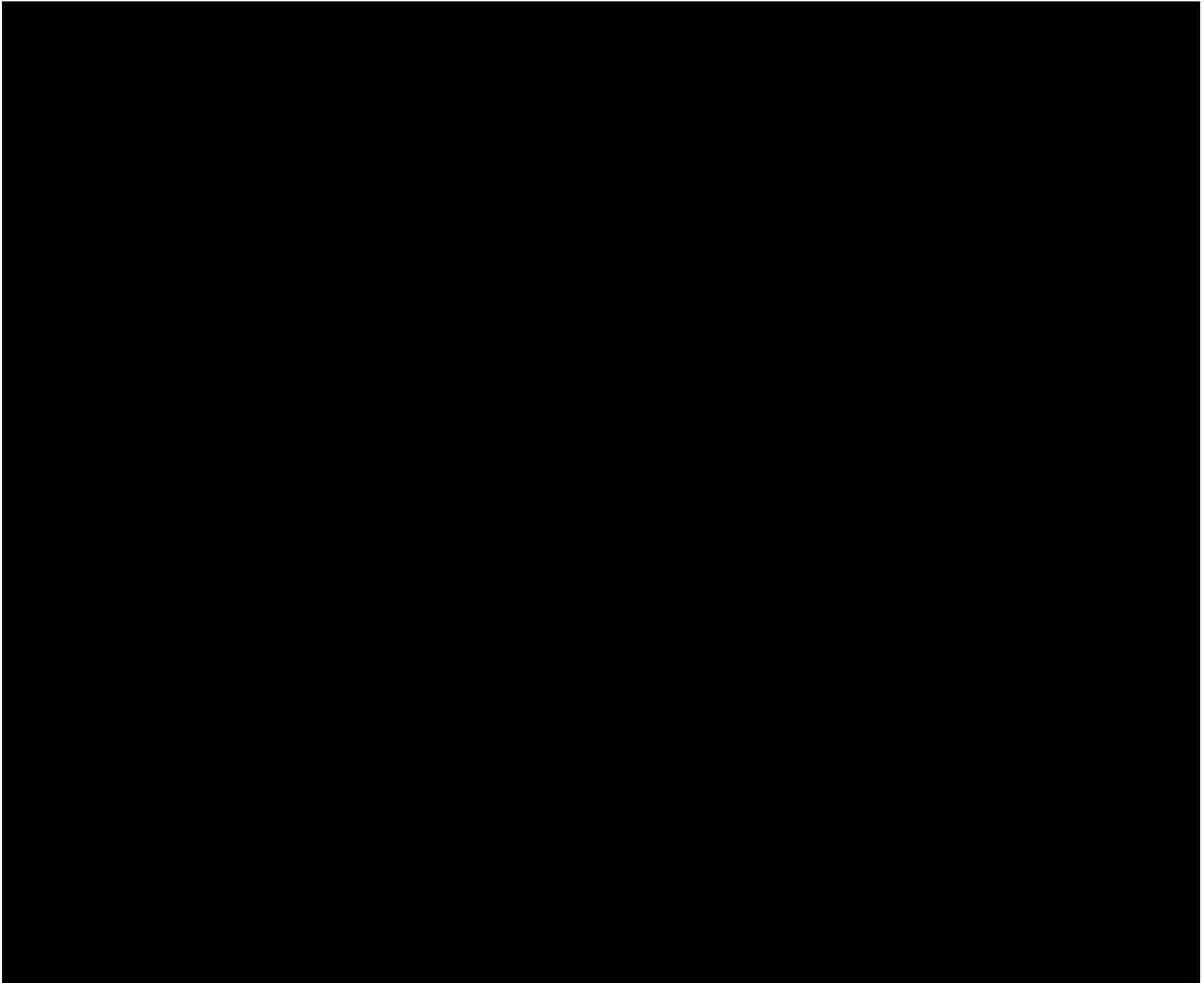
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The purpose of the customer, sales and marketing department is to define and manage the customer and commercial strategy and channels, ensuring compliance with Contract terms, customer needs and revenue growth.

The key outputs of the department will include:

- » Customer and channel strategy, policies, principles, standards and enhancements
- » Shore-side and on-board retailing and facilities strategy
- » Customer experience and customer journey plan for all customer segments, across all touch-points
- » Customer experience standards and processes
- » Pricing, reservation and ticketing strategy
- » Timetable

We will assess existing capabilities against future requirements and our aim is to build upon current strengths to continue the development of a high performing and influential team. We will continue to be able to attract and retain high calibre individuals through investment in training, process developments and appropriate recruitment.

In addition, we will review agency support to ensure that we are receiving high quality and value for money external and specialist support where it is needed; use formal and appropriate procurement procedures to appoint suitable agencies, and review management processes, including the use of IT, to ensure that the team is effective and efficient in planning and implementation of marketing.

We will also create a new role, Director of Community and Stakeholder Engagement, to recognise the importance of the community and stakeholders to the Service. They will report to the Managing Director and the purpose of the role is to define and manage the community, stakeholder and CSR strategies, ensuring a clear 'voice' and effective multilateral communication between the organisation and its communities and stakeholders.

The key outputs of the role are:

- » Community and stakeholder engagement strategy and plan
- » Clear accountabilities for community and stakeholder engagement across the Contract
- » A positive and constructive relationship with communities and stakeholders

It is important to note that this role is not responsible for all engagement activities. Some will remain in the hands of the most appropriately placed people in CFL, for instance due to being part of a particular community themselves, or for reasons of specific expertise, for example government relations. The Director's role will be to ensure consistency and quality of engagement and to ensure that outcomes are successfully followed up.

k) Anticipated cost effectiveness for each strand of marketing expenditure

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We will develop and constantly apply a rigorous programme of marketing metrics to measure marketing performance against forecast, historic performance and benchmark figures using both macro metrics such as Return on Investment (ROI) and channel specific metrics such as open rate and click through rate for e-mail campaigns.

The following three metrics are to be used to understand the value from marketing activity:

i) Anticipated increase in demand

We anticipate that our marketing expenditure of ██████████, over the course of the contract will support our anticipated increased volume demand of 300k passengers and 125k cars (for the routes which are at Operator's risk for the Contract), including the retention of existing customers (i.e. the marketing expenditure will protect the achievement of the base demand target).

ii) Anticipated increase in revenue net of costs

We aim to achieve a 2:1 return on the marketing expenditure, so that ██████████ will result in anticipated gross revenue of ██████████ or an anticipated return in revenue resulting from marketing, net of costs, of ██████████ over the course of the Contract. These figures include retention of existing customers and they are incorporated within

the overall base level of revenue (i.e. the marketing expenditure will protect the achievement of the base revenue target).

iii) Marketing costs as a % of income

We will invest at a core level of marketing activity that protects the base revenue and demand projections, which represents 1.8% of the anticipated revenue, or equivalent to a marketing expenditure of [REDACTED] over the course of the Contract.

In addition to this core level of marketing expenditure, we will also constantly scrutinise additional opportunities that offer the potential to achieve a minimum incremental return of 2:1 on investment and deliver revenue and demand above the base levels.

The Director of Customer, Sales and Marketing will be responsible for ensuring that the processes are created for the ongoing review and analysis of marketing activity.

Conclusion

Our marketing is based upon the principle of building on the successful platform that we have already created, to develop a plan that will continue to deliver value for customers, the community and Transport Scotland.

Inspired by our brand promise, 'Helping you get there' and supported by our customer principles, we are passionate about the customer, the community and the Caledonian MacBrayne brand – and about relationships.

We have created a Marketing Plan that demonstrates our long term commitment to the development of both the Service and broader initiatives, such as Scottish tourism and Smart ticketing, and that employs a range of cost effective and proven techniques to accelerate our performance, with customer insight, digital, partnerships and community engagement at its heart.

CFL Feature	Benefit
Development of proven, existing marketing activity.	Fast start to the new Contract
Open, proactive and collaborative approach working with other organisations, including Regional Transportation Partnerships.	Cost-efficient and cost-effective marketing, whilst delivering broader benefits to Scotland PLC and Transport Scotland, such ability to address concerns before they become issues
Considerable insight and knowledge into the many and complex stakeholder profiles and their different interests in the services we provide	Ability to provide Transport Scotland effective insights and solutions for any service changes, where required.
Fully understand the impact of delivering essential, lifeline services and the reliance the communities have on us	Providing greater social and economic value for the coastal communities and Scottish economies

Service offerings and contractual undertakings milestones

This is our timeline for key initiatives:

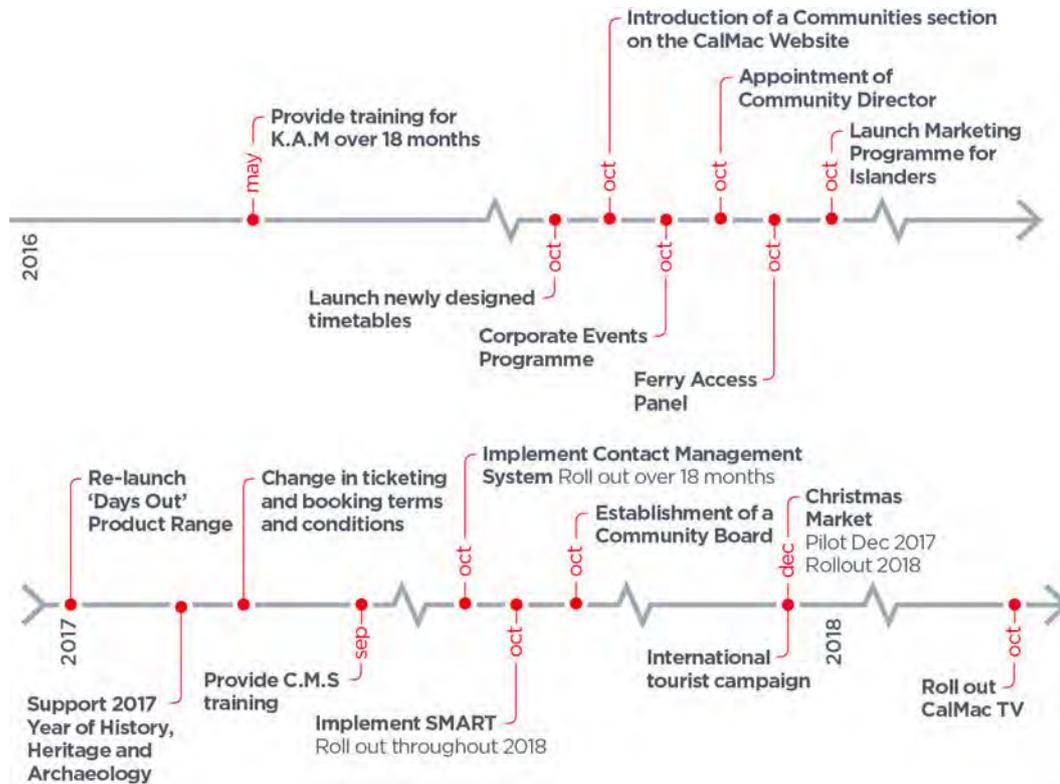


Figure 1.5.1 (h) Timeline for key initiatives

Contractual Undertakings	Milestone Date
Marketing Plan We will review and develop a high-level Strategic Marketing Plan every three years and a detailed Annual Marketing Plan every year, to be reviewed with the Scottish Ministers.	Ongoing
a) Arrangements to show transparently the Services and charges applicable (including the range of media to be deployed and their contribution to the whole picture including arrangements with travel agencies)	
We will publish the passenger timetable bi-annually in printed format, on the website and in app form.	Summer 2017 launched October 2016. Winter 2017 launched April 2017.
Redesign of the timetable in a simple modular format based on individual routes for both printed and electronic versions.	CY1*
Pricing and concessions prominent in marketing communications highlighting RET prices	By Commencement Date
We will undertake research to determine the level of awareness of lower RET fares and concessions	By CY1
b) Co-operation with complementary tourism and economic services provided by local businesses	
We will pilot an international tourist campaign in partnership with and match funded by tourism partners.	End CY2

Contractual Undertakings	Milestone Date
We will launch a new e-mail strategy that will use relevant and personalised content.	End CY1
Launch CalMac TV	End CY2
Re-launch of the Days Out product range.	End CY1
c) Community engagement strategy	
Attend and contribute to the proposed Islands Transport Forum twice per year.	Bi annually
Consult with Ferry Users' Groups (FUGs) and Regional Transport Partnerships (RTPs) and meet the requirements of the Contract.	March and October each CY
Establish a new Community Board comprising communities that are users of the ferry service, nominated in accordance with the geographic organisation of the FUGs.	End CY1
Introduce a new dedicated section on our website to enable communities to engage with us.	End CY1
Establish a new panel comprised of stakeholder groups that focus on accessibility, providing mystery shoppers to test accessibility performance of our staff and service.	End CY1
We will provide training to our staff in: <ul style="list-style-type: none"> » Key Account Management for staff with responsibility for liaison » Consultation skills for staff who are responsible for consultation and engagement » New Contact Management System to support its effective use » Culture change programme to empower our staff 	End CY1
We will implement a contact management system to provide a central repository to help share information across the organisation.	End CY1
Create a corporate events calendar and a community dashboard.	End CY1
d) Ticketing arrangements to honour all tickets sold by the incumbent operator and the arrangements on termination to pass on to the successor operator all receipts from outstanding bookings	
We will honour all tickets sold by the current incumbent and would expect to receive on day one of the new Contract the cash equivalent ticket income as on previously sold tickets. We will agree a mutually acceptable timetable, process and mechanic.	Commencement Date
e) Ticketing and booking, including ticketing arrangements under RET including length of validity and providing books of RET tickets for customer convenience	
We will transparently communicate all ticketing options and concessions as per the Contract, through all channels.	Ongoing
We will continually review and amend our conditions of carriage as appropriate.	CY1 / ongoing
f) Marketing targeted at managing demand	
We will develop and test a number of promotional options that may help to manage demand.	Ongoing
g) Arrangements to anticipate and support local events and festivities	
Create a single, comprehensive and rolling annual calendar of	End CY1

Contractual Undertakings	Milestone Date
anticipated events and festivities.	
We will introduce a community sponsorship programme focused on supporting good causes that would normally struggle to obtain more mainstream commercial sponsorship.	End CY1
h) Promotional events to optimise traffic	
We will introduce a new marketing fund to support off peak events.	End CY1
i) Reviewing and analysing market levels and the potential to develop the Services (without deploying measures which are likely to be viewed as unfair competition with non-supported services)	
We will monitor demand levels and develop a demand forecasting model. We will formally review demand forecasts by route on a seasonal basis as part of the business planning process.	Ongoing
j) Staff and resources proposed to fully develop, implement and update the plan	
Implement new organisational design for marketing.	End CY1
Create role of Community and Stakeholder Director.	By Commencement Date
k) Anticipated cost effectiveness for each strand of marketing expenditure	
Review the effectiveness of marketing activities.	Ongoing

*CY – Contract Year

The Marketing Plan must be reviewed and updated in accordance with Clause 9 and shall include, but not be limited to:

Publication of service and tariff details;
Collaboration with travel agents;
Community engagement including co-operation in mutually relevant ventures and consultation/liaison;
Ticketing and booking;
Marketing targeted at managing demand;
Promotional activities and support of local events;
Introduction of IT;
Staff and resource requirements and cost effectiveness;
Introduction of SMART and Integrated ticketing;
Integration with other travel services – the Operator should discuss transport integration with other modes e.g. bus, rail and other ferry operators and in particular changes to the ferry or other timetables so that the ferry services align with other services or to allow the development of new services by other operators;
Development of connectivity between ferry ports and local communities.

2. The Operator shall develop his proposals below for a Smart and Integrated Ticketing and Booking System and following the approval of the Scottish Ministers shall procure its development and preparations for implementation.

1.5.2 Smart and Integrated Ticketing and Booking System

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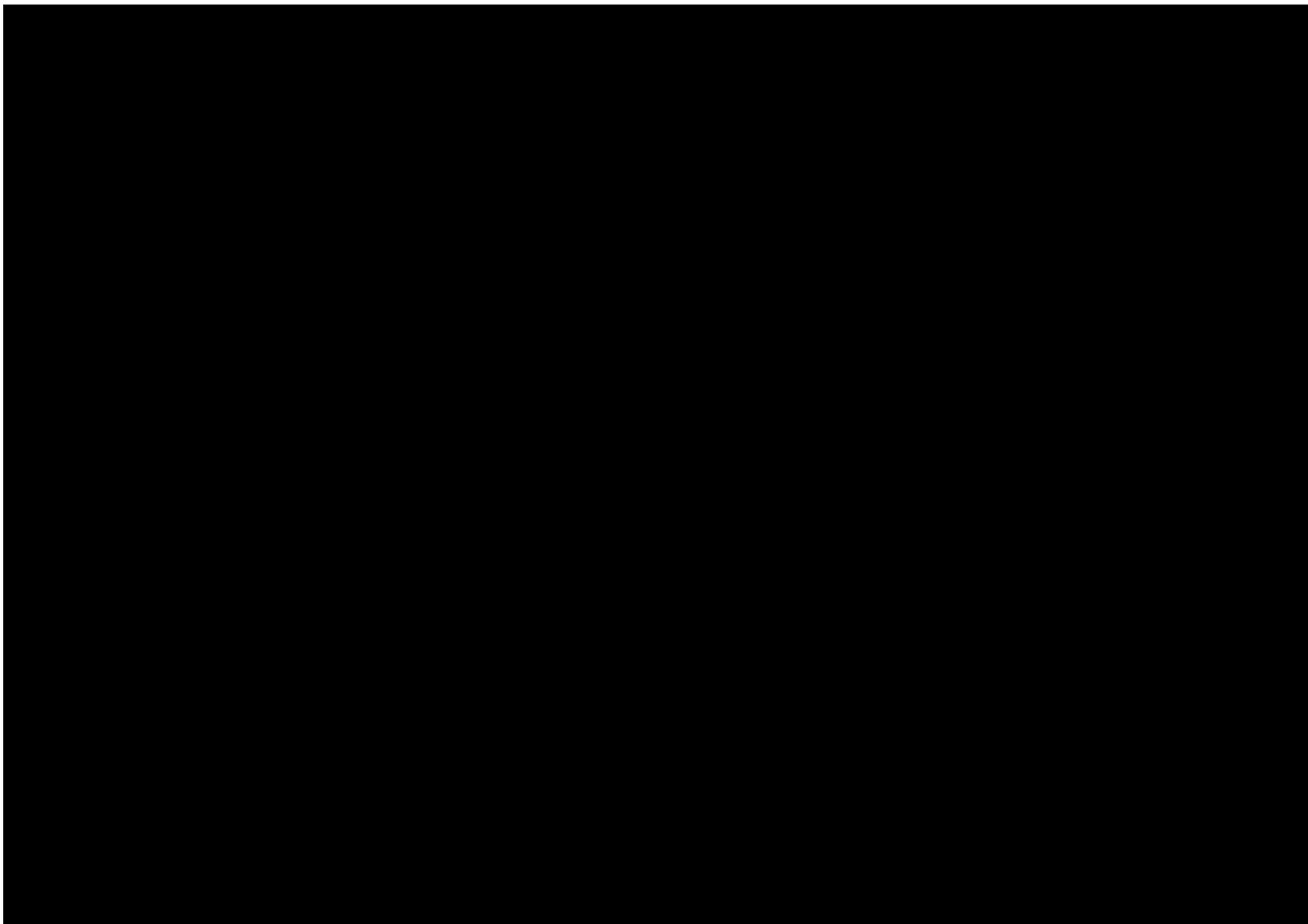
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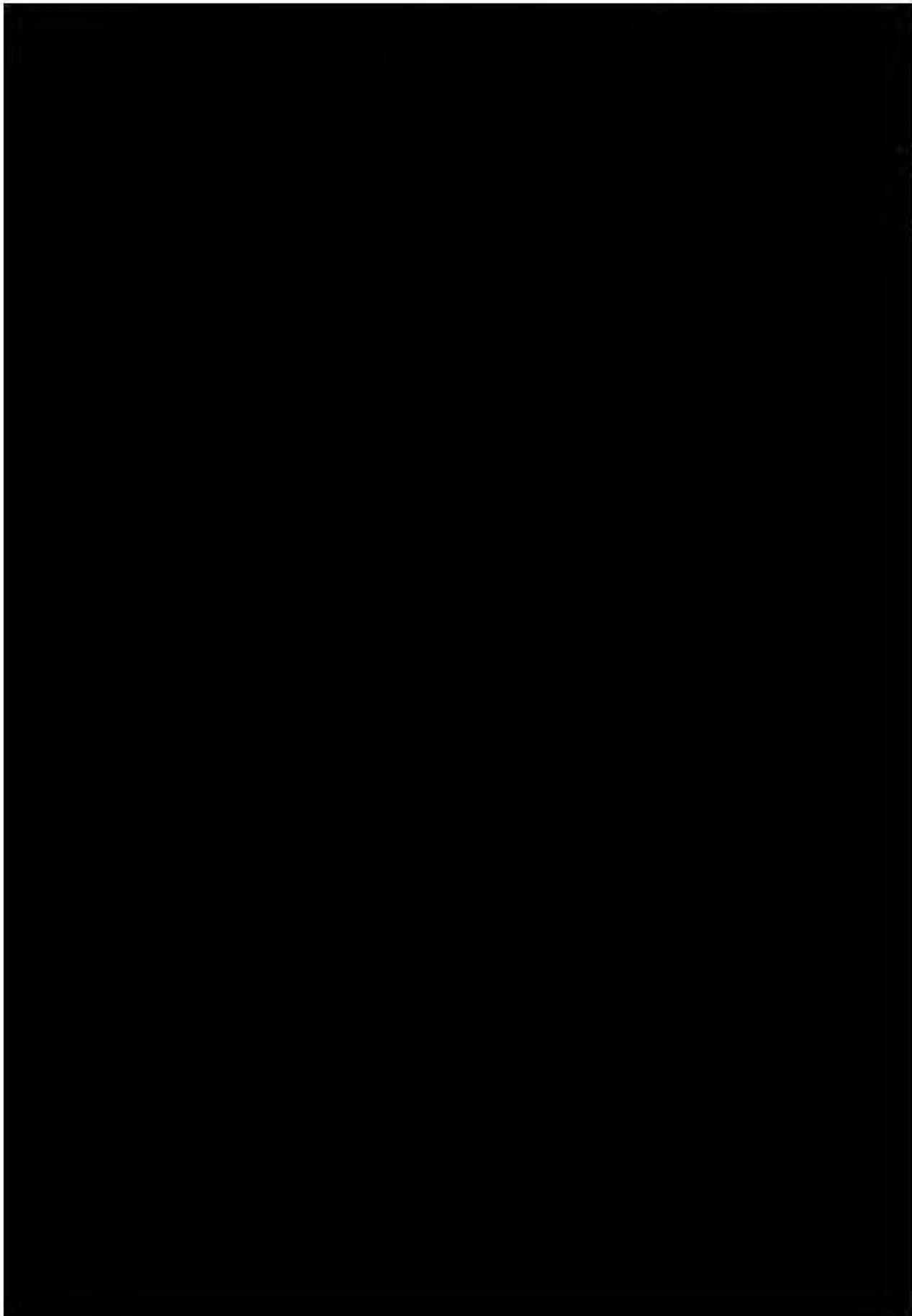
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Contract for Provision of Ferry Services
Schedule 7



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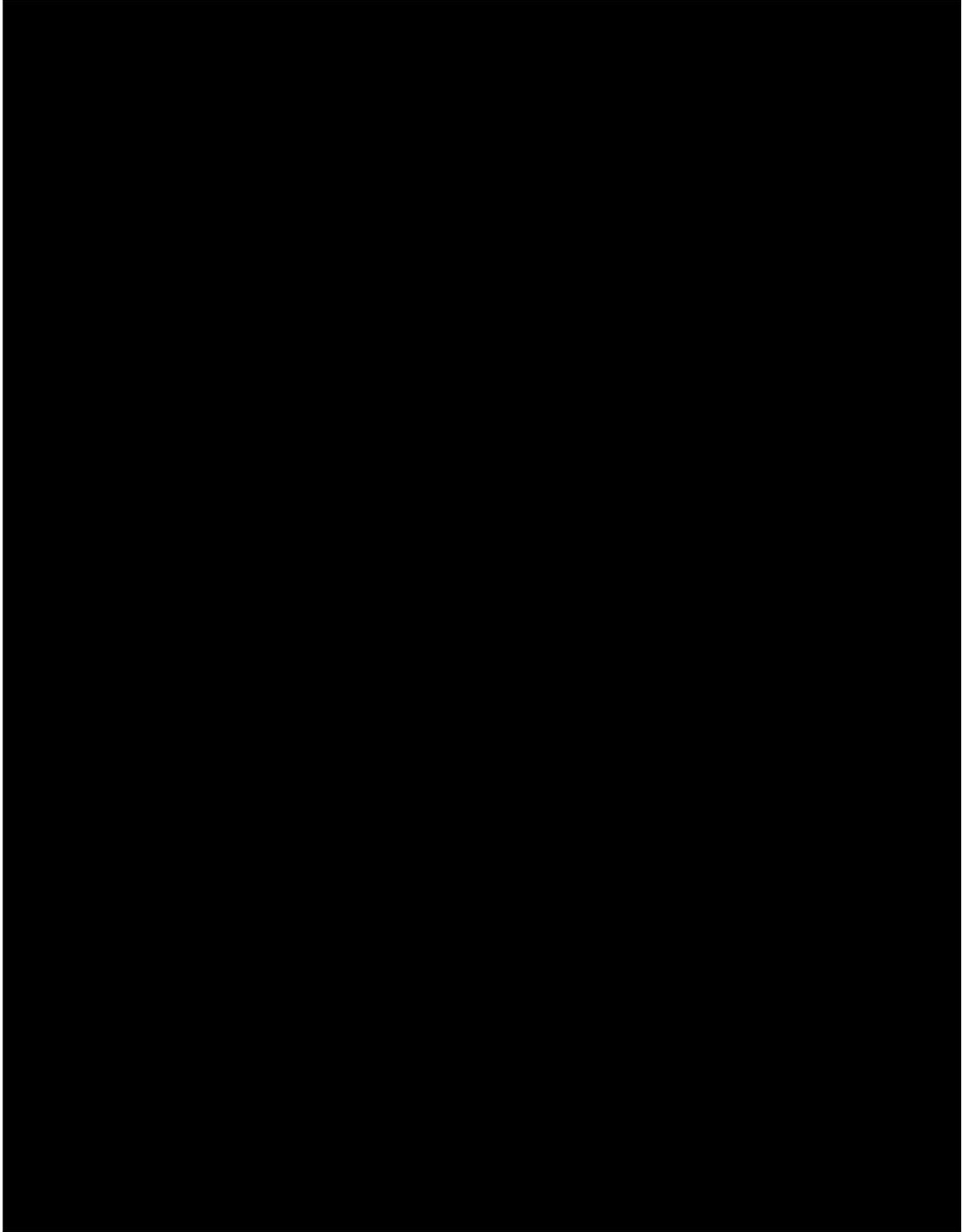
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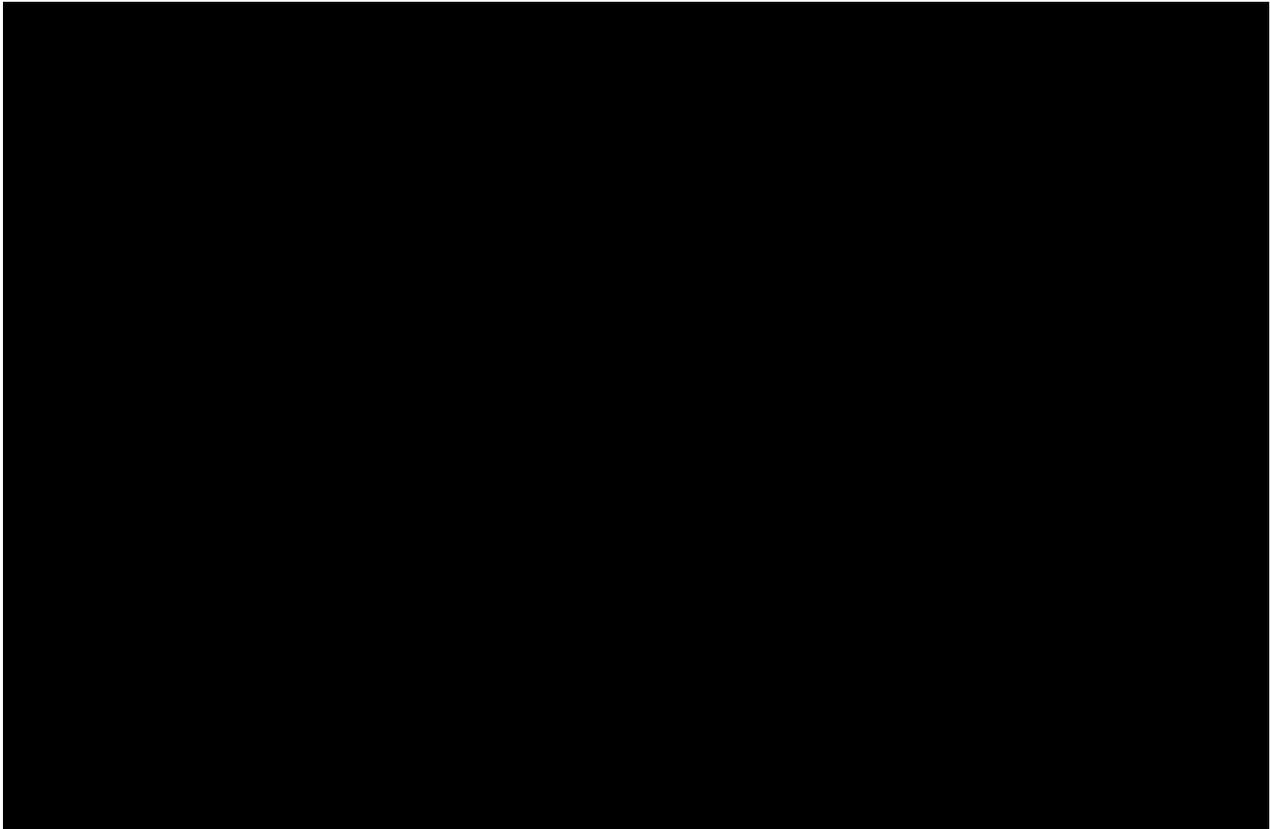


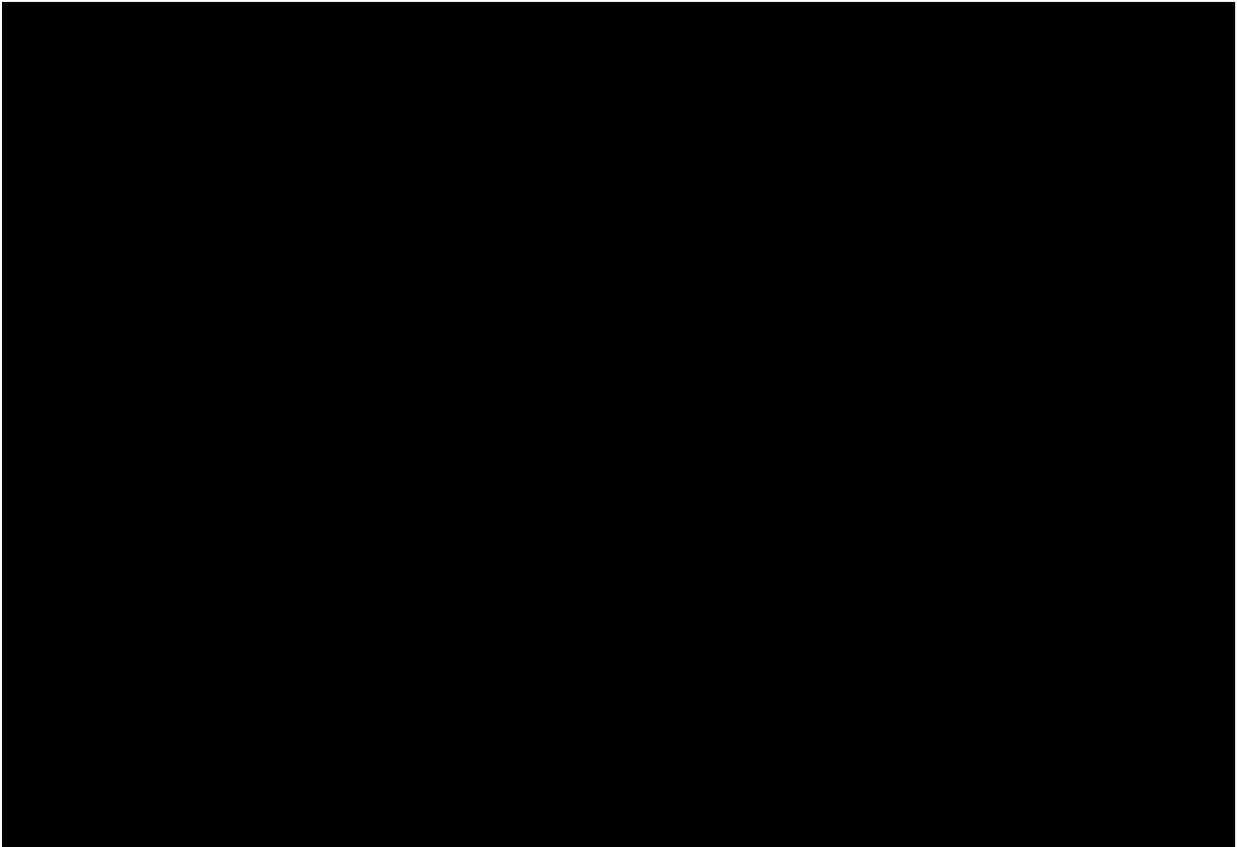
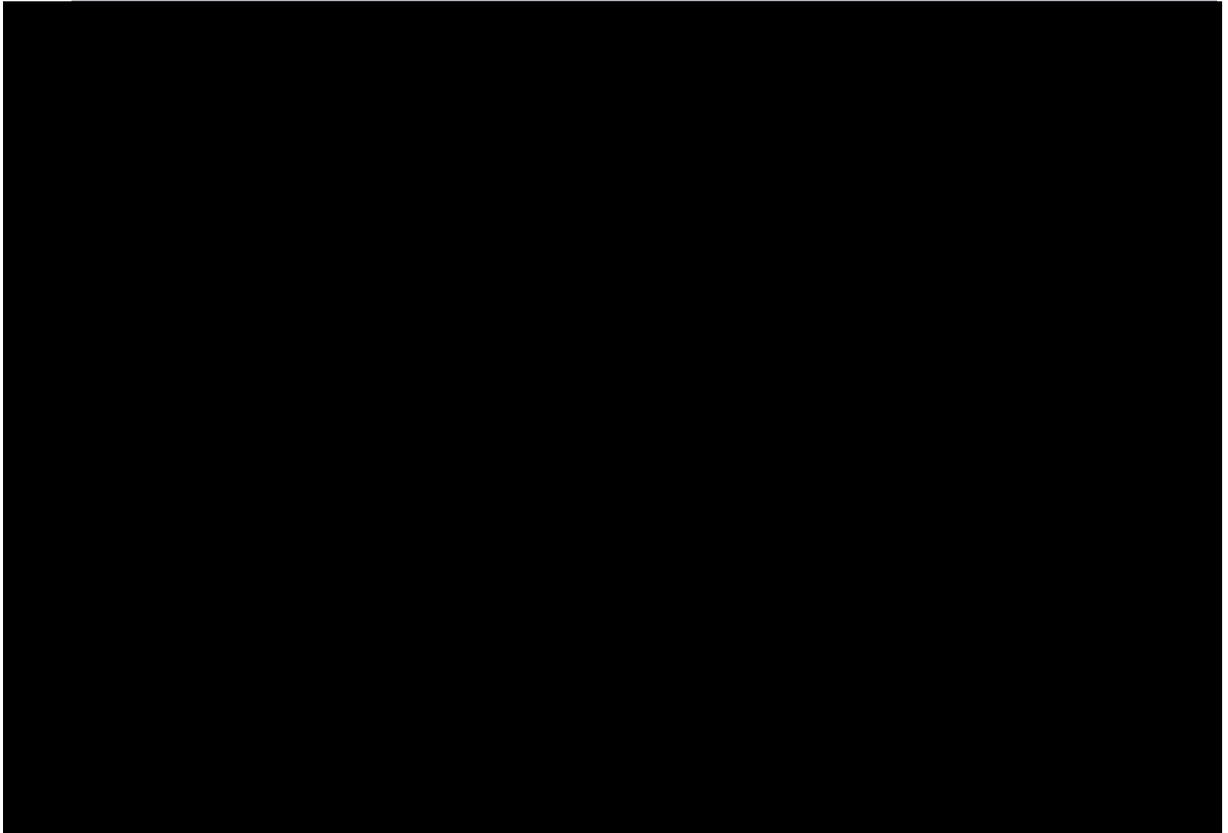
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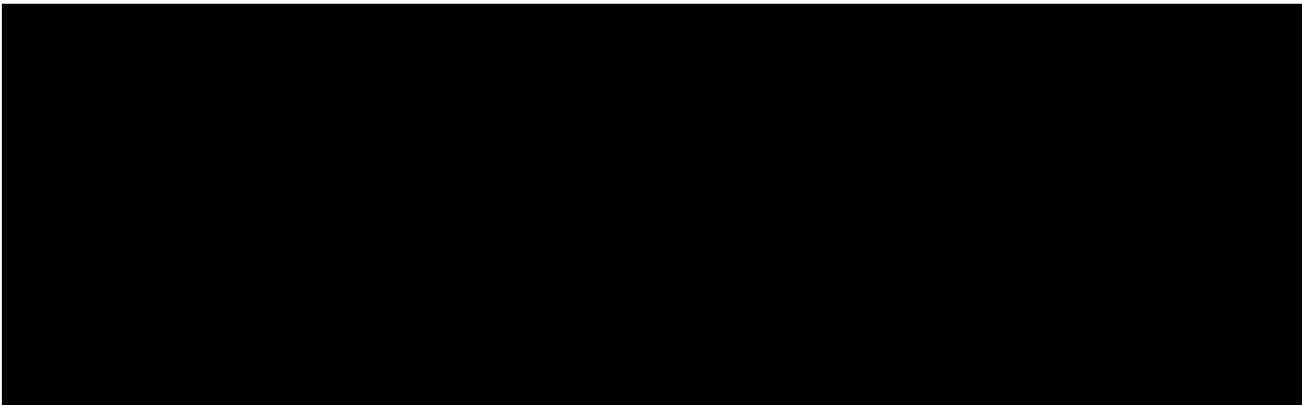
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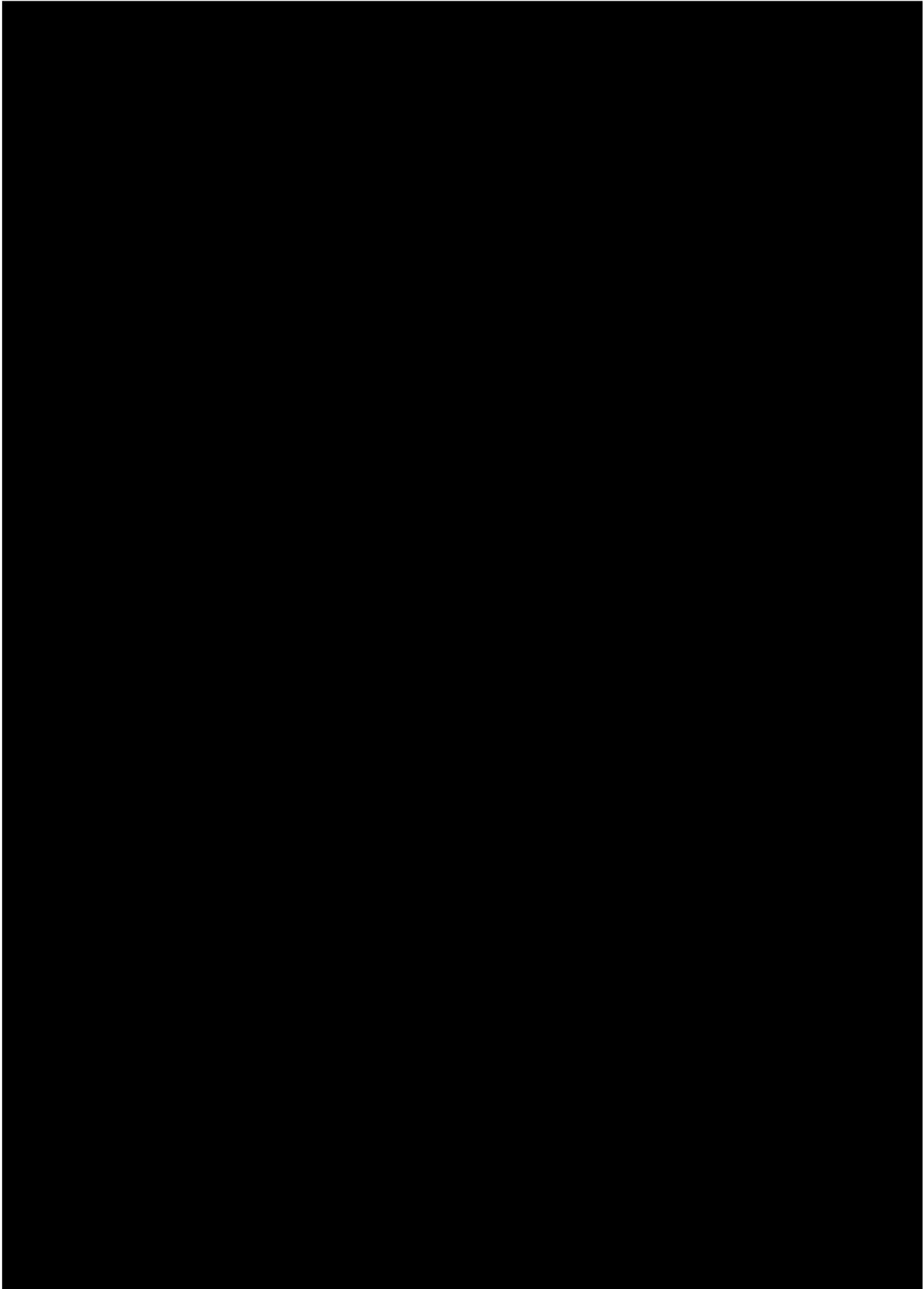
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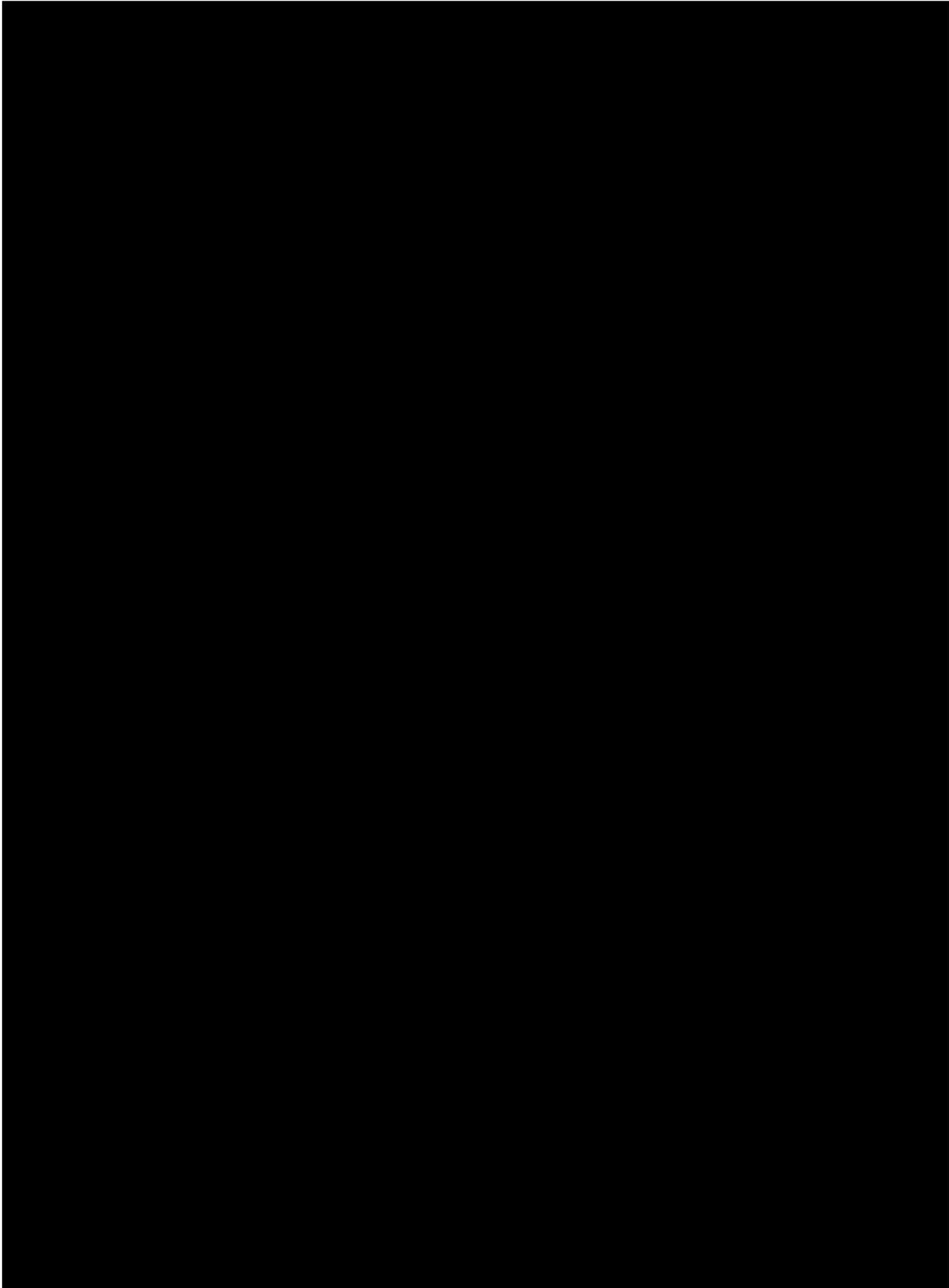
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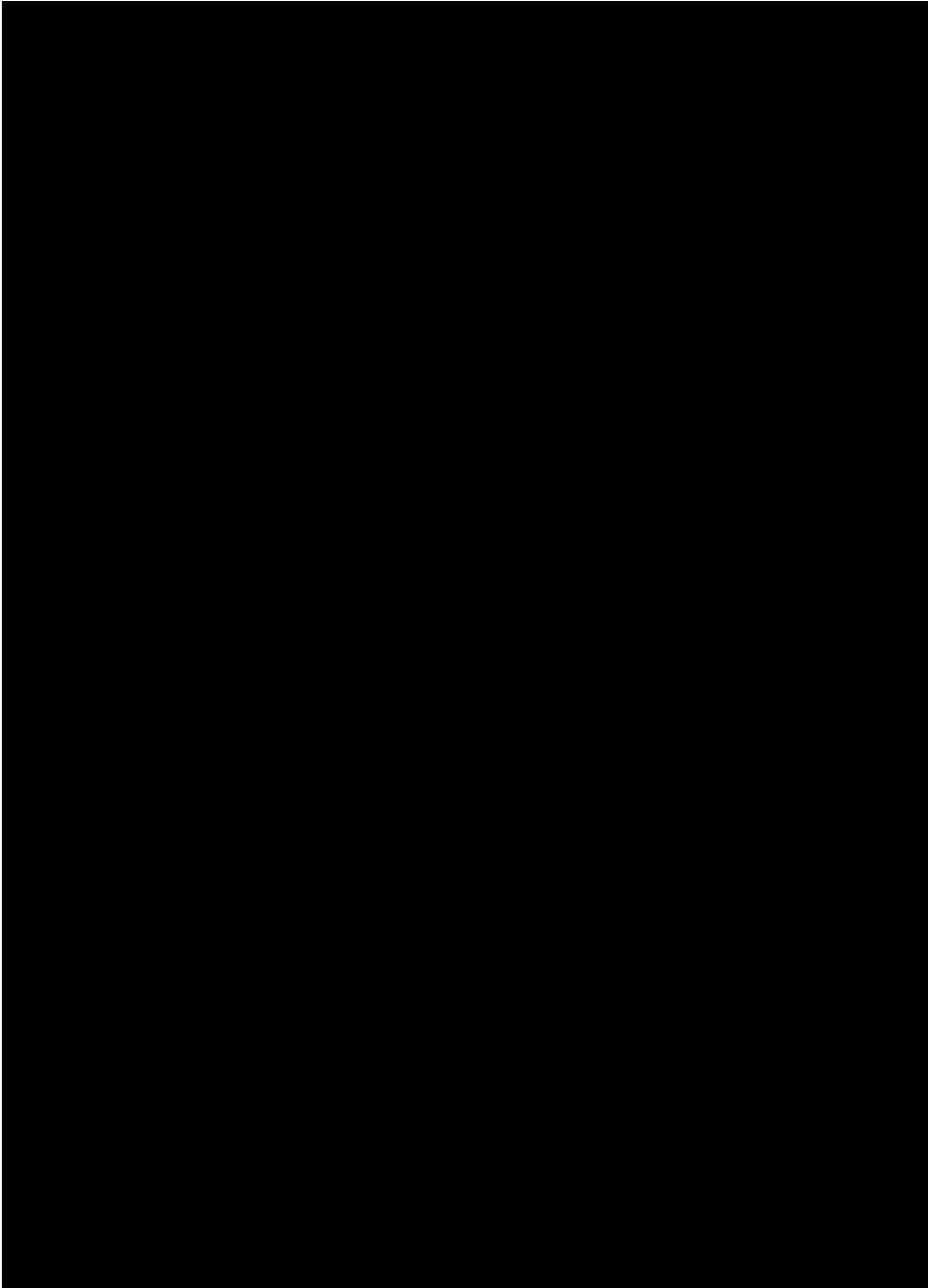
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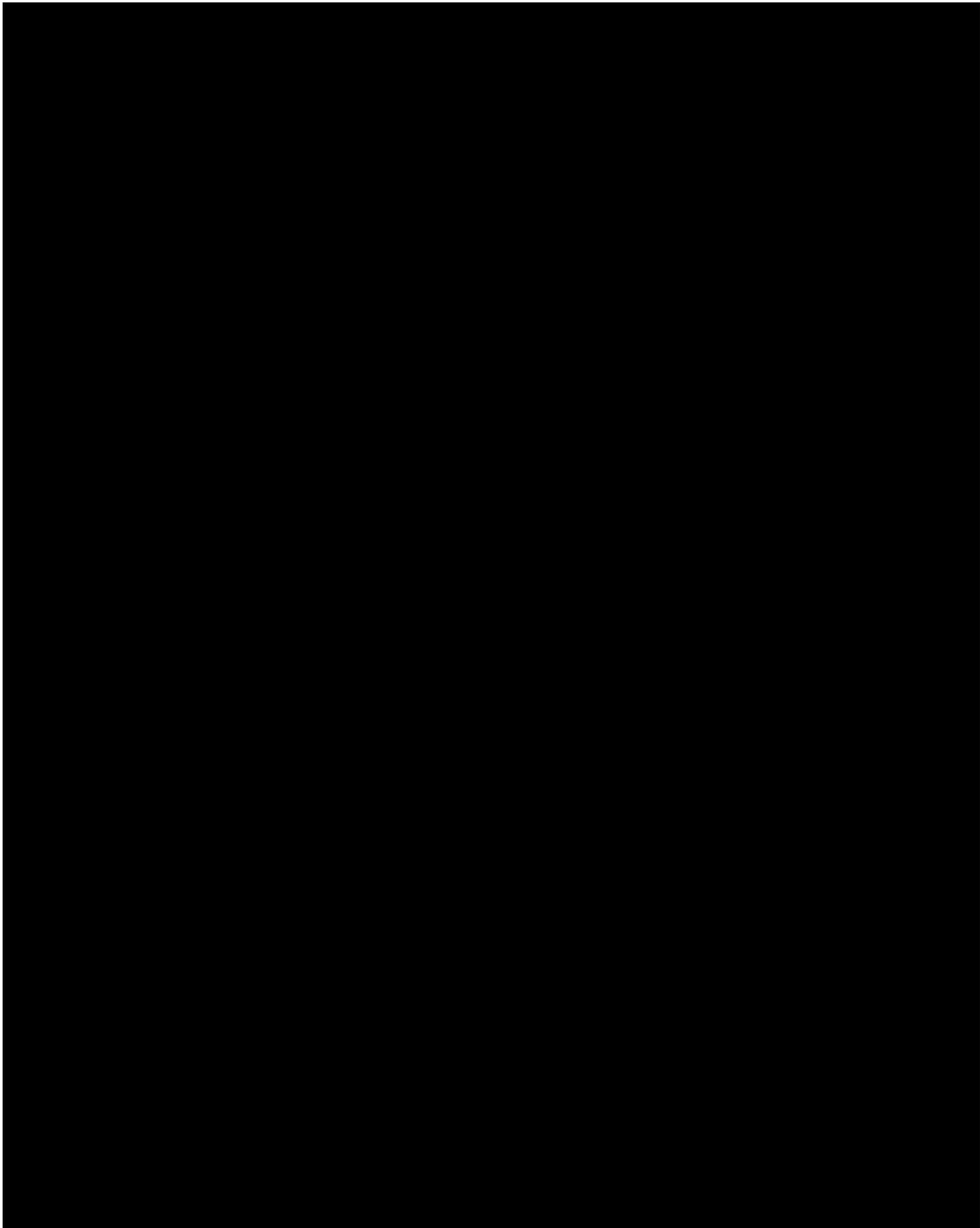
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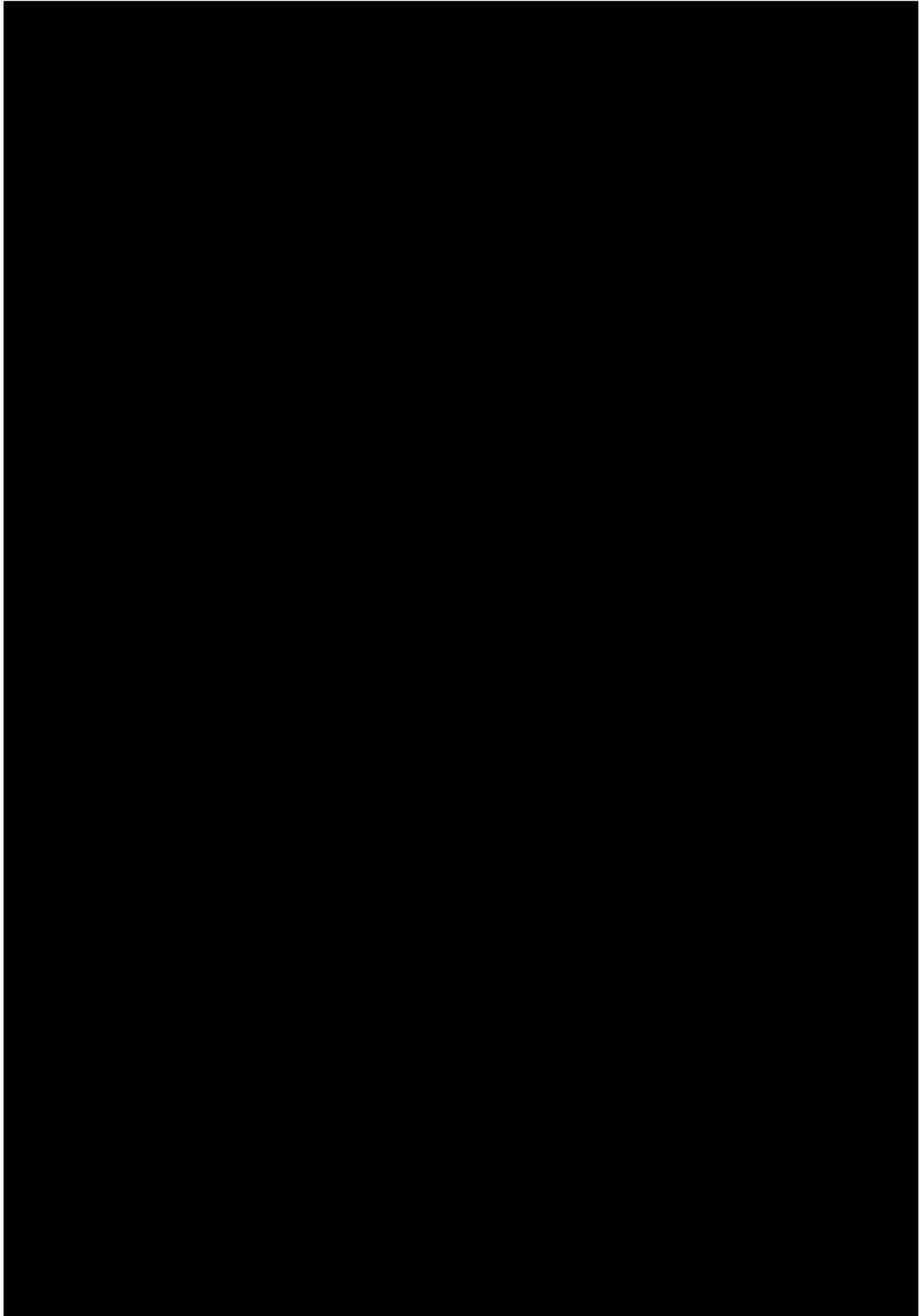
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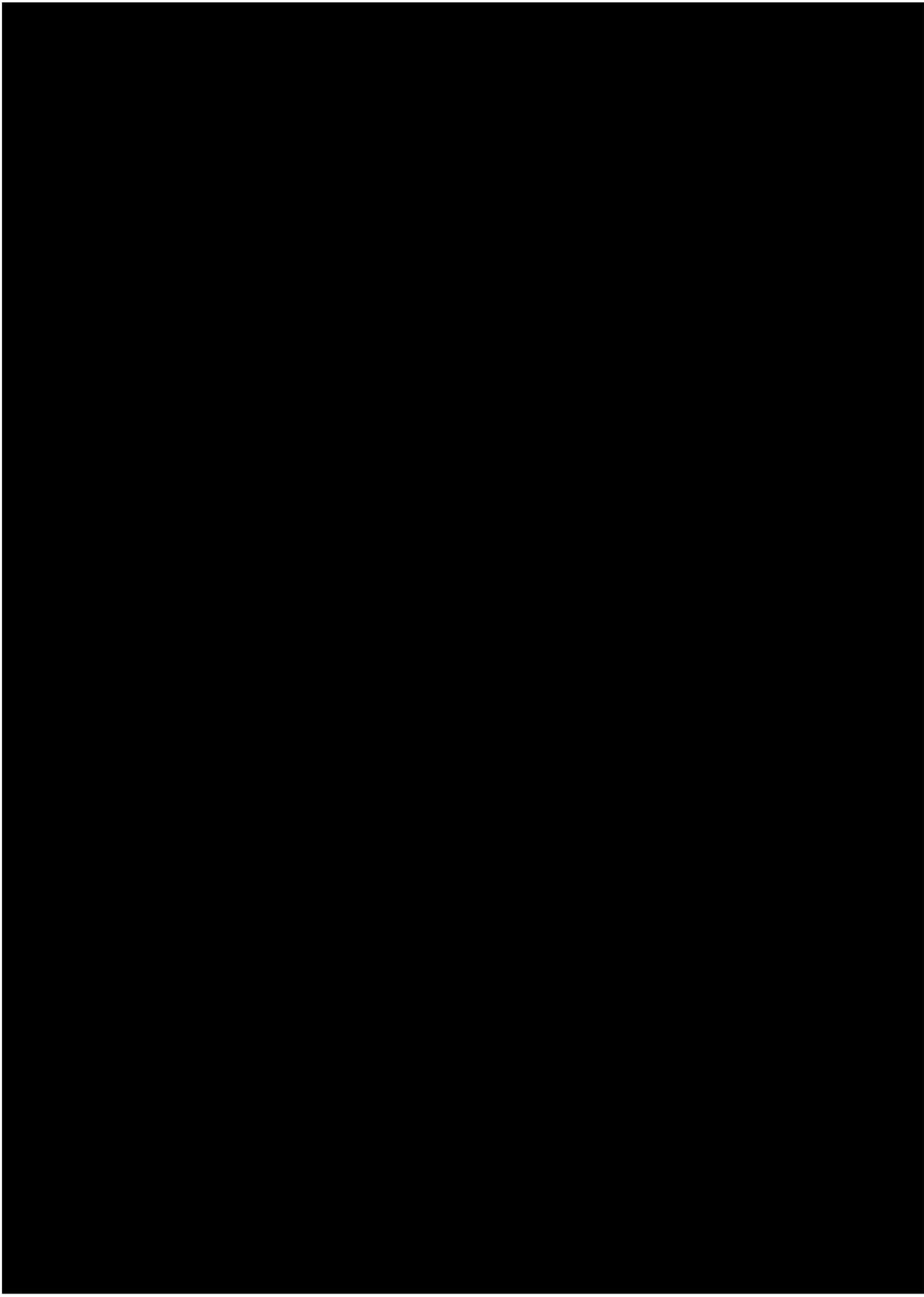












