

MINISTERIAL ENGAGEMENT BRIEFING:

JOHN SWINNEY - DEPUTY FIRST MINISTER AND CABINET SECRETARY FOR COVID RECOVERY {was previously redacted}

JENNY GILRUTH - MINISTER FOR TRANSPORT

Briefing for 2 August 2022

What	Visit to Caledonian Maritime Assets (CMAL)
Where	
When	02 August 2022
Who	CMAL: Kevin Hobbs – CMAL CEO Jim Anderson – Director of Vessels Brian Fulton – Head of Business Support
Why	An opportunity to <ul style="list-style-type: none"> • Visit CMAL and discuss their overview of project delivery and progress at the yard.
Supporting official	{redacted} Frances Pacitti, Director, Aviation Maritime Freights and Canals. Tel: {redacted}
Briefing contents	Annex A: Agenda Annex E: CMAL Update Annex F: Biographies

Annex A

Agenda

Indicative Timetable

14:00 -14:15	Travel to CMAL Offices
14:15 -15:00	Meeting with Kevin Hobbs, Chief Executive CMAL

Item	Key points
CMAL meeting [See ANNEX'S E]	An area for discussion could be on the relationship with CMAL and how it has improved over the last year, you understand that staff form CMAL have now been seconded to FMPG and are interested in how this has helped improve the programme.
Biographies [See ANNEX F]	A high level overview of the biographies of key stakeholders.

CMAL UPDATE

Project Neptune

Project Neptune is an independent review of governance arrangements for Scottish Government lifeline ferry services and will present a framework consisting of a range of options to the overarching objective of effective, efficient and economic delivery of lifeline ferry services. The aim of the review is to deliver an enhanced passenger experience and support local island economies.

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

Note: Neither the CMAL Board nor Executive Team has seen the final draft report but the future options are broadly similar to these they have seen before.

The CMAL Chair and CEO have also been party to discussions around the potential for integration of CMAL and DML/ CALMAC to be the preferred options moving forward.

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

- The Minister for Transport has given an assurance in Parliament that the report will be published in full and is currently liaising with officials about doing so as quickly as possible. We recognise the need for transparency on this as we are working towards a publication in the near future.
- “Project Neptune” potentially offers options for structural changes to how we deliver some elements of our ferry services and we will now consider those options along with the relevant Audit Scotland recommendations.
- Scottish Ministers have already ruled out privatisation and have no plans to split up the CalMac Ferries network.
- This is a complex piece of work and will require further engagement with all key stakeholders to ensure the most efficient and best value arrangement for future governance structures to deliver our key lifeline ferry services and a careful consideration is required before making any further decisions. We are committed to further engagement with key stakeholders on those options.
- Transport Scotland, Caledonian Maritime Assets Limited (CMAL) and David MacBrayne Limited (DML) are committed to and are engaging in this work.

Investment Strategy

1. CMAL support Ministers in the delivery of £580 million of investment in infrastructure to support island connectivity. CMAL leads on a number of the vessel and infrastructure projects as the procuring authority, with appropriate input from relevant ferry operators (CalMac or Serco NorthLink) along with Transport Scotland.

2. Not all of the £580 million existing commitment is for new vessels and infrastructure. This figure includes allowances for maintenance of existing vessels, new ticketing systems, CHFS/NIFS pension support. {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

COMMITTED INVESTMENTS

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

- Skye Triangle – works to replace and improve infrastructure Tarbet, Uig, Lochmaddy
- Arran Services – Port Infrastructure
- MV Sannox / Hull 802
- Islay Services – two new vessels to bring almost 40% capacity increase

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

{Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

Biographies

FMPG Senior Staff

David Tydeman - CEO

Will be in attendance

David trained as a Naval Architect and started his career as a Lloyds Ship Surveyor in Govan before moving into the Offshore Oil & Gas sector. After more than 10 years with large offshore projects with Hamilton Brothers, Occidental and British Gas, David ran a global after-sales business for Rolls-Royce Marine supporting more than 20,000 vessels. Joining Cap Gemini's strategic consultancy in 2001 to focus on transformation of complex infrastructure projects, he became an advisor to Railtrack as it transferred to Network Rail and working with the large supply-chain contractors to Railtrack.



He joined AWG Plc as strategy director in 2004 with a lead role in restructuring and disposing of the Morrison construction and utilities businesses. Moving to head up Skanska plc's £1.5bn t/o buildings business in London, he ran a portfolio of large capital projects, including the new £300m Coventry hospital, the £220m Heron Tower in London and the Barts and Royal London £1bn pfi project. Leaving to follow his passion for yachting in 2009, he ran Oyster Yachts building more than 200 very customised private sailing yachts between £1m and £15m. Focused on multi-disciplined capital projects throughout his career, David joined Ferguson in Feb '22.

George Crookston - Chief Financial Officer

George Crookston has in excess of 30 years' experience, having held senior finance roles in both large company and SME environments. Following many successful years with GEC Marconi and Hyundai Semiconductor inward investment project in Fife, one of the largest in the UK at the time, Mr Crookston then went onto hold several senior roles across the UK within the Serco Group, including a period as Financial Director of the Serco Denholm joint venture, operating the marine services contract for the MOD. He also spent some time as the Finance Director for the Defence & Aerospace division within the Serco Group.



Prior to joining Ferguson Marine, George had been the Group Financial Director for 13 years at Briggs Marine, a family owned SME in Scotland, who provide a broad range of marine services, including coastal, near shore, offshore and subsea operations, as well as vessel charter, marine salvage, diving and environmental oil spill response.

Andy Crossan

On secondment from CMAL to FMPG

Andy is responsible for contributing to CMAL's overall vessel strategy and delivery programme, especially innovative fuel solutions, for example hydrogen, as part of the Hy Seas 2 project.

Andy also works with the existing CMAL team to manage future shipbuilding contracts and programmes. Andy is currently seconded to Ferguson Marine Port Glasgow as Shipbuilding Director, responsible for Programme Governance, Knowledge Transfer, SG Relationship, Client Relationship and Ship Delivery.



Andy has over 30 years' experience within the marine, subsea and shipbuilding industries, joined CMAL in 2015 from James Fisher Defence, where he has had various roles since 2007. His last role that he held for three years was Production Director, which saw him responsible for manufacture, outfit and commissioning of saturation diving systems for dive support vessels. Prior to this he was Projects Director, responsible for the design and build of manned submarine rescue vessels and deep search and rescue submersibles in the UK, Scandinavia, Australia and Asia.

Andy also spent seventeen years, from 1990 to 2007, at Ferguson Shipbuilders in Port Glasgow, latterly as Operations Director, where he was responsible for the delivery of all marine construction, new build, and repair and conversion contracts.

Andy is a Fellow of the Institute of Engineers and Shipbuilders in Scotland (EISIS) and studied Electrical Power Control and Electronic Design.

Anne Heaney – Operations Director

Originally from Ireland Anne moved to Scotland to study Manufacturing Engineering at University of Paisley. On finishing her degree Anne started her career as a Manufacturing Engineer starting her shipbuilding career in 1991 with BAE Systems. Anne became a Chartered Engineer in 2000, whilst undertaking various management roles in areas such as process engineering, project management, business improvement, supply chain, transition and transformation as well as change management.



Anne moved to Scottish Power for a few year before joining Ferguson Marine on contract in a business improvement role before being offered and taking up her current role as Operations Director in 2020.

FMPG Board

Robert Mackenzie – Chairman

Robert Mackenzie is a board member of Crown Estate Scotland where he chairs the Audit & Risk Committee. He spent 25 years as a Business Technology and Consulting partner at Scott-Moncrieff, leading their Corporate and Consulting Services arm. He has always had a passion for improving public sector service delivery. Mr Mackenzie has an in depth understanding of finance, business and audit, and developed the Firm's programme and project management advisory services. He was Head of Audit for multiple commercial and public sector organisations and provided training and guidance to Audit Committee and Board members of his clients. Mr Mackenzie was a member of Scott-Moncrieff's Board for over 15 years and Chair for the last 4.



