



**CMAL**

Caledonian Maritime Assets Ltd  
Stòras Mara Cailleannach Èta



Caledonian Maritime Assets Limited

# Three Year Corporate Plan

1 April 2026 to 31 March 2029

*To provide, safeguard and develop ferries and harbours*

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# Introduction and foreword

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## Introduction

**This three-year corporate plan covers the period from 1 April 2026 to 31 March 2029 and also reflects on what has been delivered from 1 April 2025 to 31 March 2026.**

CMAL is wholly owned by Scottish Ministers, based in Port Glasgow, and is charged with owning and developing the Scottish Government assets that support lifeline ferry services to island communities throughout Scotland. We support both the Clyde and Hebrides Ferry Services (CHFS) and the Northern Isles Ferry Services (NIFS).

The CHFS and Harbour Operating Agreement (HOA) contracts are operated by CalMac Ferries Ltd, with the current CHFS and HOA contracts awarded on 1 October 2025 for ten years. We own 27 ports, one marine berthing structure facility, and 33 ferries that support these contracts.

The NIFS contract is operated by Serco NorthLink Ferries Limited. This is a six-year contract with an option for a further two years, which commenced on 1 July 2020. We own the five lifeline ferries that operate from the mainland to Orkney and Shetland, which support this contract.

We plan our investments to deliver outputs aligned with our strategic priorities, which in turn align with national objectives. CMAL's priorities align with those of Scottish Ministers, supporting delivery of the Islands Connectivity Plan, the National Performance Framework and wider objectives relating to connectivity, resilience, and the transition to net zero. Through this Plan, CMAL will work with Transport Scotland and Ministers to deliver these priorities through a coordinated programme of vessel and port infrastructure investment, contributing to national outcomes set out in the National Performance Framework.

We work closely with:

- Scottish Government
- Transport Scotland (our sponsoring body)
- The ferry operators for CHFS and NIFS
- The harbour operator for the HOA
- Island and mainland coastal communities where we operate

As the Statutory Harbour Authority for 16 of our ports and the owner of the other 11, we welcome all vessel operators and remain committed to supporting safe, efficient and accessible marine operations. In carrying out our statutory responsibilities, we seek to ensure that lifeline ferry and freight services to island and remote communities can continue to operate safely and effectively alongside wider harbour activity.



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## CEO's foreword

**The period leading up to this Corporate Plan has marked a significant phase of transition for CMAL, as long term programmes to renew Scotland's ferry fleet and modernise port infrastructure have moved from planning into delivery. These investments are central to our purpose as a public body, supporting lifeline ferry services and helping to secure reliable, resilient and sustainable transport links for island and coastal communities.**

Over the past year, progress has continued across major vessel and harbour programmes. New vessels have entered service, construction of additional vessels has advanced, and enabling works at ports and harbours have been completed or progressed to support the next generation of the fleet. Together, these programmes represent a welcome period of investment in Scotland's ferry network, which must be sustained if we are to achieve our aims.

Alongside delivery, CMAL has continued to operate in a complex and challenging environment. Volatility in global markets, supply chain pressures and wider geopolitical factors have all influenced the pace and cost of infrastructure delivery. These conditions reinforce the importance of robust governance, careful stewardship of public funding, and close collaboration with partners, operators, communities and suppliers.

Looking ahead to the period covered by this Plan, CMAL's focus is on completing current programmes, progressing the next phases of fleet and port renewal, and embedding environmental sustainability and climate resilience into the assets we develop and manage. Decarbonisation remains a central consideration, both through the introduction of electric and low emission vessels and through investment in the infrastructure and energy systems that support them.

This Plan sets out how CMAL will continue to fulfil its role over the next three years: maintaining a clear strategic direction, managing risk and uncertainty, and delivering assets that meet the needs of ferry operators, passengers and communities, now and in the future. While challenges remain, CMAL enters the plan period with a strong platform from which to build, and with a clear commitment to working collaboratively to deliver lasting benefits for the communities we serve.

# Corporate governance

**CMAL is a publicly owned company with Scottish Ministers as its sole shareholder.**

The CMAL Board comprises a non-executive chair, four non-executive directors and four executive directors—all appointed by Scottish Ministers. Two of the four non-executive roles are currently vacant and will be advertised, with appointments made in due course.

The Board is the principal decision-making forum for the company. It has overall responsibility for leading and controlling the company and is accountable to the company's sole shareholder, the Scottish Ministers, for financial and operational performance. The Board approves the company strategy and monitors performance.

The Board meets regularly throughout the year. Board meetings are structured to allow open discussion, and all Directors participate in discussions of the Company's strategic aims, performance, and financial and risk management.

The Board is provided with comprehensive information in advance of each meeting, including financial and operational reports on the Company's activities, to support informed discussion and effective decision making. Senior managers regularly attend Board meetings and make presentations as required.

Representatives of CMAL's sponsoring body, Transport Scotland, regularly attend Board meetings. A representative of the Company's sole shareholder, the Scottish Ministers, is also entitled to attend each meeting.

CMAL has two standing sub committees that meet regularly and report to the Board: the Audit and Risk Committee and the Remuneration Committee.

In line with transparency and good governance practice, redacted Board minutes are published on the CMAL website following completion of the approval process.





**Morag McNeill,**  
**Chair**

Morag McNeill was appointed interim chair in January 2022 and took on the role permanently in October 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 was Vice-Chair of Aberdeen Harbour Board, Vice-Chair of Social Investment Scotland and Chair of Heriot-Watt University. Morag is also Chair of Scottish Event Campus Limited, which owns and operates the OVO Hydro and Chair of The Robertson Trust, Scotland's largest independent charity.



**Stuart Cresswell,**  
**Non-Executive Director**

Stuart Cresswell is a port industry professional who, until 2023, served in a Senior Leadership role at Associated British Ports (ABP). This included full operational responsibility for all of ABP's port operations in Scotland, including the Port of Troon. He is currently a member of the Scottish Chamber of Commerce's Economic Advisory Group and a retained advisor for ABP on their new Freeport development at Nigg. His previous roles include immediate past Chair of the British Ports Association's Scottish Ports Committee, Non-Executive Director of the Scottish Shipping Benevolent Association, and ex-President of the Ayrshire Chamber of Commerce. Stuart is also co-founder of TimberLINK, which has shipped timber from ports and jetties across the West Coast of Scotland. Stuart holds an MBA from Glasgow Caledonian University.



**Graeme Wood,**  
**Non-Executive Director**

Graeme is a qualified marine engineer with more than 40 years' experience working in marine and offshore energy-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 20 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 an IOD Chartered Director Ambassador.



**Kevin Hobbs,**  
**Chief Executive Officer**

Kevin joined CMAL in April 2016, bringing 30 years' experience in the port, maritime logistics and shipping industries prior to joining the company. 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. He is Chair of the Scottish Maritime Cluster and also one of the Scottish Ports Representatives on the British Port Association.



**Jim Anderson,**  
**Director of Vessels**

Jim was appointed Director of Vessels in April 2016. Jim is a Chartered Engineer; a Fellow of the Royal Institution of Naval Architects, the Institute of Marine Engineering, Science & Technology and the Institution of Engineering and Technology. He has over 40 years' experience in the maritime industry, working in senior management roles for shipbuilders, ship owners and design consultants.



**Heather Ferguson,**  
**Finance Director**

Heather was appointed as Finance Director in November 2020. Heather has a strong financial portfolio, honed through over 35 years of experience in both the private and not-for-profit sectors. Before joining CMAL, Heather was the Finance Director of a prominent Glasgow charity, where she spent six years leading their financial strategy, building an IT team and managing complex building renovations. She has managed a charity, held Trustee positions and led diverse teams and is passionate about improving the lives of the people of Scotland. Heather is a Fellow of the Association of Chartered Certified Accountants and holds the Certificate in Company Direction from the Institute of Directors.



**Ramsay Muirhead,**  
**Director of Port Infrastructure & Planning**

Ramsay was appointed Director of Port Infrastructure & Planning in October 2019. He has over 30 years of experience in management, leadership and a 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.



