

Improving every journey



**Delivery plan
Business continuity and
disaster recovery plan**

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Executive summary

Caledonian MacBrayne plays a vital role in supporting the wellbeing, resilience and daily life of island and coastal communities across Scotland's west coast. To ensure our lifeline ferry services remain dependable in the face of unexpected events, we maintain robust business continuity and IT disaster recovery arrangements that allow us to respond quickly, protect essential services and restore operations safely.

Our approach focuses on understanding the risks that could disrupt our ability to operate, preparing proportionate contingency measures, and ensuring our teams are trained and ready to respond at any time. This includes our established emergency response processes, detailed within our Operations and Quality Management Plan, which provide the structure and clarity needed for coordinated action during significant incidents.

Alongside this, our IT disaster recovery arrangements ensure that essential systems and digital services can be restored swiftly in the event of a major IT disruption. These processes support the continuity of critical business functions, protect operational performance, and maintain the confidence of the communities that rely on us.

Together, our business continuity, emergency response and IT disaster recovery arrangements help ensure that Caledonian MacBrayne can continue delivering safe, reliable and resilient ferry services—even under challenging circumstances.

1. Introduction

As the operator of lifeline ferry services across Scotland's west coast, Caledonian MacBrayne plays a pivotal role in supporting the social, economic, and environmental wellbeing of island communities. Reliable ferry services are essential for daily life – connecting our island communities with work, healthcare, education, goods and social opportunities — while also serving as a catalyst for inclusive growth, local resilience, and sustainable development.

To ensure we can continue to deliver these services during unexpected events, we maintain robust arrangements for business continuity and disaster recovery. These arrangements are informed by the Civil Contingencies Act 2004, the Scottish Government's Preparing Scotland: business resilience guidance, and the International Safety Management (ISM) Code, which requires us to be prepared for hazards, accidents and emergency situations involving our vessels at any time.

While Business Continuity Management (BCM) is recognised good practice for any organisation, our role as a Category 2 Responder (where Caledonian MacBrayne operate a CMAL owned port and/or harbour), places specific duties on us. We must ensure that critical services can continue, as far as reasonably practicable, during disruptive events. This includes preparing for and responding to incidents that may affect vessels, ports, IT systems, infrastructure, or wider service delivery.



Given the significant reliance on digital systems and data for operating lifeline ferry services, an IT Disaster Recovery Plan forms an integral part of our overall BCM arrangements. This ensures we manage IT-related risks in line with data protection obligations (ICO), national cyber-resilience expectations (NCSC), and the operational needs of our ferry services.

This document outlines our strategic approach to business continuity and IT disaster recovery. It provides an overview of how we prepare for disruptions, protect essential services, and work to maintain the reliability that customers and communities rely upon. The principles within this plan demonstrate our commitment to ensuring that lifeline ferry services remain resilient, responsive and dependable.

2. Strategic approach to business continuity

Business continuity starts with identifying risks that could affect our ability to deliver our statutory duties and meet our strategic objectives. At the highest level, these risks are managed through our Operational and Quality Management processes and procedures, particularly those that help us identify and respond to risks affecting business operations.

We manage day-to-day service risks – such as technical faults or weather-related disruption – through established procedures that our teams use regularly and confidently. However, business continuity focuses on wider, higher-impact risks that could disrupt our ability to deliver services at an organisation or network-wide level. These events may be less frequent, but they can have significant consequences for our customers, the communities we serve and our colleagues.

Business continuity plans set out the processes that are critical to our operations, the risks that could affect them, and the contingency arrangements we would use if those processes were disrupted. Having these plans in place reduces the scale and duration of disruption and ensures that our people have clear, pre-planned procedures to follow so we can restore services as quickly and safely as possible.

3. Business continuity planning

Business continuity plans apply to all levels of operational disruption. At Caledonian MacBrayne, we focus our business continuity arrangements on critical or priority business activities – those which, if disrupted, would have a significant impact on health and safety, our customers, financial stability, our ability to meet regulatory, legal, or contractual obligations, or our reputation as a lifeline operator.

