

Improving every journey



**Delivery plan
Operational and quality
management plan**

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Executive summary

CalMac Ferries Ltd (CFL) is entrusted with delivering lifeline ferry services to communities across Scotland's west coast. These services are not just transport links—they are vital enablers of social cohesion, economic activity, and community wellbeing.

This plan outlines the quality framework which governs organisation wide activity—from vessel maintenance and customer service to environmental compliance and risk management. It is designed to meet the requirements of ISO 14001:2015, ISO 9001:2015 and the CHFS3 contract, and is embedded within our Company Management System (CMS).

1. Introduction

At CFL, quality is a shared responsibility embedded throughout every aspect of our organisation. From the planning and delivery of ferry services to customer experience, environmental performance, asset management and corporate governance, our approach is founded on providing safe, reliable and resilient services that meet the needs of the communities we serve.

This Operations and Quality Management Plan sets out how we establish, maintain and continually improve quality across the organisation in support of the CHFS3 contract. It describes the governance arrangements, management system processes, monitoring activities and assurance mechanisms that enable us to deliver services efficiently, effectively and consistently while maintaining compliance with recognised management system standards and applicable statutory, contractual and regulatory requirements.

Through this plan, we will:

- Deliver reliable and resilient ferry services through effective leadership, governance and management system controls.
- Meet applicable contractual, legal, regulatory and compliance obligations.
- Maintain an integrated management system that enables the effective management of quality, safety and environmental performance across the organisation
- Promote a culture of accountability, customer focus, learning and continual improvement.
- Monitor performance, risks and opportunities to drive informed decision-making and organisational effectiveness.
- Provide assurance that quality objectives, customer expectations and stakeholder requirements are understood, managed and met.

2. Quality management system overview

CFL's Quality Management System (QMS) is an integrated management system, referred to as the CMS, that governs the delivery of ferry services across the entire network in line with quality, safety, environmental and operational requirements. It is designed to ensure that quality is not only maintained but continuously improved, in line with the expectations of our customers, stakeholders, and regulatory bodies.



We are committed to achieving the highest quality management standards by implementing the following key principles, as outlined in our Quality Policy:

- Safety first: Providing a safe working environment.
- Customer satisfaction and stakeholder engagement: Consistently deliver high-quality services that fulfil our customers' requirements and exceed their expectations. Achieve enhanced stakeholder engagement, which aims to improve every customer journey.
- Regulatory compliance: Complying with all relevant compliance obligations applicable to the organisation. Including, but not limited to, the requirements of the Company's contracts with the Scottish Government.
- Quality and environmental standards: Operating approved quality and environmental management systems which comply with the requirements of ISO9001 and ISO14001.
- Continuous improvement: Identifying and implementing continuous improvements by encouraging the active participation, initiative, and ideas of all staff. Regularly reviewing all aspects of its operation to improve efficiency and effectiveness.
- Cultivating talent: Continuously developing the knowledge and skills of staff through the provision of training and development. Utilising talent and succession planning to ensure the right people are in place to meet current and future needs.
- Risk management: Implement proactive risk management strategies to identify risks and opportunities.

Our CMS, consolidates policies, procedures and manuals into a single, accessible framework. In line with ISO 9001: 2015, we plan, establish, implement, maintain, and continually improve the CMS and adhere to the requirements of the Standard. It is structured to meet the requirements of:

- ISO 9001:2015 – Quality Management Systems
- ISO 14001:2015 – Environmental Management Systems
- ISM Code – International Safety Management Code
- DSM Code – Domestic Safety Management Code
- ISPS Code – International Ship and Port Facility Security
- Ports and Marine Facilities Safety Code (PMSC)
- And all relevant regulatory requirements

Changes to legislation and regulation are monitored through the Company Safety and Environmental Legal Register Process and incorporated into the CMS as necessary.

Our approach to quality is built on the principle of 'right first time', supported by a culture of accountability, transparency, and continuous learning. Quality is not confined to a single department—it is a shared responsibility across the organisation, with clear leadership and governance to ensure alignment with strategic objectives and community expectations.