# Our purpose, values, and strategic context

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## Mission, vision, and goals

Our **mission** is to provide, safeguard and develop ferries and harbours.

Our **vision** is to be the pre-eminent provider of effective, leading-edge vessels and port infrastructure for the communities we serve.

Our **goals** are to provide safe and efficient vessels, harbours, and all associated port infrastructure for operators, communities, and all users in and around Scotland, through the consultation and involvement of stakeholders, and to adopt a robust long-term planning horizon.

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## Guiding values

Our core responsibilities are:

- **To the Scottish Government**—to manage our business in line with corporate governance best practice
- **To our operators**—to provide the necessary vessels and port infrastructure to enable our operators to deliver their obligations within the public services contracts
- **To local communities**—to understand the needs of local communities and to work with them to develop opportunities
- **To our employees**—to respect the rights of our employees and provide them with safe working conditions
- **To our business partners**—to seek mutually beneficial relationships with current and future partners, contractors, suppliers, statutory bodies and tenants
- **To society**—to conduct business as responsible members of the community, to observe our legal and statutory obligations, to give proper regard to health and safety and the wellbeing of the environment

# Business principles

- We conduct our business to the highest standards and with integrity
- We behave in a socially responsible manner
- We have an absolute commitment to health, safety and the environment and we accept our legal obligations to protect employees and users of our assets
- We are an equal opportunities employer and were an early adopter of the real Living Wage
- Our employees have the right skills and qualifications to ensure that we are able to deliver and maintain assets for lifeline ferry services in an effective and efficient manner
- We continue to support our staff in their personal and professional development by allowing the time and funding required to undertake courses and qualifications, including attaining membership of chartered professional bodies
- We have robust financial controls and procurement processes, ensuring that we pay our debts promptly, with an aim to achieve a 10-working day turnround from receipt of invoice





## Key business objectives

- We will play an active role in the Scottish Government's commitment to achieve net zero emissions by 2045, supporting decarbonisation across our vessel and harbour assets through innovative design, the use of alternative materials, and energy-efficient technologies, where practicable
- We will continue to take a seat on European research groups and consortia that are developing low-carbon technologies
- We will ensure, within technical and financial constraints, that we deliver our projects on time and on budget
- We will maintain and, where possible, enhance our port infrastructure to enable all harbour users to benefit, including, but not limited to, general cargo, fishing, cruise and recreational users.
- We will take a coordinated approach to vessel design and port investment, recognising the physical, operational and funding constraints of the network, and seeking to ensure our assets work effectively together to support resilience and reliable services for ferry users and communities.
- We will continue to enhance our assets through the collection of harbour dues, the attainment of adequate funding from the Scottish Government or other sources, if required
- Our ferries will be designed with efficient hull forms and efficient propulsion systems, aiming to reduce fuel consumption whilst considering operational requirements
- We will explore options for investment in a ferry mid-life overhaul, extending its useful life
- We will work closely with the CHFS and NIFS operators
- Vessels surplus to requirements will be either sold or recycled
- We will monitor and assess the impacts of climate change on our assets and implement adaptation measures to improve resilience
- We will work closely with our harbour operator under the HOA contract to ensure that our harbours are safely and efficiently managed for the benefit of all users
- We will continue to be the trusted advisors of Transport Scotland and Ministers in relation to all lifeline ferry and port projects

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# Environmental sustainability and climate responsibility

CMAL is committed to delivering its role in a sustainable and environmentally responsible manner, aligned with the Scottish Government's strategic ambition to restore nature and end Scotland's contribution to climate change by 2045. Environmental sustainability and climate change adaptation are fundamental considerations in how we plan, design, procure and manage our assets.

We recognise the responsibility that comes with owning and investing in vessels, ports, and harbour infrastructure serving island and coastal communities. Our approach is guided by a commitment to minimise environmental impact, reduce emissions, protect and enhance biodiversity, and ensure that our assets are resilient to the long term impacts of climate change.

Sustainability is not treated as a standalone activity, but as a core principle that informs decision making across the organisation. This includes how we invest public funding, how we work with partners and suppliers, and how we balance operational, financial and environmental considerations to deliver long term public value.

Our strategic commitments on environmental sustainability are delivered in practice through how we develop, operate, and renew our assets, as set out in the *Environmental Sustainability and Climate Change Adaptation* section within *Our Assets*.

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# Corporate Social Responsibility

Corporate Social Responsibility (CSR) refers to how businesses regulate themselves to ensure that all their activities positively impact society as a whole. We consider CSR an important part of how we conduct our business. Through our company's practices and policies, we aim to create an ethical work environment that respects human rights and considers the social, economic, and environmental impacts of our business.

We have a modest CSR fund, administered by our CSR Steering Group. This group is made up of volunteers from CMAL and some of our external professional advisors. The areas our ferry network serves are organised into six regions, and we aim to distribute the fund annually across each. We also support communities through our voluntary work and our own fundraising.

More details about our CSR activities and the good causes they have supported are available at [cmassets.co.uk/csr](https://cmassets.co.uk/csr).

# National Performance Framework

The National Performance Framework (NPF) sets out the Scottish Government’s long term vision for national wellbeing, sustainable and inclusive economic growth, and a fairer, more resilient Scotland. It provides a shared framework for public bodies to align their activities with national outcomes and priorities.



CMAL plays an important role in supporting the delivery of these outcomes through the planning, development and stewardship of ferry vessels and port infrastructure that underpin lifeline services to island and coastal communities. In doing so, we seek to ensure that our investment decisions, ways of working and organisational priorities contribute positively to national wellbeing.

In particular, CMAL’s activities support a range of NPF outcomes relating to the environment, economic opportunity, fair work, resilient communities and human rights. We will continue to have regard to the National Performance Framework as it evolves, ensuring our Corporate Plan remains aligned with wider Scottish Government priorities.

# Strategic challenges

CMAL is charged with providing lifeline ferries for both the CHFS and NIFS networks, as well as port facilities that support the CHFS contract. Historically, there had been insufficient investment in both ferries and port infrastructure assets. Our challenge is to ensure that, in future years, we continue to secure sufficient funding from the Scottish Government to accelerate the replacement of the ferry fleet and continue the renewal of port infrastructure, with a particular focus on those nearing life expiry. A key focus is to present a compelling argument to our sponsoring body, Transport Scotland, to ensure that funds are available, thereby enabling ferries to be replaced and progressively bringing the average age of the fleet to 15 years.

In addition, we must ensure we deliver on the Transport Scotland Island Connectivity Plan (ICP) and the ICP Strategic Approach. The following are set out as 'priorities' in the ICP Strategic Approach and describe the essential principles for CMAL to align with and deliver upon:

## Priority 1:

**Reliable and resilient**—Ferry services that meet the needs of communities and businesses and support the transition to a well-being economy which is fair, green and growing.

## Priority 2:

**Accessible**—Ferry services that are accessible and provide easy-to-use and affordable transport connectivity for all users.

## Priority 3:

**Integrated**—Ferry services that enable sustainable and active travel choices which support our health and well-being and make our island and other ferry-dependent communities great places to live, work and visit.

## Priority 4:

**Environmental Impact and Low Carbon**—Ferry services that take actions to reduce the negative environmental impact of their operations and help to achieve Scotland's net-zero targets.

In addition to these four priority areas, we need to balance them against available funding and deliver value for money for the public purse.

There is much work to be done, and the renewal and upgrade of port infrastructure, as well as the replacement of ferries, are crucial. A renewal and replacement programme remains our highest priority and is progressing, with sustained investment required to support its long-term delivery.

Vessels have an anticipated life expectancy of 30 years, or possibly longer with mid-life extension investment. It is always a challenge to predict future passenger, car, and freight volumes; this is assisted by economic modelling.

We work closely with Transport Scotland to ensure that funding is available when it is needed. In the next three years, to March 2029, we aim to spend £588m on replacing vessels and £336m on upgrading our ports and harbours. We will continue to have close dialogue with Transport Scotland and finance colleagues to secure additional funding for both ports and vessels in the future.

