

Report to Partnership Meeting 2 February 2018

RESEARCH AND STRATEGY DELIVERY

Clyde and Hebrides Ferry Services (2016-2024) Contract

Purpose of Report

To provide Members with an overview of the commitments outlined by the successful operator (CalMac Ferries Ltd) within the contract for operating the Clyde and Hebrides Ferry Services.

Background

The £900m contract to operate ferry services on the west coast of Scotland was awarded to CalMac Ferries Ltd by Transport Scotland in May 2016 and came into force on October 1, 2016. As part of their submission CalMac identified almost 350 commitments to improve the service, help drive economic growth, improve customer service and make sure the company delivers value for money with proposals including;

- £6 million investment in vessel and port improvements
- The introduction of smart and integrated ticketing systems on key routes
- Increase passenger/vehicle traffic by 10% and commercial traffic by 12% over the course of the contract
- Providing more opportunities for local employment, including more apprenticeships
- The creation of a new Director of Community and Stakeholder Engagement post and a Communities Board to better involve communities in investment and services decisions
- Retaining its head office in Gourock and maintaining its status as a Living Wage employer
- All existing routes and services will continue to operate as they do now

Many of the commitments either impact on areas which HITRANS or our partner Local Authorities have an interest or direct involvement including responsibilities such as administering the Ferry Stakeholder Groups or providing improved public transport information and facilities at key interchanges.

In order to ensure that HITRANS and partners can most effectively engage with CalMac and work in partnership to deliver some of the improvements which it has committed to within the terms of the CHFS contract HITRANS officers have tried to develop a summary document which extracts those commitments and references within the contract which have most relevance to HITRANS and the work or responsibilities of local partners.

Attached as Appendix A to this report are the collated relevant summary tables which were included in the published version of the document for the majority of Schedules within the Contract.

RISK REGISTER

RTS Delivery

Impact - neutral

Comment – The CHFS Contract provides a series of commitments and improvements which support the delivery of the Regional Transport Strategy.

Policy

Impact – Neutral

Comment – The contract includes commitments which support a number of key HITRANS policy priorities in particular around integration of ferry services with other modes, smart ticketing and improved passenger information and experience.

Financial

Impact – Neutral.

Equality

Impact – Neutral

Recommendation

Members are invited to note the report and discuss how HITRANS can best engage and support CalMac in the delivery of their contract commitments and proposals.

Report by: Neil MacRae
Designation: Partnership Manager
Date: 25th January 2018

Appendix A: Summary Tables extracted from CHFS contract showing contractual undertakings and milestone dates

Schedule 3 - Services

1.2.1 Summer Timetables

Service offerings and contractual undertakings milestones

Contractual undertakings	Milestones date
<p>a) Changes in demand and consequences for the timetable</p> <p>For each route we will review actual and forecast capacity utilisation levels and identify where timetable changes may be required.</p>	Quarterly and Annually
<p>b) Proposals for timetable changes</p> <p>For summer timetable changes requested by Scottish Ministers and passed to us by 15 June (in the preceding year) for an assessment of feasibility, costs and benefits we will prepare our response and submit it to Scottish Ministers for consideration no later than 31 July.</p>	Annually (31 st July)
<p>c) Opening of Booking Systems and Publication of Timetables</p> <p>If summer timetable changes and RET fares are approved (or deemed to be approved) by Scottish Ministers by 16 September, timetables and reservation information will be published by 31 October.</p>	Annually (31 st October)
<p>d) Levels and Spread of Anticipated Loading</p> <p>For each route we will keep under annual review the level and spread of anticipated loading. This will include monitoring of performance against timetable to ensure that published port turn-round times are reflective of service requirements.</p> <p>Longer term, we will work with Transport Scotland and CMAL to support the work of the Network Strategy (Ferries and Ports) Programme (NSFPP) group.</p>	Quarterly and Annually
<p>e) Identification of periods where demand may exceed capacity</p> <p>For each route we will analyse and identify periods where demand may exceed capacity.</p> <p>Ongoing review and monitoring throughout the Contract.</p>	Quarterly and Annually
<p>f) Opportunities for adjustments to the timetables</p> <p>We will review our management information on demand and capacity to provide Transport Scotland with opportunities for improvements to assist in planning future timetables.</p>	At least annually

1.2.2 Demand Management

Contractual undertakings	Target date
Create role of Director of Community and Stakeholder Engagement.	Commencement of Contract
Create a new Community Board to enable community engagement.	CY*1
Continue to participate in the Ferry User Groups, Regional Transport Partnerships and Islands Transport Forum.	Contract Award
Introduce new policies for reservations and cancellations for all customers.	CY1
Introduce dedicated freight account management to maximise quality of service, minimise costs and maintain excellent relations.	CY1
Training and communications for all staff at ports, on ferries and in the Contact Centre regarding new terms and conditions.	CY1
Introduce revised terms and conditions for the travel trade regarding reservations, account terms and cancellation / amendment.	CY1
Note: We will honour all transferred reservations, including terms and	Mobilisation period and CY1

