

Net Zero, Energy and Transport Committee

6th Meeting, 2023 (Session 6)

Tuesday 21 February 2023

Inquiry into a modern and sustainable ferry service for Scotland

Introduction

1. At its [meeting on 15 March 2022](#), the Committee agreed to undertake an inquiry into ferry services. The Committee had been referred [Petition 1872: Improve the reliability of island ferry services](#). The petition said the unreliability of ferries has resulted in losses to island economies relying on tourism and in travel restrictions for island residents, who need reliable and regular services.
2. The Committee noted there were issues with island connections beyond those covered by the petition. It agreed it needed to look at ferry services comprehensively and to launch an inquiry into current and future ferry provision in Scotland. The inquiry aims to seek out how best to secure a state-funded ferry service that is future-proofed, compatible with Scotland's net zero goals and will meet the needs of all service users, having regard in particular to the long-term sustainability of island communities. (See **Annexe A** for full inquiry remit.)
3. The Committee will consider what island residents, businesses, and other ferry users need from Scottish Government-supported ferry services and the institutional and funding arrangements that would most likely meet the needs of current and potential future ferry users. The inquiry will also explore what vessel size, type, deployment and crewing arrangements would best satisfy the needs identified.

Evidence so far

4. On 28 June, the Committee opened the inquiry with an evidence session with a panel of island community members to discuss their experiences of ferry services in Scotland and their ideas for the inquiry. [Read the Official Report here](#). The Committee then issued a call for written views on 1 July, which closed on 26 August. [All published submissions to the call for views are available here](#).
5. On 1 November, the Committee heard from private ferry operators their approach to running ferry services, and on how national service provision should be structured and procured. [Read the Official Report here](#).

6. On 8 November, the Committee held an evidence session with representatives from the business and tourism sectors. [Read the Official Report here.](#)
7. On 15 November, the Committee took evidence from representatives of trade unions to discuss crewing arrangements for ferry services and union members' experiences of working on ferries. [Read the Official Report here.](#)
8. On 31 January, the Committee held two evidence sessions with a panel of former members of the Scottish Government's Ferry Industry Advisory Group/Expert Ferry Group, and then from a panel of representatives from the Ferries Community Board. [Read the Official Report here.](#)
9. On 7 February, the Committee heard from two panels of local councils involved with operating, or affected by, the delivery of ferry services in Scotland. [Read the Official Report here.](#)

Other information gathered so far

10. There have been three visits in connection with the inquiry, during which Members took ferry trips and met with a variety of local stakeholders, such as ferry users, community groups and local authority representatives—

- 7 November - Arran;
- 28-29 - November, there were parallel visits to Orkney and the Western Isles.

11. On 17 January, the Committee held an online engagement event with Members of the Scottish Youth Parliament to learn more about how ferry services could better meet the needs of Scotland's young people. The Committee also held an online meeting with representatives of island communities to hear about their priorities for future ferry services.

Ferry services in Scotland

12. Major Clyde and Hebrides ferry services and services linking the Scottish mainland and Northern Isles are specified, let, and funded by Transport Scotland. Multi-year contracts for the provision of these services are awarded following competitive tendering exercises. The current operators are—

- CalMac Ferries Ltd: A subsidiary of David MacBrayne Ltd, itself wholly owned by Scottish Ministers, which provides ferry services to 22 islands and four peninsulas on Scotland's west coast. The current contract runs between October 2016 and October 2024.
- SERCO Northlink: A private sector operator, part of the major outsourcing company SERCO. It operates ferries between the Scottish mainland, Orkney, and Shetland. The current contract runs between June 2020 and June 2028.

13. Scottish Government supported ferry services are operated using vessels owned by Caledonian Maritime Assets Ltd (CMAL). CMAL is owned by Scottish Ministers and owns 36 ferries; 31 leased to CalMac Ferries and five to SERCO NorthLink. It is also

leading on the procurement of new vessels for these services. It also owns 16 Clyde and Hebrides harbours and owns or leases properties and port infrastructure at 10 other Clyde and Hebrides locations.

14. Orkney and Shetland Islands Councils operate all inter-island ferries in their area. Argyll and Bute and Highland Councils run a small number of short ferry services. There are two private sector operators running car ferries (Orkney- mainland and Gourock-Dunoon routes).

Scottish Government ferries policy

15. The Scottish Government's current strategy for ferry services in its [Ferries Plan 2013-2022](#), published in December 2012. This is due to be replaced by a new [Islands Connectivity Plan \(ICP\)](#) from the end of 2022. The Scottish Government says the ICP will be "wider in scope, taking account of ferry services, aviation and fixed links, as well as onward and connecting travel. The ICP will be supported by a number of delivery plans".

16. It will have several components—

- Long term plan for vessels and ports
- Community Needs Assessments
- Fares Policy
- Connecting and Onward Travel
- Low Carbon Plan

17. The Scottish Government published a [draft Long-Term plan for vessels and ports on the Clyde & Hebrides and Northern Isles networks \(2023 – 2045\)](#) in December 2022. This was circulated to "key stakeholders" and a final draft for consultation is expected in "early 2023".

Evidence session 21 February

18. At its meeting on 21 February, the Committee will turn its attention to the approach taken by other countries in the delivery of ferry provision by hearing from an international expert from Norway. It is expected discussions will cover how Norway has sought to address issues such as the decarbonisation of ferry services, and what best practice Scotland can learn from their experience.

19. The Committee will hear from—

- Harald Høyem, Transport Analyst, Asplan Viak AS.

20. The Committee will then hold an evidence session with ferry operators of government-subsidised services in Scotland to gather their views on the future of ferry provision and to discuss their current activities.

21. The Committee will hear from—

- Robbie Drummond, Chief Executive, CalMac Ferries;
- Stuart Garrett, Managing Director, NorthLink Ferries;
- Kris Bevan, Freight Manager, Northlink Ferries; and
- Jim Dow, Commercial Director, Northlink Ferries.

22. Prior to this session, the Committee wrote to both CalMac Ferries and NorthLink Ferries on 21 December seeking information ahead of the evidence session. The Committee received responses from both ferry operators, which are available in the annexes of this paper.

- [Written submission from NorthLink Ferries](#) (**Annexe B**)
- [Supplementary submission from NorthLink Ferries](#) (**Annexe C**)
- [Written submission from CalMac Ferries](#) (**Annexe D**)

Next steps

23. The Committee will conclude its evidence taking next week by holding evidence sessions with CMAL followed by the Scottish Government and Transport Scotland.

24. The Committee expects to issue a report with its main findings in Spring.

Clerks

Net Zero, Energy and Transport Committee

Annexe A

Remit - Inquiry into a Modern and Sustainable Ferry Service for Scotland

The Net Zero, Energy and Transport are holding a major inquiry into current and future ferry provision in Scotland, which will ask—

1. What do island residents, businesses, and other ferry users need in the short, medium and long term from Scottish Government-supported ferry services?
 - Meeting the needs and sustainability of island and remote rural communities and businesses, including secure jobs providing ferry services.
 - Meeting the needs of mainland communities and businesses, including visitors.
 - Service needs at different times of the year.
 - Which needs are better met by other modes, e.g. air travel where available?
 - How should the Scottish Government support council-run ferry services?
 - How can ferry users and island communities be involved in decision making at strategic and operational level?

2. What institutional and funding arrangements would most likely deliver service patterns, vessels, and crewing arrangements that meet the needs of current and potential future ferry users?
 - Can the current tri-partite arrangement (Transport Scotland, CMAL, Ferry Operator) for managing most ferry service provision be improved?
 - Can current tendering arrangements be improved, e.g. through service unbundling?
 - Can Scottish Government subsidies be better deployed to meet the needs of current and future ferry users?
 - Are current services providing best value for the taxpayer?

3. What vessel size, type, deployment and crewing arrangements would best satisfy the needs you have identified?
 - Vessel size and type
 - Sustainable propulsion systems (including energy-use and moves to low carbon systems)
 - Compatibility with harbour facilities
 - Onboard crew accommodation
 - Current procurement criteria and processes: what are their strengths and weaknesses? Are they “future proofed” to accommodate new technologies and the need for sustainable low-carbon travel?

During the inquiry, the Committee will also pursue the following objectives:

- To engage with communities impacted by problems with ferry services and understand better the impact these have, particularly on island life (in particular, the effects of weather on services, sustainability of population and attracting inhabitants, access to key services and businesses)
- To understand what a modern ferry service should look like from different perspectives, from island and mainland residents, individuals and businesses,
- To consider and draw attention to best practice in ferry provision and service including considering examples from private enterprise or internationally;
- To hold the Scottish Government, operators and asset holders to account and scrutinise carefully whether their decisions and strategies are in the best interests of service users and the taxpayer;
- To help inform Scottish Government's policies and strategies on ferries and island connectivity as well as the procurement process for future vessels.
- To identify the needs and views of different groups in particular young people and disabled people;
- To adapt scrutiny to the different needs, experiences and solutions of different islands and communities;
- Recognise the importance of island impact assessments carried out by relevant authorities; and
- To incorporate the contribution of transport to net zero goals into scrutiny throughout the inquiry.

Conclusions and recommendations will be set out in a report to the Scottish Government and Transport Scotland, setting out the Committee's views on how best to secure a state-funded ferry service that is future-proofed, compatible with Scotland's net zero goals and will meet the needs of all service users, having regard in particular to the long-term sustainability of island communities.

Annexe B

Written submission from NorthLink Ferries, 30 January 2023

Cancellations

Data held by NorthLink on the number of cancellations in the last 10 years broken down by vessel, route and reason;

Cancelled Sailings							
Year	Arrow	Hamnavoe	Helliar	Hildasay	Hjaltland	Hrossey	Grand Total
CY 2		10	30	24	6	10	80
CY 3	2	32	24	16	8	15	97
CY 4		22	15	15	13	11	76
CY 5		34	18	12	4	4	72
CY 6	5	30	28	24	8	7	102
CY 7	3	38	10	10	6	3	70
CY 8	2	44	29	13	12	9	109
C2 CY1		24	49	11	12	11	107
C2 CY2	2	32	26	17	11	9	97
C2 CY3 YTD	6	26	7	5	5	4	53
Grand Total	20	292	236	147	85	83	863

This data is published on our website by route at <https://www.northlinkferries.co.uk/news/statistics/>.

Any trends in adverse seasonal weather patterns and their impact on sailings;

No specific trends are noted, we would suggest however that the overall accuracy and availability of meteorological forecasting tools have improved significantly thus enabling a more considered and consistent approach to operational decision making.

What practical support NorthLink offer to passengers unable to travel due to cancellations, including finding alternative transportation or accommodation?

Our passenger welfare guide can be found at <https://www.northlinkferries.co.uk/wp-content/uploads/2020/06/NLF-passenger-rights.pdf>. This guide incorporates EU Passenger Rights Regulation No. 1177/2010.

These regulations draw a distinction between technical or other events within the operator's control versus weather disruption.

In any event assistance is provided where it is necessary, whether in terms of accommodation and/or alternative transport. Customers are routinely moved onto next available departure. Where available onboard accommodation may be provided.

Our SMS-LOP-NLFO017 Customer Service Manual Section 6: Cancelled or Delayed sailing outlines the internal process for handling cancelled or delayed sailings including the process to follow for contacting customers.

How does NorthLink alert passengers who do not have access to the internet about changes to sailing times and cancellations?

As per our internal process, SMS-LOP-NLFO017, each customer is contacted by use of bulk SMS messaging, email and/or phone call.

Does NorthLink compensate passengers who have incurred expenses in making alternative travel or accommodation arrangements when ferry services are cancelled? If so, can you provide details of how such compensation arrangements work?

All passengers are carried in accordance with our published Terms and Conditions of carriage which can be accessed at <https://www.northlinkferries.co.uk/legal/terms-and-conditions/>.

Customers are advised to consider the need for and purchase of travel insurance.

The arrangements for compensation are detailed in our passenger welfare guide which can be accessed via <https://www.northlinkferries.co.uk/wp-content/uploads/2020/06/NLF-passenger-rights.pdf>.

In summary, passengers are not entitled to compensation where cancellations are the result of adverse weather.

Freight transport

The Committee is aware that in certain weather conditions the carriage of timber and livestock is prohibited. Could you please provide the detail of why these goods cannot be transported in some weather conditions?

Timber

We do not routinely carry raw timber and do not have any specific guidance for its carriage other than core guidance from MGN 418 (M) Roll-on/Roll-off Ships: Stowage and Securing of Vehicles which should be read in conjunction with The Merchant Shipping (Carriage of Cargoes) Regulations 1999; MCA Roll-on/Roll-off Ships-Stowage and Securing of Vehicles Code of Practice.

Timber shipments on NorthLink would predominately relate to sawn timber for the building and construction sector.

Livestock

Carriage of livestock is controlled by the relevant legislation including Council Regulation (EC) No 1/2005 and The Welfare of Animals (Transport)(Scotland) Regulations 2006.

EC No 1/2005 Chapter II 3(a) states that:

“Organisers shall ensure that for each journey: the welfare of the animals is not compromised by insufficient coordination of the different parts of the journey; and the weather conditions are taken into account;”

Part 2 of the Welfare of Animals (Transport)(Scotland) Regulations 2006 states that;

Roll-on-roll-off vessels

5.(1) A master of a roll-on-roll-off vessel who fails to comply with point 3.1 of Chapter II of Annex I to Council Regulation (EC) No. 1/2005 is guilty of an offence under the Act.

(2) No transporter shall transport animals on a roll-on-roll-off vessel unless the master of the vessel has first verified the matters referred to in point 3.1 of Chapter II of Annex I to Council Regulation (EC) No. 1/2005 (additional provisions for transport on roll-on-roll-off vessels).

Based on these sections of the legislation master’s will make an informed decision based on the prevailing weather, sea conditions and their experience on the suitability of carrying livestock.

What advice is provided by NorthLink about the packaging of timber to enable it to be transported?

NorthLink do not routinely carry raw timber and does not have any specific guidance for its carriage or packaging other than core guidance from MGN 418 (M) Roll-on/Roll-off Ships: Stowage and Securing of Vehicles which should be read in conjunction with The Merchant Shipping (Carriage of Cargoes) Regulations 1999; MCA Roll-on/Roll-off Ships-Stowage and Securing of Vehicles Code of Practice.

NorthLink issue an annual reminder to all freight customers regarding cargo security referencing this guidance.

Does NorthLink offer compensation to owners of livestock lost due to delays in transit?

