

Thank you again, [redacted]

All – with thanks for your help, please be advised that meeting requests have issued to :

7 September

CMAL - 10:00

CalMac - 11:00

Community Board - 12:00

8 September

Union reps – 11:15

Once confirmation is received I will create calendar invites and add officials.

Please could light touch briefing be provided for all meetings (happy to discuss what's workable here).

Many thanks
[redacted]

[redacted] | [redacted] Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted]

Sent: 02 September 2022 16:28

To: Minister for Transport <MinisterFT@gov.scot>; [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Hi [redacted]

On the basis of the below information, the following TU contacts should be invited:

[redacted] RMT [redacted]
[redacted] Nautilus [redacted]
[redacted] TSSA [redacted]
[redacted] – Unite [redacted]
[redacted]
[redacted] Unite [redacted]
[redacted] GMB – [redacted]
[redacted] STUC [redacted]

Thanks, [redacted]

[redacted]

[redacted]
Transport Strategy and Analysis | Transport Scotland

Email: [redacted]

From: [redacted]

> On Behalf Of Minister for Transport

Sent: 02 September 2022 14:40

To: [redacted]

Cc [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Thanks all.

[redacted] – grateful if you could you confirm the appropriate representatives on the basis of below?

Many thanks
[redacted]

[redacted] [redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted]
Sent: 02 September 2022 14:17
To: [redacted]

[redacted] Higgins K (Kate) <Kate.Higgins@gov.scot>
[redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

[redacted]

The statement will not touch on ferry construction of 801 and 802 but will generally mention the actions to secure additional for the fleet - focusing on the governance and actions relating to ferry services contract.

My understanding was the Minister committed to meet unions in advance of publication of Project Neptune – that is what the focus of a short call should be for next week as a more substantive meeting with STUC is already scheduled for 14th September.

Cheers

[redacted]

From: [redacted]
Sent: 02 September 2022 14:15
To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Both.

[redacted]
Sent: 02 September 2022 13:57
To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Hi [redacted]

The question may be a little lost in translation – what we're trying to understand is, will the statement and report cover ferries construction as well as ferries sailings/services?

If it does, then the unions and associated reps, may be different.

So, that we can be certain of having the right unions and people, can you confirm.

Thanks, [redacted]

[redacted]

Scottish Parliament Committee Liaison and Ministerial Briefings Officer
Transport Strategy and Analysis | Transport Scotland

[redacted]

From: [redacted]

Sent: 02 September 2022 13:27

To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

[redacted]

We have already got an update from SCID colleagues regarding Fergusons. The next parliamentary update from the yard is end of September.

Cheers

[redacted]

From: [redacted]

On Behalf Of Minister for Transport

Sent: 02 September 2022 13:09

To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

[redacted]

Thanks again for this – as discussed these reps cover staff involved in ferries services/sailings.

[redacted]- can you advise whether the scope of the statement and publication is likely to require reps involved in construction, Fergusons etc?

Thanks.
[redacted]

[redacted] | [redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted]
Sent: 02 September 2022 12:58
To: Minister for Transport <MinisterFT@gov.scot>; [redacted]

[redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Thomas, contact information for Ferries Unions:

[redacted] RMT – [redacted]
[redacted]
[redacted] TSSA – [redacted]
[redacted] Unite [redacted]
[redacted]
[redacted] STUC [redacted]

[redacted]

[redacted]

Scottish Parliament Committee Liaison and Ministerial Briefings Officer
Transport Strategy and Analysis | Transport Scotland

[redacted]

From:

[On Behalf Of Minister for Transport
r

Sent: 02 September 2022 11:27

To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Copying ^[redacted] in – grateful if we can use this copy list going forward.

From [redacted]

Sent: 02 September 2022 11:21

To: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Agree, ^[redacted] I was intending to say something along the lines of:

“Minister would like to speak with senior union reps for ferries next week ahead of a statement in Parliament.”

(on the basis that a proposed statement is listed in the Parliament business motion on the website)

Are you comfortable with this?

[redacted]

[redacted]

Transport Strategy and Analysis | Transport Scotland

[redacted]

From: [redacted]

Sent: 02 September 2022 11:04

To: [redacted]

Minister for Transport

<MinisterFT@gov.scot> [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

[redacted]_ can we be careful not to say too much about what the call is about?

[redacted]

From: [redacted]

Sent: 02 September 2022 10:58

To: Minister for Transport <MinisterFT@gov.scot> [redacted]
[redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Morning, [redacted], I have a call with STUC this morning. I will come back to you on the union reps details.

[redacted]

[redacted]

Transport Strategy and Analysis | Transport Scotland

[redacted]

From: [redacted]

On Behalf Of Minister for Transport

Sent: 02 September 2022 10:50

To: [redacted]

Minister for Transport

<MinisterFT@gov.scot>

Cc [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Thanks [redacted]

Grateful for contact details for:

- CMAL [redacted]
- Trade Union reps who should be included in a meeting (noting subject matter, sensitivity etc)

Many thanks
[redacted]

[redacted] | [redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted]
Sent: 02 September 2022 09:58
To: Minister for Transport <MinisterFT@gov.scot>
Cc: [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

Morning [redacted] please see trade union reps who attend meetings with the Minister:

[redacted] Nautilus
[redacted] RMT
[redacted] RMT
[redacted] TSSA
[redacted] STUC
[redacted] prospect

([redacted] also takes an interest if there is a high level issue.)

Copying in [redacted] who liaises with the unions.

[redacted]

[redacted]
Strategic Ferries' Policy
Transport Scotland.
[redacted]

Mobile:[redacted]
Working days: **Tuesday, Wednesday, Thursday,**
Hours: 9:00 – 17:00

Transport Scotland, the national transport agency
Còmhdhail Alba, buidheann nàiseanta na còmhdhail

Please see our [privacy policy](#) to find out why we collect personal information and how we use it

From [redacted]
Sent: 02 September 2022 09:15
To: Minister for Transport <MinisterFT@gov.scot>,[redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders
Importance: High

[redacted]
Not sure on all these so copying to colleagues requesting additional help for names.
Grateful if we can get these asap as Minister is planning to meet these group in advance of the statement 8th September.

I think [redacted] will have the Trade union names and [redacted] deals with Community Board. [redacted] may have some additional names for Calmac and [redacted] may know more for CMAL

CMAL – **Kevin Hobbs, Morag McNeill**
Calmac – **Robbie Drummond**
Ferry Community Board – [redacted]
Trade Unions – [redacted] **RMT** – [redacted] (**Nautilus**)

Hope that helps

[redacted]

From: [redacted]
Sent: 01 September 2022 18:00
To: [redacted]
<MinisterFT@gov.scot>
Cc [redacted]

On Behalf Of Minister for Transport

Minister for Transport

Subject: RE: Project Neptune - Meetings with Stakeholders

Hi [redacted]

Thank you for the below.

Perhaps one for wider colleagues but please could you advise on appropriate attendees and contact details for the following meetings, which I will set up for Wednesday. It would be very helpful if stakeholders could make themselves available where possible and would appreciate any support officials can offer in facilitating that.

- CMAL
- CalMac only (Minister met with DML today and does see a need to hold a further meeting)
- Ferries Community Board
- Ferries unions representative

Many thanks
[redacted]

[redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted]
Sent: 01 September 2022 12:05
To: Minister for Transport <MinisterFT@gov.scot>
Cc [redacted]

Subject: RE: Project Neptune - Meetings with Stakeholders

[redacted]

Yes looks like the right list - would be good if we could at TS in there as they are part of the Tripartite – perhaps just for a rallying call with the troops ! – 15 - 20minutes.