John Petticrew - Non Executive Director

Mr John Petticrew has had a long career in shipbuilding and infrastructure construction with over 40 years of experience, spanning three different continents. He has held various senior management positions and was responsible for construction of a \$1 billion fleet of highly sophisticated vessels for an oil and gas major in the Middle East. He has been involved in varied vessel designs from simple pilot ships to complex military vessels and oil and gas platforms. He also was instrumental in the startup of a major shipyard in the UK and the setup of three brown field shipyards in his career which later went on to be financial successes for the owners. He currently is a senior consultant assisting various clients with all aspects of shipyard management, bidding and construction. He is a fourth generation shipbuilder and started his career at Scott's Cartsburn Yard, Greenock.

Alan J Johnston, CBE - Non Executive Director

Having worked for over 30 years in senior executive positions within the shipbuilding, defence and aerospace industries, Alan Johnston brings to the board of Ferguson Marine a significant depth of industrial knowledge and management experience. As MD of AgustaWestland UK and CEO of BVT Mr Johnston has had extensive experience in establishing successful JV management teams with different history's and cultures in both shipbuilding and aerospace. His experience includes the contracting management of numerous complex programmes in the UK and Internationally. Consequently he is familiar with the challenges of managing outcomes for multiple stakeholders, whilst grappling with technical complexity, customer requirements and industrial issues.

Mr Johnston is a committed advocate of UK shipbuilding and looks forward to contributing his experience to the next phase of the Ferguson Marine journey.

Chris MacKay - Non Executive Director

Christopher Mackay is an experienced construction and projects lawyer. Thirty three years of his career have been at Burness Paul LLP, the latter twenty five as a partner. He leads its ports and harbours and health and life science groups. He has considerable experience of high value public procurements and complex dispute resolution, in various sectors, acting for public bodies and the private sector. He is a Fellow of the Chartered Institute of Arbitrators. He sits on the Scottish Solicitors Disciplinary Tribunal.

Alison Mitchell - Non Executive Director

Alison Mitchell is an experienced Non-Executive and Executive Director with a background in management consultancy, change management, strategy planning and Human Resources. She is a Chartered Fellow of the Chartered Institute of Personnel and Development and a graduate of the University of Edinburgh. Mrs Mitchell is currently a Non-Executive Board Member of NHS Lothian and a Trustee of Edinburgh and Lothians Health Foundation. She is also a lay member of the Judicial Appointments Board for Scotland and the independent member of the Audit and Risk Committee of the Judicial Appointments Commission for England and Wales. She is an experienced management consultant, specialising in change management, strategy planning and executive coaching.

In her earlier career, Mrs Mitchell worked for many years at Board level in the field of Human Resources and has extensive UK and international experience across a range of sectors, including Oil and Gas, Technology and Public Sectors.

Stuart N Smith - Non Executive Director

Dr Stuart Smith brings to the role over 35 years of experience in the oil & gas and subsea contracting sectors with senior management responsibilities for technical and commercial aspects, general management and strategy development. In particular, he has extensive experience of design and build of specialist ships and knowledge of many shipyards around the world. Dr Smith holds a BSc and PhD from Glasgow University Department of Naval Architecture and Ocean Engineering, is a Chartered Engineer and a Fellow of the Royal Institution of Naval Architects (FRINA).

CMAL Senior Staff

Kevin Hobbs - Chief Executive Officer

{redacted}

Kevin joined CMAL 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 which 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, he 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.



Brian Fulton – Head of Business Support

Will be in attendance {formerly redacted in initial response}

With more than 30 years' experience in the maritime sector and a former director at CalMac, Brian has robust knowledge of the Clyde and Hebrides Ferry Services (CHFS) network and island communities. He held various roles at the state-owned ferry operator over three decades, including operations director, head of operations, service delivery lead and, latterly, director of community and stakeholder engagement.



In 2016, Brian was appointed the first port director of Solent Gateway Ltd, a port operations company that manages Marchwood Military Port for the Ministry of Defence. He was responsible for implementing a successful approach to balancing the combined military and commercial nature of the port. In 2018, Brian was appointed non-executive director at the company to support business efficiency and military readiness.

Most recently, since March 2020, Brian has been providing strategic consultancy to the Scottish Maritime Cluster and has been an executive director since June.

of Scotland. Heather is a fellow of the Association of Chartered Certified Accountants.

Jim Anderson - Director of Vessels

{redacted}

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



CMAL Board

Morag McNeill - Interim Chair

Morag McNeill was appointed interim chair in January 2022. She is a qualified solicitor with over 35 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 extensive experience in the ports and harbours sector and a strong background in corporate governance. She is Vice-Chair at Aberdeen Harbour Board, Vice-Chair at Social Investment Scotland, Deputy Chair at Heriot-Watt University and Chair of The Edinburgh Academy. Morag is also a board member at Scottish Event Campus Limited, which owns and operates the SSE Hydro, and FARE Scotland, a charity based in Easterhouse.



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.



David MacBrayne Ltd (DML) and CalMac Ferries Limited (CFL) – Key Staff

Duncan Mackison - Chief Executive Officer DML

Duncan Mackison is the CEO for David MacBrayne Limited. Duncan is a Board level professional with particular expertise in the delivery of high value, complex service contracts to government and public sector clients.



He is an Executive Director for the David MacBrayne Group, CalMac Ferries Limited and Solent Gateway Limited. He is also the Vice-President (Royal Marines) for the Reserve Forces & Cadets Association Lowland Board and Chairman of the Board of Governors for The Glasgow Academy. Duncan's recent experience in Scotland has been in property management for Buccleuch Group and GFG Alliance often with a significant community and government interface. Prior to that, Duncan enjoyed a variety of roles for Serco until 2014, most notably as the Managing Director of Serco Defence (£370m turnover with 3,000 staff), the largest MoD supplier in terms of manpower, supplying maritime, aviation and property support services. Duncan started his career as a Royal Marine Officer serving for 9 years from 1985 to 1994 seeing operational service in Northern Ireland and Iraq.

Erik Østergaard - Non-Executive Chair DML

Erik Østergaard OBE is CEO of a transport and logistics organisation. He has more than 35 years of experience in senior management positions in the shipping, ferry and transportation industry. Originally trained in shipping, he later studied international economics and management at IMD in Lausanne, Stanford Graduate School of Business, California, and Booth School of Business, University of Chicago from where he earned a degree as Master of Business Administration. He has held and holds office as a Non-Executive Board Member or Chairman of several companies in the shipping and transportation industry, numerous government committees and boards of trade associations.



Robbie Drummond - Managing Director

Robbie was appointed to the role of Managing Director on 19 June 2018, having served as Interim Managing Director following the departure of Martin Dorchester. Robbie has worked for David MacBrayne Ltd/CalMac Ferries Ltd for 6 Years, initially as Finance Director, then leading the CHFS2 bid team for CalMac before moving into his current role. Robbie has worked in a variety of senior finance roles across business services, technology and transport sectors in complex matrix organisations. This includes Invocas plc, HBoS plc, Thus plc, rice water house Coopers (Corporate Finance) and KPMG. He is a member of Transport Scotland's Smart and Integrated Transport Committee, the Scottish Government's Information Systems Investment Board and the Scottish Council for Development and Industry Committee (Highlands and Islands). He is also a member of ICAS and the Institute of Directors.



NOTE OF THE VISIT OF THE DEPUTY FIRST MINISTER AND {Previously redacted} MS GILRUTH, MINISTER FOR TRANSPORT TO CMAL, 2 AUGUST

Summary

Ms Gilruth, Minister for Transport

visit to the offices of Caledonian Marine Assets Ltd meeting Kevin Hobbs- CEO, Jim Anderson – Director of Vessels

Brian Fulton – Head of Business Support {Previously redacted} Fran Pacitti, Director, Aviation Maritime Freights and Canals, Transport Scotland also attended.

The visit to CMAL focused on a discussion of the overall performance towards completion of vessels 801 and 802 and the management and mitigation of risks. There was also a discussion about the Scottish Government’s investment in infrastructure to support island connectivity.

