



Date: 31.01.2023

Dear Edward Mountain MSP,

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

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

Yours sincerely,

Robbie Drummond
Chief Executive of CalMac Ferries



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Cancellations

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

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

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

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

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

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

Please see **Appendix 2** – Page 13.

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

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

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

If there is an alternative route, we would look to increase capacity on this route (such as on the secondary Arran service, where currently MV Catriona is providing additional sailings between Lochranza on the North of the island



with Claonaig or Tarbert on the Mull of Kintyre) to provide passengers with an alternative, whilst recognising that the alternative is often a much longer journey.

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

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

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

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

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

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

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

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

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

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



Freight Transport

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

Timber

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

Livestock

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

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

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

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

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

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

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



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

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

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

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

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

11. What data CalMac holds on –

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

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

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



Emergency Travel

12. The committee would welcome detail of CalMac's policy for emergency travel by island residents for occasions such as hospital appointments, end of life care requirements and funerals, including – How this is accessed by travellers; and How many spaces, and what proportion of spaces, are retained for these purposes

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

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

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

Advanced Standby Eligibility Criteria

- Vehicles carrying ambient, time critical food or shellfish
- Emergency response, medical and military vehicles
- Customers with urgent medical appointments (excluding where NHS protocol applies)
- Close family critical illness, death or funerals
- Urgent vet appointments
- Vehicle bookings impacted by service disruption
- CalMac operations: critical travel during incident management.

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

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

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



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

Contracts

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

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

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

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

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

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

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



Staff

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

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

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

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

Policy

As an organisation we have zero tolerance of violence and aggressive behaviour towards our staff and customers. The Violence and Aggression policy [**Appendix 5** – Page 17] outlines CalMac's approach to dealing with such matters. This includes a staged escalation model that can lead to banning further travel on our vessels.

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

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

Campaigns

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

Staff Wellbeing

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

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

Wellbeing Action Group

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



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

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

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

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

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

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

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

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

There are already some instances where we have major vessel crew members being accommodated ashore. Due to the expansion of timetables in recent years and the relative increase in crewing numbers, there are a few instances across the network where we have more crew on shift than we have onboard accommodation available. In these circumstances, a small number of crew are housed ashore either in small temporary ‘cabins’ situated within the port, or in hotels. We also have situations where we have deployed additional crew as short-term relief and they have been housed some 20 miles from the home port. This has an impact on Hours of Rest and reduces the available operating hours of the service or results in a requirement for more crew in order to meet timetable requirements.

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



Appendices

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

CalMac Ferries Limited Percentage of Cancelled Sailings by Vessel

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

CalMac Ferries Limited Percentage of Cancelled Sailings by Route

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



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

Summary:

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

Summary – By Route

| Year | Route | Scheduled Sailings | Cancelled Sailings | Additional Sailings | Operated Sailings | Cancelled Due to weather |
|-----------------------|-------------------------------|--------------------|--------------------|---------------------|-------------------|--------------------------|
| 2020 | Ardmhor (Barra) - Eriskay | 2,811 | 240 | 8 | 2,579 | 236 |
| | Ardrossan - Brodick | 3,689 | 521 | 51 | 3,219 | 436 |
| | Berneray - Leverburgh | 1,676 | 145 | 2 | 1,533 | 93 |
| | Claonaig - Lochranza | 2,186 | 163 | 71 | 2,094 | 111 |
| | Colintraive - Rhubodach | 16,012 | 291 | 138 | 15,859 | 218 |
| | Fionnphort - Iona | 4,996 | 499 | 436 | 4,933 | 488 |
| | Fishnish - Lochaline | 6,138 | 74 | 57 | 6,121 | 74 |
| | Gallanach - Kerrera | 5,792 | 263 | 2,719 | 8,248 | 231 |
| | Gourock - Dunoon | 14,835 | 1,626 | 3 | 13,212 | 1,188 |
| | Gourock - Kilcreggan | 3,890 | 131 | 0 | 3,759 | 56 |
| | Kennacraig - Islay | 2,032 | 154 | 12 | 1,890 | 107 |
| | Kennacraig - Islay/C'say/Oban | 167 | 22 | 2 | 147 | 21 |
| | Largs - Cumbrae Slip | 15,560 | 276 | 858 | 16,142 | 249 |
| | Mallaig - Armadale | 1,563 | 261 | 134 | 1,436 | 228 |
| | Mallaig Eigg/Muck/Rum/Canna | 1,199 | 194 | 132 | 1,137 | 171 |
| | Mallaig - Lochboisdale | 266 | 55 | 2 | 213 | 53 |
| | Oban Castlebay/Lochboisdale | 714 | 154 | 7 | 567 | 132 |
| | Oban - Coll/Tiree | 980 | 134 | 15 | 861 | 128 |
| | Oban - Colonsay | 334 | 27 | 4 | 311 | 25 |
| | Oban - Craignure | 3,581 | 119 | 8 | 3,470 | 97 |
| | Oban - Lismore | 2,458 | 89 | 4 | 2,373 | 82 |
| | Sconser - Raasay | 4,920 | 221 | 44 | 4,743 | 220 |
| | Tarbert LF - Portavadie | 4,600 | 436 | 7 | 4,171 | 291 |
| | Tayinloan - Gigha | 5,554 | 411 | 142 | 5,285 | 402 |
| | Tobermory - Kilchoan | 1,996 | 81 | 36 | 1,951 | 52 |
| | Uig - Tarbert/Lochmaddy | 1,800 | 95 | 16 | 1,721 | 90 |
| Ullapool - Stomoway | 1,851 | 117 | 0 | 1,734 | 102 | |
| Wemyss Bay - Rothesay | 8,388 | 635 | 0 | 7,753 | 526 | |
| 2020 - Total | | 119,988 | 7,434 | 4,908 | 117,462 | 6,107 |
| 2021 | Ardmhor (Barra) - Eriskay | 3,411 | 226 | 0 | 3,185 | 181 |
| | Ardrossan - Brodick | 4,820 | 696 | 63 | 4,187 | 327 |
| | Ardrossan - Campbeltown | 193 | 43 | 0 | 150 | 4 |
| | Berneray - Leverburgh | 2,304 | 162 | 0 | 2,142 | 64 |
| | Claonaig - Lochranza | 3,397 | 135 | 97 | 3,359 | 82 |