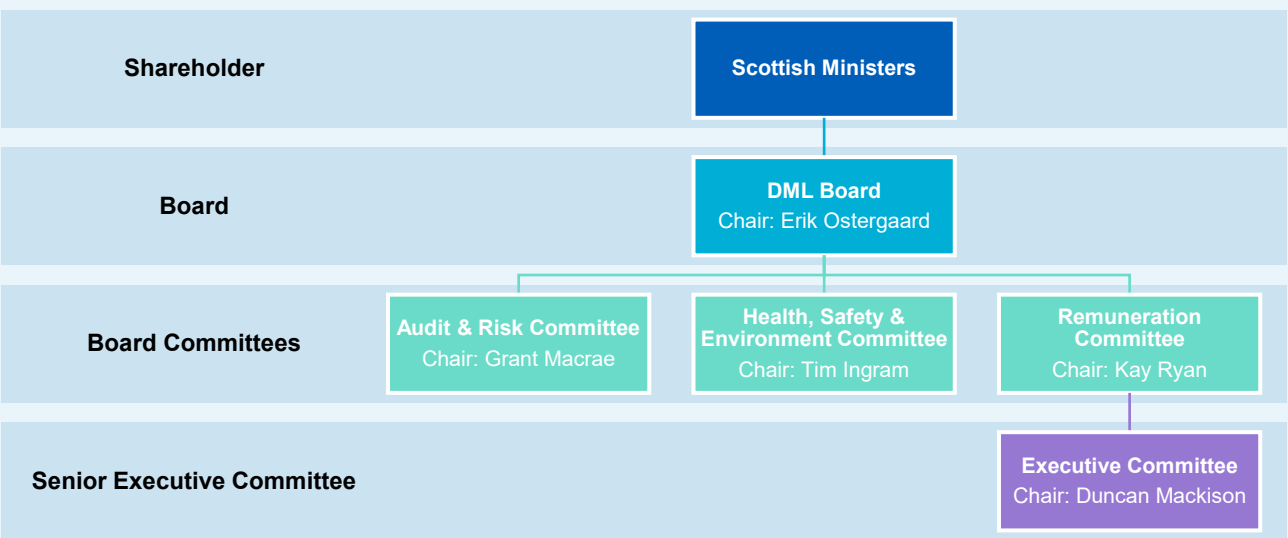


3. Governance and organisational arrangements

Delivering a reliable and resilient ferry service to Scotland’s west coast communities requires more than operational competence—it demands strong leadership, clear accountability, and a governance framework that embeds quality at every level of the organisation. Our governance arrangements are designed to ensure that quality is not only maintained but continuously improved, in line with our quality policy and contractual obligations.

While all employees share a collective responsibility to uphold and enhance quality, certain key roles within the company hold specific accountability for embedding quality as a core element of our operations. These roles are supported by formal governance structures that provide oversight, assurance, and strategic direction (Figure 1).

Figure 1 – Governance Structures



Chief Executive Officer and Executive Committee

The Chief Executive Officer and Executive Committee demonstrate leadership and commitment by setting the tone from the top. They ensure that quality is integrated into strategic decision-making, aligned with business objectives, and supported by adequate resources. Their role is pivotal in promoting a culture of continual improvement and customer focus throughout the company, in line with the principles of ISO 9001:2015. This leadership ensures that quality is a strategic priority that informs every aspect of service delivery rather than an isolated function.

Director of Standards and Performance

The Director of Standards and Performance is the designated owner of the quality management plan and holds defined authority for the establishment, maintenance, and continual improvement of the CMS. This role is responsible for ensuring that the CMS remains compliant with all applicable standards and contractual requirements,



Audit and Risk Committee

The Audit and Risk Committee, comprising of Non-Executive Directors of the DML Board, provides independent oversight of the Group's financial reporting and internal control systems. The committee is responsible for reviewing the effectiveness of:

- Internal control and risk management
- Compliance, whistleblowing, and fraud prevention
- Internal and external audit functions
- Insurance arrangements
- Corporate governance frameworks.

Through its scrutiny and assurance functions, the committee ensures that risks are identified, managed, and escalated appropriately.

Health, Safety, Security, Environment and Quality (HSSEQ) Committee

The HSSEQ Committee, also comprising Non-Executive Directors of the DML Board, is responsible for monitoring the application and adherence to formal policies and procedures relating to health, safety, security, environment and quality. It provides assurance to the Board on performance and policy effectiveness and plays a critical role in reviewing the systems and processes that underpin our CMS.