Minister already has a meeting scheduled with STUC on Ferries 14th September so I don't see any reason to accelerate that discussion.

My understanding is that CMAL have the greatest concerns – regarding potential exodus of staff so would make them first priority.
I have very limited contact with the other organisations but others may know of concerns.

I would probably lump DML and Calmac into a single meetings.

Cheers

[redacted]

From: [redacted] **On Behalf Of** Minister for Transport
Sent: 01 September 2022 11:28
To: [redacted]
Cc: Minister for Transport <MinisterFT@gov.scot>; [redacted]

Subject: Project Neptune - Meetings with Stakeholders

Hi [redacted]

In advance of publishing the report and making a statement to Parliament on 8 September, Ms Gilruth wishes to meet with the relevant stakeholders/bodies, including the Community Board.

I would be grateful if you could confirm whether the below list is correct, if there is a priority order, and who from each organisation should be invited? I am currently looking to schedule these calls on afternoon of 7 September, subject to rearrangements, and potentially also on morning of 8 Sep if required. Grateful if you could flag any immediate concerns/advice at this stage.

CMAL
CalMac
DML
Ferries Community Board

Many thanks,

[redacted]

[redacted] | [redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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Technical Disruption – Isle of Lewis, LOTI

Minutes for stakeholder meeting 11 October 2022

Attendees

Jenny Gilruth (JG) – Minister for Transport
Alasdair Allan (AA) – MSP
Cllr Iain MacNeil
Cllr Uisdean Robertson
[redacted] – Barratlantic
[redacted]

North Uist Community Council rep [redacted]
[redacted]

[redacted] – Northbay Community Council
Robbie Drummond – CFL
[redacted] – CFL
[redacted] – CFL
[redacted]

Agenda

1. Introduction from Minister
2. Technical update from CFL
3. Open forum

1. Welcome and introductions led by Ms Gilruth

2. [redacted] provided an overview of the technical issues to the Isle of Lewis and the LOTI and provided an update on timescales for repairs. Isle of Lewis heading back to Castlebay to pick up 07:00 service Wed 12 Oct. LOTI will go to Oban tomorrow for inspection by MCA and if approved can be back in service tomorrow.

As contingency the MV Clansman will operate a sailing to Castlebay. Any delay to the LOTI – further consideration will be given to contingency tomorrow.

3. Open Forum – main points raised:

- Resilience paper – what options are being considered, financing for additional crews, spare parts. Options for more services on Sound of Barra for future disruptions [redacted] and additional tonnage required.
- Resilience fund is still ongoing and changes to upcoming dry dock will hopefully help in reducing technical outages. TS/CFL need to consider how spare parts are sourced to help prevent delays i.e. having to source from Europe.

AP – all options in the Resilience Paper still being considered.

- Broadband connectivity an issue getting messages to customers. CFL recognise this and staff phone/text customers where numbers are available.
- TS need to be held accountable and recognise the impact to businesses.

- Comms – CFL to ensure comms are reaching the right parties and key stakeholders are notified of disruption before reading it on social media. TS to ensure the correct stakeholders are identified and included in meeting invitations. Invitations to be issued as timeously as the situation allows, but participants need to bear in mind these meetings are convened quickly. Updates on the current situation and timelines re vessels are on the CFL website.
- CHFS3 – not the forum for discussion on this topic.

AP – UK Government role to be considered more widely for ferries support.

-----End Of Meeting Note-----

Technical Disruption – LOTI

Minutes for stakeholder meeting 13 October 2022

Attendees

Jenny Gilruth (JG) – Minister for Transport

Alasdair Allan (AA) – MSP

Cllr Kenneth MacLean

Cllr Uisdean Robertson

[redacted] – CalMac Community Chair

[redacted]

North Uist Community Council rep [redacted]
[redacted]

– Northbay Community Council

Robbie Drummond – CFL

[redacted] – CFL

[redacted] – CFL

[redacted]

Agenda

1. Introduction from Minister
2. Technical update from CFL
3. Open forum
4. Summary

1. Welcome and introductions led by Ms Gilruth

2. [redacted] provided an overview of the technical issues to the LOTI, confirmed she has moved to Cammel Laird and provided an update on timescales for repairs.

[redacted] gave detail on the contingency options, including amended sailing times on Sound of Barra and with the Isle of Lewis to offer connections to Oban.

MV Clansman could possibly also offer an additional service on Saturday evening following the Coll/Tiree service, not to the detriment of the community. There is a lot to consider and work through, but they will publish updates as soon as they can. Stakeholders were asked that they cascade to passengers that they need to advise CFL in advance if they need any assistance with travel in between ports to use alternative routes.

3. Open Forum – main points raised:

- What is the issue with the steelwork and why was it not picked up? [redacted] advised that previous checks showed the steel was still within the tolerance levels, however this time was without. Alasdair Allan pointed out that perhaps more extensive checks are required.

- Dry dock – has been extended this year. CFL are spending £34m this year in comparison to £21m 5 years ago. However, this is just to address the issues with an ageing fleet.
- Sound of Barra – strengthening of this route has to be a priority.
- Communications – there needs to be greater focus on this, and done in a more timely manner. Consideration also needs to be given to communicating with any communities affected by their service providing resilience elsewhere in the network.

4. Summary – [redacted] advised that it is hoped the vessel will leave dry dock on Sat morning and will be back operating on Sunday. There will be a decision made depending on weather which port she will sail to on Sunday.

-----End Of Meeting Note-----

From: [redacted]
Sent: 10 October 2022 23:07
To: Minister for Transport <MinisterFT@gov.scot>
Subject: Re: Urgent Request for Meeting with Minister for Transport

[redacted]

Hope all good with you.
Thanks for that and I will attend. I notice you haven't invited a board member from Uist or Barra but maybe you are keeping a limit on attendance?
Best regards
[redacted]

Sent from my iPad

On 10 Oct 2022, at 18:47, ministerft@gov.scot wrote:

[redacted]

Hope you're well!

My apologies for the earlier omission – please see the below email on behalf of Ms Gilruth.

One again – apologies for the error.

Many thanks,

[redacted] Minister for Transport – Jenny Gilruth MSP | Scottish
Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG | [redacted]
[redacted]

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From [redacted] **On Behalf Of** Minister for Transport
Sent: 10 October 2022 18:12
To [redacted]

robbie.drummond@calmac.co.uk
Cc: Minister for Transport <MinisterFT@gov.scot>; Chief Executive Transport Scotland
<ceo@transport.gov.scot>; [redacted]

Subject: Urgent Request for Meeting with Minister for Transport
Importance: High

Good Evening,

The Minister would like to convene an immediate meeting with partners and stakeholders on the recent technical issues in relation to MV Isle of Lewis and MV Lord of the Isles.

This has been scheduled for 14:00 – 14:30 tomorrow, Tuesday 11th October. Appreciating the short notice given, I would be grateful if attendees could confirm whether they will be able to join the meeting.

Please find below a Teams link for the call. I would ask recipients not to share this link further than the copy list, except in order to allow colleagues to deputise where necessary. If there are any issues, please get in touch via this address.

Microsoft Teams meeting
[redacted]

Many thanks,

[redacted] Minister for Transport – Jenny Gilruth MSP | Scottish
Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG | [redacted]

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From: [redacted]

Sent: 11 October 2022 09:55

To: [redacted]

Minister for Transport

[<MinisterFT@gov.scot>](mailto:MinisterFT@gov.scot)

Subject: RE: Urgent Request for Meeting with Minister for Transport

[redacted]

More generally this really points to the lack of a formal structure of ferry committees in the Western Isles – something we will need to consider addressing (but will get resistance from some sectors).