| | | | | | |
|-------------------------------|----------------|--------------|--------------|----------------|--------------|
| Colintraive - Rhudodach | 22,572 | 599 | 22 | 21,995 | 429 |
| Fionnphort - Iona | 7,874 | 278 | 197 | 7,793 | 274 |
| Fishnish - Lochaline | 8,304 | 27 | 202 | 8,479 | 13 |
| Gallanach - Kerrera | 8,670 | 89 | 4,067 | 12,648 | 48 |
| Gourock - Dunoon | 12,340 | 1,176 | 0 | 11,164 | 845 |
| Gourock - Kilcreggan | 7,960 | 585 | 0 | 7,375 | 410 |
| Kennacraig - Islay | 2,748 | 184 | 30 | 2,594 | 59 |
| Kennacraig - Islay/C'say/Oban | 393 | 46 | 12 | 359 | 16 |
| Largs - Cumbrae Slip | 19,060 | 572 | 525 | 19,013 | 230 |
| Mallaig - Armadale | 2,986 | 462 | 41 | 2,565 | 217 |
| Mallaig Eigg/Muck/Rum/Canna | 1,723 | 188 | 101 | 1,636 | 147 |
| Mallaig - Lochboisdale | 451 | 146 | 17 | 322 | 20 |
| Oban Castlebay/Lochboisdale | 789 | 140 | 87 | 736 | 79 |
| Oban - Coll/Tiree | 1,139 | 99 | 25 | 1,065 | 58 |
| Oban - Coll/Tiree/Castlebay | 150 | 9 | 2 | 143 | 0 |
| Oban - Colonsay | 414 | 28 | 8 | 394 | 15 |
| Oban - Craignure | 4,806 | 202 | 5 | 4,609 | 90 |
| Oban - Lismore | 2,666 | 157 | 1 | 2,510 | 60 |
| Sconser - Raasay | 5,898 | 167 | 20 | 5,751 | 47 |
| Tarbert LF - Portavadie | 6,267 | 567 | 4 | 5,704 | 212 |
| Tayinloan - Gigha | 6,528 | 393 | 40 | 6,175 | 150 |
| Tobermory - Kilchoan | 3,420 | 121 | 0 | 3,299 | 58 |
| Uig - Tarbert/Lochmaddy | 2,134 | 113 | 31 | 2,052 | 96 |
| Ullapool - Stomoway | 2,088 | 139 | 64 | 2,013 | 94 |
| Wemyss Bay - Rothesay | 9,693 | 1,602 | 0 | 8,091 | 181 |
| 2021 - Total | 155,198 | 9,351 | 5,661 | 151,508 | 4,506 |
| 2022 | | | | | |
| Ardmhor (Barra) - Eriskay | 3,447 | 357 | 40 | 3,130 | 234 |
| Ardrossan - Brodick | 4,794 | 617 | 80 | 4,257 | 348 |
| Ardrossan - Campbeltown | 154 | 19 | 0 | 135 | 6 |
| Berneray - Leverburgh | 2,298 | 188 | 2 | 2,112 | 92 |
| Claonaig - Lochranza | 3,936 | 165 | 183 | 3,954 | 129 |
| Colintraive - Rhudodach | 22,581 | 551 | 36 | 22,066 | 291 |
| Fionnphort - Iona | 8,470 | 443 | 167 | 8,194 | 407 |
| Fishnish - Lochaline | 8,572 | 43 | 125 | 8,654 | 23 |
| Gallanach - Kerrera | 9,972 | 273 | 4,124 | 13,823 | 210 |
| Gourock - Dunoon | 18,396 | 2,752 | 10 | 15,654 | 1,155 |
| Gourock - Kilcreggan | 7,983 | 684 | 0 | 7,299 | 403 |
| Kennacraig - Islay | 2,795 | 150 | 31 | 2,676 | 49 |
| Kennacraig - Islay/C'say/Oban | 429 | 46 | 6 | 389 | 19 |
| Largs - Cumbrae Slip | 22,398 | 793 | 223 | 21,828 | 310 |
| Mallaig - Armadale | 4,554 | 913 | 43 | 3,684 | 220 |
| Mallaig Eigg/Muck/Rum/Canna | 1,720 | 213 | 264 | 1,771 | 180 |
| Mallaig - Lochboisdale | 674 | 195 | 6 | 485 | 34 |
| Oban Castlebay/Lochboisdale | 791 | 137 | 16 | 670 | 67 |
| Oban - Coll/Tiree | 1,156 | 153 | 24 | 1,027 | 121 |
| Oban - Coll/Tiree/Castlebay | 168 | 10 | 0 | 158 | 3 |
| Oban - Colonsay | 424 | 41 | 3 | 386 | 15 |
| Oban - Craignure | 5,867 | 260 | 48 | 5,655 | 83 |