Carriage of livestock is covered by NorthLink’s Terms and Conditions of Carriage.

17. Limitation and exclusions of liability – livestock and other animals

- (a) Livestock must not be moved, collected or otherwise removed from the Vessel or any vehicle, trailer or Commercial Vehicle upon which livestock is carried without the consent of the NorthLink Ferries.
- (b) The responsibility for the wellbeing and restraint of all livestock rests solely with the Shipper of the livestock prior to the livestock entering and after exiting the lairage property.
- (c) NorthLink Ferries shall not be liable for injury, illness, loss or death of any animal whatsoever, howsoever or wheresoever arising or occurring, even if arising or

occurring as a result of negligence on the part of NorthLink Ferries, its servants, employees, agents, contractors and/or their sub-contractors.

(d) NorthLink Ferries shall have no liability for the cost of bedding or feeding livestock, incurred as a result of any Vessel not sailing or not arriving at the time advertised, even if the Vessel not sailing and/or arriving at an advertised time is due to negligence on the part of NorthLink Ferries or its servants, employees, agents, contractors and/or their sub-contractors.

(e) NorthLink Ferries shall have no liability of any kind whatsoever for the cost of bedding and/or feeding livestock that are refused carriage on any service, including as a result of the late arrival of that livestock at the load port.

(f) NorthLink Ferries shall not be accountable for the number of livestock stated on any consignment note (such number being taken on the representation of the livestock Owner or Shipper) nor for the correct selection of livestock on landing.

(g) NorthLink Ferries may direct Shippers of Livestock to take such steps as are necessary in order to comply with its obligations under The Welfare of Animals (Transport) (Scotland) Regulations 2006.

(h) NorthLink Ferries may at its absolute discretion require Shippers of livestock to ensure that livestock transported on the Vessels is accompanied by at least one person who has specific training or equivalent practical experience qualifying him to handle and transport vertebrate animals and to administer, if necessary, appropriate care to such animals.

(i) NorthLink Ferries shall be entitled at its absolute discretion to instruct a veterinarian to assess and/or provide treatment to livestock or any other animal carried or to be carried on its Vessels. The owner or Shipper of the livestock or other animals in question shall indemnify NorthLink Ferries in respect of all costs incurred in providing that assessment or treatment, together with any associated costs incurred to the veterinarian or others.

Who is responsible for animal welfare while livestock is in transit on a ferry?

Unaccompanied livestock in transit on a ferry is the responsibility of the vessel master.

Accompanied livestock in transit on a ferry is the responsibility of the accompanying shipper.

The proportion of custom on NorthLink ferry services represented by the transportation of whisky? In particular, the Committee would like to know whether there are routes or sailings which are predominantly patronised by the transportation of goods and representatives of the whisky industry and the profits made on these routes by NorthLink?

In 2022 less than 0.6% of all NorthLink freight volume was attributable to the Whisky industry. 94% of these volumes are carried on direct routes to and from Orkney.

Route	ABKI	KIAB	ABLE	LEAB	KILE	LEKI	STSC	SCST	Total
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Whisky (lane metres)	2,224	23	-	-	-	96	646	667	3,657
All Freight (lane metres)	79,25 6	61,20 6	182,3 27	168,2 49	20,53 4	11,79 9	31,65 1	32,90 8	587,9 30
%	3%	0%	0%	0%	0%	1%	2%	2%	1%

What data NorthLink holds on the types of freight being transported throughout the year on each route broken down by industry; and how the prevalence of freight transportation by type and route fluctuates throughout the year.

NorthLink capture the commodity shipped for the majority of drop trailer freight at both the primary industry sector level along with relevant subsectors. Detailed commodity capture data will be supplied in advance of our Committee appearance.

In summary though the prevalence of freight by type and route varies throughout the year. Across the year Aberdeen - Lerwick routes are dominated by the seafood sector which includes the export of white fish, farmed salmon and mussels and import of fish feed. This is punctuated in September and October by the agriculture sector's livestock exports. Aberdeen – Kirkwall routes are dominated by the agriculture sector livestock exports, however these volumes are not year-round with little shipped in the summer months and a peak each September and October. There is a significant volume of empty vehicles shipped on these routes due to the imbalance between imports and exports. In comparison to these routes, volume's shipped Lerwick – Kirkwall and Stromness – Scrabster are much smaller. The main inter-island (Kirkwall – Lerwick) shipments are waste being transferred from Orkney to the Shetland incinerator along with some seasonal aquaculture sector shipments. Stromness – Scrabster is dominated by self-propelled vehicles (lorries and vans) the detailed sectors for which is not routinely captured given the mixed loads presented but include utilities, facilities management, whisky and seafood. Drop trailer volumes on the Stromness – Scrabster route relate mainly to the seafood sector and general haulage.

The overall volume of freight carried by month and route is published on NorthLink Ferries website: <https://www.northlinkferries.co.uk/news/statistics/>

Emergency travel

The Committee would welcome detail of NorthLink's policy for emergency travel by island residents for occasions such as hospital appointments, end of life care requirements and funerals, including—

How this is accessed by travellers; and how many spaces, and what proportion of spaces, are retained for these purposes.

Contractually we are obliged to provide services on a first come first served basis.

However, in circumstances such as outlined passengers are accommodated on a routine basis by our Port based customer services teams.

No space is required, either routinely or contractually to be retained for these purpose, however during the COVID-19 pandemic we held a small number of cabins for emergency responders, essential key contractors, medical personnel, NHS patients and other travel as authorised during the pandemic. These were allocated by the shore management team based on the circumstances advised by the customer and in accordance with Covid-19 restrictions in place from time to time.

Data held by NorthLink on the number of people seeking last minute ferry bookings broken down by reason and success rate.

We monitor the number of show-go bookings accommodated, but neither the reason or nor the success rate.

Show Go bookings 2022 per route and total			
FY 2022	Total Pax	Show Go Pax	% Pax Show Go
ABKI	16,584	420	2.53%
ABLE	64,482	555	0.86%
KIAB	16,287	331	2.03%
KILE	8,863	89	1.00%
LEAB	63,832	636	1.00%
LEKI	9,411	80	0.85%
SCST	80,265	3,530	4.40%
STSC	79,575	1,997	2.51%
Total	339,299	7,638	2.25%

Contracts

Can you set out the contractual process for making changes to timetables, routes or the length of the sailing day?

The process for making changes to services is contained in the Northern Isles Ferry Services Contract 2020-2028 which can be accessed at <https://www.transport.gov.scot/publication/northern-isles-ferry-services-contract-2020-2028/>.

Specifically Schedule 3 – Services & Specification of requirements section 2.7 Timetable revisions and demand for additional services which can be accessed at <https://www.transport.gov.scot/media/51357/schedule-3-services-specification-of->

[requirements.pdf](#) and Schedule 14 – Variation to services, using the Contract variation form (<https://www.transport.gov.scot/media/51367/schedule-14-variation-to-services.pdf>).

The definition of a contract variation is contained in Schedule 1 - Definitions and Interpretations which can be accessed at <https://www.transport.gov.scot/media/51355/schedule-1-definitions-and-interpretation.pdf>.

Staff

The Committee heard evidence on verbal and physical abuse of ferry staff by passengers. The Committee would welcome information on NorthLink policy on dealing with these situations and on staff wellbeing.

In summary Serco NorthLink Ferries take inappropriate behaviour on-board and, in the terminals, very seriously and will take whatever action is necessary to eradicate this from our vessels and premises. All company employees and managers are empowered to take appropriate actions, where appropriate to do so, to ensure that the passenger experience and working environment is fundamentally safe. To support both staff and other passengers the authorities should be called to attend any incident where a passenger, or potential passenger, is deemed to be threatening or abusive. This also applies to any breach of the peace or unlawful act. The Company will press for prosecution of any person who is creating a situation which puts staff or other passengers in a potentially dangerous or vulnerable situation.

Our procedures references the additional information provided on our website and our Terms and Conditions of carriage;

<https://www.northlinkferries.co.uk/legal/additional-information/>

Passenger Behaviour

Passengers appearing under the influence of alcohol or drugs at check-in cannot expect to be allowed to board the vessel. Similarly, while our bars and restaurants do serve alcohol during sailings, our staff are authorised to refuse to serve alcohol to anyone whose behaviour may cause offence to other passengers or who may be deemed to be putting themselves, staff or fellow passengers at risk. Our terminals and vessels are entirely non-smoking including e-cigarettes in all public indoor areas. On board our ships there are designated smoking areas on the outside decks. Within our Conditions of Carriage there is an implicit expectation as to the standard of behaviour expected of passengers on board.

<https://www.northlinkferries.co.uk/legal/terms-and-conditions/>

10. Alcohol consumption and smoking

(a) Passengers who are deemed by NorthLink Ferries in its absolute discretion to be under the influence of drink or drugs or otherwise and are deemed to pose a risk of disturbance or of harm to themselves or to others shall not be permitted to board a Vessel or may be removed from vessel. NorthLink Ferries shall not be required to reimburse the Passenger the cost of the booking nor any other costs incurred by the Passenger resulting from the refusal to board or removal from a vessel.

(b) Certain NorthLink Ferries vessels sell alcohol. In its absolute discretion, NorthLink Ferries may refuse to sell alcohol to any Passenger.

(c) Smoking, including the use of e-cigarettes, is prohibited on all areas of the Vessels other than those external areas designated as permitted smoking areas.

Incidents are reported via a Passenger Behaviour Incident (PBI) Report Form (SEC 306.1 NLF). If required there is a punitive action process which may result in passengers being barred from travel.

Staff Health and Wellbeing is supported through:

- Serco Employee Assistance Programme
- Shoreside Health & Wellbeing Committee
- Our commitment to Staff Health and Wellbeing is recognised by our holding the IIP Health & Wellbeing Award
- Signatories of Maritime UK's "Mental Health in Maritime" Pledge
- Mental Health First Aid Training provided to shipboard and shore personnel

What are the practical benefits of the provision of on-board accommodation for NorthLink seagoing staff? Could similar benefits be realised by the provision of on-shore accommodation?

Our vessels are manned consistent with industry standards taking account of operating parameters and hours of rest regulations. On-board accommodation is essential given the route operating network, service delivery requirements and vessel safe manning.