# Our assets

## Our port infrastructure

The CHFS port network, on Scotland's west coast, comprises 54 ports, of which CMAL owns 27. There are 25 ports on the network with vehicle linkspan facilities, categorised as major ports, of which CMAL owns 14. There are 29 ports with concrete slipways served by small vessels; 13 of these ports are owned by CMAL. The remaining CHFS ports and all NIFS ports are owned and maintained by local authorities, trust ports, or private port companies.

Port infrastructure is a vital component for lifeline ferry services, but many facilities also support leisure users, fishing vessels, cruise vessels and other commercial uses. In addition, a number of CMAL ports have buildings leased to third parties, therefore supporting local businesses. In terms of location, many hail from the steamship era. Typically, port infrastructure is designed and built to last 60 years with appropriate maintenance. There are a number of CMAL ports nearing life expiry and requiring replacement; others are in transition, being rebuilt, or at the master planning stage.

The Port Infrastructure team at CMAL is responsible for harbour management, maintenance, and improvements across its 27 locations. In addition to these ports, CMAL has one additional marine berthing structure facility and property and equipment at a number of third-party ports across the network.

CMAL location	Facility category
Ardrossan, Firth of Clyde	Linkspan
Armadale, Isle of Skye	Linkspan
Brodick, Isle of Arran	Linkspan
Bullhole, Adjacent to Isle of Mull	Marine berthing structure facility
Castlebay, Isle of Barra	Linkspan
Claonaig, Kintyre Peninsula	Slipway
Colintraive, Cowal Peninsula	Two slipways
Arinagour, Isle of Coll	Linkspan
Scalasaig, Isle of Colonsay	Linkspan
Cumbrae, Isle of Cumbrae	Slipway
Fishnish, Isle of Mull	Slipway
Gallanach, near Oban	Slipway
Gourock, Firth of Clyde	Linkspan
Kennacraig, Kintyre Peninsula	Linkspan
Kerrera, Isle of Kerrera	Slipway
Kilchoan, Ardnamurchan Peninsula	Slipway
Largs, Firth of Clyde	Slipway
Lochaline, Morven Peninsula	Slipway
Lochboisdale, South Uist	Linkspan
Lochranza, Isle of Arran	Slipway
Oban, Firth of Lorn	Two linkspans and one slipway
Port Ellen, Isle of Islay	Linkspan
Portavadie, Cowal Peninsula	Slipway
Rhubodach, Isle of Bute	Slipway
Tarbert, Isle of Harris	Linkspan
Gott Bay, Isle of Tiree	Linkspan
Tobermory, Isle of Mull	Slipway
Wemyss Bay, Firth of Clyde	Linkspan

# Our vessels

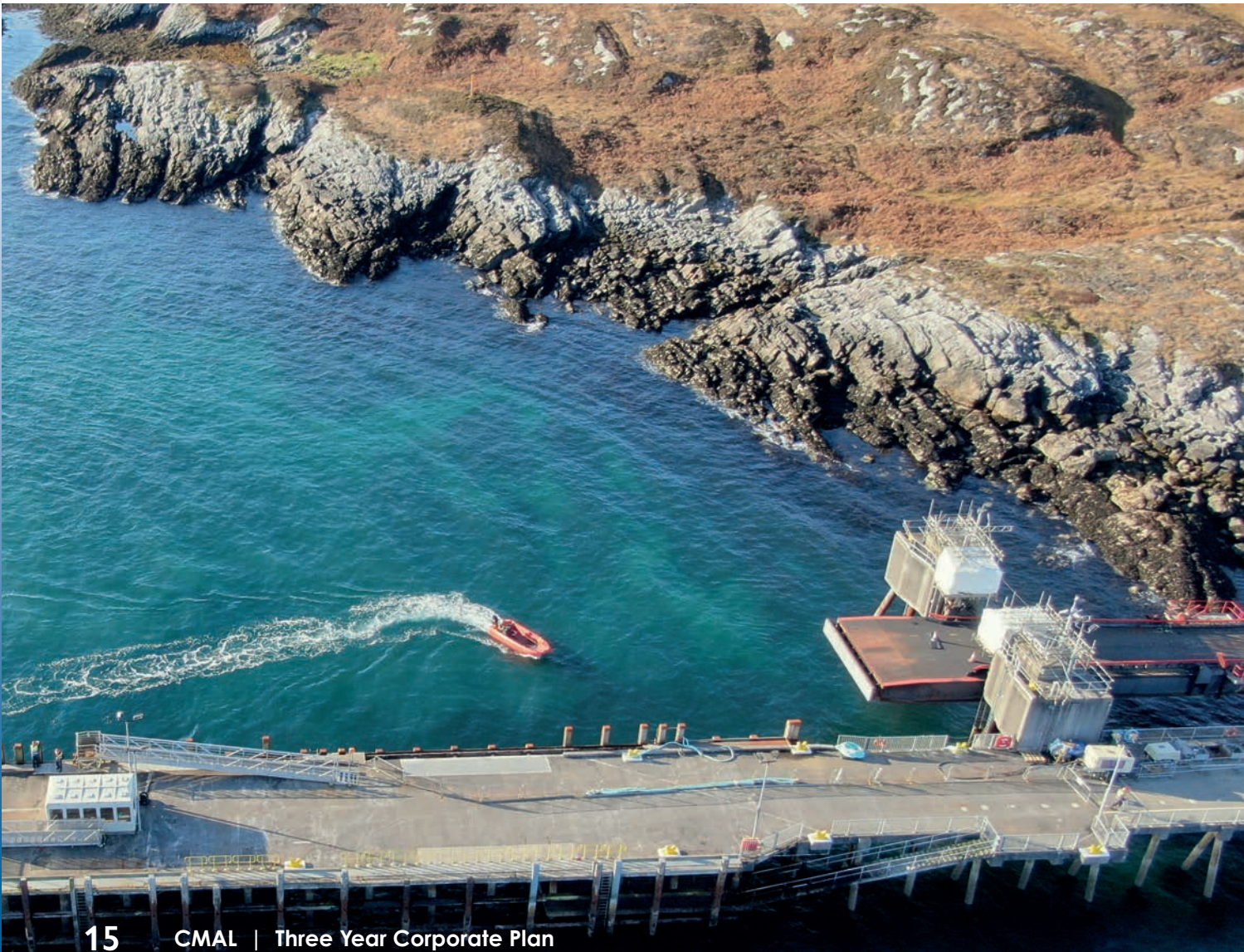
CMAL currently owns 33 vessels that support the CHFS network; these are split into 12 major vessels, three intermediate vessels and 18 small vessels.

CMAL currently owns five vessels that support the NIFS network: three passenger vessels and two freight-only vessels.

CMAL is undertaking a major renewal programme. The average age of the fleet for the CHFS network in 2025 is 24 years; the recommended average is 15 years.

Analysis of the fleet indicates that over the current decade, there will be a requirement to replace six major vessels (in addition to those currently under construction) and 10 small vessels. In addition, three passenger-only vessels will need to replace the two vessels that sail from Gourock to Dunoon and the vessel that sails from Gourock to Kilcreggan (noting that these 3 vessels are not currently owned by CMAL).

CMAL is actively searching the global market for second-hand vessels suitable for operation on the CHFS network. There are several constraints that make this search challenging, but we remain fully committed.