The committee scrutinises the completeness and effectiveness of these systems and processes. Where necessary, the committee escalates issues to the board, ensuring that quality remains a strategic priority and that any risks to service reliability are addressed promptly.

This governance structure ensures that quality is embedded not only in our operational practices but in our strategic leadership and oversight. It enables CFL to deliver services that are consistent, resilient, and responsive to the needs of the communities we serve—reinforcing public confidence and fulfilling our role as a trusted lifeline operator.

4. Structure and content of quality control procedures

Our CMS aligns with ISO 9001:2015 and complies with all relevant regulatory requirements. It governs every stage of our work, from routine operations to the implementation of strategic initiatives, providing a framework that supports continual improvement, risk management, and regulatory compliance.

By integrating internationally recognised standards and best practice methodologies, we nurture an environment where quality is not just maintained, but actively enhanced. For a full list of associated procedures, please refer to Appendix A.

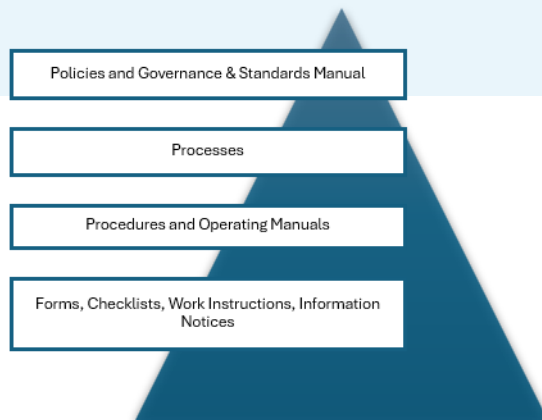
Hierarchy of the Company Management System

The CMS is structured in a clear hierarchy to ensure alignment, control, and consistency across the organisation (Figure 2). At the top tier is the governing How We Work: Governance & Standards Manual and corporate Policies, which set strategic direction and expectations. These are supported by processes, manuals, and procedures that define how requirements are implemented and integrated. At the detailed lower level, forms, checklists and bulletins provide task



verification and operational updates to ensure safety procedures, maintenance routines, and regulatory requirements are consistently followed.

Figure 2 – Company Management System Hierarchy



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Key procedures

A comprehensive suite of procedures supports the implementation and continual improvement of our CMS including the following:

- How We Work: Governance & Standards Manual
- Management of the CMS Manual (includes document control procedures)
- Standard operating manuals
- Emergency preparedness
- Emergency response
- Operational planning & control
- Enterprise Risk management
- Resource management
- Monitoring and measurement
- Supplier requirements
- Training, competence and staff development
- Stakeholder requirements

How we work: governance & standards manual

Our previous overarching Group Management Manual (GMM) has been replaced by the refreshed How we work: governance & standards manual. The Manual has been developed to strengthen and reaffirm our governance framework, management principles and leadership expectations.

The refresh reflects our evolving operating model and transition to operating within Scotland's Non-Departmental Public Body (NDPB) framework, recognising the enhanced requirements for



governance, accountability, stewardship and assurance associated with the delivery of publicly funded services on behalf of the Scottish Government.

It establishes the framework for our CMS and defines the minimum management arrangements to be adopted across the organisation. It defines the principles, responsibilities and requirements that the organisation must adopt to ensure activities are planned, controlled and reviewed in a consistent manner.

The framework is informed by the requirements and principles of ISO9001 (Quality Management), ISO 14001 (Environmental Management) and the International Safety Management (ISM) and Domestic Safety Management (DSM) Codes, together with the wider organisational aspiration to apply the principles of the EFQM Model in achieving sustained organisational performance and continual improvement.

Management of the Company Management System manual

Alongside the refreshed governance & standards manual, a new CMS manual has been introduced to strengthen the governance and administration of CMS. The Manual defines how our CMS is managed, monitored and continually improved, establishing clear responsibilities, controls and assurance arrangements for documented information and management system processes. It also sets out how the SharePoint CMS environment is used to control, maintain and communicate documented information, supporting a consistent and effective approach to governance, compliance and continual improvement across our organisation.