| | | | | | |
|-------------------------|----------------|---------------|---------------|----------------|---------------|
| Oban - Lismore | 2,634 | 95 | 0 | 2,539 | 59 |
| Sconser - Raasay | 6,058 | 173 | 32 | 5,917 | 146 |
| Tarbert LF - Portavadie | 6,698 | 437 | 0 | 6,261 | 182 |
| Tayinloan - Gigha | 6,643 | 365 | 22 | 6,300 | 327 |
| Tobermory - Kilchoan | 3,726 | 196 | 4 | 3,534 | 74 |
| Uig - Tarbert/Lochmaddy | 2,158 | 192 | 56 | 2,022 | 71 |
| Ullapool - Stomoway | 2,062 | 146 | 8 | 1,924 | 133 |
| Wemyss Bay - Rothesay | 9,844 | 694 | 0 | 9,150 | 288 |
| 2022 - Total | 171,402 | 11,301 | 5,553 | 165,654 | 5,679 |
| Overall - Total | 446,588 | 28,086 | 16,122 | 434,624 | 16,292 |



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



Appendix 4: CalMac Website - Passenger Rights Information





Appendix 5: DML Group Violence and Aggression Policy



| DML Group Violence and Aggression Policy | |
|---|---|
| Policy No: | HSQE 0005 |
| Policy Effective Date: | 03 December 2018 |
| Revision Number: | Rev. 01 |
| Revision Date: | 25 August 2022 |
| This Version Status: | Final |
| Next Review Date: | August 2023 |
| Purpose: | To outline the DML Group policy for the management and reduction of risk arising through workplace violence and aggression. |
| Scope: | All employees of the DML Group and as far as reasonably practicable, contractors to the group and members of the public. |
| Policy Owner: | Director, HSQE |
| Approved: | <div style="text-align: right; margin-right: 100px;">25/08/2022</div> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%; border-top: 1px solid black; margin-top: 5px;">Robbie Drummond, Director, DML</div> <div style="width: 35%; border-top: 1px solid black; margin-top: 5px;">Date</div> </div> |

OUR VIOLENCE AND AGGRESSION POLICY

Aims of the Policy

The aims of the policy are:

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

Definitions

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

Assaults A deliberate attack upon the person of another, whether or not actual injury is inflicted.

Includes: • touching; • spitting; • pushing; • striking; • use of or threatened use of weapons.

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

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

Situations which may result in aggressive or violent behaviour

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

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

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

Management Responsibilities: The Managing Director has the ultimate accountability for health and safety, but it is important to acknowledge that the Managing Director's responsibility is shared. All Heads of Department

and Managers have a duty of care to their employees, and they must create and maintain a safe workplace for them to work in.

They should:

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

For example:

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



Employees' Responsibilities

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

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

Incidents involving colleagues

Incidents involving colleagues are covered under our:

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

References

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