From: {redacted} <{redacted}@gov.scot>

Sent: 01 August 2022 15:54

To: Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>

Cc: Minister for Transport <MinisterFT@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} (Comms) <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@gov.scot>

Subject: RE: OFFICIAL-SENSITIVE - COMMERCIAL - Briefing for DFM visit

Please find attached the final version of the briefing pack ahead of tomorrows planned visit to Ferguson Marine and CMAL.

{redacted}

{redacted}

{redacted}

From: {redacted}
Sent: 05 August 2022 13:24
To: Minister for Transport <MinisterFT@gov.scot>
Cc: {redacted} ({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted}
({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted}
<{redacted}@transport.gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} (Special Adviser)
<{redacted}@gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted}
<{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted}
<{redacted}@transport.gov.scot>; {redacted} ({redacted}@transport.gov.scot)
<{redacted}@transport.gov.scot>
Subject: Uig - Briefing pack for Ministerial Meeting - 8 August 2022
Importance: High

**PO/Minister for Transport
{redacted}/{redacted}**

For the Minister’s attention – briefing pack for the Uig project and closure period meeting with project partners and elected officials; Monday 8th August @ 16:15pm.

Should any queries arise; please contact {redacted} in my absence.

Many thanks
Regards,
{redacted}.

{redacted}

What	meeting to discuss the Uig infrastructure project and closure period with project partners and elected officials. Agenda: 1. Welcome & Introductions 2. Uig Project Update 3. Second Hand Tonnage Update 4. Service Continuity Plans Update 5. AOB 6. Next Steps This is a suggested Agenda however items may not be discussed in order as annotated above.
Where	Virtually – MS Teams meeting

When	Monday 8 August 2022 @ 16:15pm to 17:00pm.
Key Message(s)	<ul style="list-style-type: none"> • We recognise the key role that ferry services play in supporting the economic, social and cultural development of island and remote mainland communities. • We have already committed to investing £580m over five years in ferry infrastructure. That funding will deliver greater resilience to the network and allow a wider range of vessels to be used. • Transport Scotland continues to work closely with CalMac Ferries Ltd and CMAL to resolve these often complex issues as efficiently as possible and to bring greater resilience across the network.
Who	See Annex B for overview.
Why	Concerns remain over the Uig closure and the impact on businesses and communities including proposed service continuity measures.
Supporting official	Officials Supporting: {redacted} – {redacted} {redacted} – {redacted}
Briefing contents	Annex A: Agenda with speaking notes Annex B: Delegates Annex C: Uig Project Information Annex D: Service Continuity Plans and Second Hand Tonnage Annex E :Correspondence – Cllr U Robertson & Outer Hebrides Community Board – Angus Campbell

AGENDA with suggested speaking notes

Welcome & Introductions

Speaking note

- Thank you to everyone for attending today
- Acknowledging new delegates from the Highland Council and Harris Development Trust.
- We will hear directly from the project partners, Highland Council (THC), Transport Scotland/CMAL and CalMac Ferries Ltd (CFL) on Actions arising from our last meeting and solutions to mitigate the impact of the closure as concerns remain
- I will now hand over to the Highland Council and then over to TS/CMAL and finally onto CalMac on service continuity measures.

DELEGATES

Donna Manson	Chief Executive of The Highland Council
{redacted}	{redacted}
{redacted}	{redacted}
Malcolm MacLeod	The Highland Council – Chief Executive of Infrastructure, Environment & Economy.
Councillor Ken Gowans	The Highland Council - Vice Convener of the Council Senior Strategic Chair
Councillor Raymond Bremner	The Highland Council – Leader of the Council
Councillor Bill Lobban	The Highland Council.
Robbie Drummond	CalMac Ferries Ltd – Chief Executive
Lauren McEwan	CalMac Ferries Ltd – Operational Planning Manager
{redacted}	{redacted}
Kevin Hobbs	Caledonian Maritime Assets Ltd – Chief Executive
Councillor Uisdean Robertson	CNES – Chair of Transportation & Infrastructure Committee
Malcolm Burr	CNES – Chief Executive
Councillor Paul Steele	CNES – Chair Policy & Resources Committee
Rhoda Campbell	Ferries Community Board (Tarbert Harris)
Angus Campbell	Ferries Community Board
Gail Robertson	Ferries Community Board (Uist)
Alasdair Allan MSP	Member of Scottish Parliament (MSP) for the Na h-Eileanan an Iar
Angus MacNeil MP	Member of Parliament (MP) for Na h-Eileanan an Iar
Kenny MacLeod	Harris Development Trust
{redacted}	{redacted}
{redacted}	{redacted}

Apologies:

{redacted}

{redacted}

UIG PROJECT INFORMATION

Closure Period

- THC were instructed to undertake a review of working patterns and engineering/technical options to reduce the closure period
- THC and their contractor have confirmed that the current working pattern for the closure includes a 12 day working pattern with equipment set up on a Sunday. The works currently are reaching the upper limit for noise and complaints have already been received from local communities.
- To reduce the closure period would require an additional crew; accommodation for crew and planning consents for working at night. THC have discounted this option due to challenges with obtaining the additional crew due to availability of resources (sub contractors) and consents; and time pressures to deliver this option.
- In addition THC and their contractor considered engineering/technical options. This would require a temporary bridge for the bankseat which would reduce the outage period by 6 weeks. However this option has a number of risks for example: impact on ferry services should a delay arise when putting bridge back into place. There would be an additional cost to the project under the contractor, estimated to be in the region of {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice} and time pressure to which the contractor could mobilise this option.
- THC and CalMac are currently assessing this option operationally however THC would not recommend this as feasible due to associated risks and time pressures as outlined above.
- The outage period was re-scheduled from September 2022 to February 2023 to 10 October 2022 to 27 March 2023(a period of 24 weeks) and ferry services currently provided by MV Hebrides will not be able to use the port during this time.

Island Community Impact Assessment & Environmental Impact Assessment

- THC {previously redacted} prepared an ICIA and a copy was shared
- it was agreed that the ICIA will need to be revised taking account of the service continuity measures. The extent to which the impacts are minimised will be dictated by the alternative ferry options with capacity and demand on the route being an integral part of this.

SERVICE CONTINUITY PLANS OVERVIEW

Lines:

- CalMac service continuity measures considered a number of options around potential for additional vessels, amended timetables and alternatives sailings and routes.
- It should be noted that communities are not cut off, there are localised impacts due to the closure with disruption to normal service patterns but the service continuity measures allow for the continuation of good and services to the island communities. {previously redacted}

Core proposals from CalMac

- MV Hebrides operates daily return service between Lochmaddy – Ullapool (summer & winter)
- Enhanced Lochboisdale service to Mallaig/Oban (summer & winter) – updated to accommodate freight traffic
- Charter MV Arrow (winter)
- Enhanced Berneray/Leverburgh service (winter)
- Foot passenger ferry service (12 Passengers) between Uig – Tarbert – Lochmaddy (summer & winter)
- Transport connections for displaced passengers (summer & winter)
- Fare equalisation (summer & winter)

Review of proposals from CalMac

- As instructed CalMac have reviewed all service continuity options. Recommendation would be to progress with the core proposals as previously advised. Updated presentation submitted to MFT/PO in advance of Monday 8th Meeting
- CalMac can provide 1 additional sailing of the MV Hebrides however this would require an additional crew
- CalMac did consider re-directing capacity from other island communities however would not recommend this as a viable option as this would create wider impacts and disruption across the network.