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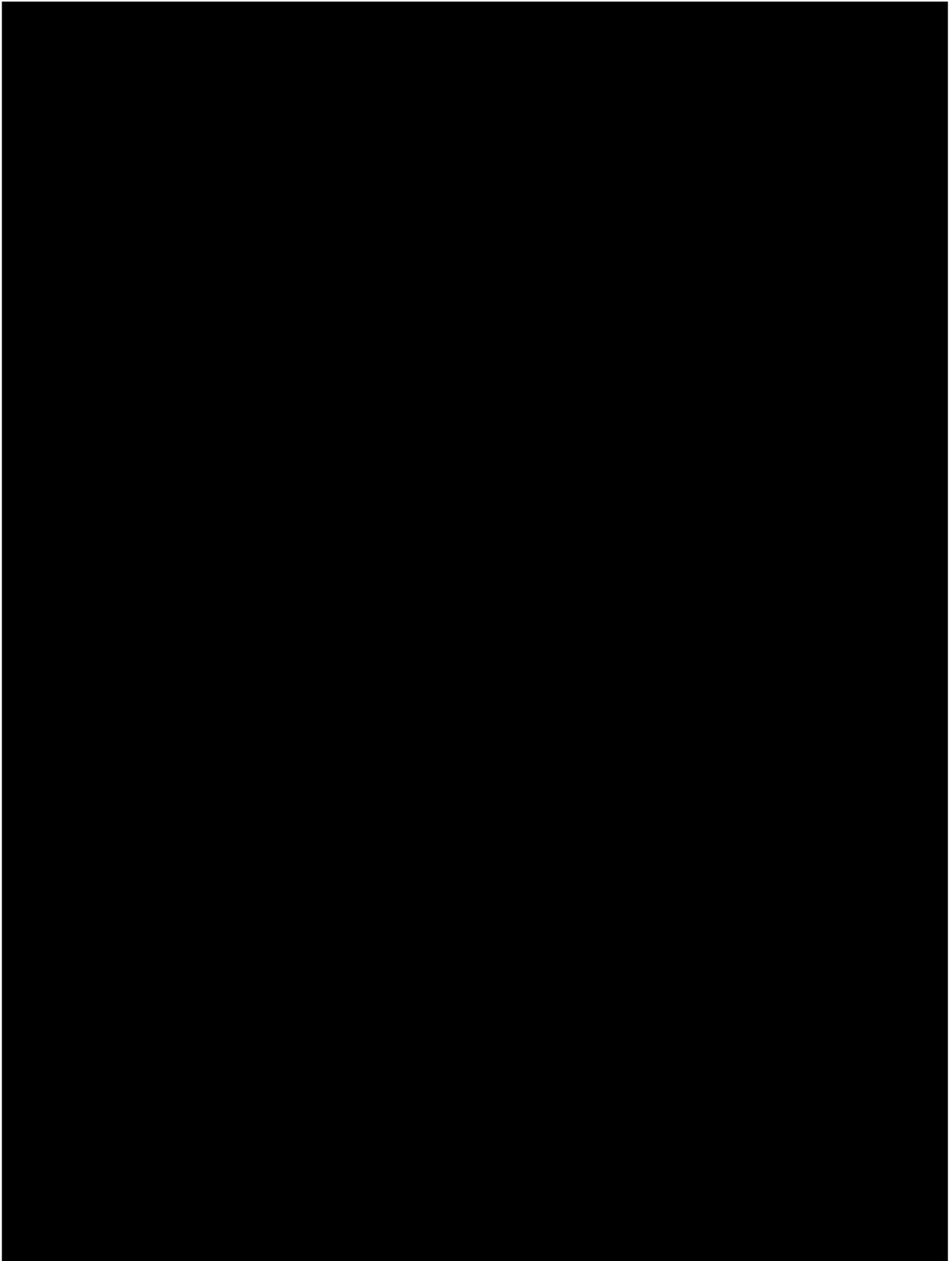
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3. The Operator shall develop his proposals below for improving Access and Interchange.

1.5.3 Improving Access and Interchange

1 Service offerings and contractual undertakings

This full and detailed Marketing Plan Supplement – Improving Access and Interchange (the Plan) sets out the means by which access and interchange requirements of the Contract will be managed by CalMac Ferries Limited (CFL) and shall apply to all personnel involved with the Contract under the direct or indirect control of CFL.

Our Transport Integration Manager will review this Plan during Mobilisation and will be responsible for ensuring that it is maintained with up to date information supplied from the Operations Director.

This Plan will be reviewed at management review meetings. If significant changes are required, a formal review will be initiated and the Plan will be revised as necessary and reissued.

We confirm that the Contract Marketing Plan Supplement will be:

- » Formally reviewed, annually, by CFL's Transport Integration Manager
- » Authorised by CFL's Managing Director prior to each issue
- » Submitted for review by Scottish Ministers annually within six weeks after the end of the relevant year
- » Updated when so requested, to the satisfaction of the Scottish Ministers

The master controlled copy of the document will be held at the CFL Head Office in Gourock and made available electronically via our Gangway intranet, as well as hard copies being maintained at all our ports and on all vessels.

a) Co-operation with complementary services provided by other service operators

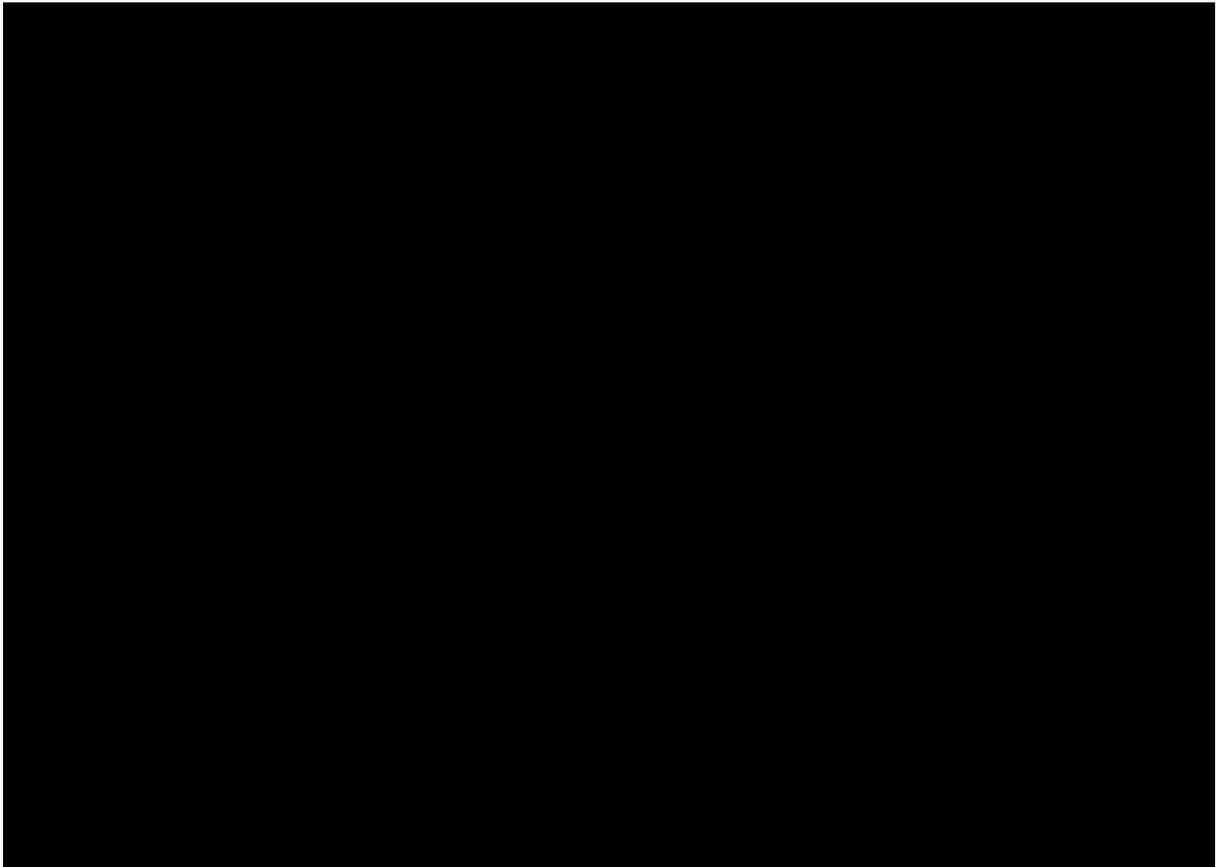
Facilitating co-operation with other service operators

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Working with members and member organisations of CFL's proposed Ferry Access Panel, the Transport Integration Manager [REDACTED] will use mystery shopper feedback and results of our annual ferry passenger survey (developed in conjunction with Transport Focus) and community consultation to:

- » Increase CFL's understanding of customer needs
- » Apply this understanding to lead improvements to:
 - Timetabling and timetabling integration by publishing in our annual or bi-annual brochure (without charge) the timetables for other ferry services operated by local authorities / private operators
 - Continue to permit other ferry operators to advertise CFL timetables
 - Information display at-port, on-board and online
 - Information sharing and integration with other service operators
- » Develop these key elements in alignment with future Smart ticketing provision

The Transport Integration Manager will build relationships with other transport service providers, councils and RTPs partners (especially the only other transport integration manager in Scotland of which we are aware at ScotRail) to fully participate in meeting passenger needs by researching and identifying areas of flexibility.

The Transport Integration Manager will prepare the following reports:

- » Annual plans identifying how improvements in integration will be measured
- » Monthly progress reports against the specific targets
- » Publish and make publicly available to ferry users a summary of performance statistics, and produce and publish a more detailed annual report.

By actively working with stakeholders and other transport providers, including bus companies, the Transport Integration Manager will lead and coordinate improvements in connectivity between ferry ports, communities and settlements.

The job description for the Transport Integration Manager can be found in 1.5.3 Appendix A.

Improving the passenger experience

Making use of data held by the Operator on passenger flows (including information on passenger origins and destinations), and web analytics the Transport Integration Manager will:

- » Identify gaps and opportunities for improving integration
- » Ascertain demand for sustainable transport connections to and from ferry ports
- » Work with Transport Scotland and partners to make improvements to integration

CFL notes the requirement to consult with affected transport operators regarding timetable changes and new services to improve connections between transport modes. We will continue to ensure that a local CFL representative, familiar with the local area and its nuances, is present at discussions on timetable options, contributing local knowledge to add value to tactical meetings.

Connections Realised® deployed for timetabling integration

Our Transport Integration Manager will lead development of CFL's Connections Realised® timetabling integration programme with ScotRail and Citylink. This portrays the reality of public transport connectivity from the customer perspective, rather than the view gained from operators' performance figures.

Joining up operators to ensure connections work for travellers

CFL will work with the major public transport operators to compare real arrival and departure time performance statistics and estimate how many connections actually worked. Figure 1.5.3 (h) shows those routes that CFL will measure, with ScotRail and Citylink shown in blue and red.

The routes shown in grey are routes that are generally served by local buses CFL is working with CnES to test the viability of demand-responsive buses, is a mechanism by which Connections Realised® will also be recorded.

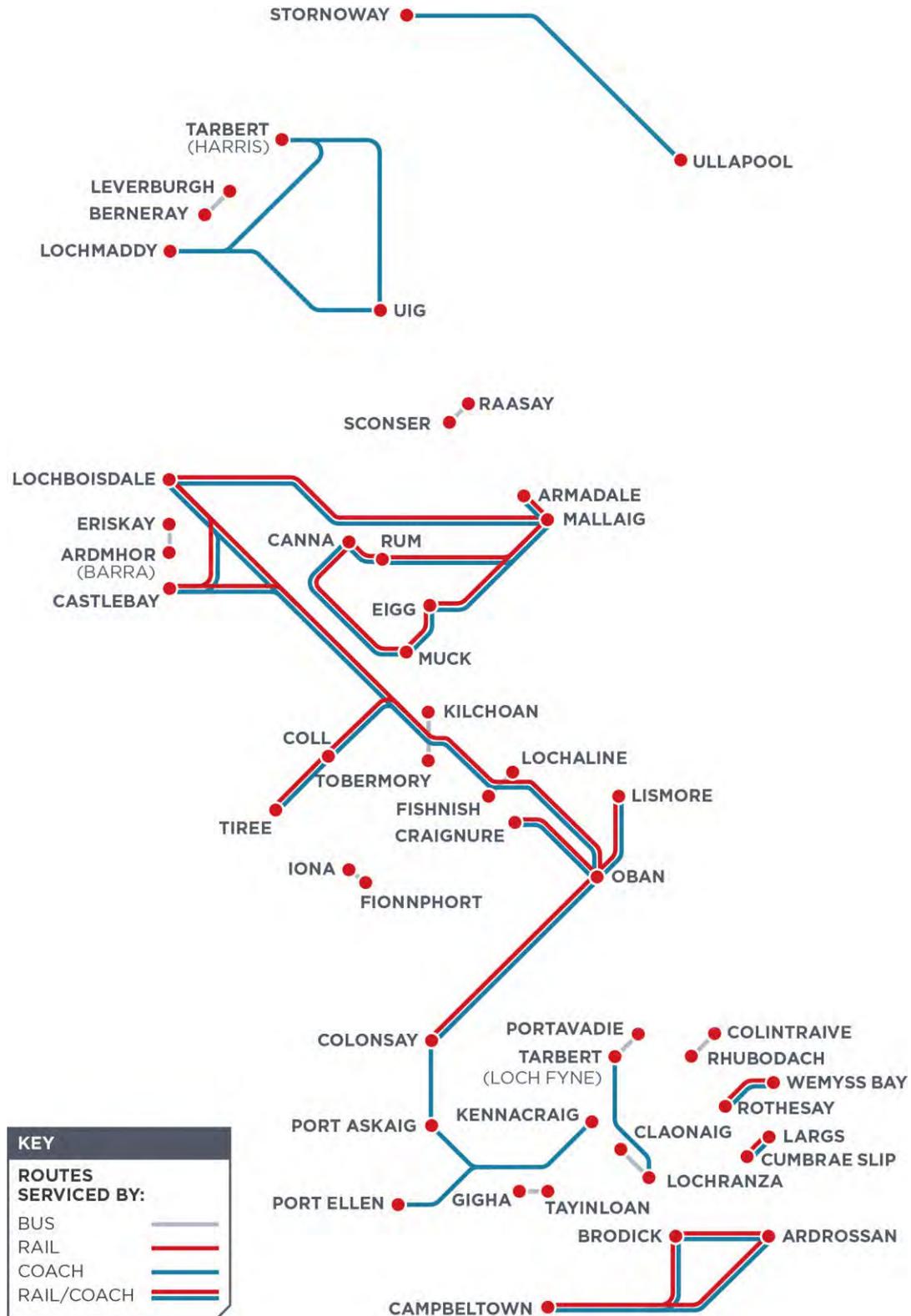


Figure 1.5.3 (h) Routes we will collect Connections Realised® information.

The Transport Integration Manager will be CFL's lead on matters relating to policy goals, including:

- » Partnership working between transport authorities
- » Influencing behaviours and attitudes
- » Integration of transport policies with land-use, economic, environmental and social policies as set out in Scottish Planning Policy (SPP 17) 'Planning for Transport'

The role provides the dedicated focus that will result in:

- » Successful integration activities, processes and procedures
- » Realisation of improvements using analysis of customer insight
- » On-going dialogue and co-operation with transport partners

The Transport Integration Manager will prioritise actions that achieve improvement from a customer perspective and facilitate the development of new initiatives:

- » Scope questions for inclusion in customer satisfaction reports
- » Monitor responses
- » Recommend and progress actions to continuously improve our interchange and customer access service

b) The support and promotion of integrated transport, including co-ordination with route and service development by other transport operators

CFL's pledge:

- » Policy and Partnerships: We will work in partnership with the other transport authorities / providers to improve the integration of transport modes
- » Information: we will proactively work with other operators to provide cross-modal information
- » Ticketing: We will maximise opportunities for ticket integration
- » Technology: We will make best use of Smart technology for ticketing and improved passenger information
- » Timetables: We will maximise opportunities to integrate service timetables and will liaise with bus and rail operators to agree contingency arrangements in event of delayed sailings.

Policy and Partnerships: We will work in partnership with the other transport authorities / providers to improve the integration of transport modes

CFL's Transport Integration Manager will work with HITRANS and SPT, continuing to support, promote and integrate the west coast and islands transportation ecosystem.



We will more effectively manage our relationship with the airlines serving the islands, resulting in better understanding that will enable the promotion of our combined services (for the lifeline aspect and the tourism aspect – fly and sail).

To strengthen connectivity between ferry ports and local communities and settlements, CFL will build on our informal network of local taxi companies (used in times of disruption),

providing a door-to-door service for the port hinterlands we support. We will continue to work with other ferry operators to provide alternative services during times of disruption.

CFL will continue its focus on the reduction of travel anxiety, especially for more vulnerable traveller groups, assuring them that we are true to our brand promise 'helping you get there', by always endeavouring to facilitate their onward journey.

Access Statements

We will improve wayfinding between transport modes, in conjunction with landowners and other transport providers. Details of these improvements will be included in Access Statements we are developing as part of our proposals for Customer Care and will be completed before October 2016.

Access Statements are publicly available documents that contain an accurate description of what a customer will experience when visiting a port or vessel; they are intended to let all customers plan ahead and to alleviate any travel anxiety that a customer may have because of their personal circumstances. The responsibility for ensuring that Access Statements succeed and evolve as a valuable customer resource lies with CFL's Transport Integration Manager.

As living documents, Access Statements will be owned by identified access champions at ports and on vessels and will contain connectivity information between ferry ports and local communities and settlements. They will be completed and available on our digital platform by Contract award as well as being promoted on third party information portals such as Euan's Guide.

Car clubs and electric cars

The low usage of existing electric car charging points at ports (Tarbert on Harris, Oban, Kennacraig, Port Ellen and Brodick) is a concern and we will ensure that their presence is noted in our Access Statements as well as featuring them on our digital platform.

Supporting our interest in developing Mobility as a Service (MaaS) CFL will continue to investigate the viability and potential for economical car hire through car clubs and ways to increase the use of electric-powered cars that will recharge using island-generated electricity. Results of this commissioned research will be available at the commencement of service.

Coaches and buses

We will evaluate partnerships with coach operators, linking the rail sleeper service arriving in Glasgow to feed customers to and from Kennacraig on a suitable quality bus service offering whisky tourism on Islay.

CFL will work with Citylink and the franchise operator to identify ways to minimise the number of coach customers travelling on the ferry from the islands to connect with a Scottish Citylink bus on the mainland, who have not made ticket reservations.

We have already developed a custom reservation tool with Citylink and added our digital platform (Figure 1.5.3 (c)). We will develop material with Citylink to raise awareness of the requirement to make ticket reservations, which will be displayed at our feeder ports Port Ellen, Port Askaig, Lochmaddy, Tarbert and Stornoway as well as displaying similar advice on our digital platform and assisting Citylink to distribute information through VisitScotland and island destination marketing organisations.

Through partnering with SPT, HITRANS, ScotRail and Citylink, we are working with the main partner organisations that interact with ferries on the west coast of Scotland.

Supporting the Council

[REDACTED]

In addition, CFL will gladly distribute, on behalf of the Council, any information supplied as printed copy on board our vessels.

Information channels

Ports will have digital information signs displaying 'real time' feeds from other public transport providers (where available).

We will work with SPT, HITRANS, Traffic Scotland and Traveline to ensure:

- » Development of the most effective, simple and value for money solution
- » Consistency in the technology and infrastructure rolled out across our network.

CFL will work with HITRANS on information boards at major decision points on the feeder road network and will continue to support and promote Traveline as our solution to journey planning, focusing on ensuring the timely supply of information on our own site, as advised through dialogue with Traveline.

CFL will provide data regarding our arrivals and departures, sourcing road information from the National Driver Information and Control System (NADICS) from Traffic Scotland.

As part of our innovative, new solution we will install digital screens at ports and on board vessels. These will:

- » Provide announcements and information on connecting services
- » Enable customers to utilise and personalise our timetables electronically
- » Provide clarity on integrated connecting services and estimated travel-times
- » Achieve cost savings by reducing printing requirements.

By encouraging greater self-service through increased migration to digital channels, CFL will provide tailored content, based on our customer profiles, including



Figure 1.5.3 (j) an example of a digital screen that will be used to display connecting service information

information from third parties and councils.

We will jointly measure Connections Realised® with ScotRail and Citylink to identify how many rail / ferry coach / ferry connections are vulnerable and develop a metric to measure a customer's success in transferring from one transport mode to the other.

We will include relevant connectivity information in our Access Statement, such as information on connecting buses, trains, taxis and community transport, to allow customers to research and plan their trips, reducing the scope for connection anxiety.

Our partnership approach will avoid technology projects being developed in isolation creating greater consistency and value for money for Transport Scotland. We envisage a single, unified feed of location-specific public transport information to be distributed by a central authority, even though most providers are releasing information on the location of assets and arrival / departure times through their own apps.

Added value: Developing future-proof solutions

We will ask that HITRANS act as the conduit to ZeTrans and NESTRANS to ensure that any solution that we develop for the west coast would be compatible with, and could extend to ferries serving the remaining Scottish Islands.

Ticketing: we will maximise opportunities for ticket integration

CFL will move the majority of ferry ticket purchases and fulfilment to digital channels:

- » Mobile tickets
- » Smartcards
- » Print-at-home

This move will support the targets against which we are committing to deliver for Smart and integrated ticketing as detailed in Table 1.5.3 (a) below, extracted from the Transport Scotland Instructions to Participants.

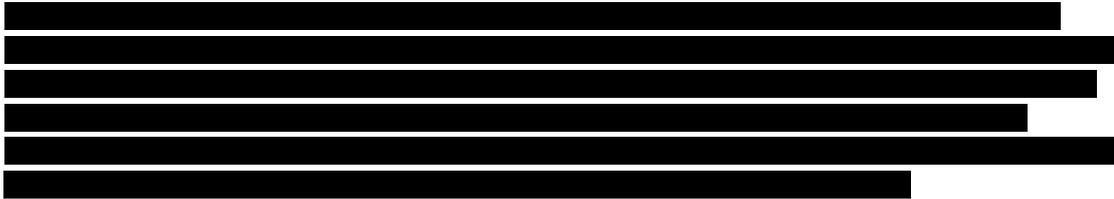
Table 1.5.3 (a) CFL's Smart and integrated ticketing target commitments

Stage	Commitments
Stage 1 Apr 2018	ITSO Smartcard ticketing availability of a range of specified ticket types plus any ticket types committed to by the Participant to enhance smartcard journey uptake. Smart Ticketing available for ITSO Relevant Passenger Journeys (IRPJ) to be ITSO compliant with the national scheme on all routes.
Stage 2 Oct 2019	Stage 1 plus Smart availability of all ticket types plus minimum 50% uptake level by ITSO Smartcard ticketing for the total IRPJ made across the ticket types specified or committed to by the Participant for Stage 1 and the availability of the New System to all passengers and vehicles for all ticket types on all routes.
Stage 3 2021	The use of the New System for all journeys.

Several of our proposed product extensions [REDACTED] will rely on Smart media and / or customer accounts. A major challenge will be the complexity of creating multi-operator licences and agreeing business rules for allocation of revenues, given the fare structure under which the Clyde and Hebrides Ferry Services operate.

CFL will work with Transport Scotland to ensure any hurdles are exposed and overcome in a timely manner to support our desire to deliver an easy, friendly,

personal service that offers value for money to our customers and to Transport Scotland.



It is likely, given the speed that consumer purchasing habits are evolving (Figure 1.5.3 (d) Apple Pay), that the digital landscape for consumers will change during the lifetime of the Contract. CFL will work in collaboration with Transport Scotland on trends and demands that we are experiencing while operating the Service.

Working with ScotRail and Scottish Citylink, CFL will examine barriers to integrated ticketing caused by special fares that apply to only one operator.

An example of one of these barriers is the joint rail and ferry ticket. While, this has a convenience benefit to customers, it offers no financial benefit. The situation is compounded by rail special offers such as 'kids go free', 'club 50' (see example in Figure 5.1.3 (k) and validity periods which make it cheaper to buy the rail ticket and ferry ticket separately.

CFL will investigate opportunities and barriers to integrated ticketing between ScotRail, Citylink and CFL. All three organisations have agreed to do this, following which we will present a report of considerations and recommendations to Transport Scotland for their consideration. We propose to utilise HITRANS for oversight.

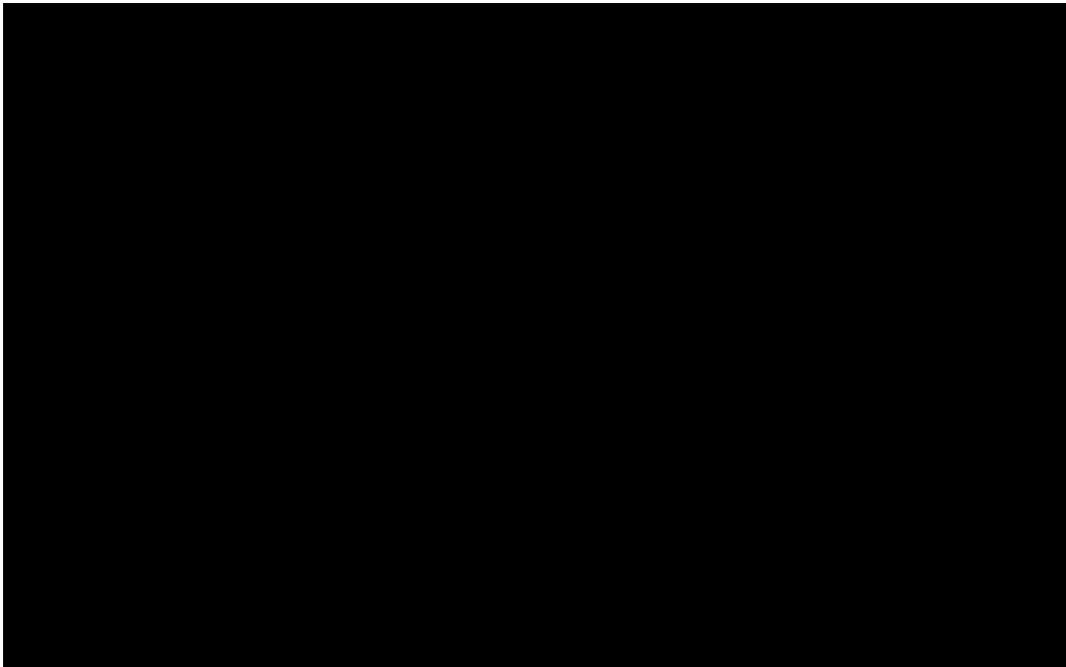


Figure 1.5.3 (k) special offers can make it cheaper to buy separate tickets.

CFL will institute mechanisms to track the volume of customers using connecting public services and establish a benchmark figure before the start of the new Contract in October 2016. From that benchmark figure, we will set a target to grow the use of multi-model travel by 10% over the life of the Contract (including bike / ferry travel).

Our Transport Integration Manager will lead our activities in this area.

The success of ticket integration relies on identifying advantages for all parties to participate, which will stem from knowledge of incoming demand from other transport modes. CFL sees advantages for connecting bus services to be aware of guaranteed demand arriving at a port with the desire to take a bus.

[Redacted]

Technology: we will make best use of Smart technology for ticketing and improved passenger information

CFL will develop channels (especially digital) and content to actively promote information on connecting public transport services at journey planning stages, including the promotion of Traveline. This promotional material will be in place by the end of Contract Year 1.

At the beginning of a journey, information on connecting services will be presented on tickets, whether issued or printed at home and will be available at departure ports and on board vessels through:

- » Digital screens
- » Crew updates
- » Mobile channels

This will be a feature of our new ticketing and reservation system and will be in place by the end of Contract Year 2.

CFL will pay special attention to people travelling with special communication needs to ensure their understanding of the same level of information.

Intelligence about who is travelling is key to delivering relevant content. CFL's ticketing and reservation system will record customer and vehicle types, where practical and, based on this data, we will source relevant information that a traveller will or may need, or that a relevant third party may want them to know. Examples are local dog-friendly pubs or bike repair shops.

CFL will put this content feature in place by the end of Contract Year 3, using smart, account-based ticketing approaches which ask supplementary questions. The answers will allow personalised information to be delivered which add value and relevance to the customer's journey.

[Redacted]

Timetables: we will maximise opportunities to integrate service timetables

CFL will continue to work with our modal partners to explore timetable change opportunities to integrate our services. We will include a review of the practical time that it takes to change transport modes, especially with larger vessels and the implications on connectivity.

CFL will explore the practicality of communicating our timetables in a way that emphasises connectivity. The current practice is for times to be communicated when the 'first rope' lands ashore or the 'last rope' is released. Practically, for a customer travelling to a public transport connection, they have no indication of the requirement to wait 10 to 15 minutes before leaving a vessel via the passenger gangway to make their connection. We will complete consultation on this matter by the end of Contract Year 1.

CFL will review timetable changes around major events to ensure that any changes made to accommodate them do not result in public transport links being broken further down the line.



When CFL is aware of special events or festivals on the islands involving planned disruption, on our side, with the potential to impact other transport modes, we will make our modal partners aware of the likely surges in customer volumes. For example, we will inform ScotRail when we know of large groups of cyclists planning to do the '5 ferries' on the Clyde, who will potentially travel to Ardrossan by train.

Figure 1.5.3 (l) around 50 bikes arriving at Ardrossan by train from Glasgow.

CFL's work on Connections Realised® will increase the transport industry's awareness of real connectivity from a customer's perspective, for travellers connecting from Ferry to ScotRail or Citylink.

CFL will build deeper connections between ferry / port staff and local bus operators and increase understanding of local opportunities and constraints to integration, with potential identified in the context of demand responsive buses.

We have discussed the contribution that community transport could make in filling the transport gaps in rural areas with [REDACTED] the Community Transport Association (CTA). The CTA has provided a list of those community transport operators (CTOs) operating from our ports and these will be included in the Access Statement for every port and slipway.

CTOs, as a rule, do not offer a transport service for the general public, but only for individuals who meet certain criteria. CFL will list them along with the advice provided in our Access Statements, which are intended to inform and offer reassurance for vulnerable travellers.

CTOs will be supplemented by information on services that the local council or the RTP may provide. For instance, on the Wemyss Bay – Rothesay route, we include

details of the SPT MyBus for Wemyss Bay and for Rothesay and we provide information on Argyll and Bute Council minibus service.

We will review loading and turn-around times at railheads, which can be so tight that integration with ScotRail services regularly fails during busy periods. In some cases this can be caused because the timetable is a regular shuttle, which is based on vessels that are loaded to 70%.

When we experience customer demand (especially for the car decks) that exceeds this value, we cannot, physically, get vehicles on and off vessels fast enough to meet the planned timetables. We will attempt to adjust these 'undeliverable' connections, which can cause community frustration (e.g. the Oban Craignure service for Mull residents) through consultation in Contract Year 1.

We will continue to publish tidally-adjusted timetables in advance, where services are known to be disrupted because of spring tides, as shown in Figure 5.3.1 (p). These will be distributed to key stakeholders including councils, health boards, tourism operators, emergency services and public transport operators, as well as being displayed on feeder services at ports and on our digital platform.

Sharing this information will enable businesses, utilities, agencies and customers to plan for changes to the routine service, as well as offering advance notice to local bus companies for them to adjust timetables, if possible or appropriate. This example of CFL communicating planned disruption demonstrates our commitment to liaise with other transport providers to agree contingency arrangements during the disruption.

Berneray - Leverburgh (Sound of Harris)

Timings on this route may vary according to tidal conditions. On the following dates departure times will vary from published timetable.

TIDAL DISRUPTION TIMETABLE		
	Depart Berneray	Depart Leverburgh
April		
Sat 4	0715, 1025, 1720	0825, 1140, 1830
Sun 5	0830, 1630	0935, 1735
Mon 6	0715, 1025, 1720	0825, 1140, 1830
Thurs 16	0715, 1330, 1720	0825, 1445, 1830
Fri 17, Sat 18	0715, 1445, 1720	0825, 1555, 1830
Sun 19	0830, 1630	0935, 1735
Mon 20, Tues 21, Wed 22	0715, 1025, 1720	0825, 1140, 1830

Figure 1.5.3 (m) Screenshot of a tidally adjusted timetable, which will continue in the Contract.

Transport integration through planned disruption

Where port closures or other planned works have the potential to disrupt journeys, CFL will work with local councils, ferry companies, rail services and other stakeholders such as local taxi companies to keep them informed of:

- » Reasons for disruption
- » Alternative arrangements
- » Temporary timetables

This will be achieved using information notices on-site and on-board, on the website and through social media. CFL will keep customer care centre staff up to date with the temporary arrangements so that they are able to provide accurate predictions to passengers.

c) The development of connectivity between ferry ports and local communities and settlements

Infrastructure: we will improve physical integration with public transport and cycling

CFL will work with facility owners to implement infrastructure improvements as identified by our inclusive design reviews and, in co-operation with these organisations, we will access the Ferry Accessibility Fund and third party funding. We have already agreed with Sustrans to identify projects that could qualify for Community Links (matched funding) and will also consult with Paths for All to improve connectivity around ferry ports for safe and accessible pedestrian access.

We will work in partnership with relevant tourist umbrella organisations such as VisitScotland and the Scottish Tourism Alliance on national initiatives, as well as supporting and co-operating with Destination Marketing Organisations and tourism groups to participate in local initiatives.

CFL will continue to actively participate on local community liaison as required by the Scottish Ministers and any potential impact on communities will be discussed in a Weekly Operation Issues Review between Operator and Scottish Ministers.

The mystery shoppers provided by our ferry access panel [REDACTED]

[REDACTED] will analyse their feedback on the success and appropriateness of wayfinding to, from and within the port facilities.

To ensure best practice in our wayfinding at ports and on ferries, we will provide easy to use guides for new passengers and visitors in a range of media including video walk-throughs, which will be placed on our digital platform.

If CFL implements permanent changes to the timetable with the permission of the Scottish Ministers, we will consult Regional Transport Partnerships and Councils (Western Isles, Highland, Argyll and Bute, North Ayrshire, Inverclyde), as the Scottish Ministers require.