Our Business Continuity planning cycle, which includes the processes we use to assess risks, maintain readiness, rehearse scenarios and continually refine our approach, covers the following:

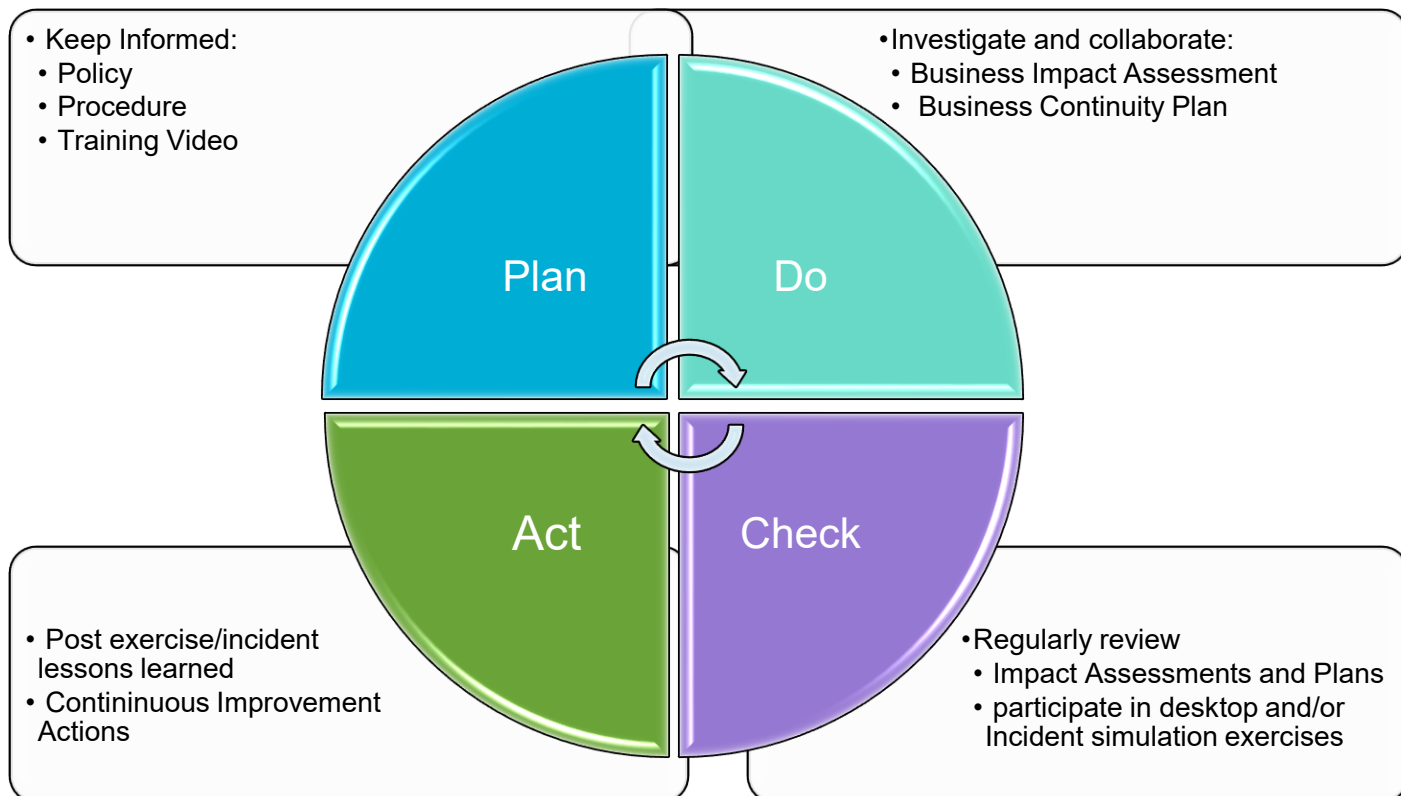


Figure 1 – Business Continuity Planning Cycle

Business Continuity Plans ensure that Critical and Priority Business Activities can continue at an acceptable minimum level during a business disruption and are recovered as quickly as possible. To do this, each plan identifies:

- The critical and priority business activities delivered by each department.
- Key roles and responsibilities needed to maintain those activities.
- Dependencies, including Information and Communication Technology (ICT) systems, essential staffing levels, and critical equipment.
- Contingency measures and predefined actions that would be taken during a disruption to maintain or restore activities to an acceptable minimum level within an appropriate timeframe.
- The information required for the effective recovery helping teams restore services efficiently and safely.

These plans ensure that, if disruption occurs, our people have clear guidance to follow and the organisation can respond in a structured, coordinated way.

Business continuity plans cover the period up to the first month of a disruptive incident. If an event is expected to last longer, additional continuity arrangements are developed during that period by the relevant business areas, and where necessary, through the wider organisational command and control structure.



The typical timeline of an incident that impacts on business continuity is illustrated below.