Annexe C

Supplementary submission from NorthLink Ferries, 9 February 2023

Serco Business

21st February 2023








NZ, ENERGY AND TRANSPORT COMMITTEE




Operated by serco

Serco Business

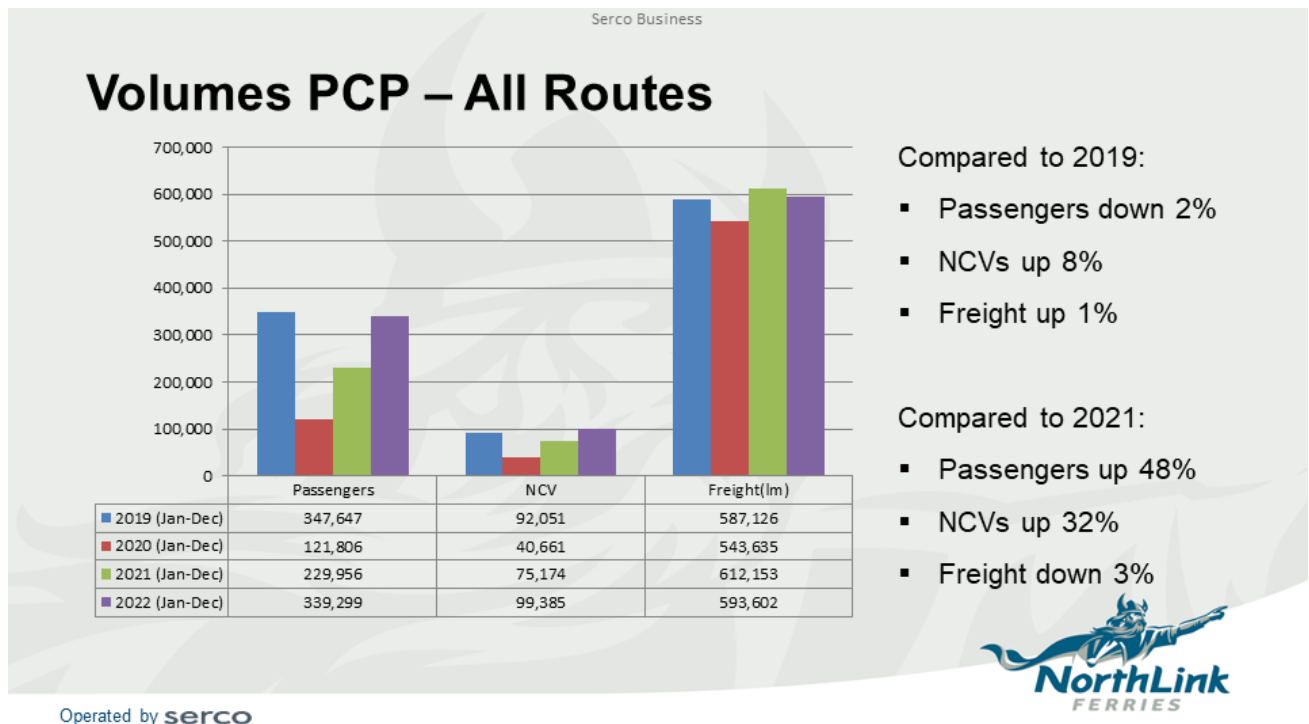
NorthLink Ferries

Routes	Ships	Ports
	  	  

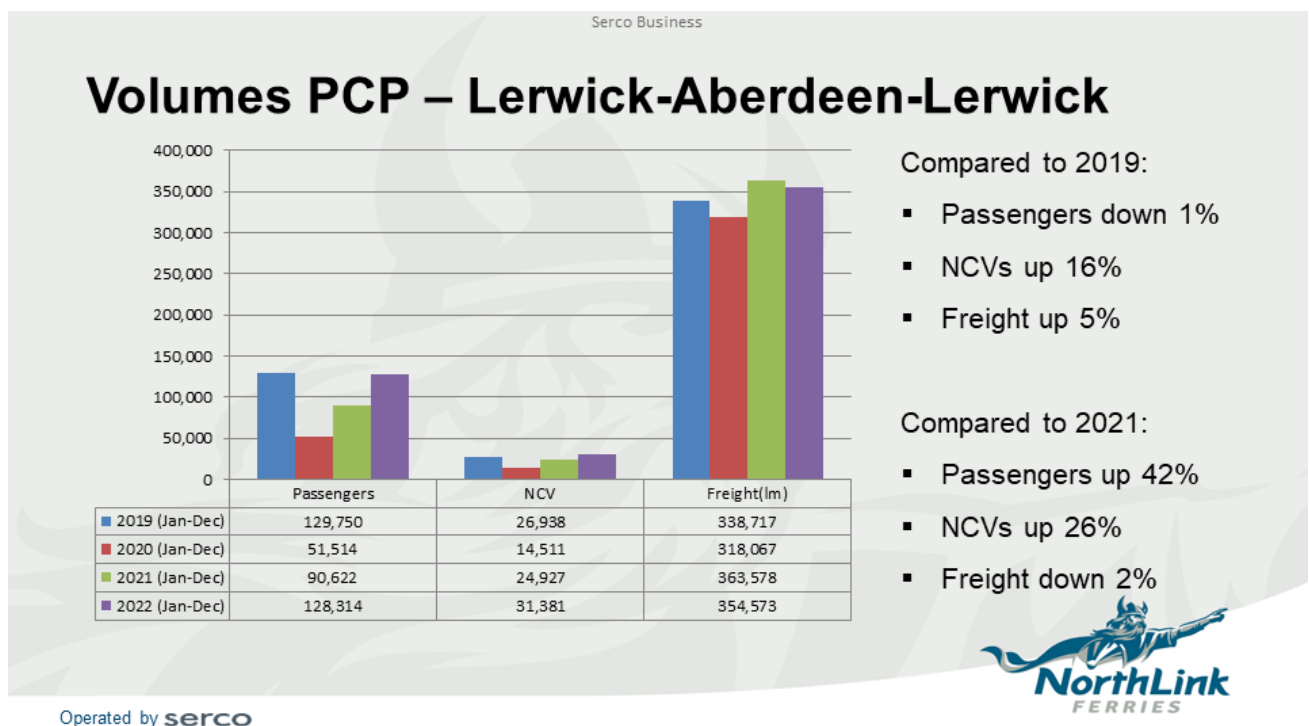


Operated by serco

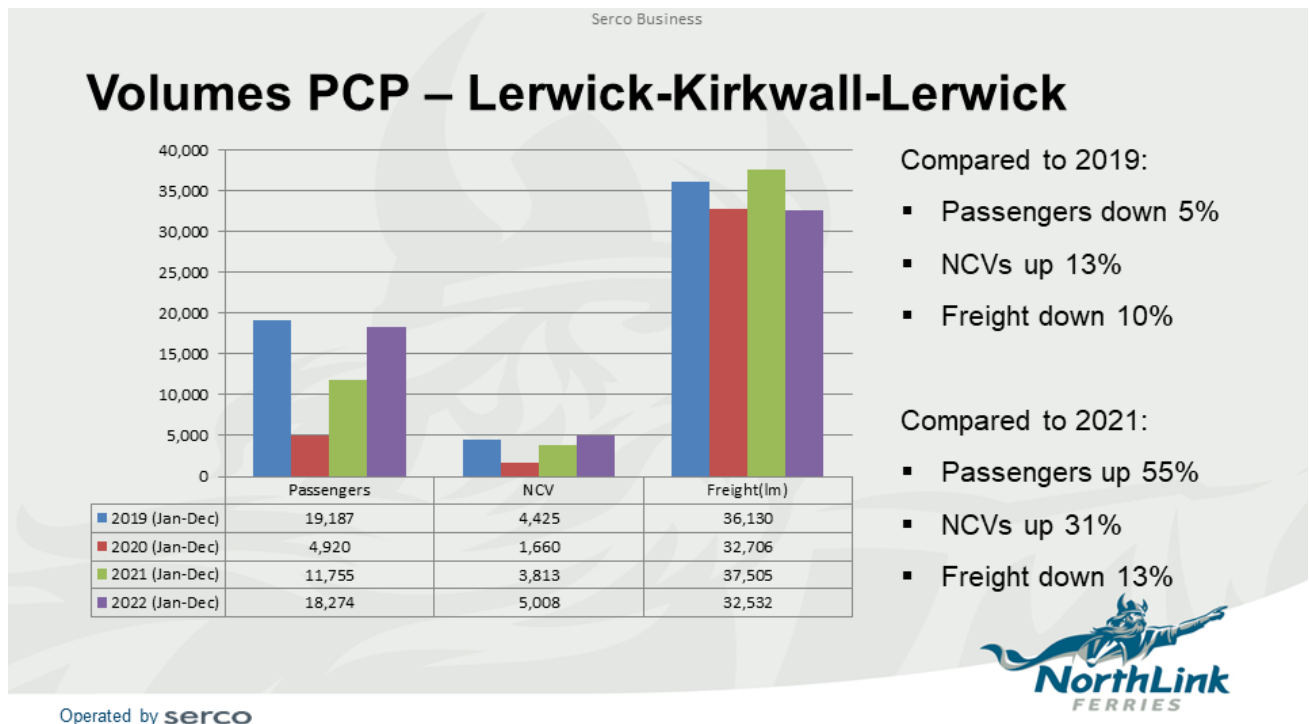
Volumes v PCP – All Routes



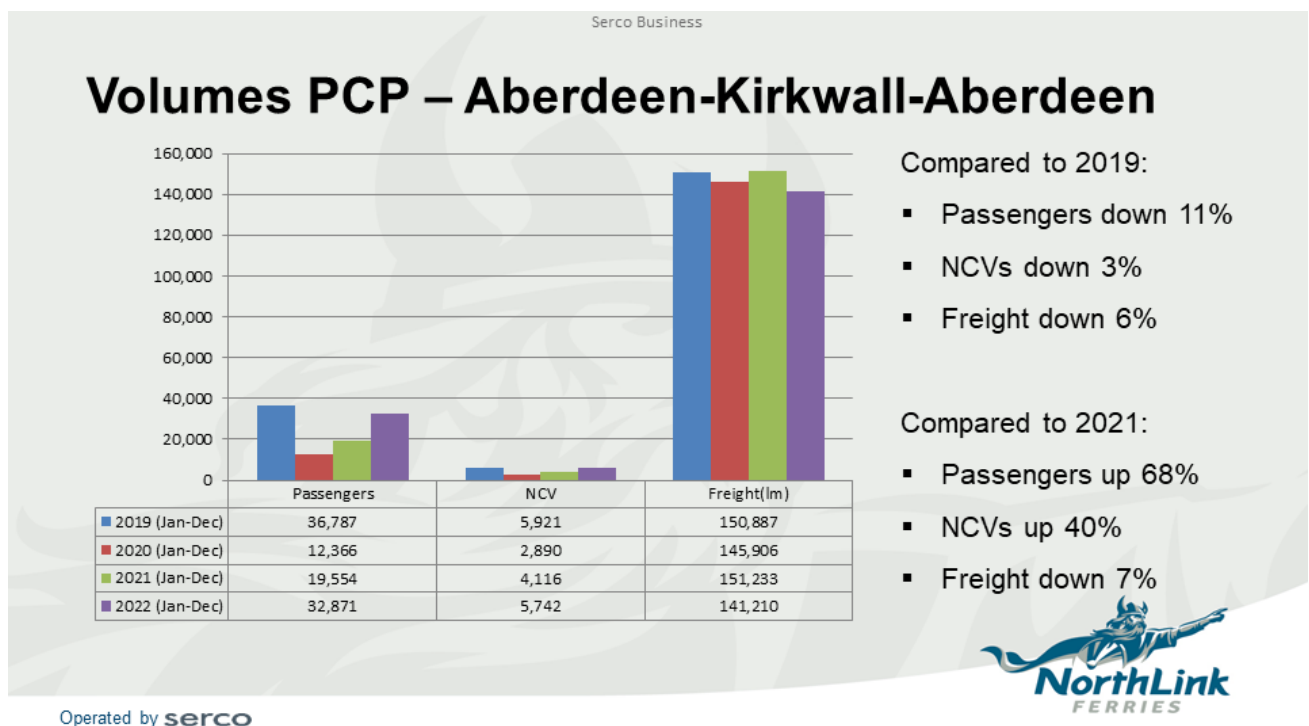
Volumes PCP – Lerwick-Aberdeen-Lerwick



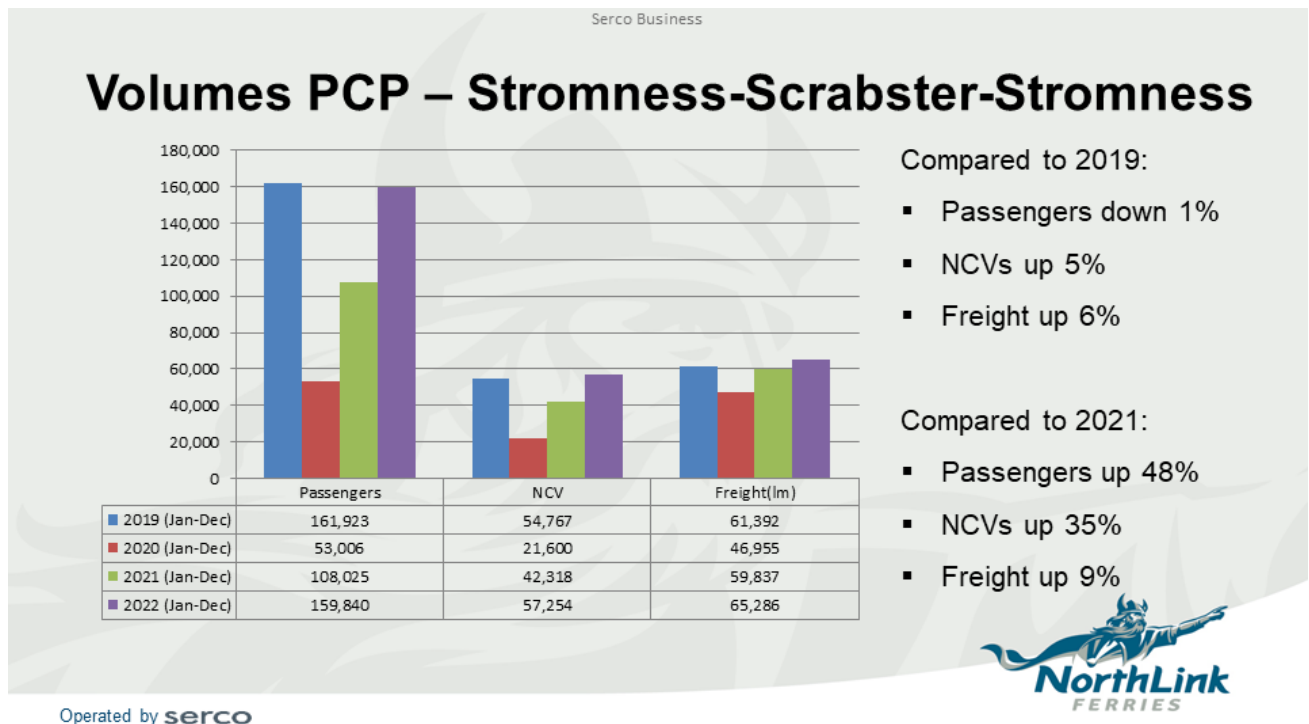
Volumes PCP – Lerwick-Kirkwall-Lerwick



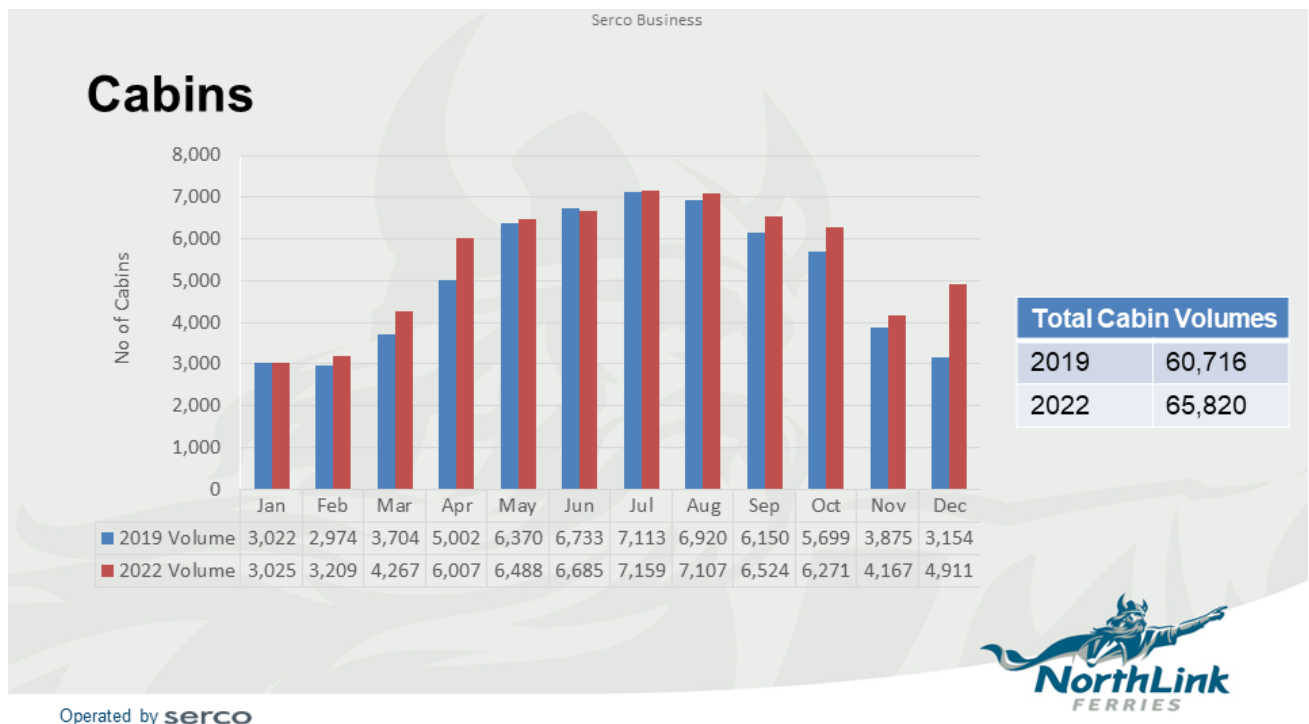
Volumes PCP – Aberdeen-Kirkwall-Aberdeen