Working with Sustrans, Hitrans and Transport Scotland, CFL will explore the concept and funding available for active travel hubs and propose development of these at locations such as Ullapool, Oban, Brodick and Rothesay.

We have met with [REDACTED] Transport Scotland's Sustainable and Active Transport Team and are in current dialogue with Sustrans on how best to carry out feasibility studies. We have allocated funding in our Proposal to undertake this work.

We are in active dialogue with Ullapool Harbour Trust on potential facilities at the port that could be considered as part of an active travel hub and will work with CMAL on the potential for Brodick as part of the port redevelopment.



Figure 1.5.3 (n) CFL investigating the potential for redevelopment of the derelict toilet at Ullapool owned by Highland Council to create an active travel hub also containing a Changing Place accessible toilet.

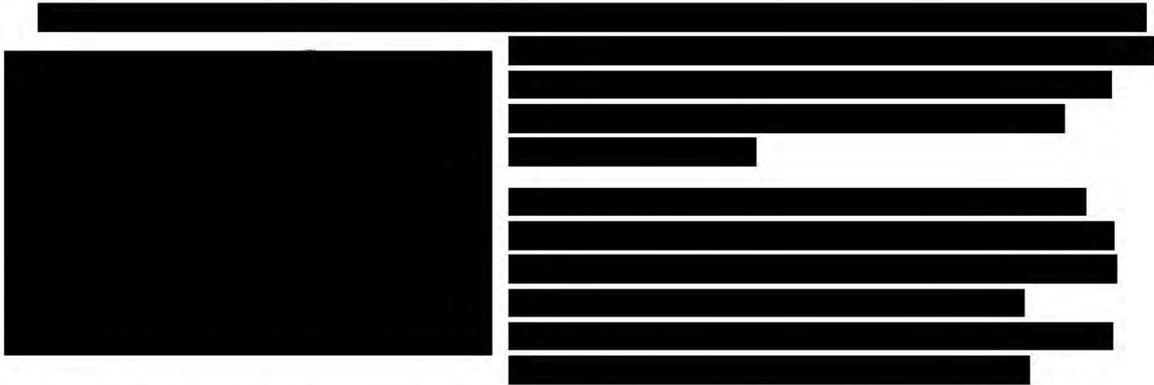
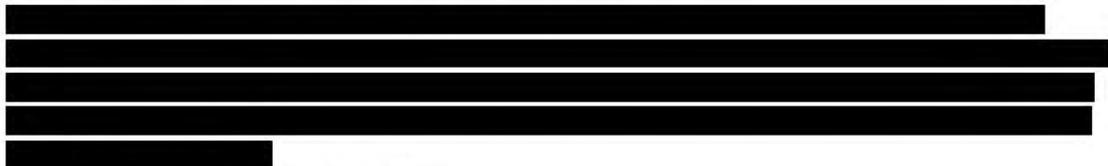


Figure 1.5.3 (o) A Bike&Go cycle currently being rolled out as part of the ScotRail commitment to cycling, which will be complemented by CFL's deployment showing a joined up approach to active travel programmes.



Our fully funded proposal includes:

- » Shelters at cycle marshalling areas, which can also double as pedestrian shelters
- » Sheltered bike parking
- » 3 Bike&go facilities with hire bikes accessed with a smartcard to facilitate more joined-up journeys and assist targets for smart ticketing adoption, which we will assess in contract year 3. Locations planned are Brodick, Rothesay and Oban.
- » Reservable cycle trailers, as illustrated in Figure 1.5.3 (p), which we will test on the Ardrossan-Brodick route, implemented at Contract Award. These cycle trailers will be reservable as part of the new ticket and reservation system in place by the end of Contract Year 2.
- » Specific facilities on the CalMac Five Ferries route around the Clyde will be implemented in Contract Year 1.

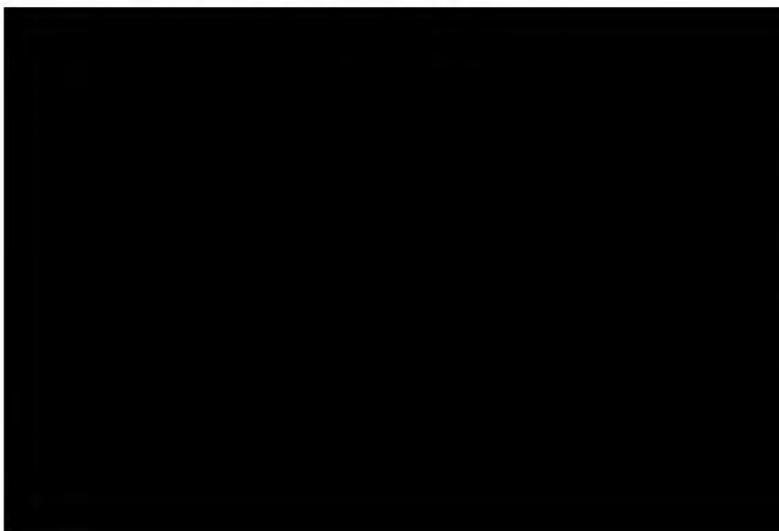


Figure 1.5.3 (p) Custom, bike trailer proposal from Falco for Arran route enabling bike space to be reserved on vessels will give cyclists reassurance that their bike will be handled well when travelling in large group.

CFL will continue to support these infrastructure improvements by marketing activities such as our current CalMactive campaign, promoting active tourism.

All cycle-related features are fully funded and will be implemented over Contract Years 1 and 2.

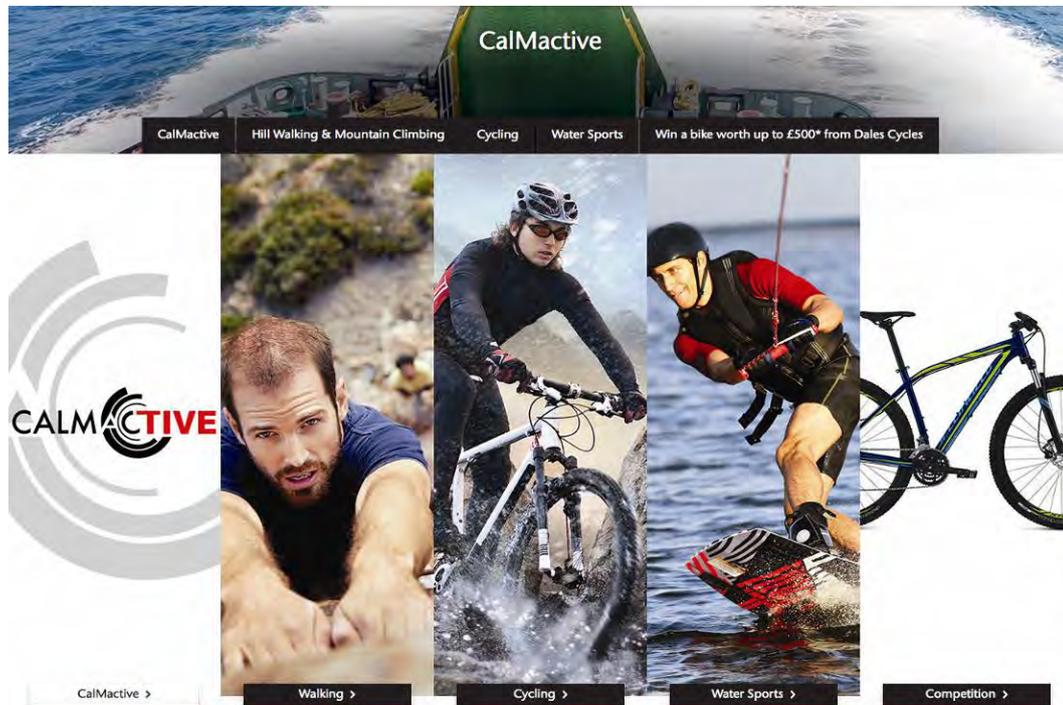


Figure 1.5.3 (q) CFL promotes active tourism options across our network.

We recognise that some tensions exist between cyclists and the public transport modes likely to carry them. We have engaged in dialogue with bus and coach operators on this topic and understand their concerns and constraints, HITRANS is proposing to offer bike bags and we will support their initiative to educate, promote and distribute bike bags at ports.

Some marketing activities may lead to large groups of cyclists or cycle clubs making trips by ferry. The 'CalMac Five Ferries' on the Clyde can attract well over 100 bikes to a single sailing, of which we can expect up to 40 cycles arriving at Ardrossan by train from Central Station (which was the case on several occasions in 2015).

When we are aware of an event like this occurring in the future, we will inform ScotRail operations to allow them to consider what they can do to accommodate this number of bikes in a safe and responsible manner.

GREEN TRAVEL PLANS

We will work with Sustrans to implement their concept of workplace Active Travel Champions and develop Green Travel Plans as part of our active workforce theme.

We will also re-launch our existing Bike2Work scheme, which is in place but not actively promoted.

CFL is deeply connected to the cycling

community and is the only public transport operator to sit on the Cycle Tourism Forum which includes SUSTRANS, VisitScotland, Scottish Cycling, Scottish Natural Heritage, Paths for All, CTC, Forestry Commission, Scottish Canals and most councils.

We will support an active workforce initiative via the virtual walking itineraries of the islands we have developed with www.worldwalking.org.

In conclusion, the features and benefits of our approach are summarised below:

CFL Feature	Benefit
Connections Realised® between ScotRail, Citylink and CFL will provide factual information on the customer experience of connections between transport providers.	This analysis will provide a basis for high-level dialogue between the major stakeholders, enabling informed decision-making on what can be done to improve the connectivity of public transport modes.
Collaborative approach to working with all transport modes.	CFL will proactively act to improve public transport connectivity through working with other providers on timetable planning, disruption management, communication of likely demand, provision of information to other operators and displaying the information of other operators on ports, vessels and at places where customers gather. This will be the main activity of the Transport Integration Manager.

We have deep connections with the Cycling and Active Travel Community and we are the only public transport operator with membership of the Cycle Tourism Forum.

We can explore the opportunities to promote active lifestyles and cycle tourism in a collaborative manner to remove barriers and tensions between bikes and other public transport modes.

Service offerings and contractual undertakings milestones

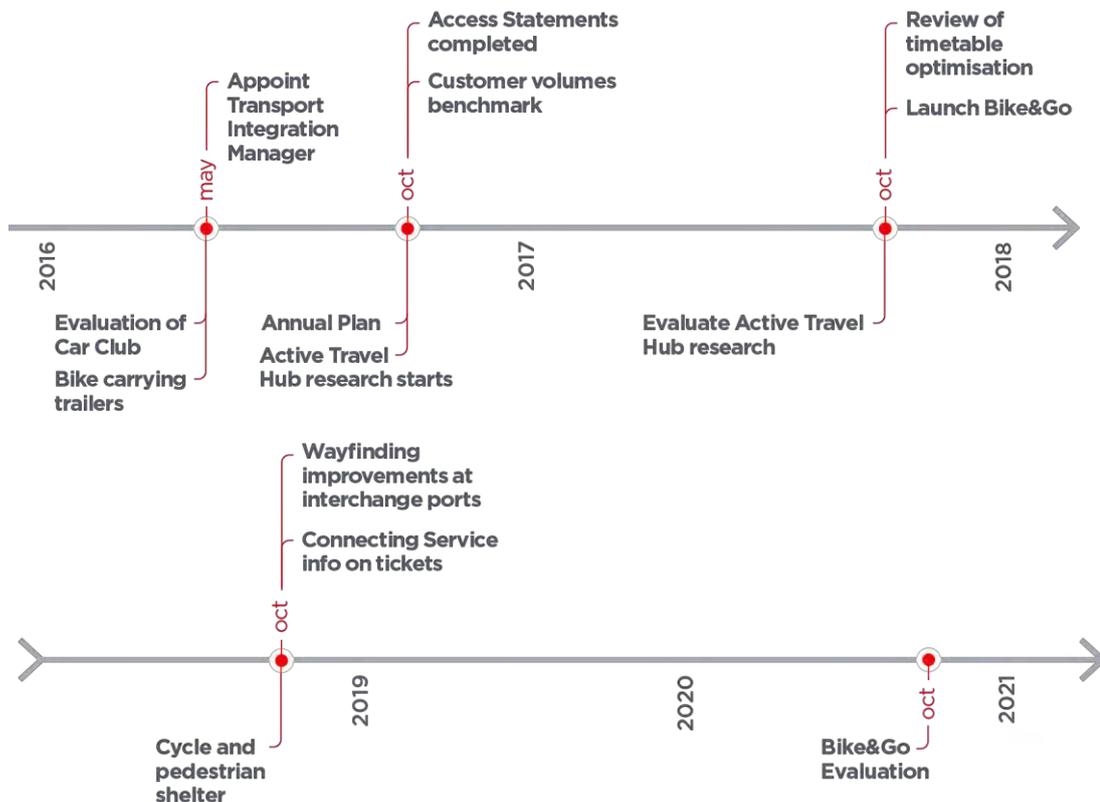


Figure 1.5.3 (r) Timeline for key initiatives.

Contractual undertakings	Milestone date
Appointment of a Transport Integration Manager	Service Commencement
Annual plans identifying how we will measure improvements to integration	Service commencement with refresh published at each Contract year end up to an including year 7
Monthly reports on progress against annual plan	End November 2016 and continuing monthly to Contract end
Delivery of Connections Realised® analysis	Annually at end of Contract Year starting in October 2017
Delivery of car club evaluation research findings	Service Commencement
Support and prominent promotion of Traveline on customer facing materials	Continuation of current policy
Provision of connecting transport service timetable information and disruption notifications at ports and on vessels	Complete roll-out by end of CY2*
Ensure up to date connecting transport services including taxis and community transport are included in Access Statements	Service commencement
Analysis of the opportunities and barriers to integrating ticketing between ScotRail, CityLink and CFL with oversight from HITrans	End CY1
Information on connecting services will be presented with tickets, whether issued or printed at home, or through digital channels	By end CY2
Review of timetable optimisation, including the practical time that it takes to change transport modes	End CY1 with annual refresh at end of each Contract Year
Analysis of timetable communication options to make the practicality of connections between transport modes more obvious to customers	By end CY1
Publication and promotion of tidally adjusted timetables	Continuation of current policy
Evaluate the development of four active travel hubs at Brodick, Rothesay, Oban and Ullapool	Service commencement, review end CY1
Implement the creation of four active travel hubs if evaluation proves satisfactory	By end CY2
Ensure adequate passenger and cyclist shelter is available at all ports and slip ways	By end CY2
Develop three bike hire facilities with Bike&Go, evaluate in year three	By end CY1
Implement two bike carrying trailers (as a pilot) on the Arran route, evaluate in year three and make reservable with rollout of new ticketing and reservation system supporting smart ticketing	Contract Award
Implement cycle marshalling shelter at Ardrossan to support the demand on this route	By end CY1
Wayfinding improvements at interchange ports	By end CY2
Benchmarking of multimodal transport customer volumes	Service Commencement
Consultation on timetable arrival / departure time communications	By end CY1
Review and consultation of timetable alignment at railheads	By end CY1
Publish in bi-annual or annual brochure (without charge) the timetables for other ferry services operated by local authorities / private operators	Continuation of current policy

Contractual undertakings	Milestone date
Permit other ferry operators to advertise CFL timetables.	Continuation of current policy
Liaise with bus and rail operators to agree contingency arrangements in event of delayed sailings	Continuation of current policy
Co-operate with relevant tourist organisations and work closely with tourist boards and to participate in local initiatives	Continuation of current policy
When implementing permanent changes to the Timetable CFL will consult Regional Transport Partnerships and Councils (Westerns Isles, Highland, Argyll and Bute, North Ayrshire), as the Scottish Ministers require	Continuation of current policy
Participation in local community liaison as required by the Scottish Ministers	Continuation of current policy
Impact on communities to be discusses in Weekly Operation Issues Review between Operator and Scottish Ministers	Continuation of current policy
Publish and make publicly available to ferry users a summary of performance statistics, and produce and publish a more detailed annual report	Continuation of current policy

* *CY-Contract Year*

1.5.3 Appendix A

Transport Integration Manager – Job description



Role Title: Transport Integration Manager

Reports to: Head of Service Delivery Planning

Directorate: Service Delivery

Location: Gourock

Role Purpose

To define and manage the CHFS Smart and integrated travel strategy, policies, principles and standards. To act as the interface and conduit between Customer, Sales and Marketing and Service Delivery

Key Outputs

- » Smart and integrated travel strategy, policies, principles, standards and enhancements
- » Continuous improvement of customer experience and customer journey plan for integrated travel
- » Pricing, booking and ticketing strategy
- » Reciprocal agreements with all relevant travel providers
- » Delivery of Smart and integrated scheme

Key Accountabilities

- » Definition of Smart and integrated travel policies, principles and standards
- » Setting of online booking and ticketing conditions of carriage for Smart and integrated ticketing
- » Setting of ticket distribution policies and frameworks for integrated travel
- » Negotiation and agreement of commercial and reciprocal arrangements with all integrated travel partners
- » Management of on-going relationships with integrated travel partners
- » Management of all technical and IS suppliers of integrated travel
- » Contact point for integrated travel stakeholders e.g. Transport Scotland, communities, transport bodies

KPIs

- » Integrated transport revenue
- » Number of integrated passenger journeys
- » Number of integrated travel partners
- » Customer satisfaction

Critical Interfaces

- | | |
|---------------|---|
| Key customers | <ul style="list-style-type: none"> » Transport Scotland » All passengers and potential passengers » Community representatives and other senior stakeholders » CHFS Exec |
| Key suppliers | <ul style="list-style-type: none"> » Director of Customer, Sales and Marketing » Head of IT |

Role Title: Transport Integration Manager

- Other critical interfaces
- » Heads of Regional Service Delivery
 - » Other travel providers

Critical capabilities

- » Passenger transport, including integrated, green and active
- » Customer relationship management
- » Customer service standards definition and quality monitoring
- » Product development and management
- » Marketing and product promotion
- » Key account management
- » Marketing and product promotion
- » Partner and supplier management
- » Stakeholder management

Competencies and behaviours

- » Demonstrate our commitment to safety
- » Work cooperatively and supportively with colleagues, developing positive, open working relationships
- » Have a strong focus on continuous learning for yourself, others and the organisation
- » Ability to come up with innovative, creative and imaginative solutions
- » Adopt a methodical approach to work
- » Drive to put energy into achieving results and take action to exceed goals and expectations
- » Anticipate, meet and exceed the needs of customers
- » Use judgement to take quick and confident decisions
- » Lead and motivate others
- » Influence others to deliver results in a matrix structure

Experience

- » Proven experience of working in an operational role in a ferry company
- » Experience of working in and managing port operations
- » Excellent stakeholder management and communications

Qualifications

- » Relevant industry qualifications
- » Proven track record of personal and professional development

Signed for and on behalf of the Scottish Ministers

Signed for and on behalf of Calmac Ferries Ltd

Signature.....

Signature.....

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 7

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Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 7

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SCHEDULE 8 - HEALTH AND SAFETY PLAN

This and the following pages 464- 501 comprise Schedule 8 to the foregoing Contract between the Scottish Ministers and Calmac Ferries Ltd.

1. The Health and Safety Plan must be implemented to safeguard staff and customers and reviewed in accordance with Clause 10.
2. The Operator shall develop the Health and Safety Plan from the outline plan below prior to the introduction of the Services and to the Satisfaction of the Scottish Ministers :

1.6.1 Health and Safety Plan

Service offerings and contractual undertakings

Outline Health and Safety Plan

We have provided an outline Health and Safety Plan (The Plan) in Appendix A. The Plan will be developed further during Mobilisation and sets out the means by which health and safety requirements of the Contract will be managed by CalMac Ferries Limited (CFL) and shall apply to all personnel involved with the Contract under the direct or indirect control of CFL.

Our Head of HSQE will review this Plan during Mobilisation and will be responsible for ensuring that it is maintained with up to date information supplied from the Operations Director and other operational managers, throughout implementation phases.

This Plan will be reviewed at management review meetings. If significant changes are required, a formal review will be initiated and the Plan will be revised as necessary and reissued.

We confirm that the Contract Health and Safety Plan will be:

- » Formally reviewed, annually, by CFL's Head of HSQE
- » Authorised by CFL's Managing Director prior to each issue
- » Submitted for review by Scottish Ministers within six weeks after the end of the relevant year

The master controlled copy of the document will be held at the CFL Head Office in Gourock and made available electronically via our Gangway intranet, as well as hard copies being maintained at all our ports and on all vessels.

We are committed to being the best we can be, working collaboratively with third parties and innovatively with communities. All will be supported by performance that is measurable, facilitating our continuous improvement throughout the eight-year Contract.

a) Listing of the statutory requirements that the participant considers shall be met

In line with our corporate vision of being recognised as a leading international, outsourced transport and supporting infrastructure services group, CFL takes a global approach to compliance. We will continue to comply with all statutory requirements of the UK, European Union and the International Maritime Organisation (IMO) and confirm that [REDACTED]

CFL will respond to international legislative requirements and changes, and to both United Kingdom and International incidents that occur in order to make certain that our systems, procedures and responses remain current.

Timely response to legislative change

When new or amended legislation is made, [REDACTED] will use a system of verification to ensure compliance, with the resulting status recorded on a Legislation Compliance Log.

As subscribers to the internet based legal information bulletin services, Regs4Ships (marine) and Cedrec (land), we receive advanced notice of pending health and safety legislation that will affect our service operations. This is managed by our Head of HSQE who ensures relevant information is disseminated across our organisation and that our register of safety legislation remains current and available to all staff via our intranet.

The Head of HSQE, supported by his team will lead and evaluate compliance with legal, environmental and other requirements through the following:

- » Completion of internal audits in accordance with our SMS
- » Management Review
- » Vessel inspections undertaken by Technical and Marine Managers
- » Use of safety consultants

The Head of HSQE will ensure we continue to meet the following statutory requirements:

Statutory requirements

- » Health and Safety at Work Act 1974
- » The Management of Health and Safety at Work Regulations 1999. SI 1999, No.3242; (Amendment) Regulations 2006
- » The Management of Health and Safety at Work and Fire Precautions (Workplace) (Amendment) Regulations 2003. SI2003, No.2457
- » The Health and Safety Information for Employees Regulations 1989. SI 1989 No.682
- » The Fire (Scotland) Act 2005 (Consequential Modifications and Savings) Order 2006. SI2006 No.475
- » The Fire (Scotland) Act 2005 (Relevant Premises) Regulations 2012. SI2012 No.332
- » Fire Safety (Scotland) Regulations 2006 SI 2006 No.456
- » Fire Safety (Scotland) Amendment Regulations 2010 SI 2010 No. 393 - SI 2010

Statutory requirements

- » Control of Asbestos Regulations 2012. SI 2012 No.632
- » Construction (Design and Management) Regulations 2015
- » The REACH Enforcement (Amendment) Regulations 2013
- » Corporate Manslaughter and Corporate Homicide Act 2007. Corporate Manslaughter and Corporate Homicide Act 2007 (Amendment) Order 2011, SI2011 No.1868
- » Control of Artificial Optical Radiation at Work Regulations 2010
- » The Working Time (Amendment) Regulations 2009 SI 2009 No.1567
- » The Working Time (Amendment) (No.2) Regulations 2009. SI 2009 No.2766
- » The Health and Safety (Training for Employment) Regulations SI 1990
- » The Health and Safety (Safety Signs and Signals) Regulations 1996. SI 1996 No.341
- » The Health and Safety (First Aid) Regulations 1981. SI1981, No.917
- » The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). SI 1995 No.3163
- » Control of Noise at Work Regulations 2005. SI 2005 No.1643
- » Manual Handling Operations Regulations 1992
- » Health and Safety (Display Screen Equipment) Regulations 1992
- » Personal Protective Equipment at Work Regulations 1992
- » The Personal Protective Equipment Regulations 2002
- » Control of Substances Hazardous to Health Regulations 2002, (COSHH). SI 2002 No.2677
- » COSHH Amendment Regulations 2004
- » The Dangerous Substances in Harbour Areas Regulations 1987. SI 1987 No.37
- » Safety in Docks: Approved Code of Practice and Guidance 2014
- » The Dangerous Substances and Explosive Atmospheres Regulations 2002. SI 2002 No.2776
- » Electricity at Work Regulations 1989. SI 1989 No.635
- » Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)
- » The Provision and Use of Work Equipment Regulations 1998. (PUWER) SI1998 No.2306
- » Pressure Systems Safety Regulations 2000. SI2000 No.128
- » Control of Vibration at Work Regulations 2005. SI 2005 No.1093 Work at Height Regulations 2005, SI2005 No.735
- » Work at Height (Amendment) Regulations 2007, SI2007 No. 114
- » The Confined Spaces Regulations 1997, SI 1997
- » The Waste (Scotland) Regulations 2012, SI2012
- » The Water Environment (Oil Storage) (Scotland) Regulations 2006
- » The Heavy Fuel Oil (Amendment) Regulations 2014. SI 2014. Competent Authority guidance on heavy fuel oil (HFO) - The Competent Authority comprises three organisations - HSE, EA and SEPA - that are responsible for the enforcement of the Control of Major Accident Hazard (COMAH) Regulations. This webpage offers guidance on HFO produced by the Competent Authority
- » The Food Hygiene (Scotland) Regulations 2006
- » The Food Hygiene and Official Feed and Food Controls (Scotland) Amendment Regulations 2015
- » The Pollution Prevention and Control (Scotland) Regulations 2012. SI2012 No.360
- » The Control of Major Accident Hazards Regulations, 2015. SI2015 No.483

International Maritime Organisation

- » International Maritime Dangerous Goods (IMDG) Code, 2014 Edition
- » MARPOL 73 / 78 Articles, Protocols, Annexes, Unified Interpretations of the International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto. Includes all amendments in force 1 September 2015 (Resolution MEPC.251(66))
- » Athens Convention, LLMC 1976 and the Protocol of 1996, COLREGs
- » CLC 1992, HNS Convention 2010
- » Load Line Convention 1966
- » International Maritime Organization (IMO) group Resolutions

Statutory requirements

» SOLAS - The fully amended IMO version of the International Convention for the Safety of Life At Sea (SOLAS). Includes all amendments in force 1 January 2015 (Resolution MSC.350(92))

» STCW - Applicable versions of STCW

United Kingdom Acts

» Aviation and Maritime Security Act 1990 (Chapter 31)

» Dangerous Vessels Act 1985 (Chapter 22)

» Marine and Coastal Access Act 2009 (Chapter 23)

» Marine Navigation Act 2013 (Chapter 23)

» Marine Navigation Act 2013 (Chapter 23)

» Marine Safety Act 2003 (Chapter 16)

» Merchant Shipping (Pollution) Act 2006 (Chapter 08)

» Merchant Shipping Act 1995 (Chapter 21)

» Merchant Shipping and Maritime Security Act 1997 (Chapter 28)

» Pilotage Act 1987 (Chapter 21)

» Railways and Transport Safety Act 2003 (Chapter 20)

» Shipping and Trading Interests (Protection) Act 1995 (Chapter 22)

» Wreck Removal Convention Act 2011 (Chapter 08)

The list above details the primary statutory legislation as it is contained within our managed legal register.

Figures 1.6.1 (k) and (l), illustrate how we apply legislation within our business, cascading it through our management system.

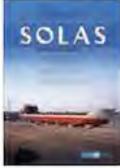
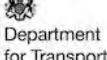
BODY	STATUTORY REQUIREMENT
INTERNATIONAL MARITIME ORGANIZATION 	SOLAS 
INTERNATIONAL MARITIME ORGANIZATION 	ISM 
UNITED KINGDOM GOVERNMENT  GOV.UK	STATUTORY INSTRUMENTS 1988 No. 1638 MERCHANT SHIPPING SAFETY The Merchant Shipping (Entry into Dangerous Spaces) Regulations 1988
DEPARTMENT FOR TRANSPORT 	Port Marine Safety Code 
MARITIME AND COASTGUARD AGENCY FLAG STATE REGULATOR 	MGN 425 Enclosed Space Entry 
CALEDONIAN MACBRAYNE FERRIES LTD  Caledonian MacBrayne <small>Hebrides & Clyde Ferries</small>	<ul style="list-style-type: none"> - Health & Safety Policy - Operational Management Manuals (CMS) - Core Life Saving Rules - Safety Orientation - Risk Assessment - Standard Operating Procedures (SOPS' s) - External guidance - Code of Safe Working Practice / P&I Clubs - Attendance at Industry bodies - Monitoring - Regs4Ships / Drills Matrix Cycle - Internal & External Audit

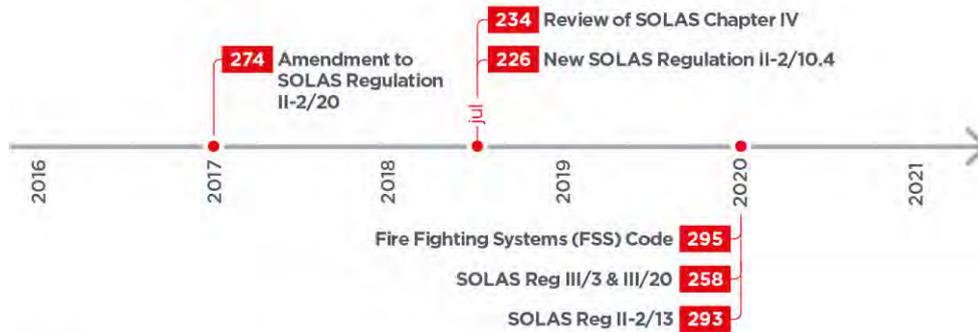
Figure 1.6.1 (k) illustration of some of the authorising bodies and statutory requirements we will meet for the Contract, highlighted by focusing on a particular activity. This example focuses on Enclosed Space entry and how we apply the protective layers in our operations.





Figure 1.6.1 (l) Graphic illustrating the protective layers that we have in our operation to safeguard the lives of customers and staff.

Figure 1.6.1(m) shows the future upcoming international marine legislation identified by Lloyds register and the likely impact this will have on our operation. We will positively act to ensure we are in all respects ready prior to the implementation date of any such legislation.



LEGISLATION	LIKELY IMPACT
274 Amendment to SOLAS Regulation II-2/20 on ventilation systems in vehicle, special category and Ro-Ro spaces 1 January 2017	
226 New SOLAS Regulation II-2/10.4 - Communication equipment for fire fighting teams 1 July 2018	This came into force however, all ships must comply by first survey after 1st July 2018. This applies to all our SOLAS ships.
234 Comprehensive review of SOLAS Chapter IV - Global Maritime Distress and Safety (GMDSS) requirements 1 July 2018	Applicable to all ships above 300gt, existing and new, which is the majority of our vessels.
295 Draft amendments to "Fire Fighting Systems (FSS) Code" - Chapter 8 Automatic Sprinkler, Fire detection & Fire Alarm systems 1 January 2020	Increased scrutiny of testing.
258 Draft amendments to SOLAS Regulations III/3 & III/20 on requirements for periodic servicing and maintenance of lifeboats and rescue boats, launching appliances and release gear 1 January 2020	Whilst coming into force, this will not affect our current procedures as our classification society's (Lloyds) regime already meets this new requirement.
293 Draft amendments to SOLAS II-2/13 to make evacuation analysis mandatory 1 January 2020	Making passenger evacuation analysis mandatory on passenger vessels carrying more than 36 passengers. We are compliant already as this is required by SOLAS for Ro-Ro Passenger vessels under II-2/13.7.4

Figure 1.6.1 (m) Future legislation and likely impact on our operation

b) Details of the health and safety management system to meet statutory requirements, including monitoring and benchmarking activities

Sitting within our Company Management System, CFL's SMS delivers our commitment to our Health and Safety Policy in addition to supporting our fulfilment of all statutory requirements and will underpin all health and safety function activity associated with the Contract. It consists of policies, business processes and controls taken from manuals covering all our operations.

After publication of the ISO 45001 in October 2016, our Head of HSQE will seek accreditation for ISO 45001 Occupational Health and Safety within the first two years of the Contract commencing.

Until then our current SMS will provide health and safety resources supporting day-to-day activity including standard operating procedures, news updates, alerts, and

information and training materials. It is accessible to staff via our intranet site and we also ensure that a hard copy is retained on all our vessels and at all harbours. Support for contractors and members of our supply chain will be made available through onward communication of appropriate information.

CFL SMS Resources

- » Safety Incident Management System (SIMS)
- » Near Miss Report
- » Operational Risk Register
- » Safety First Newsletter
- » Safety Alerts
- » Life Saving Rules
- » Environmental Safety Information
- » Accident Investigation Register
- » External Health and Safety Links
- » Incident Analysis
- » Incident Investigation
- » Non Conformance and Observation Tracker
- » Policies
- » Work Instructions
- » Accident Reports
- » Safety Moment Ideas
- » Useful Information
- » Marine Bulletins

Compliance with our SMS will be monitored by external bodies such as the MCA, Health and Safety Executive (HSE) and Lloyds Register Quality Assurance (LRQA). The [REDACTED] will conduct internal audits on-board our vessels, and in our ports and offices, respectively, to assess safety performance and eliminate problem areas. The process will involve evaluation of facilities, equipment, documentation and procedures and individual performance of personnel in order to:

- » Demonstrate conformity with relevant standards and highlight nonconformities
- » Identify opportunities for continuous improvement

All our internal auditors have appropriate training and experience and are independent of the area they are appointed to audit to ensure impartiality.

In addition to undertaking routine reviews, our Head of HSQE will complete a maturity assessment on our SMS during Mobilisation, using the newly produced Maritime and Coastguard Agency's Human Element Assessment tool, Heat-C. This process will provide verification that our SMS is robust prior to the start of the Contract in addition to identifying any improvements that may be required.



Human Element Assessment Tool for Companies (HEAT-C)

Assessed HEAT-C band: A B C D E F G H I J	Date of assessment:
Company name:	Assessor:
Any additional comments:	

Best practice	A	Exceeds industry standard - industry leader in managing human element aspects of their operations.
	B	Excellent human element capability and understanding demonstrated, on a par with leading Companies in comparable safety related industries.
Good practice	C	Continuous improvement in SMS and best practice is clearly demonstrated.
	D	Well managed SMS with good practice implemented. All indicators at least satisfactory, demonstrating a sound human element capability.
Defined basis for development	E	Satisfactorily managed and implemented SMS with only minor scope for improvement in some of the indicators.
	F	A broadly satisfactory SMS in place but with scope for improvement in many of the indicators.
Weak basis, few working processes	G	Some aspects of the SMS are satisfactory and provide potential for a good foundation, but there are major shortfalls in some indicators.
	H	Several major shortfalls exist across many of the sections. The SMS is unsatisfactory overall but it has an improveable basis.
Poor practice, no system in place.	I	Many major shortfalls across all sections, however those managing the SMS acknowledge this and can provide evidence of corrective action being undertaken.
	J	Unacceptable level of shortfalls in all indicators - the SMS will not be working.

Figure 1.6.1 (n) Screen grab from MCA Human Element Assessment Tool - HEAT-C.

We will also make use of the following tools and external resources:

- » Use the Sypol online programme to assist in ensuring our compliance with COSHH regulation
- » Ensure water quality through regular water testing by using Express Microbiology
- » Use an independent food safety auditor to ensure standards are maintained and upheld
- » Use our Regs4ships subscription to ensure / assist compliance with marine legislation at all Global and Flag State levels
- » Use Watchkeeper 3.4 to assist the effective management of fatigue on vessels, ensuring compliance with ILO hours of rest

Our compliant SMS, as detailed by the ISM code, is audited by the MCA, supported by our ISO 9001 and ISO 14001 accreditations are audited by LRQA.

As an integral part of our SMS, our established monitoring and audit processes will ensure weaknesses are identified and acted upon to provide certainty of our compliance with statutory requirements at all times. They will also support our commitment to continuously improve.

For the Contract we plan to make use of dynamic web-based tools to support our SMS compliance. Unlike our present paper based SMS tools, cloud based, software solutions will enable us to capture, manage and report all information required to

ensure health and safety compliance centrally, in addition to driving performance in real time, across our network of operation.

In the process of selecting the most appropriate supplier to meet our needs, we will make certain that the solution specifications directly align with the needs of our current internet connectivity project and that they also meet compatibility requirements with CMAL's and relevant third parties' safety management reporting systems. Training will be given to staff, and any external third parties, who will use the new system.



Figure 1.6.1 (o) 360° Incident logging and investigation, root cause analysis, corrective action assignment and management, dashboards and report screens.

Added value from use of cloud based software solutions

- » Consistent data capture across our land and sea based operations, available in real time (in most cases) and retained centrally, will offer greater transparency, a 'single source of the truth', and delivering positive outcomes for stakeholders.
- » Ease of use / access to meaningful data that can be shared with others, or where others can contribute to it, as appropriate.
- » The ability for HSQE function data to be entered with arising information extrapolated and used in a variety of ways for reporting purposes. This will provide greater accuracy.
- » Time / cost savings will be realised through the efficiencies that result from having a centralised system of reporting.

As per our standard practice, following SMS verification of effective operation, as implemented, a vessel will be issued with its Safety Management Certificate. Any arising comments from the auditor, audit body, or ship will be centrally captured by the Compliance and Company Standards Manager for incorporation into the SMS.

Each ISM compliant ship is audited, first by the company (internal audit) and then every 2.5 to 3 years by the Flag State Marine Administration. This will contribute to verification of the effectiveness of our SMS. Our health and safety and customer care teams regularly work together in addressing any safety concerns received from stakeholders / passengers.

Benchmarking

For the Contract we will approach organisations including the International Chamber of Shipping, Interferry and other third party operators such as British Columbia Ferries, Stena, and Red Funnel during Mobilisation, with the objective of establishing a benchmarking forum. If our proposal is agreed, forum members, including ourselves will be able to benchmark outputs of our SMS's against evidence of industry 'best practice'. The process will assist us in being able to:

- » Reduce health and safety risks
- » Improve compliance with relevant legislation as well as cutting compliance costs
- » Identify strengths and weaknesses in our SMS
- » Enable us to undertake informed, objective target setting
- » Continually improve safety performance, in pursuit of zero accidents

Our robust systems and procedures used to date will enable us to evaluate, monitor, benchmark, verify and review our SMS on a regular basis, contributing to the cyclical process of continuous improvement.

c) Details of how compliance with the plan will be monitored

The Head of HSQE will continue to carry out a programme of systematic reviews of all components of our Health and Safety Plan to ensure compliance, supported by appropriate use of innovative cloud based software in managing this process.

The Head of HSQE [REDACTED] will implement the selected new data capture tool for our Health and Safety Management System, during the first year of the Contract

Compliance is built up from what people are doing hour by hour and relates to our checklists, work instructions, method statements, onward reporting and follow up audits.

Monitoring

Monitoring / audit and review of our operations' compliance with the plan will include but not be limited to:

[REDACTED]

■ [REDACTED]

■ [REDACTED]

- » Weekly internal HSQE department meeting
- » Annual vessel and port health checks currently being trialled

[REDACTED]

[REDACTED]

[REDACTED]

- » Regular Risk based internal / external audits of our vessels, ports and our offices
- » Effective use of our ports, harbours and marine incident reporting system and escalation procedure
- » Weekly / monthly / three monthly inspection of all systems and equipment on-board vessels as part of planned maintenance – using our Company Planned Maintenance Systems.
- » Using tried and tested processes for managing under performance of personnel and suppliers
- » Management reviews to assess our effectiveness in delivery, highlight any deficiencies, potential hazards or risks, verify compliance with procedures, identify adverse trends and decide corrective actions, agree objectives for safety issues, demonstrate conformance with relevant standards and identify opportunities for improvement
- » Following gap analysis, Cedrec subscription service will support our process of ensuring compliance with all relevant environmental legislation within set timescales
- » Ongoing external monitoring by the MCA and LRQA will validate a robust process
- » Undertake reviews as agreed with Scottish Ministers, updating the Health and Safety Plan in accordance with requirements and within specified timescales

Reporting indicators

In addition to undertaking monitoring activity above, we will use a combination of indicators to assist in our use of incidents to prevent situations from developing and traditional, reactive safety metrics, to evaluate our overall effectiveness in respect of health and safety, based on past accident statistics. Used to indicate progress towards compliance with our policy, processes, procedures and Life Saving Rules, these bottom-line numbers include:

- » Accident and incident statistics including accident frequency rates (AFR), accident incident rates (AIR), fatalities and weighted injuries (FWI)
- » Vessel Key Performance Indicators (KPIs) 2015 – the selection of KPIs contribute to a zero accident goal culture
- » Incidents occurring during a drill
- » Incidents occurring to a young person (less than 18 years old)
- » Incidents occurring in relation to lone workers
- » First Aid cases
- » Restricted Work accidents
- » Lost Time Injuries (LTI) (+24 hours off work)
- » Navigational Incidents
- » Mooring Incidents
- » Third party harbour user incidents
- » Passenger accidents
- » Vehicle accidents

- » Individual off work for more than 3 days (MAIB)
- » Individual off work for more than 7 days (RIDDOR)
- » Near Miss Ratio – total number of Near Misses (including Hazard Recognition) x 100000 / Total hours worked
- » Staff attendance rates

Board Membership Opportunities

For the Contract a focus will be to apply for Board memberships of industry leading health and safety bodies and associations, to enable us to take a proactive role in shaping legislation as opposed to reacting to it. This, in turn, will provide assurance that we are committed to complying with industry best practice and will further enhance our safety reputation.



Figure 1.6.1 (p) Logos of those boards for which we will seek to obtain membership.

Continuous improvement for monitoring the plan for compliance will be achieved through an annual review of process, policies and procedures or following a change in circumstances, arising from:

- » An incident
- » An audit non-conformance » Change in legislation
- » Change in operations, e.g. introduction of a new vessel or service

d) The name of the individual responsible for all health and safety matters

Our Head of HSQE is responsible for the conduct of health and safety matters within CFL. In addition, he fulfils the role of Company Security Officer and, in accordance with the requirements of the ISM Code he is the Designated Person.

[Redacted text block containing names and details of individuals responsible for health and safety matters]



e) Organisational structure of the management of health and safety, including the Board Level person responsible for the conduct of health and safety performance

Our organisational design for the Contract has been developed to take account of the need for Board representation in management of the conduct of health and safety performance and the subsequent or potential impact on customers, staff and vessels.

[Redacted text block]

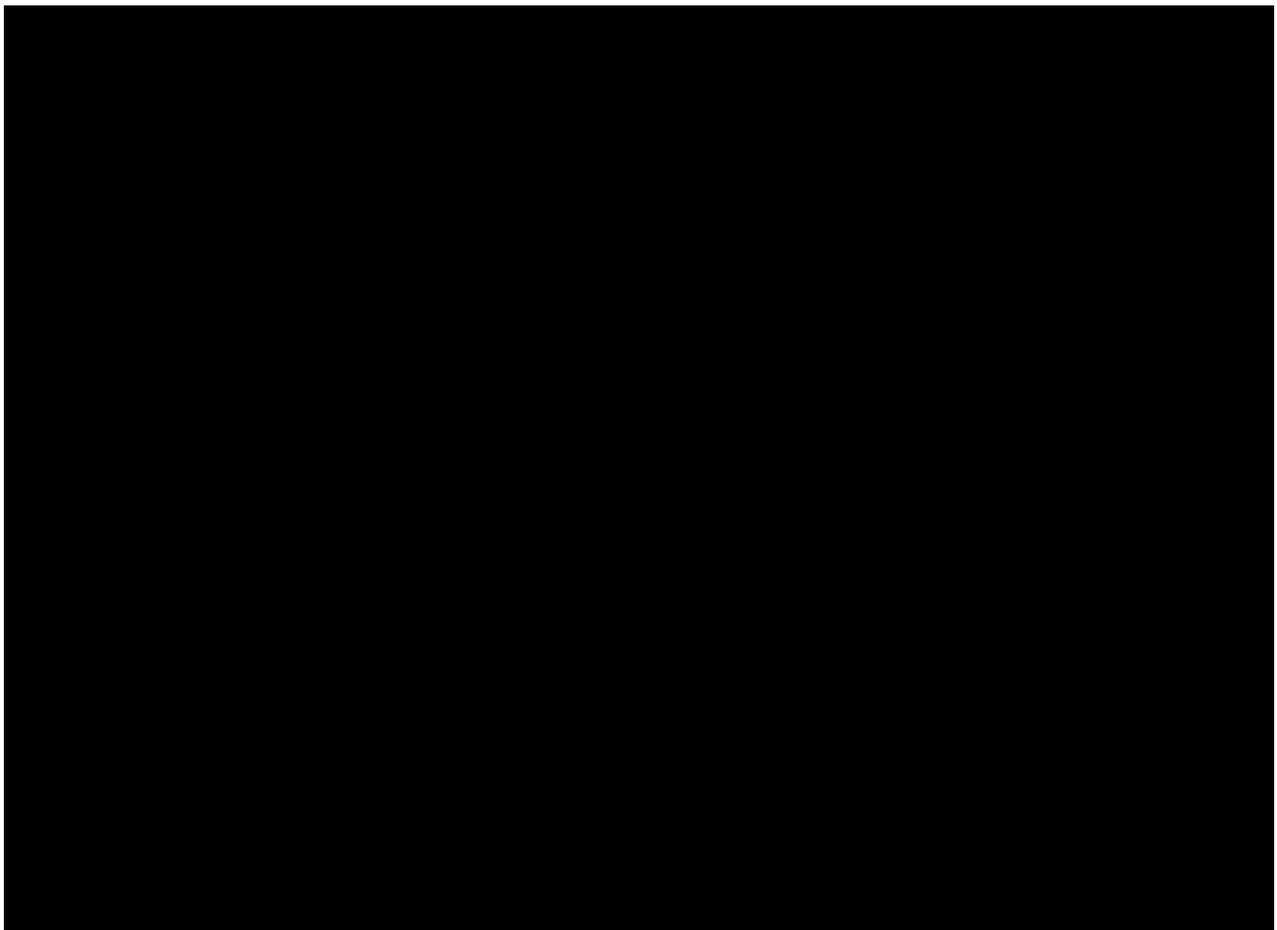
[Redacted text block]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]



Officers, Managers and Supervisors at all levels are required to demonstrate clear dedication to our commitment to achieving a zero accident culture through our service delivery, promoting the right attitudes and behaviours for our workforce. All employees are held accountable for their own health and safety performance, as well as the safety of customers who may be affected by the work they are carrying out.

f) Proposals for consulting with employees and the trade unions on the development, implementation and performance of the plan

We confirm that we will continue to fully adhere to the Safety Representatives and Safety Committees Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996 both of which recognise the need for a healthier and safer workplace, achieved by consultation with employees and Trades Unions. This collaborative approach helps to support making it a safer environment and experience for our customers.

We will continue an inclusive approach to developing a zero accident culture, our consultation process for the Contract will fully enable employees to recognise hazards, assess risks and contribute to decision making for controlling or eliminating them altogether. The cultural shift will be underpinned by our organisational design for the Contract with appropriately assigned accountabilities and key performance indicators.

Upon Contract Award we will continue to hold formal consultation meetings with recognised trade unions, both company-wide and regionally, and appointed safety representatives, on all aspects of our Health and Safety Plan, regarding its design,

content and delivery, particularly where there are likely to be changes affecting staff and or customers. These include but are not limited to:

- » Implementation of our culture change programme encouraging leadership at every level
- » Potential change to existing roles and responsibilities
- » Implementation of dynamic, cloud-based tools to support our SMS compliance
- » Collaborative arrangements with CMAL for integrating health and safety provision

Appointed safety representatives will be given paid time necessary to undertake their functions and undergo any training needed to fulfil their role.