I'd suggest we include the community council and Council folk below.

On Coll and Tiree and Colonsay, my understanding is that there will only be a day of disruption based on current plans. Although this is very much unwelcome, the Minister had been clear that these meetings would be convened in prolonged outages. Perhaps we could go back to [redacted] along the following lines –

[redacted]

Thanks for the suggestions including those from Tiree, Coll, and Colonsay. For the moment the Minister is hoping to focus on what has been a prolonged period of disruption in the Western Isles and have a large number of representatives attending on that basis. For the moment could you represent on any wider issues - which hopefully will be restricted to the current (and very unfortunate) disruption to other routes? We can then review that in the event that this would be further prolonged and subsequent meetings needed?

[redacted]

[redacted]

From: [redacted]

Sent: 11 October 2022 09:00

To: Minister for Transport <MinisterFT@gov.scot>

Cc: [redacted]

Subject: RE: Urgent Request for Meeting with Minister for Transport

Morning [redacted] – attached is a list of community council members but as you can see there are a few, although a couple are already on the invite list. This may perhaps shift some of the focus in terms of just discussing the current outage. In terms of Coll/Tiree/Colonsay perhaps we have a separate meeting for them?

[redacted]

[redacted]
Contract Management
Ferries Unit
[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From: [redacted] **On Behalf Of Minister for Transport**
Sent: 11 October 2022 08:56
To: Minister for Transport <MinisterFT@gov.scot>; [redacted]

Subject: RE: Urgent Request for Meeting with Minister for Transport

Further email from [redacted]

From: [redacted] **On Behalf Of Minister for Transport**
Sent: 11 October 2022 08:54
To: [redacted] **Minister for Transport**
<MinisterFT@gov.scot>
Cc: [redacted]
Subject: RE: Urgent Request for Meeting with Minister for Transport

Thanks [redacted] – grateful for a steer on what approach officials would suggest.

Additionally, please see attached email – can we reach out to [redacted] and ask for relevant reps?

Thanks,

[redacted]

From: [redacted]

Sent: 11 October 2022 08:51

To: Minister for Transport <MinisterFT@gov.scot>

Cc: [redacted]

Subject: RE: Urgent Request for Meeting with Minister for Transport

Morning PO

CalMac have also suggested adding in these reps from Coll/Tiree/Colonsay, given their vessel has been redeployed today to cover a service to Castlebay. Not sure though if the Minister would rather a separate meeting, I am conscious that numbers for attendees are creeping up.

[redacted]

Tiree
[redacted]

Colonsay
[redacted]

[redacted]
Contract Management
Ferries Unit
[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From: [redacted]

On Behalf Of Minister for Transport

Sent: 10 October 2022 18:12

To: [redacted]

robbie.drummond@calmac.co.uk

Cc: Minister for Transport <MinisterFT@gov.scot>; Chief Executive Transport Scotland

<ceo@transport.gov.scot>; [redacted]

Subject: Urgent Request for Meeting with Minister for Transport
Importance: High

Good Evening,

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Microsoft Teams meeting

Join on your computer, mobile app or room device
[redacted]

| |

Many thanks,

[redacted] | [redacted] Minister for Transport – Jenny Gilruth MSP | Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG | [redacted]
[redacted]

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From: [redacted]

On Behalf Of Minister for Transport

Sent: 21 October 2022 10:18

To: [redacted]

Minister for Transport

<MinisterFT@gov.scot>

Subject: RE: Urgent Request for Meeting with the Minister for Transport

This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team [in line with SG records management policy.](#)

Hi [redacted]

Ms Gilruth is content to clear the minute.

Many thanks

[redacted]
1

[redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From [redacted]

Sent: 13 October 2022 14:41

To: Minister for Transport <MinisterFT@gov.scot>

Subject: RE: Urgent Request for Meeting with the Minister for Transport

Hi [redacted] – yes, they are Tuesday's. I'll get today's typed up and sent hopefully fairly soon.

[redacted]
Contract Management
Ferries Unit
[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday

Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From: [redacted]

On Behalf Of Minister for Transport

Sent: 13 October 2022 14:40

To: [redacted]

Minister for Transport

<MinisterFT@gov.scot>

Subject: RE: Urgent Request for Meeting with the Minister for Transport

Thanks for that [redacted]

Are these ready to be sent to the Minister to clear?

[redacted]

[redacted]

the Minister for Transport – Jenny Gilruth

The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG

Email: MinisterFT@gov.scot

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From: [redacted]

Sent: 13 October 2022 13:36

To: Minister for Transport <MinisterFT@gov.scot>

Subject: RE: Urgent Request for Meeting with the Minister for Transport

Scrap that.....sorry. It was the wrong attachment.

[redacted]

Contract Management

Ferries Unit

[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From: [redacted]

Sent: 13 October 2022 13:35

To: Minister for Transport <MinisterFT@gov.scot>
Subject: RE: Urgent Request for Meeting with the Minister for Transport

I should have explained it is the same. I have put this to the DFM's office too for his briefing ahead of Question Time.

[redacted]
Contract Management
Ferries Unit
[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From [redacted] **On Behalf Of** Minister for Transport
Sent: 13 October 2022 12:42
To: [redacted] **Minister for Transport**
<MinisterFT@gov.scot>
Subject: RE: Urgent Request for Meeting with the Minister for Transport

Hi [redacted]

Just checking if this is the right attachment?

Thanks

[redacted]

[redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

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From [redacted]
Sent: 13 October 2022 11:31
To: Minister for Transport <MinisterFT@gov.scot>
Subject: RE: Urgent Request for Meeting with the Minister for Transport

Morning PO

[redacted] has cleared the minutes of the meeting on Tuesday that was held with stakeholders. Attached for info ahead of the next meeting today.

[redacted]
Contract Management
Ferries Unit
[redacted]

Transport Scotland, Victoria Quay, Edinburgh, EH6 6QQ

My working days are Monday to Friday



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

From: [redacted]

On Behalf Of Minister for Transport

Sent: 13 October 2022 09:12

To: [redacted]

Cc: Minister for Transport <MinisterFT@gov.scot>; Chief Executive Transport Scotland <ceo@transport.gov.scot>; [redacted]

Subject: Urgent Request for Meeting with the Minister for Transport

Good morning,

The Minister would like to convene an immediate meeting with partners and stakeholders on technical issues related to MV Lord of the Isles.

This has been scheduled for **14:00 – 14:30 today, Thursday 13th October**. Appreciating the short notice given, I would be grateful if attendees could confirm whether they will be able to join the meeting.

Please find below a Teams link for the call. I would ask recipients not to share this link further than the copy list, except in order to allow colleagues to deputise where necessary. If there are any issues, please get in touch via this address.

Microsoft Teams meeting

Join on your computer, mobile app or room device
[redacted]



Thanks,

[redacted]

the Minister for Transport – Jenny

Gilruth

The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG

Email: MinisterFT@gov.scot

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Confirmed Attendees:

Alasdair Allan – MSP

Uisdean Robertson – CNES

[redacted] - Northbay Community Council

[redacted]

Councillor Uisdean Robertson - Head of Transportation

Councillor Iain MacNeil

Councillor Kenneth MacLean

[redacted] – CalMac Community Board

CalMac:

Robbie Drummond

[redacted]

TS:

[redacted]

Agenda:

Introductions – Minister

Overview of technical issue – repair timeline – Robbie (CFL)

Service delivery options – Robbie/[redacted] (CFL)

Community feedback – open to group

MV Isle of Lewis – Technical issue**Issue**

The vessel operates on the Oban-Castlebay route. At 12.15pm on 7 October the vessel lost use of bow thruster on approach to Oban.