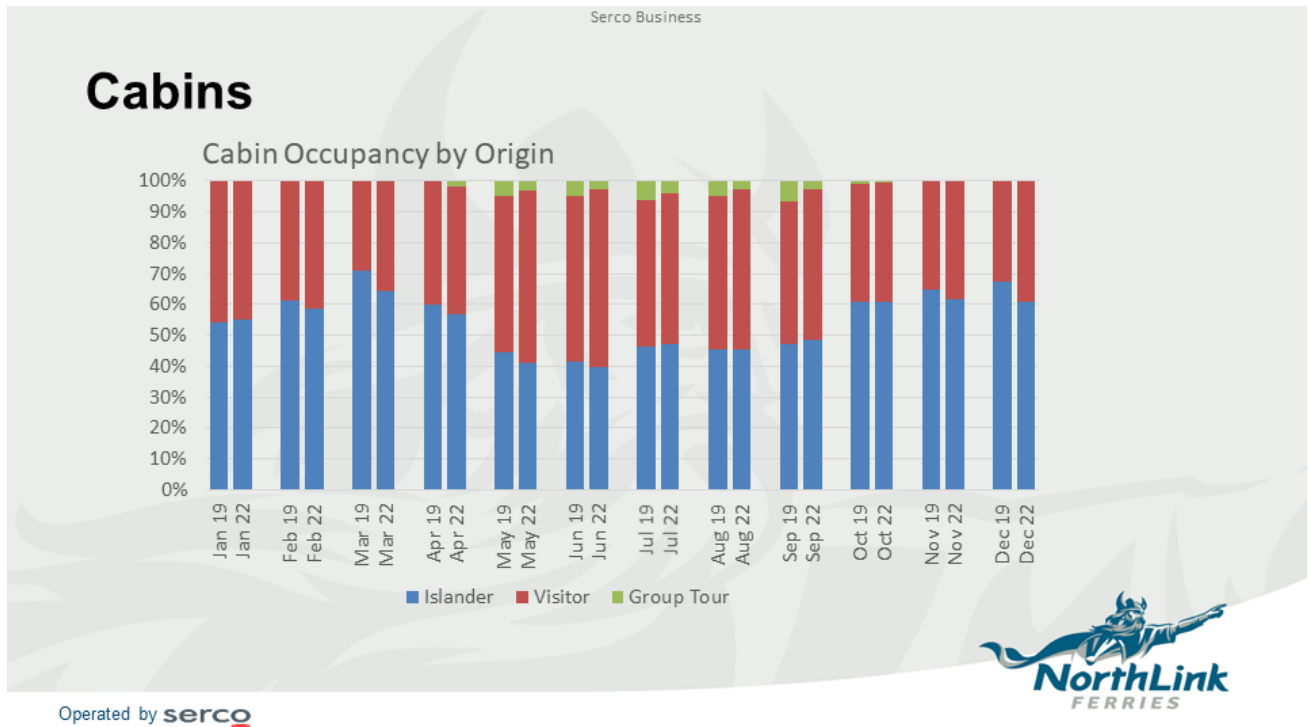
Volumes PCP – Stromness-Scrabster-Stromness



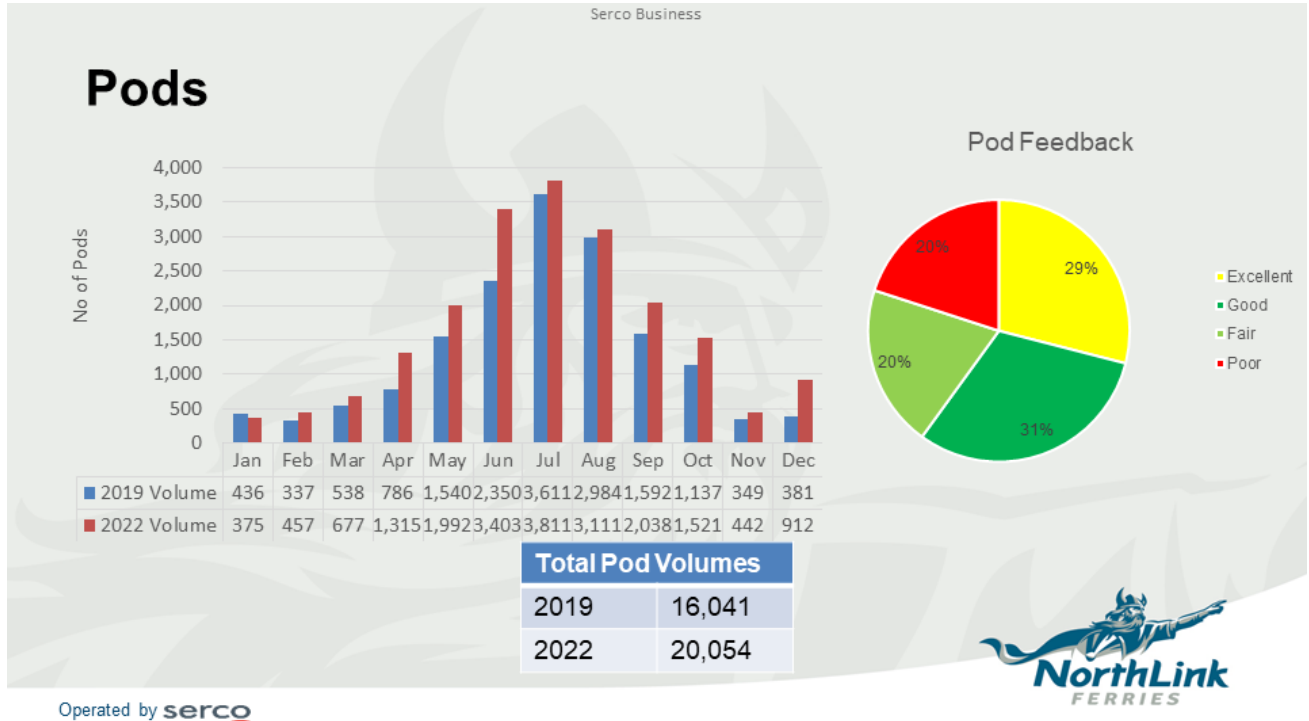
Cabins



Cabins



Pods



Freight & Livestock

Serco Business

Freight & Livestock

In 2022 NorthLink shipped the equivalent of almost 44,000 articulated trailers of freight.

- The seafood sector accounts for around 21% of all volume on the Lerwick route and contributes £300M a year to the Shetland economy.
- NorthLink are licenced as a Type 2 Animal Transporter with livestock shipments forming a key part of lifeline service delivery.
- Freight volumes in 2022 were driven by Viking Wind Farm project on Shetland.
 - Additional freight services introduced from February 2022 to meet demand.
 - Regular engagement with primary contractors and wider supply chain.

NorthLink regularly engage with key stakeholders in the seafood and agriculture sectors.

- This includes monitoring demand patterns to align service delivery and understand future forecast volumes.
- Providing a response to the Farm Animal Welfare Committee consultation on the live animal during transport to Scottish Government & DEFRA
- Sharing data and operation expertise to inform the Shetland Freight Capacity Study and forthcoming Shetland NIFS Data Project

2022 VOLUMES – ALL ROUTES

Month	2021 (Lane metres)	2022 (Lane metres)
Jan	38,000	40,000
Feb	38,000	42,000
Mar	48,000	55,000
Apr	48,000	50,000
May	48,000	48,000
June	48,000	48,000
July	48,000	48,000
Aug	48,000	50,000
Sept	58,000	62,000
Oct	58,000	60,000
Nov	48,000	48,000
Dec	48,000	42,000

Annual livestock exports

	2020	2021	2022
Cattle	25,163	24,955	26,897
Sheep	152,045	154,846	151,299

Operated by

Commodity Capture

Serco Business

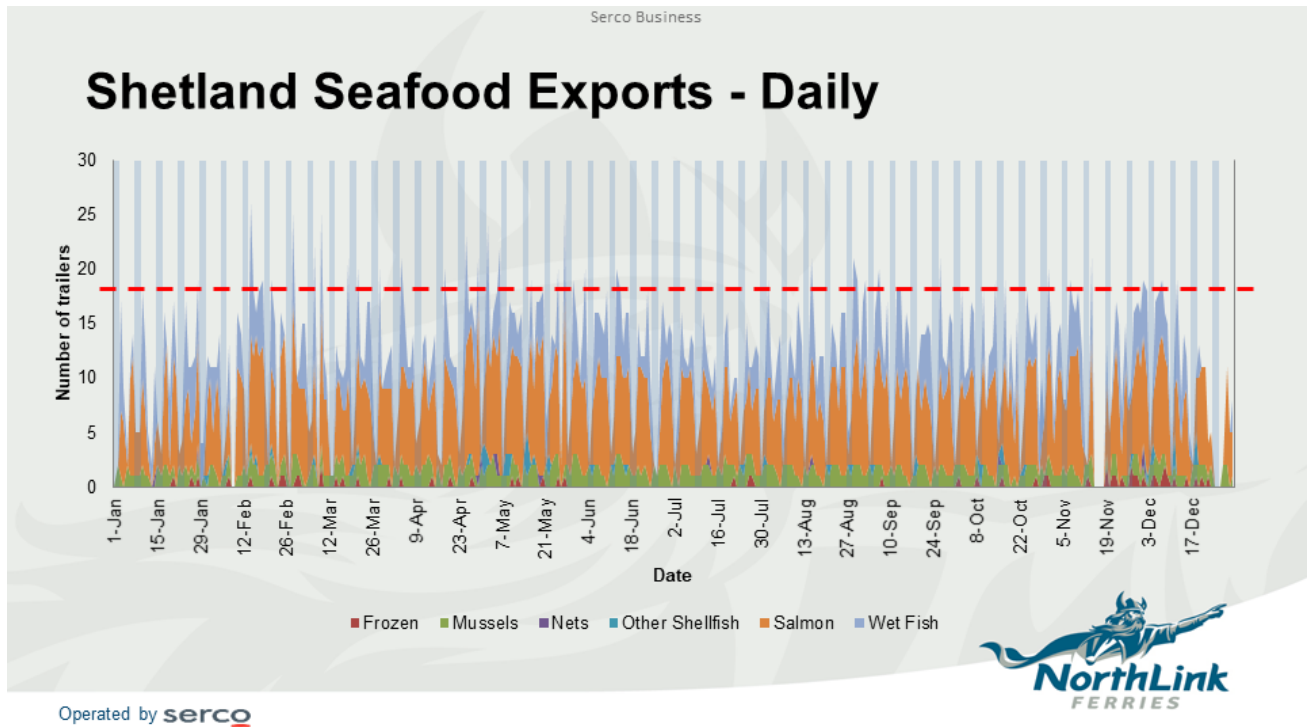
Commodity Capture

Freight Shipments by route, month and industry sector

- AGRICULTURE
- BUILDING AND CONSTRUCTION
- EMPTY
- ENERGY
- FOOD & DRINK
- GENERAL
- OTHER
- POST AND PARCELS
- RETAIL
- SEAFOOD
- SPECIALIST
- UNACCOMPANIED FREIGHT

Operated by

Shetland Seafood Exports - Daily



Operations

Serco Business

Operations

DNV classification for all 5 vessels

MCA flag state for RoPax and IoM for Freight vessels.

ISO 9001:2015 Quality Management System

Environment

- ISO 14001:2015 Environmental Management System external recertification Q1 2022.
- Hamnavoe Shore Power - power supply system, known as 'cold ironing', will cut the current overnight carbon footprint from the vessel's diesel generators and engines.

Resilience

- Risk Management Plan reviewed 6 monthly
- Respiratory infection, including COVID-19 Risk Management plan.
- Business Continuity Plan

Dry Dock 2023

- Hamnavoe 16th - 22nd Jan. Hrossey 4th – 19th Feb. Hjaltland 4th – 19th March.


Operated by **serco**

Sailing Statistics

Serco Business

Sailing Statistics

Year	Ship						Grand Total	Relief	Non-Relief	Sailings Operated	% Non-relief
	Arrow	Hamnavoe	Helliar	Hildasay	Hjaltland	Hrossey					
CY 2		10	30	24	6	10	80	77	3	2,800	0.11%
CY 3	2	32	24	16	8	15	97	95	2	2,810	0.07%
CY 4		22	15	15	13	11	76	74	2	2,843	0.07%
CY 5		34	18	12	4	4	72	70	2	2,859	0.07%
CY 6	5	30	28	24	8	7	102	100	2	2,887	0.07%
CY 7	3	38	10	10	6	3	70	70	0	2,921	0.00%
CY 8	2	44	29	13	12	9	109	109	0	2,734	0.00%
C2 CY1		24	49	11	12	11	107	68	39	2,832	1.38%
C2 CY2	2	32	26	17	11	9	97	97	0	2,880	0.00%
C2 CY3	6	26	7	5	5	4	53	47	6	1,569	0.38%
Grand Total	20	292	236	147	85	83	863	807	56	27,135	0.21%



Operated by serco


Onboard

Serco Business


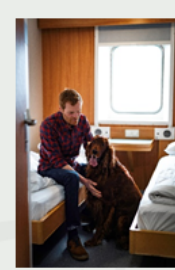
Onboard

There is a variety of onboard services including accommodation ranging from Cabins to Sleeping Pods.

- Self service restaurant
- Magnus Lounge
- Bar
- Cinema




We pride ourself on using local produce wherever possible and source 91% of food and other hotel operation service from within a 50 mile radius of our operating port.

Recent improvements include

- Completion of the new onboard TV system with movies and box sets on demand and TVs in every cabin.
- Addition of 3 pet cabins to the Hjaltland and Hrossey bring the total to 8 on each vessel.
- New pet friendly lounge for 2023 on M.V Hamnavoe



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Our People

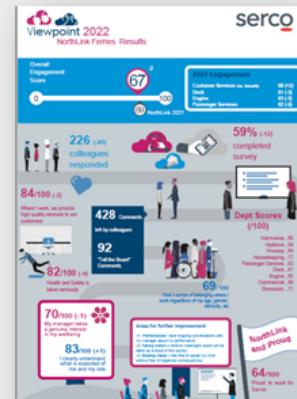
Serco Business

Our People

Total headcount: 467

We currently have 13 trainees in the business;

- 11 - Officer Cadets
- 2 - Shore Apprentices



Investors in Diversity, Investors in People – Platinum, Investors in Young People – Gold, We invest in Wellbeing – Gold, Accredited Scottish Living Wage employer.



Operated by serco

Marketing, Sponsorship & Social Media

Serco Business

Marketing, Sponsorship & Social Media



2023 Marketing Campaign

NorthLink Ferries ran a strong Marketing campaign in 2022 to generate interest in Shetland and Orkney which will continue into 2023.