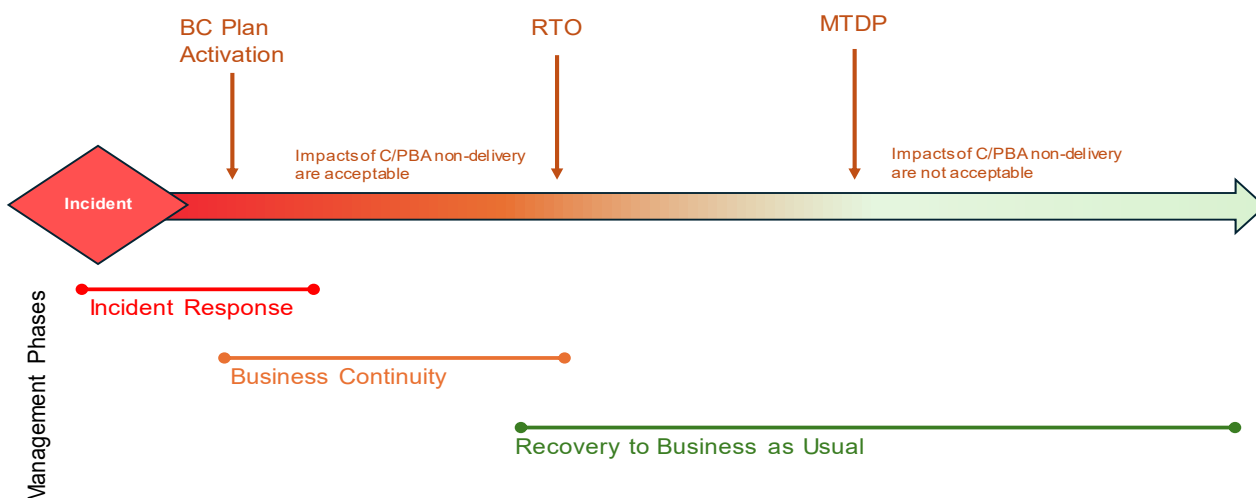


Figure 2 – Typical timeline for an incident requiring Business Continuity Plan activation¹

Incident response activities begin immediately to manage the most urgent impacts of a disruption. Once the situation has been assessed, Business Continuity Plans may be activated for individual departments, multiple teams, or in more significant events, the whole organisation.

The Business Continuity phase continues until all critical and priority business activities are operating at their minimum acceptable level. When this has been achieved, the organisation transitions into the Recovery phase, where efforts focus on restoring normal operations as quickly and safely as possible.

4. IT Disaster Recovery Planning

The IT Disaster Recovery Plan is a specialist component of our Business Continuity arrangements. Its purpose is to provide a structured and coordinated approach for responding to major IT incidents that could disrupt Caledonian MacBrayne's critical business operations.

This plan supports the actions taken by our Emergency Response teams and guides how IT-specific recovery procedures are initiated and managed when required.

The primary objective of the IT Disaster Recovery Plan is to minimise the operational, financial, and reputational impacts arising from an IT systems failure. It ensures that our

¹ RTO: Recovery Time Objective, MTPD: Maximum Tolerable Period of Disruption



essential business functions can be restored quickly and safely, even under challenging conditions. To achieve this, the plan provides clear activation protocols, high-level guidance and practical tools that enable our teams to maintain continuity of critical IT services and meet regulatory, contractual and stakeholder expectations.

5. Emergency Response

A core component of our business continuity arrangements is our established emergency response process, which ensures we can react quickly and effectively to major incidents that may affect services, customers or our people. The detailed emergency response procedures and organisational structure are set out within our [Operations and Quality Management Plan](#), forming part of our wider Safety Management System and supporting compliance with regulatory expectations. These processes ensure we maintain a coordinated approach to managing emergencies while protecting the communities that rely on our lifeline services.

6. Conclusion

This plan outlines Caledonian MacBrayne's coordinated approach to maintaining resilient, reliable and safe ferry services — services that island and coastal communities depend upon every day. By having in place our business continuity, IT disaster recovery and emergency response arrangements, we directly support CalMac's mission to deliver a sustainable, accessible and community centred ferry network.

Our approach reinforces our priority of being a reliable and resilient operator, even when disruptions occur. Transparent processes, clear activation protocols and well practised response structures support greater trust and stronger relationships with our stakeholders.

Our commitment to preparedness is grounded in regulatory requirements, industry best practice and our responsibility as a key public service provider. Through continuous risk assessment, planned response structures, and clearly defined roles and responsibilities, we ensure that disruptions—whether operational, technological or environmental—are managed in a structured and coordinated way.

By maintaining robust plans, practising our emergency arrangements, and embedding resilience across all departments, we support a culture of readiness and continual improvement. Lessons learned from exercises and real events inform enhancements to our processes, strengthening our organisation's ability to respond effectively under pressure.

As we look ahead, we remain focused on delivering a business continuity and disaster recovery framework that is proactive, responsive and aligned with our strategic priorities. This ensures that our services remain dependable, that our people are supported, and that our communities continue to receive the essential connectivity they rely upon.

Together, we are safeguarding every journey — through resilience, preparedness and a shared commitment to protecting our lifeline services.