The vessel required an alternative mainland berth and moved to James Watt Dock, Greenock on Saturday 8th October. Replacement parts were been sourced from the Original Equipment Manufacturer and were shipped from Norway. CalMac had looked at having parts made in the UK, but this would have taken longer than shipping from the continent so was discounted as an option.

There was a slight delay in the parts clearing customs which was down to a UK wide issue with customs systems. **The part was fitted today (11 Oct), and the vessel has now left Greenock heading to Castlebay. She is due to resume timetables service tomorrow at 07:00.**

Disruption to services

Services were cancelled, and displaced passengers were offered travel on Lochmaddy-Uig services via the Sound of Barra.

CalMac did consider sailings between Oban and Castlebay on Sat (return on Sunday) by MV Clansman after her Coll/Tiree service – however the weather forecast for Sunday would have meant that the vessel would have been storm-bound in Castlebay until Monday, impacting on sailings to Coll/Tiree and Colonsay on Monday, so the decision has been made not to go ahead with that sailing.

On Sat 8 Oct, all food goods were shipped via Lochmaddy and Sound of Barra service. Local Area Operations Manager spoke directly with Barratlantic and the Co-op to prioritise exports. However, original plans had to be cancelled due to a technical fault with MV Lord of the Isles.

MV Lord of the Isles (LOTI) – Technical Issue

Issue

On Sunday 9 October at 19:00 CalMac reported a technical issue identified as steelwork corrosion to the hull. The vessel currently covers the service between Mallaig/Oban – Lochboisdale. There was no available vessel to cover as the MV Clansman was providing a service to Colonsay yesterday (Mon).

Disruption

A repair plan has been agreed with the MCA, which will allow the vessel to return to service once complete.

Some work has already been carried out to allow the vessel to move to a mainland port where additional work will be required. The vessel will transit to Oban on Wednesday 12 October, arriving 09:00. Surveyor and contractors will attend on arrival. The return to Lochboisdale will be confirmed once Asset Management and Marine have confirmed if the vessel is available for service.

Please note that there is no overnight berth for MV Lord of the Isles in Oban, if unavailable for service she will have to return to Lochboisdale or transit to Clyde.

The vessel is due in dry dock for her annual overhaul 10 November, and the Class approved repair work will see her through until then at which point a permanent repair can be completed. There are currently no ships that can provide relief on the route today as the MV Clansman is required to ship essential supplies to Colonsay.

Current Contingencies

Using the route prioritisation matrix and identifying lifeline traffic, it is now necessary to disrupt other services in the network to provide a service to Barra, which last had a single leg sailing on Friday 7 October.

The following has now been put in place and has been communicated to customers and stakeholders:

- MV Clansman has been deployed to operate a return Oban-Castlebay service Tuesday 11 October
- Coll/Tiree and Colonsay services for Tuesday 11 October have been cancelled
- An additional Tiree service will operate on Wednesday 12 October

It has not been possible to operate a Lochboisdale service due to vessel availability and the current weather forecast.

Communications

AOM has been in contact with co-op and other stakeholders who have advised that there is no issue with stock on the island and that providing supplies can be shipped on the Tuesday morning Oban to Castlebay service – no supply issues should arise.

Website updated, and communications issued to local stakeholders. Those customers affected are being contacted.

MV Isle of Lewis – Technical issue

Issue

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Disruption

It was hoped a repair plan could have been agreed with the MCA, which will allow the vessel to return to service once complete.

However, some work was already been carried out to allow the vessel to move to a mainland port where additional work was undertaken.

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Website updated, and communications issued to local stakeholders. Those customers affected are being contacted.

From: [redacted] gov.scot> On Behalf Of Minister for Transport
Sent: 29 November 2022 10:13
To: [redacted] @transport.gov.scot>; Minister for Transport
[redacted] @gov.scot>
Cc: [redacted] @transport.gov.scot>; [redacted]
@transport.gov.scot>; [redacted] @gov.scot>
Subject: RE: MFT Meeting with CMAL

Hi [redacted]

Thanks for this.

Ms Gilruth is content with the highlighted sections [redacted]

[redacted]

Many thanks

[redacted]

[redacted] the Minister for Transport – Jenny Gilruth
The Scottish Government | St Andrew's House, Edinburgh, EH1 3DG
Email: MinisterFT@gov.scot

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From: [redacted] @transport.gov.scot>
Sent: 23 November 2022 17:54
To: Minister for Transport [redacted] @gov.scot>

Cc: [redacted] @transport.gov.scot>; [redacted]
@transport.gov.scot>; [redacted] @gov.scot>
Subject: MFT Meeting with CMAL

PO/MFT,

The Minister met with the CMAL Board on 20 October. CMAL produce a fairly detailed minute of all of its Board meetings but also produce a redacted version on its website. CMAL have shared the draft below and I suggested the Minister may want the chance to comment prior to these being finalised. The paragraphs in yellow will be redacted in the published minutes. I would welcome any comments to allow me to confirm to CMAL that they can circulate these more widely to the board (they won't be published until after approval at the next meeting).

Transport Minister

Jenny Gilruth, the Transport Minister, arrived at 1000.

A summary of the points discussed are below

- JG thanked CMAL and the leadership team for all the good and consistent work that we carry out, noting that KH had been very supportive since she was appointed.
- The Minister noted that CMAL have a positive approach to problems and seek solutions.
- Congratulated Morag McNeill on the appointment as the Chair and Murdo MacLennan on the appointment as NED - welcoming his background as an island-based appointment.
- Reflected that the BBC Disclosures programme presented some challenging and concerning issues but was not reflective of her experience of the work that CMAL carries out.
[redacted]
- The Minister discussed Project Neptune and reiterated the point that CMAL the skills within CMAL were essential and that any changes cannot risk this current level of performance
[redacted]
- Discussion took place regarding the challenges impacting the lifeline ferry network - in particular on the west coast and where possible improvements could be made
[redacted]
- KH summarised the forthcoming projects that would be delivered within the 5-year IIP period.

- KH also reiterated that there were 3 projects that additional funding (amounting to £300m) would be requested. The most urgent that has been under active discussion was the additional 2 Major Vessels with a request for £115m. The Minister acknowledged that there were active discussions regarding agreement and that the Perm Sec and DFM were already involved and supportive.
[redacted]

JG and CW left the meeting at 1105.”

[redacted]

From: [redacted]

Sent: 18 October 2022 09:54

To: Minister for Transport [redacted] >

Cc: Cabinet Secretary for Net Zero, Energy and Transport <[redacted]>; Cabinet Secretary for Finance and Economy <[redacted]>; Minister for Just Transition, Employment & Fair Work <[redacted]>; [redacted]

<[redacted]> @transport.gov.scot>; Communications Finance & Economy <[redacted]>; DG Net Zero <[redacted]>; [redacted] @gov.scot>; [redacted] @transport.gov.scot>; [redacted] Minister for

Transport <[redacted]>; Press Transport Scotland <[redacted]>; [redacted] Transport Scotland Directors <[redacted]>; [redacted] Transport Scotland Media <[redacted]>; [redacted] @transport.gov.scot>; [redacted]

<[redacted]>; [redacted] @transport.gov.scot>; [redacted] @transport.gov.scot>; [redacted] @gov.scot>; [redacted] @gov.scot>; [redacted]

@transport.gov.scot>; [redacted] @gov.scot>; [redacted] @gov.scot>

Subject: Ministerial Briefing - Minister for Transport Meeting - CMAL Board - Thursday - 20 October 2022

Good morning PO

Please find attached briefing to support the introductory meeting with Ms Gilruth and the Board of CMAL taking place on Thursday, 20 October at 10:00.