This is joined by a comprehensive Social Media advertising campaign as well as advertising in newspapers and magazines.



Partnership working

NorthLink Ferries have continued to work with VisitScotland, Promote Shetland, Destination Orkney and others to promote the Northern Isles

NorthLink Ferries has organised and assisted in various Influencers and Press trips.

NorthLink has also run numerous competitions

For Scotland's Year of Stories #YS2022, NorthLink showcased Northern Isles folklore and historic stories.

NorthLink engages regularly with the Shetland Tall Ships 2023 event organisers with a view to supporting this event.



Community Engagement

NorthLink's sponsorship programme is open and currently accepting applications for the period 1 October 2022 to 31 March 2023.

Our sponsorship programme supports travel for a wide range of school and community groups.



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Annexe D

Written submission from CalMac Ferries, 31 January 2023

Dear Edward Mountain MSP,

I am writing in response to your email of 21 December 2022 which requested some information in advance of the upcoming Net Zero, Energy and Transport Committee Inquiry into a Modern and Sustainable Ferry Service for Scotland.

The following pages provide answers to the questions raised in your email. I hope that these answers will help support the inquiry, which I look forward to attending in February.

Yours sincerely,

Robbie Drummond
Chief Executive of CalMac Ferries

Cancellations

1. Data held by CalMac on the number of cancellations in the last 10 years broken down by vessel, route and reason.

Please see **Appendix 1 and Appendix 2** – Pages 11 & 13. CalMac technical reliability is consistently above 99% which compares very well to other transport modes and a reflection of the professionalism and dedication of our staff. Less than 1 in 100 sailings are impacted by a technical failure. Around 3% to 4% of sailings are impacted by weather cancellations so around 1 in every 30 sailings, significantly impacting the actual experience of customers and communities.

The challenge around disruption is exacerbated by constrained capacity. The growth in traffic of around 30% in recent years driven by the success of RET (Road Equivalent Pricing) means that it is more difficult to manage customers who suffer disruptions as more sailings are booked to full capacity.

As we operate all our large vessels to the maximum capability, and we have no spare vessels, we have no ability to run additional sailings to support technical disruptions. We will always seek appropriate weather windows where sailings are impacted by weather, subject to legal hours of rest.

We have introduced initiatives to continuously improve the resilience of our fleet.. This includes having long term yard contracts in place to better manage the relationship with our key strategic suppliers. We have invested in a new warehouse and workshop facility, giving us a centralised climate-controlled space for storage of spare parts and a modern facility for service and repair of machinery. We are also investing in spare parts stocking, in particular, for obsolete machinery and have initiated a condition assessment programme to identify risk to resilience across the fleet with particular emphasis on older vessels. We

have a project in progress to update our maintenance management technology and to improve the processes, procedures and structure associated with managing the vessels.

2. Any Trends in adverse seasonal weather patterns and their impact on sailings?

Please see **Appendix 2** – Page 13.

We are already seeing evidence of a changing climate in Scotland. Over the last few decades our climate has warmed, and patterns have changed. The weather extremes we are experiencing are also changing with our hottest days becoming hotter and our wettest days becoming wetter (Source: Adaptation Scotland). With an operation exclusively on the exposed west coast, adverse environmental conditions, particularly wind speed and sea conditions, are our primary cause of disruption. Whilst we are not aware of any accepted research to back up the assertion that the west coast is getting windier in average terms, our sense is that locally we are experiencing more extremes in wind range. Masters report that storms and adverse sea conditions are deeper and more frequent.

3. What practical support CalMac offers to passengers unable to travel due to cancellations, including finding alternative transportation or accommodation?

Our port teams will always endeavour to provide assistance to passengers affected by service disruption, particularly if the nature of the disruption means that they are not able to reach their destination that day. For many of our routes, alternative travel options are not available, but where there are, we will always advise customers of these. We will also advise as to what they are entitled to under the Passenger Rights scheme (if applicable for technical or operational disruption).

If there is an alternative route, we would look to increase capacity on this route (such as on the secondary Arran service, where currently MV Catriona is providing additional sailings between Lochranza on the North of the island with Claonaig or Tarbert on the Mull of Kintyre) to provide passengers with an alternative, whilst recognising that the alternative is often a much longer journey.

We are also trying to work with local communities to provide stranded passengers with easy, straightforward means of finding available accommodation when they find themselves unable to travel and are stuck on an island. We actively engage with the Local Resilience Partnerships to identify opportunities to better provide for passengers who are stranded because of service disruption.

Regional and Local Resilience Partnerships (RRPs/LRPs) are the principal mechanisms for multi-agency co-ordination under The Civil Contingencies Act (2004). They are defined as a category 1 responder under the legislation along with the emergency services, health boards, SEPA and MCA.

The RRP/LRPs promote co-operation between organisations in preparation for and responding to national emergencies. A Resilience Partnership may be activated to deal with the wider consequences of the emergency and ensure that multi-agency response is well coordinated and effective. Resilience Partnerships can be convened at a local level or across a wider area depending on the nature of the incident and the organisations involved.

CalMac is defined as a Category 2 Responder along with other transport operators, utilities NHS and Health and Safety Executive.

4. How does CalMac alert passengers who do not have access to the internet about changes to sailing times and cancellations?

CalMac uses a wide range of communication channels to update customers on changes to sailings. This includes our website as well as social media platforms such as Twitter, where our 'CalMac Service Info' account shares alerts with over 37,000 followers. CalMac also sends email and text alerts to keep customers updated on the latest service information. The 'CalMac Status' app is also widely used which provides route by route information and alerts.

For our customers who do not have access to the internet, CalMac shares sailing time and disruption information via text messages sent directly to customers booked onto an affected sailing. Customers can also subscribe to receive text updates on a route of their choice. We share updates with the BBC, local radio stations and other transport providers including Scotrail, Stagecoach and McGill's buses. CalMac uses recorded messages for those who contact us by telephone which provides updates on current issues. Additionally, CalMac have control over variable message boards – some owned by local Councils - across our network where service information can be updated live. Refer **Appendix 3**: Map of message boards with variable live information – Page 16. However, some of these message boards use older technology and only allow for a limited amount of information to be shared due to character restrictions.

5. Does CalMac compensate passengers who have incurred expenses in making alternative travel or accommodation arrangements when ferry services are cancelled? If so, can you provide details of how such compensation arrangements work?

CalMac follow EU Pax Rights Legislation when dealing with claims from customers. This is regulated by the MCA and there is an escalation process to Transport Scotland for customers who are not satisfied with the outcome.

All customer information on what can be claimed and how it can be claimed can be found on the CalMac website '[Passenger Rights](#)' section. Refer **Appendix 4**: Hard copy link to CalMac Passenger Rights Information – Page 16]. In addition information on what can be claimed, the website also offers customers the option to claim digitally using an online form. This is a change that was recently introduced to improve the claims system for customers impacted by disruption.

Freight Transport

6. The Committee is aware that in certain weather conditions the carriage of timber and livestock is prohibited. Could you please provide the detail of why these goods cannot be transported in some weather conditions?

Timber

Loaded timber transport vehicles are generally characterised by a high gross weight and a high centre of gravity. These characteristics, with vessel movement, result in a heightened risk of cargo movement in a seaway compared with conventional domestic or commercial vehicles. Whilst a combination of cargo securing devices suited to the gross weight and dynamic forces can usually be applied to prevent lateral or longitudinal movement, assuming the vehicle is fitted with adequate securing points, the combination of gross weight, high centre of gravity and vehicle suspension can still leave a degree of swaying movement which over a short time can loosen securings and render them progressively less effective as movement increases. The outcome of a loaded timber transport vehicle moving in an uncontrolled fashion or overturning on a vehicle deck is potentially catastrophic. It therefore follows that such vehicles are subject to weather limitations. Limitations chiefly relate to sea state and resultant expected vessel roll angle and roll period.

Livestock

Legislation places certain obligations on CFL concerning the carriage of livestock on company vessels. Not least of all is the general obligation that CFL as a company, and our Masters/Skippers ensure that no person shall transport animals or cause animals to be transported in a way likely to cause injury or undue suffering to them. Certain weather conditions could result in a lack of protection for the livestock vehicle when on open vehicle decks and /or cause injury /undue suffering to livestock as a result of vessel movement. It therefore follows that such vehicles are subject to weather limitations. Limitations chiefly relate to sea state and resultant vessel motion. Livestock transporters come in a variety of designs and whilst a more precautionary approach may be necessary for large multi-tier vehicles, smaller trailers are not affected by poor weather conditions. Rather than stopping all animal transport in adverse weather conditions, a more tailored approach is taken, when possible, to allow certain types of vehicles to be accepted for travel. We are aware that the potentially 'least worst' option may be to ship the livestock, particularly in the event that no other welfare facilities exist for livestock in transit and potentially delayed – this is also taken into consideration at the assessment for carriage stage.

7. What advice is provided by CalMac about the packaging of timber to enable it to be transported?

Our safety management system fully addresses the stowage and securing of cargo, with strong reference to each vessel's approved Cargo Securing Manual (approved by Flag State (MCA)) and the Roll-on/Roll-off Ships Stowage and Securing of Vehicles Code of Practice, published by MCA. CFL's guidance is aligned to this industry code of practice, which in turn is based on legislation.

8. Does CalMac offer compensation to owners of livestock lost due to delays in transit?

Under our terms and conditions of carriage, CalMac do not provide compensation to owners or shippers of livestock. We are aware that this is an ongoing issue but it would be a policy matter to be addressed by Transport Scotland.

9. Who is responsible for animal welfare while livestock is in transit of a ferry?

Whilst the haulier or the farmer usually remains legally accountable for the entire journey that livestock takes, including the ferry crossing, CalMac also has responsibilities that we need to be cognisant of – chiefly that no person shall transport animals or cause animals to be transported in a way likely to cause injury or undue suffering to them. This effectively means that CalMac cannot accept livestock for carriage without further consideration.

Livestock must always be accompanied unless travelling under a derogation. A low number of derogations are in place to allow unaccompanied livestock in restricted numbers to/from Coll, Tiree, Colonsay, Barra and Uist. In these cases, vessel staff are responsible for the welfare of animals during the journey.

10. The proportion of custom on CalMac ferry services represented by the transportation of whisky? In particular, the Committee would like to know whether there are routes which are predominantly patronised by the transportation of goods and representatives of the whisky industry and the profits made on these routes by CalMac?

CalMac does not collect or hold data on the quantity or type of goods transported in commercial vehicles. While we engage with the industry, we transact directly with their hauliers. There does exist a record of commercial vehicle bookings per route and a log of 'Dangerous Goods' carryings (including whisky and some of its ingredients) however, this does not give a reliable indication on the specific product being transported or its volume. It is therefore not possible to ascertain the proportion of custom on CalMac ferry services represented by the transportation of whisky, or to accurately show profits on these routes by CalMac.

From our working experience, the island of Islay has by far the greatest share of carryings in relation to the transportation of whisky raw materials and finished produce. The island currently has 9 distilleries – with this number set to grow, alongside plans to extend those already existing. It is estimated that between 25% and 40% of commercial goods on the Kennacraig to Islay route can be attributed to the transportation of whisky and related products. Of course, with the island's distilleries being hugely popular tourist attractions, we can also attribute many of our non-commercial bookings to visitors of the whisky industry. Due to lack of data on whisky volumes and passenger's reason for travel, it is not possible to gauge profits from these routes in relation to the whisky industry.

We engage on a regular basis with the Islay Ferry Committee who are as concerned as we are over our ability to manage the growing demands of the whisky industry over the next two years, before we receive the two new vessels planned for Islay.

11. What data CalMac holds on –

- **The types of freight being transported throughout the year on each route broken down by industry; and**
- **How the prevalence of freight transportation by type and route fluctuates throughout the year.**

Freight demand is generally steady across the year, although increases slightly at the beginning of the year (January to February) before decreasing at the end of the year (November to December). Freight makes up a major component of our 5 busiest routes, particularly dominating on Ullapool-Stornoway, Kennacraig-Islay, Ardrossan-Brodick, Wemyss Bay-Rothesay, and Uig-Tarbert/Lochmaddy. However, whilst freight volumes have decreased on some routes over the last 10 years (down 28% on Wemyss Bay-Rothesay and 17% on Ardrossan-Brodick) other routes have experienced significant growth; Islay freight traffic has increased by 19% and Ullapool-Stornoway has grown by 8%.

Freight traffic plays a critical role in island life, sustaining these vital island economies through the transportation of essential goods and services. However, with capacity becoming more constrained across so many of our key routes, accommodation of traffic is becoming more and more challenging, especially during periods of disruption.

Emergency Travel

12. The committee would welcome detail of CalMac's policy for emergency travel by island residents for occasions such as hospital appointments, end of life care requirements and funerals, including –

- **How this is accessed by travellers; and**
- **How many spaces, and what proportion of spaces, are retained for these purposes**

Customers with other urgent travel needs are able to contact us via our Port Offices and Contact Centre to tell us of their need to travel and reasons for this, which we will seek to accommodate wherever possible. In almost all circumstances we can accommodate a customer's last-minute travel, whether due to other customer no-shows or because of last minute changes to other customer bookings.

Due to vehicle capacity constraints across some key routes within the CalMac network, we have put in place a protocol for customers with urgent medical appointments that allows them to travel as a foot passenger with a paid taxi journey to and from the hospital. This taxi journey is organised by CalMac on behalf of the customer and the cost of which is funded by Transport Scotland. We are currently working on some improvements to the protocol following feedback from ferry committees, details of which will be released shortly. The Urgent Medical Appointments protocol has been used on 16 occasions since its launch in 2021: 5 times in 2021 and 11 times in 2022.

We have also recently replaced our waitlist process with a new Advanced Standby process. This process allows customers who meet specific criteria (see below) to purchase a fully refundable, non-guaranteed reservation to travel should space become available. This new process prioritises the use of surplus capacity which arises due to cancellations and allows this to be utilised by those with urgent or unplanned travel needs, specifically benefiting island communities.

Advanced Standby Eligibility Criteria

- Vehicles carrying ambient, time critical food or shellfish
- Emergency response, medical and military vehicles

- Customers with urgent medical appointments (excluding where NHS protocol applies)
- Close family critical illness, death or funerals
- Urgent vet appointments
- Vehicle bookings impacted by service disruption
- CalMac operations: critical travel during incident management.

13. Data held by CalMac on the number of people seeking last minute ferry bookings broken down by reason and success rate.