Standard operating manuals

Our standard operating manuals form the backbone of our operational framework, providing structured guidance for Vessels, Ports & Harbours, Customer and Retail Operations, and all major departments—including Standards and Performance, and Fleet Management. Developed to align with industry regulations and company objectives, these manuals are embedded in our CMS, ensuring that best practice is delivered consistently across every function.

By standardising procedures, clarifying roles, and codifying responsibilities, our manuals enable the team to maintain regulatory compliance, drive continuous improvement, and achieve operational excellence. They support onboarding and training, underpin robust internal and external audits, and serve as evidence of our commitment to quality and compliance in everyday activities.

Emergency preparedness and response

Our emergency response framework is a core component of our integrated operational approach, embedded within our management system to ensure safety, environmental protection, and business continuity. It provides robust, well-defined procedures for managing a wide range of incidents—such as fire, injury, fatality, collision/allision, oil spills, and security threats—across both vessel and shore-based operations.

Aligned with regulatory requirements and industry best practice, these procedures enable rapid, coordinated responses that safeguard people, assets, and the environment, while maintaining operational resilience and readiness across the organisation.

Four dedicated teams provide the expertise and leadership necessary to deliver a coordinated emergency response:



- Crisis Management Team (CMT): Responsible for high-impact events affecting assets, people, or reputation, the CMT leads our strategic response and ensures business continuity is preserved at the highest level.
- Emergency Response Support Team (ERST): Delivers specialised technical guidance and impact assessment, empowering local managers to act swiftly and with confidence, supported by escalation protocols where required.
- Communications Hub Team (CHT): Manages the flow of timely, accurate information, both internally and externally, sustaining clarity and trust throughout any incident.
- Security Incident Response Team (SIRT): Oversees data and cyber security incidents, from containment and investigation to the restoration of secure operations.

A 24/7 on-call system across all response teams guarantees that expertise is always available, enabling immediate, coordinated action whenever incidents arise.

Regular vessel, port, and company-wide exercises are embedded within our annual schedule, developed in consultation with the Executive Committee. These exercises—ranging from full-scale drills to desktop simulations—are designed not only to satisfy regulatory requirements, but to embed best practice, strengthen inter-agency collaboration, and foster a culture of resilience.

Key considerations include:

- Alignment with current risk profiles and regulatory imperatives (ISPS Code, OPRC Regulations, Business Continuity Framework).
- Active involvement of external agencies such as emergency services, harbour authorities, and regulators.
- Scenario planning led by Subject Matter Experts (SMEs) for realism and relevance.

Learning is a cornerstone of our approach. After every incident or exercise, we capture actionable insights and integrate them into our procedures, ensuring our response capabilities are always evolving in line with emerging risks and operational expectations.

Through this commitment to structured preparedness, rigorous testing, and ongoing improvement, we underpin the safety, security, and operational continuity that our communities and stakeholders rely on—every day, without exception.

Operational planning & control

Our operational planning framework is embedded within our CMS, providing robust governance for all aspects of our operations—from vessel overhaul and maintenance to scheduling, service continuity, and infrastructure projects. By integrating structured planning and clear process control, we maintain a resilient, responsive operational environment that adapts to evolving risks and supports sustained excellence across our business.

Risk management

Our risk management approach is an integral part of our CMS, guiding every aspect of service delivery. We apply a structured Enterprise Risk Management (ERM) framework that integrates the consideration of risks and opportunities into strategic planning, operational decision-making and performance management. This ensures a consistent and proportionate approach to the identification, assessment and treatment of risk.



The organisation considers effective ERM as essential to delivering safe, reliable services and protecting our people, passengers, assets, environment and communities. We maintain a dynamic risk and opportunity register, continuously updated to reflect the evolving landscape and reviewed monthly by senior management with quarterly reports submitted to the Executive Team, and the Audit & Risk Committee. Where necessary, we escalate key risks to Scottish Ministers, supporting transparent governance and ensuring our services remain resilient and dependable.

By embedding a rigorous, structured approach to risk and opportunity management within our CMS, we reaffirm our commitment to operational excellence, regulatory compliance, and stakeholder trust—enabling us to respond effectively to emerging challenges and deliver reliable service to our communities every day.