All consultation will be facilitated by our Human Resources and Employee Relations teams supported by our established internal communications processes, procedures, channels and formats used during the Contract for sharing information and health and safety performance with employees and any self-employed contractors. Opportunities to encourage two-way dialogues will be provided for staff via safety committee meetings.

Any communications to staff regarding health and safety will continue to be made in partnership with the Trades Unions.

CFL recognises that greater co-operation and trust will result from our fostering an environment where everyone within our organisation has the opportunity to gain better understanding of each other's views in order to jointly solve problems and avoid conflict. Greater workforce involvement will have the potential to provide a catalyst for increasing productivity and improving quality, as well as delivering a boost to staff motivation levels, and improving the safety of the Service for customers for the duration of the Contract.

g) Proposals for developing a zero accident culture during the provision of the services including metrics to demonstrate performance against targets

Our approach to safety comes from the very top of our organisation; our MD is accountable for all safety matters and every employee throughout the business contributes and shapes our safety culture.

“ Safety is not just a priority here, it really is a value. We put it at the heart of everything we do and that can be evidenced by our current safety record, however, we cannot be complacent.” Martin Dorchester, MD

Safety is the responsibility of everyone, within CFL. Safety is one of our core values, and it is a deeply held belief, which is beyond compromise, initially learned from others, but reinforced by one's own experiences. From such values individual attitudes and opinions are formed which in turn direct one's behaviour.

Good safety attitudes and safe behaviour are vital to the success of our safety programme

Content within this section includes:

- » Top down leadership
- » Frontline input

- » Continuous improvement initiatives
- » Establishing the right behaviours
- » Ensuring commitment through training
- » Training and role specific training
- » Visual training tools
- » Training and vessel specific training
- » Embedding a zero accident culture through ongoing communication
- » Security focus
- » Emergency preparedness / response
- » Reporting and analysis of nonconformities, accidents and hazardous occurrences
- » Near Miss reporting
- » Learning from experience / continuous improvement
- » Taking care of customers and communities
- » Keeping our people fit and well through good occupational health
- » Maintaining vessels and equipment
- » Leading indicators for measuring performance against targets

Top down leadership

Our commitment to a zero accident culture involves everyone taking ownership for safety. This is driven from the top by our MD, cascaded down through our Board, Senior Managers and to all organisation levels through their skills and experience in achieving continuous health and safety improvement, as demonstrated through the Contract. We will use a combination of processes, procedures, training, communication and information sharing with the Board Safety Committee to promote our commitment to continuous improvement as being the optimum method of improving customer satisfaction which, in turn, will support our delivery of staff satisfaction and thus generate a positive and productive workforce and improved customer experience.

We will:

- » Include continuous improvement on internal meeting agendas and also on those of monthly and quarterly meetings with Transport Scotland and ensuring health and safety is always the first item on the agenda and communicating commitment for improvements
- » Host formal, quarterly meetings of our non-executive group safety committee
- » Continue our mandatory weekly directors' safety meetings and ensuring 'Safety Moments' for consideration are held at the beginning of each meeting across our network
- » Ensure provision of best in class competence as a result of dedicated safety management training with senior seagoing and shore side management teams attending a comprehensive range of Lloyds' courses such as the Lloyds Risk Assessment and Incident Investigation course
- » Provide training and support on continuous improvement processes

- » Benchmark and agree with Transport Scotland year on year targets for KPIs for accident reduction and Accident Frequency Rates
- » Use health and safety initiatives to encourage staff to respond to this drive

Staff, contractors and members of our supply chain will understand the need for continuous improvement in health and safety is important and we will be able to further encourage a culture where ideas and process change are welcomed and not viewed as a threat.

We will be transparent with customers about our commitment to health and through our communications and actions reinforce Safety as one of our core values.

Front line input

As part of our culture change programme encouraging leadership at every level of our organisation, we will empower staff and embed a fair culture working towards achievement of zero accidents; employees are invited to consider safety moments and are expected to challenge unsafe acts, situations and behaviours. We will encourage staff, contractors and members of the supply chain to come up with ideas, however small, for ways by which safety improvements can be made. These ideas will be captured via our initiatives including:

- » Tool box talks.
- » Safety conversations.
- » Interventions by staff observing unsafe acts, conditions and behaviours.
- » Supporting staff to take the initiative to note health and safety problems that may affect others and suggest improvements, rather than merely focusing on their own tasks and walking by.
- » Appointment and availability of dedicated safety representatives for vessels / ports and support services departments so that issues / concerns can be raised with them at any time and can be escalated directly to board level, as necessary.
- » Inviting members of staff to contribute to local safety committee meetings held every six weeks, on-board vessels and in ports, ensuring any concerns raised at operational level can be promptly escalated when the need arises. All highlighted concerns will be placed on the agenda for Board safety meetings chaired by our MD.
- » Operating an open door policy with no punitive action for raising concerns, with stop work authority.
- » Hosting collaborative working group sessions with our contractors and supply chain partners, encouraging joined up thinking to find solutions as part of our learning from our experiences to achieve positive health and safety outcomes.

We will further develop and formalise our Safety First suggestion scheme (including use of a dedicated e-mail address for capturing suggestions and feedback across all our fleet locations on ship and shore). This initiative will be promoted via our existing suggestion scheme / good ideas mechanism in Safety First magazine.

We recognise that the key to generating Safety ideas is that those contributing to them actually see positive evidence as a result of their input. All staff ideas will be presented at appropriate weekly / fortnightly / monthly internal meetings with any selected ideas progressed for feasibility studies or implementation. Those contributing

the best ideas that are successfully implemented will be recognised through our introduction of a CFL annual awards scheme.

Continuous improvement initiatives

Continuous Improvement opportunities will also arise from processes as a result of implementation of detective controls. We will review and reconcile our performance as part of our operations and quality management. In these instances our Head of HSQE will capture ideas and establish working groups to design and roll-out process improvements to our SMS accordingly.

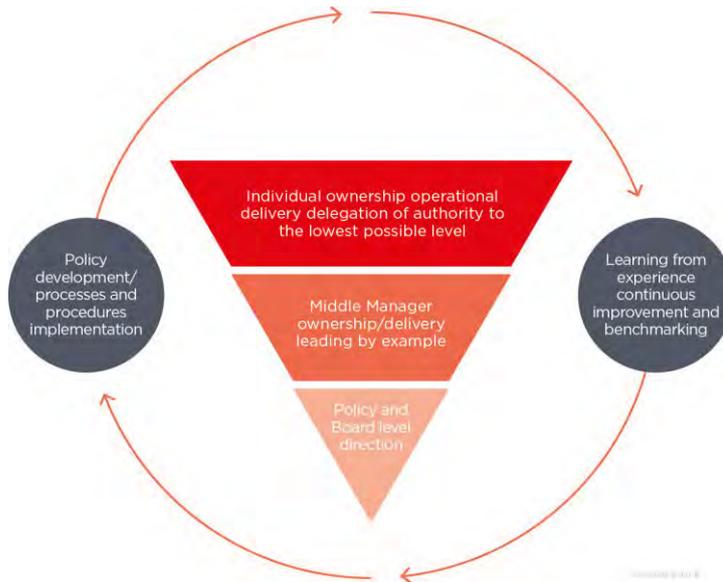


Figure 1.6.1 (s) CFL cyclical process of developing a zero accident culture, illustrating our commitment to 'leadership at every level'.

Establishing the right behaviours

CFL recognises that we have a duty of care to the people who work for us, to our customers and to the communities where we operate. We will invest in our people, providing them with necessary training and development in order to equip them with the skills they need to work safely and responsibly. Effective training is necessary to satisfy the requirements of ISO 45001 Occupational Health and Safety. We will ensure that any persons performing tasks with the potential to cause significant impacts on others are identified as competent on the basis of appropriate education, training, and experience, in addition to demonstrating the behavioural competencies required, as specified, in job descriptions.

As standard practice, anyone joining our organisation or attending our premises will be required to undergo initial safety induction which must conclude in the satisfactory recall of information by completing a multiple choice questionnaire.

Once in post, all employees will be required to complete and pass our competency based, modular online Safety Orientation Training Package. We will ensure that all new employees successfully complete the training prior to being deployed on site.

We are currently seeking endorsement of our Safety Orientation Training package from MCA and this, together with commitment to our Core Lifesaving Rules, have assisted us in upholding exemplar safety behaviours throughout the Contract and we will continue to use them for the new Contract.

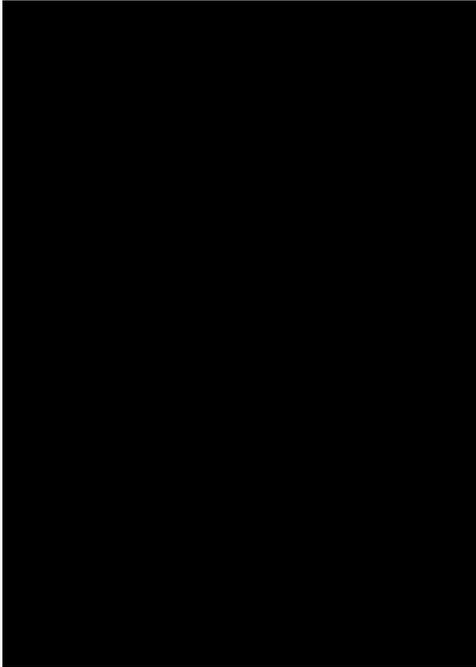


Figure 1.6.1 (t) Safety orientation training certificate for employees.

Introduced in 2015, our Lifesaving Rules are designed to influence behaviour and reduce accidents; they have been applied in consultation with our employees and Trades Unions to ensure they are applied consistently, fairly and appropriately. Their visual representation will remind and reinforce our commitment to a zero accident culture for the new Contract, helping to reduce exposure to risk for staff and customers.

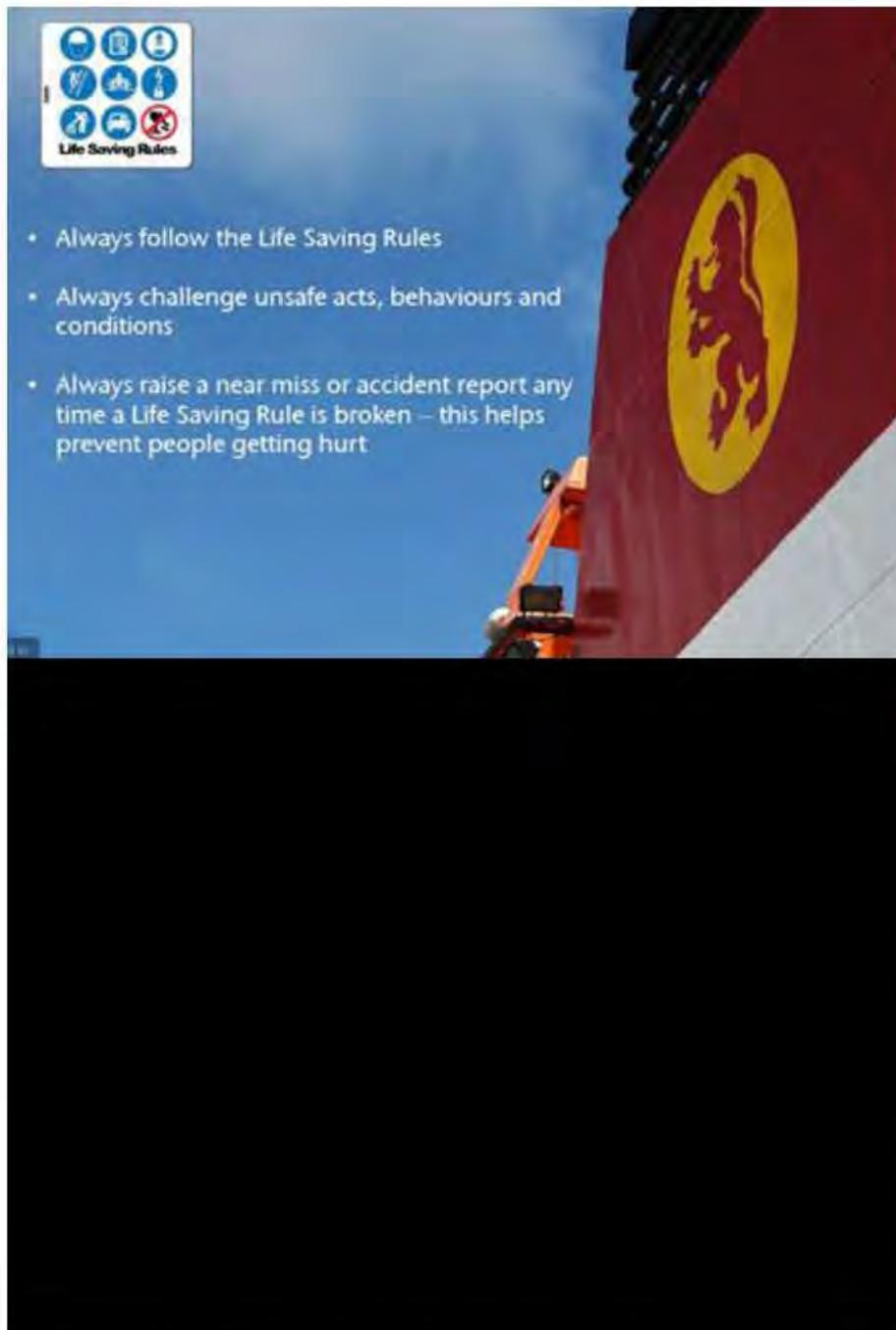


Figure 1.6.1 (u) Internal publicity materials promoting our Life Saving Rules.

On joining CFL, all staff will receive a copy of our Staff Handbook containing health and safety related policies and standard operating procedures by which everyone must comply. They include but are not limited to:

- » Pre-employment drugs and alcohol screening
- » Dignity at work
- » People with disabilities
- » Equal opportunities

- » Drugs and alcohol policy
- » HIV and AIDS Policy
- » Health and Safety Policy
- » Environment Policy
- » Discipline Policy and Procedure
- » Flexible Working Policy and Procedures
- » Maternity Leave Policy and Procedure
- » Performance Improvement Plan Policy
- » Smoking Policy
- » Merchant Navy Code of Conduct
- » Personal letters from our CEO sent to all employees

Ensuring commitment

Effective management coupled with our directive, preventive, detective and corrective control mechanisms will ensure commitment to our mission of achieving a zero accident culture during the provision of the Services. The consequences for not adhering to our Life Saving Rules are fully explained during our safety orientation training and we confirm that suppliers and contractors will not be permitted to undertake any activity on site or aboard vessels unless they give a pledge to adhere to our Life Saving Rules as part of our procurement process.



Figure 1.6.1 (v) Illustration of our decision making process used for ensuring adherence to our Life Saving Rules as part of our 'just culture'.

Training and role specific training

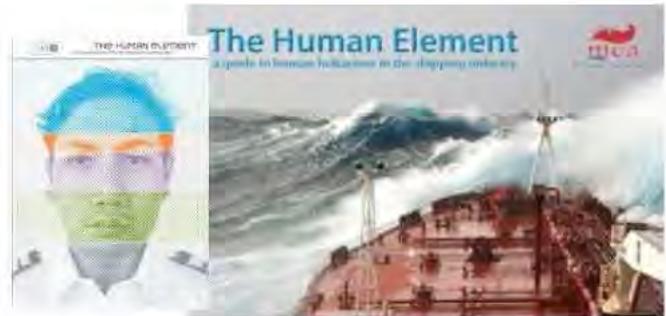
CFL will continue to deliver world class health and safety performance for our Scottish ferry and port operations. We will ensure our people have the correct skills necessary to undertake their roles safely and, in so doing, that they ensure the travelling public remain safe from danger. All our senior sea-going staff will receive bridge team

management training, which focuses on those human elements, which can lead to the occurrence of accidents. The training is based on that provided for airline pilots in dealing with emergency situations. In addition, our Masters and Chief Officers will receive approved Vessel Safety Officer Training and carry the requisite STCW certificates.

Crew Safety Representatives on-board will receive formal training in their duties, in accordance with requirements of the MCA Code of Safe Working Practice for Merchant Seamen.

Visual training tools

We will facilitate training through use of visual tools such as the MCA's Human Element training DVDs and facilitator packs aimed at creating greater operational mindfulness to allow safety, rather than danger, to emerge from human behaviour.



Training and vessel specific training

Risk assessment is a cornerstone of our SMS and has been a pre-requisite for the management of our ferry operations for the Contract. All managers and supervisors will be trained and competent for carrying out risk assessments.

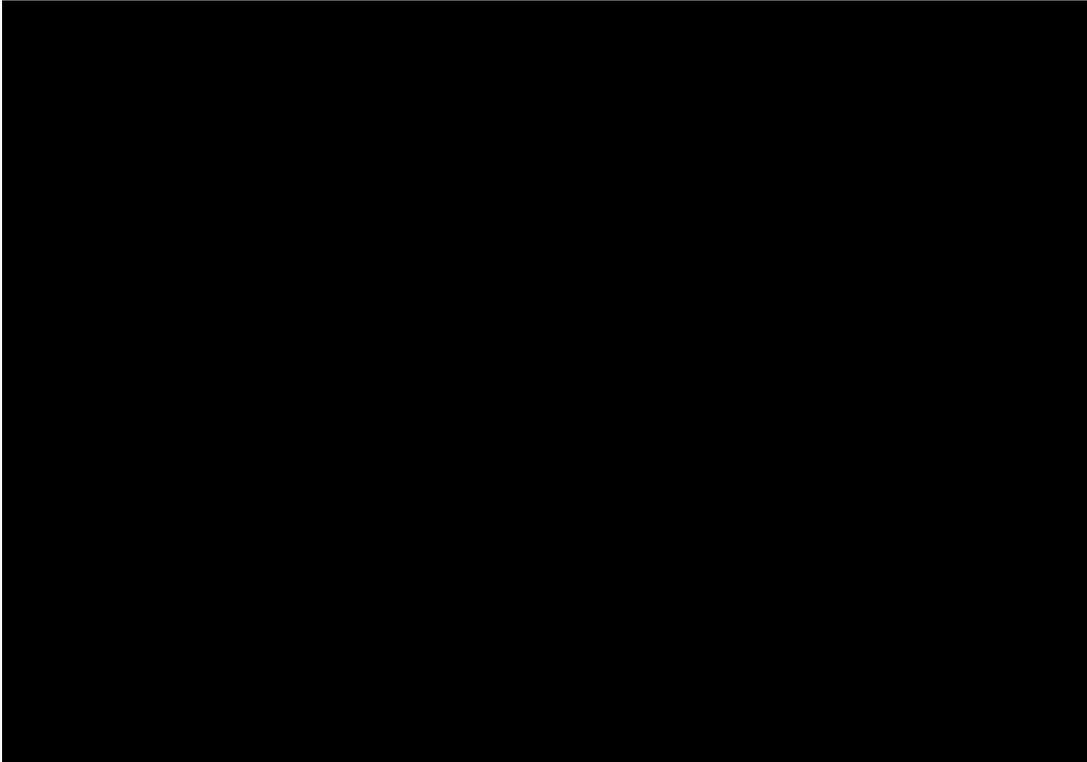
For our shipboard operations, we will continue using our established procedures, plans and instructions concerning the safety of personnel, vessels, and the protection of the environment. All our operations are identified, risk assessed and mitigated as appropriate. Risk assessments are reviewed annually or as part of ongoing investigations and recommendations that fall out of incidents.

Embedding a zero accident culture through ongoing communication

Safety is the responsibility of everyone, within CFL. Safety is one of our core values, and it is a deeply held belief, which is beyond compromise, initially learned from others, but reinforced by one's own experiences. From such values individual attitudes and opinions are formed which in turn direct one's behaviour.

Good safety attitudes and safe behaviour are vital to the success of our safety programme and ongoing communication is key to embedding a zero culture.

In order to embed a zero accident culture so that it becomes a subconscious consideration of all of CFL in everything we do, we will continue to use a variety of communication tools to remind and reinforce the message that health and safety is our number one priority in addition to providing significant information resources:



- » Changes in legislation will be shared via safety drills, poster campaigns, our intranet system, with a system of alerts being available from 'Regs 4 Ships' and Cedrec
- » Safety committee meetings will be held at six weekly intervals to ensure two-way communication
- » Best practice will be captured and disseminated via bulletins, our Safety First newsletter, and Zero Accident poster campaigns, following our hosting lessons learned exchanges
- » Changes to processes and procedures will be disseminated via Safety Alerts
- » Technical Bulletins, Marine Bulletins and Environmental Bulletins will be circulated and our SafetyFirst magazine, provided online and in printed formats
- » All health and safety information will continue to be shared and maintained via a dedicated area of our intranet site



Figure 1.6.1 (x) Safety Alert notice and front page of our Safety First newsletter.

Enabling ongoing learning from experience, our HSQE team will issue monthly ALERT! International Human Element bulletins and we will further embed our commitment to a zero accident culture through adoption of CHIRPS voluntary reporting system with the Seaways Nautical Institute.

For customers we will communicate safety via :

- » On board safety announcements
- » Signage port side and on-board vessels
- » Literature distributed with their tickets
- » Use of our website

Security focus

We will continue to use our proven vessel security plans produced for each individual vessel, in accordance with IMO guidelines. As standard practice, the Master will have the overriding authority and responsibility to make decisions with respect to vessel safety and security and to request company assistance, as required. Our Security Plans will:

- » Ensure execution of all security duties
- » Control access to the vessel
- » Control embarkation of persons and their effects
- » Assist monitoring of restricted areas, deck areas and those areas surrounding vessels
- » Enable supervision of the handling of cargo and vessels' stores
- » Ensure that security communication is readily available

They will also include additional measures to increase security in the event of the security level being increased due to a perceived threat. Its contents and implementation will be subject to annual verification and audit, and we confirm our

compliance with the requirements of the ISPS Code. Customers will not directly see these increased security alerts, other than through additional passenger and vehicle checks.

Emergency preparedness / response

While we continuously endeavour never to have to put our emergency response procedures into action for a real emergency, we will use our proven practices and drills to ensure that our officers, crews and response from the shore are all fully effective, to provide the safest possible environment for customers, staff and the vessels, should the need arise.

In addition to the drills outlined above, twice a year, usually in February and October, we will continue to undertake a simulation of an emergency situation, involving personnel from across our network in addition to external participants and members of our silver team, to ensure we are always fully capable of responding to an emergency situation. These exercises contribute to our continuous improvement, enabling us to learn from the experiences they provide in order to anticipate and mitigate against the risk of accidents / incidents occurring and, as such, we have aligned our silver emergency response provision with that for blue light emergency services in order to achieve optimum effectiveness as a result of compatibility in our combined operations.

Reporting and analysis of non-conformities, accidents, hazardous occurrences

We are committed to achieving zero accidents meaning the elimination of accidents and ill health incidents through an ongoing process of gathering accident statistics, identifying trends and root causes and implementing preventive actions.

We will continue to fully investigate all accidents and incidents, using all learning outcomes to put robust measures in place for preventing their recurrence. We will use root cause analysis for incident investigation, as illustrated below:

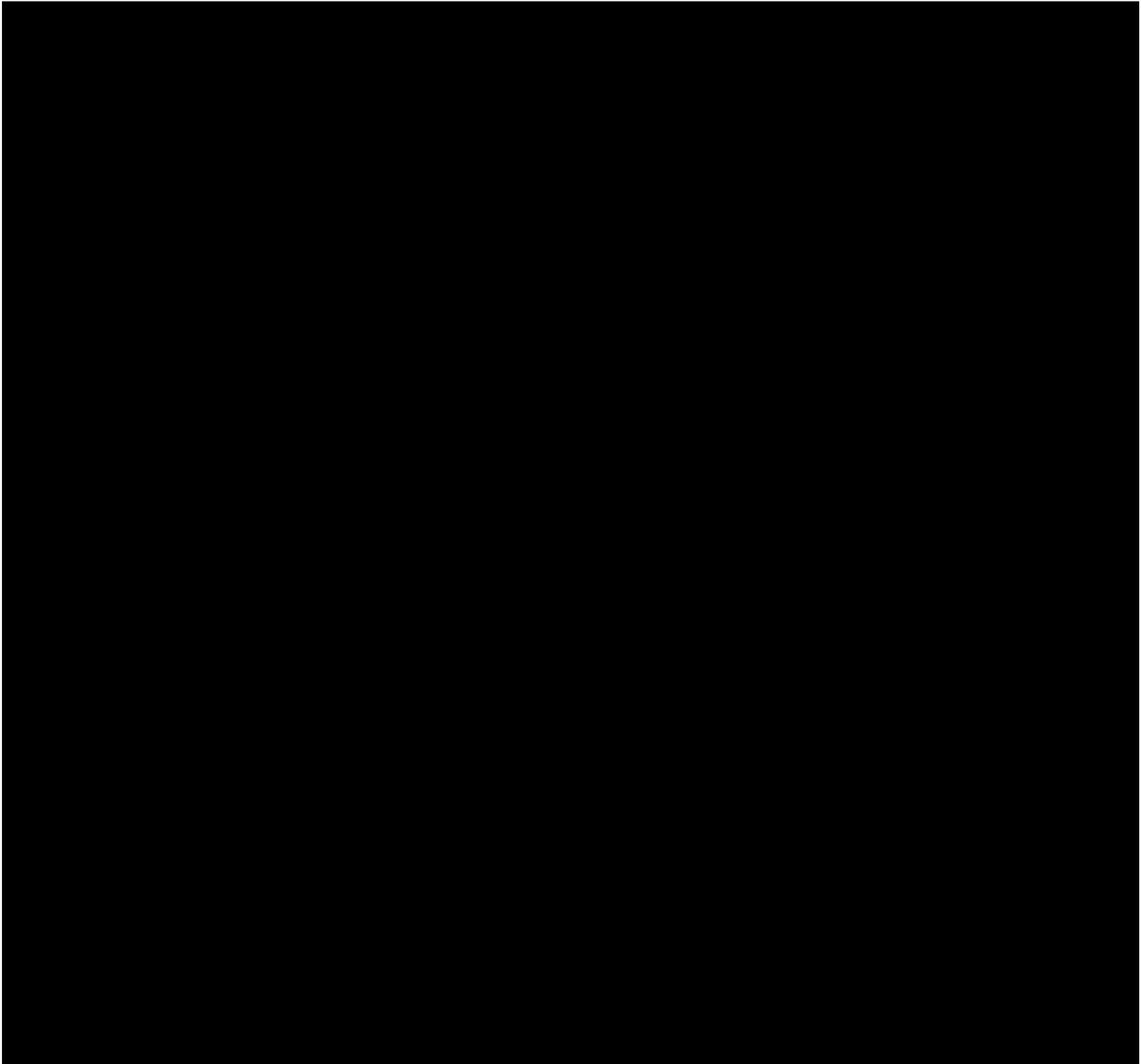


Figure 1.6.1 (y) Process for incident investigation using root cause analysis.

The implementation of incident investigation findings and recommendations will be tracked to completion and the process overseen by the MD. We will continue to use our tried and tested existing reporting methodology for serious incidents is aligned with that used by the Marine Accident Investigation Branch.

Taking care of customers and communities

As a provider of essential transport services we have a duty of care at sea for our passenger and we remain dedicated to achieving optimum health and safety outcomes for all passenger profiles and members of local communities, where we operate. Some examples of our initiatives include but are not limited to:

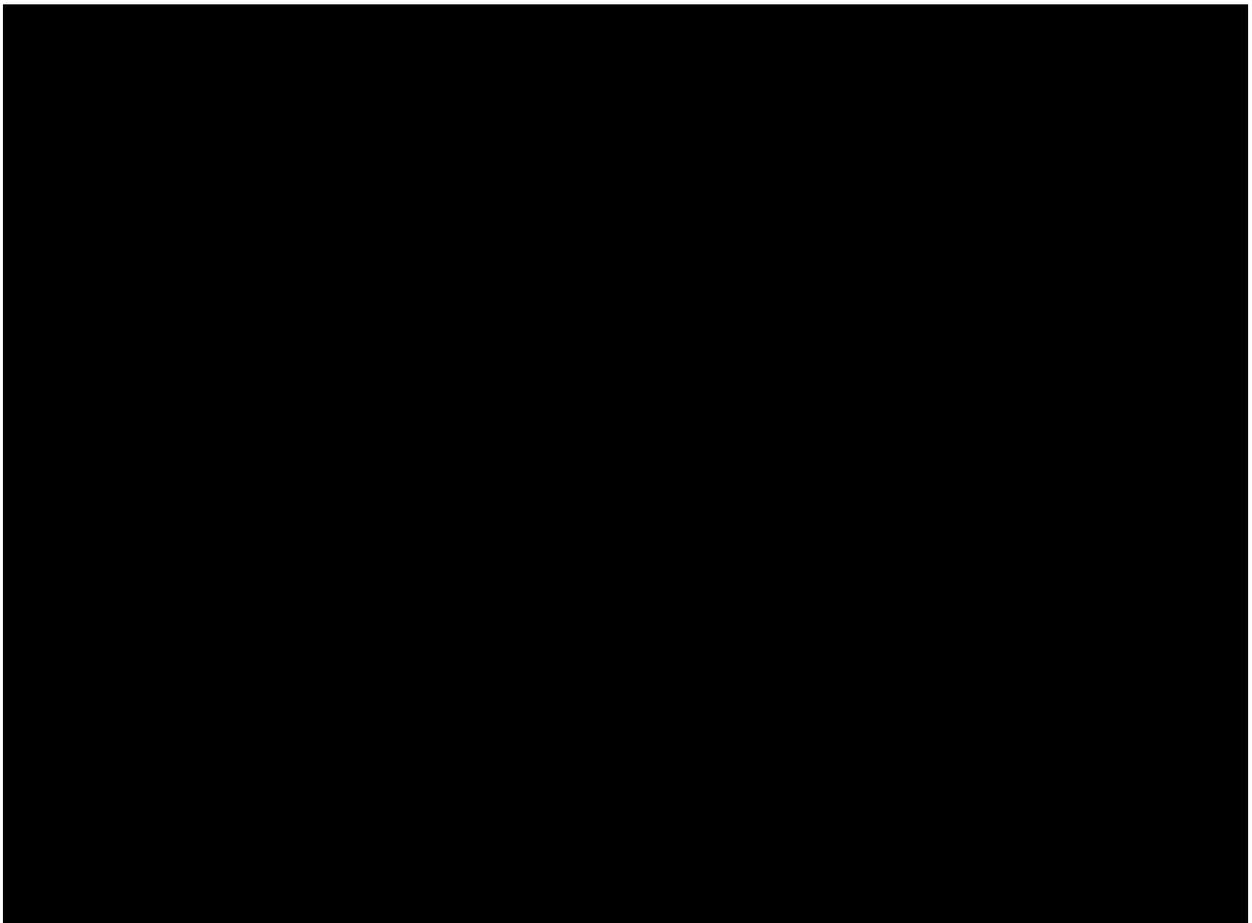
- » A dedicated `travelling safely` section on the company website with downloadable safety checklists
- » We will continue to use Twitter and other social media to communicate safety messages to customers who have signed up or are travelling with us
- » New on board Passenger Safety Video

We will source and produce an innovative, brand orientated, high quality onboard passenger Safety video similar to the successful model used by the airlines. They have been in widespread use for over a decade were they have been recognised as engaging way to deliver and educate passengers in safety critical information.

At CFL we have both an externally driven legislative requirement and an internal core value desire to effectively deliver safety critical information to our passengers.

The benefits of achieving this would include:

- » Provide increased assurance to our passengers that their safety is paramount
- » Align to Transport Scotland's stated aim for operators to develop a zero accident culture.
- » Effectively delivering the message in a captivating medium, in the unlikely event of an emergency our passengers will be better informed in how to respond should the situation arise.
- » Reduce both the likelihood and probability of passengers sustaining injuries through accidents.
- » Demonstrate our continuous improvement towards a zero accident culture.
- » Earn a reputation as industry innovators in ferry passenger safety



- » Robust food safety processes and procedures

- » Web-based and local Health and safety support for frail, elderly people, those travelling with children, mobility impaired or visually impaired.
- » We take responsibility in trying to educate and encourage a safety culture for children through our Kids Clubs for 4-11 year olds through provision of colouring sheets, featuring safety hazards for identification
- » Whenever the opportunity arises, we will enable small and medium sized enterprise (SME) members of our supply chain and local community groups to benefit from any health and safety training we are providing locally to open it up for them to participate
- » Provide marine health and safety awareness sessions in local schools



Figure 1.6.1 (aa) CFL
Twitter service
information tweets.

Maintaining vessels and equipment

Routine maintenance and inspection of plant and machinery on-board our vessels, including lifesaving appliances (LSA), fire fighting equipment (FFE) will be carried out in accordance with our Maintenance Management System (MMS) which in itself is compliant with both international legislation and equipment manufacturers guidance.

We have a critical safety register of equipment or systems that have the potential to result in a hazardous situation should they fail. Our condition based approach will enable predictive and trend analysis to prevent failures before they occur.

Customers will benefit from this approach with a more safe and reliable Service.

Innovation

Innovation will come when we introduce the new dynamic web-based tools to support our Safety Management System, cloud-based it will provide the opportunity for the solution specifications to directly align with the needs of our current internet connectivity project and that they also meet compatibility requirements with CMAL's and relevant third parties' safety management reporting systems.

Leading indicators for measuring performance against targets

Our metrics to demonstrate performance against targets in respect of developing a zero accident culture during the provision of the Services will be based on impact. These leading indicators will be used to measure the activities we undertake to prevent and control accident / injury, preceding or indicating a future event. They include:

- » Health and safety inspections, audits and safety conversations
- » Amounts of training delivered and their consistency across all vessels, ports
- » Annual Surveys conducted to identify the correlation between our perceived safety culture and existing mitigation strategies that have delivered improvements to health, safety and environmental culture through leadership, communication and engagement
- » Climate surveys with staff designed to measure leadership, engagement and implementation

- » Customer / stakeholder surveys and feedback sessions
- » Awards documented through positive feedback from customers and stakeholders
- » Safety opportunities identified and corrected
- » The effectiveness of top-down leadership of and engagement with the health and safety process
- » Clearly defined and linked staff roles and responsibilities and accountability
- » Consistent methods establishing targets and reporting performance
- » Consistent criteria for prioritising issues and aligning resources
- » Recognition for positive behaviour and performance of staff

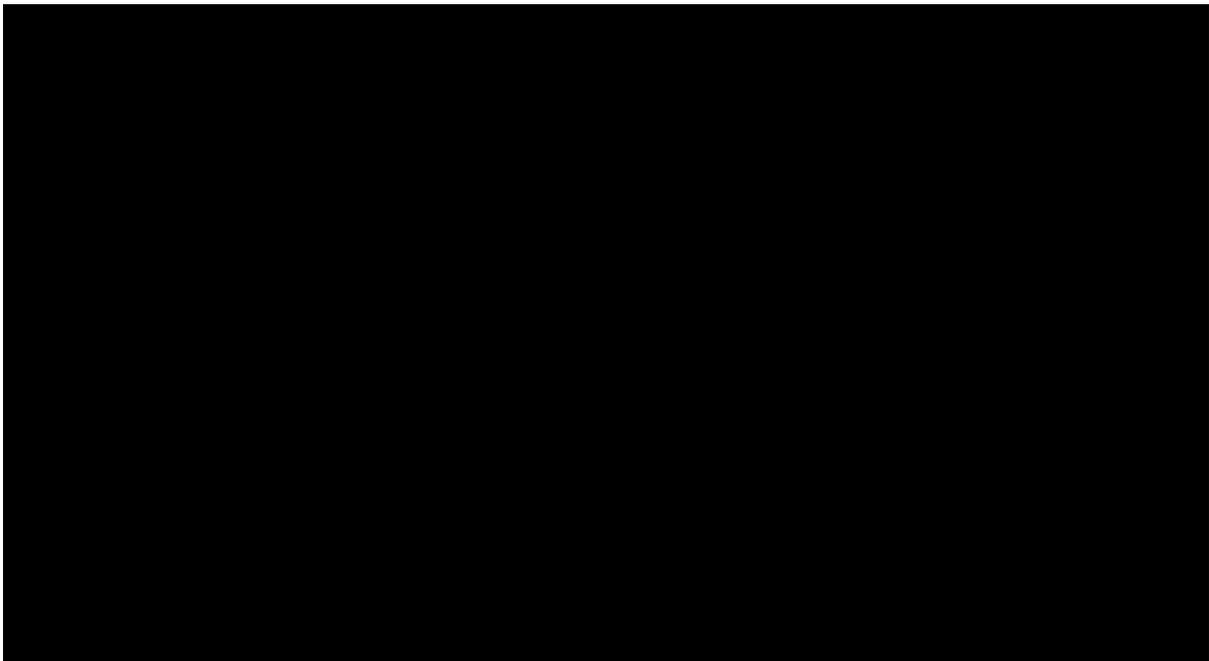


Figure 1.6.1 (bb) Incident trend analysis against performance targets.

Our leading indicators provide insight into what staff are doing on a regular basis to prevent injuries; they are focused on future health and safety performance, driving continuous improvement in achieving health and safety excellence as a provider of ferry and port operations in the UK. This approach will also be used to prevent or reduce customer injuries through robust indicators used to action any trends that may arise.

The leading indicators we measure will:

- » Allow us to see improvements in performance
- » Measure the positive: what people are doing as opposed to what they are failing to do
- » Enable frequent feedback for all stakeholders
- » Provide credibility
- » Enable predictability
- » Increase constructive problem solving around safety

- » Make it clear what needs to be done to improve
- » Track impact versus intention

All our proposals for developing a zero accident culture will assist in ensuring consistent high standards are retained throughout the delivery of our Health and Safety Plan for the Contract. The health and safety of our customers, staff and vessels is our number one priority and core value.

Service offerings and contractual undertakings milestones

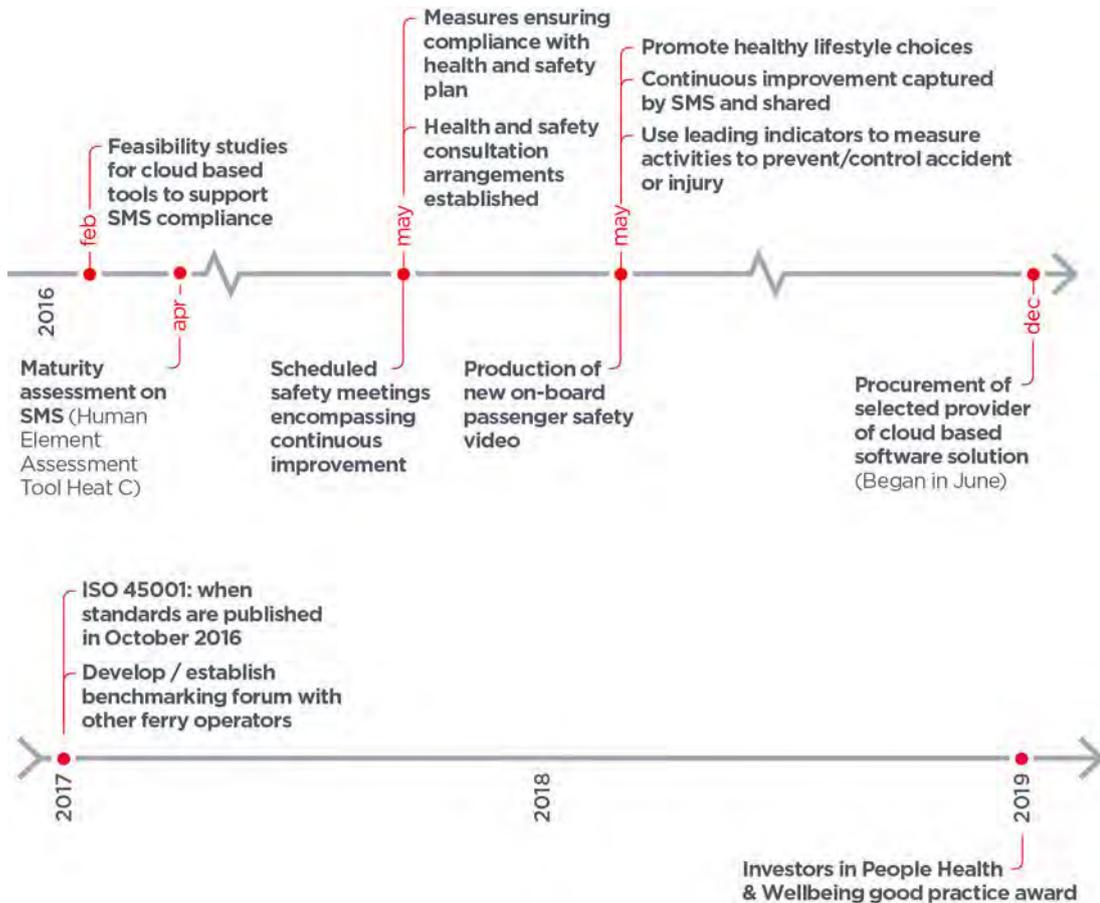


Figure 1.6.1 (cc) Timeline of contractual milestones.

Contractual Undertakings	Milestones
Adhere to health and safety policy throughout contract	Commencement Date
Ensure continued compliance of our operations with all statutory requirements of the UK, EU and International Maritime Organisation, making use of legal information providers, as appropriate	Commencement Date
Commence process for ISO 45001 Occupational Health and Safety accreditation	October 2016
Ensure continued monitoring of compliance with our SMS to be undertaken by internal audit and audits by MCA, HSE and LRQA (Flag State Marine Administration for vessels)	Commencement Date
Source and produce an innovative, brand orientated Onboard Passenger Safety video as part of our commitment to transports Scotland's Zero Accident Culture.	Mobilisation
Perform a maturity assessment on our SMS, using the Maritime and Coastguard Agency's Human Element Assessment tool Heat C	Mobilisation
Procurement of HSQE cloud based tools to enable data capture and reporting	December 2016
Establish a mechanism for benchmarking outputs from our SMS with those of other providers and recognised industry organisations to determine industry best practice	CY1*
Monitoring / audit and review activity to ensure our compliance with the Health and Safety Plan. This will include mutually agreed arrangements with Scottish Ministers, as required	Commencement Date
Host mandatory weekly directors' safety meetings, non-executive group safety committee meetings	Commencement Date
Undertake formal consultation with recognised Trades Unions and appointed safety representatives on all aspects of the Health and Safety Plan	Commencement Date
Include continuous improvement on internal meeting agendas and those held monthly / quarterly with Transport Scotland	Commencement Date
Undertake emergency exercises twice a year involving external participants and members of silver team	Commencement Date
Commission and produce new passenger safety information videos that adhere to MCA passenger safety information regulations	Commencement Date

* CY – Contract Year



Version	Date	Prepared by
V1.0	September 2015	Louis de Wolff

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 8

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 8

■ [REDACTED]

■ [REDACTED]

Signed for and on behalf of the Scottish
Ministers

Signature.....

Signed for and on behalf of Calmac
Ferries Ltd

Signature.....

Executed Contract 22.08.16	Clyde and Hebrides Ferry Services Contract for Provision of Ferry Services Schedule 8
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SCHEDULE 9 - ENVIRONMENTAL MANAGEMENT PLAN

This and the following pages 504- 532 comprise Schedule 9 to the foregoing Contract between the Scottish Ministers and Calmac Ferries Ltd.

1. The Environmental Management Plan must be developed and reviewed in accordance with Clause 11 and shall comply with the following:

The Operator will be required to operate an environmental management system at least complying with or equivalent to BS EN ISO 14001: Environmental Management.

This system will be set out in an Environmental Management Plan (EMP) which will include:

- The Operator's environmental policy; and
- The procedures to be implemented to monitor compliance with environmental legislation.

The Environmental Management Plan (EMP) will provide arrangements for determining, managing and mitigating the environmental impact of the services both onshore and at sea. The EMP will include specific management plans, including, but not limited to the following:

- Pollution Incident Response Plan – to include details of controls to be adopted to manage the risk of pollution incidents and procedures to be followed in the event of any pollution incidents;
- Waste Management Plan (WMP) – to include regulatory and best practice requirements relating to the planning and delivery of waste management. The WMP will include targets to reduce, re-use and /or recycle waste;
- Sustainable Procurement – to include guidance in relation to supply chain management and to ensure, where practicable, that all materials and services are responsibly sourced;
- Green Travel Plan – to consider minimising the impacts of travel, including promotion of public transport and workforce travel;
- Energy Management – to include proposals for minimising the generation of greenhouse gasses and carbon release at the outset of operating the Services and for ongoing assessment and reduction. To include estimated targets for peak season daily carbon release during the operation of the services;
- Air Quality Management Plan – to include proposals associated with the introduction of low sulphur fuel in 2020;
- Ecology Management Plan – to include proposals to minimise the effect on marine life and to secure the health and protection of marine mammals. To include proposals for the management of ballast water;
- Proposals for reviewing and reporting on environmental performance.

2. The Operator shall develop the Environmental Management Plan from the outline plan below to the Satisfaction of the Scottish Ministers :

1.7 Environmental Management Plan

Service offerings and contractual undertakings

This Environment Management sets out the means by which we will determine, manage and mitigate the environmental impact of the Services both onshore and at sea as per the requirements of the Contract managed by CalMac Ferries Limited (CFL) and shall apply to all personnel involved with the Contract under the direct or indirect control of CFL.

This Plan will be reviewed at management review meetings or following a change in circumstances, arising from:

- » An incident
- » An audit non- conformance
- » Change in legislation
- » Change in operations, e.g. introduction of a new vessel or service
- » A request from Scottish Ministers

If significant changes are required, a formal review will be initiated and the plan will be revised as necessary and reissued.

We confirm that the Contract Environmental Plan will be:

- » Formally reviewed, annually, by CFL's [REDACTED] and Head of HSQE
- » Authorised by CFL's Managing Director prior to each issue
- » Submitted for review by Scottish Ministers within six weeks after the end of the relevant year and formally reviewed at an annual meeting with Scottish Ministers

The master controlled copy of the document will be held at the CFL Head Office in Gourock and made available electronically via our Gangway intranet, as well as hard copies being maintained at all our ports and on all vessels.

We are committed to being the best we can be, working collaboratively with third parties and innovatively with communities. All will be supported by performance that is measurable, facilitating our continuous improvement throughout the eight-year Contract.

a) Participant's environmental policy

Our Environmental Management Plan will be developed in accordance with the Contract through mobilisation and will include our environmental policy and the procedures to be implemented to monitor compliance with environmental legislation.

Please see Appendix A for our Environmental Management Policy.

b) Compliance with environmental legislation

The [REDACTED] is responsible for ensuring the Operator remains compliant with legislation and state conventions at all times. The appointed person will conduct reviews of our environmental assessment impact register and our processes and procedures, following any change in environmental legislation, to ensure we manage any operational impact. They will work closely with the [REDACTED] who will focus on delivering our plans and advising on efficiency improvements. They will commit to:

- » Keeping abreast of legislative changes, changes to state conventions and environmental best practice, providing solutions for implementation.
- » Continuing to use Cedrec, or a similar service ensuring we keep up-to-date with changes and developments in environmental legislation. The Compliance and Company Standards Manager will conduct assurance checks of Cedrec on an annual basis.
- » Increasing organisational competency with the introduction of a new environmental data capture tool and they will support its use through providing training for staff.
- » Gaining accreditation to ISO 50001, Energy Management and in conjunction with the Procurement Manager, aligning to the principles of BS 8903 for sustainable procurement.

[REDACTED] will share the results of our environmental legislation assessments with Transport Scotland to influence future requirements for further development in reducing emissions from the Service.

Through the training of key employees and our supply chain, we will identify innovations and develop collaborative working internally and with third parties, such as Waste Scotland and Cedrec. This will ensure that our employees and supply chain are competent in managing environmental duties and maintaining compliance with legal obligations.