Contractual undertakings	Target date
conditions from previous contract	
Port signage and local advertising to promote routes that can be reserved	CY2
Improve customer experience for making reservations on our website, modifying the reservations system and including customer account information to streamline future reservations.	CY3
Create a dedicated commercial account website / portal.	CY3

*CY – Contract Year

1.2.3 Winter Timetables

Service offerings and contractual undertakings milestones

Contractual undertakings	Target date
a) Potential changes in the future pattern of demand and consequences for the Timetable	
For each route we undertake an annual review of demand to provide Transport Scotland with an early indicator of changing patterns that may influence future timetables.	Quarterly and Annually
b) Strategy for engaging with communities on changes to the timetables and engagement with Transport Scotland for Ministerial approval	
For all winter timetable changes requested by Scottish Ministers and passed to us by 15 December (in the preceding year) for an assessment of feasibility, costs and benefits we will prepare our response and submit it to Scottish Ministers for consideration no later than 31 January.	Annually (31 st January)
c) Opening of Booking Systems and Publication of Timetables	
If winter timetable changes are approved (or deemed to be approved) by Scottish Ministers by 15 March, timetables and reservation information will be published by 30 April.	Annually (30 th April)
d) Levels and Spread of Anticipated Demand	
For each route we will keep under annual review the level and spread of anticipated loading. This will include monitoring of performance against timetable to ensure that published port turn-round times are reflective of service requirements.	Quarterly and Annually
Longer term, we will work with Transport Scotland and CMAL to support the work of the Network Strategy (Ferries and Ports) Programme (NSFPP) group.	
e) Arrangements for scheduled non-availability	
For each route, we will maintain continuity of service by planning the deployment of the fleet to cover scheduled non-availability.	Quarterly and Annually
We will investigate the opportunity for in-water surveys (IWS).	Commencement Date

1.2.4 Catering Services

1.2.5 Retail Services

Schedule 4 – Fares

(No tables included)

Schedule 5 – Vessels and Ports

1.3.1 Fleet Vessels (Deployment)

Service offering and contractual undertakings milestones

Contractual undertakings	Milestone date
Use In-Water Survey periods to reduce out of service periods	End CY1
Commence Standardisation of lifesaving apparatus across the fleet where possible	Commencement Date
Create and develop strategic approach to lay-ups and individual optimal lay-up plans	Mobilisation

1.3.2 Fleet Vessels (Investment)

Contractual undertakings	Milestone date
Invest a minimum of £4.260 million in vessel facilities over the course of the Contract including investment in customer facilities and technology.	██████████ ██████████ ██████████
Develop and implement new designs for the restaurant, including new digital screen menus to enable promotion of different menus.	Design in mobilisation 2016. Design refits – between CY1 to end CY3. Digital screens CY1
Roll-out free access to Wi-Fi on-board vessels across the large, medium, and hybrid fleet by the end of 2016.	End CY1
Install free internet terminal(s) on five major vessels	End CY1
Conduct a pilot study of CalMac TV to test both operator (travel, health and safety information and promotions) and community (events and festivals) content, along with the sale of advertising space.	Kick off at Contract Award complete end CY1
Roll-out CalMac TV	End CY2
New standardised design concept for customer areas created	Mid CY1
Modernise the gaming proposition	End CY1
Extend and modernise the Cub Club into the kids club	End CY3
Review and improve car deck signage and way finding	End CY1
Engagement with CMAL to share vessel maintenance and upgrade plans	Ongoing

*CY – Contract Year

1.3.3 Scheduled Maintenance Program

Service offerings and contractual undertakings milestones

Contractual Undertakings	Milestone Date
The Scheduled Maintenance Programme will meet the requirements of Schedule 5 Part C of the Contract	Commencement Date
We will report on maintenance issues to CMAL, clearly identifying where they are owners upgrades, major refits or obsolescence issues	Ongoing
The forecasting and planning specialists, in conjunction with the Asset Management Team will provide a Scheduled Maintenance Programme for each vessel in collaboration with CMAL.	Commencement Date
Comply with classification rules	Commencement Date
Carry out the relevant Lloyds Register of Shipping inspection surveys	Annually
Maintain compliance with Maritime and Coastguard Agency (MCA) requirements	Commencement Date
Procure a Classification Society approved Asset Management System and condition based monitoring equipment	End CY2
Introduce mobile maintenance teams to undertake planned maintenance procedures	Commencement Date
Procure an additional MES for the MV Argyle, MV Bute and MV Coruisk	End CY1
Procure an additional MES for the MV Hallaig and MV Lochinvar	End CY1