Resource management

Our processes for resource management, ensure that the appropriate personnel, equipment, and materials are strategically allocated across our operations. By embedding robust assessment and allocation processes, we maintain continuity and uphold the highest standards of quality throughout our activities. Regular evaluation of resource needs allows us to support consistent delivery and operational resilience, underpinning our commitment to excellence and uninterrupted service.

Performance monitoring and measurement

This approach details our integrated framework for performance monitoring and measurement, which underpins all areas of our operations—from safety and environmental stewardship to operational reliability and customer satisfaction. Rooted in our strategic governance and informed by Scottish Government expectations for Non-Departmental Public Bodies, our methodology is designed to ensure that decision-making is consistently informed by robust data, real-time insights, and industry best practice.

Through a unified suite of key performance indicators and assurance mechanisms, we maintain a clear and consistent view of organisational performance at every level—from operational delivery to executive oversight and board review. Our Planning and Performance Framework translates national policy into clear corporate, annual, and delivery plans, setting objectives, goals and key performance indicators that drive continual improvement and accountability.

By embedding these processes within our CMS, we ensure that performance management is aligned with both regulatory requirements and the expectations of our stakeholders. This enables us to monitor progress, escalate issues through transparent governance structures, and deliver on our commitments to communities—ensuring our services remain resilient, responsive, and worthy of public trust, day in and day out.

Supplier requirements

Supplier requirements are a core element of our commitment to operational reliability, regulatory compliance, and continuous improvement. Our supplier management team monitors contract performance and conducts regular quality audits, while also developing specifications aligned with supply chain standards.

Proactive renewal and enhancement of contracts ensure readiness for future operational needs, including new vessels and technologies. By integrating supplier management into our broader operational strategy, we maintain quality and continuity, uphold the standards expected by our



communities, and position the business to deliver resilient, high-quality services—today and into the future.

Training, competence and staff development

Our commitment to staff training and development underpins the delivery of consistently safe, high-quality services across our operations. We maintain a robust performance appraisal scheme and comprehensive training matrices for port staff and crew, encompassing safety, customer focus, and ongoing professional development. By embedding these initiatives into our CMS, we ensure that our workforce remains skilled, adaptable, and ready to exceed passenger expectations. This approach supports our vision for operational excellence and continual improvement, equipping our teams to respond to evolving challenges and uphold the standards our communities rely on.

You can find out more about our approach to training and staff development in our delivery plan – Human Resources Strategy.

Stakeholder requirements

Understanding and meeting stakeholder requirements is fundamental to the effective delivery of our services. We maintain a stakeholder register, to identify key stakeholder groups, their needs and expectations, communications and engagement arrangements, and associated risks and opportunities.

Stakeholders are categorised into Customers, People, Business and Governing Stakeholders, Society, Partners and Suppliers. Accountability for stakeholder relationships is assigned to designated stakeholder owners, supported by the Engagement Directorate and Area Managers, who are responsible for maintaining effective engagement and monitoring changing requirements.

Stakeholder feedback and insights are used to inform decision-making, support planning, identify risks and opportunities, and drive continual improvement, helping to ensure our services meet the needs of those we serve.

Customer feedback

Our customer feedback processes allow us to collect and review customer feedback through a range of channels—including QR code surveys, SMS and web-based responses, as well as direct interactions with our customer relations and frontline teams. This approach enables us to systematically capture the voice of our customers, ensuring that every insight informs the ongoing refinement of the CMS. By embedding customer feedback into our continuous improvement cycle, we strengthen our ability to adapt, enhance service delivery, and uphold the standards that our communities expect and deserve.

Document control

Our document control processes are an essential part of our CMS, ensuring that essential records and operational documents are accessible whenever and wherever they are needed. This approach not only supports regulatory compliance and operational integrity but also provides the assurance of robust traceability across our activities. Guided by our Document Control Procedure, we maintain and retain documentation in line with statutory and contractual standards—strengthening transparency, supporting evidence-based decision-making, and underpinning our commitment to ongoing excellence.



5. Monitoring of the Company Management System

We adopt a structured approach to monitoring the effectiveness of the CMS, ensuring that our processes remain robust, adaptive, and fully aligned with both regulatory obligations and organisational objectives. Through regular evaluation and systematic review, we uphold a culture of continuous improvement—identifying gaps, addressing risks, and reinforcing stakeholder confidence at every level of our operation.