Vessel name	Vessel category	Operator
MV Caledonian Isles	Major	CalMac Ferries Ltd
MV Clansman	Major	CalMac Ferries Ltd
MV Finlaggan	Major	CalMac Ferries Ltd
MV Glen Sannox	Major	CalMac Ferries Ltd
MV Hebrides	Major	CalMac Ferries Ltd
MV Isle of Arran	Major	CalMac Ferries Ltd
MV Isle of Islay	Major	CalMac Ferries Ltd
MV Isle of Lewis	Major	CalMac Ferries Ltd
MV Isle of Mull	Major	CalMac Ferries Ltd
MV Loch Seaforth	Major	CalMac Ferries Ltd
MV Lochnevis	Major	CalMac Ferries Ltd
MV Lord of the Isles	Major	CalMac Ferries Ltd
MV Helliar	Freighter	Serco NorthLink
MV Hildasay	Freighter	Serco NorthLink
MV Hamnavoe	RoPax	Serco NorthLink
MV Hjaltland	RoPax	Serco NorthLink
MV Hrossey	RoPax	Serco NorthLink
MV Argyle	Intermediate	CalMac Ferries Ltd
MV Bute	Intermediate	CalMac Ferries Ltd
MV Coruisk	Intermediate	CalMac Ferries Ltd
MV Carvoria	Small	CalMac Ferries Ltd
MV Catriona	Small	CalMac Ferries Ltd
MV Hallaig	Small	CalMac Ferries Ltd
MV Isle of Cumbrae	Small	CalMac Ferries Ltd
MV Loch Alainn	Small	CalMac Ferries Ltd
MV Loch Bhrusda	Small	CalMac Ferries Ltd
MV Loch Buie	Small	CalMac Ferries Ltd
MV Loch Dunvegan	Small	CalMac Ferries Ltd
MV Loch Frisa	Small	CalMac Ferries Ltd
MV Loch Fyne	Small	CalMac Ferries Ltd
MV Loch Linnhe	Small	CalMac Ferries Ltd
MV Loch Portain	Small	CalMac Ferries Ltd
MV Loch Ranza	Small	CalMac Ferries Ltd
MV Loch Riddon	Small	CalMac Ferries Ltd
MV Loch Shira	Small	CalMac Ferries Ltd
MV Loch Striven	Small	CalMac Ferries Ltd
MV Loch Tarbert	Small	CalMac Ferries Ltd
MV Lochinvar	Small	CalMac Ferries Ltd

# Environmental sustainability and climate change adaptation

We aim to minimise the environmental impact of the vessels, harbours and ports we own and manage, while ensuring they are resilient to the effects of climate change over their operational lifetimes.

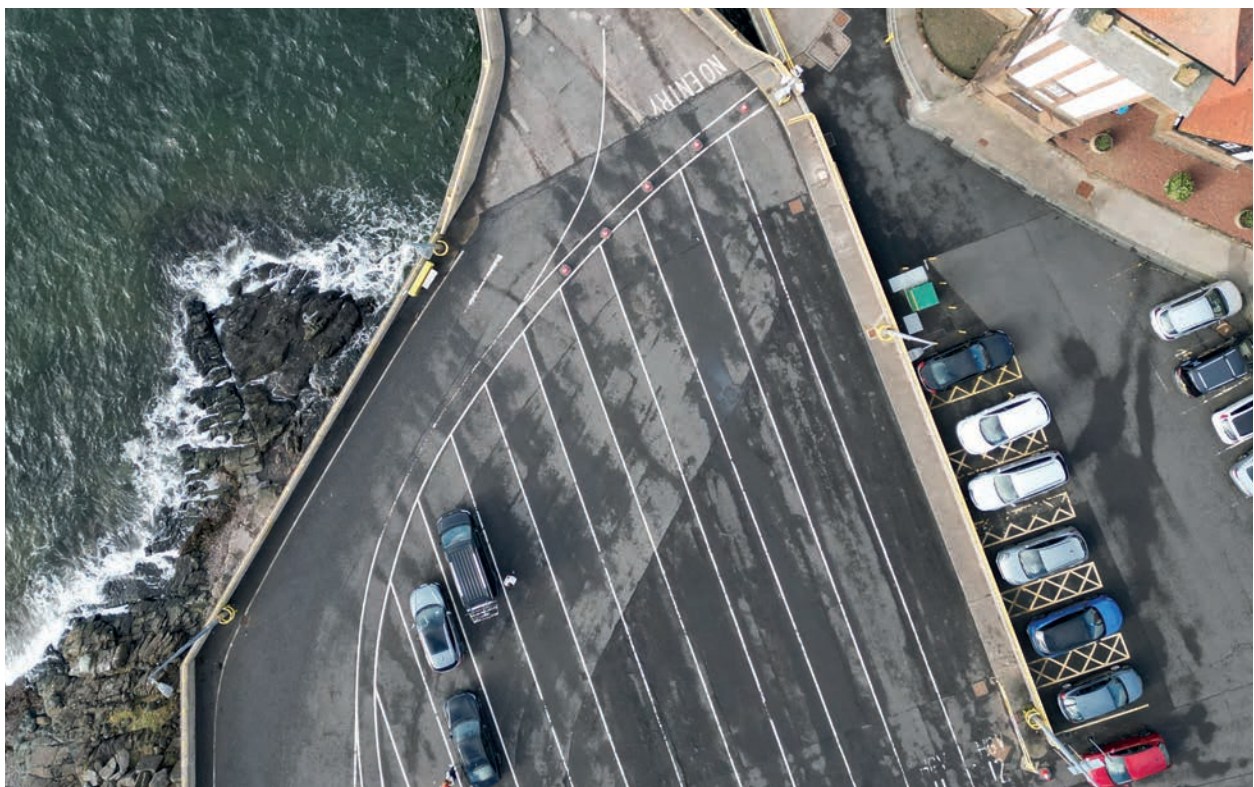
In developing the next generation of vessels, we are taking steps to decarbonise and improve efficiency. This includes the electrification of our fleet of small vessels and the design of new major vessels with efficient hull forms and diesel electric propulsion. These measures are intended to reduce emissions while maintaining safe and reliable service delivery.

At our ports, we are investing in shore power facilities that allow ferries to ‘plug in’ while at berth, significantly reducing emissions and improving local air quality. We are also designing ports and harbour infrastructure to be resilient to climate change, taking into account future conditions such as sea-level rise and more extreme weather.

We are committed to reducing the environmental impact of construction activities and the materials we use. During works, we monitor and take steps to protect the local environment, seeking opportunities to enhance biodiversity where possible. Sustainability considerations are embedded in procurement, and disposal decisions are taken to support the responsible lifecycle management of our assets.

Across our estate, we are improving the energy efficiency of our buildings through a planned programme of works, including the installation of low carbon heating systems and energy efficient equipment.

We will continue to work with partners to support research into low carbon technologies and drive innovation, delivering outcomes that support the long term wellbeing of the environment and the communities that depend on our assets.



# Our people and organisation

**Our greatest asset is our people. We have many and varied skills across our organisation to deliver on our objectives and provide solutions to our strategic challenges. We work hard to empower our people, leverage their years of experience, and, through continuous improvement through professional training, mentor our new recruits and deliver the services we provide.**

Our senior management team is led by our CEO and encompasses the departments below.

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## Departments

### Port Infrastructure

The Port Infrastructure department is headed by our Director of Port Infrastructure & Planning, who is responsible for long-term planning and the delivery of all our shoreside infrastructure, whether for maintenance and repair or for master planning new port facilities. The department consists of a Harbour Assets team, an Engineering team, and a Harbour Operations team, who collectively maintain and improve CMAL's port infrastructure to support lifeline ferry services and other users, and oversee the operation of harbours.

The Harbour Assets team, led by the Head of Harbour Assets, comprises specialist functions in maintenance, works and project planning, building and property management, strategic planning, and asset management. The team is responsible for asset inspection and compliance, the majority of minor, planned and reactive maintenance across the network, as well as for asset management capability and project and works planning.

The Harbour Operations team comprises the Harbour Master and Deputy, whose primary duty is the safety of navigation for any vessel utilising a CMAL port or its approaches. More generally, they are responsible on behalf of the Duty Holder (CMAL Board) under the Ports & Marine Facilities Safety Code (PMSC) for the safe and efficient operation of CMAL's 27 ports, harbours, and marine facilities, as well as compliance with the PMSC. The team also manages a Harbour Operating Agreement and oversees the Harbour Operator's day-to-day operational management of port and harbour activities.