Second Hand Tonnage

- As instructed CMAL engaged with the MV Arrow {redacted} owners, however no change to previous position on chartering availability as discussions continue.
- The MV Arrow to confirm availability but based on the latest info only the following dates are available for charter from 1-11 December 2022 and 3 January to 31 March 2023 for additional sailing on the Ullapool-Stornoway route. If all of these were taken, then the cost for MV Arrow Charter would be up to {Remainder of this bullet and four further bullets redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

CORRESPONDENCE

Councillor Uisdean Robertson Letter – 26 July 2022

From: Uisdean Robertson (Cllr) <u.robertson@cne-siar.gov.uk>
 Sent: 26 July 2022 08:32
 To: Minister for Transport <MinisterFT@gov.scot>
 Cc: Wade L (Lewis) <Lewis.Wade@gov.scot>; Allan A (Alasdair) (Minister) <Alasdair.Allan@gov.scot>; MacAskill I (Lewis) <Lewis.MacAskill@gov.scot>
 Subject: Uig Closure

Dear Minister,

I wanted to follow up quickly after the meeting yesterday with a view to securing as much value as possible from the next meeting for the communities that will be affected by any closure of Uig pier.

I am grateful for the sincerity you yourself are showing in trying to protect our islands from the impact of the proposed closure of Uig and this was clear throughout the meeting yesterday.

I am frustrated at the approach CalMac took at the meeting yesterday which is consistent with their engagement throughout this affair. Instead of looking to work at pace to find and deliver workable solutions including those I have been proposing since last summer we endured yet more filibustering from them whose purpose appears to be in moving us to a point of no return where we are left with their own set of plans for this closure regardless of the fact our communities and the Comhairle have been strong and consistent in our rejection of.

This tactic of delay and obfuscation is sadly not new, and it seems to be a strategy shared between Calmac and Transport Scotland. Transport Scotland have played exactly the same game with us over the withdrawal of the MV Hebrides Mezzanine deck where a feasible option of additional crewing was available to restore Summer 2022 capacity but was ignored until it became too late for the peak season. Having seen this at first hand I hope you will recognise this undermines the relationship between communities and the custodians of our lifeline ferry services and an intervention is needed to reset this attitude and approach?

Turning to the actions that I hope can be looked at before the next meeting could you ensure that the following issues are considered, and their viability answered before or at this meeting?

1. Round the clock work by R.J. MacLeod to reduce the Uig Closure Period.
2. Full deployment of MV Hebrides during Uig closure – the outcome sought is to restore the full winter timetable service frequency to Lochmaddy of 10 return sailings per week.
3. Charter of MV Pentalina for the entire Uig closure period to operate the Oban – Craignure service releasing MV Isle of Mull to restore capacity to Harris by operating from Stornoway – Ullapool on the timetable proposed by Comhairle nan Eilean Siar.
4. Purchase MV Arrow to provide the Stornoway freight service during the Uig closure and as a useful way of increasing capacity in the Summer months. The vessel to operate as a third freighter to the Northern Isles at other times of the year as demand peaks in the Fishing, Aquaculture and Agriculture sectors.

To enable item 2 and to overcome Calmac's objection to a full deployment of that vessel I would suggest additional maintenance be factored into the operation and for this to take place in Lochmaddy when the vessel is berthed there overnight. The reality for Uist is a 40% reduction in capacity not the 20% reduction Calmac claimed. One only needs to look at the percentage of sailings completed by MV Lord of the Isles in the last 2 winter timetables to appreciate that she is highly unlikely to make up any of the lost MV Hebrides capacity. I am sure your officials at Transport Scotland can provide a breakdown of how many sailings operated on that route in those periods against the number of sailings that were timetabled in each winter timetable period.

To enable item 3 it is clear a more timely charter of MV Pentalina must be achieved than the February 2023 earliest date offered by Calmac. The vessel is certified and in ferry operation in Scottish waters today. If Calmac Ferries Limited cannot accelerate the deployment date of this vessel then a third party should be invited to charter the vessel, crew the vessel and operate it under subcontract to the CHFS operator. If Pentland Ferries themselves remain unwilling to provide a crewed charter, we would ask you to enter discussions with other parties including Clyde Marine Recruitment and Western Ferries. The deployment of MV Pentalina and MV Loch Frisa on the Mull route will offer a significant increase in capacity on that route when compared to previous years so I am certain this outcome will be well received by that community and its representatives. This should also calm Calmac's fears that restoring an adequate service to the Western Isles might come at a cost to another community.

I hope these suggestions can be followed up on with a clearer understanding of the urgency of this situation than we have seen to date from Calmac and Transport Scotland.

Leis a h-uile deagh dhùrachd

Uisdean Robertson

Correspondence – Angus Campbell Outer Hebrides Community Board Members.

>

>

> Dear Minister

> The Outer Hebrides Community Board members would like to thank you for setting up last Monday's meeting and giving us the opportunity to contribute. Your leadership and commitment is appreciated in what is a crucial time for our area.

> The outcome of the meeting however was disappointing in that issues that had previously been discussed did not seem to have been progressed or concluded to a stage of identifying actions that would help mitigate damage to our communities and economy.

We had a further meeting on Tuesday night and we would like to share our perspective in the hope it might be helpful.

> It is apparent that with the stage the contract has already reached delay for a year or more is not now practical and we would suggest there is therefore an urgent need to commit to measures to mitigate the damage to our communities.

> Your own suggestion of immediate discussions with the contractor to increase the hours worked per week and hopeful reduce the outage period should be concluded as soon as possible.

> The securing of the freight ferry option for the maximum period available should be signed off with urgency.

> The Pentalina option similarly needs to be robustly tested with the owner and issues such as earliest possible availability clarified. If the vessel is fully licensed and available but crewing is an obstacle or delay the use of non CalMac crew should not be an impediment in a unique and one off situation such as this.

> We do understand there is extra risk in asking the MV Hebrides to do too much more but there is need for a compromise that adds some extra crossings. Similarly increasing capacity on the sound of Barra could give increased access from Uist to Oban while not damaging existing users on the sound route. Similarly the Seaforth on Stornoway Ullapool should be committed to the full summer timetable plus the extra freight run on a Saturday open to all passengers.

> There is now an extra vessel in the fleet is there not a way of this extra capacity contributing particularly during the quieter winter period? A focussed meeting on vessel usage and timetable options could test alternatives. There are still options out there even if constrained. Tarbert as a port is available and this week Armadale was being used, accepting it has limitations, and Ullapool did manage to berth a second ferry on lay-by berth.

> The last point we would make is on timing. As the closure period approaches there is also the need to get some certainty out to communities and businesses so that they know and can plan for what is coming. That is why there is an urgency to bring each these components to conclusion and allow individuals and businesses to plan accordingly.

> Minister we appreciate finding measures to mitigate the closure will bring some cost, financially, but equally we know you recognise that not addressing it brings cost to our islands and to other Government priorities. There is no figure available on that cost or the social impact but we would contend financial decisions have to reflect that cost.

> We as a group remain committed to do what we can, in a constructive way, to help inform this process. We are always available to meet both as part of the bigger group or on more focussed elements of proposals.

> Best regards

> Outer Hebrides Community Board Members

>

>

Ministerial Meeting – Uig project and closure period
Monday 8th August 2022

Delegates attended

Donna Manson	Chief Executive of The Highland Council
{redacted}	{redacted}
{redacted}	{redacted}
Malcolm MacLeod	The Highland Council – Chief Executive of Infrastructure, Environment & Economy.
Councillor Ken Gowans	The Highland Council - Vice Convener of the Council Senior Strategic Chair
Councillor Raymond Bremner	The Highland Council – Leader of the Council
Councillor Bill Lobban	The Highland Council.
Robbie Drummond	CalMac Ferries Ltd – Chief Executive
Lauren McEwan	CalMac Ferries Ltd – Operational Planning Manager
{redacted}	{redacted}
Kevin Hobbs	Caledonian Maritime Assets Ltd – Chief Executive
Councillor Uisdean Robertson	CNES – Chair of Transportation & Infrastructure Committee
Malcolm Burr	CNES – Chief Executive
Councillor Paul Steele	CNES – Chair Policy & Resources Committee
Rhoda Campbell	Ferries Community Board (Tarbert Harris)
Angus Campbell	Ferries Community Board
Gail Robertson	Ferries Community Board (Uist)
Alasdair Allan MSP	Member of Scottish Parliament (MSP) for the Na h-Eileanan an Iar
Angus MacNeil MP	Member of Parliament (MP) for Na h-Eileanan an Iar
Kenny MacLeod	Harris Development Trust
{redacted}	{redacted}
{redacted}	{redacted}

Apologies:

{redacted} – {redacted}.