Our commitment goes beyond legislation and CFL has been ISO14001 accredited since 2006. This assures Transport Scotland of our compliance with environmental legislation and our ability to maintain compliance throughout the duration of the Contract. During the first year of Contract we will implement and apply for accreditation to the ISO 14001:2015 standard.

c) Arrangements for determining, managing and mitigating the environmental impact of the services both onshore and at sea

CFL will provide robust systems, processes, tools and staff training for determining, managing and mitigating the environmental impact of the Service on shore and at sea. To improve this process, CFL will implement a new online data capture and reporting tool during the first year of Contract. This will enable staff to capture data in a common format at source, share information internally and externally and to work collaboratively to mitigate environmental impacts. Maintained centrally, this will provide visibility of incidents, trends, mitigations and overall environmental performance for those staff with responsibility for environmental matters.

Key Pollution issues	How we Control and Minimise
sea	Convention of the Control of Harmful Anti-Fouling Systems on ships. This mitigates against the risk of leeching. Compliance is maintained through surveys by Lloyds Register. Work collaboratively with CMAL and designers on new fleet to ensure we take account of environmental impact in design and operation.
Fuel losses and bilge water losses	Evolve our emergency plans, continually undertaking testing to improve them including managing and maintaining pollution prevention equipment and training staff and contractors to use them at harbours and on board vessels. Our team are well versed in what do when an emergency arises through our Oil Spill Plan and associated drills.
Ballast water uptake and disposal	There is new legislation for the management of ballast water pending implementation of the International Convention for the Control and Management of Ships' Ballast Water and Sediments. We will monitor this legislation, as it has not come into force yet; when it does, we will review and amend our procedures appropriately.
Effluent Disposal	Drainage plans available for each vessel, provide us with the ability to resolve any on-board disposal issues promptly.
Exhaust emissions from engines	In addition to our fuel data and analysis from our EcoShips project to determine total and type of emissions, we will install and use a CO ₂ meter in the exhaust of each of our vessels. This will allow us to monitor and confirm NO _x and SO _x emission levels from our non-EcoShips fuel used for power on board the vessels.
Implement our new waste contract	Provide assured reliable service and supporting data through adherence by our selected contractor to Clyde and Hebrides Ferry Services (CHFS) targets. Work with supply chain to focus on reduction and packaging waste produced. Collaborate with supply chain to trial alternative packaging that is compostable to enable contaminated food packaging to be composted, thus diverting it from landfill.
Noise pollution	We carry out any noise assessments as required.

Our incident response processes and procedures are included in our nine Operational Manuals within our Company Management System (CMS). These will vary dependent upon the types of incident that can potentially occur in the delivery of ferry services. The Pollution Incident Response Plan will include details of controls to be adopted to manage the risk of pollution incidents and procedures to be followed in the event of any pollution incidents.

Our CMS also contains details of our Oil Spill Contingency Plans, which are also supported by four drills completed annually.

Over and above the drills outlined in our CMS, CFL will carry out multi-agency drills twice per year to ensure that incident responses are well practised.



ENVIRONMENTAL MANAGEMENT SYSTEM STRUCTURE	
1	<p>POLICIES</p> <p>Group Management System Accredited to the International Safety Management (ISM) Code ISO 9001: 2008 and ISO 14001:2004 (progressing towards meeting the new, 2015 replacement standard), one year ahead of when it officially comes into effect. Accredited to standards by Lloyds Register of Quality Assurance (LRQA). It comprises:</p> <p>David MacBrayne Ltd (DML) Group Policies including Health & Safety, Quality, and Environment Undersigned by our Chief Executive Officer, these documents are displayed at all sites and locations where we operate.</p> <hr/> <p>MANAGEMENT MANUALS</p> <p>Group Management Manual (GMM) The documented management system that outlines our Group's mission and structure and the various manuals that together make up our Group Management System. This top level manual demonstrates how the requirements of the ISM Code, ISO 9001 and ISO 14001 are met.</p> <p>Support Services Manual (SSM) The documented Safety Management System relevant to the provision of shore services to the fleet. The SSM will contain procedures and instructions detailing how vessels will be supported by the office, in terms of safety, quality and the environment (in accordance with the ISM Code and the ISO 9001 and ISO 14001 standards).</p> <p>Organisation and Responsibilities Manual (ORM) Organisation and Responsibilities Manual (ORM): The documented roles, responsibilities and reporting structure for all personnel involved in delivering the ferry service to our customers.</p> <p>Environmental Management Manual (EMM) The documented management system that outlines our Group's mission, structure and the various manuals that support delivery of our Environmental Policy commitment.</p>
2	<p>OPERATIONAL MANUALS</p> <p>Group Management System consisting of the following ferry operation manuals:</p> <p>Major Vessel Operations Manual (MVOM) - The documented Safety Management System relevant to the fleet. The MVOM will contain procedures and fleet instructions detailing how vessels will be operated in terms of safety and the environment (in accordance with the ISM Code and the ISO 9001 and ISO 14001 standards). This includes a chapter on emergency response through the Master Decision Support System. Each vessel has its own emergency plan.</p> <p>Small Vessel Operations Manual (SVOM) - The documented management system relevant to the small vessels in the fleet. The SVOM contains procedures and fleet instructions detailing how vessels are operated in terms of safety and the environment (in accordance with the ISM Code and the ISO 9001 and ISO 14001 standards). This includes a chapter on emergency response.</p>

Figure 1.7 (d) Our operational manuals containing our policies, procedures and incident management.

We will invest in training for our staff, and our robust process and systems are independently audited and accredited as part of ISO 14001. Our incident responses are well practised and our incident procedures robust.

e) Waste minimisation and waste management

CFL will take a strategic approach to waste management and its reduction; this will be led and managed by our Head of Health, Safety, Quality and Environment (HSQE), who will oversee relevant members of staff with responsibility for managing waste locally on vessels and shore-side.

The Head of HSQE will be responsible for the following activities:

- » Review annually and update waste strategy and waste management plans for vessels and shore-side offices, with a primary focus on reducing volumes being processed in those areas with the highest waste.
- » Work with Zero Waste Scotland to provide training for port staff and crew, to improve awareness of waste legislation, segregation and management of the different types of waste.
- » Annually review and update our waste management processes.
- » Conduct an independent waste audit at the end of years two and four of the Contract.
- » Build in to the Contract with our waste provider the need for robust data on waste volumes, by type.
- » Work with local communities to create a waste facility / hub at or close to a harbour to treat our and other community / organisations' wastes.
- » Identify location(s) to create small-scale waste treatment facility including glass crushing, to reduce volume and lead to fewer collections, reduced transport costs and aid re-use.
- » In year three of the Contract, carry out a full waste review based on a strategic approach to reducing cost in managing waste across our ship and shore operations. This will identify opportunities for locating suitable waste hubs in underutilised space at harbours and where waste volumes are sufficiently high.
- » Identify process gaps and opportunities to reduce costs and issues associated with disposal of harbour wastes and managing those landed from ferry services.
- » Work in collaboration with third party suppliers, community based groups or companies to provide local waste management opportunities to support local communities. Three companies we have identified are Kintyre Recycling Limited, GRAB Trust and North Harris Trust.
- » Review other on-board waste treatment processes, working with a third party to identify options for waste treatment on board that would allow food waste to be landed.
- » Reduce food waste volumes through greater efficiency in ordering correct quantities of food and materials to be stored. This will also reduce waste from short shelf-life.
- » Our main KPI will be aligned with Zero Waste Scotland, in terms of our total value of waste sent for recycling as a percentage of the total waste we generate across the services. We will also include targets to reduce, re-use and or recycle waste.

- » Create 'CalMac Recycle' a simple way to recirculate excess materials within the business, and avoid them becoming wastes; adopting a circular economy approach.

Added value from improved waste management

Our current waste tender has been reviewed to allow a single service for our waste uplift, enabling improved management information. This will identify the most efficient recycling / recovery options and support better cost control.

We will work collaboratively with the supply chain and our procurement team to reduce waste, investigating opportunities to use call-off ordering, to understand whether this could help reduce the volumes we store and reduce costs. Working with suppliers, we will identify opportunities to reduce our impacts and costs, such as through compostable food packaging, so that food and packaging wastes can go for bio-treatment processing not landfill.

This will be led by [REDACTED] through agreeing contractual commitments with key, high volume suppliers.

- » During the Contract period CFL will reduce the total waste going to landfill through reduction of packaging, re-using and increased volumes being recycled, from improved segregation on-board and onshore.
- » Food waste will be reduced through staff training, reduced food stock holding, cooking to order and updated processes.
- » CFL will create 'CalMac Recycle' a simple way to recirculate excess materials within the business, and avoid them becoming waste; adopting a circular economy approach.
- » Over the length of the contract we will set waste targets and measure our performance. This will be captured in a report for our executive team and Transport Scotland.

Pilot innovative approaches to waste management

Opportunities to develop a zero waste facility at Oban, the largest waste producing harbour, will be explored to test technology and potential for rolling out similar facilities at other large harbours. This initiative will create the opportunity to work with a local social enterprise and to engage harbour employees to support the operation.

The facility will include micro treatment like, www.Pyropure.co.uk, micro processes / balers such as www.microbalers.co.uk and segregation processes to create products for resale, reduce the number of collections and transport costs.

Commitment	Collaboration	Measurement and Benefit	Continuous Improvement
A sustainable procurement strategy that delivers improved economic, environmental and social outcomes.	Identify key green and socio-economic themes to explore with potential / existing suppliers, through discussions / contractual commitments. Work with Sustainable Procurement Limited on our sustainable procurement strategy.	Proactive contribution from the supply chain to help achieve our sustainable procurement targets. Assess whole life energy use costs for equipment.	Improved awareness and knowledge of sustainable procurement amongst staff with buying responsibilities.
Develop a BS 8903 compliant procurement approach, integrated into our ISO 14001 system.	Explore with the Scottish Government procurement service the opportunity for questions to be addressed by suppliers in line with BS 8903, requirements.	Ability to capture and monitor supplier performance in our supply chain.	Using a consistent approach will ensure that key issues are covered at this stage in the procurement process, avoiding the need for repeat requests for the same information.
Support our buyers and procurement team through training in BS 8903 compliant procurement processes and procedures.	Work with a third party in respect of BS 8903 for sustainable procurement training. Aligned to BS 8903 development work, we will utilise the circular economy tool kit.	Better understanding of our sustainable procurement commitments, the questions we need to ask and the responses we should expect.	Supporting our suppliers to contribute to our sustainable outcomes through their participation.
Develop a framework for assessing environmental issues for different categories of expenditure or potential problem materials.	Collaborate with our existing / potential supply chain to assess alternatives to meet our framework.	Educated and more sustainably aware buyers and procurement team. Purchasing the right resources / materials (when scarce) eradicates negative impacts and reduces cost risk	Continue to buy more ethically reduces supply chain sustainability risks e.g. uniform procurement, to ensure the fabric and dyes used in the process are sustainable products. Review the recycling of uniforms
Run an annual workshop to identify and discuss new ideas. Enable suppliers and stakeholders to discuss their achievements through contract management,	Working with the supply chain offers inclusivity, bringing them on our journey Active encouragement for members of the supply chain to join the award winning www.supplychainschool.co.uk .	Working with the supply chain to identify innovations and develop collaborative working.	Supporting our suppliers to contribute to our sustainable outcomes through their participation. Enable Clyde and Hebrides Ferry Services to showcase best practice
Create 'CalMac Recycle' - a simple way to recirculate excess materials and avoid them becoming waste.	Building awareness and education of sustainable procurement with our staff.	Reduce unnecessary purchasing and put to better use what we already own	Managing and minimising our environmental impact through awareness and a cultural change in behaviour.

To assist us in refreshing our own sustainable procurement strategy and its use with the Scottish Government's frameworks, CFL will continue to work with subject matter expert, [REDACTED]

specialising in helping organisations embed sustainability into their procurement and supply chain management. They will assist us to:

- » Develop a robust action plan to embed continual improvement into our own procurement processes and those of our supply chain.
- » Update our procurement strategy and policy to fully reflect the changes in our green procurement approach for the new Contract.
- » Include sustainability as a key criteria for the award of a contract (where permissible by procurement law)

We will implement a training programme for staff with responsibility for buying goods and services within the company. This will provide awareness and enable the practical application of our sustainable strategy into our procurement, specification and supplier evaluation processes.

Added value from sustainable energy management

In procuring energy consuming goods and services in the future, such as new electrical equipment, we will assess whole life energy usage; so that we purchase items with the lowest whole life cost and can assure value for money.

As indicated in Figure 1.7 (f); the use of a RAG (red, amber, green) status, linked with categories of expenditure will help determine whether or not a supplier meets our sustainable criteria.

CFL will make sure that potential suppliers meet CFL's sustainability standards through their completion of HSQE assessments covering content such as:

- » Nature of business / services provided
- » Person responsible for environmental matters within the company
- » Details of environmental policies and arrangements, systems and procedures and systems certification
- » Details of suppliers' responsible sourcing policies

- » Details of environmental training provided by directors, senior managers and staff
- » Description of methods of undertaking environmental risk assessments / preparing method statements with supporting documentary evidence
- » Detail of any infringement notices issued by regulatory authorities and / or environmental agency / local authorities in the last five years and advice of any actions as a result

Hosting an annual sustainable procurement workshop and working with our buyers and procurement team to increase awareness will support a consistent approach to sustainable procurement. Collaboration with our supply chain will increase opportunities to reduce, reuse or recycle.

Added value from sustainable procurement

We have recognised that opportunities exist for digitising our information through apps, in order to reduce use of paper and printing materials and improve distribution to customers. A suite of apps will target information specific to individual requirements and interests enabling customers to make better use of our services. Currently approximately 50% of our paper stock is used for marketing and timetable purposes.

g) Encouragement of 'green' travel

██████████ is responsible for the development of a Green Travel Plan (GTP). They will work closely with the Transport Integration Manager and the ██████████ to develop proposals with the specific aim to help our customers make greener choices for travel. They will include: accessibility, cycle facilities, car parking, electric vehicle charging, car clubs, cycle clubs, walking routes and the development of green travel plans.

██████████ supported by our Head of HSQE and ██████████ currently provide harbour information on board our vessels which includes details of electric vehicle charging points, green travel plans and links to other forms of public transport to support low carbon whole journeys.

CFL will further enable customers to make green travel choices when they disembark from our vessels by encouraging cycling through the provision and promotion of improved cycle facilities and the creation of new ones, as appropriate to need.

Supporting the use of electric vehicles, we recognise that our existing charging points are underutilised and our Green Travel Plan will include proposals that will increase awareness of this valuable green feature of our service, encouraging its wider use for the new Contract.

By refreshing CFL's website and using new communication tools, we will link our services with tourism and special interests via apps, enabling us to target different groups of potential customers with green themed promotions. This marketing activity will support green travel and allow tourists to experience the natural beauty of Scotland and the islands while, at the same time, reducing their impact upon it.

Through integrating our services with other transport providers to create whole journeys for our customers, we will be able to better compete with flights on certain routes and our use of apps will enable us to maximise on opportunities, such as facilitating end-to-end journey planning.

Promotional activity and use of new customer themed services provided via mobile communication tools will assist us in raising staff and customer awareness of our commitment to green travel. CFL services islands where there are multiple areas of natural beauty and we want our customers to use environmentally friendly transport,

wherever possible, in order to reduce the negative local impacts that motorised transport can cause.

Our GTP will include the development of green travel proposals for our business and staff, supporting low carbon journeys. Initiatives will include providing access to facilities that encourage more people to cycle or use other forms of public transport and use of lower carbon vehicles. Details of the content of our GTP to be implemented for staff over the term of the contract are illustrated in Figure 1.7 (g).

CFL will encourage staff participation and track the take up of the green travel initiatives. Our Environment Manager will manage and review the green travel plan, working with relevant functions across the business, Marketing, HR and the Transport Integration Manager to communicate and build awareness of our GTP for customers and staff.



Figure 1.7 (g) Outline of our Green Travel Plan for Staff.

h) Minimising the generation of greenhouse gasses and carbon release at the outset of operating the Services and for ongoing assessment and reduction

Our Energy Management Plan will be developed and managed by [REDACTED]. As a compliant and socially responsible Operator, CFL fully supports a sustainable, bio diverse marine ecosystem. Through our effective operation of the Service we will contribute to the Scottish Government's target to reduce Greenhouse Gas (GHG) emissions by 42% by 2020.

Our Energy Management Plan will focus on minimising the generation of greenhouse gasses and carbon release in the following key impact areas:

- » Fuel use
- » Energy efficiency on board
- » Idling at harbours
- » Weather and sea conditions
- » Bunkering processes

- » EcoShips project
- » Access to reliable data via metering and sub-metering
- » Remote control shut down via control systems

Reducing fuel consumption through Project EcoShip

Through our project EcoShip we are able to measure and calculate our greenhouse gasses (GHGs) and carbon release on our large vessels. This live project involves the installation of a Ships Fuel Monitoring System (SFMS) on major vessels to establish an accurate baseline voyage fuel consumption figure.

CFL is currently installing the measuring devices on our vessels for capturing this data. [REDACTED] will be responsible for gathering data that will enable us to measure and calculate GHGs and carbon release for the Contract and will provide a benchmark with which to provide an ongoing assessment on our reduction of GHGs.

Ongoing assessment and reduction to minimise the Greenhouse Gasses and Carbon release

Using the Ecoships data we will

- » Implement the IMO recommendation to use a three-month fuel used per vessel as the standard base for our calculation
- » In year one of the Contract develop our baseline calculation of fuel litres consumed per minute, per large vessel
- » Monitor and track the projected fuel and projected emissions against the actual emissions released
- » Validate the potential savings projected in Contract Year 1 (CY1) of over 7,000 tonnes of GHGs and Carbon release
- » Reduce our GHG emissions from the fuel savings achieved from the fuel savings achieved from base [REDACTED]
- » Share the findings with Transport Scotland
- » Look at opportunities for further reductions in GHG and Carbon release over the 8 year Contract

Opportunities for minimising the generation of greenhouse gasses and carbon release

We will continue to support a sustainable bio-diverse marine ecosystem through other opportunities, some of which we have included in the table below:

Commitment	Collaboration	Benefit	Continuous Improvement
Influence ship design to balance reliability with new environmental technology.	Collaborate with CMAL.	Share our knowledge and experience as a ferry operator.	Enabling the building of sustainable vessels to minimise the impact to the environment.
Work collaboratively with CMAL to ensure the new vessels will provide the opportunity to reduce transport impacts and improve fuel efficiency.	Use ISO 50001 approach for energy management of vessels.	Optimise environmental component choice – sonar, paint, fabrics, oils and general materials.	Ensuring materials used have low environmental impact.

Commitment	Collaboration	Benefit	Continuous Improvement
Specification for fuel options and types for the new vessels.	Collaborate with CMAL to ensure engine types and chosen fuel are optimised to minimise the impact on the environment.	Our knowledge of fuel usage from our EcoShips project, data collection on engine performance and our knowledge of alternative forms such as LNG.	Minimising carbon emissions and impact on the environment.
Minimise the idling of ships in the harbour.	Amend no idling in harbour area policy, where alternative power is available. Raise awareness with Masters / crew.	Reduced emissions from no idling in harbours. Use of alternative power, where it exists.	Reducing unnecessary noise and pollution.
Prioritise energy within business and support implementation of ISO 50001. Raise staff awareness of our energy consumption and promote energy saving initiatives across our organisation.	Trialling use of on-board automatic metering will measure energy consumption on board, other than that used by the main engine. Close to real time data will be provided via the portal.	Reduced energy consumption and fuel cost saving (not from main engine, but generators). The trial will help determine reduction volume achieved.	Minimising our energy consumption.
Carbon data bank.	Collaborate with Transport Scotland to identify how we can contribute to the carbon databank they are building using transport Scotland's Carbon Management System.	Provide data for Transport Scotland's carbon tool to enable greater visibility of transport impacts for ferries, complementing the data for highways and rail.	Supporting Scotland to measure and reduce its carbon impact

Supporting work on climate change

CFL will collaborate with CMAL and Transport Scotland on climate change matters to determine where we can support with reporting duties and research by making use of our vessels on standard journeys.

This joined up approach will improve our understanding of climate change and its impact on the Clyde and Hebrides Ferry Service and any changes that may be required. An example of this could be determining proposed courses of action at harbours if there is a marked sea level rise and how new ships may need to be designed to accommodate the predicted sea level rises and wetter, stormier weather. Climate change will also have a significant impact on marine life and we will improve our awareness of the effect of our operational activities on the marine environment over the eight-year contract [REDACTED]

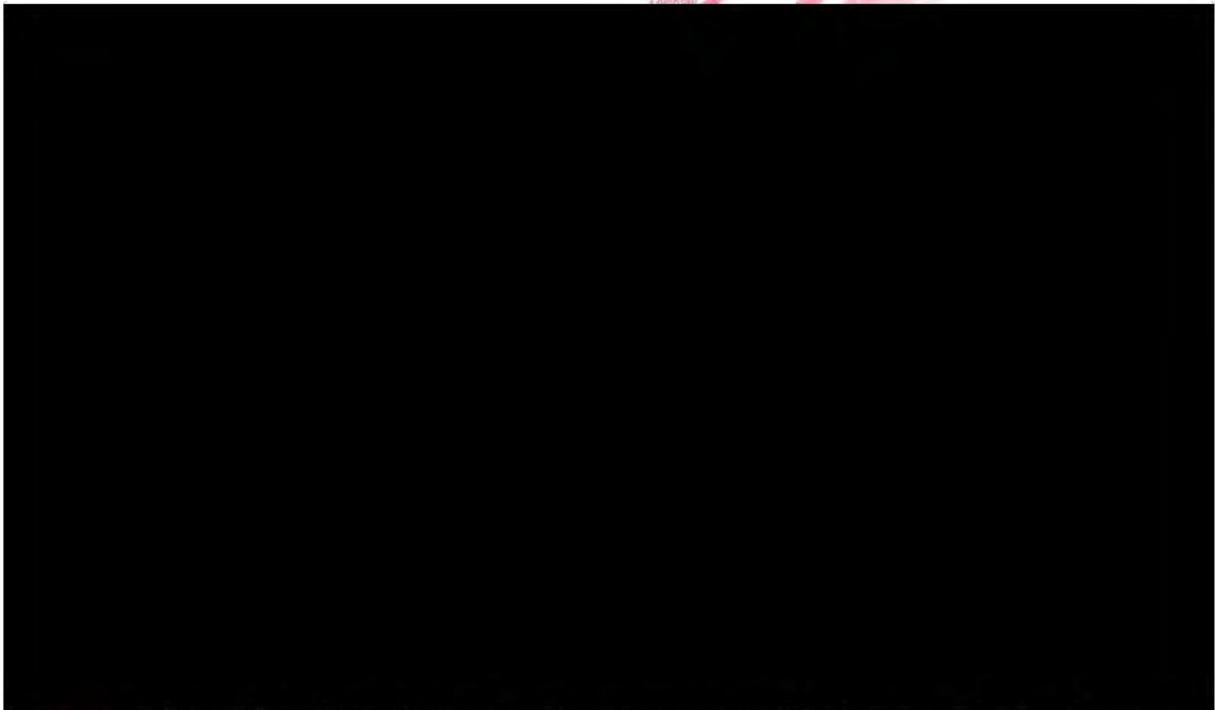
[REDACTED] They will monitor any key elements of Climate Change that will have an impact on the Service.

Through embracing opportunities for collaboration, sharing knowledge, experience and data, we will support Transport Scotland's minimisation of greenhouse gasses and our overall impact from improved management of energy and fuel use will contribute to supporting a sustainable, bio diverse, marine ecosystem.

i) Estimated targets for peak season daily carbon release during the operation of the services

The vessels we use to deliver the service are our largest contributor of carbon. Through our project EcoShip, mentioned in section (h) above, we are able to measure and calculate our greenhouse gasses and carbon release from the large vessels in the fleet. We will continue to do this in the Contract, to assess the levels of carbon release and identify opportunities for any further reduction over the Contract term.

Since the commencement of the project, major vessels have been installed with a Ships Fuel Monitoring System (SFMS), to identify an accurate baseline voyage fuel consumption figure.



» EcoShips will continue to assist us in reducing annual fuel consumption and Greenhouse Gas Emissions (GHG) across the fleet, providing the opportunity to [REDACTED]

» Reduce our GHG emissions from the fuel savings achieved from base of [REDACTED]

We are able to calculate the contribution we make to CO₂, and will have the ability to set a target for reducing and maintaining over the eight year Contract. This will be re-evaluated every time a new vessel is introduced into the fleet.

Using our assumptions potential emissions in [REDACTED]

[REDACTED] these calculations exclude Loch Seaforth.

Whilst the current fleet of large vessels and current timetable are in use there will be [REDACTED]

We will use the Global Reporting Initiative (GRI) definition for developing KPIs and will develop a baseline and trajectory to identify the target as per the ITT document, undertaking regular measurement and reporting, reinforced by using verified data.

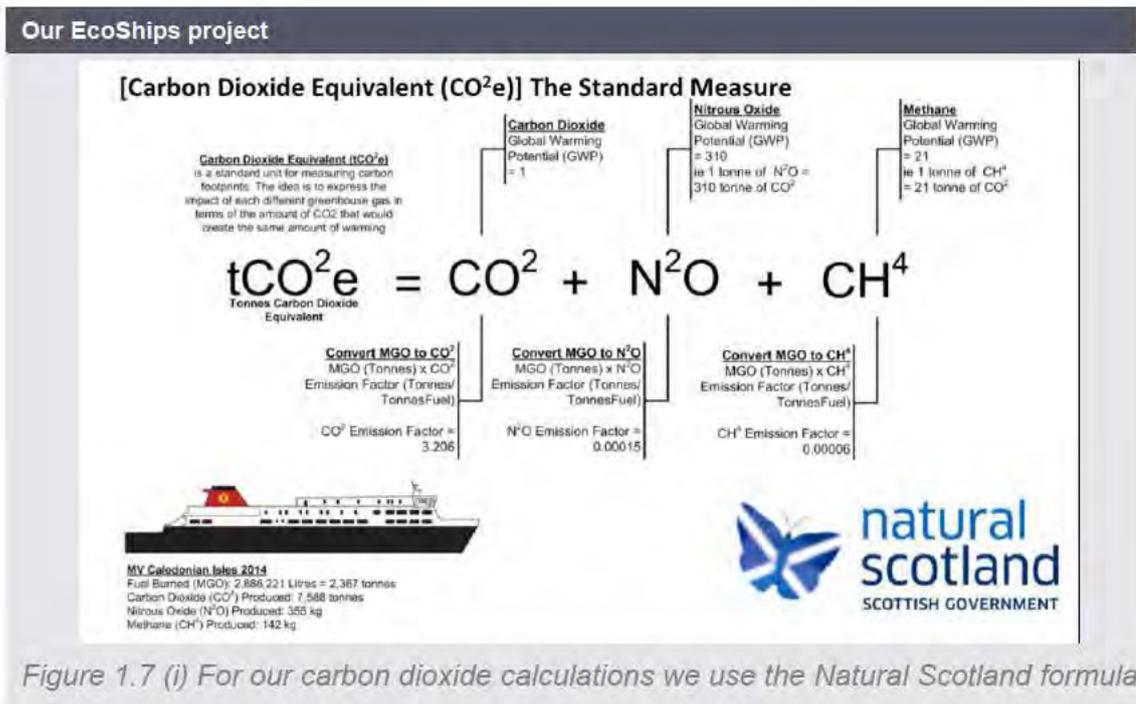


Figure 1.7 (i) For our carbon dioxide calculations we use the Natural Scotland formula

j) Introduction of low sulphur fuel

Our Air Quality Management Plan will be developed, maintained and reviewed by [REDACTED]

CFL's EcoShips project enables the capturing and calculation of Carbon Dioxide (CO₂), Nitrous Oxide (N₂O) and Methane (CH₄).

As part of our Air Quality Management reporting, we will continue to analyse data outputs with those of a third party report to help us determine how we can improve fuel efficiency and balance fuel requirements to match required service levels. EcoShips will also help to understand how well our engines are performing. Implementation of our Air Quality Management Plan will enable us to monitor and effectively manage emissions, of which those from the vessels will form a large contribution.

By working collaboratively with CMAL, we will be able to provide valuable input into vessel design in respect of use of low sulphur fuel as part of the fleet replacement process. In addition, the opportunity exists for us to continue building our knowledge of LNG fuel for the two new vessels being brought into service in 2017 / 2018.

Added Value through real time continuous monitoring

We will use exhaust emission monitoring to confirm CO₂, N₂O and CH₄ emission levels on the large vessels in our fleet and comparisons to calculate expected levels based on the Natural Scotland calculation in Figure 1.7(i) above. We will share the results of our assessment with Transport Scotland to influence future requirements and emissions factor development.

k) Minimising the effect on marine life and to secure the health and protection of marine mammals

[REDACTED] is responsible for developing, maintaining and reviewing our Ecology Management Plan, which will include how we will minimise the effects of

our operations on marine life. These are directly linked to other aspects of pollution management, namely:

- » Carbon and energy
- » Water disposals for ship and shore
- » Sustainable procurement
- » Waste management
- » Incident management
- » Hazardous / low impact materials

CFL will adopt a joined up approach to working with ship owners and designers on new fleet to ensure environmental impact is taken into account at design and operational phases, working collaboratively with CMAL.

We will identify materials that are suspected of causing negative impacts on a prioritised list of substances, for which alternatives will be sought. Examples of such materials include; oils, non-recyclable materials, and endocrine disrupters. Our Environment Manager will lead and manage this process of material identification.

Improve our water disposal practices

We will use harbour drainage plans to ensure that bilge water is disposed of via an oil separator to sewer and not to surface water or the sea. The painting of drain covers in harbours will help to identify sewer and surface water / sea drains, therefore facilitating emergency management procedures. This measure will ensure compliance while requiring little input.

In order to minimise the risk of pollutants being carried, [REDACTED] will regularly review what we permit to be taken on board.

We will maintain our management of ballast water on-board vessels

- » If used, the oily water separator on board ensures that only water with a maximum of 15PPM discharges overboard. The separator is automatic and will, upon reaching 15ppm, stop the discharge and sound an alarm. All such discharges are recorded in the oil record book. The separator is audited by LRQA,
- » Keep a watching brief on ballast water management as regulation is currently in development.
- » Keep organisation up-to-date on developments so they can be influenced

We will minimise and prevent pollution through better choice of materials used for cleaning piers and slipways, in addition to the types of paints used for maintenance. CFL will move away from using Tego Hypochlorite or Sodium Hypochlorite, (basically bleach) to clean the slipways and piers and will make use of more environmentally friendly cleaning materials and / or high-pressure power washing with water.

Support research into noise pollution

[REDACTED] will work with Marine Scotland and Scottish Natural Heritage (SNH) to better understand noise in the marine environment and specifically that from our vessels so that we can contribute to the design of new ships.

We will support CMAL and collaborate with their supply chain to influence the selection of the systems installed to minimise the potential for noise pollution from new ship builds.

We will also review our ships idling policy to minimise noise pollution. [REDACTED]

Reduce pollution from waste

The reduction of, and improvements in the management of waste as detailed in section e) above, CFL will minimise the impact that waste has upon marine life. Our initiatives to reduce the use of plastic and other non-biodegradable packing to packaging that has a short half-life in water will minimise our impacts.

Ecology Management Plan

We will work with a third party / agent, such as the Scottish Association for Marine Science or Marine Scotland to develop our Ecology Management Plan, using known ecological data for the Clyde and Hebrides Ferry Services region.

Ecological recovery and or ecological studies

We will work collaboratively with SNH, to identify areas across the sea and coastal areas, including Marine Protected Areas (MPAs) in and around where the Service operates, to examine the effect of climate change on the marine life there. These activities with SNH would further support our commitment and Membership of Marine Scotland and deliver ecological insights over the eight-year contract term. Our recent report from MacArthur Green will support SNH with the development of marine economy over the next 25 years and the opportunities and challenges that are likely to arise from various development scenarios when considered in the context of the Scottish National Marine Plan.

We will work with MacArthur Green on the opportunities identified within our economic report, using it as a basis to support the Service and sustainability of the local areas.

I) Reviewing and reporting on environmental performance

[REDACTED] is responsible for reviewing and reporting on environmental performance. They will implement a reporting plan that includes:

- » A suite of performance indicators and key performance indicators based on the internationally recognised ¹Global Reporting Initiative (GRI) G4 standard
- » Monthly performance and progress against targets
- » Monthly report on progress against our implementation plan
- » Annual review of the Environmental Management Plan or when there is a change in circumstances or when requested by Scottish Ministers
- » Annual report to Transport Scotland, including verification requirements
- » Publication of an annual report as part of our corporate social responsibility
- » An annual review of the Environmental Management Plan with the Scottish Ministers

¹ GRI pioneered sustainability reporting since the late 1990s, transforming it from a niche practice to one now adopted by a growing majority of organisations. Thousands of reporters in over 90 countries use GRI which is the world's most widely used standard on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

CFL will implement a new tool for capturing environmental, health, safety and risk data, which will enable better and integrated reporting. Training and support for staff use of new tools to measure our performance and reduce our environmental impact will support our environmental aims.

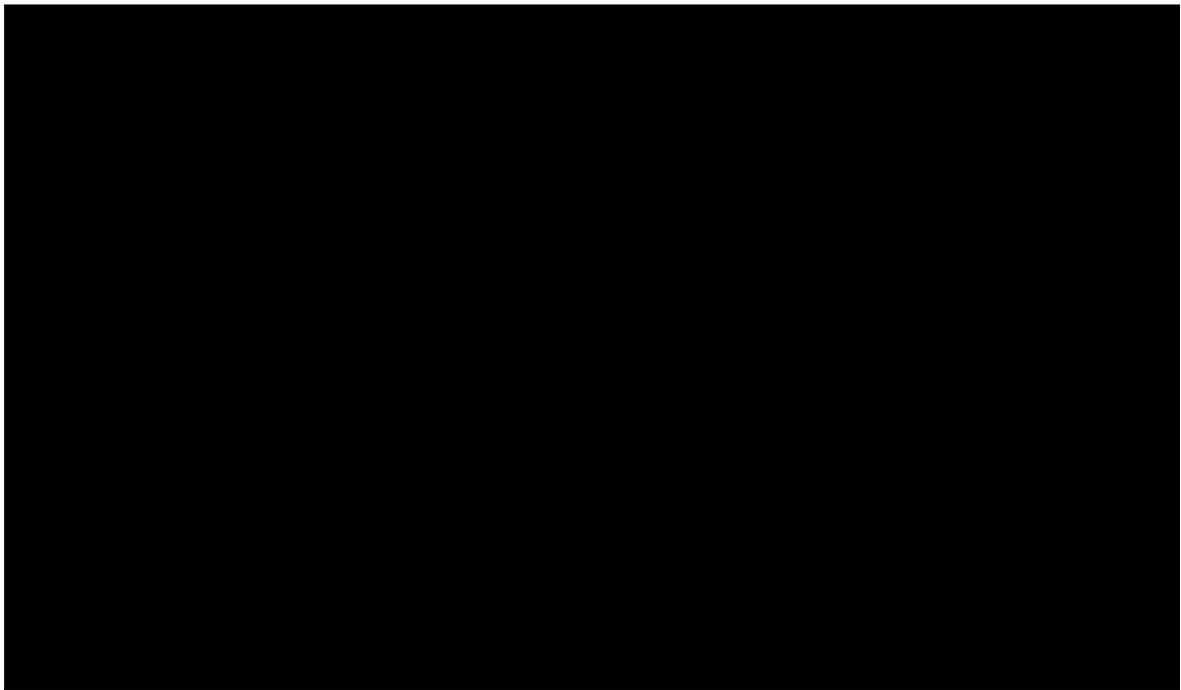
[REDACTED] will work closely with [REDACTED] to manage a phased implementation and user training programme. We will run the new system in parallel with the old one. As each element is transferred and tested in the new system, we will close its corresponding one in the old system.

Added Value through real time continuous monitoring

The new dynamic web-based tools to support data capture and reporting will enable data that has been captured at source to be linked directly to a centrally based system. Unlike our present paper based EMS, cloud based, software solutions will enable us to capture, manage and report all information required to ensure environmental compliance centrally, in addition to driving performance in

Real-time, across our network of operation. In the process of selecting the most appropriate supplier to meet our needs, we will make certain that the solution specifications directly align with the needs of our current internet connectivity project

The benefits of this central repository are that it will enable data to be made available for sharing in almost real time and that the data tool will facilitate consistency in data capture and reporting across our organisation. Use of the new tool can also be extended to external third parties, if required.



Our main KPI will align with Zero Waste Scotland requirements, in terms of our total value of waste sent for recycling as a percentage of the total waste we generate across the Service.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Use of integrated source data will enable us to monitor and measure many areas of our environmental performance as well as the accurate and timely data provided by members of our supply chain, in accordance with their contractual obligations. From this we will produce monthly reports based on our analysis of data collated, which will form the basis of annual reporting in compliance with Contract requirements.

Our new data tool will enable the capture and monitoring of accurate data, supporting continuous improvement through validation and reporting of our environmental performance.

Improvement through robust data capture

Our environment data tool will encompass an energy management module for capturing primary data directly from meters and suppliers. This robust and reliable data system will be available for use by anyone to whom we wish to provide access. Easy to update with conversion factors and new data streams, we will be able to compare day on day, month on month and year on year statistics as well as comparing performance of a ship or group of ships versus individual or groups of other ships.

Service offerings and contractual undertakings milestones

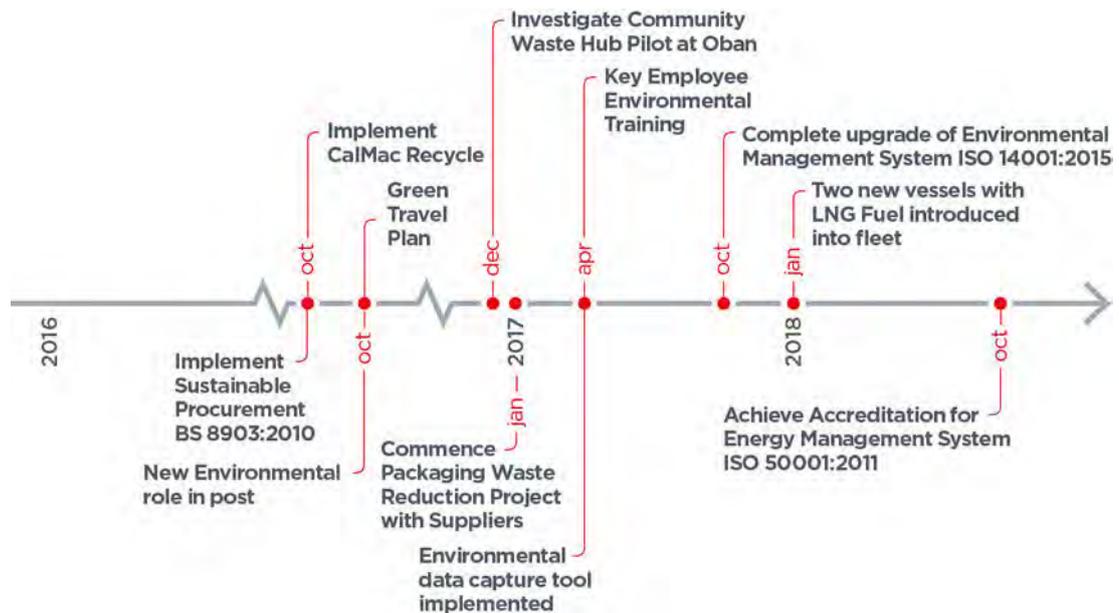
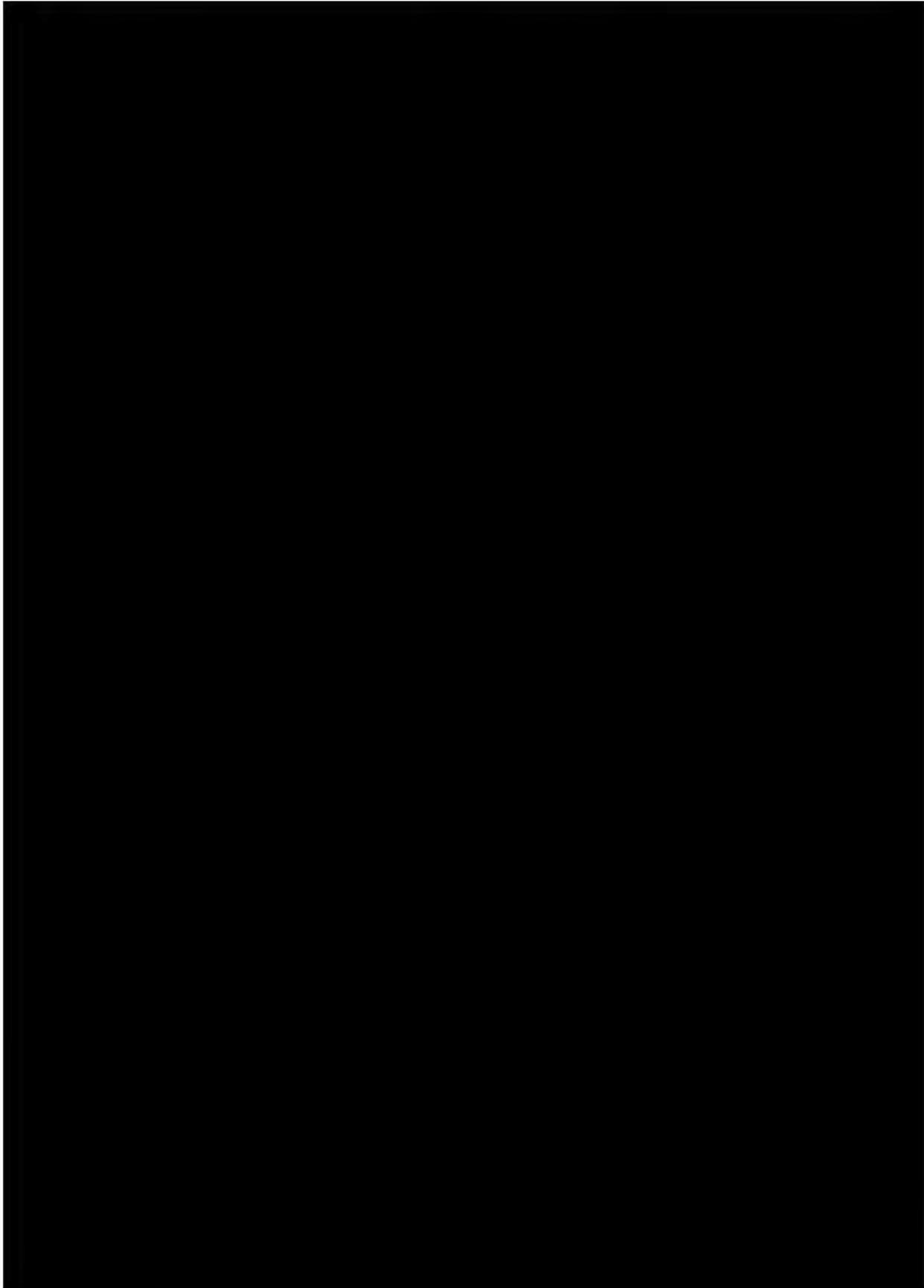


Figure 1.7 (k) Timeline illustrating key milestones of our planned initiatives for the new Contract.