The Engineering team, led by the Head of Engineering and supported by lead engineers, is responsible for delivering works and projects related to CMAL's port infrastructure. This team comprises a variety of specialisms, including civil, construction and mechanical & electrical engineering. Delivering projects on time and within budgetary constraints is important, but maintaining ports to support lifeline services and communities is equally critical.

### Vessels

Our Director of Vessels leads the Vessels team, which is responsible for vessel concept design and shipbuilding contracts, including site supervision and inspection, as well as special projects related to green energy and zero-carbon initiatives.

The team comprises experienced ship design engineers, naval architects, marine engineers, electrical engineers, project managers, shipbuilders, and those with seafaring experience.

### Health, Safety and Environmental Management, and Corporate Services

The Corporate team, under the leadership of the Health, Safety and Environmental (HSE) Manager, plays an important role in ensuring that the organisation remains compliant with all applicable legislation and regulations.

Health, safety, and environmental considerations are integral to every aspect of our operations. This commitment is further supported by the team's expertise in environmental and sustainability management, as well as quality management, which is evidenced by our Det Norske Veritas ISO 9001:2015 certification.

Additionally, the team oversees processes under the United Kingdom General Data Protection Regulation (UK GDPR), manages Freedom of Information (FOISA) requests, and handles essential internal administrative functions, ensuring the organisation operates efficiently and transparently.

## Finance and Procurement

Our Finance and Procurement teams are led by our Finance Director. The Finance team is responsible for financial management, reporting, cashflow forecasting and accounting; producing our annual report; payroll; and compliance with the Scottish Government's financial reporting requirements.

The Procurement team is responsible for the procurement function and ensures compliance with current legislation and policies. These functions are crucial to the smooth running of our business at CMAL.

The team includes several chartered accountants, finance professionals, and procurement specialists, all with a blend of relevant experience.

## Business Support

The Business Support team provides core enabling capability across CMAL, supporting effective delivery of the organisation's strategic objectives and day-to-day operations. Led by the Head of Business Support, the function brings together a range of specialist roles that support colleagues across the organisation and help ensure work is well planned, governed and communicated.

The team is responsible for CMAL's internal IT systems and digital infrastructure, human resources, the Project Management Office (PMO), communications, and stakeholder and community engagement. In recent years, this remit has expanded to include business improvement activity, supporting the continuous development of processes, systems and ways of working across the organisation.

Through its role in programme and project support, governance, reporting, and improvement, Business Support helps provide oversight and assurance across CMAL's portfolio of work. The function plays a key role in enabling effective decision-making, strengthening organisational capability, and supporting collaboration with partners, communities and stakeholders.

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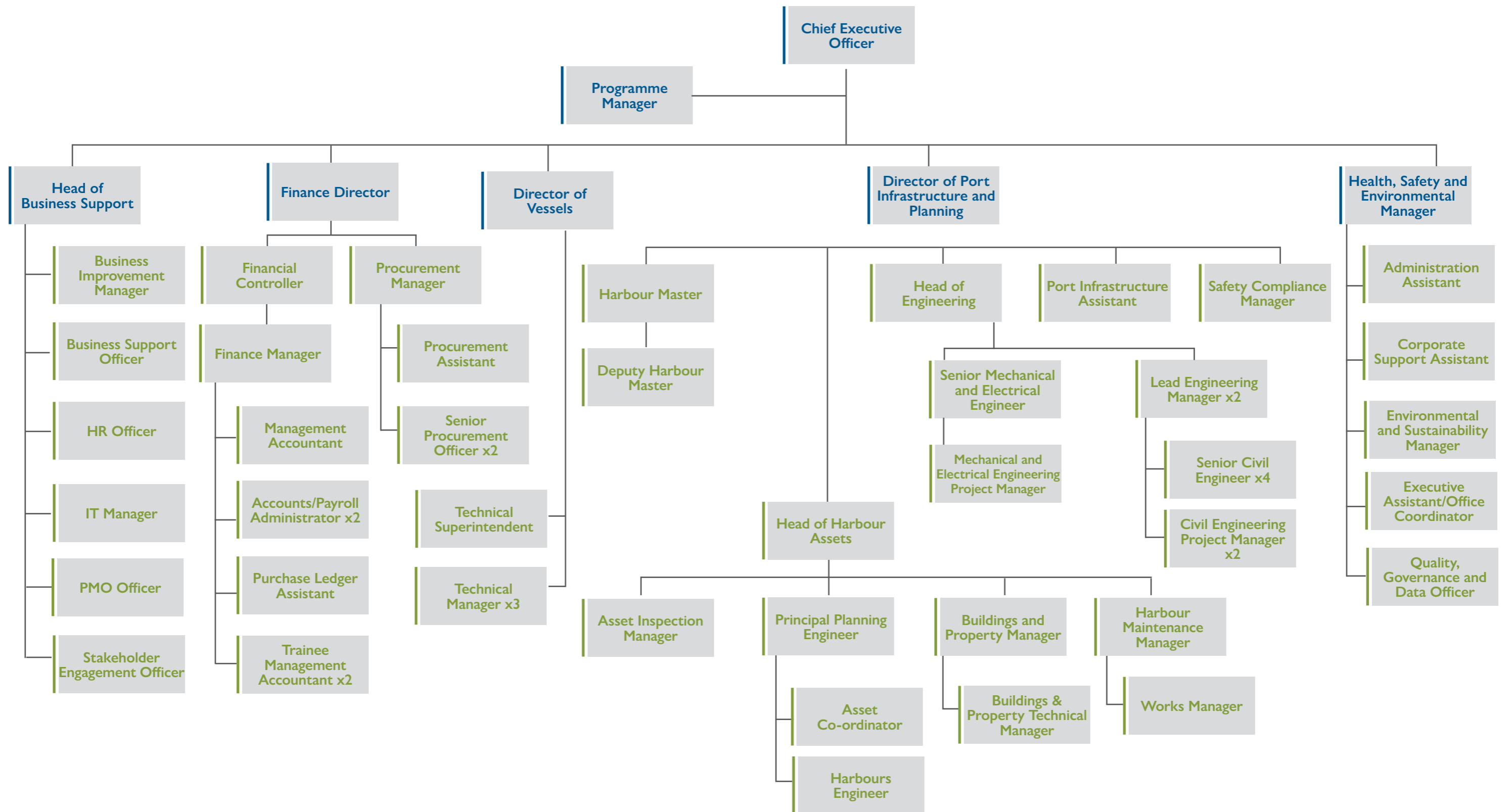
# CMAL as an employer

CMAL is committed to being a fair, inclusive and responsible employer in line with the Scottish Government's Fair Work policy. We aim to attract and retain people with the skills, experience and values needed to deliver our role, while providing opportunities for development and progression across the organisation.

Our recruitment processes are open and transparent, supporting equality of opportunity and helping us maintain a balanced workforce that combines experience with the development of new talent. We place a strong emphasis on learning, professional development, and knowledge sharing, recognising the importance of investing in our people to support continuous improvement.

CMAL is a Living Wage employer and seeks to reflect the values and communities we serve in how we operate as an organisation. We are committed to providing a supportive working environment that promotes wellbeing, fairness and respect, and enables our people to contribute effectively to the delivery of our objectives.

# Organisation chart



# Financial overview

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## Funding principles

Primarily, CMAL receives its capital funding from the Scottish Government in the form of voted loans for vessels and capital grants for port infrastructure.

Revenue generated from vessel charter fees is used to repay vessel loans and contributes to covering the overheads of the business. Harbour charges are used to fund harbour maintenance, associated overhead costs, small-scale harbour capital projects, and to contribute towards larger harbour-related capital expenditures.

Voted loans for vessels are paid back to the Scottish Government over a period of 25 years, whereas capital grants for port infrastructure are generally not paid back, but have an agreed contribution level from CMAL's own sources of revenue, typically 20% of the project cost for smaller projects and 40% of larger projects over 50M Euros.