Kind regards
[redacted]

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF



Transport Scotland, the national transport agency
Còmhhdhail Alba, buidheann nàiseanta na còmhhdhail

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL) 20 October 2022

Who	<ol style="list-style-type: none"> 1. Morag McNeill (Interim Non-Executive Chair) 2. Kevin Hobbs (CEO) 3. Paul Croucher (Non-Executive Director) 4. Greame Wood (Non-Executive Director) 5. Murdo MacLennan (Non-Executive Director) 6. Jim Anderson (Director of Vessels) 7. Ramsay Muirhead (Director of Ports Infrastructure and Planning) 8. Heather Ferguson (Director of Finance)
What	<p>This introductory meeting has been arranged at the request of the Minister. The Minister has already had a series of regular meetings with both the Interim Chair and the CEO of CMAL. Previous discussions took place around the provision of vessels and infrastructure across the network and key issues relating to the work of CMAL.</p> <p>This meeting will provide an opportunity for the Minister to meet all Board members, and discuss key issues and strategic priorities.</p>
Why	Arranged to allow the Minister to meet with the entire CMAL Board.
Where	<p><i>CMAL Office</i> <i>Municipal Buildings (Upper Floor Port Glasgow Library),</i> <i>Fore St</i> <i>Port Glasgow</i> <i>PA14 5EQ</i></p>
When	<p><i>20 October 2022, Thursday</i> <i>10:00– 11:00</i></p>
Travel Arrangements	PO to confirm
Supporting Officials	[redacted] Transport Scotland, AMFC [redacted]
Briefing Content	<p>Annex A: Agenda and Biographies Annex B: Introduction/Speaking Note/ Concluding Remarks Annex C: CMAL Background Annex D: Project Neptune Annex E: Investment/Funding Annex F: Fleet Replacement Annex G: Ferguson Marine Port Glasgow Limited Annex H: CMAL Remuneration and Staff Retention Annex I: Pensions Annex J: Island Representation</p>

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL)
20 October 2022

ANNEX A

AGENDA AND BIOGRAPHIES

Start – 10:00

1. Welcome and Introductions.
2. Discussion of Strategic Priorities and Risks.
3. Any other Business.

Finish – 11:00

Caledonian Maritime Assets Limited Key Personnel Biographies

Morag McNeil – Non - Executive Chair



Following Erik Ostergaard (former CMAL Chair), stepping down to take up the current Chair position of David MacBrayne Limited (DML) Morag McNeill was appointed as the interim Chair of the Caledonian Maritime Assets Limited Board in January 2022.

Morag was recently appointment as the new permanent Non-Executive Chair of the CMAL Board on the 1 October 2022, for an initial term of 3-years.

Morag is a qualified solicitor with over 25 years' experience as a corporate lawyer. She was a senior partner at McGrigors LLP (now part of Pinsent Masons LLP) and latterly, was General Counsel at Forth Ports plc.

Morag has held a portfolio of Non-Executive Directorships and is the current Vice-Chair at Social Investment Scotland, and Deputy Chair at Heriot-Watt University. Morag is also a board member at Scottish Event Campus Limited.

At the end of December 2021, Morag stepped down as Vice-Chair at Aberdeen Harbour after nine years. Morag has extensive experience, skills and knowledge in the ports and harbours sector and has a strong background in corporate governance and risk management

Morag has served as Non-Executive Director at the Scottish Government from 2014 – 2022.

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL) 20 October 2022

Kevin Hobbs – Chief Executive Officer



Kevin joined Caledonian Maritime Assets Limited in April 2016, bringing 30 years' experience in the port, maritime logistics and shipping industries.

As director at Port of Milford Haven, a leading UK port that handles over 30 million tonnes of cargo annually, he was responsible for commercial and operational management.

Between 2008 and 2011, Kevin worked as a specialist consultant, providing expert advice to maritime and shipping clients, including Dublin Port Company, Peel Ports and Stena Line.

In 1996, Kevin founded Seatruck Ferries Group, an Irish Sea ferry service specialising in freight, which he guided from start-up to a profitable business. As CEO and managing director, he oversaw an investment portfolio of eight new build freight ferries and five pre-owned ferries.

Paul Croucher - Non-Executive Director



Paul Croucher holds an MBA in Banking and Finance and was elected a Fellow of the Institute of Banking and Finance Services in 2009. Paul has private sector leadership experience in corporate banking, with previous divisional director roles at Lloyds Banking Group, Royal Bank of Scotland and BNP Paribas. Paul has held several non-executive director roles, with current roles including the Isle of Man Steam Packet (ferry) Company, where he is the shareholder representative, and he is a Board Member and Finance Chair of a multi-academy education trust in England.

Graeme Wood - Non-Executive Director



Graeme is a qualified marine engineer with more than 35 years' experience working in marine and oil and gas related businesses, with a focus on vessel management and operation. He has served in a range of executive and non-executive director positions for over 14 years in various organisations, from family-owned enterprises to multi-national organisations. He is a fellow of the Institute of Directors, a Chartered Director, and a member of the Institute of Marine Engineering, Science and Technology.

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL)

20 October 2022

Murdo MacLennan - Non-Executive Director.

Murdo was recently appointed as the new Non-Executive Director of the CMAL Board on the 1 October 2022, for an initial term of 3-years. Murdo is an islander based in Point outside Stornoway and is an active crofter in both Lewis and Harris. Murdo has held four previous Board appointments, Bord Slainte Nan Eilean Siar, in both Executive and Non-Executive roles, Bord na Gaidhlig, The Crofters Commission and was elected to the successor body the Crofting Commission as a Commissioner. Mr MacLennan brings a wealth of experience with a special interest in the areas of Board Accountability, Governance, Audit and Finance and Public Procurement having chaired key committees in these areas on the above Boards. He also holds a current charitable sector position as vice Chair of Bethesda Home and Hospice in Stornoway. Mr MacLennan brings a strong credible perspective of island interests to national fora.

Jim Anderson - Director of Vessels



Jim was appointed Director of Vessels in April 2016. Jim is a Chartered Engineer; a Fellow of the Royal Institution of Naval Architects, the Institute of Marine Engineering, Science & Technology and the Institution of Engineering and Technology. Jim has over 35 years' experience in the maritime industry; working in senior management roles for shipbuilders, ship owners and design consultants.

Ramsay Muirhead - Director of Port Infrastructure & Planning



Ramsay was appointed Director of Port Infrastructure & Planning in October 2019. He has over 25 years' experience in a broad range of engineering disciplines and joined CMAL in 2009 as a Civil Engineer. In 2012, he took up the role of Head of Civil Engineering, responsible for overseeing the delivery of all CMAL harbour maintenance and infrastructure projects. Ramsay is a Chartered Civil Engineer and a Member of the Institution of Civil Engineers; a Chartered Manager and Member of the Chartered Management Institute; a member of the Institute of Directors; and a Fellow of the Institution of Engineers in Scotland.

Heather Ferguson - Finance Director



Heather Ferguson was appointed as Finance Director in November 2020. Heather has a strong financial portfolio, honed through 30 years of experience in both the private and not-for-profit sector. Before joining CMAL, Heather worked at The Royal College of Physicians and Surgeons in Glasgow, where she spent six years leading their financial strategy, which included building an IT team and managing complex building renovations. Prior to this, she worked at St Andrew's First Aid for nine years, upgrading their systems and centralising accounting processes. She has managed a charity, held Trustee positions, and is passionate about improving life for the people of Scotland. Heather is a fellow of the Association of Chartered Certified Accountants.