{redacted} – {redacted}

Agenda

1. Welcome & Introductions
2. Uig Project Update
3. Second Hand Tonnage Update
4. Service Continuity Plans Update
5. AOB
6. Next Steps

1. Welcome extended to all attendees by Jenny Gilruth (JG). Focus of the meeting is to come to an agreement on the closure period which continues to cause communities concern. JG spoke of recent disruption to the route and wider fleet issues across the network.

2. Points discussed

- Closure period commences in 9 weeks.
- Working patterns/additional hours by Contractor – discussions continue
- Outage period savings – any mitigation options would be at front end of the period, i.e moving from October to November 2022 as start.
- Noise complaints with current works.
- Temporary bridge option being considered but has risks re piling and safety of structure and additional cost to project.
- THC re-iterated their position is to continue with the current plan of works and outage period due to associated risk with other options being considered.
- Project funding re additional costs of options to be progressed.

3. Points Discussed

- Additional Tonnage – MV Arrow {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice} continue to be progressed by CalMac, CMAL and TS.
- Second hand tonnage required to support island communities and resilience of ferry network.

4. Points Discussed

- Current service outages: MV Hebrides – apology from CalMac.
- Maintain a service to the island – discussions with DFM regarding funding for additional sailings to be undertaken.
- Current service continuity proposals presented/overview.
- Double crew and additional sailings to be considered including cost.
- Community concerns as service continuity plans still not in place.
- Ministerial approval of service continuity measures remains outstanding until all options and mitigations are fully explored.

5. AOB – N/A

6. Next steps – follow up meeting to be scheduled.

Actions arising:

1. THC – look again at consultation re night time working
2. THC – pricing required on options such as temporary bridge
3. TS – pricing of CalMac options submitted
4. {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}
5. TS/PO – meeting to be scheduled next week.

From: {redacted} (Infrastructure) <[redacted@highland.gov.uk](mailto:{redacted}@highland.gov.uk)>

Sent: 08 August 2022 11:01

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

Cc: {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>

Subject: RE: Uig Harbour Infrastructure Project meeting - August 8

Please find attached the slides for this afternoons meeting.

Regards

{redacted}

{redacted}

From: {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)> **On Behalf Of** {redacted}

Sent: 05 August 2022 16:21

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

Cc: {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>

Subject: Uig Closure - CalMac Ministerial Briefing Presentation

All,

Please find CalMac's presentation for Monday's Ministerial Briefing attached.

Slide 8 - Winter Vessel Deployment: Route Carrying Figures (Winter 2019/20) has been included for the Transport Minister. This provides some context around carrying figures on impacted Western Isles routes (Uig-Tarbert/Lochmaddy, Ullapool - Stornoway, Mallaig/Oban - Lochboisdale) and those routes subject to a vessel cascade review (Ardrossan - Brodick, Kennacraig - Islay, Oban - Craignure).

This slide will not be included within the presentation for Monday's meeting as we expect this information may not be relevant to all meeting attendees.

Regards,

{redacted}

Project Manager | Operational Planning

CalMac Ferries Limited
Ferry Terminal Gourock PA19 1QP
M: {redacted}



w: www.calmac.co.uk
Enquiries and Reservations 0800 066 5000

CalMac presentation – 8 August 2022

Overview

CalMac have considered further options to mitigate the impact of service continuity plans on island communities. These options include:

Increased frequency of MV Hebrides sailings
Increased Sound of Barra sailings
Winter vessel deployment changes
Second hand tonnage

Summary of Service Continuity Proposals

CalMac have recommended the following service continuity measures be implemented during the closure of Uig. These require funding from Transport Scotland:

- MV Hebrides operates daily return service between Lochmaddy – Ullapool (summer & winter)
- Enhanced Lochboisdale service to Mallaig/Oban (summer & winter) – updated to accommodate freight traffic
- Charter MV Arrow (winter)
- Enhanced Berneray/Leverburgh service (winter)
- Foot passenger ferry service (12 Passengers) between Uig – Tarbert – Lochmaddy (summer & winter)
- Transport connections for displaced passengers (summer & winter)
- Fare equalisation (summer & winter)

Uist Summer Capacity (10 – 23 October 2022)



Route	Current Weekly PCU Capacity	Proposed Weekly PCU Capacity	Difference
Uig - Lochmaddy	1800	1260	-30%
Mallaig/Oban – Lochboisdale	980	784	-20%

- On average this represents 26% reduction in overall capacity to Western Isles during summer. Should be considered along with utilisation figures, summary below of average capacity utilisation on current and proposed services:

Route	Current Average Capacity Utilisation	Forecast Average Capacity Utilisation*
Uig/Tarbert - Lochmaddy	58%	99%
Mallaig/Oban – Lochboisdale	38%	35%
Ullapool – Stornoway	79%	103%**

- With the additional measures in place, expected sufficient capacity available to meet demand. However, there will be significant disruption to customers normal travel patterns.
- During periods of weather disruption, the headroom to manage displaced traffic will be reduced.

*Demand Forecast Baseline is 2019 shipped PCU levels plus 5% growth

**Includes diverted Tarbert traffic

Uist Winter Capacity



Route	Current Weekly PCU Capacity	Proposed Weekly PCU Capacity	Difference
Uig - Lochmaddy	1800	1260	-30%
Mallaig/Oban – Lochboisdale	490	784	+60%

- On average this represents 10% reduction in overall capacity to Western Isles in winter. Should be considered along with utilisation figures, summary below of average capacity utilisation on current and proposed services:

Route	Current Average Capacity Utilisation	Forecast Average Capacity Utilisation*
Uig/Tarbert - Lochmaddy	41%	87%
Mallaig/Oban – Lochboisdale	33%	22%
Ullapool – Stornoway	54%	71%**

- With the additional measures in place, expected sufficient capacity available to meet demand. However, there will be significant disruption to customers normal travel patterns.
- During periods of weather disruption, the headroom to manage displaced traffic will be reduced.

*Demand Forecast Baseline is 2019 shipped PCU levels plus 5% growth.

**Includes diverted Tarbert traffic but does not consider capacity benefit of chartering MV Arrow.

MV Hebrides – Increased Sailings



- Option 1: Provide additional sailings without impacting vessel resilience
 - Potential benefits:
 - Provides increased capacity to offset reduction, compared to service proposals.
 - Impacts:
 - One additional return per week can be provided
 - Requires additional full crew and accommodation
 - Recruitment complete mid-late November, with immediate decision and crew availability
- **Recommendation – Defer to Transport Scotland for funding decision**

- Option 2: Provide additional sailings with appropriate mitigations
 - Potential Benefits:
 - Provides greater capacity to offset capacity reduction, compared to service proposals and Option 1
 - Impacts:
 - Vessel over 20 years old, technical resilience challenging with number of recent disruptions
 - Increase in services presents substantial risk to extended failure, even with mitigations
 - Requires additional full crew and accommodation
 - Recruitment complete mid-late November, with immediate decision and crew availability
- **Recommendation – It is recommended this option is not progressed due to vessel resilience risk**

Winter Vessel Deployment



Redeploy Second Mull Vessel (MV IoM/MV IoA) – MV Loch Frisa Single Vessel

- | | |
|------------------------------|---|
| Impacts to Mull and Colonsay | <ul style="list-style-type: none"> • Requires single vessel service on Mull in winter. • Won't manage demand (average utilisation of 113%), capacity achieved through additional sailings after timetabled services, won't suit customer travel patterns. • Ferry committee stated won't deliver sustainable service or meet needs. • No Monday service to Colonsay full winter timetable season. |
|------------------------------|---|

Operate MV IoA on Ardrossan-Brodick releasing MV Caledonian Isles to support Western Isles