Part D – Ports

A: Contractual Undertakings	B: Milestone Date
All CFL funded features that do not comply to building regulations resolved	End CY1*
All Smart Ticketing early adopter ports upgraded	End CY2
Review and refresh Freight Services (Ardrossan / Brodick, Wemyss Bay / Rothesay and Mallaig / Small Isles)	By end of CY2
100% of Active Travel features implemented at all ports and slips	End CY2

A: Contractual Undertakings	B: Milestone Date
100% of Smart Ticketing features implemented	End CY3
80% of CFL funded upgrade projects completed	End CY2
100% of CFL funded upgrade projects completed	End CY3
Engage with CMAL, Councils and Harbour trusts to review and agree plans to implement IRD recommendations over CY1 to CY3	Contract Award
Network wide Inclusive Design Review	End CY5
Engagement with CMAL and port and slipway owners to review mid contract IDR findings and discuss implementation of its recommendations	Start CY6

1.3.5 Port Facilities Available to Customers

Contractual Undertakings	Milestone Date
All CFL funded features that do not comply to building regulations resolved	End CY1*
All Smart Ticketing early adopter ports upgraded	End CY2
Review and refresh Freight Services (Ardrossan / Brodick, Wemyss Bay / Rothesay and Mallaig / Small Isles)	By end of CY2
100% of Active Travel features implemented at all ports and slips	End CY2
100% of Smart Ticketing features implemented	End CY3
80% of CFL funded upgrade projects completed	End CY2
100% of CFL funded upgrade projects completed	End CY3
Engage with CMAL, Councils and Harbour trusts to review and agree plans to implement IRD recommendations over CY1 to CY3	Contract Award
Network wide Inclusive Design Review	End CY5
Engagement with CMAL and port and slipway owners to review mid contract IDR findings and discuss implementation of its recommendations	Start CY6

*CY – Contract Year

1.3.4 Port and Harbor Facilities to Undertaken by the Operator

Service offerings and contractual undertakings milestones

Contractual undertakings	Milestone date
Put in place a contract with each port owner that clearly defines the services we will provide, and the costs associated.	Commencement Date
Service Level Agreements (SLAs) drafted and agreed with each port owner	Commencement Date
Put in place long-term agreements with port owners to secure employment opportunities for the local communities.	Ongoing
All services procured from port owners or provided by CFL will be in compliance with the requirements of the Scottish Government Ferries Plan	Commencement Date and ongoing
Comply with all relevant marine safety, such as the Port Marine Safety Code (PMSA), port, environmental and labour legislation	Commencement Date and ongoing
Engage with port owners to deliver the model ports concept, setting out timelines and cost allocations	Ongoing
Conduct a series of port facility health checks against our quality management system and port operating manual.	As necessary minimum once per year
Performance monitor, review and benchmark. CFL will test value for money with each port owner through a regular formal performance review meeting.	Once every six months
Report information, incidents, events and issues to Transport Scotland relating to the delivery of CHFS from third party port locations	During mobilisation and throughout the contract.

1.3.6 Port facilities available in Emergencies

Service offerings and contractual undertakings milestones

Contractual undertakings	Milestone date
Drill scenarios reviewed, tested and embedded in the passage planning framework.	End CY1*
The list will be maintained by the Service Delivery team and updated when changes are made to the vessels or ports.	6 monthly at Contract year end and midpoint
Port of refuge tested and confirmed when vessels redeployed or new vessels introduced	Prior to redeployment or introduction

*CY – Contract Year

Schedule 6 – Mobilisation Plan

1.4.1 Draft Mobilisation Plan

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 Mobilisation Plan

Service offerings and contractual undertakings milestones

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

1.4.3 Management Reporting for the Mobilisation Plan

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

Schedule 7 – Marketing Plan

1.5.1 Marketing Plan

Contractual Undertakings	Milestone Date
Marketing Plan	Ongoing
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.	
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

1.5.2 Smart Ticketing

(Section redacted)

1.5.3 Improving Access an interchange

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 discussed 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

Schedule 8 – Health and Safety Plan

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

Schedule 9 - Environmental Management Plan

1.7 Environmental Management Plan

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

Schedule 10 – Customer Care and Accessibility Process

1.8.1 Customer Care and Accessibility Process

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

1.8.2 Accessibility

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

1.8.3 Accessibility – Equalities Impact Assessment

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