Contractual Undertakings	Milestone Date
Further develop our outline Environmental Management Plan for the ferry services following execution of contract to meet the full requirements of Volume 3 Schedule 9.	Commencement Date
ISO 14001: 2015 standard accreditation	CY2*
Ensure adherence to current legislation, state conventions and future changes supported by implementation of appropriate solutions and environmental best practice	Commencement Date
Environmental training for port staff and crew, including waste management and the applicable legislation. Provide environmental training as part of the staff induction process	CY1
New environment data monitoring tool launch with training / ongoing	CY1

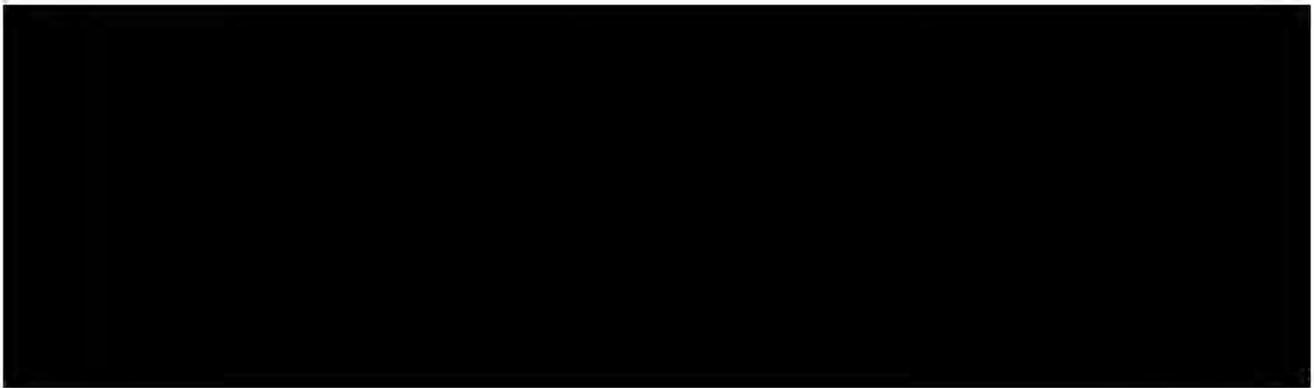
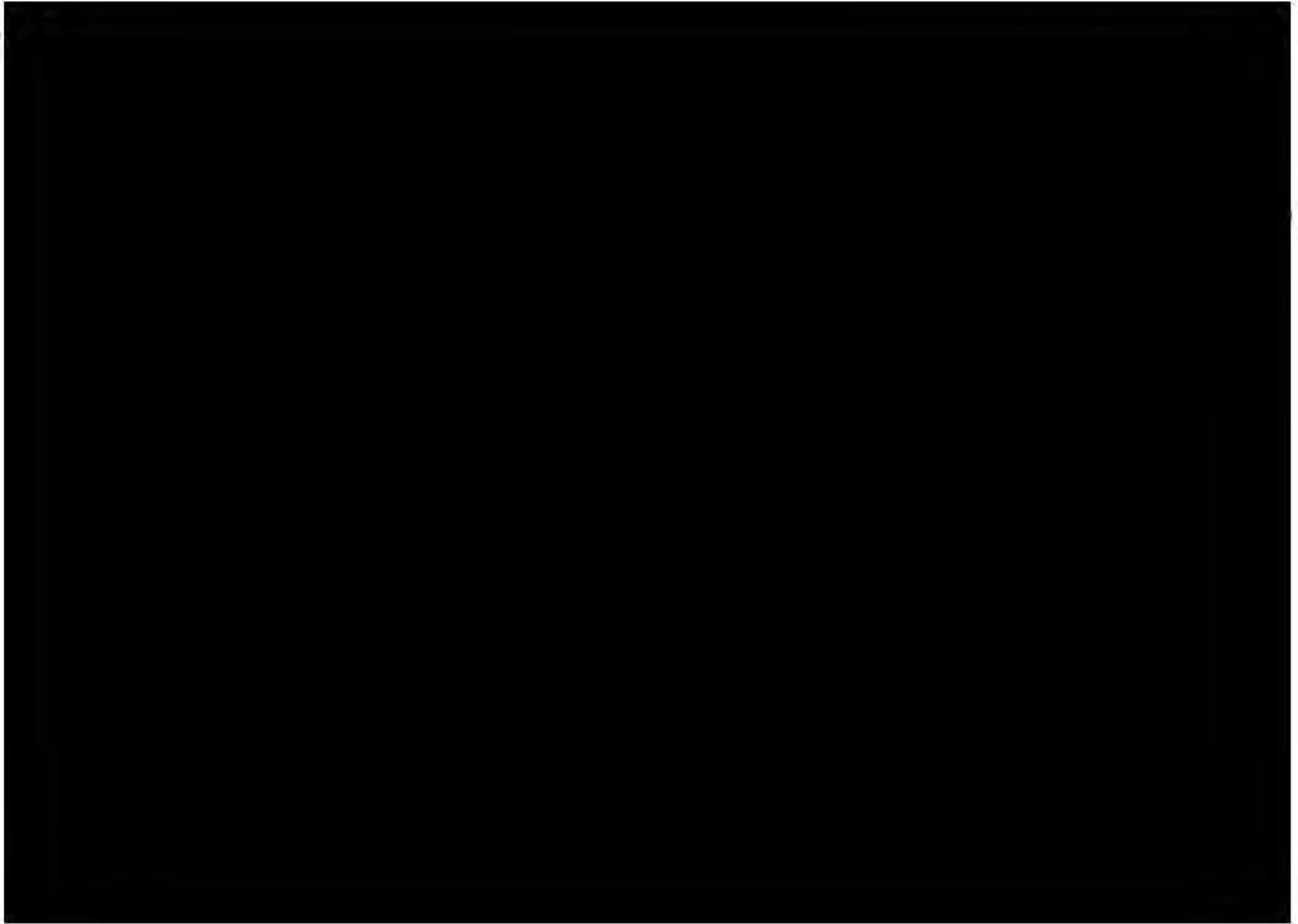
Contractual Undertakings	Milestone Date
support provided for staff with environmental responsibilities	
Ensure arrangements are in place for determining, managing and mitigating against environmental impacts of services onshore and at sea defined by the Environmental Aspects Impacts Register (EAIR)	Commencement Date
Employ an Environment Manager to support the Compliance and Company Standards Manager	CY1
Pollution Incident Response Plan that includes: Shipboard Oil Pollution Emergency Plans, Oil Spill Contingency Plans, Oil Spill Tier Two Responder, Port Emergency Plans supported by appropriate training, drills and exercises	Commencement Date
Have in place comprehensive Waste Management Plans for port offices and vessels with KPIs aligned with Zero Scotland	CY1
Work with local communities to investigate the creation of a waste facility / hub at or close to a harbour	CY2
Work collaboratively with our supply chain to address environmental issues and explore opportunities to reduce, reuse or recycle	CY2
Create a "CalMac Recycle" for recirculating excess materials, including a circular economy approach	CY1
Apply the BS 8903 sustainable procurement guidelines in the business through our sustainable procurement strategy	CY1
Run an annual workshop with our supply chain and include the sustainable procurement journey to support their contribution to our sustainable procurement	Annually
Provide training for using new data capture tool, ISO 14001:2015 and BS 8903	CY1
Develop Green Travel Plans for the Company	Commencement Date
Collaborate with CMAL and Transport Scotland in relation to use of environmental technology in ship design, fuel consumption, managing climate change	Commencement Date
Work collaboratively with CMAL and designers on new fleet to ensure full consideration of environmental impact in design and operation	Commencement Date
New ISO 50001 Energy Management accreditation	CY2
Discuss marine research opportunities with the Scottish Association for Marine Science, Scottish Natural Heritage or another third party	CY1
Develop plans for Air Quality Management and Ecology Management	Commencement Date
Implementation of online environmental data capture and reporting tool for: energy consumption, carbon, and environmental incidents	CY1
Report monthly sustainable procurement performance and progress against targets and our implementation	Commencement Date
Arrangements for annual ministerial review, as per contract and schedules, Volume 3, Schedule 9	Commencement Date
Review Environmental Management Plan	Annually and when required as a result of a change in circumstance
Report on environmental performance detailing fuel efficiency characteristics and energy efficiency measures	Annually

* CY – Contract Year



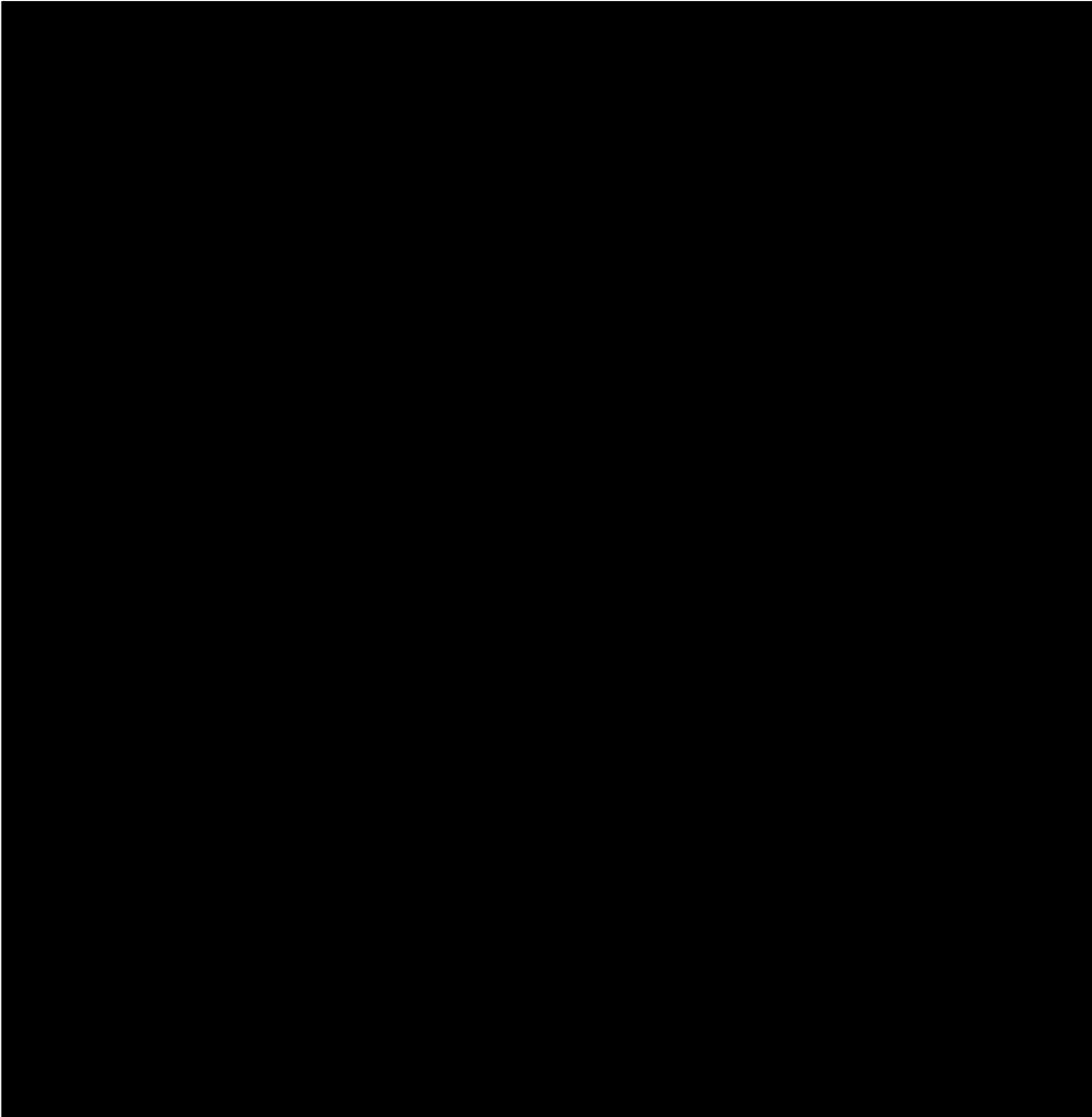
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1.7 Appendix B - Not Included



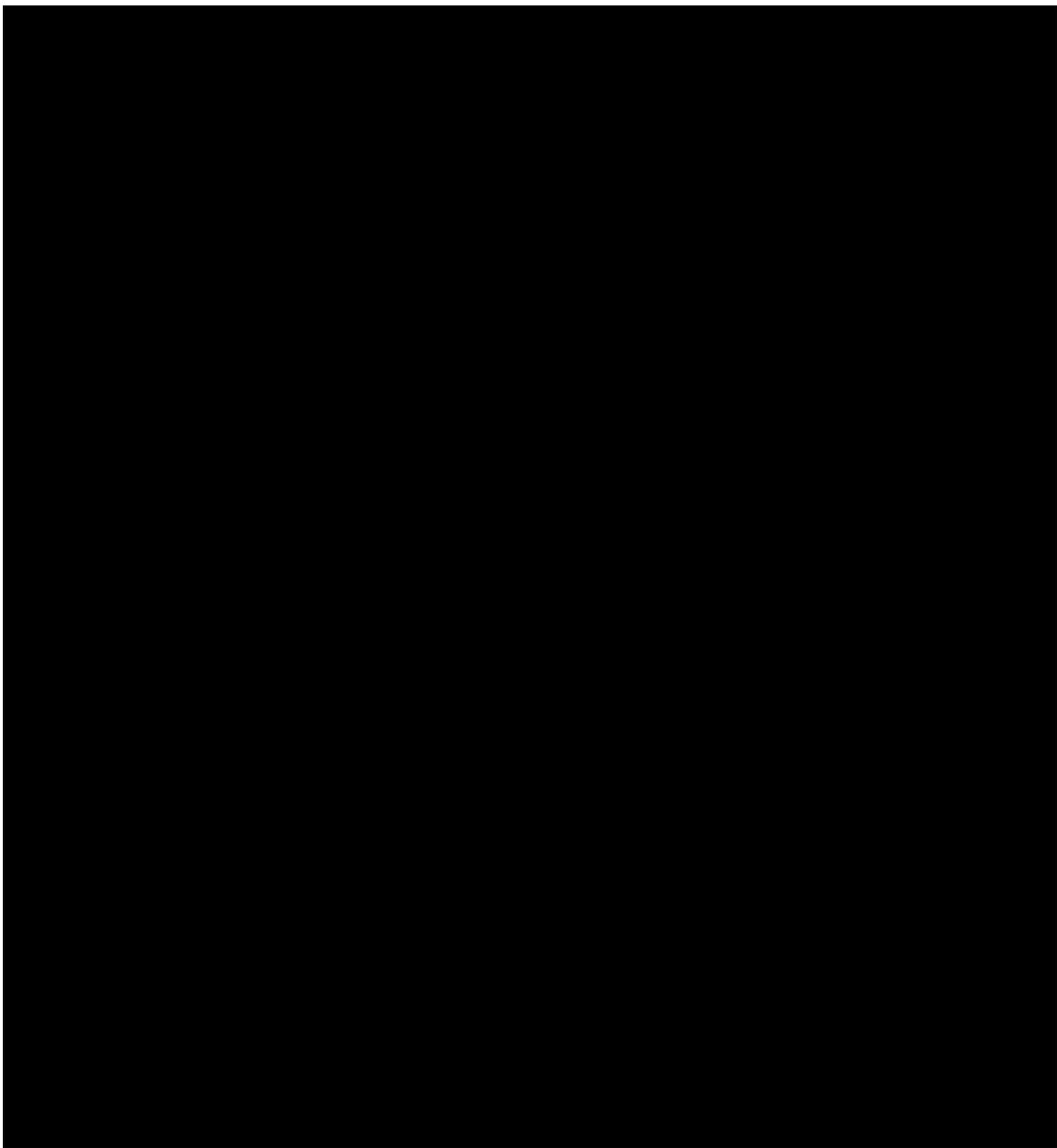
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Contract for Provision of Ferry Services
Schedule 9



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Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 9



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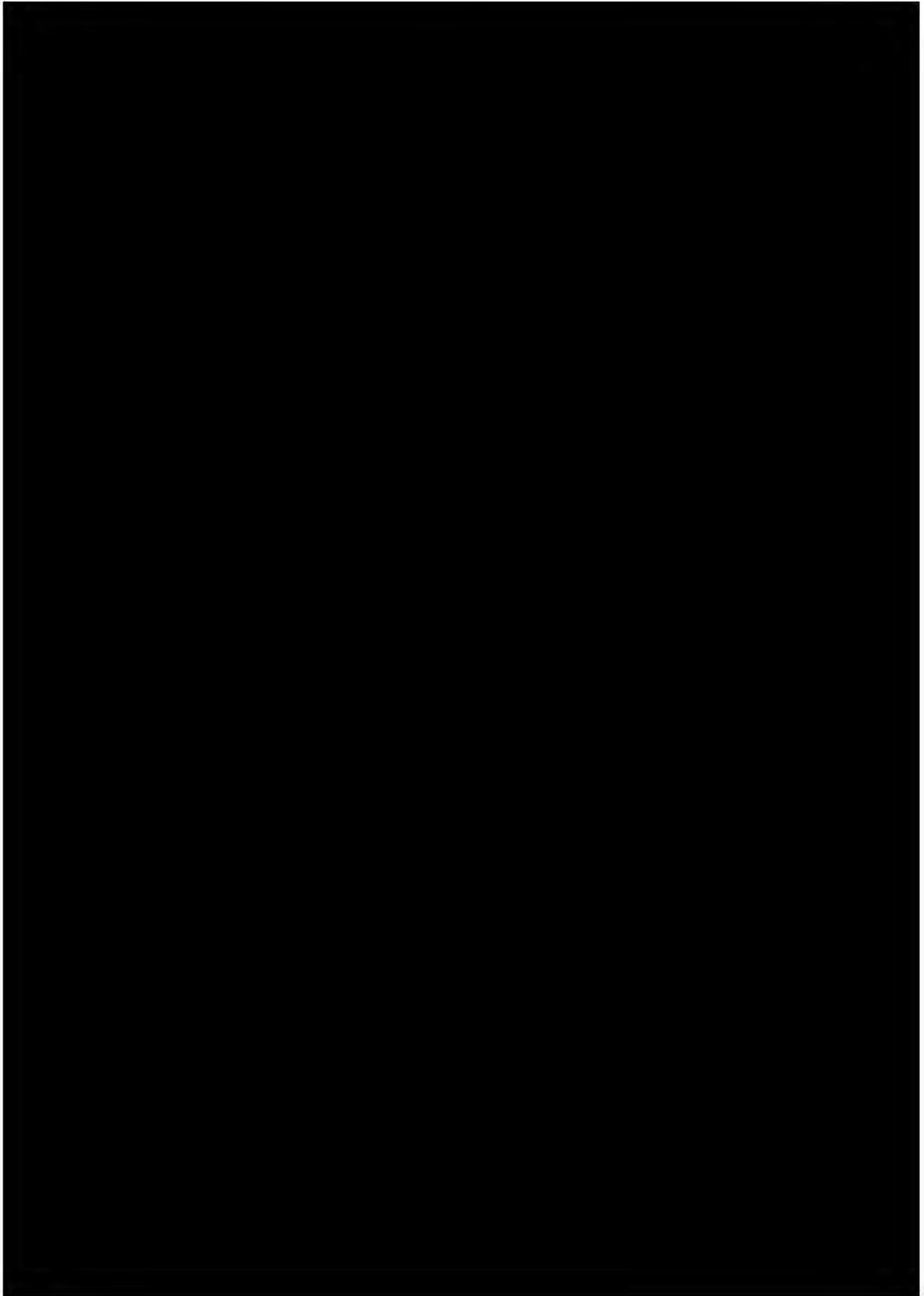
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Signed for and on behalf of the Scottish
Ministers

Signature.....

Signed for and on behalf of Calmac
Ferries Ltd

Signature.....

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 9

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SCHEDULE 10 - CUSTOMER CARE AND ACCESSIBILITY PROCESS

This and the following pages 536- 593 comprise Schedule 10 to the foregoing Contract between the Scottish Ministers and Calmac Ferries Ltd.

1 Customer Care and Accessibility Process

- 1.1 The Operator's Customer Care and Accessibility Process must be developed in accordance with Clauses 6, 35 and 36:

The Operator shall prepare and update the Customer Care and Accessibility Process as required in Clause 36.1 which shall include a forward look to consider relevant significant activities, and in particular how they impact on disabled people and propose proportionate proposals to avoid or mitigate any disadvantages, and for updates of the Process a backward look to the operation of the Contract to review the effectiveness of those measures which have been put in place and bring forward proposals to remedy any shortfall in the effectiveness of those measures.

The Operator must take into account the needs of disabled people when providing information, timetable and booking reservation systems. The general MACS website can be accessed at <http://www.macs-mobility.org/docs/pubs/valuable/index.htm>.

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.gov.scot/Resource/Doc/935/0099989.doc>. This should also take into account the advice given in the "Information and self-assessment tool for public authorities": <http://www.gov.scot/Publications/2011/09/14082209/0>

- 1.2 The Operator may modify prior to the commencement date and thereafter from time to time and shall otherwise comply with the following Customer Care and Accessibility Process and Accessibility provisions:

1.8.1 Customer Care and Accessibility Process

Service offerings and contractual undertakings

We will continue to make it easy for customers to engage with us, taking a personal approach to their individual needs and enquiries. We will develop our responses to ensure that we take responsibility from the very start of the customer contact throughout their journey - including encouraging them to provide feedback on how well we performed in meeting their needs.

We have provided an outline Customer Care and Accessibility Process in Appendix 1.8.1 A. This process sets out the means by which customer care and accessibility requirements of the Contract will be managed by CFL and will apply to all personnel involved with the Contract under the direct or indirect control of us.

The Contract Customer Care and Accessibility Process will both be formally reviewed and approved annually by our Director of Customer, Sales and Marketing.

The Process will initially be prepared ready for Contract Mobilisation. The Director of Customer, Sales and Marketing is responsible for ensuring that the process is maintained, with up-to-date information [REDACTED] throughout implementation phases.

The process will be reviewed at the start of the Contract and thereafter at management review meetings. If significant changes are required, a formal review will be initiated and the Process will be revised as necessary and reissued.

The master controlled copy of the document will be held at our Head Office in Gourock and made available via our Gangway intranet as well as hard copies being maintained at all our ports and on all vessels. No other copy, including those printed from the master controlled copy on the intranet, will be subject to any update regime and will be considered uncontrolled.

a) Proactive arrangements to provide a caring environment at the several stages of customer involvement

Overview

We will put ourselves in the shoes of our customers and run an **Easy, Friendly** and **Personal** service in a safe environment providing **Value** for money through additional information and services provided and treating our customers in a **Responsible** manner.



Figure 1.8.1 (k) Our customer principles.

Through customer accounts and requested information at the time of reservation and supported by customer segmentation we will develop insights, understand behaviours

and build products, services and communication that are responsive to our customers' wider needs.

Based on information provided at the time of reservation we will proactively supply content that customers may find relevant, based on the profile that they have provided in their reservation and the 'boxes ticked' in the reservation system. For example, if a customer is travelling with a motorhome they may be interested in location of facilities that they can utilise, as demonstrated in the following case study:

Case Study: Providing relevant third party information to customers

CFL has been discussing [REDACTED] concerns on the increasing number of motorhomes visiting the islands. They recognise the tourism advantages that extra visitors contribute to the economy but are concerned about the infrastructure implications that motorhomes bring. CnES manages a list of chemical waste disposal sites suitable for motorhomes to use, as well as suitable disposal sites for large bags of rubbish, but struggles to convey this information to the customers who need it.

Our Customer Contact Centre (CCC) will operate at top quartile industry levels and focus on first contact resolution rather than average handling times avoiding process-driven metrics where possible. (Reference 1.8.4 Customer Complaints Process). Our CCC will be open from 7am until 8pm on weekdays, on Saturday from 8am until 8pm, and on Sunday from 9am to 7pm with the same opening times applying to public holidays, apart from 25th December and 1st January when the CCC is closed.

We will support all channels of customer contact, through phone, web-chat, social media, e-mail and SMS with appropriate response targets and monitor the demand in each channel to ensure that we have the correct resource allocation. We recognise that the blend of response channels changes and have noted current research that indicates a swing back to more conventional means of interaction between organisations and their customers. We will also monitor Social Media for trends and insights that will guide our service development.

[REDACTED]

Social Media, by its nature, is likely to change over the period of the Contract and we will scan the horizon for new trends and channels, and react accordingly. We will continue to use Twitter as our main tool for interactive dialogue with customers around planned and unplanned disruption in line with common practice in the rest of the travel industry.

We will continue to promote our Service App as an attractive solution for customers wanting updates on sailings. We believe that the more accurate and timely the information that a customer can access, the more satisfied or accepting they will be of the situation, which in turn will reduce the complaints that we receive.

Facebook will remain the preferred channel for sharing promotions, suggestions and information on related topics of interest for visitors to the islands. While we do not expect to receive many complaints on Facebook given the nature of the content posted there, we will monitor developments such as the recent debate on adding 'dislike' as an option for users to express dissatisfaction with content posted.

As an enhancement to the current working practices we will actively monitor comments posted on TripAdvisor, and to support our accessibility initiatives described in section 1.8.2, we will actively monitor comments made on Euan's Guide.

We will also refer to current research, such as the 2015 publication of the 'Call Centre Helper.com' where we keep up-to-date with current trends and best practices in customer contact centres.

We will refer to publications issued by 3rd sector organisations operating in the field of accessibility such as the Scottish Accessible Transport Alliance (SATA) as well as those issues by the Mobility Access Committee for Scotland (MACS)

Our CCC Interactive Voice Response (IVR) systems will be tested by customer groups including the members of partner organisations that form our new Ferry Access Group (reference 1.8.2 Accessibility). This will ensure that the structure and messages on the IVR system are clear and accessible to all and are **Easy and Friendly** to use

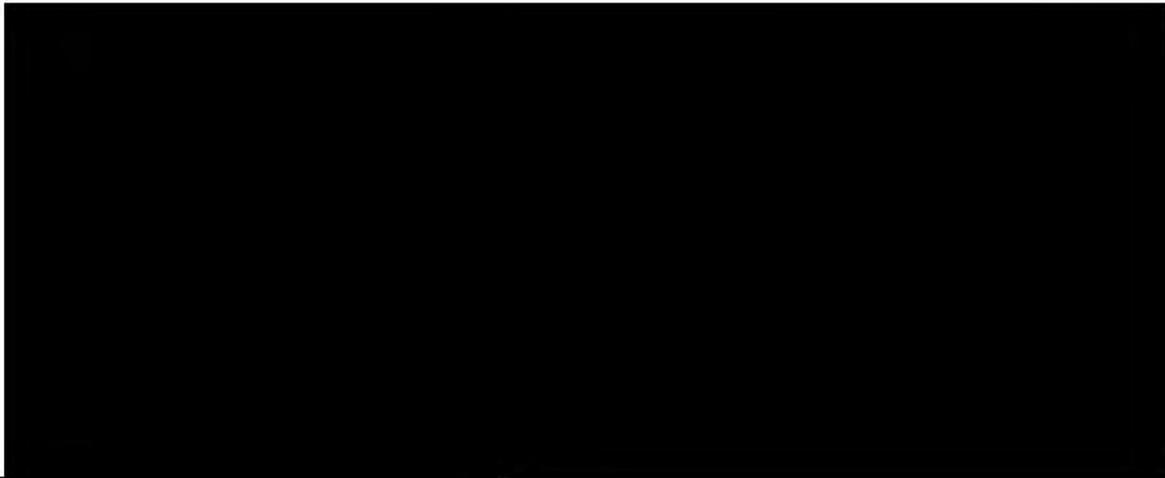
We will operate an 0800 telephone number delivering:

- » An IVR system, which will provide up-to-date information on delays or changes to sailings and will be marketed as the first point of contact for inquiries of this type. This service will also refer out to digital platform, social media and apps as a source of information.
- » Answered by an agent for handling ticket sales, changes, refunds and for customer complaints and enquiries during service hours.

We will remain CCA Global (www.cca-global.com) accredited at the latest version through the lifetime of the Contract.

The following is an extract from the CCA Standards Approval Board report, reflecting CFL's high standards for customer service:

“ It was very clear that CalMac is managing and delivering a very customer-focused operation. It was encouraging to see that throughout the report, the desire for continuous improvement was evident, both for the centre and for the customer. ”



To support our WorkForce Management activity we have installed TeleOpti in February 2016. Training of contact centre staff was implemented over the Christmas 2015.

We will set improved response times for complaint resolutions (See 1.8.4 Customer Complaints Process) which will require the company to prioritise and respond to customer related issues much faster than it currently does.

As part of our Smart ticketing project that we will develop with Transport Scotland we propose to locate customer help points at all ports and slipways by the end of Contract Year 3 (CY3). These help points will operate in a similar manner to those found on ScotRail platforms supporting our policy of making the customer experience on public transport as similar and intuitive as possible when using different modes. We will propose that help points will incorporate a web-cam to enable contact centre agents to better understand the situation that the customer is facing.

Ticket sales

We will ensure **Easy** access to information regarding ferry travel and destinations and the ticketing options, through a broad range of channels including port offices, self-service Ticket Vending Machines (TVMs), Digital Channels, smart ticketing solutions and VisitScotland Visitor Information Centres (VICs).

We recognise the requirement from Transport Scotland that all reservations and ticket sales are dealt with on a first come, first served basis.

Through the development of easy to access digital channels, we will encourage customers to migrate to online, create an account and self-serve via an intuitive web-based facility that simplifies the ticket purchase, receipt and change process. Our Digital platform will include a fully Web Content Accessibility Guideline 2.0 compliant website and mobile device app as described in our solution for 1.8.2.

The new ticketing and reservation system developed to deliver our commitments on smart ticketing will link a ticket to a reservation, ensuring that the practice of reserving more than one sailing will not be possible and remove 'ghost reservations' that block capacity and will contribute to more effective car deck utilisation.

Clear promotion and communication of pre-reservation will ensure that we deliver the following benefits:

- » Increased ease of reservation for customers
- » Cost efficiencies through reduced customer handling delivered by self service
- » Increased ticket sales

We will optimise opportunities for ticket sales by increasing opportunities for cross-modal and multi-modal travel. This strategy will be led by the appointment of our Transport Integration Manager.

We will sell bus tickets for CityLink from Stornoway port and through our digital platform, generating affiliate sales and delivering added **Value** to customers - primarily from the islands.

Combined tickets for Rail / Sail through our Smart ticketing strategy will be offered. These activities will provide:

- » Easy to use integrated public transport options and information, encouraging customers to make public transport and active travel choices
- » Support for the Scottish Government's investment of around £12million in Traveline, by promoting and supporting it
- » Scottish Government Smart migration and integrated transport ambitions

Further advantages to our customers delivered by our strategy to support Digital channels and Smart ticketing include:

- » No requirement for customers to carry cash
- » Potential use of a device or card that they already carry on multiple transport modes
- » Automatic access to the best prices on transport modes that offer off peak travel
- » Empowerment through the ability to self serve and manage accounts

We will provide our staff with product and service information guidelines to ensure customer ticket purchases can be maximised, which will deliver increased revenue generation.

We will continue to develop initiatives which provide information to specific user groups and improve accessibility of information prior to visit / purchase, for instance to individuals with disabilities, elderly travellers and those travelling with young children (see 1.8.2 Accessibility) who will be directed to the appropriate access statement while reserving / purchasing a ticket. The benefit of this approach will reduce travel anxiety and increased desire to travel.

When purchasing a ticket, we will inform the customer which vessel is planned to make their sailing. This information will be provided in the reservation system prior to committing to making a reservation allowing a customer to choose or avoid a particular vessel and will be supplied as part of the reservation confirmation.

If a replacement vessel is to be introduced, due to planned maintenance or routine re-deployment, then it will be displayed at the time of travel, as well as the reason for the change.

If a vessel change is made after the reservation has been made, an update communication via a chosen channel will be 'pushed' to the customer.

All of these actions will make the purchase of a ticket and related reservation easy and attractive, and provide additional, valuable information to reduce travel anxiety for vulnerable travellers.

As part of the new Contract we will honour tickets purchased in the previous Contract until their normal expiry date and honour reservations made for sailings.

Advice on sailing status

We will ensure that customers have access to accurate sailing status information together with reasons for any delays.

We will work with HITRANS, SPT and Traveline to provide data to information boards at major decision points on the feeder road network and with the wider public transport ecosystem. This will avoid duplication of effort and resource wasted by developing bespoke solutions for advice on public transport status.

We will work with Traveline to continuously improve the speed at which we provide them with real time information.

Information will be made available at departure ports (to inform of next departure time), and on-board vessels (to advise expected arrival time) through digital screens and crew announcements.

This will ensure:

- » Customers' end to end journey is considered to allow informed decisions
- » Data feeds to customers are consistent across transport modes creating confidence that the information is accurate

Digital channels of communication, such as a customer-focused app, will 'push' useful, relevant and real time travel information. Uptake / awareness of our current App is low (according to an internal customer survey) and 'pushing' information will be developed in autumn 2015.

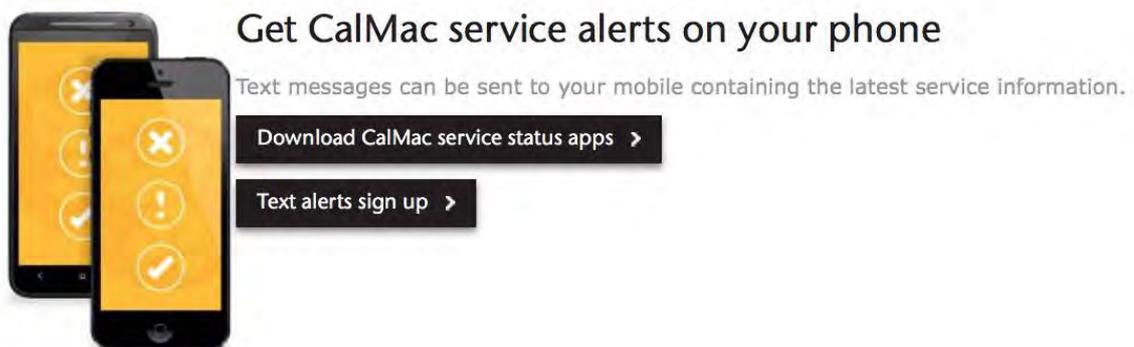


Figure 1.8.1 (m) Our service alerts for customers.

We will continue to offer an SMS service that is free to sign up for. Subscriptions for notifications will be more flexible, allowing customers to sign up for information on a particular day making it cheaper and more attractive to customers to receive the SMS from their mobile provider for a shorter period of time, if they wish.

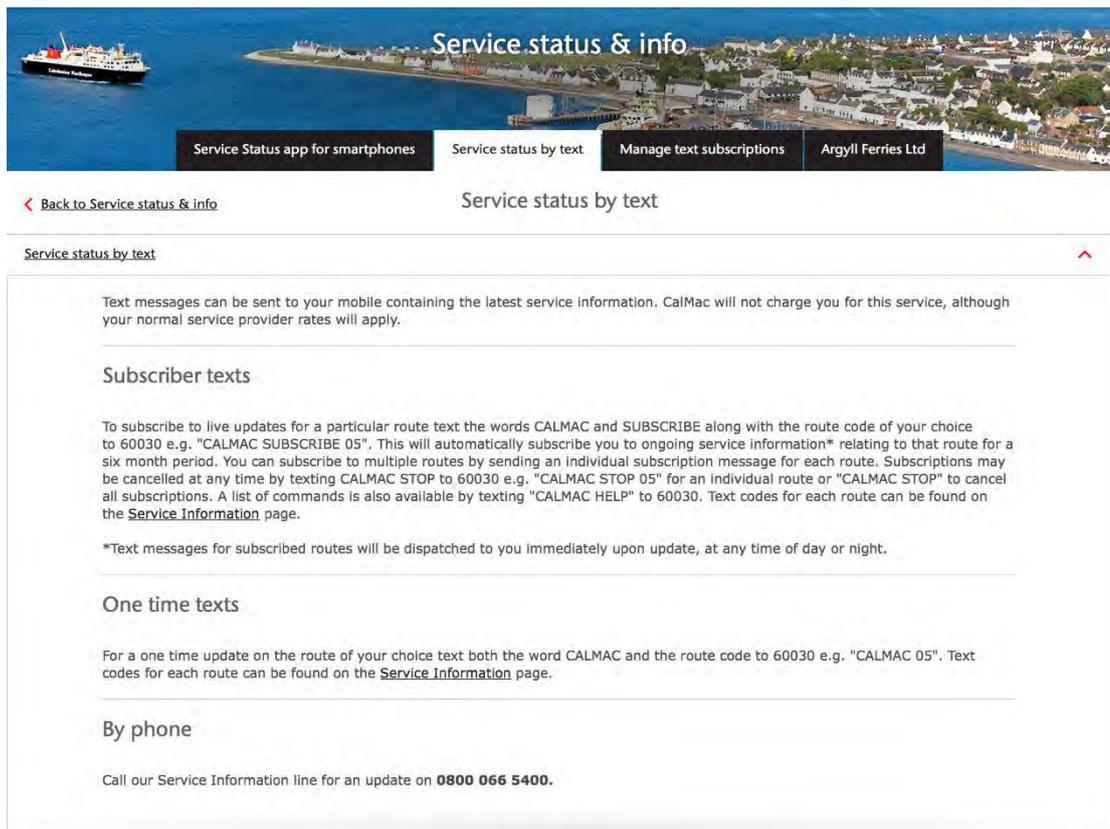


Figure 1.8.1 (n) CFL provides a flexible SMS customer subscription solution at no charge.

This SMS service will mean that:

- » Customers are able to sign up for individual sailings, giving greater ability for CFL to reach customers who may be effected by disruption
- » The solution is cheaper for customers

Review of disruption process

We will enhance the current process of flagging sailings as Red / Amber / Green by ensuring that information provided to customers is consistent and that the method that CFL uses to communicate disruption information is understood by our customers. The following will be taken into account in this enhancement:

- » Particular attention will be paid to the needs of people travelling with special communication needs to ensure that they receive the same level of information
- » We will work with Disabled People's Organisations (DPOs) and the RNIB to seek advice and to validate that our information provision meets all forms of disabilities needs and regulatory requirements and formats (see 1.8.2 Accessibility)
- » The need to ensure that customer-facing staff are provided with up-to-date, accurate information on sailing status and the reasons any delays or uncertainties for customers and are trained and empowered to support customer needs, particularly in times of disruption

By implementing these enhancements, we will demonstrate that CFL is inclusive and recognises the needs and concerns of anxious and vulnerable travellers during periods of disruption.

We will continue to publish, in advance, tidally adjusted timetables where we know services are unlikely to operate because of spring tides. This will be proactively distributed to key stakeholders such as councils, health boards, tourism operators, emergency services and public transport operators, as well as being displayed on feeder services and ports. Currently this is delivered for the Sound of Harris. We will discuss this initiative with stakeholders to determine how this may benefit other services.

Our proactive approach will provide information that can be used by island commerce, utilities, emergency services and customers to plan daily life in areas where ferry services can be impacted by tides.

Care of stranded passengers

We consider that the nature of the infrastructure of Scotland's west coast and islands justifies us retaining current working practice which offers additional help for customers stranded in locations where there are few alternative modes of travel and limited and expensive accommodation. Our working guidelines, which we will retain and offer for the Contract, are set out in Table 1.8.1 (b):

Table 1.8.1 (b) Guidelines for the care of stranded passengers.

Drinks / meals regardless of reason for disruption	Accommodation - not weather	Transport / goodwill gestures	Compensation - not weather or extraordinary circumstances	Additional info
More than 90 min and every 90 min thereafter drink (£2). More than 4 hours snack / light meal (£5), more than 8 hours hot meal (£10). Most cases buy own, send in receipts for reimbursement. Reimbursing reasonable costs given length of delay. Drink / snack tickets introduced network-wide (manned ports on routes with catering on-board). Ticket can be exchanged on board for drink (hot or cold drink not alcohol) and snack to value on ticket. Ticket valid for 7 days on any ship with catering facilities. Meal (£10) tickets were not introduced as they had the potential to create a demand (full sailing) for hot meals, which we might not be able to	Arrange own accommodation and claim back with receipt. 80 Euros per person per night max 3 nights. Not available for passenger travelling on CV ticket. Accommodation not reimbursed for vehicles with sleepover facilities but will reimburse site fee, max 3 nights. Accommodation used after first available sailing will not be reimbursed. In certain circumstances may be able to stay on ship overnight.	For tech delays: we will provide transport between ports for foot passengers if we can i.e. Ullapool to Uig. If specifically requested will reimburse additional mileage. Accommodation - If requested will pay mileage / provide transport to and from accommodation. Goodwill gesture: If onward travel, for which an advance ticket has been purchased, is missed we will give consideration to reimbursing cost of replacement ticket purchased on production of receipts for all tickets. In certain limited	As set out in legislation. Does not apply to customers travelling in vehicle for which CV ticket has been sold. Compensation only applies to passengers who hold a reservation or have a passenger ticket for a reservable route. Ports will stop selling tickets when service is disrupted. Season ticket - only if due to tech reliability falls below an average of 90% over the validity period of ticket.	As we have non-reservable routes and foot passengers cannot reserve at all, refreshments and accommodation (not weather) will be reimbursed for all passengers upon proof of travel / intention to travel with receipts for purchases.

Drinks / meals regardless of reason for disruption	Accommodation - not weather	Transport / goodwill gestures	Compensation - not weather or extraordinary circumstances	Additional info
meet. For all routes if customers are delayed 8 hours or more, buy and claim back would apply. On Wemyss Bay / Rothesay route only drink tickets are given out as, due to length of crossing, may not be able to meet demand for snacks on a full sailing. For delays of 4 hours or more buy and claim back would apply.		circumstances we have reimbursed airline tickets purchased as a result of technical issues.		

We will develop a clear customer communication strategy for planned disruption, reactive disruption or crisis, ensuring that all staff are aware of protocol procedures and practices. We will proactively deliver a consistent centralised message, with the flexibility to respond to local impacts. This leads to two-way flow of information from vessels and ports into a Central Operations team to ensure information is timely and reliable.

We will build on our network of local taxi companies (used in times of disruption) to offer the option of a door-to-door service for the port hinterlands that we serve.

We will build a dataset of vehicle types to ensure that the correct type of taxi is sent for people who have accessibility constraints.

This will support:

- » Improved customer experience at times of disruption to the service
- » Reduction in travel anxiety, especially for more vulnerable traveller segments

Journey experience

We need to hear more from our customers and will therefore develop a targeted e-mail customer satisfaction survey to customers shortly after they have travelled, which will allow us to:

- » Capture customer sentiment as close to the time of travel as possible
- » Minimise wastage of printed materials
- » Know that the feedback we receive is from customers who have actually travelled
- » Accurately measure response levels

We will also run active social media monitoring on the current channels such as Twitter, Facebook and new channels that develop during the life of the Contract.

iPad Kiosks will be installed at manned ports and on larger vessels in Contract Year 1 and will provide customers the opportunity to rank the service that they have just experienced as well as containing a Net Promoter Score question.

This data will be incorporated into the results of the other customer satisfaction activities, an updated annual Ferry Passenger Survey and new mystery shopper activities with our new Ferry Access Panel (details can be found in 1.8.2

Accessibility). iPad Kiosks are being installed and tested on the Arran route in February 2016 at Ardrossan and on the MV Caledonian Isles.



Figure 1.8.2 (o) iPad feedback kiosks tested on the Arran route in 2016 recording Customer Satisfaction and Net Promoter Scores.

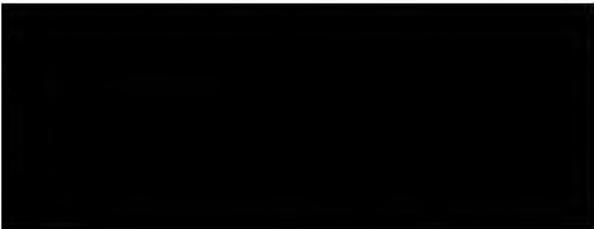
We will use mystery shoppers from our proposed Ferry Access Panel to ensure that our service is accessible, stress free, friendly and fair for our most vulnerable customers.

Post journey incidents

We consider that post journey incidents are covered by our response to 1.8.4 Customer Complaints Process.

With the deployment of customer accounts delivered in a new ticketing and reservations system (deployed by October 2017 to support our smart ticketing solution) and digital technologies, we intend to proactively poll customers who have recently travelled with us and ask them how we have performed.

To ensure the security of customer information stored by us through customer accounts we will operate at Payment Card Industry Security Standards Council Version 3.1 compliance and maintain the currency of our security measures through the life of the Contract.



b) Staff and resources proposed to fully develop, implement and update the process



[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] We will place our customers firmly at
the forefront of our activities, introducing improvements to their experience and
supporting the introduction of Smart.

[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]

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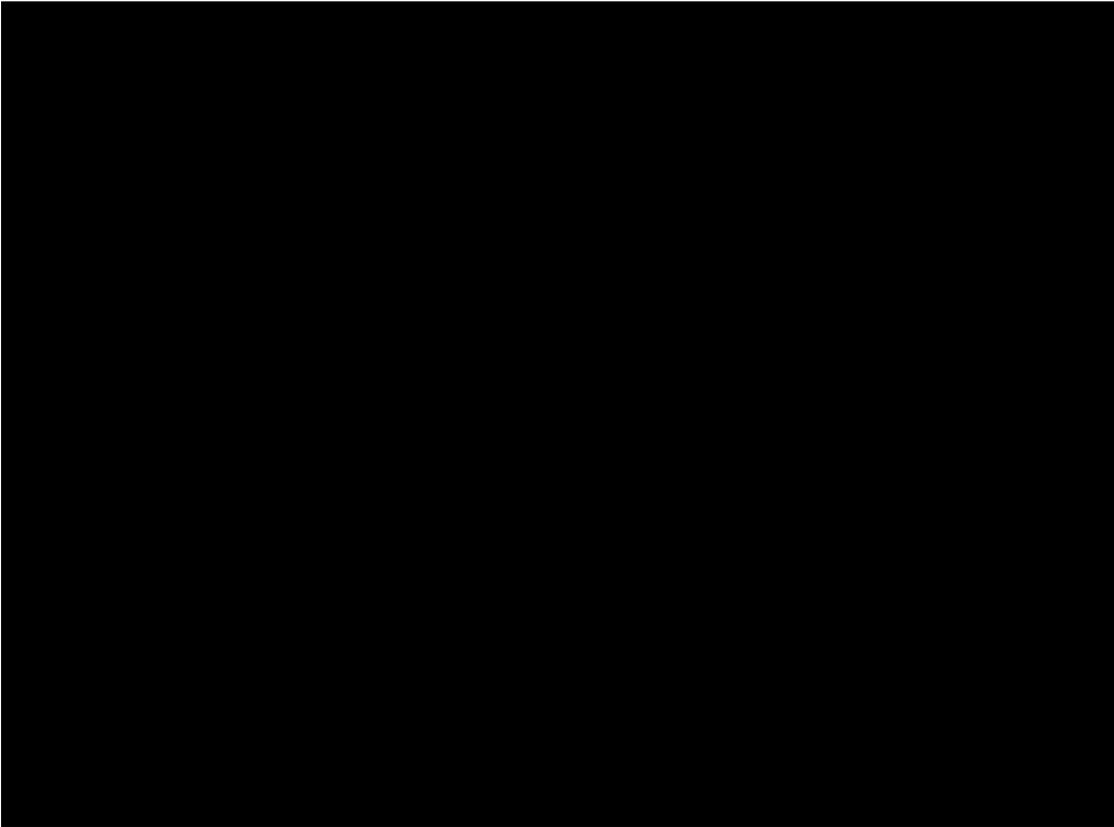
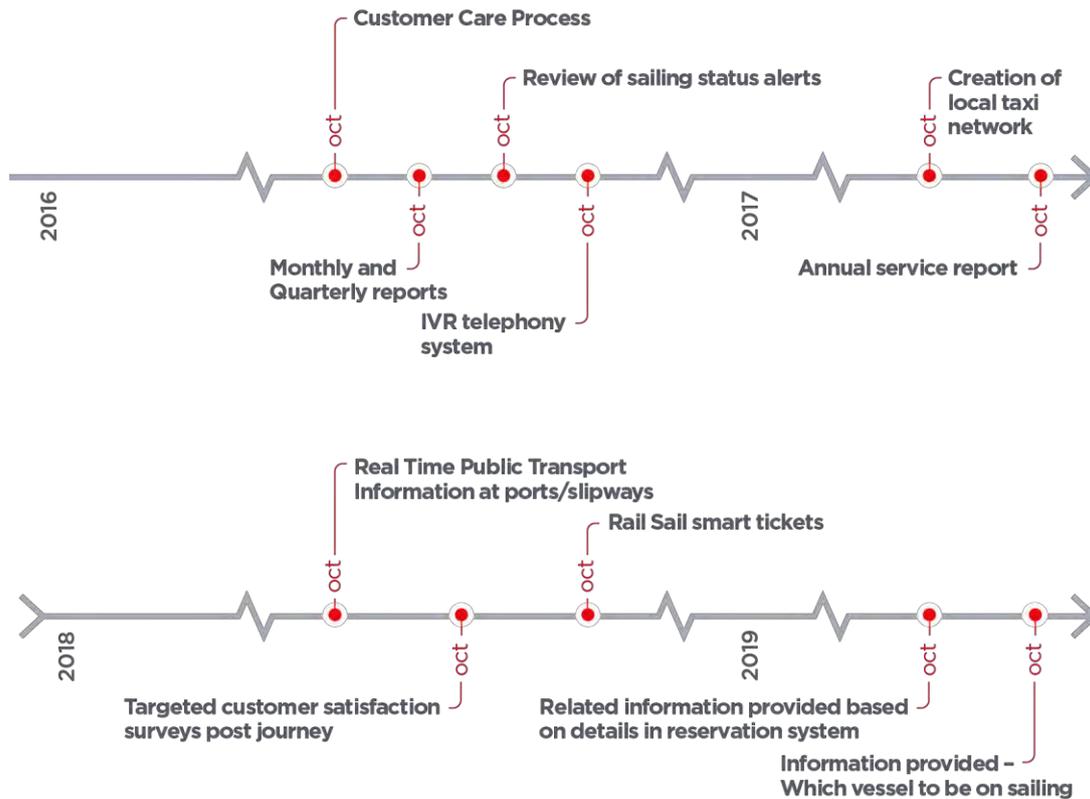


Figure 1.8.1 (p) CFL plans a strong customer-centric organisation that will fully support and deliver the proposals contained in section 1.8 Customer Care and Accessibility Process and supporting Plan.

In conclusion, our Customer Care and Accessibility Process has been developed based on our experience of providing multiple award-winning customer service during the current Contract. We have already identified areas for improvement and will continue to review how we can increase value to the customers and communities we serve, into the Contract.