- | | |
|------------------|--|
| Impacts to Arran | <ul style="list-style-type: none"> • Requires single vessel service on Mull in winter, Mull/Colonsay impacts apply. • MV IoA single vessel for Arran for majority of winter. MV IoA less resilient, resulting in increased disruption to Arran. • Arran will experience similar capacity constraints to Western Isles, with MV Caledonian Isles redeployed (average utilisation 86%). • Condition of Ardrossan berth continues to present a risk to service resilience. Arran capacity constraints further exacerbated if move to Troon expedited. |
|------------------|--|

Winter Vessel Deployment



Operate MV loA on Kennacraig-Islay releasing MV Finlaggan/MV Hebridean Isles to support Western Isles

Impacts to Islay	<ul style="list-style-type: none"> Requires single vessel service on Mull in winter, Mull/Colonsay impacts apply. MV loA single vessel for Islay for majority of winter. MV loA less resilient, resulting in increased disruption to Islay exacerbating capacity issues. Lower cargo deadweight impacts ability to ship freight traffic. Islay will experience greater capacity constraints than Western Isles, with MV Finlaggan redeployed (average utilisation 90%).
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Recommendation

- Retain second Mull vessel to protect from diminution of service to Mull/Colonsay. Also provides wider network resilience in event of breakdowns/delays to overhauls. Additionally, the redeployment of MV loA to Western Isles is expected to result in increased disruption. Whilst alternative deployment options for MV loA are available they would negatively impact Arran or Islay, with greater capacity constraints and more disruption than anticipated with current service proposals.

Second Hand Tonnage



Option	Status
MV Arrow	<ul style="list-style-type: none"> Available to charter between 1 – 12 Dec 2022 & 2 Jan – 27 Mar 2023. Vessel remains on market and open to other charters.

Additional Service Continuity Proposals

- Additional measures that support Western Isles during the Uig closure:
- MV Hebrides operates an additional return sailing per week between Lochmaddy – Ullapool (summer/winter).
- {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}
- It should be noted that both of these options require additional full crews, recruitment unlikely in advance of the closure, current estimated mid – late November with immediate decision and crew availability

MINISTERIAL ENGAGEMENT BRIEFING: Jenny Gilruth

<i>Engagement Title</i>	Monthly meeting with ScotRail (redacted)/Alex Hynes/(redacted) (redacted) sends apologies {Previously redacted}
<i>Suggested tweet after event</i>	n/a
<i>Organisation/Venue and full address including postcode</i>	Buchanan House, final item of 'rail day'
<i>Date and Time of Engagement</i>	Date(s): Wednesday 17 August 2022 Time(s): 1530 - 1600 hours

<i>Background/Purpose</i>	Regular update on ScotRail matters.
<i>Relevance to Core Script</i>	Economy, Fair Work & Business, Communities, Environment
<i>Special Dress Requirements</i>	No special requirements
<i>Official and Comms Support (including mobile numbers)</i>	Officials Names: Bill Reeve, Transport Scotland {redacted} {redacted}

Annex A – Agenda Items / Proposed Discussion Points

1. Revenue Generation

Speaking points:-

- Do we have the results of the ticketless travel survey in yet? If so, what are the next steps?
- Marketing will be key to generating revenue by bringing passengers back to the railway, and encouraging new passengers – what does ScotRail have planned?
- Is ScotRail looking at timetable changes or other initiatives to drive revenue growth?

2. Fit for the Future Timetable

Speaking points:-

- What are ScotRail's reflections on the outcome of the Fit for the Future consultation now that the May timetable has seen some consistent operation?
- Does ScotRail plan to consult with passengers on future timetable changes?
- What are ScotRail's plans on how to best restore frequency of service on the routes that saw the biggest changes post-Covid (e.g. Glasgow-Edinburgh, Ayrshire coast)?
- What work is ScotRail doing in relation to special events and increased flexibility to provide extra capacity, extended station hours, staff availability etc. to manage these events?

3. Seven Day Railway Project - bringing Sunday into the working week

Speaking points:-

- Can you outline roughly the expected increase in costs or staff to deliver this?
- What engagement has there been with the trade unions on this?
- What are the key milestones for delivery?
- When do we need everything agreed and approved to deliver for 2027?

From: {redacted}

Sent: 24 August 2022 16:35

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

Cc: {redacted} ({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted} ({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted} <{redacted}@gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} ({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} ({redacted}@transport.gov.scot) <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>; {redacted} <{redacted}@transport.gov.scot>

Subject: URGENT - Ferries Briefing - Ministerial Meeting with Uig project partners and elected officials - 25 August 2022

Importance: High

PO/Minister for Transport
{redacted}/{redacted}

For the Minister's attention:

Ferries Briefing pack for the Ministerial meeting with Uig project partners and elected officials, tomorrow 25 August 2022 @ 16:00 to 17:00hrs. Noting that the content has limited information on CalMac Service Continuity Measures. Both CalMac and the Highland Council will submit presentations to the Private Office under separate cover, likely to be expected after close of business tonight.

TS officials respectively request a pre-meet with the Minister ahead of the meeting tomorrow.

Also please find attached the Meeting Note of the 8 August 2022 Uig meeting; with apologies for the late submission of this.

As I will be out of the office tomorrow, should any queries arise; I would ask that these be directed to {redacted} in my absence.

Kind Regards,
{redacted}

{redacted}

Minister for Transport

Briefing for Meeting with Uig project partners and elected officials – 25 August 2022

What	<p>This is a follow up to the 8 August 2022 meeting to discuss the Uig infrastructure project and closure period with project partners and elected officials.</p> <p>Agenda:</p> <ol style="list-style-type: none">1. Welcome & Introductions2. Uig Project Update3. Second Hand Tonnage Update4. Service Continuity Plans Update5. AOB6. Next Steps <p>This is a suggested Agenda however items may not be discussed in order as annotated above.</p>
Where	Virtually – MS Teams meeting
When	Thursday 25 August 2022 at 16:00-17:00hrs.
Key Message(s)	<ul style="list-style-type: none">• We recognise the key role that ferry services play in supporting the economic, social and cultural development of island and remote mainland communities.• We have already committed to investing £580m over five years in ferry infrastructure. That funding will deliver greater resilience to the network and allow a wider range of vessels to be used.• Transport Scotland continues to work closely with CalMac Ferries Ltd and CMAL to resolve these often complex issues as efficiently as possible and to bring greater resilience across the network.
Who	See Annex B for overview.
Why	Concerns remain over the Uig closure and the impact on businesses and communities including proposed service continuity measures.
Supporting official	Officials Supporting: Chris Wilcock – {redacted} {redacted} – {redacted} {redacted} – {redacted} {redacted} – {redacted} ({redacted})
Briefing contents	Annex A: Agenda with speaking notes Annex B: Delegates Annex C: Uig Project Information Annex D: Service Continuity Plans and Second Hand Tonnage

AGENDA with suggested speaking notes

Welcome & Introductions

Speaking note

- Thank you to everyone for attending today which is a follow up meeting to 8 August 2022.
- We will hear directly from the project partners, Highland Council (THC), Transport Scotland/CMAL and CalMac Ferries Ltd (CFL) on Actions arising from our last meeting and solutions to mitigate the impact of the closure.
- I will now hand over to the Highland Council and then over to TS/CMAL and finally onto CalMac on service continuity measures.