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL)
20 October 2022

ANNEX B

INTRODUCTION/SPEAKING NOTE

1. This is an introductory meeting with the entire CMAL Board. The meeting has been arranged at the request of the Minister for Transport and will provide an opportunity to discuss key issues relating to the work of CMAL.

Bullet point speaking notes:

- Thank you for accepting my invitation to meet today. This meeting will give us the opportunity to take some time to talk in general terms about the work of CMAL, in particular some of the issues relating to the ferry services across the network.
- I have already met with your new Chair (Morag McNeil) and with Kevin Hobbs (CEO) and it is good to have this opportunity to meet with you all as a full board.
- I would also like to take this opportunity to formally welcome both Morag McNeil (new Chair) and Murdo MacLennan (new Non-Executive Director), to the Board of Caledonian Maritime Assets Limited.
- I also want to take this opportunity to thank each Board member – and wider CMAL staff - for the work you do to deliver Scottish Minister’s priorities and objectives.
- I acknowledge the skills and experience you have gained throughout your careers and note that this will allow you to make a valued contribution to the work of CMAL. I am also grateful [Scottish Ministers] for the considerable efforts of CMAL staff – and the crucial role you all play in delivering our high quality lifeline ferry services in Scotland.
- Today is a further opportunity to talk in general terms about the key challenges that impact the ferry services and our communities. It is important that you continue the work you do to deliver Scottish Ministers’ priorities and objectives and reflecting the messaging used by Scottish Ministers.
- **Scottish Ministers fully recognise the need for further investment in the CalMac ferry fleet. I welcome that we are now moving forward with the procurement of 2 further Islay Vessels**^[redacted] **I want to express my thanks to CMAL for the significant work to bring this opportunity closer.**
- [redacted]
e welcome the work of CMAL in continuing to represent and protect Ministers interests in this area – and more importantly the work being undertaken to support the yard in the delivery of the two vessels.
- [redacted]

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL) 20 October 2022

- We talk a lot about the challenges that we face, but there are also opportunities. One of the greatest opportunities to really transform how we work together is Project Neptune. I am committed to seeing that project through [redacted]

I want us to do that

together.

[redacted]

- Ferry services to our islands remain a key concern for Scottish Ministers and the communities served by lifeline ferries. It is essential that we [CMAL, DML and Transport Scotland] work together in responding to these challenges.
- I would like to invite your reflections on the current state of ferry services in Scotland, your relationship with Ministers and Transport Scotland. Your feedback will inform the way we work and our priorities going forward. I am interested in your key priorities and challenges, and how we can support you in those through our shareholder and sponsorship arrangements.

Concluding remarks: for close of meeting

- Thank you for taking the time to meet with me today, I have found this meeting very informative and useful.

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL) 20 October 2022

ANNEX C

CALEDONIAN MARITIME ASSETS LIMITED - BACKGROUND

1. Caledonian Maritime Assets Limited (CMAL) owns ferries, ports, harbours and infrastructure necessary for vital ferry services serving the west coast of Scotland and the Clyde Estuary, and the Northern Isles. They are wholly owned by the Scottish Government with Scottish Ministers as the sole shareholder. CMAL is classified as a public corporation and was formed as a new corporate entity in 2006, when assets were separated from operational services performed by David MacBrayne and its subsidiaries. CMAL has a proud and long-standing heritage as part of Scotland's maritime history. Under the auspices of Project Neptune, Ministers are currently considering the corporate structures of the organisations delivering lifeline ferry services in Scotland.
2. The sponsorship relationship for CMAL is managed through the Aviation, Maritime, Freight and Canals division within Transport Scotland. The governance relies on strong working relationships between key individuals at Transport Scotland and CMAL, which allows for active discussion on risk and alignment of strategic priorities.
3. CMAL has updated its three-year corporate plan to 31 March 2025. The document outlines key achievements over the past year, and details key business priorities and deliverables going forward. The plan summarises, planned projects over the next seven years to include the financial year from March 2024. **The Corporate Plan can be accessed [here](#).**
4. The table below provides information on the current CMAL non-executive Board members. A number of CMAL's key Executive Directors also sit on the Board.

Current Board

Name	Position	Appointment End Date	Term (Yrs)
Morag McNeil	Non – Executive Chair	30 September 2025	3
Murdo MacLennan	Non - Executive Director	30 September 2025	3
Paul Croucher	Non - Executive Director	31 July 2024	7
Graeme Wood	Non - Executive Director	30 September 2025	6

5. The CMAL Board has an executive management team and supporting staff at headquarters in Port Glasgow. They aim to provide safe, efficient and cost-effective ferries, harbours and port infrastructure necessary for the delivery of lifeline ferry services, including:
 - Maintaining, improving and enhancing assets such as vessels and the land and property around piers and harbours within its ownership.
 - Delivering a programme of investment in new ferries and shore-side infrastructure.
 - Planning and working to develop an investment plan and making a real difference for people and businesses using lifeline ferry services.
 - Working with stakeholders within Scotland and the wider maritime community to be acknowledged as the principal provider of the most cost-effective yet innovative ferries and port infrastructure to the benefit of the communities they serve.

MINISTERIAL ENGAGEMENT BRIEFING: JENNY GILRUTH, MINISTER FOR TRANSPORT

Briefing for Introductory Meeting: Caledonian Maritime Assets Limited (CMAL)

20 October 2022

[redacted]

PROJECT NEPTUNE

BACKGROUND

1. The purpose of Project Neptune was to reflect on the governance arrangements between CMAL, Calmac and Transport Scotland, having regard to the overarching objective of effective, efficient and economic delivery of lifeline ferry services to enhance passenger experience and support the local island economies.
2. It does not make specific recommendations on policy decisions, such as direct award, but does outline how different models could impact these. It offers some suggestions for more immediate short-term improvements around governance of ferry services and procurement.
3. The initial phase Project Neptune has now been completed with publication on 8 September 2022.
4. This phase provides a comparative analysis of alternative governance models drawn from international practice, to develop a preliminary “short list” of options for detailed consideration. The initial phase also considers short term changes that could be made to shareholder and project governance, to deliver interim improvements while next steps are under consideration. Next Steps will entail more detailed analysis and diligence on the short listed options to inform final decisions on how to proceed.
5. There has already been targeted third party engagement to inform the content of the review but Angus Campbell will lead further consultation with key stakeholders.
6. This is a significant piece of work which should not be considered in isolation. The outcome of Project Neptune will have implications for future policy decision by Scottish Ministers, such as the procurement strategy for future ferry services contracts.

Project Neptune impact on CMAL

7. CMAL are aware of the potential of a focus on assimilation option and have raised concerns on how this would be done to ensure CMAL staff do not view it as a CalMac takeover. Less focus was previously placed on the Governance elements of the report and some issues such as culture and behaviour (within the tripartite) will need to be addressed.
8. This is particular sensitivity for CMAL staff, who may perceive any exploration of options to bring CMAL and DML together as an implied criticism. There is a concern among the CMAL executive team that any uncertainty created by Neptune may lead to staff losses, or impede any future recruitment. It is important that any publication or consultation be handled sensitively.
9. CMAL have been engaged with the process, attended meetings alongside tripartite partners in 2021.

Next steps/outstanding work

10. Further consideration is required to set the scope and timescales for consultation with key stakeholders and any further work required to consider options outlined by Project Neptune.

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11. Refreshing and refocusing the remit of the Network Strategy Group (TS, CMAL and CalMac) will also be undertaken.