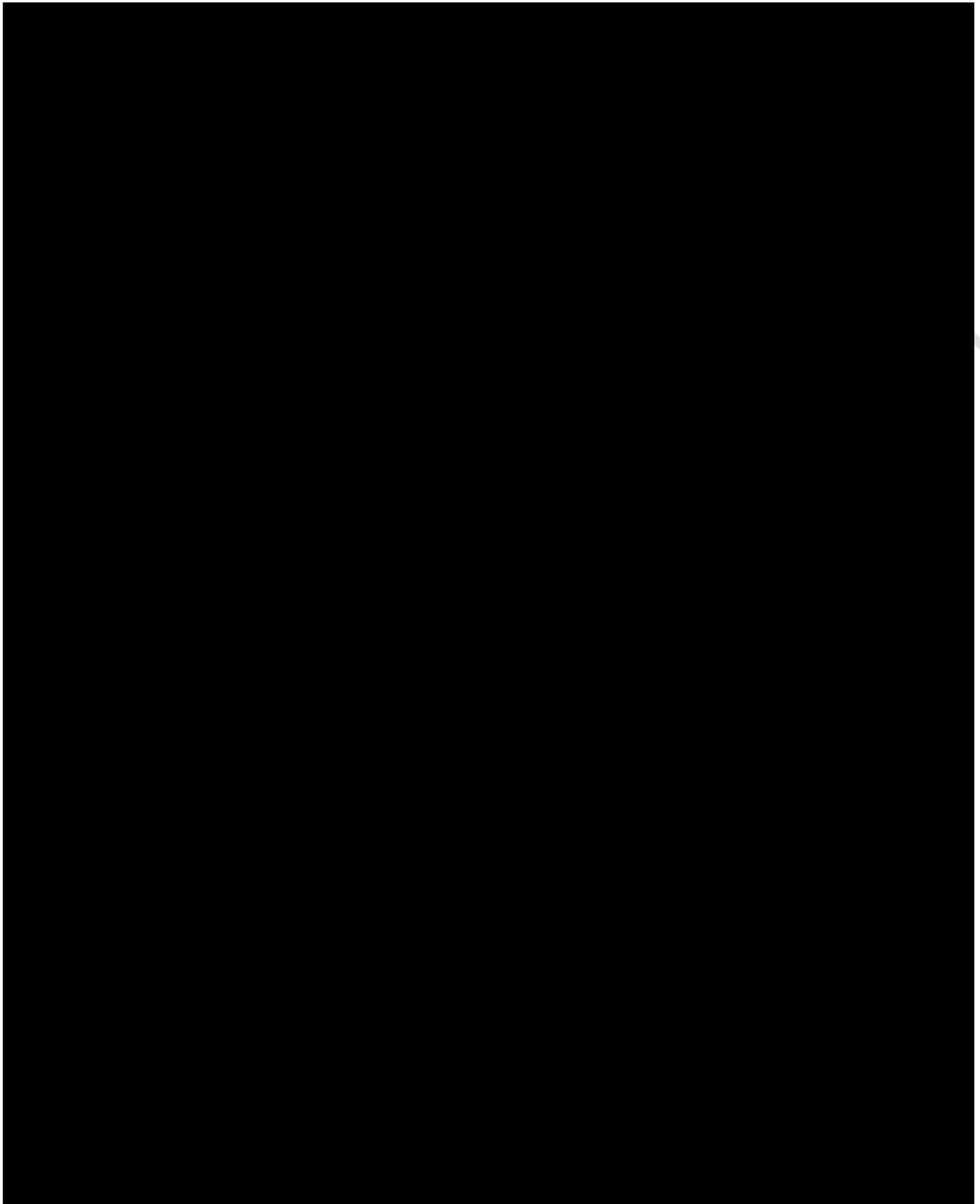
CFL feature	Benefit
We will put ourselves in the shoes of our customers and ensure that we provide an Easy, Friendly and Personal service in a safe environment providing Value for money through additional information and services provided and treating our customers in a Responsible manner.	Empathy and understanding of our customer's decision to travel with CFL and the implications this has on our responsibilities to ensure that they are well looked after and well informed, especially if they have travel anxiety, onward connections or critical deadlines to meet.

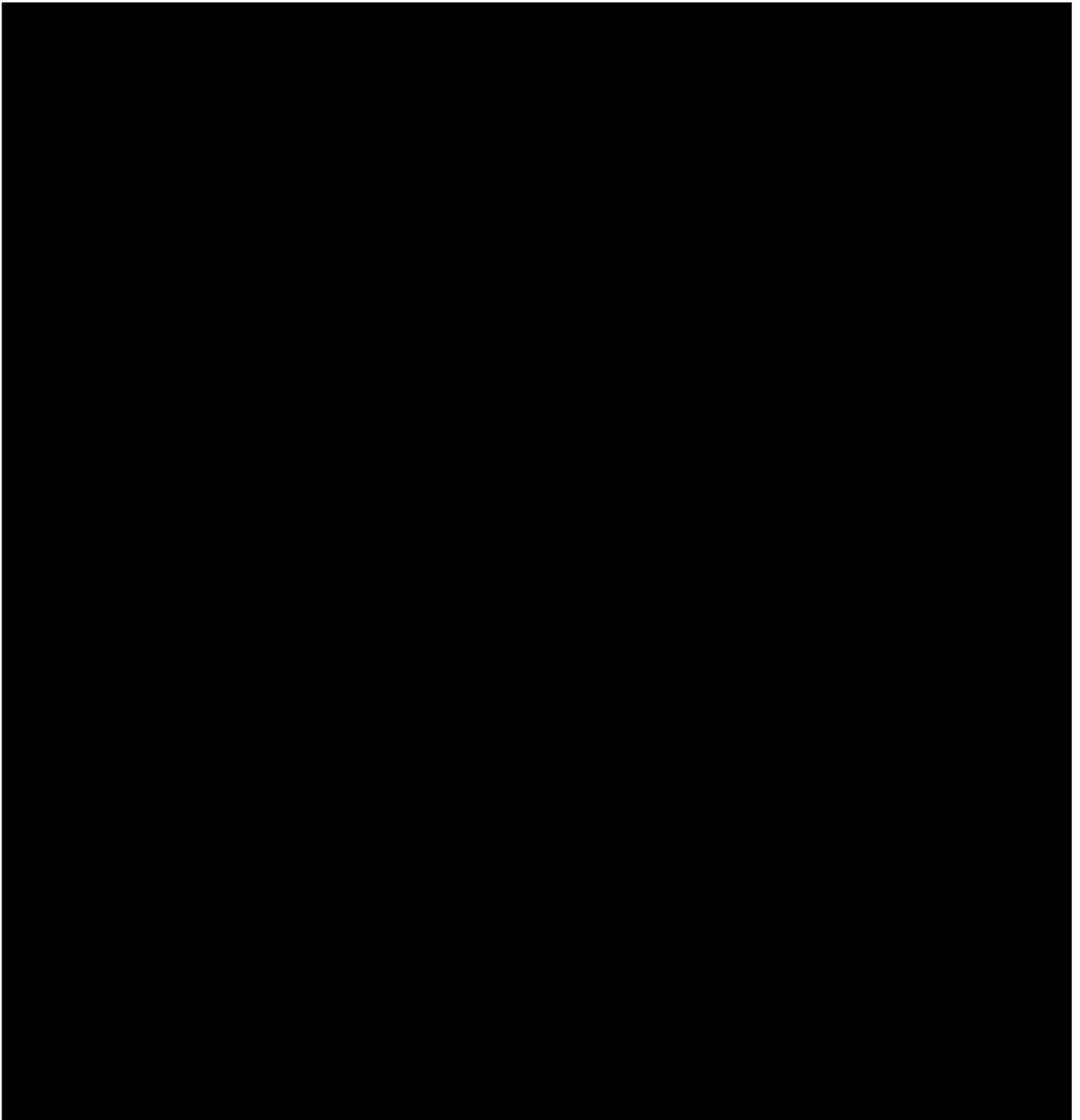
Service Offerings and Contractual Undertakings milestones

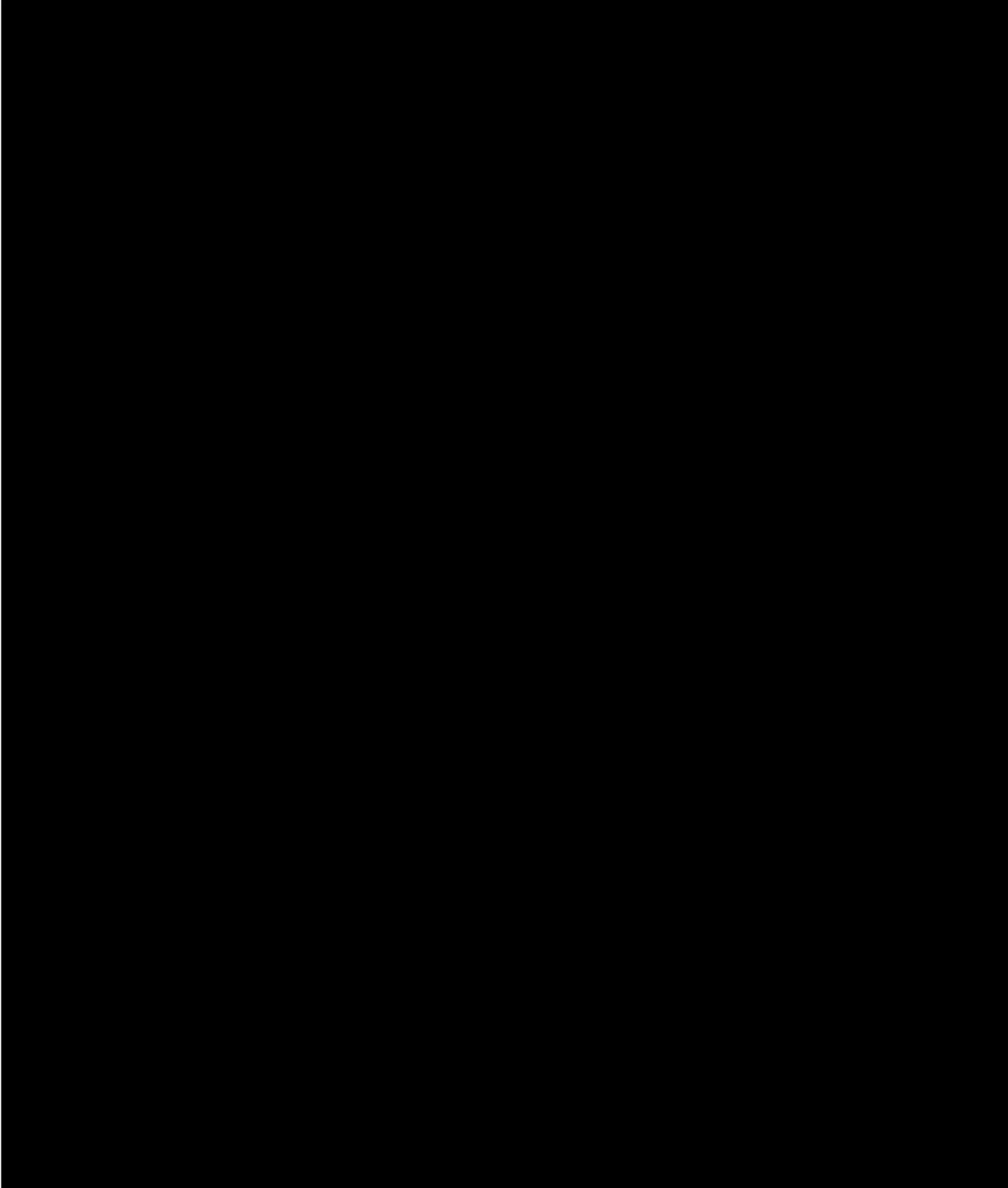


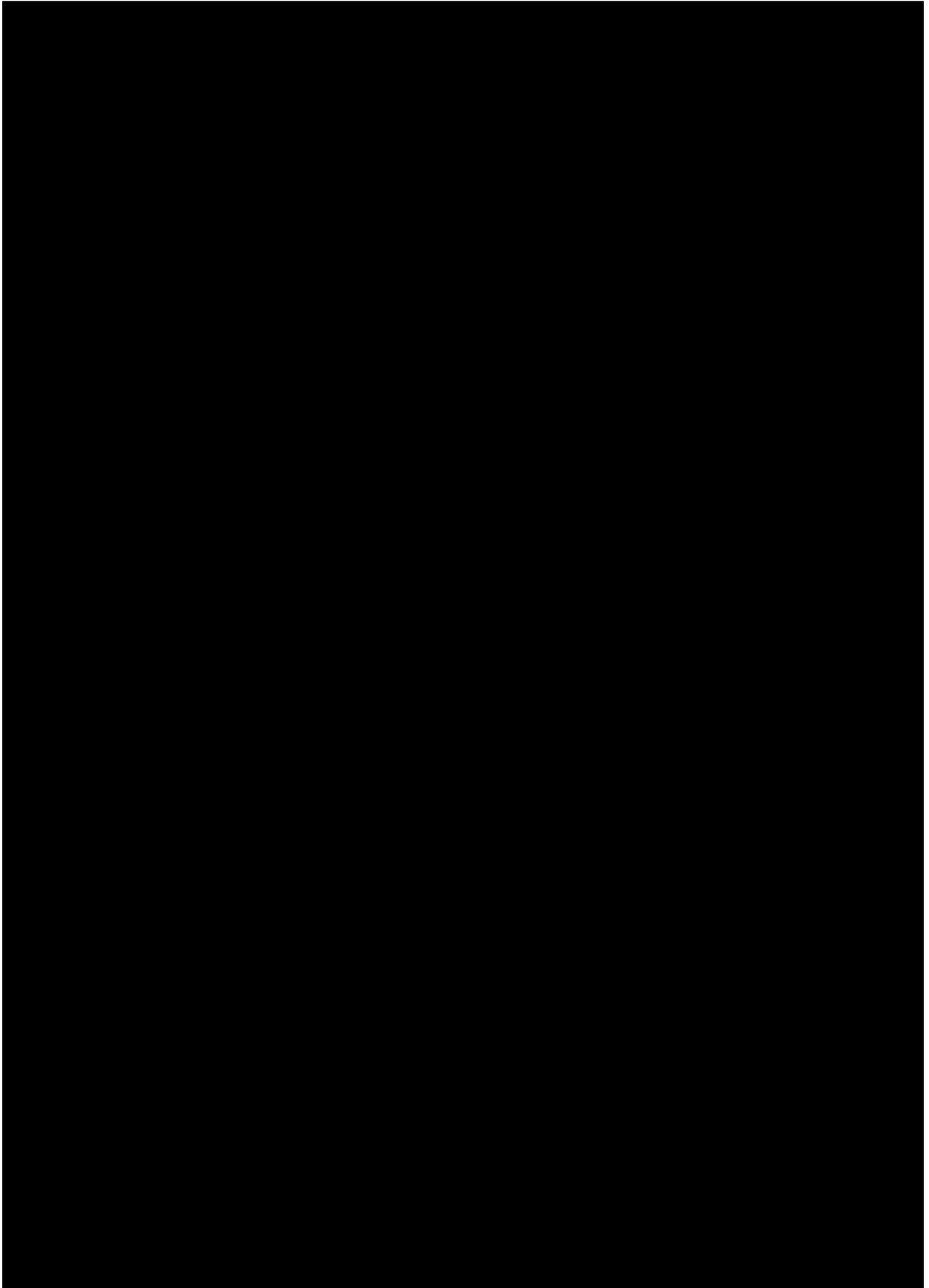
Contractual Undertakings	Milestone Date
Review and approval of Contract Customer Care and Accessibility Process by Director of Customer, Sales and Marketing	Annual
Customer Insight and Standards Manager to ensure website and mobile app compliant with Web Content Accessibility Guidelines 2.0 and available for customer use	Contract Award
Testing of Customer Contact Centre Interactive Voice Response system by customer groups including Ferry Access Panel	End CY1* and end of subsequent Contract Years
Retain CCA Global accreditation for customer service	On-going
Review of sailing status alerts	Commencement Date
Sell bus tickets for City Link from Stornoway port and through digital platform	Continuation of current policy
Work with Disabled People's Organisations and RNIB to validate information provision	By end CY1 then on-going
Appointment of Customer Service Managers	Commencement Date
Agree format and provide Monthly and quarterly reports of customer contact centre metrics	Commencement Date then on-going
Creation of local taxi network to service our port hinterlands	End CY1
Annual service report of customer contact centre metrics	Annually 6 weeks after end CY
Real time public transport information at ports / slipways and on-board vessels through digital screens and / or crew announcements	End CY2
Targeted customer satisfaction surveys post journey	End CY2
Customised information provided based on customer details in reservation system such as location of motorhome campgrounds	End CY3

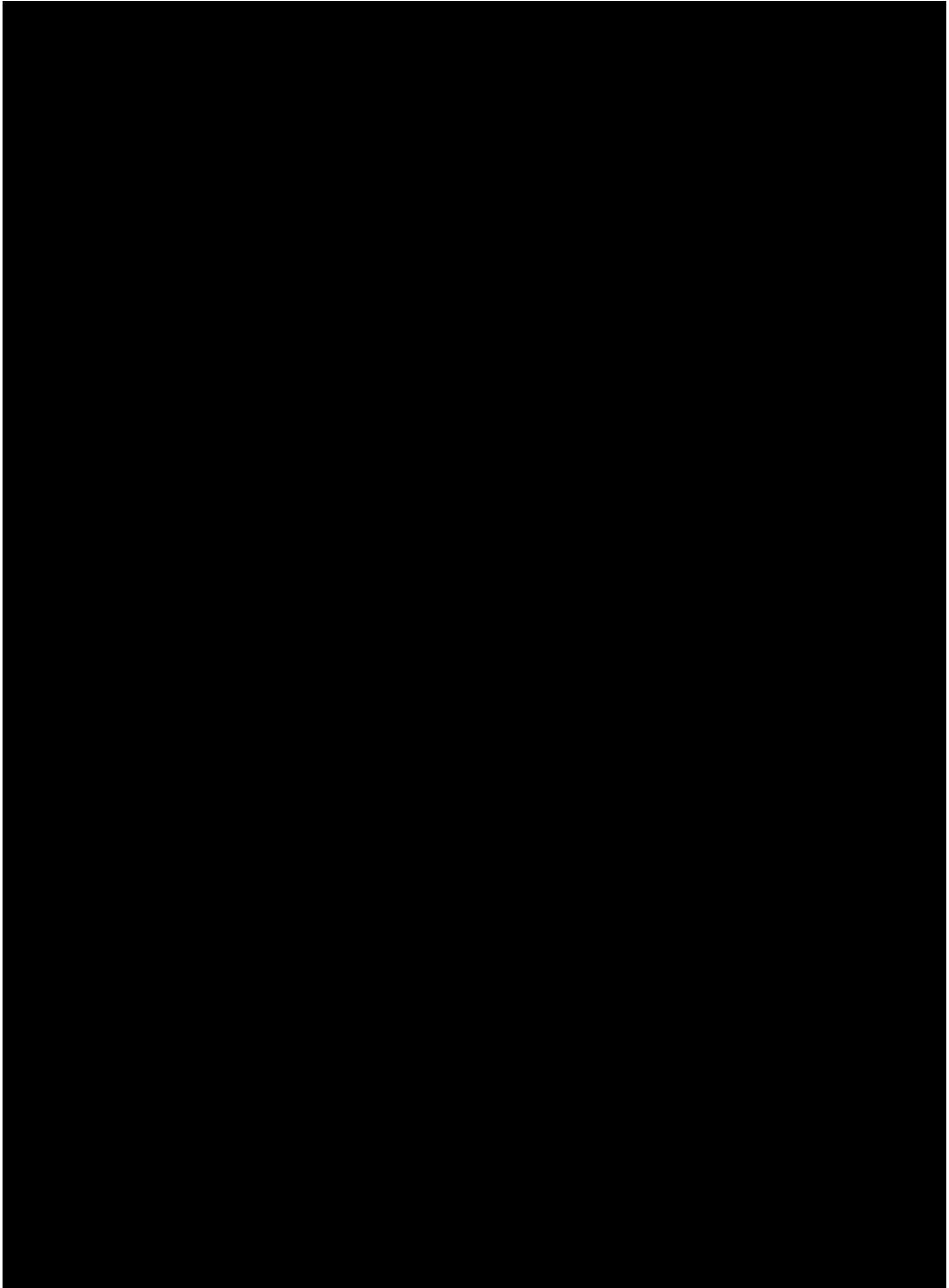
*CY - Contract Year











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1.8.2 Accessibility

Service offerings and contractual undertakings

Guided by customers



Providing an accessible, inclusive and successful ferry service will be achieved through engagement of customer, community and stakeholder. Drawing on our deep and extensive knowledge of the fleet, infrastructure and ports, we will meet these requirements in a cost-efficient and effective manner.

Proposals for widest possible accessibility are guided by our brand promise, '*Helping you get there*', built on an understanding of the varied needs of our customers. This is particularly relevant for customers with travel anxiety such as disabled people, elderly customers and those travelling with young children.

By focusing on the concerns of these customer groups, CFL will deliver a travel experience service that is Easy, Friendly, Responsible and Personal.

We have already begun work on an extensive **Inclusive Design Review** (IDR) of vessels and ports, assessing the accessibility of the assets and potential areas for improvement over the life of the Contract.

We will be consulting on these IDRs with organisations including Age Scotland, the Scottish Accessible Travel Alliance (SATA) and Disability Agenda Scotland (DAS), as well as member organisations such as carers associations and self-advocacy groups. All major vessels and ports have had an IDR during the summer of 2015, and remaining minor vessels and slipways will be completed by end of Contract Year 1.

We will form a **Ferry Access Panel**, guided by these consultation experiences, to provide mystery shoppers and feedback on our services and test new products and services from an access and inclusion perspective; we would expect this panel to include SATA and Age Scotland.

We will report status and progress of our activities on accessibility and inclusion to the Mobility Access Committee Scotland (MACS) on an annual basis, or more frequently if required.

We are in the process of developing **Access Statements** for ports and vessels that will provide objective information on the current accessibility that a customer will face using our services. These will enable our customers to make informed decisions on how they might get to a port and what to expect once they get there. The Access Statements will be referenced from **Euan's Guide** (a developing asset of accessible information, itineraries and reviews) that we will support and which we believe to be a more appropriate location than DisabledGo.com for Access Statements. Access statements will be completed by Service Commencement.

CFL will test the concept of bringing Disabled Persons Organisations (DPOs) based in the central belt to Ullapool to create a drop-in session where local groups of disabled people and carers can find out what these organisations can do for them.

Our port and vessel staff will be involved in this activity and receive soft training based on exposure to and conversations with customers travelling with mobility constraints. We have been offered informal training of this sort by the Lochaber access panel that feeds into the Lochaber transport forum. This panel created the Highland Alliance of Access Panels covering the Highlands and west coast of Scotland. They have offered to act as a conduit to pull together the following access panels to offer soft training to our local staff: Barra, Caithness, Harris, Inverness, Lewis, Lochaber, Oban, Ross and Cromarty, Skye and Lochalsh, Sutherland and Uist.

We will work with them to ensure that connections between the local ports and vessels and the individuals living in the community with mobility constraints are nurtured and established to our mutual benefit.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Figure 1.8.2 (g) CFL will continue to actively support Euan's Guide

CCC agents will be trained and made aware of the issues that customers with hearing difficulties can experience when using forms of communication such as TypeTalk. CFL has consulted on this with [REDACTED]

Frontline staff awareness of the number and importance of support dogs will be emphasised. We will ask our Ferry Access Panel membership to bring examples of the different types of working dogs on our network for 'soft training' experiences for our staff.

We will use the member organisations on our proposed Ferry Access Panel to perform informal drop in sessions at our facilities to perform mutual respect training. This kind of 'soft training' aims to build up awareness of situations that a customer may face when travelling and has been used by a number of bus companies such as National Express to put their drivers in the place of a customer.

Our training programme is holistic and combines formalised and structured training programmes such as [REDACTED] or similar subject matter experts. These are supplemented by mutual respect activities that are offered by several organisations and individuals including SATA who also deliver awareness activities such as hosting drop in sessions.

We will continue to support the Thistle Card initiative from HITRANS.

Promoting accessibility features of our service to add value

Alignment with Euan's Guide and VisitScotland as well as holistic training ensures CFL staff become advocates for accessible travel and will promote the accessibility features of the Service and wider accessible tourism opportunities

b) Information dissemination timetable and reservation systems

We will provide accessible timetable information and reservation systems. The most effective and efficient way of researching information, consulting timetables and making reservations is through digital channels. In our drive towards digital solutions and related customer accounts, CFL will ensure that it does not disadvantage customers for whom a digital solution is inaccessible or undesirable.

We will work with Transport Scotland and owners of Concession Card Schemes to identify a secure way to allow customers to reserve a ticket at the concession card rate in our reservation system; a facility that is not possible with our current reservation system. We would expect that incorporating concession cards into a

Smart ticketing solution will have significant benefits to customers who have mobility issues and drivers of cars who have concession cards (they currently have to leave their car to purchase their ticket in the port office).

We will test our reservation system with Internet Text To Speech (TTS) readers and will ask our Ferry Access Panel members to validate that we are using the services that their members most commonly use, and to provide 'mystery shoppers' from their member organisations to test that our reservation system is accessible and inclusive. Feedback from these mystery shoppers will be valued by CFL and improvements implemented if practical and affordable.

We will access the RNIB WebDocs service when requested to provide information in 'accessible formats' and will begin to record requests for these services to report to Transport Scotland as part an annual report on Accessibility related topics that is provided in association with the Annual Ferry Passenger Survey.

Euan's Guide will be added to the list of social media organisations where we track feedback on our performance. The nature of Euan's Guide is that it focuses on facilities, so we will ensure that any reviews that are picked up by CCC staff are passed onto Access Champions at the ports and on vessels. These Access Champions will be independently monitoring reviews on Euan's Guide and are empowered to act on them accordingly.

By using our connections within stakeholder groups to test our services we continually validate and improve our solution.

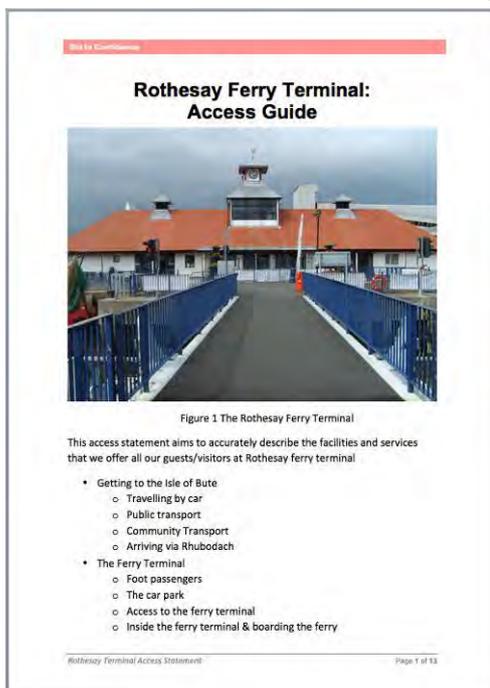
c) Putting an Accessibility Information System in place

The centre of our Accessibility Information System will be our Access Statements. We will be developing a facility improvement programme at ports and on vessels where we are prioritising the features that will lead to improved access and inclusion.

Recognising that improvements take time and that a customer values a full description of the facilities available, we will create Access Statements that describe each vessel and port features, allowing customers to make up their own mind if they will have access issues and how they could overcome them. The Access Statements

will also give advice on boarding and disembarking, and locations of children's play areas and dog friendly guidance, including assistance dog policy.

The template for our Access Statement has been developed by Access New Business who are the access consultants working for VisitScotland developing Access Statements for venues and visitor attractions as part of their efforts in Accessible Tourism.



[Redacted text block]

[Redacted text block] These are external documents and will be published on our digital platform and links provided on Euan's Guide,

Age Scotland and agencies for families such as Mumsnet and the National Childbirth Trust. Euan's Guide has validated our draft Access Statement.

Access consultants from both VisitScotland and Euan's Guide have checked our template and its content as we have developed our draft Access Statement.

Port staff developing our pilot at Rothesay made valid points in that the Access Statement provides staff with a view of their place of work from a visitor's perspective and gets them to think about the locality in general. This perspective will be helpful in answering customer's queries / doubts of the suitability for travel.

Our Access Statements will be completed by service commencement.

Figure 1.8.2 (h) CLF's first Access Statement developed with VisitScotland's access consultant, created by CFL port staff and validated by Euan's Guide.

We will consult with member organisations of our Ferry Access Panel on the practicality of announcements in other formats other than visual / audio, such as British Sign Language (BSL) and Makaton and on ways that the hard of hearing may be attracted, so they may be referred to information provision that is more accessible.

We have consulted with [REDACTED]

[REDACTED] We will test the appetite of the travelling public by running a test on the Arran route where we have regular school trips to the outdoor centre in Lamlash on a Monday and Friday.

Tailored content will be provided to travellers based on their reservation profile, including information provided by third parties and councils. Our new reservation system will record customer and vehicle types such as 'modified personal vehicle', and based on information recorded we will present relevant information that a traveller may need, or a relevant party may want them to know.

We will publish a service level agreement similar to the rail industry's Disabled Person Protection Policy (DPPP) for customers with mobility and accessibility requirements to inform them how they will be treated as they travel and through periods of planned and unplanned disruption.

This document will contain details of where to find accessibility information and how we perform in this area, including details of our proposed Ferry Access Panel and what its task is. It will also contain details of how we train our people and how we interact with other public transport operators for customers connecting to another service.

We will actively promote Passenger Assist as we recognise that only one in four disabled customers using the railways are aware of the service. (See section (f) – intermodal transport links).

Ministerial promotion of accessible tourism requires 3 things – CFL delivers all three

Fergus Ewing on RNIB Insight Radio stated that there are three things that an organisation should do to facilitate Accessible Tourism:

- » Produce Access Statements
- » Participate in the VisitScotland online Training
- » Create a presence on Euan's Guide

CFL delivers all three.

d) Vessel facilities

We have undertaken a systematic review of vessel designs

Our solution to this has been to commit to undertake a major Inclusive Design Review (IDR).

We commissioned RNIB Business to undertake IDRs of the fleet for accessibility. RNIB Business is the only major charity to have a commercial arm that performs IDRs covering all disabilities and access topics for all customers. These reviews looked at the vessel from a pan-disability aspect, but also for any traveller who may have special requirements, such as a family group or elderly travellers. The reviews have covered all the major vessels and selected smaller vessels where the design is more generic. The remaining reviews of small vessels will be completed by the end of Contract Year 1. These review documents indicate issues for accessibility, suggestions for improvements and prioritisation of areas to address urgently.

Table 1.8.2 (a) Inclusive Design Reviews for all major vessels have been completed in 2015, the remainder of the fleet will be complete by end CY1

Vessel	Phase 1 Completed	Phase 2 Completed end CY1
MV Loch Seaforth	X	
MV Isle of Lewis	X	
MV Clansman	X	
MV Hebrides	X	
MV Caledonian Isles	X	
MV Isle of Mull	X	
MV Hebridean Isles	X	
MV Isle of Arran	X	
MV Finlaggan	X	
MV Lord of the Isles	X	
MV Bute	X	
MV Argyle		X
MV Coruisk	X	
MV Lochnevis		X
MV Raasay		X
MV Lochinvar		X
MV Loch Tarbert	X	
MV Hallaig		X
MV Isle of Cumbrae		X
MV Loch Alainn	X	
MV Loch Buie		X
MV Loch Fyne		X
MV Loch Bhrusda		X
MV Loch Linnhe		X

Vessel	Phase 1 Completed	Phase 2 Completed end CY1
MV Loch Dunvegan	X	
MV Loch Ranza		X
MV Loch Riddon		X
MV Loch Shira	X	
MV Loch Striven		X
MV Eigg		X
MV Loch Portain	X	

We have developed a prioritised list of potential vessel improvements which we have shared with the Vessel owners, Caledonian Maritime Assets Ltd (CMAL)

The prioritisation of improvements as described by the IDRs will be taken to consultation with SATA, Age Scotland and RNIB as agreed by these organisations. The remaining five member organisations of Disability Agenda Scotland (DAS) and organisations that represent families travelling with young children, such as the National Childbirth Trust and Mumsnet, will also be informed of our plans.

An example of a prioritisation report that accompanies an IDR combined with other port investment proposals can be seen in Figure 1.8.2 (i).

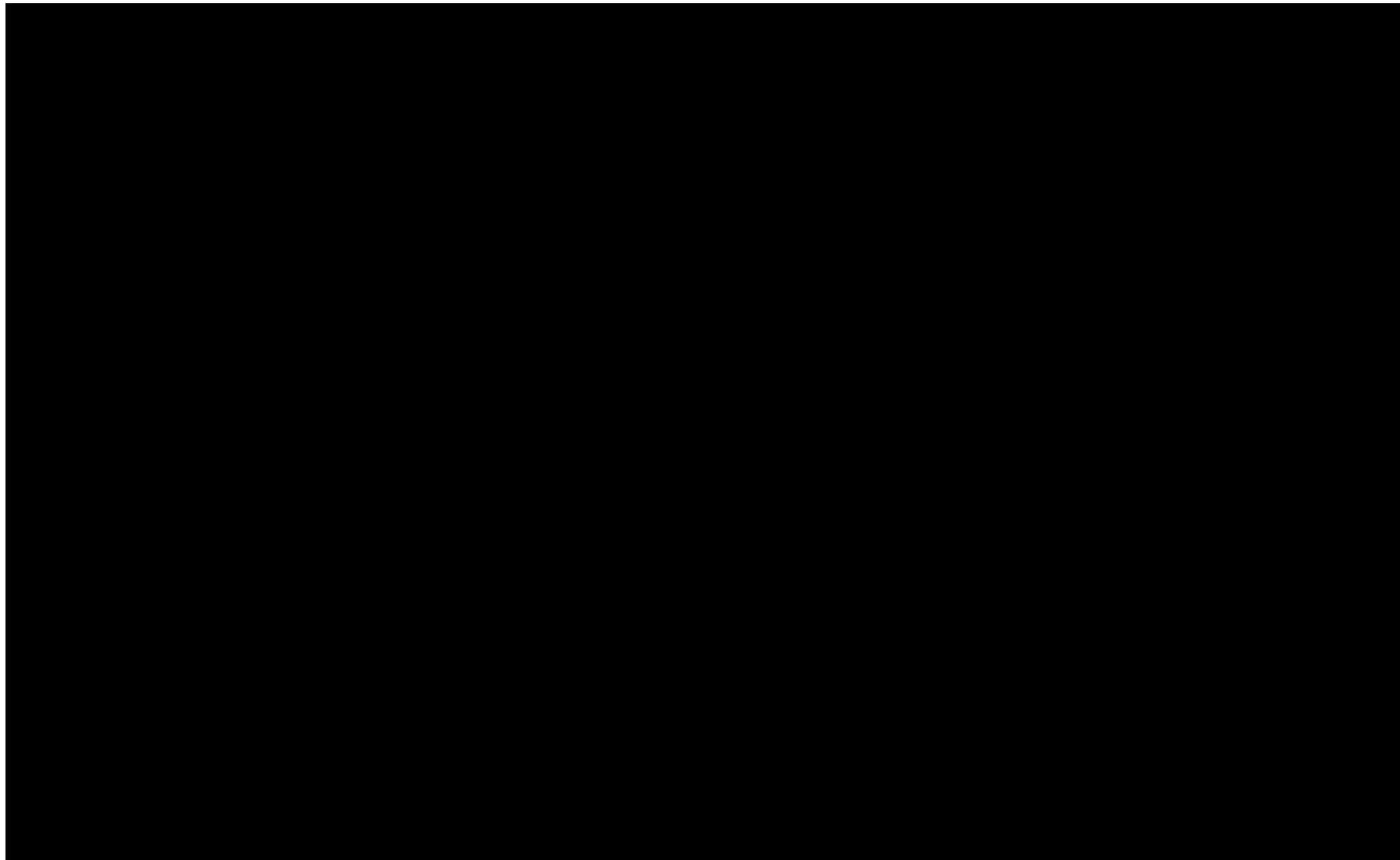
From these organisations we expect to create the core of our proposed Ferry Access Panel, which will provide mystery shoppers as well as advice and oversight on our operational performance from a customer's perspective, and informal training to frontline staff. We will consult with the Ferry Access Group on feedback that we receive through other channels (e.g. Ferry Passenger Survey or reviews on Euan's Guide) on ways that we can address issues raised around accessibility.

CFL delivering added value by providing an independent assessment of accessibility

Inclusive Design Reviews and their outcomes will provide the Scottish Government with a snapshot of the accessibility and suitability of assets and facilities that it owns and a view of the condition of other facilities from which its ferry service operates, as well as a prioritised list of improvements

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 10



We will balance the requirements of different customer groups

We will improve areas on-board vessels focusing on improving signage, wayfinding, lighting and other features that will make our vessels more accessible and inclusive. We provide clear segmentation between customers travelling with young children and pet owners, ensuring the environment is comfortable and safe for all, while recognising that often families and dogs are travelling together. We have consulted with the RSPCA on this topic.

e) Port facilities**We will identify a prioritised list of potential port improvements**

We commissioned RNIB Business to perform Inclusive Design Reviews (IDRs) for ports and slipways that we use. These reviews indicated issues for accessibility for all customers with disabilities including the elderly, suggestions for improvements and prioritisation of areas to address urgently. A list of ports that are completed and those that will be completed by the end of CY1 is shown in Table 1.8.2 (b).

Table 1.8.2 (b) Inclusive Design Reviews for major ports have been completed in 2015. The remainder will be complete by end of CY1.

Port / Slipway	Phase 1 completed	Phase 2 Complete by end CY1
Ardrossan	X	
Ardmhor		X
Armadale		X
Berneray		X
Brodick	X	
Campbeltown	X	
Canna		X
Castlebay	X	
Claonaig		X
Colintraive	X	
Coll		X
Colonsay		X
Craignure	X	
Cumbræ	X	
Eigg		X
Eriskay		X
Fionnphort		X
Fishnish		X
Gigha		X
Gourock		X
Iona		X
Kennacraig	X	

Port / Slipway	Phase 1 completed	Phase 2 Complete by end CY1
Kilchoan		X
Largs	X	
Leverburgh		X
Lismore	X	
Lochranza	X	
Lochaline		X
Lochboisdale	X	
Lochmaddy	X	
Mallaig	X	
Muck		X
Oban	X	
Port Askaig	X	
Port Ellen	X	
Portavadie	X	
Rothesay	X	
Raasay		X
Rhubodach	X	
Rum		X
Sconser		X
Stornoway	X	
Tarbert (Harris)	X	
Tarbert (Loch Fyne)		X
Tiree		X
Tayinloan		X
Tobermory	X	
Uig	X	
Ullapool	X	
Wemyss Bay	X	

We will adopt the same approach as we propose for vessels, and consult on the priorities of features that need to be addressed.

The outcome of the IDRs for ports will detail the current accessibility status across the network, with a prioritised list of improvements that can be implemented by the asset owner as funding becomes available. We have met with CMAL harbour team and through a partnership approach we have provisionally agreed on the responsibilities for each topic of improvement and are currently working through cost estimates for projects and potential timelines.

Secondly, recognising that improvements take time, we are creating Access Statements that describe each port's layout and features, allowing customers to make informed travel decisions. The Access Statements will also give advice on boarding and disembarking and location of public transport services and will be published on our digital channels and links made from Euan's Guide.

Access statements for ports will contain information on connecting transport services, including community transport, taxis and services such as the SPT MyBus. They will give impartial information on accessibility of the immediate area around the port such as the location of blue badge parking.

Our Inclusive Design Reviews have noted a number of instances for improvement to the location and aspect of blue badge parking areas. Access statements will note the current situation and updated any changes made through the implementation of IDR recommendations on an annual basis, as a minimum.

Access statements will be 'living' documents as they contain third party information such as other transport providers' timetables and taxi numbers and as such they will be maintained locally by Access Champions at the ports.

f) Intermodal transport links

To alleviate 'travel anxiety' we will work with other public transport operators such as ScotRail, CityLink and local bus operators to put in place measures that will deliver consistent customer service and a seamless customer experience for those who are switching transport modes and have special requirements.

CFL acts as a catalyst for reducing connection anxiety for vulnerable travellers

A seamless customer experience on an end-to-end journey is an ambitious goal and dependent on multiple stakeholders' participation. As a lifeline transport operator, CFL believes that it is uniquely placed to act as a catalyst in bringing the transport ecosystem together based on customers' end-to-end journeys and their needs. In many locations we are the only option for customers to travel to mainland or other islands and are very aware of onward connections, as a number of our customers are travelling on foot to join connecting public transport services. CFL will deliver a consistent customer experience, similar to ScotRail's customers, and proposes to provide Customer Help Points at slips and ports as part of our Smart ticketing solution; we are also in dialogue to participate in passenger assist.

We will develop channels (especially digital) and content to actively promote information on connecting public transport services at the journey planning stages.

During the journey, information on connecting services will be presented at departure ports and on-board vessels through digital screens and crew announcements.

Special attention will be given to those travelling with special communication and mobility needs to ensure that they receive the same level of information through audio announcements as they would from digital and vice versa.

We will work closely with Traveline to incorporate real time feeds from other operators. As board members of Traveline, we will continue to support the Graphic User Interface (GUI) development to ensure that has accessibility features to allow text to speech (TTS) functionality and large format text options.

We have discussed with ScotRail and ATOC on the National Rail 'Passenger Assist' and the opportunity for CFL to participate in the concept to ensure that customers

with special requirements can plan their journey with minimum anxiety, leading to encouraging more travellers in this sector to plan a multimodal journey involving a CFL ferry and a train. If a full ATOC solution is possible, we will work to integrate into the Passenger Assist App. If it is not practical or possible, we will work with ScotRail to align our customer contact centres to deliver a similar outcome.

Ports will have digital information signs displaying real time data feeds from other public transport providers. The timelines for delivering these services will largely depend on the owners of these data feeds. We will work with HITRANS, SPT and Traveline to minimise duplication and ensure consistency of passenger experience and quality of data.

We will continue to work with Traveline to seek improvements to the speed that real time information can be provided and suggest routes for travellers with special needs to get the information that they need.

We will enable customers to electronically download timetables and personalise their journey to help provide clarity on integrated connecting services and travel-times. Customers will also be able to 'print' them in the format of their choice, including a Large Print, so they are easier for them to view.

We will concentrate on the door-to-door aspect of our customers' journeys and recognise that customers with special requirements may also prefer a taxi to taking public transport. We will build on our network of local taxi companies (used in times of disruption) to offer the option of a door-to-door service for the port hinterlands that we serve. We will work with the taxi companies to ensure they have suitable vehicle types available to provide accessibility for all travellers.

This information, along with details of connecting train, bus and community transport will be published in the Access Statement for the port. We have consulted with the Community Transport Association (CTA), SPT, CityLink and ScotRail, CnES, and Highland Council and will consult with local bus companies and the remaining councils in the coming months.

CFL considers the customers end to end journey

We have approached The Highland Council (THC), sharing our concept of Access Statements [REDACTED]. We have noted that when the sailings from Craignure to Oban are busy in the summer, customers often choose to take the Lochaline to Fishnish route via the Corran Ferry. [REDACTED]

We will consult with ScotRail on the outcomes from our Ferry Access Panel and their Stakeholder Equality Group to address common themes arising from using the services, with particular emphasis on customers transferring between modes.

In conclusion, CFL has already demonstrated significant commitment to improving the accessibility of our services. As the only transport provider on the VisitScotland Accessible Tourism Programme, we work extensively with PAMIS and are active members of Transport Scotland's Accessible Transportation Steering Group.

We have already started work on an extensive **Inclusive Design Review** of vessels and ports, assessing the accessibility of the asset and potential areas for improvement over the life of the Contract. We are in the process of developing **Access Statements** for ports and vessels, which will provide an objective look at the current situation from an accessibility perspective.

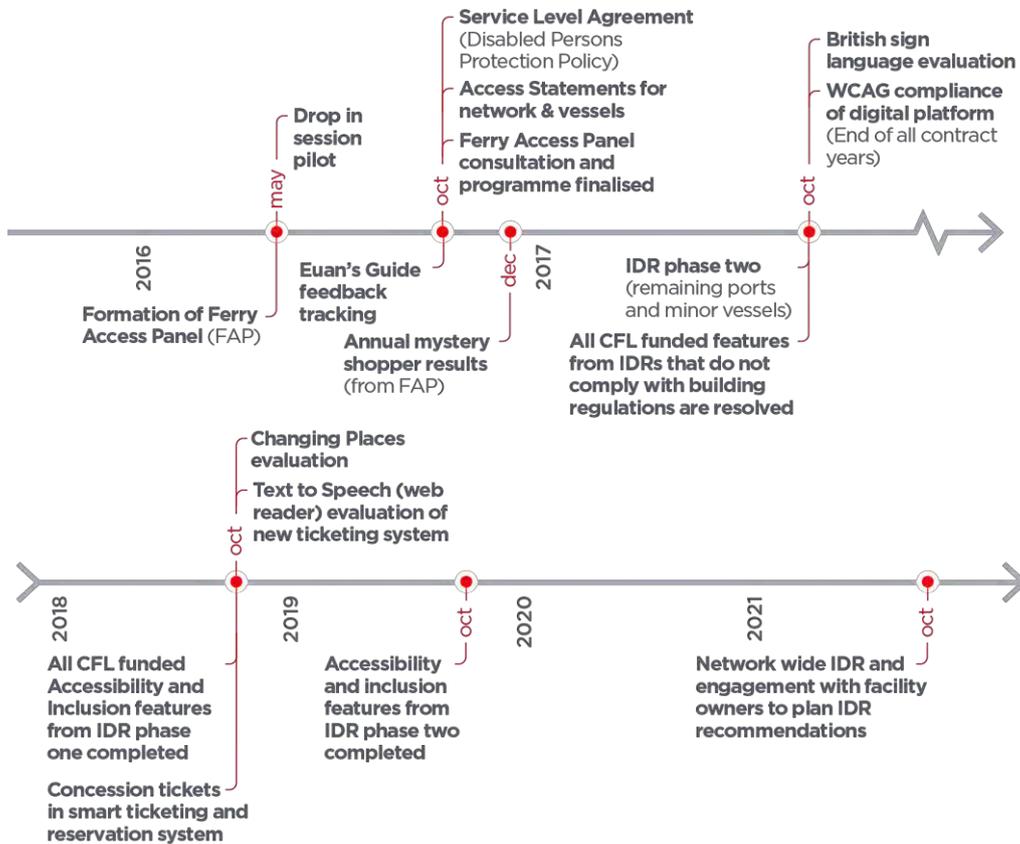
For oversight, we will form a **Ferry Access Panel** to provide mystery shoppers and feedback on our services, testing new products and services from an access and inclusion perspective.

The features and benefits of our approach include:

CFL feature	Benefit
Creation of a Ferry Access Panel drawing on stakeholder groups representing customers with seen and unseen disabilities, elderly passengers and those travelling with young children.	Greater connection and participation with stakeholder groups drawn from organisations for disabled people, organisations of disabled people, Age Scotland and those travelling with young children who will provide oversight of our performance on accessibility and provide mystery shopper reports to inform on performance.
Inclusive Design Reviews of major ports and vessels carried out by Access Consultants from RNIB Business taken by CFL to consultation with stakeholder organisations.	Delivering a consistent itemised and prioritised list of features that should or could be improved by asset owners over the period of the Contract through matched funding from the Transport Scotland Ferry Access Fund.
Creation and ownership of Access Statements by Accessibility Champions.	Ownership of documenting a port or vessels accessibility features from a traveller's perspective by customer-facing staff leads to greater awareness, empathy and consistency of the difficulties customers may face. Access Statements will also provide a useful resource for the induction of seasonal staff and to reinforce the help that some customers may need in travelling with CFL.
Participation with ScotRail / ATOC passenger assist.	Seamless and consistent customer experience alleviating travel anxiety for vulnerable travellers.