Planning for major projects, whether ports or vessels, takes significant expertise, time and resources. Funding is identified and agreed in advance of any major project so that it can both commence and ultimately be delivered. There are clearly fiscal challenges, including, but not limited to, the impact of high inflation and global events. However, CMAL has worked collaboratively with our sponsor, Transport Scotland, and the Scottish Government to identify the funding required over the next five to ten years. This is welcome and affords both more robust long-term planning and the ability to deliver the infrastructure needed to support the lifeline ferry services and the communities we serve.

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## Financing

Within the overall Scottish Government budget, there is an allocation for Transport Scotland, which includes the Ferries directorate.

The Ferries division allocated budget is split between subsidised services and capital; CMAL receives capital grants for port infrastructure projects and voted loans for new-build ferries projects.

The budgets are set annually by the Scottish Government, usually in December. We submit regular financial forecasts to aid Transport Scotland in budgeting for future spend, and to ensure we are aligned on projections. Funds are secured only upon receiving final approval for individual projects. Many of our projects span multiple years, and therefore, funds must be ring-fenced to support major projects. All major projects have an additional layer of financial governance by Transport Scotland and are subject to its Investment Decision-Making (IDM) Board, which is chaired by Transport Scotland's CEO.

CMAL is responsible for the CalMac pension fund, which comprises members from both CalMac and CMAL. The latest valuation was in April 2025, and we work closely with the trustees to enable adequate funding to meet the obligations. All valuations are subject to approval by The Pensions Regulator.

# Our recent achievements

## 2025/26 achievements

Over the past year, CMAL has continued to make tangible progress in delivering major investment programmes across vessels and port infrastructure, while maintaining the safe and effective operation of the ports and harbours within our portfolio. This has been achieved in a challenging delivery environment, amid ongoing market volatility, supply-chain pressures, and external geopolitical factors that affect the pace and complexity of infrastructure projects.

During the year, new vessels entered service, further vessels progressed through construction and sea trials, and enabling works at ports and harbours were completed to support fleet renewal. Alongside this, CMAL continued to progress major port development projects, strengthen asset management practices, and engage closely with communities, ferry operators and partners across the network.

These achievements provide a strong platform for the next phase of delivery set out in this Corporate Plan.

## Port Infrastructure

- We initiated a project to upgrade the infrastructure at Oban's No.1 berth and the adjacent slipway to better support new and potential future vessels, and to manage infrastructure that is reaching the end of its serviceable life.
- The Port Ellen Terminal Development project reached several key milestones, including obtaining a Harbour Revision Order and securing project funding, culminating in the signing of the construction contract in March 2026.
- The construction contract for the Cumbrae Slipway Reconstruction was awarded in November 2025, with works starting on site in January 2026.
- The contract for the demolition of the old Uig terminal building and warehouse was awarded in February 2026, and works began on site in March 2026.
- As part of the SVRP Port Infrastructure Project, surveys and ground investigation works for several ports were completed in late summer and early autumn 2025. A sole supplier framework for construction works was awarded in early 2026.
- The detailed design of the Tiree Terminal building, marshalling area, and traffic management works was completed in late 2025, allowing the construction works to be tendered in early 2026.
- Traffic management works at Kennacraig were completed in early 2026, improving the management of vehicles and pedestrians around the port.
- The port of Ardrossan was purchased by CMAL in March 2026 and is now being integrated as a CMAL asset and operated by CalMac under the Harbour Operating Agreement.
- Extensive engagement has been undertaken as part of our Supplier Engagement Strategy, which is working towards shaping the future of our engagement on Port Infrastructure works and services. Initial assessment suggests creating a framework for works and services would be most appropriate.
- Led by the Harbour Assets team, the Port Infrastructure department successfully implemented new asset management software. The system went live in summer 2025 and improves the overall management of our assets, including acting as a communication portal for the harbour operator at our ports.

- A complete review, refresh and award of the newest Harbour Operating Agreement (HOA3) was completed on 1 October 2025. CalMac Ferries Ltd (CFL) will continue to act as Harbour Operator, covering day-to-day functions under the strategic oversight and management of CMAL's Harbour Operations team.
- The Harbour Operations team successfully declared compliance with the Port Marine and Facilities Safety Code in January of 2026. This reflects CMAL's commitment to the highest standards of safety, governance and operational accountability across our network of harbours.
- As the Local Lighthouse Authority (LLA) for our network, we continue to invest in the safety and reliability of marine navigation across the west coast of Scotland. CMAL's Harbour Operations team successfully appointed a new Aids to Navigation (AToN) maintenance contractor in Q4 of 2025, marking an important step in strengthening resilience, improving response capability, and supporting safe access for all harbour users.
- We further built on our Harbour Asset Management Strategy 2024–2034 by developing our strategic assessment criteria for infrastructure projects, thereby improving strategic alignment with Transport Scotland's Islands Connectivity Plan.
- We undertook a full round of infrastructure inspections across our 28 facilities, capturing a complete and up-to-date asset register and condition data.
- We are developing joint strategies and strategic plans with our Harbour Operator for Service Interoperability and Asset Management.
- In partnership with CalMac Ferries, we achieved a gold-level Keep Scotland Beautiful environmental award, recognising our commitment to improving environmental quality and management at our ports and harbours.

## Vessels

- MV Isle of Islay underwent Sea trials in June and July 2025, was delivered in January 2026 and entered into service in March 2026.
- MV Lochmor, the first of two new ferries for the Little Minch, was launched on 23 August 2025 and is due to be delivered in summer 2026.
- Concept design studies for the New Mull Vessels Project are set to begin in Q2 of 2026, following the public engagement events in December 2025.
- MV Hebridean Isles was retired after nearly 40 years of service and made her final voyage to Smedegaarden A/S recycling yard in Esbjerg, Denmark, in line with environmental and regulatory standards. A significant amount of shipboard equipment was reclaimed during decommissioning at Govan to support operations across the remainder of the fleet. Her withdrawal reflects a key milestone in our ongoing fleet renewal.
- Many milestones were reached in the first phase of the Small Vessel Replacement Programme (SVRP) throughout the year, which will deliver seven new electric ferries. In September 2025, the steel was cut for the first vessel. A public vote decided the names of all seven vessels at the beginning of December 2025; later in the same month, the keel was laid for vessel one, and the steel was cut for vessel two. In March 2026, vessel two's keel was laid, and steel cutting took place on vessels three and four.
- For the SVRP's second phase, which aims to build new ferries for the Sound of Barra and the Sound of Harris, public engagement events were held in September 2025.
- Procurement for the Northern Isles Freight-Flex project began in June 2026; an Invitation to Tender (ITT) was issued in September 2025, and the contract to build these two freight vessels that can also carry passengers was signed in March 2026.

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## Corporate services

- In Spring 2025, CMAL joined more than 20 organisations to form the Climate Ready Infrastructure Scotland (C.R.I.S.) Forum, uniting to strengthen Scotland's infrastructure against the growing impacts of climate change.
- CMAL successfully completed its annual DNV ISO 9001:2015 quality audit, retaining certification and demonstrating continued compliance with quality management standards, with no non-conformities identified.
- CMAL successfully completed its annual Cyber Essentials Plus certification, retaining accreditation and demonstrating continued compliance with recognised cybersecurity standards.

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## Finance

- The Finance team secured another clean audit for the March 2025 accounts and received “substantial” ratings in internal audits of Internal Controls, Expenses, and Hospitality.
- The team is working closely with Transport Scotland colleagues to ensure a smooth transition to Non-Departmental Public Body (NDPB) status, following the direct award of the CHFS3 contract.

# Current projects and future plans

This section sets out CMAL's current projects and planned programmes of work over the three year period covered by this Corporate Plan. It focuses on the outcomes we aim to achieve and the key stages of delivery for our vessel and port infrastructure programmes.

Given the long-term nature of many infrastructure projects, market volatility, and the commercial sensitivity associated with early-stage cost estimates, project-level financial information is not included in this Plan. Detailed cost estimates, funding approvals and investment decisions are developed and managed through established business case, budgeting, procurement and governance processes.