Top lines

12. I very much value the ongoing work of CMAL, Calmac and Transport Scotland in delivering lifeline services, but recognise there is room for improvement in governance and strategic alignment

Report Findings – Current Arrangements

13. We broadly recognise many of the key messages in the report and the need for further actions and improvements.
14. The report was independent with a range of views so there was no expectation that each party would sign it off – indeed it would be wrong to do so.
15. Many of the criticisms of current arrangements have already been set out in the RECC and Audit Scotland Reports and much progress has been made in addressing these issues – but we accept there is more work to be done.
16. We accept there is further work to be done in terms of agreeing a strategic framework for the three organisations that will help further define roles and responsibilities.

Future Options

17. There are several options for reform set out in the report that include enhancing current structures or wider reform.
18. This work will take time and require detailed consideration on the best model before a decision is taken.
19. Much of this work will be of a technical nature, but the views of key stakeholders will be important.
20. No decisions have been taken at this stage.
21. Assimilation and integration are set out in the report as options to be considered - but there are also opportunities to further strengthen and align the work of all parties involved in delivering ferry services.
22. This is about a decision to place value in all organisations to ensure the governance is robust, transparent and efficient.
23. Let me be absolutely clear, the work of both organisations and the individuals within each organisation are hugely valued.
24. While it was the right approach to give the consultants a wide remit in undertaking their work, we have clearly signalled that we will not consider options around unbundling or privatisation.
25. Our current view is that introduction of a Commissioner would not bring benefits to the way we deliver ferry services. But we would welcome input on when we consult on this matter.

Engagement and Next Steps

26. Engagement with staff will be a key part of the consideration of next steps but we also
27. need to seek the views of communities in this regard. I have asked Angus Campbell to lead on this work.

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28. In his role as Chair of the Ferry Community Board Angus is well placed to seek and collate the wider network view on this matter.
29. We are currently finalising the details around this work and will set that out alongside timescales shortly.
30. I will also be speaking to stakeholders on this issue as part of a range of engagements.
31. We welcome input on the future arrangements, but would highlight that there are related technical and financial issues that need to be addressed and will require expert advice to inform decisions.
32. We also recognise the important overlap this work will have with other ferry work including the Islands Connectivity Plan and CHFS3 development.

INVESTMENT/FUNDING

Investment Strategy

1. CMAL support Ministers in the delivery of investment in vessels and infrastructure to support island transport connectivity. This is supported by £580 million in the 5 years from April 2021 to March 2026. A number of the vessel and infrastructure projects that they are involved in, as the procuring authority, with appropriate input from relevant ferry operators (CalMac or Serco NorthLink) along with Transport Scotland are listed below:

- Vessel Projects – New Mallaig-Lochboisdale vessel, MV Loch Frisa, Gourock, Dunoon, Kilcreggan vessels, Small Vessel Replacement programme, two new Islay vessels, Craignure-Oban Future Vessels project, NIFS freighters.
- Infrastructure Projects – Gasay ferry terminal development, Cumbrae slipway reconstruction, Port Ellen terminal development, Gourock, Dunoon, Kilcreggan harbour development, Armadale & Mallaig, Uig & Lochmaddy & Tarbert harbour developments, Islay enabling works and Port Ellen project, Oban Masterplan
- Small port projects for example the recent linkspan rope replacement at Lochboisdale, as well as Oban, Coll, Tiree and others. CMAL furnish TS Head of Infrastructure with updates on these projects (via a spreadsheet that is regularly updated).
- They also have a duty to maintain, improve and enhance their current assets across the network such as vessels and the land and property around piers and harbours.

2. CMAL has worked with Transport Scotland to develop the new Islay vessels project and on 11 March 2022 announced the preferred bidder to build the two new major vessels. CMAL, as Procurement Authority, awarded the contract to the Cemre Marin Endustri shipyard in Turkey.

3. Ministers have recently approved the funding of a further 2 such vessels and CMAL will be taking forward this new procurement.

[redacted]

Funding Mechanisms

5. CMAL generates most of its revenues from the operators of the Clyde and Hebrides Ferry Services (CHFS) and the Northern Isles Ferry Services (NIFS). CMAL's operating costs are funded from these revenues.

6. Scottish Ministers provide 100% loans to fund capital expenditure on vessels. The company makes applications to Scottish Ministers for Grant in Aid funding of up to 80% towards the costs of harbour infrastructure projects, with the balance of funding being found from its own resources.

7. We recognise the key role that ferry services play in supporting the economic, social and cultural development of island and remote mainland communities. Scottish Ministers have

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committed to investing a further £580m in ports, harbour and vessels over the next five years as announced in February 2021.

8. CMAL can also provide further detail directly on the breadth and detail of their on-going work supporting ferry services, on behalf of Scottish Minister's, across Scotland.

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ANNEX F

FLEET REPLACEMENT

1. Following our announcement in February 2021 of £580m investment in ports and vessels during the 5 years to March 2026, we are working constructively with key partners to progress a sustainable and efficient fleet replacement programme.

Top lines

- CMAL are working with Transport Scotland on development of a number of vessel replacement projects including the Small Vessel Replacement Programme, new vessels for Dunoon and Kilcreggan, further major vessel replacements for Mull and South Uist, and replacement freight ships for Orkney and Shetland. This is in addition to 4 new vessels now on order – 801/802 and the 2 new Islay vessels.
- Ministers have recently approved the funding of a further 2 such vessels and CMAL will be taking forward this new procurement.
- We share CMAL and CalMac's objective of increasing resilience through a "spare vessel" and by deploying a second vessel in summer on the Uig-Tarbert/Lochmaddy routes.

Second hand tonnage

2. The Scottish Government and Transport Scotland continue to task CalMac and CMAL with seeking potential second hand tonnage to improve operational resilience, particularly on the Clyde and Hebrides ferry routes.

Top lines

- Scottish Ministers have always said we would look to the second hand market for additional vessels to support our island communities.
- The previous charters of MV Arrow and CMAL's recent purchase of the MV Utne (now MV Loch Frisa) is evidence of this ongoing commitment and hard work, Scottish Ministers are sure it will be welcomed by local residents and visitors to Mull.
- MV Loch Frisa successfully entered service in June 2022 serving Craginure-Oban.
- It was disappointing not to secure the purchase of the MV Arrow but grateful to CMAL for attempting this, and demonstrating the positive business case for Government funding.

Catamarans

3. Ministers and TS are neutral on hull form and expect CMAL – and the naval architects employed on individual projects – to consider a range of viable designs when considering options and to be able to explain decisions persuasively.

4. As part of the Dunoon concept vessel design, a variety of hull forms of varying lengths have been considered. These include monohull, catamarans, single and double-ended variants.

Top lines

- A parametric study was undertaken assessing hull forms of up to and beyond 40 metres in length, which included monohull, catamarans, single and double ended variants.

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- Following discussions between the Working Group and design team BMT, a double-ended catamaran vessel with overall length of 40 metre was selected.
- The MV Pentalina was considered for possible charter in 2021 but was withdrawn from availability by its owner before the formal agreement was signed.
- We are working with CalMac exploring a charter option and are considering the terms and affordability. This would be a relatively short-term arrangement to support resilience until new tonnage is delivered.

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New Islay Vessels

5. CMAL has worked with Transport Scotland to develop the new Islay vessels project and on 11 March 2022 announced the preferred bidder to build the two new major vessels. CMAL, as Procurement Authority, awarded the contract to the Cemre Marin Endustri shipyard in Turkey.