Currently, CalMac can ascertain the volume of customers who booked and travelled on the same day by route and by time range, however we are limited to volumes and dates. Reason for travel and success rate is currently unknown; however, we are exploring possibilities with our external web analytics agency to produce a report on the volume of bookings abandoned at the point at which the customer checks availability – this would indicate that an individual has sought a last-minute ferry booking but has not been successful.

CalMac does not currently have a way to accurately determine reason for travel due to a considerable proportion of our customers booking using their customer account. Reason for travel is only asked upon account setup – subsequent bookings do not capture this information.

Our current ticket system is 26 years old and life expired. The launch of our new system in 2023 will significantly improve the customer experience but also provide high quality booking and capacity data to enable us to better utilise constrained car deck capacity,

Contracts

14. Can you set out the contractual process for making changes to timetables, routes, or the length of the sailing day?

Routes and timetables are set by Transport Scotland. The timetable process set out in our contract is a bi-annual process that commences with us gathering feedback from communities on potential changes/improvements to the timetables currently in place. These changes are consolidated and assessed for operational and technical feasibility as well as financial impact before being submitted to Transport Scotland for approval. This includes determining impacts on operating day, crew and port staffing, berth availability, transport integration and other operational factors. We review this information with Transport Scotland who then take the decision on whether to approve or decline the proposed changes. We then write to communities to advise them of the outcome of Transport Scotland's decision and implement any changes within the forthcoming timetable.

15. Why was it decided not to use the mezzanine deck on the MV Hebrides and who took this decision?

On the decision around deployment of the MV Hebrides mezzanine deck, we provided an assessment to Transport Scotland outlining the operational and technical feasibility of making a timetable change that would allow the MV Hebrides mezzanine deck to be deployed on every sailing (rather than select sailings). This would require 10 additional crew members per shift, all of whom would need to be accommodated ashore. As MV Hebrides berths in different ports each night, accommodation would need to be provided in each port. Accommodating crew ashore at their home port (where the vessel normally berths overnight) increases the risk of weather disruptions because the vessel will need to be guaranteed to be able to return to the home port to allow crew to sleep – if this is at risk then sailings may be cancelled earlier than would otherwise be the case so that the vessel is guaranteed to return to its home port for that evening.

We also provided Transport Scotland with analysis on how often the mezzanine deck was typically used in 2019 (our record-breaking year) and what impact the reduction in capacity would have on the service. Although the reduced use of the mezzanine deck would reduce the overall capacity, it was expected that the demand on the service could be accommodated within the remaining capacity. Based on this information and the operational challenges associated with additional crew and risk to resilience, Transport Scotland took the decision not to change the timetable for Summer 2021 but committed to reviewing again in 2022 for Summer 2023.

As part of the timetable development process for Summer 2023, we reviewed carryings from 2022 to assess the utilisation of space throughout the year. The result of this analysis showed that in 2022, the vehicles carried on Uig-Tarbert/Lochmaddy decreased by 11% when compared to 2019.

Based on this analysis it was evident that there is sufficient capacity to meet the demand. Given this and the significant operational challenges that would need to be overcome, CalMac made a recommendation to Transport Scotland not to change the timetable to allow the mezzanine deck to be deployed on every sailing for summer 2023. Transport Scotland approved this decision.

Staff

16. The Committee heard evidence of verbal and physical abuse of CalMac staff by passengers. The Committee would welcome information on CalMac's policy on dealing with these situations and on staff wellbeing.

The pandemic was a human crisis, but it reminded us of the importance of our people. If we want the best performance, we know we must look after our people. Covid uncertainties have been replaced by difficult economic conditions and climate challenges. Our crew have worked tirelessly to keep the ferries running throughout all of the challenges of the last 3 years; however, many people are dealing with the cost-of-living challenges alongside health and wellbeing concerns, and this is sometimes evident in the less tolerant behaviours towards our employees.

We are working continually to improve and innovate – but core to staff wellbeing and morale is steady state service delivery, however, asset reliability and service contingency response is impacted by fleet age and profile as well as fleet/port fit.

To target inappropriate behaviour and support our employees the following actions have been taken:

Policy

As an organisation we have zero tolerance of violence and aggressive behaviour towards our staff and customers.

The Violence and Aggression policy [**Appendix 5** – Page 17] outlines CalMac's approach to dealing with such matters. This includes a staged escalation model that can lead to banning further travel on our vessels.

CalMac ensures its' employees are trained and aware of the escalation/reporting process should an incident occur.

We operate using a staged escalation model, that ensures the appropriate response to various levels of violence and abuse. The outcome of that process ranges from a warning letter to an outright ban of further travel using our services. In any event, we will involve the police where appropriate.

Campaigns

Our 'Respect' and 'People Behind the Journey' Campaigns have been launched to introduce crew with their families to remind customers that our employees have families and loved ones at home too and to show the individual behind the uniform. Both campaigns have been promoted through various posters at Ports and Vessels as well as our social media channels.

Staff Wellbeing

To further support employees, CalMac launched a new Employee Assistance Programme on 1 November 2021. This is a confidential service available to all employees (and their families) 24/7, 365 days a year and provides full wellbeing support on physical, mental, emotional, and financial areas.

There are over 1,600 qualified counsellors and every employee has a minimum of 6 sessions per annum. The service provides financial support and legal advice from a team of inhouse legal professionals. There is a suite of wellbeing videos and podcasts, as well as a wellbeing library with structured, easy-to-find topics with links to further support. The app allows CalMac to measure employee wellbeing on a monthly basis so that proactive steps can be taken to support employees in the areas needed.

Wellbeing Action Group

The Wellbeing Action Group was established in 2020 and meets every 6 weeks. Its members represent employees from across the organisation. The group have designed a CalMac wellbeing strategy and wellness action plan, as well as a Mental Health Toolkit created to help managers better support their teams.

There are 60 trained Mental Health First Aiders (MHFA) across the network who form a wider part of the Wellbeing Action Group and help to promote engagement, communication, and support for the wider workforce.

CalMac employees also have access to an award-winning digital physiotherapy platform to support those suffering from musculoskeletal illness and the company issues flu vouchers on an annual basis to protect employees from illness.

In addition to the above, where employees experience a more stressful or critical incident, various on-site Resilience Workshops can be set up via our EAP partners, these sessions help provide coping mechanisms and resilience techniques to deal with various challenges.

The focus for 2023 is on preventative measures and there are a number of initiatives which will be delivered throughout the year, as detailed on the 2023 Wellness Calendar, which sign-posts employees to various topics, initiatives, newsletters and support mechanisms.

17. What are the practical benefits of the provision of on-board accommodation for CalMac seagoing staff? Could similar benefits be realised by the provision of onshore accommodation?

CalMac adopt a mixed approach to crewing whereby small vessel crew are based ashore and live locally in the communities they serve, combined with major vessel crew who live onboard, staying with the vessel wherever it moves across the network.

As the operator of the CHFS network, our primary objective – which is reflected in our crewing model – is to provide ferry services for Clyde and Hebrides areas, rather than specific routes. Accommodating major vessel crew aboard enables us to meet this objective more effectively as we can cascade major vessels anywhere within the West of Scotland (subject to certification and infrastructure constraints), without being constrained by crew considerations. This means during periods of technical disruption, the overhaul season, or any other removal of a vessel from service, services are maintained using multiple vessel cascades, rather than being stopped. On average, each year cascading vessels allows us to deliver around 550 sailings that would have otherwise been cancelled and provide 32,000 car spaces.

Onboard accommodation also provides enhanced resilience as the vessel can berth overnight at any location (subject to berth availability and suitability). As the crew can sleep onboard, the vessel does not need to get back to the home port to allow crew to rest. This is particularly beneficial if adverse weather, or any other conditions that may prevent the vessel from returning to the home port are experienced, as the vessel can continue to operate and berth at an alternative location if needed. With crew being accommodated ashore, confidence is needed that the vessel will be able to return to the home port to allow crew to sleep – if this is at risk then sailings may be cancelled earlier than would otherwise be the case to ensure the vessel is able to return home.

There are already some instances where we have major vessel crew members being accommodated ashore. Due to the expansion of timetables in recent years and the relative increase in crewing numbers, there are a few instances across the network where we

have more crew on shift than we have onboard accommodation available. In these circumstances, a small number of crew are housed ashore either in small temporary 'cabins' situated within the port, or in hotels. We also have situations where we have deployed additional crew as short-term relief and they have been housed some 20 miles from the home port. This has an impact on Hours of Rest and reduces the available operating hours of the service or results in a requirement for more crew in order to meet timetable requirements.

Despite the relatively small number of major vessel crew living ashore, we are already experiencing the issues outlined above and our operational flexibility and resilience is constrained as a result. If we were to move to a shore-based accommodation model the service would be severely constrained.

Appendices

Appendix 1. Data held by CalMac on the number of cancellations in the last 10 years broken down by vessel, route and reason.

CalMac Ferries Limited Percentage of Cancelled Sailings by vessel

CalMac Ferries Limited Percentage of Cancelled Sailings by Vessel

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Grand Total
Carvorra						1.0%	2.1%	1.7%	4.6%	1.1%	2.8%	2.2%
Chieftain									3.4%	7.5%	8.8%	6.6%
Kerrera Vessel						0.2%	0.0%	0.7%	1.3%	0.0%	0.0%	0.4%
MV Ali Cat	4.1%	8.4%	4.9%	7.9%	6.9%	6.1%	10.6%	4.7%	14.4%	8.0%	20.0%	8.7%
MV Argyle	1.3%	1.8%	1.9%	5.0%	2.0%	1.5%	2.9%	5.1%	9.6%	5.1%	4.0%	3.6%
MV Argyll Flyer	3.9%	6.1%	3.5%	4.3%	5.2%	3.9%	8.3%	9.1%	8.6%	11.9%	11.0%	6.9%
MV Arrow										0.0%		0.0%
MV Bute	4.3%	2.9%	4.0%	2.5%	4.7%	0.7%	2.6%	6.1%	5.8%	29.0%	8.9%	6.5%
MV Caledonian Isles	2.3%	4.8%	3.1%	6.1%	2.7%	1.6%	4.1%	5.1%	12.9%	8.3%	12.2%	5.7%
MV Catriona					5.1%	5.0%	5.4%	4.6%	7.5%	4.6%	9.0%	5.9%
MV Clansman	2.7%	4.5%	5.1%	9.5%	5.9%	3.2%	7.0%	7.5%	7.6%	5.3%	6.8%	5.9%
MV Coruisk	2.8%	2.5%	2.8%	3.6%	1.9%	1.5%	4.0%	2.7%	8.0%	8.3%	13.3%	4.7%
MV Eigg	1.2%	1.9%	2.8%	0.0%								1.5%
MV Finlaggan	0.8%	3.1%	3.4%	4.7%	2.3%	1.9%	3.6%	3.0%	6.9%	4.8%	4.5%	3.5%
MV Hallaig		10.7%	3.0%	3.7%	2.9%	0.5%	1.2%	0.9%	4.5%	1.0%	2.7%	3.1%
MV Hebridean Isles	2.8%	2.9%	6.4%	6.3%	11.1%	7.4%	7.0%	7.7%	15.4%	16.5%	14.3%	8.9%
MV Hebrides	0.6%	1.7%	2.6%	6.6%	3.0%	1.6%	5.7%	2.2%	5.1%	4.5%	9.2%	3.9%
MV Isle Of Arran	9.4%	4.1%	9.5%	12.3%	16.5%	13.0%	19.5%	8.7%	17.9%	19.7%	10.8%	12.9%
MV Isle Of Cumbrae	0.3%	1.2%	0.9%	10.7%	3.5%	6.3%	5.6%	1.9%	5.8%	6.8%	2.4%	4.1%
MV Isle Of Lewis	2.9%	4.0%	4.7%	14.4%	7.7%	4.2%	7.8%	9.5%	12.6%	4.1%	6.0%	7.1%
MV Isle Of Mull	1.2%	2.3%	2.5%	4.7%	1.7%	1.4%	3.5%	2.5%	3.5%	4.1%	4.7%	2.9%
MV Loch Alainn	2.0%	2.2%	4.9%	4.2%	6.5%	5.3%	6.8%	4.9%	6.1%	5.3%	6.3%	5.0%
MV Loch Bhrosda	5.8%	17.8%	7.3%	13.0%	10.5%	8.0%	18.1%	7.8%	14.0%	12.5%	28.4%	13.0%
MV Loch Buie	0.6%	2.6%	4.3%	5.2%	3.3%	2.1%	4.2%	3.2%	9.3%	1.7%	5.6%	3.8%
MV Loch Dunvegan	0.5%	1.0%	0.9%	1.1%	1.0%	1.2%	2.2%	1.1%	2.0%	2.5%	2.6%	1.5%
MV Loch Frisa											1.2%	1.2%
MV Loch Fyne	0.9%	1.7%	1.8%	1.7%	1.4%	4.1%	4.5%	3.7%	2.2%	1.1%	6.2%	2.7%
MV Loch Linnhe	1.9%	3.5%	3.3%	5.3%	3.3%	8.2%	6.1%	1.6%	6.4%	12.2%	8.4%	5.5%
MV Loch Portain	5.1%	6.0%	7.3%	11.1%	10.7%	8.5%	6.7%	4.0%	6.0%	5.5%	4.1%	6.8%
MV Loch Ranza	3.9%	4.1%	2.4%	4.0%	2.6%	1.8%	3.9%	3.4%	6.6%	5.6%	5.1%	3.9%
MV Loch Riddon	1.8%	8.1%	2.5%	6.6%	17.2%	1.1%	3.3%	3.1%	11.0%	7.3%	2.5%	5.9%
MV Loch Seaforth				3.2%	2.6%	2.9%	4.5%	2.3%	5.3%	6.7%	6.2%	4.2%
MV Loch Shira	0.1%	1.2%	1.4%	2.6%	0.9%	0.9%	0.9%	0.6%	1.9%	1.5%	1.8%	1.2%
MV Loch Striven	0.5%	0.9%	6.0%	5.2%	3.1%	2.1%	3.2%	3.2%	3.8%	5.2%	3.7%	3.4%
MV Loch Tarbert	2.7%	4.6%	2.3%	2.2%	4.4%	1.6%	3.7%	2.4%	7.1%	9.0%	7.4%	4.3%
MV Lochinvar			3.8%	5.1%	7.4%	0.7%	1.5%	0.6%	1.3%	0.3%	1.1%	2.4%
MV Lochnevis	5.0%	9.0%	10.1%	14.5%	7.9%	4.4%	7.4%	8.5%	23.0%	17.6%	18.6%	11.5%
MV Lord Of The Isles	3.3%	10.2%	10.6%	18.7%	18.9%	13.5%	14.4%	14.9%	24.9%	31.6%	32.2%	17.6%
MV Raasay	0.9%	6.5%	3.3%	5.0%	3.9%	4.2%	20.8%					6.4%
Grand Total	1.9%	3.3%	3.1%	4.4%	4.2%	2.7%	4.4%	3.5%	6.2%	6.0%	6.6%	5.3%