The timelines and milestones presented are indicative and reflect CMAL's current expectations. They are subject to change as projects progress through design, approval and delivery stages.

# Port Infrastructure

## Live projects

Name	Purpose	Current stage	Planned milestones in plan period	Indicative project duration
<b>Ardrossan Harbour Redevelopment</b>	A project to redevelop the port of Ardrossan to support ferry services to Brodick on the Isle of Arran.	Planning—Outline Business Case	<ul style="list-style-type: none"> <li>CMAL acquired the port in March 2026</li> <li>Short-term works are planned during 2026</li> <li>Requirements will be developed for a major redevelopment programme will follow in due course</li> </ul>	Start Q1 2026 End 2030
<b>Colintraive Building Extension</b>	A project to extend and refurbish the terminal building to provide modern facilities for both staff and passengers.	Construction	<ul style="list-style-type: none"> <li>Contractor appointed in Q1 2026</li> <li>Construction begins in May 2026</li> <li>Construction completes in December 2026</li> </ul>	Start Q1 2026 End December 2026
<b>Cumrae Slipway Reconstruction</b>	Initially intended to only replace the slipway but, following community feedback, will now also deliver improved marshalling area, an enclosed, heated building, and a passenger shelter, alongside other enhancements.	Construction	<ul style="list-style-type: none"> <li>Construction began January 2026</li> <li>Phase 1, including a new slipway and marshalling area, to be completed in November 2026</li> <li>Phase 2, including the old slipway demolition, new pedestrian and car park areas and building footprint, to be completed in April 2027</li> <li>Project completion in summer 2027</li> </ul>	Start 2021 End summer 2027
<b>Gasay Ferry Terminal Development (Lochboisdale)</b>	To replace the port of Lochboisdale, which is reaching the end of its serviceable life, with a new facility on nearby Gasay island.	Planning—Outline Business Case	<ul style="list-style-type: none"> <li>Commence detailed design in summer 2026</li> <li>Complete Full Business Case in winter 2027/28</li> <li>Construction starts in spring 2028</li> <li>Completion of construction in winter 2028/29</li> </ul>	Start 2019 End 2029

Name	Purpose	Current stage	Planned milestones in plan period	Indicative project duration
<b>Gourock Terminal Redevelopment Project</b>	A project to redevelop the port, as part of a programme to deliver modern, reliable and resilient lifeline passenger ferry services between Gourock, Dunoon and Kilcreggan.	Planning—Outline Business Case	<ul style="list-style-type: none"> <li>Project/programme currently on hold</li> </ul>	Start 2020 End TBC
<b>Harbour Legislation—Harbour Revision (Consolidation) Order</b>	The proposed Harbour Revision (Consolidation) Order will improve safety, and provide a consistent legal framework to operate, improve and maintain the CMAL harbours and marine infrastructure. Phase 1 consolidates existing 16 Statutory Harbours. Phase 2 involves Harbour Empowerment Orders for 10 non-statutory harbours.	Pre-consultation	<ul style="list-style-type: none"> <li>Phase 1's draft order is being considered by Transport Scotland</li> <li>A formal 42-day consultation will begin once draft order is reviewed by Transport Scotland</li> <li>Phase 2 can begin when Phase 1's order is in place</li> </ul>	Start 2022 End TBC
<b>Oban 1 Berth Upgrades</b>	A project to upgrade the infrastructure at the Oban 1 linkspan and adjacent slipway, some of which is reaching the end of serviceable life, for new vessels being proposed to operate from Oban.	Planning—Outline Business Case	<ul style="list-style-type: none"> <li>Completion of Outline Business Case in summer 2026</li> <li>Commence detailed design in autumn 2026</li> <li>Ground Investigation in winter 2026/27</li> <li>Complete Full Business Case in summer 2028</li> <li>Construction starts in winter 2028/29</li> <li>Construction completes in spring 2029</li> </ul>	Start 2024 End 2029
<b>Port Ellen Terminal Development</b>	This major redevelopment project will deliver a modernised harbour and expanded landside infrastructure to support current and future ferry operations, including the new Islay vessels. The project aims to increase the vehicle marshalling area, increase staff and visitor parking, improve port operations for commercial use, improve passenger access to vessels, and deliver a new terminal building.	Construction	<ul style="list-style-type: none"> <li>Construction starts on 2 June 2026</li> <li>Cessation of ferry services and all services diverted to Port Askaig on 2 June 2026</li> <li>Construction completes in spring 2029</li> </ul>	Start 2021 End 2029

Name	Purpose	Current stage	Planned milestones in plan period	Indicative project duration
<b>Port Infrastructure Supplier Engagement Strategy</b>	Shaping our future supplier engagement strategy to help deliver Port Infrastructure projects and anticipated to consist of two frameworks.	Planning and development	<ul style="list-style-type: none"> <li>• Completion of engagement in summer 2026</li> <li>• Tendering/procurement for works and services in summer 2026</li> <li>• Frameworks go live in winter 2026/27</li> </ul>	Start 2025 End 2027
<b>SVRP Infrastructure Works</b>	Infrastructure works required at six CMAL ports and one trust port to support the substantial renewal of the small ferries fleet, which will deliver seven new all-electric vessels in its first phase. Works include the installation of shore power (with associated electricity network upgrades by others), dredging, slipway and berthing improvements.	Detailed design and pre-construction planning	<ul style="list-style-type: none"> <li>• Construction works at Colintrave and Portavadie start in summer 2026; complete in summer 2027</li> <li>• Completion of detailed design for remaining ports in spring 2027</li> <li>• Construction works at Largs and Tarbert (Loch Fyne) start in Winter 2026/27; complete in autumn 2027</li> <li>• Construction works at Tobermory, Kilchoan and Lochaline start in spring 2027; complete in summer 2028</li> </ul>	Start 2023 End 2028
<b>Tiree Terminal Works</b>	To enhance marshalling capacity, improve traffic management within CMAL's port boundary and provide a new terminal building.	Detailed design and pre-construction planning	<ul style="list-style-type: none"> <li>• Award of tender in June 2026</li> <li>• Commence site works in autumn 2026</li> <li>• Completion by the end of 2027</li> </ul>	Start April 2025 End 2027
<b>Uig Terminal Building Demolition</b>	To remove CMAL's warehouse building at Uig—a port owned by The Highland Council—which previously housed the CalMac terminal office	Demolition	<ul style="list-style-type: none"> <li>• Demolition work ongoing on-site</li> <li>• Completion in June 2026</li> </ul>	Start March 2025 End June 2026

## Notes

- Current project stages and anticipated milestones are correct as of March 2026.
- General maintenance works and smaller projects are generally not shown for simplicity and clarity.
- The table is subject to change based on network priorities.

## Future projects

Future projects are identified through our strategic planning pipeline, which considers asset condition, service requirements and vessel deployment alongside corporate risk and alignment with the Island Connectivity Plan – Strategic Approach. This ensures a coordinated, network-wide view of investment needs across our ports. Projects listed below represent potential future priorities and remain subject to further development, funding and wider programme decisions.