DELEGATES

Donna Manson	Chief Executive of The Highland Council
{redacted}	{redacted}
Malcolm MacLeod	The Highland Council – Chief Executive of Infrastructure, Environment & Economy.
Councillor Ken Gowans	The Highland Council - Vice Convener of the Council Senior Strategic Chair
Councillor Raymond Bremner	The Highland Council – Leader of the Council
Councillor Bill Lobban	The Highland Council.
Robbie Drummond	CalMac Ferries Ltd – Chief Executive
Lauren McEwan	CalMac Ferries Ltd – Operational Planning Manager
{redacted}	{redacted}
Kevin Hobbs	Caledonian Maritime Assets Ltd – Chief Executive
{redacted}	{redacted}
Councillor Uisdean Robertson	CNES – Chair of Transportation & Infrastructure Committee
Malcolm Burr	CNES – Chief Executive
Councillor Paul Steele	CNES – Chair Policy & Resources Committee
Rhoda Campbell	Ferries Community Board (Tarbert Harris)
Angus Campbell	Ferries Community Board
Gail Robertson	Ferries Community Board (Uist)
Alasdair Allan MSP	Member of Scottish Parliament (MSP) for the Na h-Eileanan an Iar
Angus MacNeil MP	Member of Parliament (MP) for Na h-Eileanan an Iar
Kenny MacLeod	Harris Development Trust

UIG PROJECT INFORMATION

Closure Period

- THC, CalMac and the project partners have been working on alternative construction approaches and various service continuity measures since the 8 August meeting with the community.
- A potential alternative working arrangement to reduce and split the overall closure period has been identified as advised in recent updates to Ministers.
- This would see closure delayed from the current planned October 2022 / March 2023 outage and instead see two shorter closures implemented from 30 January 2023 to 27 March 2023 and 30 October 2023 to 11 December 2023. This would be a shorter overall closure period (14 weeks) with the majority of the closure period outwith the peak summer period.
- Works undertaken in Outage 1:
 - Mobilise larger jackup and crane January 2023
 - Mobilise dredger and dredge existing berth to facilitate installation of the fender sockets. Commence 1 week prior to closure period and in co-ordination with the ferry timetable
 - Install fender sockets that are below LAT. These have over 1metre clearance to the vessels hull at LAT.
 - Cut and lift out concrete slab & extract piles behind existing linkspan bankseat
 - Install sheet piles, tubulars, walers and tie rods to new linkspan bankseat
 - Install tubular piles to linkspan dolphins, commence with nearest to the Harbourmaster building
 - Install 2 number protection piles at the outer edges of the existing round head and fender at orientation as specified by CalMac Masters to facilitate Vessel berthing 0.3m/s approach velocity. This will work differently to the temporary fendering at other ports such as Lochmaddy
 - Install temporary bridge (8 months) over bank seat – fully certified and a permanent fixture between Outage 1 and Outage 2
- Works undertaken in Outage 2:
 - Mobilise 250 tonne Crane Barge
 - Remove temporary bridge
 - Remove existing linkspan & equipment
 - Remove existing linkspan dolphins and piles
 - Remove existing linkspan bankseat and piles
 - Remove existing berth fenders
 - Install new linkspan, load test and commission
 - Install new berth fenders into the sockets achieved in Outage 1

- However there are a number of risks with this split outage option; which includes the potential failure of the linkspan, removal of the roundhead to support berthing as well as a temporary bridge structure being in place over an eight month period and potential disruption to services as part of this managed construction process.
- THC have confirmed that the wave wall is being sequentially replaced during late Autumn/early Winter with sheet piling being installed thus providing improved resilience at the berth for the operation of ferry services during the Winter period.
- THC are currently arranging an urgent structural and mechanical assessment to ensure the linkspan is fit for purpose for its additional 12 months of operation until installation within the split outage period number 2.
- Any identified works required to the linkspan will be completed within 8 weeks of outage number 1.
- This split outage option would see the overall completion of the Uig infrastructure project by Spring 2024 instead of the original date of Winter 2023.
- {Redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}

Service Continuity Measures

- As stated above there are a number of risks associated with the new split outage. CalMac have advised that a service can be provided however this maybe be subject to greater disruption and/or cancellation than the planned closure period of October 2022 to March 2023 (24 weeks) with the proposed service continuity measures.
- Procuring and chartering of the MV Arrow {redacted} will ofcourse provide some limited support when deployed to the network.
- The service continuity measures for the split outage would mirror what has been previously recommended for the planned closure {redacted}
- CalMac previously considered allocating vessels and thus increasing capacity to Uig from other routes such as Arran/Mull/Islay although not recommended. CalMac will advise updated position on this at the meeting.

Conclusion

- There are two options for consideration by Ministers and elected officials, these are:
- Continue with the planned closure and proposed service continuity measures or agree to the newly proposed split outage with service continuity measures.

SERVICE CONTINUITY PLANS OVERVIEW

Lines:

- CalMac service continuity measures considered a number of options around potential for additional vessels, amended timetables and alternatives sailings and routes.
- It should be noted that communities are not cut off, there are localised impacts due to the closure with disruption to normal service patterns but the service continuity measures allow for the continuation of good and services to the island communities. {Previously redacted}

Core proposals from CalMac for planned closure (10 October 2022 to 27 March 2023)

- MV Hebrides operates daily return service between Lochmaddy – Ullapool (summer & winter)
- Enhanced Lochboisdale service to Mallaig/Oban (summer & winter) – updated to accommodate freight traffic
- Charter MV Arrow (winter)
- Enhanced Berneray/Leverburgh service (winter)
- Foot passenger ferry service (12 Passengers) between Uig – Tarbert – Lochmaddy (summer & winter)
- Transport connections for displaced passengers (summer & winter)
- Fare equalisation (summer & winter)

Review of proposals from CalMac

- As instructed CalMac have reviewed all service continuity options. Recommendation would be to progress with the core proposals as previously advised. Updated presentation submitted to MFT/PO in advance of Monday 8th Meeting
- CalMac can provide 1 additional sailing of the MV Hebrides however this would require an additional crew, {Remainder of this bullet and two further bullets below redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}
 - {redacted – see above}
 - {redacted – see above}
- CalMac did consider re-directing capacity from other island communities however would not recommend this as a viable option as this would create wider impacts and disruption across the network.

Second Hand Tonnage Background

- {Three bullets redacted under exemption via 30(b)(i) – where disclosure would, or would be likely to, inhibit substantially, the free and frank provision of advice}
-
-

Annual Overhaul Winter Timetable

- CalMac has been in discussions with TS regarding the publication of this which is being progressed.

Minister for Transport – Meeting with Uig project partners and elected officials
Thursday 25 August 2022

DELEGATES

Jenny Gilruth MSP (JG)	Minister for Transport
Donna Manson	Chief Executive of The Highland Council
{redacted}	{redacted}
Malcolm MacLeod	The Highland Council – Chief Executive of Infrastructure, Environment & Economy.
Councillor Ken Gowans	The Highland Council - Vice Convener of the Council Senior Strategic Chair
Councillor Raymond Bremner	The Highland Council – Leader of the Council
Robbie Drummond	CalMac Ferries Ltd – Chief Executive
Lauren McEwan	CalMac Ferries Ltd – Operational Planning Manager
{redacted}	{redacted}
Kevin Hobbs	Caledonian Maritime Assets Ltd – Chief Executive
Councillor Uisdean Robertson	CNES – Chair of Transportation & Infrastructure Committee
Malcolm Burr	CNES – Chief Executive
Councillor Paul Steele	CNES – Chair Policy & Resources Committee
Rhoda Campbell	Ferries Community Board (Tarbert Harris)
Councillor Calum Munro	The Highland Council
Eilidh Munro	The Highland Council
Angus Campbell	Ferries Community Board (Chair)

Gail Robertson	Ferries Community Board (Uist)
Alasdair Allan MSP	Member of Scottish Parliament (MSP) for the Na h-Eileanan an Iar
Angus MacNeil MP	Member of Parliament (MP) for Na h- Eileanan an Iar
Kenny MacLeod	Harris Development Ltd
{redacted}	{redacted}
Margaret Morrison	Harris Transport Forum
{redacted}	{redacted}
{redacted}	{redacted}
{redacted}	{redacted}
{redacted}	{redacted}
{redacted}	{redacted}

Agenda

1. Welcome & Introductions
2. Uig Project Update
3. Second Hand Tonnage Update
4. Service Continuity Plans Update
5. AOB
6. Next Steps

1. Jenny Gilruth (JG) chair, opened the meeting. She thanked everyone for attending and for the hard work that had been put in at pace by project partners and contributions from elected officials.

2. Points discussed:

- THC presentation – the planned closure and new split outage
 - Option 1 - remains the original 24 week outage as programmed starting 10 Oct 2022 to 27 March 2023
 - Option 2 – Two stage outage – 14 weeks from 30 Jan 23 to 27 March 2023 and 30 October 2023 to 11 December 2023
- THC outlined risks with two stage closure and mitigations
- THC recommendation is to proceed with Option 2.