Service offerings and contractual undertakings milestones

In summary our service offerings will be delivered as shown in the following timeline:



Contractual undertakings	Milestone date
(d) and (e) Complete outstanding Inclusive Design Reviews at remaining ports, slipways and minor vessels	End CY1*
(e) Complete Changing Places evaluation	End CY2
(c) Consult member organisations of Ferry Access Panel to review practicality of announcements in British Sign Language, Makaton and other methods	End CY1
(c) Formation of Ferry Access Panel (FAP)	Contract Award
(c) Ferry Access Panel consultation and programme finalised	Commencement Date
(c) Mobility Access Panel Scotland progress reports and review of publications	Annually starting end CY1
(a) Pilot a drop-in session bringing Disabled Persons Organisations together for local disabled people and carers	Contract Award
(a) CCC agent disability awareness training	Commencement Date
(a) Track feedback on our performance as recorded on Euan's Guide	Commencement Date
(c) and (f) Crew and port staff to complete Access Statements for network and vessels using agreed template	Commencement Date

Contractual undertakings	Milestone date
(a), (b) and (f) Publish a Service Level Agreement (Disabled Persons Protection Policy) so that customers with mobility and accessibility requirements know how they can expect to be treated	Commencement Date
(f) Participation in the Association of Train Operating Companies Passenger Assist or equivalent solution with ScotRail to improve intermodal transport connections	End CY1
(f) Enable customers to electronically download timetables to improve clarity on intermodal connections	CY2
(a) Conduct annual mystery shopper surveys with members of the Ferry Access Panel	Annually
(b) Identify secure way to reserve concession tickets in smart ticketing and reservation system	End CY2
(b) Text to Speech (web reader) evaluation of new ticketing system to ensure system is accessible and inclusive	End CY2
(b) Customer Insight and Standards Manager to ensure website and mobile app compliant with Web Content Accessibility Guidelines 2.0 and available for customer use	Contract Award
(b) Report on accessibility related topics to be provided in association with Annual Ferry Passenger Survey	Annually
(d) and (e) Identify a prioritised list of potential port and vessel improvement following Inclusive Design Review	Commencement Date with refresh during CY5
(d) and (e) Work with CMAL and asset owners under best endeavours to resolve features from Inclusive Design Reviews that do not comply with building regulations	End CY1
(d) and (e) CFL funded accessibility and Inclusion features from Inclusive Design Review phase one completed	End CY2
(d) and (e) CFL funded accessibility and inclusion features from phase two completed	End CY3

**CY – Contract Year*

(a) to (f) refer to the statement of compliance

- 1.3 The Operator shall have regard to his following proposals in the annual preparation of an Equalities Impact Assessment:

1.8.3 Accessibility - Equalities Impact Assessment

Service offerings and contractual undertakings

Transport Scotland is seeking a partner and socially responsible employer that will make a full assessment of the current accessibility and equality policies and services to all customers and staff, and who will identify opportunities to increase the accessibility and equality of the service and organisation in the future.

Our success in delivering a fair and inclusive company culture and ferry service for our customers will only be achieved through staff, customers and community engagement, analysis and understanding, whilst ensuring that we meet requirements in a cost-efficient and effective manner. To achieve this, we have developed our brand promise, customer vision and principles which have been guided by what customers like about us today and what they would like to retain, or see more of in the future.

In putting our customers at the heart of our business the development for our proposals for EIAs have been guided by our brand promise 'Helping you get there', which is built on an understanding of the different needs of our customers whoever they are and whatever their reason for travel. This is particularly relevant for vulnerable customers and those with travel anxiety such as disabled people, elderly customers and those travelling with young children. Our brand promise is equally appropriate for individuals and staff who have personal attributes that may lead to them being singled out and not treated equally. These personal attributes are known as 'protected characteristics' in EIA terminology.

Our activities both in terms of fair and equal treatment of our staff and for our customers will be tested against delivery of our customer principles and vision and brand promise.

We are fully aware of our responsibility to drive the implementation of EIAs and monitoring our performance to ensure that they are embedded in business practice going forward.

We will implement forward-looking EIAs of proposed services and internal policies through:

- » Consultation and partnerships
- » Internal Equality Report and Annual Plan
- » Inclusion of the Gaelic language as a protected characteristic
- » Resource requirements

a) Forward-looking assessment

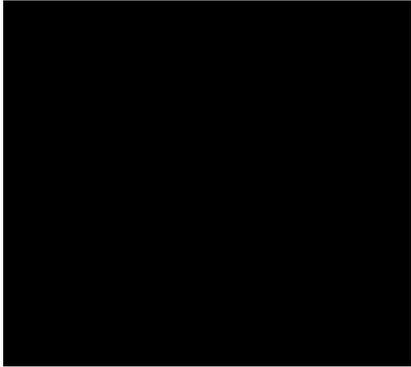
Consultation and partnerships

For all proposed services we will undertake an EIA working in partnership with bodies such as Scottish Accessible Transport Alliance (SATA), Stonewall, Age Concern and others. We will work with these organisations on topics that are internally focused on our staff or externally focused on customers as appropriate.

Working with outside agencies will support our planning processes and allow us to ensure that any new or proposed policies, services and operations do not discriminate or disadvantage people and promote equality and inclusion.

Our proposed Ferry Access Panel (Reference 1.8.2 Accessibility) will invite mystery shoppers from its membership or member organisations to collate feedback on accessibility and inclusion of our customer facing services. This feedback will be presented to Transport Scotland as part of an annual review based around the reports of our Annual Ferry Passenger Survey run by Transport Focus.

Mystery Shopper activities, engaging in consultation and working in partnership, complement our internally created EIA. This will help us to validate that the EIA is functioning in a way that has positive outcomes for our customers.



By following ACAS guidelines and methodology and by referencing established processes in large and culturally diverse organisations such as Glasgow Caledonian University, we will create EIAs that are recognisable and consistent with other public bodies. This allows us to cross-reference and seek best practice from organisations operating under a similar regime.

Internal Equality Report and Annual Plan

We will regularly review our policies and procedures as part of management activity and EIAs will form part of this review. The EIA will be presented annually to Transport Scotland and the Scottish Ministers as part of the end of Contract Year review.

EIAs will become an inherent process in forming policies and making operational decisions. We will apply third party input through the Ferry Access Panel. This approach will ensure policies and practices do not discriminate or disadvantage people, and actively promote equality. EIAs will be monitored annually as part of our standard business practice.

Inclusion of the Gaelic language as a protected characteristic

Inspired by the success of Wales in their championing of the Welsh language, we will add the Gaelic language to our list of protected characteristics, this will ensure that Gaelic speakers remain valued within CFL and offer a visible demonstration to our communities of our support of their cultural heritage. This means that we will have 10 Protected Characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity plus Gaelic).



Figure 1.8.3 (b) Example of the inclusion of Welsh as a protected characteristic.

This decision demonstrates our commitment to protecting one of the major cultural characteristics of the ports, communities and localities that we support and is an example of finding best practice from other countries and implementing it in a relevant manner.

Resource Requirements

In order to perform EIAs we will use the ACAS managers' guide to Equality Impact Assessments as well as the Equality Impact Assessment quick-start guide published by Equality and Human Rights Commission – Public Sector Guidance.

We have discussed with the Equality and Human Rights Commission and have been provided with an example of a completed EIA.

We will commence the forward-looking activity at award of the Contract as part of Mobilisation and prepare a new EIA at least once a year.

Regular reporting to demonstrated equality and inclusivity

Our proposals for implementation and reporting will bring added value to Transport Scotland, who can demonstrate that the ferry service that they commission, which is also a significant local employer, is

Regular reporting to demonstrated equality and inclusivity

truly inclusive to the local population that it supports.

b) Backward look review and remediation

Using the Equality and Human Rights Commission guide to integrating EIAs into policy making and review, and the ACAS Managers Guide to EIAs, we will undertake a full EIA of our current policies, procedures and operations across all internal and customer-facing channels.

We have chosen to extend the scope of the assessments beyond the three areas currently required by law (disability, gender and race), to cover the nine protected characteristics that are likely to appear in the Equality Bill i.e. age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. We propose to add Gaelic language to the list of protected characteristics.

This will lead to the creation of:

- » An action plan
- » Training requirements

An action plan

Following the EIA, CFL will produce and share an action plan that includes:

- » Actions identified as necessary
- » Details of who is responsible for implementation of actions
- » Timescale for implementation
- » Timescale for action and review
- » Details of evaluation of actions and outcomes

An action plan will enable us to realistically plan the timeline for completing the backward look review and to resource and plan for any remediation required.

This approach of creating and sharing the plan with Transport Scotland recognises that CFL is planning for change and proactively managing the organisational transformation to minimise impact on performance, resilience and customer service.

Training requirements for a) and b)

We will train those responsible for the design and implementation of policies and procedures on the benefits of equality of access and how to undertake forward and backward-looking EIAs and develop action plans. We will undertake this training through our Equality and Diversity training programme, induction and regular refreshers via team meetings, toolbox talks and internal communications.

In a complementary action, our customer-facing staff receive training that has been developed by People 1st and delivered by WorldHost™ that covers interactions with 'Customers with Disabilities' and also 'Service across Cultures'.

The internal training and external courses have the benefit of raising the awareness of equality, accessibility and inclusion for frontline staff.

By introducing internal and customer facing EIAs and undertaking parallel activities focused on improving Access and Inclusion as described in 1.8.2 Accessibility, CFL will deliver a best in class approach to inclusion, equality and accessibility.

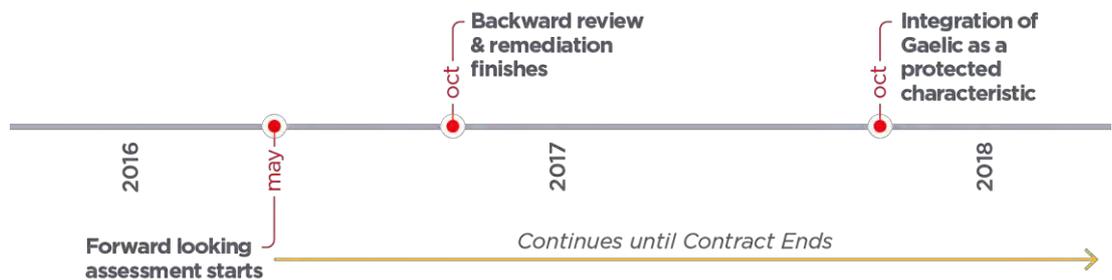
CFL feature	Benefit
<p>We will conduct a complete EIAs based on the current and future situation, in order to increase the accessibility of the services to all audiences.</p> <p>These Assessments will be complemented by the outcomes of our IDRs of major Ports and Vessels that will create recommendations for CFL and asset owners to improve accessibility through the life of the Contract.</p>	<p>These actions will establish if there is any evidence of discrimination, harassment and victimisation or any other conduct that is prohibited by or under the Equalities Act.</p> <p>It will advance the equality of opportunity between staff and customers who share a relevant protected characteristic and those who do not.</p> <p>Formalising the requirement for equality impact assessments in day-to-day operations will bring the topic to the front of mind and reinforce our customer values, fair and responsible.</p>
<p>We will use members of our newly formed Ferry Access Panel (FAP) to perform mystery shopper visits on our behalf and ask the FAP to feedback on their findings and recommendations.</p>	<p>Independent evidence will be validated by a broad spectrum of travellers with special access requirements. This will provide transparency to the process and impartial feedback on which we can use for improvement and/or further training.</p>

Service Offerings and Contractual Undertakings milestones

The timeline below shows that we will commence the backward-looking review and remediation in October 2015 and begin forward-looking assessments from Contract Award.

We will prepare at least once a year an EIA to the satisfaction of Scottish Ministers.

We will review current regulations and best practice on an annual basis to ensure that our EIA comply with current practices, this will be done prior to presentation of annual report to Scottish Ministers to ensure that the EIA presented is known to be up-to-date and any compliance gaps or future requirements are known and shared.



Contractual Undertakings	Milestone Date
Undertake a full backward review – an Equalities Impact Assessment of our current policies, procedures and operations across all internal and customer-facing channels	Commencement Date
Produce and action plan detailing actions,	Mid CY1

Contractual Undertakings	Milestone Date
responsibility, timescales and evaluation, on basis of backward looking Equalities Impact Review	
For all proposed services undertake a forward looking Equalities Impact Assessment in partnership with bodies such as Scottish Accessible Transport Alliance, Stonewall and Age Scotland applying ACAS guidelines and methodology	Commencement Date and on-going standard process
Produce and action plan detailing actions, responsibility, timescales and evaluation, on basis of forward looking Equalities Impact Assessment	On-going with review annually at end Contract Year
Ferry Access Panel to conduct mystery shopper checks to provide feedback on our customer service	Annual
Equality Impact Assessment to be presented annually to Transport Scotland and Scottish Ministers as part of annual report	Annual
Add Gaelic language to list of protected characteristics for inclusion in the Equality Impact Assessment framework	End CY1

*CY1 – Contract Year

Customer Complaints Process

- 1.4 The Operator's Customer Complaint Process shall for the purposes of Clause 36.1 and this Schedule be deemed to be part of the Customer Care and Accessibility Process. The process will include, but shall not be limited to, provisions for the following and shall be capable of the application of performance deductions provided for in Schedule 15, Part 2 section E:

- The receipt of complaints and feedback from customers by a reasonably comprehensive range of oral and written media;
- The provision of advice by reasonably comprehensive means as to the how (including to whom complaints should be addressed) complaints can be lodged;
- The methods by which complaints will be assessed and the Operators views and remedies communicated;
- An opportunity and process for appeals by a customer against the Operators views;
- Proportionate restitution.

- 1.5 The Operator shall review from time to time and in the first instance implement the following Customer Complaint Process:

1.8.4 Customer Complaints Process**Service offerings and contractual undertakings**

We will implement a transparent and accountable complaints process that supports the Scottish Ministers in the production of an annual report for public record.

a) Receipt and recording of customer feedback**Feedback channels**

We propose expanding on the traditional way of capturing feedback on paper forms with the introduction of digital technology. We believe that customer preference is towards digital feedback.

iPad kiosks will be installed at manned ports and on larger vessels in Contract Year 1. They will provide customers with the opportunity to rank the service they have just experienced, as well as containing a Net Promoter Score question. The captured data will be incorporated into the results of the other customer satisfaction activities, which are a new annual Ferry Passenger Survey and new mystery shopper activities with our new Ferry Access Panel (details can be found in 1.8.2 Accessibility).

Facebook will remain the preferred channel for sharing promotions, suggestions and information on related topics of interest for visitors to the islands. While we do not expect to receive many complaints on Facebook given the nature of the content posted there, we will monitor developments such as the recent debate on adding 'dislike' as an option for users to express dissatisfaction with content posted.

Other customer-facing solutions may arise through the period of the Contract, which will be evaluated and utilised if they add value to our customers. Google+ is one example of a rising dynamic that we will track to watch its progress and popularity as a feedback mechanism. We believe that by focusing our information gathering, sharing and listening activities on key channels (Facebook, Twitter, SMS, Website and 'phone) we offer a service that is accessible, inclusive and effective for as many customer groups as possible.

Infrastructure enhancements will improve opportunities for feedback

We propose as part of our Smart ticketing solution developed in partnership with Transport Scotland, to deliver Customer Help Points, which will be installed at all ports and slipways. These proposed help points will provide opportunities for customers to make inquiries about services, or to request assistance. We will endeavour to deliver a solution similar to the rail industry, providing consistency across the Scottish public transport network.

We recognise that a Squawk Box (railway style) may not be suitable in some exposed locations where the speaker may not be fit for purpose and requires a traditional handset. We propose to incorporate a webcam in the location to allow the contact centre agent to see the local situation and deter hoax calls. The webcam should use the same telephony system that the phone line uses and will not be dependent on a Wi-Fi signal. Calls from the help-points are proposed to feed into our Customer Contact Centre (CCC) and the out of hours numbers will be prominently displayed.

We will embrace positive feedback and develop a staff recognition scheme where a member of the public can nominate a member of staff for outstanding customer service.

Customers and communities will benefit from this approach and see that we hear what they say, acknowledge and respond to their suggestions for improvement or change. CFL staff experience the customers' perspective through reviewing complaints and staff that receive compliments are recognised for their effort.

We do receive complaints addressed directly to our Managing Director's office or that have come in through internal escalation, and these are managed at a senior level by the appropriate CFL executive.

Complaints from local lobbying groups and those of a political nature are handled using this process. CFL understands well the political nature of some of the complaints that we receive and, as the Operator of the Service, is to support political representatives in communicating with and supporting their constituents.

We believe that the current process works to the satisfaction of all parties in the political chain and intend to continue the existing process in the Contract.

Widening our reach to receive more feedback

We consider all feedback to be good feedback, so we are taking action to encourage more feedback by posting our ferries and ports on Euan's Guide to increase reviews from disabled travellers and their

Widening our reach to receive more feedback

families.

Response targets

Phone pick-up times target will be 28 seconds, improving on the current target and industry norm of 30 seconds. Industry standard practice is to answer 80% of calls in 20 seconds; we aim for 80% in 15 seconds.

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During times of disruption we will extend opening times in line with current practice to meet the demands of an increase in the number of calls expected.

Added value by switching on extra support in times of high demand

CFL leverages the experience of port staff in times of high demand on the Customer Contact Centre to ensure that customer waiting time is not impacted when CCC agents are busy. In addition, opening times are extended in times of major disruption such as that experienced during the industrial action in

Added value by switching on extra support in times of high demand

summer 2015.

Operational issues that arise can be quickly communicated to customers in a proactive manner by the CCC team, reducing the number of reactive communications that we receive when being asked for assistance or advice from customers. This approach also helps prevent escalations and negative feedback on social media. The process for handling these complaints is detailed in 1.8.4 Appendix A.

We believe this will lead to increased customer satisfaction resulting in lower complaints and higher advocacy on fast-moving social media which is geared to support customers when they are setting out on their journey or in the event that they are arriving late at a destination.

Single customer view

We will ensure CCC agents have insight of customer contact across all channels through our Single Customer View, in which all known information and history of our engagement with a customer is available to the agent.

Customer facing staff will receive training on the content of our digital platform, which they will be able to access to pass on information to customers, or be able to refer customers to the relevant pages to enable them to read the content in their own time.

We will ensure that our feedback process is inclusive. Any customer with special communication requirements is treated in a respectful and appropriate way and their feedback is recorded accurately through training of frontline staff in responding to customers with communications difficulties.

This approach will deliver well-managed customer interactions from informed staff, who have access to all relevant customer information and are empowered to make decisions.

b) Assessment of complaints, including quality management of process

We will measure our performance in managing customer complaints and report to Transport Scotland as part of our performance regime.

The reports will be collated by the Customer Contact Centre Manager and presented to Transport Scotland by the Contract Manager as part of the agreed reporting regime.

Complaints can be complex and contain a number of contributory factors leading to a customer being sufficiently frustrated to lodge the complaint. These will be unpicked and lodged as separate issues for resolution.

The three main pillars of this section are:

- » Performance regime
- » Complaint assignment
- » Root cause analysis

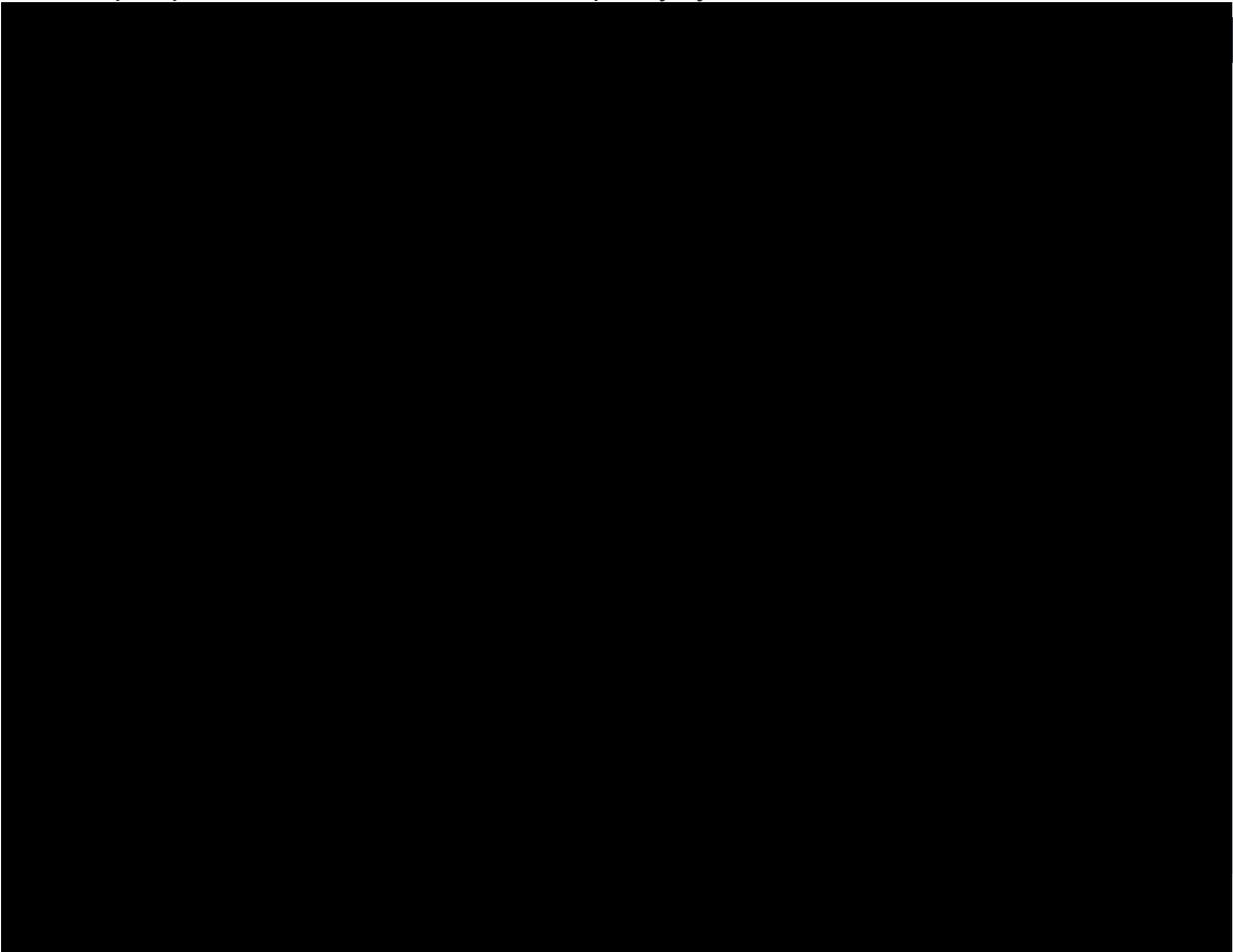
Performance regime

We will compare our performance against other industries, and outside of public transport, to gauge how other organisations deliver best practice customer care.

In our CCC environment we will test a modern approach to measuring performance by adopting a Customer Effort Score (CES), developed by Corporate Executive Board (www.cebglobal.com), as a reportable metric to be in place by the end of Contract Year one. Implementing a CES will aim to solve the issue that may occur in measuring first contact resolution, where we are unable to track the number of repeat approaches that are made before the customer gets a satisfactory solution. Industry research has shown that around 20% of repeat calls are about something that did not get resolved at first contact.

In CES the customer is asked how much effort they put into interacting with us.

We will implement CES version 2 where the customer is asked to rate us against the following question: *"The organisation made it easy for me to handle my issue"*. This simple question will be added to our telephony system in the CCC.



We will evaluate the added value that this brings after the first year of the Contract and share results with Transport Scotland.

We will monitor the number of complaints per passenger journey on a monthly basis and compare against the number of appreciations. From this, we will set an objective  over the period of the Contract in favour of appreciations. At this time this is an internal stretch goal.

Customer complaints made by customers travelling with disabilities, infirmities or in stressful situations (such as travelling with young children) will receive special attention and be picked up by the proposals developed as part of 1.8.2 Accessibility.

CFL currently measures the number and quality of calls, and on average takes 75 calls per person per day; this can rise to 200 calls per day in times of extreme disruption. By Contract Award we will have call recording, which will enhance our call taking and ensure we calibrate our staff performance across the CCC.

Complaint assignment

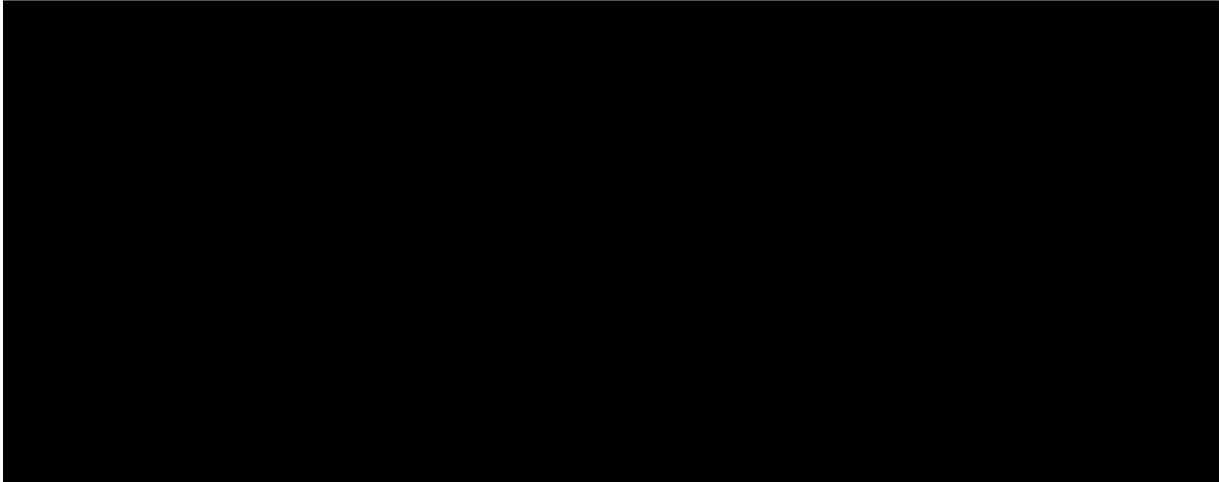
Complaints received by CFL will be split into three categories to better identify the main drivers of customer frustration, and to allow resolution to be considered from an empirical rather than anecdotal perspective. These are:

- 1 Feedback on aspects that are within CFL's ability to resolve, such as technical breakdowns and customer services
- 2 Feedback on aspects within the control of Transport Scotland and / or Government, such as policies, timetables and prices
- 3 Feedback on aspects generally out of the control of CFL or any other agencies. For instance, vessels unable to land or depart ports because of weather

CFL proposes to measure itself on number 1 - the aspects of the Service within its control - and to proactively support other agencies involved in delivery of the Service to understand the scope and scale of customer feedback that is coming in to CFL.

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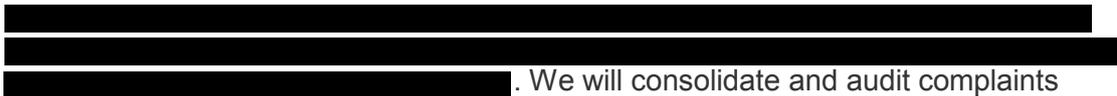
This approach demonstrates our commitment through partnership with key stakeholders and Transport Scotland to deliver the best service for our customers and delivers on our customer principles.

Delivery of a resilient, successful and popular ferry service depends on a number of organisations having the same approach and values towards customer service; this approach allows the participants to understand their role and importance in delivering on overall customer satisfaction.

Root cause analysis

Customer feedback will be analysed for recurring features that are under the direct influence of CFL as described above in complaint assignment.

Currently we report quarterly on customer performance and list the top three themes by region. We will ensure that action plans are developed based on the recurring topics that are most concerning and relevant to CFL as the Contract Operator.



. We will consolidate and audit complaints across the network and highlight to frontline staff (who are responsible for implementing the changes) the improvements that flow from the root cause analysis.

Benefits of this approach

The benefit of establishing the root cause of issues and acting on them will reduce repeat incidents and eliminate unwanted negative feedback.

Root Cause Analysis will be performed in a zero blame culture where it is seen as a positive activity to look to where we can do better. This is part of CFL living its customer principles.

c) Scheme for restitution

CFL currently operates a robust restitution policy that is over and above the absolute requirements of EU passenger rights legislation. We will continue to do this in recognition of the nature of our network and the potentially vulnerable position that travellers can find themselves in times of disruption, where alternative travel may be scarce and accommodation difficult to find and expensive.

We will continue to stay true to our customer principles and behave in a responsible manner while living our brand promise of *'Helping you get there'*.

We will consider that we are proactive in communicating passenger rights on our website, vessels and ports and will continue to display information on customers' rights on posters and provide leaflets on the ferries and at ports to ensure that information is easily accessible.

Ideally, there will be no need for restitution. As this need inevitably occurs from time to time, however, it is our principle to act responsibly and make it an easy process for our customers to reach a satisfactory conclusion.

d) Reports back to customers within acceptable timescales

We will bring the response time for customer feedback to 24 hours for e-mails, which is in line with industry best practice. Research performed by Call Centre Helper on 'What call Centres are doing right now' indicates that 24 hours is the standard response time for e-mails.

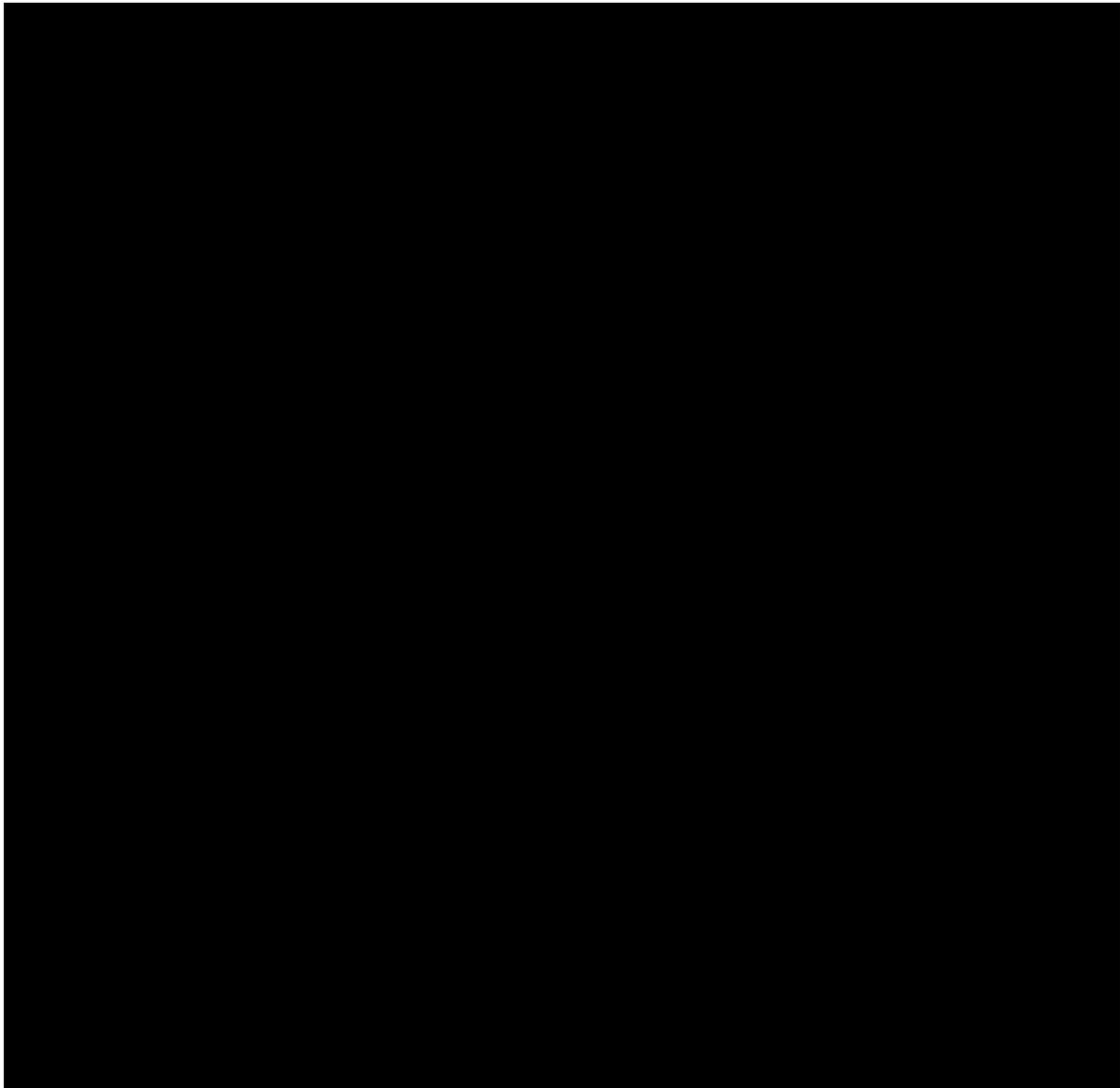


Figure 1.8.4 (i) Contact centre standards indicate that 24 hours is the standard metric used to judge performance.

We propose to improve initial response times over two periods; end of year one and end of year two of the Contract.

Current contractual targets	CY1	CY2
By Working day 5 receipt acknowledged	We will deliver 48-hour initial response by the end of the first year of Contract	We will deliver 24-hour initial response by the end of the second year of Contract
By Working Day 21 final reply sent to customer	By Working Day 21 final reply sent to customer	By Working Day 21 final reply sent to customer

This will be supported by a more effective use of self-serve feedback, more provision of Frequently Asked Questions (FAQs), more proactive explanations of where things have gone wrong and reasons given to reduce the emotional need for someone to complain.

A stepped approach to implementation gives time for the processes to be tested and refined before reaching best practice status in year two.

CFL is setting targets that Customer Contact Centres consider best practice; customers e-mailing into an organisation expect a first response within 24 hours (best practice) and 48 hours (standard practice). We will achieve 24-hour response to customers by the end of CY2.

e) Review of decisions

The current Contract requires a monthly performance report (with minutes) as well as a quarterly and annual report, which contains customer complaints. The complaint reporting metrics are provided by the Customer Contact Centre Manager and collated with other operating information by the Contract Manager for supply to Transport Scotland during regular scheduled contract meetings. CFL will build on this formal reporting structure with the following supplementary actions:

- » Monitoring
- » Mystery shoppers
- » Quality management process
- » Escalation of complaints

Monitoring

We monitor the performance of named staff members who are accountable for resolving complaints, as well as distributing compliments directly to staff accredited. This will form part of their performance review. Assigning the action of complaint resolution and the review of decisions that have been taken, to staff performance monitoring brings the benefit of raised awareness of the importance of this aspect of their job.

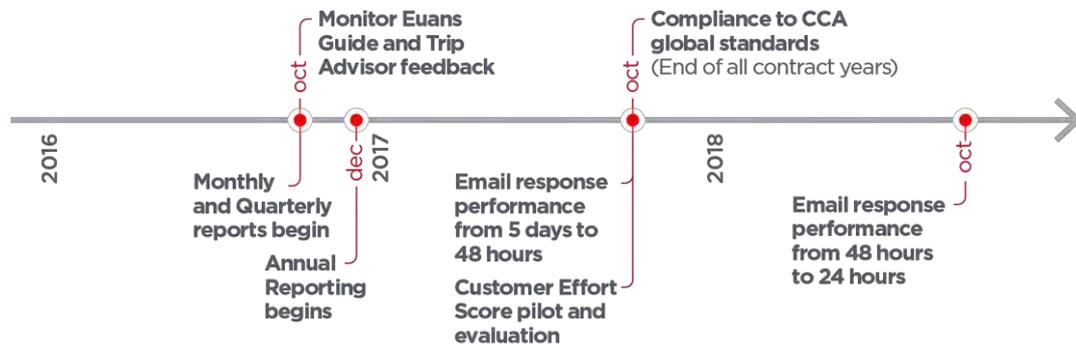
We will run a yearly Ferry Passenger Survey, that we developed in 2015 with Transport Focus (formerly Passenger Focus) who brought their considerable public transport experience to develop their first ferry survey for the UK. This questionnaire has been structured to deliver similar outputs to the national annual rail survey that Transport Focus runs for the UK rail industry, which will allow comparison across industries to the benefit of Government, as well as for customers and stakeholders.

We will run this annual survey during the summer months at a time to maximise its reach across a diverse customer type and to consider disruptions to operations on extremely busy sailings. The surveys will be collated and combined with mystery shopper feedback from our Ferry Access Groups members in time to be presented and discussed with Transport Scotland at the end of the Contract Year in October.

Our fair customer complaints process underpins our values in continuous improvement of the service. The following features and benefits of our approach include:

CFL feature	Benefit
Strong Social Media monitoring and interactions.	Will reduce complaints and improve customer satisfaction through proactive engagement and use of social media will inform customers of potential delays and alterations.
A recognition of the particular vulnerability that travellers face if stranded in isolated areas.	We will do our best to find accommodation or travel alternatives rather than leaving it to our customers to do, and we do not see our responsibilities as a compliance issue for passenger rights.

Service offerings and contractual undertakings milestones



Contractual undertakings	Milestone date
Monitor Euan’s Guide and Trip Advisor feedback	Commencement Date
iPad kiosks installed at manned ports and on larger vessels to capture customer feedback	CY1*
Compliance to CCA global standards	Annual
Telephone call pick-up times target of 28 seconds	Commencement Date
Pilot and evaluate Customer Effort Score pilot as a new approach to measuring performance	End CY1
E-mail response performance from 5 days to 48 hours	End CY1
E-mail response performance from 48 hours to 24 hours	End CY2
Customer Care Manager to collate monthly and quarterly reports	Commencement Date
Customer Care Manager to produce action plans on the basis of recurrent issues identified in quarterly reports	Commencement Date
Conduct annual Ferry Passenger Survey	Annual
Annual report capturing customer satisfaction as part of Ferry	Annually 6 weeks after end of

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 10

Contractual undertakings	Milestone date
Passenger Survey collated by Customer Contact Centre Manager	Contract Year end
Monitoring of ferry service, digital platform and contact centre using mystery shoppers	Quarterly every Contract Year
Supply open reports to Transport Scotland on our performance in responding to complaints and systematic issues that arise and our proposal for resolution	Commencement Date

**CY – Contract Year*

1.8.4 Appendix A Customer Complaints Process Map

Overview:

The customer care process is described using four process maps, these are:

- » The Customer Care Department
- » Social Media Feedback and Monitoring
- » The Managing Directors Office
- » The Escalation Process

The Customer Care Department

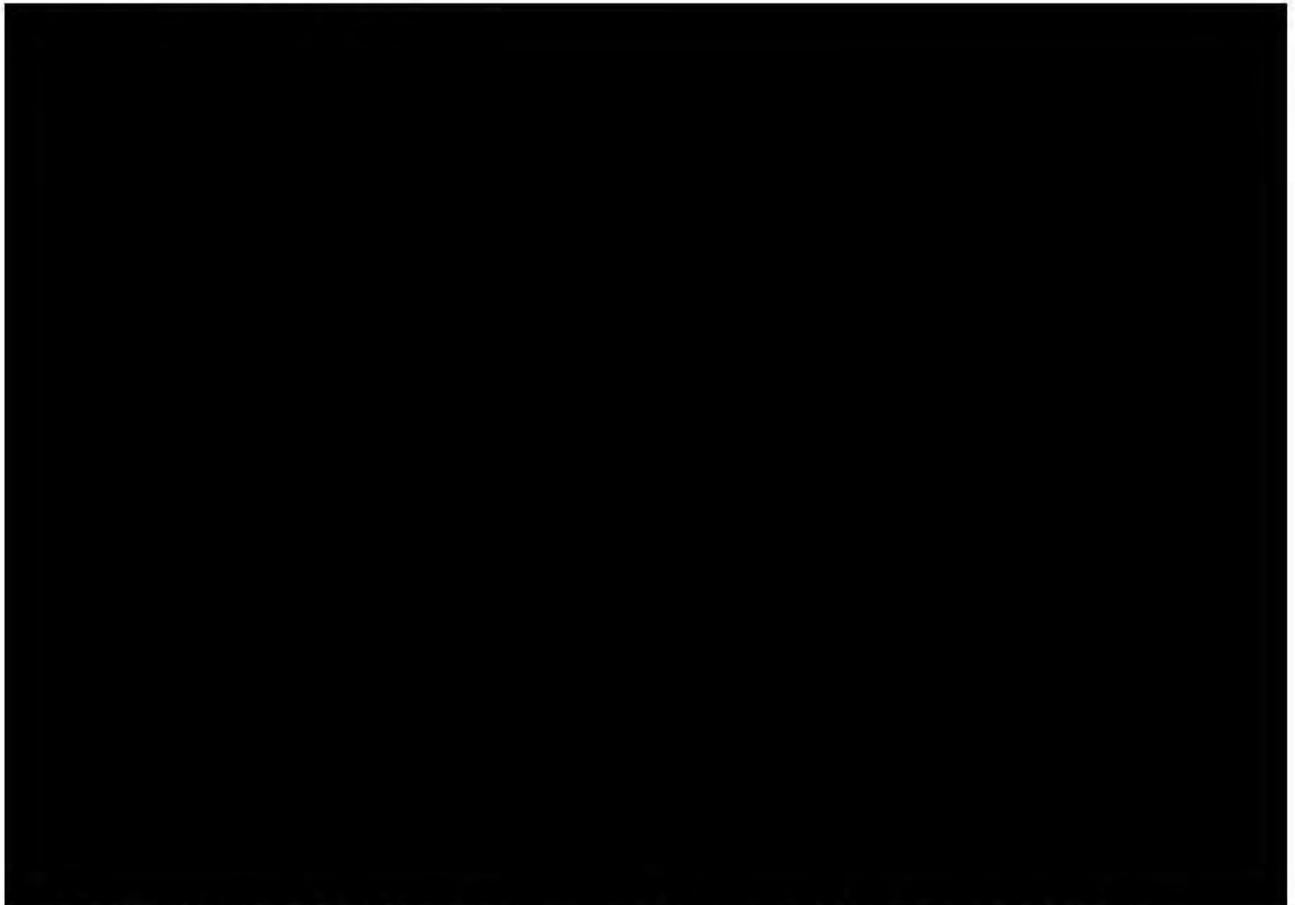


Figure 1.8.4 Appendix A (1) the process map of customer feedback inputting into the CFL Customer Care Team

Social Media Monitoring

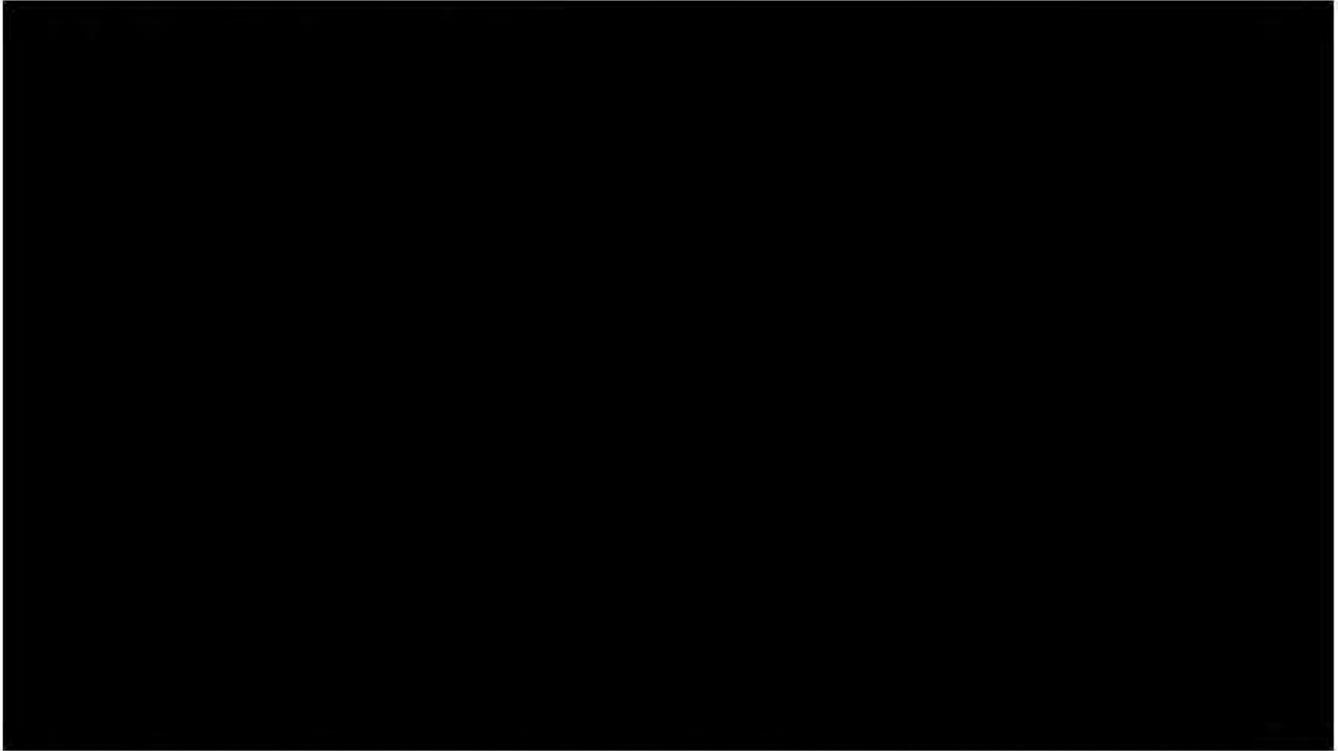


Figure 1.8.4 Appendix A (2) the process map of customer feedback and social media monitoring inputting into the CFL Customer Care Team.

The Managing Directors Office



Figure 1.8.4 Appendix A (3) the process map of customer feedback inputting into the office of the Managing Director.

The Escalation Process

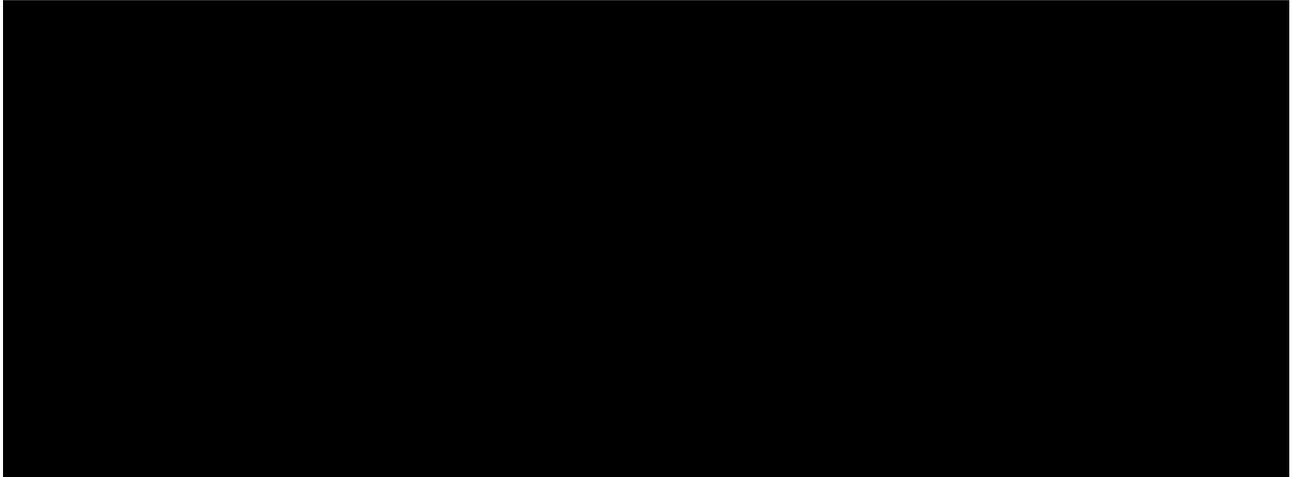


Figure 1.8.4 Appendix A (4) the process map of unsatisfied customer escalation to the CFL Customer Care Team.

Signed for and on behalf of the Scottish
Ministers

Signed for and on behalf of Calmac
Ferries Ltd

Signature.....

Signature.....

Executed Contract 22.08.16

Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedule 10

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Clyde and Hebrides Ferry Services
Contract for Provision of Ferry Services
Schedules 11 - 17

SCHEDULES 11-17 ARE INCLUDED IN PART 3