CalMac Ferries Limited Percentage of Cancelled Sailings by Route

CalMac Ferries Limited Percentage of Cancelled Sailings by Route

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Grand Total
Ardmhor (Barra) - Eriskay	3.0%	5.5%	6.7%	7.6%	7.6%	7.0%	9.2%	8.4%	8.5%	6.6%	10.4%	7.3%
Ardrossan - Brodick	3.3%	4.3%	3.6%	7.1%	5.7%	5.4%	7.8%	6.3%	14.1%	14.4%	12.9%	7.7%
Ardrossan - Campbeltown		6.0%	4.5%	9.8%	17.5%	16.9%	20.9%	3.9%		22.3%	12.3%	12.7%
Berneray - Leverburgh	5.3%	6.5%	8.2%	10.7%	12.0%	9.7%	7.7%	5.0%	8.7%	7.0%	8.2%	8.1%
Clonaig - Lochranza	1.9%	2.9%	3.2%	3.3%	4.2%	4.8%	5.9%	5.3%	7.5%	4.0%	4.2%	4.3%
Colintraive - Rhubodach	0.6%	0.8%	0.9%	1.1%	1.0%	1.2%	2.4%	1.0%	1.8%	2.7%	2.4%	1.4%
Fionnphort - Iona	0.8%	2.9%	4.2%	5.9%	3.5%	2.4%	4.5%	3.3%	10.0%	3.5%	5.2%	4.2%
Fishnish - Lochaline	0.9%	1.9%	1.7%	1.7%	1.8%	1.0%	1.4%	0.7%	1.2%	0.3%	0.5%	1.2%
Gallanach - Kerrera						0.6%	2.1%	1.6%	4.5%	1.0%	2.7%	2.1%
Gourock - Dunoon	4.0%	7.3%	4.1%	6.1%	5.9%	4.8%	9.2%	7.1%	11.0%	9.5%	15.0%	7.6%
Gourock - Kilcreggan									3.4%	7.3%	8.6%	6.4%
Gourock - Rothesay				4.1%	3.5%							3.8%
Kennacraig - Islay	1.8%	3.4%	6.4%	7.0%	5.0%	3.1%	4.2%	3.7%	7.6%	6.7%	5.4%	4.9%
Kennacraig - Islay/C'say/Oban	1.3%	4.0%	12.2%	10.0%	4.9%	6.5%	7.3%	9.4%	13.2%	11.7%	10.7%	8.3%
Largs - Cumbrae Slip	0.7%	2.5%	1.5%	3.1%	4.9%	0.7%	1.2%	0.8%	1.8%	3.0%	3.5%	2.2%
Mallaig - Armadale	2.7%	3.8%	5.8%	5.3%	10.1%	7.2%	8.0%	8.5%	16.7%	15.5%	20.0%	9.4%
Mallaig - Eigg/Muck/Rum/Canna	4.3%	8.3%	8.7%	10.5%	7.9%	4.3%	7.7%	7.1%	16.2%	10.9%	12.4%	8.9%
Mallaig - Lochboisdale		61.7%	46.6%	68.8%	21.1%	6.5%	11.9%	8.5%	20.7%	32.4%	28.9%	30.7%
Oban - Castlebay/Lochboisdale	4.1%	8.8%	7.5%	11.8%	9.4%	6.0%	10.8%	15.5%	21.6%	17.7%	17.3%	11.9%
Oban - Coll/Tiree	2.5%	3.9%	6.6%	12.1%	5.9%	4.0%	8.2%	9.7%	13.7%	8.7%	13.2%	8.0%
Oban - Coll/Tiree/Castlebay	4.0%	0.6%	1.7%	5.1%	10.7%	1.3%	14.9%	15.1%		6.0%	6.0%	6.5%
Oban - Colonsay	2.7%	6.3%	8.3%	12.7%	8.3%	6.4%	9.3%	4.5%	8.1%	6.8%	9.7%	7.5%
Oban - Craignure	1.0%	2.2%	2.7%	5.1%	2.1%	1.3%	3.3%	2.3%	3.3%	4.2%	4.4%	2.9%
Oban - Lismore	1.1%	2.8%	2.7%	5.7%	2.7%	2.1%	3.3%	3.0%	3.6%	5.9%	3.6%	3.3%
Sconser - Raasay	0.6%	1.6%	2.3%	3.5%	2.7%	0.5%	1.5%	1.0%	4.5%	2.8%	2.9%	2.2%
Stornoway - Uig				17.4%								17.4%
Tarbert LF - Portavadie	1.0%	3.1%	4.1%	5.1%	4.5%	6.3%	6.8%	3.3%	9.5%	9.0%	6.5%	5.4%
Tayinloan - Gigha	4.2%	5.3%	3.4%	5.7%	2.9%	2.7%	4.1%	3.3%	7.4%	6.0%	5.5%	4.6%
Tobermory - Kilchoan	0.4%	2.2%	2.3%	2.7%	2.1%	1.9%	3.7%	2.1%	4.1%	3.5%	5.3%	2.8%
Uig - Tarbert/Lochmaddy	0.7%	2.7%	2.6%	5.1%	7.7%	2.9%	7.6%	2.9%	5.3%	5.3%	8.9%	4.7%
Ullapool - Stornoway	6.9%	6.5%	4.5%	5.7%	2.9%	3.1%	5.0%	2.8%	6.3%	6.7%	7.1%	5.2%
Wemyss Bay - Rothesay	3.0%	2.4%	2.8%	3.6%	3.1%	1.2%	3.1%	5.6%	7.6%	16.5%	7.0%	5.1%
Grand Total	1.9%	3.4%	3.1%	4.5%	4.2%	2.7%	4.4%	3.4%	6.2%	6.0%	6.6%	

CalMac Ferries Limited Percentage of Sailings Disrupted by Reason

CalMac Ferries Limited
Percentage of Sailings Disrupted by Reason

Row Labels	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Grand Total
No Delay	87.96%	88.02%	86.52%	84.08%	84.84%	87.53%	86.34%	86.97%	86.05%	86.75%	85.91%	86.46%
ADVERSE WEATHER	4.44%	6.15%	5.74%	7.12%	5.62%	4.70%	6.35%	5.36%	8.35%	5.17%	5.66%	5.82%
KNOCK-ON DELAY FROM PREV SAIL	1.84%	1.95%	2.62%	2.84%	3.02%	2.62%	2.53%	2.67%	1.65%	1.58%	1.91%	2.31%
NAVIGATIONAL ISSUES	1.18%	0.80%	0.93%	1.16%	1.45%	1.27%	1.02%	1.15%	0.83%	0.93%	0.87%	1.06%
MECHANICAL PROBLEMS (SHIP)*	0.52%	0.61%	0.74%	0.82%	1.47%	0.80%	0.86%	0.95%	0.43%	1.36%	1.33%	0.92%
VOLUME OF TRAFFIC	0.83%	0.88%	1.23%	1.12%	1.03%	1.05%	0.83%	0.93%	0.42%	0.47%	0.59%	0.86%
ALL OTHERS	1.41%	0.05%	0.06%	0.29%	0.33%	0.10%	0.12%	0.17%	0.03%	0.35%	0.51%	0.31%
FORCE MAJEURE EVENT*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	1.09%	1.03%	0.22%
LATE FOOT PASSENGER TRAFFIC	0.34%	0.28%	0.35%	0.39%	0.27%	0.32%	0.16%	0.10%	0.04%	0.06%	0.06%	0.22%
VERY LOW TIDE	0.08%	0.09%	0.13%	0.16%	0.30%	0.21%	0.22%	0.18%	0.14%	0.22%	0.07%	0.16%
BERTH NOT FREE (CAL MAC)*	0.10%	0.13%	0.16%	0.18%	0.19%	0.17%	0.16%	0.12%	0.02%	0.07%	0.15%	0.14%
SUBSTITUTE VESSEL (ANN O/HAUL)	0.15%	0.13%	0.18%	0.34%	0.18%	0.16%	0.15%	0.04%	0.02%	0.03%	0.07%	0.13%
LATE CAR TRAFFIC	0.14%	0.12%	0.17%	0.13%	0.14%	0.14%	0.09%	0.06%	0.07%	0.05%	0.05%	0.11%
UNUSUAL LOADING REQUIREMENTS*	0.07%	0.07%	0.09%	0.08%	0.11%	0.09%	0.11%	0.13%	0.09%	0.08%	0.11%	0.09%
MECHANICAL PROBLEMS (SHORE)*	0.14%	0.05%	0.06%	0.05%	0.04%	0.12%	0.05%	0.21%	0.04%	0.03%	0.09%	0.08%
SUB VESSEL (OTHER REASON)*	0.07%	0.07%	0.22%	0.16%	0.10%	0.02%	0.16%	0.04%	0.01%	0.02%	0.01%	0.08%
LATE TRAIN	0.20%	0.15%	0.11%	0.11%	0.07%	0.10%	0.06%	0.02%	0.01%	0.01%	0.01%	0.08%
PIER WORK (EXTERNAL)*	0.12%	0.02%	0.00%	0.01%	0.00%	0.01%	0.00%	0.14%	0.03%	0.08%	0.38%	0.08%
LATE BUS	0.04%	0.04%	0.08%	0.08%	0.05%	0.03%	0.06%	0.08%	0.06%	0.05%	0.07%	0.06%
BRIDGE INDUCTION*	0.03%	0.04%	0.06%	0.10%	0.09%	0.09%	0.09%	0.04%	0.04%	0.04%	0.01%	0.06%
VESSEL CHANGEOVER	0.04%	0.04%	0.11%	0.11%	0.06%	0.09%	0.06%	0.04%	0.04%	0.01%	0.01%	0.05%
VERY HIGH TIDE	0.01%	0.03%	0.01%	0.01%	0.01%	0.01%	0.01%	0.02%	0.10%	0.14%	0.12%	0.04%
LATE COMMERCIAL TRAFFIC	0.06%	0.04%	0.05%	0.05%	0.04%	0.04%	0.05%	0.03%	0.05%	0.03%	0.02%	0.04%
BERTH NOT FREE (EXTERNAL) *	0.01%	0.02%	0.03%	0.08%	0.16%	0.02%	0.02%	0.03%	0.01%	0.01%	0.03%	0.04%
ACTION OF BLUE LIGHT SERVICES*	0.03%	0.02%	0.04%	0.04%	0.04%	0.04%	0.03%	0.04%	0.05%	0.03%	0.03%	0.04%
Vessel Redeployed*	0.02%	0.01%	0.02%	0.02%	0.11%	0.02%	0.07%	0.09%	0.00%	0.00%	0.02%	0.04%
DRILLS ON PASSAGE*	0.05%	0.05%	0.03%	0.04%	0.03%	0.04%	0.04%	0.03%	0.02%	0.02%	0.03%	0.03%
BUNKERING ISSUES*	0.04%	0.03%	0.05%	0.05%	0.03%	0.03%	0.04%	0.03%	0.01%	0.04%	0.03%	0.03%
BROKEN DOWN VEHICLE	0.03%	0.03%	0.02%	0.03%	0.03%	0.02%	0.03%	0.02%	0.02%	0.03%	0.03%	0.03%
KNOCK-ON DELAY FROM EXTRA SAIL	0.01%	0.01%	0.02%	0.02%	0.02%	0.03%	0.06%	0.02%	0.04%	0.03%	0.04%	0.03%
INDUSTRIAL DISPUTE (CAL MAC)	0.00%	0.00%	0.00%	0.24%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
BUNKERING ISSUES	0.01%	0.01%	0.02%	0.01%	0.02%	0.01%	0.03%	0.03%	0.03%	0.03%	0.01%	0.02%
AFFECTED BY PREVIOUS SAILING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.07%	0.04%	0.01%	0.02%	0.02%
SHIP INVOLVED IN EMERGENCY*	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.02%	0.02%	0.01%	0.02%	0.01%	0.01%
MEDICAL EMERGENCY*	0.01%	0.01%	0.01%	0.01%	0.02%	0.01%	0.01%	0.01%	0.02%	0.01%	0.01%	0.01%
BALLAST OPERATIONS*	0.00%	0.01%	0.01%	0.01%	0.01%	0.00%	0.00%	0.01%	0.01%	0.03%	0.01%	0.01%
LATE COACH TRAFFIC	0.01%	0.01%	0.02%	0.01%	0.01%	0.01%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%
NO CALL REQUIRED	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.03%	0.02%	0.00%	0.01%
SHIP OUT OF POSITION	0.00%	0.01%	0.01%	0.01%	0.02%	0.02%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%
LATE FREIGHT	0.00%	0.01%	0.00%	0.00%	0.01%	0.01%	0.01%	0.01%	0.02%	0.01%	0.00%	0.01%
LATE CONNECTING FERRY	0.00%	0.01%	0.01%	0.02%	0.01%	0.00%	0.01%	0.00%	0.01%	0.00%	0.00%	0.01%
BEREAVEMENT ISSUES*	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%
LATE LIVESTOCK	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
LIVESTOCK SAILING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.00%
HAZARDOUS GOODS SAILING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SOLAS DECISION*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PIER WORK (CAL MAC)*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
EXTRA SAIL FOR PREV DISRUPTION	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TERRORISM OR HIJACKING*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CHARTERED SAILING*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
EMERGENCY SAILING*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Appendix 2: Overview of 2020-2022 Sailings Cancelled due to Adverse Weather

Summary:

Year	Scheduled Sailings	Cancelled Sailings	Additional Sailings	Operated Sailings	Cancelled Due to weather
2020	119,988	7,434	4,908	117,462	6,107
2021	155,198	9,351	5,661	151,508	4,506
2022	171,402	11,301	5,553	165,654	5,679
Overall - Total	446,588	28,086	16,122	434,624	16,292