3. Point discussed:

- CMAL confirmed they had been working closely with all partners to develop the Option 2 and mitigate risks where practicable.
- TS and CMAL recommendation is to proceed with Option 2

4. Points discussed

- CalMac presentation – the planned closure and new split outage service continuity measures were outlined
- CalMac highlighted a 12 weeks period under Option 2 which still required clarification from THC on potential risks to the services. This period is from 27 March 2023 until June 2023 when the roundhead has been removed.
- CalMac recommendation would be to proceed with Option 2 based on risk mitigations during the 12 week period as outlined.

.5. Points discussed:

- It was at this stage of the meeting that questions from the community were undertaken and to seek views on the options as presented.
 - Alasdair Allan MSP – thanked everyone for the hard work put in on such a short time to deliver a new option and agreed Option 2.

- Angus Campbell - agreed option 2 with the additional second hand tonnage.
- Angus MacNeil MP – thanked everyone for their hardwork and engagement to deliver this alternative. Option 2 agreed
- Calum Munro Councillor – thanked everyone for their hardwork as had great concerns around the 24 weeks initially proposed and a 10 week reduction was much appreciated
- Gail Robertson – again thanked everyone for their efforts to reduce the timescales agreed Option 2 in principle requesting that assurance be given over the 12 week period raised by CalMac.
- Malcolm MacLeod- agreed option 2 as recommended by the council.
- Cllr R Bremner – recommended option 2 as TC leader.
- Cllr Paul Steel - agreed option 2 was the better option and thanked everyone for their efforts.
- Malcolm Burr - agreed on option 2 and use of weather windows are used by CalMac.
- Angus MacNeil MP stated that whilst he agreed with Option 2 agreed he also had concerns on the 12 week works
- Malcolm MacLeod – advised AMacNeil the bridging option had been revisited contractors confirmed it was unworkable due to the significant risks. THC would provide more information directly to Mr MacNeil separately.
- Alasdair Allan MSP - asked how high were the certainty levels on having the 2 extra vessels available. JG stated confidence was high but still a commercially sensitive matter at this point but being progressed at pace.

6. Next Steps

Actions:

1. THC to provide CalMac with all technical/risk information regarding 12 weeks period to allow risk mitigations to be concludes for service continuity measures. To be provided urgently
2. TS to progress the relevant funding cover and obtain Ministerial approval. To be progressed urgently {redacted}
3. CalMac to share presentation with attendees – done post meeting.
4. Project Partners to provide update to attendees on outcome of 12 weeks risk mitigations.
5. THC to provide information to Mr MacNeil re bridging option.

From: {redacted} (Infrastructure) <[redacted@highland.gov.uk](mailto:{redacted}@highland.gov.uk)>

Sent: 24 August 2022 17:10

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

Cc: {redacted} (Infrastructure Environment & Economy) <[redacted@highland.gov.uk](mailto:{redacted}@highland.gov.uk)>; {redacted} (Infrastructure) <[redacted@highland.gov.uk](mailto:{redacted}@highland.gov.uk)>; {redacted} (Infrastructure) <[redacted@highland.gov.uk](mailto:{redacted}@highland.gov.uk)>; {redacted} <[redacted@cmassets.co.uk](mailto:{redacted}@cmassets.co.uk)>; {redacted} <[redacted@cmassets.co.uk](mailto:{redacted}@cmassets.co.uk)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>

Subject: Uig Harbour Redevelopment - Ministerial Meeting 25 August 2022 - Highland Council Presentation

Dear Minister

Please find attached Highland Council's presentation in advance of tomorrow's ministerial meeting.

Regards

{redacted}
{redacted}

Unless related to the business of The Highland Council, the views or opinions expressed within this e-mail are those of the sender and do not necessarily reflect those of The Highland Council, or associated bodies, nor does this e-mail form part of any contract unless so stated.

Mura h-eil na beachdan a tha air an cur an cèill sa phost-d seo a' buntainn ri gnothachas Chomhairle na Gàidhealtachd, 's ann leis an neach fhèin a chuir air falbh e a tha iad, is chan eil iad an-còmhnaidh a' riochdachadh beachdan na Comhairle, no buidhnean buntainneach, agus chan eil am post-d seo na phàirt de chunnradh sam bith mura h-eil sin air innse.

From: {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)> **On Behalf Of** {redacted}

Sent: 25 August 2022 10:01

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

Cc: {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@transport.gov.scot](mailto:{redacted}@transport.gov.scot)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>; {redacted} <[redacted@calmac.co.uk](mailto:{redacted}@calmac.co.uk)>

Subject: Fw: Uig Closure - Ministerial Meeting - 25 August - CalMac Presentation

Good morning,

Please find an updated version of CalMac's presentation attached.

Regards,

{redacted}
Project Manager | Operational Planning

CalMac Ferries Limited

Ferry Terminal Gourock PA19 1QP

M: {redacted}

CalMac Presentation 25 August 2022



Overview

Following the Ministerial meeting on 8 August 2022, The Highland Council have reviewed the Uig closure and proposed an alternative outage option.

CalMac have assessed the impacts of each option:

- Option 1 – Programmed Outage – 24 Weeks
- Option 2 – Two Stage Outage – 8 Weeks and 6 Weeks

Option 1 Impacts

Date of closure - 10 October 2022 – 27 March 2023 (24 weeks)

Continuity Plans:

- Same proposal, no additional options available
- Service between Lochmaddy – Ullapool (summer & winter)
- Enhanced Lochboisdale service to Mallaig/Oban (summer & winter)
- Enhanced Berneray/Leverburgh service (winter)
- Charter vessel: MV Arrow (winter), {redacted} foot passenger ferry service (summer & winter)
- Transport connections for displaced passengers (summer & winter)
- Fare equalisation (summer & winter)

Disruption

- Planned closure longer than Option 2.
- Closure commences summer period, during heightened traffic volumes.

Capacity

- Expected sufficient capacity will be available to meet demand. However, there will be significant disruption to customers' normal travel patterns.

Risk

- During periods of weather disruption the headroom to manage displaced traffic will be reduced, exacerbated due to extended closure period.
- Less risk of unplanned disruption due to construction works.
- Extended construction impact ability to deliver service.

Option 2 Impacts

Date of closure - Outage 1 – Dates: 30 January – 27 March 2023 (8 weeks).

Outage 2 – Date: 30 October– 11 December 2023 (6 weeks).

Continuity Plans:

- Same as Option 1, {redacted}
- MV Arrow may also be available at these times.

Disruption

- Planned closure shorter than Option 1, improving winter resilience.
- Closures do not impact summer period.
- Potential 12 weeks unplanned disruption (27 March – 30 June 2023), safe operations to berth may be impacted due to construction work ongoing – unable to quantify until further detail available.

Capacity

- Expected sufficient capacity will be available to meet demand during outages.
- Significant disruption to customers' normal travel patterns, although less than Option 1.
- Normal winter timetable will be delivered out with outages, although potential construction disruption could reduce capacity.

Risk

- During periods of weather disruption the headroom to manage displaced traffic will be reduced, although less than Option 1.
- Inability to operate safely and resiliently during construction
- Extended construction impact ability to deliver service.
- Higher risk of linkspan failure resulting in extended service outage.

Conclusion

- Option 1 has longer outage period than Option 2 (24 weeks compared to 14 weeks).
- However, Option 2 has potential for 12 weeks unplanned disruption following the berth outage (27 March – 30 June 2023), due to the ongoing construction works which may impact safe and resilient access to the berth.
- CalMac require further information on the approach and phasing to minimise disruption to service during this period. Until we have this we are unable to provide an assessment of the potential impact of the disruption.
- This may be overcome with provision of detailed plans and adequate mitigations but should this risk materialise then the impacts will be more acute due to higher traffic volumes and lack of available vessels to support.
- THC to confirm that their contractor can commit to operate to schedule and provide safe and resilience access to the berth during construction and confirm linkspan safe to operate for an additional 12 months.