Beyond the scope of this three-year plan, the following projects are anticipated to begin feasibility studies and outline design between 2029 and 2036:

Port	Planned activity
Armadale	Port redevelopment—pier and increased marshalling area
Castlebay	Port redevelopment—removal of redundant fendering, improved terminal building and increased marshalling area
Coll	New terminal building and increased marshalling area
Colonsay	Inner harbour masonry repairs
Gourock	General harbour upgrades and improvements, including harbour walls and linkspan
Kennacraig	Phase three development including new terminal building
Kerrera	New building and reconstructed slipway
Kilchoan	Pier repairs
Lochboisdale	Demolish and decommission old facility, after Gasay replacement is built and in use
Lochranza	Slipway reconstruction, repairs to inner pier and increased marshalling area and parking
Network-wide	Review of fendering systems
Oban	Refurbishment of southern end of ferry terminal
Tiree	Ferry berth, fenders, pier approach, and seawalls
Wemyss Bay	Increased marshalling area and parking

# Vessels

## Live projects

Name	Purpose	Current stage	Planned milestones in plan period	Indicative project duration
<b>MV Glen Rosa</b>	The second of two 102m dual-fuel ferries, being built by Ferguson Marine in Port Glasgow, set to serve the communities of the Isle of Arran	Under construction— Launched	<ul style="list-style-type: none"> <li>Launched on 9 April 2024</li> <li>Delivery scheduled for Q4 2026</li> <li>Expected to enter service in Q1 2027</li> </ul>	Start 2014 End Q4 2026
<b>MV Isle of Islay</b>	First of four vessels built by Cemre Marin Endustri shipyard—will serve communities on Islay and Jura	In service	<ul style="list-style-type: none"> <li>Launched on 16 March 2024</li> <li>Handed over on 15 January 2026</li> <li>Entered service Q2 2026</li> </ul>	Start Q3 2019 End Q1 2026
<b>MV Loch Indaal</b>	Second of four vessels built by Cemre Marin Endustri shipyard—will serve communities on Islay and Jura	Under construction— Launched	<ul style="list-style-type: none"> <li>Launched on 8 June 2024</li> <li>Hand over expected Q3 2026</li> <li>Expected to enter service by the end of 2026</li> </ul>	Start Q3 2019 End Q3 2026
<b>MV Lochmor</b>	Third of four vessels built by Cemre Marin Endustri shipyard—will serve communities on the Little Minch routes	Under construction— Launched	<ul style="list-style-type: none"> <li>Launched on 23 August 2025</li> <li>Hand over expected Q4 2026</li> <li>Expected to enter service Q4 2026</li> </ul>	Start Q3 2022 End Q4 2026
<b>MV Claymore</b>	Final of four vessels built by Cemre Marin Endustri shipyard—will serve communities on the Little Minch routes	Under construction	<ul style="list-style-type: none"> <li>Launch expected 2 May 2026</li> <li>Hand over expected Q1 2027</li> <li>Expected to enter service Q1 2027</li> </ul>	Start Q3 2022 End Q1 2027
<b>Small Vessel Replacement Programme (SVRP)—Phase 1</b>	A new generation of seven standardised, small, all-electric ferries built by Remontowa Shipbuilding S.A.	Under construction	<ul style="list-style-type: none"> <li>Construction began in September 2025</li> <li>Vessel names were decided by public vote in December 2025</li> <li>In December 2025, the first vessel's keel was laid and steel for the second was cut</li> <li>First vessel expected to be delivered in Q3 2027</li> <li>Vessel No. 7 expected to be delivered in Q1 2029</li> </ul>	Start Q1 2021 End Q1 2029

Name	Purpose	Current stage	Planned milestones in plan period	Indicative project duration
<b>Small Vessel Replacement Programme (SVRP)—Phase 2</b>	Up to three small vessels to serve routes on the Sound of Barra and Sound of Harris	Concept design phase	<ul style="list-style-type: none"> <li>• Concept design expected to be finalised in Q2 2026</li> <li>• Procurement process expected to begin in Q3 2026</li> <li>• Contract award and detailed design expected to begin in Q1 2027</li> <li>• Construction expected to begin in Q4 2027</li> <li>• Delivery expected by Q1 2030</li> </ul>	Start Q3 2024 End Q1 2030
<b>Mallaig–Lochboisdale New Vessel (MLNV)</b>	A project to replace MV Lord of the Isles with a new vessel, aiming to increase resilience and reliability whilst reducing emissions	Ready for tender	<ul style="list-style-type: none"> <li>• Procurement process commenced in April 2026</li> <li>• Contract award and detailed design expected to begin in Q1 2027</li> <li>• Construction expected to begin by the end of 2027</li> <li>• Delivery expected in Q4 2029</li> </ul>	Start Q1 2022 End Q4 2029
<b>New Mull Vessels (NMV)</b>	A project to replace ferries that operate on the Oban–Craignure route, with modern, low-emission vessels whilst aiming to improve the accessibility, resilience, and reliability of the service	Concept design phase	<ul style="list-style-type: none"> <li>• Concept design, feasibility studies, and public engagement events expected until Q4 2026</li> <li>• Outline business case approval and procurement process expected to begin in Q1 2027</li> <li>• Contract award for detailed design and build expected in Q1 2028</li> <li>• Delivery of vessels expected from 2030</li> </ul>	Start Q2 2026 End Q4 2030
<b>Northern Isles Freight-Flex Vessels</b>	A project to replace the Helliar and Hildasay freight vessels operated by Serco NorthLink with two ‘Freight-Flex’ vessels, providing extra freight capacity and the flexibility of carrying up to 200 passengers—built by Guangzhou Shipyard International Co., Limited	Detailed design and build phase	<ul style="list-style-type: none"> <li>• Procurement process began on 4 June 2025</li> <li>• Contract for the detailed design and build was awarded on 17 March 2026</li> <li>• Construction of vessels expected to begin in Q4 2026</li> <li>• Launch of first vessel expected in Q4 2027</li> <li>• Delivery of vessels expected from Q3/Q4 2028</li> </ul>	Start Q3 2024 End Q4 2028
<b>Gourock–Dunoon–Kilcreggan Passenger Vessels</b>	A project to build new passenger ferries to replace the vessels currently operating on routes between Gourock, Dunoon and Kilcreggan.	Outline business case (OBC)	<ul style="list-style-type: none"> <li>• Outline business case approval and procurement process expected to begin in Q4 2026</li> <li>• Contract award for detailed design and build expected in Q4 2027</li> <li>• Delivery of vessels expected from Q3 2029</li> </ul>	Start 2021 End 2029

## Notes

- Current project stages and anticipated milestones are correct as of March 2026.
- The table is subject to change based on network priorities.

# Corporate

## Live projects

Name	Purpose	Current stage	Planned milestones in plan period	Indicative delivery window
<b>ISO 9001:2015 Quality Audit</b>	To ensure the organisation remains aligned within the standards set for Quality Management	Work in preparation for the next Audit	<ul style="list-style-type: none"> <li>Audit scheduled for Q2 2026</li> </ul>	Start Q1 2026 End Q4 2026
<b>CCTV Operational Hardware Refresh</b>	This project aims to modernise and stabilise the CCTV infrastructure across harbour sites by replacing ageing, unreliable, or end-of-life equipment. The objective is to ensure that all CCTV operations are supported by resilient, secure and fully supported hardware, improving system reliability and operational effectiveness in all harbour locations.	Work in progress	<ul style="list-style-type: none"> <li>All hardware purchased and preconfigured for deliver Q2 2026</li> <li>All cameras due replacement to be replaced by Q3 2026</li> <li>All switching infrastructure to be implemented by end of Q4 2026</li> </ul>	Start Q1 2026 End Q4 2026
<b>Migration to Fully Cloud-based IT Infrastructure</b>	This project aims to migrate CMAL from legacy backend infrastructure to a newer cloud based system, taking the opportunity to also integrate device management.	Planning stage	<ul style="list-style-type: none"> <li>Final architecture to be planned for deployment by the end of Q2 2026</li> <li>Migration to begin by Q3 2026</li> <li>Legacy architecture to be fully closed down by Q4 2026</li> <li>Deletion of legacy assets to be completed by the end of Q1 2027</li> </ul>	Start Q2 2026 End Q1 2027
<b>Exploration of Adopting Artificial Intelligence</b>	This project will introduce artificial intelligence into CMAL's business operations by developing and implementing a comprehensive AI adoption framework. It will establish a robust organisational policy that governs the responsible use of AI and deliver structured staff training to ensure employees are equipped to use AI tools confidently, safely and effectively across their day to day activities.	Planning stage	<ul style="list-style-type: none"> <li>AI solution to be agreed by beginning of Q3 2026</li> <li>AI policy to be approved by the end of Q3 2026</li> <li>Adoption of AI solutions to be completed by the end of Q4 2026</li> </ul>	Start Q2 2026 End Q4 2026





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