- The new vessels will bring an almost 40% increase vehicle and freight capacity on the Islay routes, a reduction in emissions and improve the resilience of the wider fleet.
- The first vessel is expected to be delivered by October 2024 and will enter service following sea trials and crew familiarisation. The second vessel will follow in early 2025.
- The overall cost of the vessels and related port infrastructure works, including project management and delivery costs will be around £130m (around £105m related to vessels and £25m related to ports).
- Each vessel will carry up to 100 standard cars and 450 passengers. Carbon emissions are expected to be 30% lower than the largest of the existing vessels on the Islay routes and shore power improvements will allow the vessel to plug in when berthed overnight.

Planned new Islay ferries and vessel commissioning process

- Assessment of new vessel options for routes across our networks is led by Transport Scotland, CMAL and the relevant operator.
- Engagement with communities, businesses and representative groups is an essential, and it is maintained throughout the process.
- Regular engagement and public webinars, including Q&A sessions, are used to be as transparent and open as possible to community and stakeholder views.
- The Ferries Communities Board highlighted to the Rural Economy & Connectivity Committee that the Islay consultation process was a model that should be built upon moving forward, and this view was echoed by Islay's own Ferry Committee.
- Improved reliability, extra vehicle capacity, greater efficiency and improved customer experience that will be provided by the two new Islay vessels will bring tangible benefits to the wider Clyde & Hebrides Ferries network.
- All viable vessel and port options will be considered where individual route and network wide appraisals are being undertaken.
- For example, for the Dunoon concept vessel design, various hull forms are being considered, including monohull, catamarans, and single and double-ended.

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ANNEX G

FERGUSON MARINE PORT GLASGOW LIMITED - CURRENT PROGRESS

1. The Ferguson Marine (FMPG) CEO has taken a collegiate approach with CMAL, seeing to bring their expertise on board wherever possible. Fergusons has raised the profile of CMAL's 'Owners Observation Reports' since the secondment of a senior CMAL representative into the yard's senior team. FMPG and CMAL continue to treat these as a 'snagging and defect list', which is typical of any large construction or shipbuilding project.
2. The most recent update from the CEO FMPG to NZET Committee on 22 September 2022 indicates a delivery for 801 of April 2023, however LNG commissioning may delay introduction by 1-2 months. Handover of 802 has slipped to Q1 2024. The revised delivery schedule was developed with support from CMAL who also provided assurance that the revised dates are achievable.
3. The CEO report states that "The costs to complete Glen Sannox are now forecast at a total not to exceed of £101m, which includes a contingency of £2.7m and a provision for warranty costs of £3.5m. The costs to complete 802 are now forecast at a total not to exceed of £108.6m, which includes a contingency of £3.5m and a provision for warranty of £3.5m."

Top lines

- Target for completion of 801 (Glen Sannox) remains April 2023 however commissioning the LNG system may mean slippage of 1 – 2 months.
- There is the option to run the Glen Sannox on single fuel for the 2023 season.
- Handover of 802 has slipped to Q1 2024. Lessons in the build are being learnt from the construction of Hull 801.
- There have been three main challenges at the yard – design, skills and productivity.
- These vessels will not enter service without rigorous assessment that they meet the required specification by CMAL who maintain a presence in the yard as advisors to the Scottish Government.
- In addition, the vessel will not be able to enter service until it has received all clearances required by the Maritime and Coastguard Agency and Class society approval from Lloyds Register.
- Transport Scotland Officials have welcomed Audit Scotland's report and accepted all recommendations – including committing to a formal review following completion of the vessels.

[redacted]

Productivity At Fergusons

Driving up productivity day-to-day is rightly an operational matter for the yard. Officials understand that the Chief Executive and Chair are working to improve this and, as part of the programme

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reset, the yard has set targets for more efficient work pack planning – so that use of labour and materials is better focused. An example of this is the creation of the permit to work office on ship, so time spent walking on/off ship is minimised. A number of issues relating to design have been resolved in recent months, as part of ongoing work to get the vessels out in to service as soon as possible. CMAL is also active in finalising design tweaks and variations necessary to complete the vessels.

[redacted]

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ANNEX H

CMAL RECRUITMENT REMUNERATION AND STAFFING

Board Recruitment

1. Following a recent recruitment exercise, Morag McNeil was recently appointed as the new Non-Executive Chair and Murdo MacLennan was appointed as the new Non-Executive Director to the Board of Caledonian Maritime Assets Limited (CMAL), both appointments commenced on 1 October 2022 for an initial term of 3-years.

Top lines

- Morag McNeill is the first woman to hold the role of Chair in this organisation, a situation that is long overdue. I am delighted to be the Transport Minister to make that appointment.
- Murdo MacLennan is a resident of the Western Isles and his appointment to the CMAL board is very much welcomed by Scottish Ministers.

Staff Recruitment

[redacted]

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ANNEX I

PENSION FUND

1. Under the terms of the CHFS2 contract, Scottish Ministers are responsible for any increased pension costs due under the CalMac Pension Scheme.

2. In March 2021, a payment of £29.5 million was paid into the CalMac Pension scheme. This payment allowed the pension trustees to refinance the pension scheme, reducing the deficit position to £4.9 million and to retain employer contributions at their current level of 30.8% for 3 years from 2021-22.

[redacted]

4. Ministers' agreed in March 2022 to make a further payment of **£4.9 million** to the CalMac Pension Scheme and agreed that a further payment of **£6.0 million** was made into the CalMac Pension Scheme to retain employer pension contributions at their current levels of 30.8%^[redacted]

[redacted]

[redacted]

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ANNEX J

ISLAND REPRESENTATION

1. On 19 March 2021, a petition (PE1862) was raised in the Scottish Parliament to address the issue of island representation on public sector boards. The Committee wrote to the Minister on 16 February 2022 seeking an update and a response was issued on behalf of the Minister on 12 March 2022, setting out plans to seek further advice on this issue, the Minister also undertook to provide a further update to the Committee in due course.

2. On 2 September, the Committee invited Ms Gilruth to give evidence on Wednesday, 26 October 2022. [redacted] will accompany the Minister providing provide official support. [redacted]

3. The recent appointments of the DML Board Chair and three Non-Executive Directors were raised at FMQ's, in PQ's and also attracted some media attention highlighting that Island communities were disappointed that none of the recent recruits came from the islands.

Top lines

- CMAL recently appointed a new Non-Executive Chair [Morag McNeil] and one new Non-Executive Director [Murdo MacLennan] to the Board on 1 October 2022, for an initial term of 3-years. Mr MacLennan is a resident of the Western Isles; and both appointments are very much welcomed by Scottish Ministers.
- We have addressed Island representation by advertising the positions widely, (also in written Gaelic) including on the CalMac vessels travelling to and from our island communities.
- Letters were issued to local Councils asking them to highlight the recruitment opportunities within their island or remote community.
- Having an understanding of island life was a key criterion for both roles. This was fully explored and assessed throughout the recruitment process.
- It is important to note that the CMAL board already carefully consider the views and input from the communities impacted by their work.
- This includes direct feedback from their engagement with communities - including on development of new port and vessel projects where significant efforts have been made to strengthen the communities' role.
- I place a lot of value in the work of the Ferries Communities Board and would envisage the ongoing engagement is key to ensuring islander views across the network are fully understood.
- I would expect the role of the Ferries Community Board to be strengthened as we move forward.

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Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
Cabinet Secretary for Net Zero, Energy and Transport Cabinet Secretary for Finance and the Economy Minister for Just Transition, Employment and Fair Work			X		X X
DG Net Zero DG Economy Transport Scotland Secretariat Chief Executive Transport Scotland Transport Scotland Directors Communications for Finance and Economy [redacted] Press Transport Scotland [redacted] Special Adviser [redacted] Special Adviser [redacted] Special Adviser					