Summary – By Route

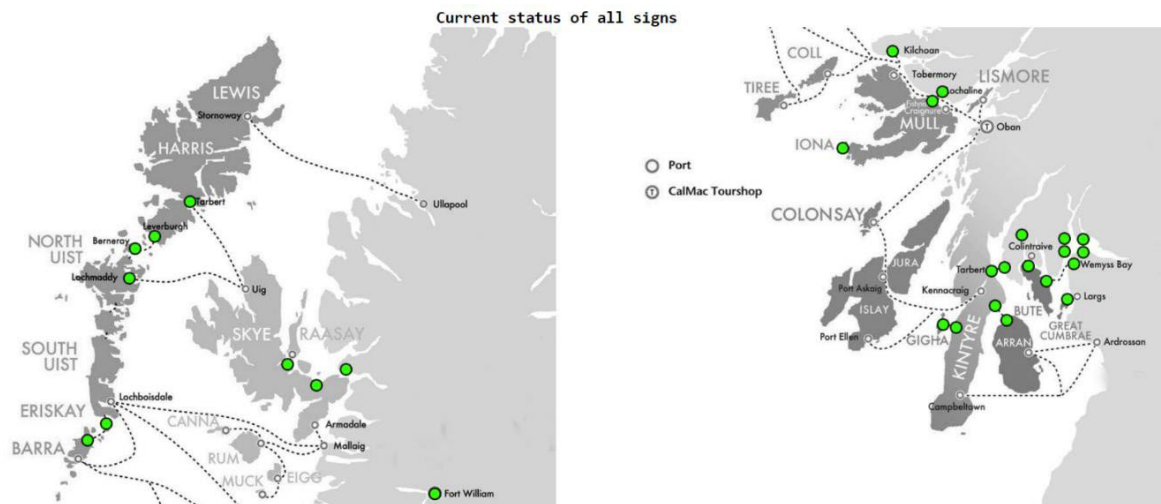
Year	Route	Scheduled Sailings	Cancelled Sailings	Additional Sailings	Operated Sailings	Cancelled Due to weather
2020	Ardmhor (Barra) - Eriskay	2,811	240	8	2,579	236
	Ardrossan - Brodick	3,689	521	51	3,219	436
	Berneray - Leverburgh	1,676	145	2	1,533	93
	Claonaig - Lochranza	2,186	163	71	2,094	111
	Colintraive - Rhubodach	16,012	291	138	15,859	218
	Fionnphort - Iona	4,996	499	436	4,933	488
	Fishnish - Lochaline	6,138	74	57	6,121	74
	Gallanach - Kerrera	5,792	263	2,719	8,248	231
	Gourock - Dunoon	14,835	1,626	3	13,212	1,188
	Gourock - Kilcreggan	3,890	131	0	3,759	56
	Kennacraig - Islay	2,032	154	12	1,890	107
	Kennacraig - Islay/C'say/Oban	167	22	2	147	21
	Largs - Cumbrae Slip	15,560	276	858	16,142	249
	Mallaig - Armadale	1,563	261	134	1,436	228
	Mallaig - Eigg/Muck/Rum/Canna	1,199	194	132	1,137	171
	Mallaig - Lochboisdale	266	55	2	213	53
	Oban - Castlebay/Lochboisdale	714	154	7	567	132
	Oban - Coll/Tiree	980	134	15	861	128
Oban - Colonsay	334	27	4	311	25	

	Oban - Craignure	3,581	119	8	3,470	97
	Oban - Lismore	2,458	89	4	2,373	82
	Sconser - Raasay	4,920	221	44	4,743	220
	Tarbert LF - Portavadie	4,600	436	7	4,171	291
	Tayinloan - Gigha	5,554	411	142	5,285	402
	Tobermory - Kilchoan	1,996	81	36	1,951	52
	Uig - Tarbert/Lochmaddy	1,800	95	16	1,721	90
	Ullapool - Stornoway	1,851	117	0	1,734	102
	Wemyss Bay - Rothesay	8,388	635	0	7,753	526
2020 - Total		119,988	7,434	4,908	117,462	6,107
2021	Ardmhor (Barra) - Eriskay	3,411	226	0	3,185	181
	Ardrossan - Brodick	4,820	696	63	4,187	327
	Ardrossan - Campbeltown	193	43	0	150	4
	Berneray - Leverburgh	2,304	162	0	2,142	64
	Claonaig - Lochranza	3,397	135	97	3,359	82
	Colintraive - Rhubodach	22,572	599	22	21,995	429
	Fionnphort - Iona	7,874	278	197	7,793	274
	Fishnish - Lochaline	8,304	27	202	8,479	13
	Gallanach - Kerrera	8,670	89	4,067	12,648	48
	Gourock - Dunoon	12,340	1,176	0	11,164	845
	Gourock - Kilcreggan	7,960	585	0	7,375	410
	Kennacraig - Islay	2,748	184	30	2,594	59
	Kennacraig - Islay/C'say/Oban	393	46	12	359	16
	Largs - Cumbrae Slip	19,060	572	525	19,013	230
	Mallaig - Armadale	2,986	462	41	2,565	217
	Mallaig - Eigg/Muck/Rum/Canna	1,723	188	101	1,636	147
Mallaig - Lochboisdale	451	146	17	322	20	

	Oban - Castlebay/Lochboisdale	789	140	87	736	79
	Oban - Coll/Tiree	1,139	99	25	1,065	58
	Oban - Coll/Tiree/Castlebay	150	9	2	143	0
	Oban - Colonsay	414	28	8	394	15
	Oban - Craignure	4,806	202	5	4,609	90
	Oban - Lismore	2,666	157	1	2,510	60
	Sconser - Raasay	5,898	167	20	5,751	47
	Tarbert LF - Portavadie	6,267	567	4	5,704	212
	Tayinloan - Gigha	6,528	393	40	6,175	150
	Tobermory - Kilchoan	3,420	121	0	3,299	58
	Uig - Tarbert/Lochmaddy	2,134	113	31	2,052	96
	Ullapool - Stornoway	2,088	139	64	2,013	94
	Wemyss Bay - Rothesay	9,693	1,602	0	8,091	181
2021 – Total		155,198	9,351	5,661	151,508	4,506
2022	Ardmhor (Barra) - Eriskay	3,447	357	40	3,130	234
	Ardrossan - Brodick	4,794	617	80	4,257	348
	Ardrossan - Campbeltown	154	19	0	135	6
	Berneray - Leverburgh	2,298	188	2	2,112	92
	Claonaig - Lochranza	3,936	165	183	3,954	129
	Colintraive - Rhubodach	22,581	551	36	22,066	291
	Fionnphort - Iona	8,470	443	167	8,194	407
	Fishnish - Lochaline	8,572	43	125	8,654	23
	Gallanach - Kerrera	9,972	273	4,124	13,823	210
	Gourock - Dunoon	18,396	2,752	10	15,654	1,155
	Gourock - Kilcreggan	7,983	684	0	7,299	403
	Kennacraig - Islay	2,795	150	31	2,676	49
	Kennacraig - Islay/C'say/Oban	429	46	6	389	19

Largs - Cumbræ Slip	22,398	793	223	21,828	310
Mallaig - Armadale	4,554	913	43	3,684	220
Mallaig - Eigg/Muck/Rum/Canna	1,720	213	264	1,771	180
Mallaig - Lochboisdale	674	195	6	485	34
Oban - Castlebay/Lochboisdale	791	137	16	670	67
Oban - Coll/Tiree	1,156	153	24	1,027	121
Oban - Coll/Tiree/Castlebay	168	10	0	158	3
Oban - Colonsay	424	41	3	386	15
Oban - Craignure	5,867	260	48	5,655	83
Oban - Lismore	2,634	95	0	2,539	59
Sconser - Raasay	6,058	173	32	5,917	146
Tarbert LF - Portavadie	6,698	437	0	6,261	182
Tayinloan - Gigha	6,643	365	22	6,300	327
Tobermory - Kilchoan	3,726	196	4	3,534	74
Uig - Tarbert/Lochmaddy	2,158	192	56	2,022	71
Ullapool - Stornoway	2,062	146	8	1,924	133
Wemyss Bay - Rothesay	9,844	694	0	9,150	288
2022 - Total	171,402	11,301	5,553	165,654	5,679
Overall - Total	446,588	28,086	16,122	434,624	16,292

Appendix 3: Map showing location of variable live-information message boards.



Appendix 4: CalMac Website - Passenger Rights Information

<http://www.calmac.co.uk/travelling-with-calmac/help-for-passengers/passengers-rights>

Appendix 5: DML Group Violence and Aggression Policy



DML Group Violence and Aggression Policy	
Policy No:	HSQE 0005
Policy Effective Date:	03 December 2018
Revision Number:	Rev. 01
Revision Date:	25 August 2022
This Version Status:	Final
Next Review Date:	August 2023
Purpose:	To outline the DML Group policy for the management and reduction of risk arising through workplace violence and aggression.
Scope:	All employees of the DML Group and as far as reasonably practicable, contractors to the group and members of the public.
Policy Owner:	Director, HSQE
Approved:	25/08/2022
	<hr style="width: 60%; margin-left: auto; margin-right: 0;"/> Robbie Drummond, Director, DML Date

OUR VIOLENCE AND AGGRESSION POLICY

Aims of the Policy

The aims of the policy are:

- to increase employee awareness of the issues of aggression and violence.
- to ensure accurate reporting of all aggressive or violent behaviour.
- to provide practical advice to employees on the prevention and management of aggressive or violent behaviour.
- to ensure that employees potentially exposed to aggressive or violent incidents receive the appropriate level of support and training.
- to help reduce the number of injuries sustained by employees involved in aggressive or violent incidents.

Definitions

Violence Any incident, during which an employee is abused, threatened, or assaulted in circumstances relating to their work. This includes verbal abuse as well as physical assault.

Assaults A deliberate attack upon the person of another, whether or not actual injury is inflicted. Includes: • touching; • spitting; • pushing; • striking; • use of or threatened use of weapons.

Threats Any verbal statement or physical act that does not amount to the actual use of force but causes the victim to fear that some kind of force may be used against them.

Abuse Any verbal or written statement or physical attack that is considered by the victim to be offensive, abusive or insulting, but it is not accompanied by the actual use of threat or force, e.g. email, text, social media posts, shouting, physical gestures or verbal abuse of any kind, including that of a racial or sexual nature.

Situations which may result in aggressive or violent behaviour

The attitude of employees towards abusive and aggressive individuals is important in both the prevention and management of violent situations. Employees must always maintain a professional attitude towards passengers and members of the public. All individuals must be treated courteously regardless of whether they are likeable, irritating or socially disruptive.

Some of the circumstances where personal security incidents may occur include:

- travelling sports groups/fans and other special events.
- ticket irregularities and fare evasion.
- late arrival resulting in missed check in time/missed sailing.
- delayed services; • lack of information during delays.
- passengers under the influence of alcohol or drugs.
- unrealistic expectations of service.
- situations where passenger believes only aggression guarantees satisfaction.
- situations where passenger believes that the customer is always right.
- personal frustrations resulting from health conditions, for example, not being able to communicate easily due to a medical condition.
- Management Responsibilities: The Managing Director has the ultimate accountability for health and safety, but it is important to acknowledge that the

Managing Director's responsibility is shared. All Heads of Department and Managers have a duty of care to their employees, and they must create and maintain a safe workplace for them to work in.

They should:

- Provide, so far as is reasonably practicable, a safe place of work and safe systems of work. An environment that appears secure is more likely to deter potential assailants than one which doesn't.

For example:

- CCTV.
- Controlled entry systems for staff only areas.
- Panic alarms.
- Appropriate lighting.
- Design the layout of public areas so that customers cannot block exits.
- Ensure Lone Working procedures being adhered to.
- Ensure that, in the event of an emergency, all employees have immediate access to a means of communication e.g. landline, mobile, radio.
- Implement a management process for the effective management of violence at work.
- Carry out risk assessments for employees deemed to be at risk from workplace violence. Risk assessments should be reviewed whenever an employee has been assaulted and any identified improvements put in place.
- Consult and communicate with employees and safety representatives regarding initiatives to deal with violence at work.
- Ensure Masters receive the full support of the company if it becomes necessary for them to use the powers they have under section 105 of the Merchant Shipping Act 1995.
- Provide an aftercare support for all employees that have been affected by a violent incident.
- Work constructively with Police Scotland to positively deter any threat of violence towards employees and where assaults do take place to vigorously pursue the criminal prosecution of any person who is apprehended through the legal system.
- Ensure employees deemed at risk from workplace violence receive appropriate training.
- Encourage employees to report all incidents of violence and aggression at work.
- Ensure all customer facing employees are made aware of the violence at work policy, and managers are trained in the application of the policy along with the associated chain of care and investigation procedure.
- Ensure information posters or notices stating CalMac's policy on violence and aggression towards employees are displayed.
- Ensure all customer facing employees are made aware of the violence at work policy, and managers are trained in the application of the policy along with the associated chain of care and investigation procedures.
- Ensure all reported incidents of employee assaults and abuse are analysed to gauge the effectiveness of existing training and where necessary training courses must be updated where issues have been identified.

- Ensure employees deemed at risk from workplace violence receive appropriate training.
- Encourage employees to report all incidents of violence and aggression at work.
- Ensure information posters or notices stating CalMac's policy on violence and aggression towards employees are displayed.

Employees' Responsibilities

All employees are responsible for ensuring that they do not put themselves or their colleagues at risk from violence or abuse from passengers, members of the public or from colleagues, regardless of the level of provocation received.

- To report all aspects of physical assaults and all instances of verbal abuse.
- To participate in company initiatives to reduce the risk from work place violence.
- Attend appropriate training when required.
- Report low level anti-social behaviour which does not merit immediate police response but could be used to provide a better picture of any emerging issues such as groups loitering.

Incidents involving colleagues

Incidents involving colleagues are covered under our:

- [HR002 Conduct and Standards Policy](#)
- [HR 0003 Disciplinary Policy](#)
- [HR 0009 Grievance Policy](#)
- [HR 0010 Harassment & Bullying Policy & Procedure](#)
- [HSEM Sec19.00 Violence Aggression Response Guidance](#)
- [HSEM Sec23.01 Lone Working Process](#)

References

- Merchant Shipping Act 1995 which outlines Masters' powers to detain and restrain persons as well as right to refuse carriage.
- National Maritime Occupational Health and Safety Committee – Guidelines to shipping companies on violence, aggression, verbal abuse and threats against staff on passenger ships.
- Health and Safety Executive website: <http://www.hse.gov.uk/>