The effectiveness of the CMS is measured in the following ways:

- Integrated audit and assurance programme
- Analysis of non-conformities, accidents and hazardous occurrences
- Management review
- Masters' review
- CMS maturity assessment
- External surveillance and certification audits
- CMS feedback
- Customer feedback
- Document control

Integrated audit and assurance programme

We conduct a diverse and extensive annual audit and assurance programme reviewing processes and compliance across a variety of areas including port/harbour and vessel operations, food safety and support services functions this ensures our processes remain effective and compliant with regulatory, contractual and ISO 9001:2015 and ISM Code:2018 audit requirements as well as to identify opportunities to improve processes and customer experiences.

Our Internal Audit partner who conforms to the Institute of Internal Auditors (IIAs) International Professional Practices framework (IPPF) conducts key risk and assurance-based audits with results and status of audit actions reported to our Audit and Risk Committee for review and appropriate action.

Analysis of non-conformities, accidents and hazardous occurrences

We use analysis of non-conformities, accidents, and hazardous occurrences to provide valuable insight into system weaknesses, supporting continuous improvement and helping ensure the CMS remains effective, compliant, and aligned with objectives.

Our trained personnel investigate all incidents promptly, with escalations when necessary for more complex investigation to specialist personnel within the Standards and Performance team. Incident and audit non-conformity data is reported quarterly to the HSSEQ Committee and forms a key component of the Management Review process. This structured review includes trend analysis to identify opportunities for improvement, informing potential changes to procedures, resources, and risk controls



Management review

In line with ISO 9001:2015 and the ISM Code: 2018, we conduct regular management reviews to ensure the continued suitability, adequacy, effectiveness, and alignment of our CMS with strategic objectives and regulatory requirements.

This process brings together performance, assurance and governance information from across the organisation to provide a comprehensive assessment of how effectively the CMS is operating.

The review considers a wide range of inputs, including:

- Progress against strategic objectives and business plans.
- Organisational performance and key performance indicators.
- Customer, stakeholder and employee feedback.
- Risks, opportunities and associated improvement actions.
- Internal and external audit outcomes.
- Nonconformities, corrective actions and lessons learned.
- Compliance with legal, regulatory and contractual requirements.
- Supplier and partner performance.
- Health, safety, environmental and security performance.
- Resource, capability and infrastructure requirements.
- Changes to the organisation and its operating environment.

The Executive Committee (ExCo) reviews the outputs from these activities to assess organisational performance, the effectiveness of the CMS, emerging risks and opportunities, and the adequacy of resources and controls. ExCo uses this information to challenge performance, identify improvement priorities, allocate resources and determine actions required to enhance the effectiveness of the CMS.

The outcomes of these reviews are used to inform decision-making, prioritise improvement activities, allocate resources and enhance the effectiveness of the CMS. Agreed actions are assigned, monitored and reported through our governance framework to ensure improvements are implemented and sustained.

This structured approach provides assurance that our CMS remains effective, supports continual improvement and continues to meet the needs of our customers, employees, stakeholders and the communities we serve.

Masters' review

Our approach ensures that vessel Masters play a pivotal role in upholding the integrity of our CMS. In alignment with the ISM Code: 2018, Masters regularly evaluate the effectiveness of the CMS on board, proactively identifying any gaps or deficiencies. These findings are formally reported to shore-based management, enabling a responsive and collaborative review process. Through this systematic feedback loop, we not only maintain compliance with international standards but also foster a culture of continuous improvement and operational reliability across our fleet.



Company Management System maturity assessment

We use a structured Maturity Assessment process to evaluate how effectively our CMS is embedded across the organisation and to identify opportunities for continual improvement.

The assessment is aligned to the Plan-Do-Check-Act (PDCA) model and considers key aspects of our management system, including:

- Organisational Structure
- Policies
- CMS Content
- Communications
- Internal Audit
- External Audit
- Corrective Actions
- Departmental Performance Reporting
- Meeting and Governance Arrangements
- Document and Record Management
- Lessons Learned
- Risks and Opportunities
- Continual Improvement
- Business Continuity

For each area, Directors and senior leaders assess their arrangements against defined maturity criteria which describe progressively more effective and embedded practices. These assessments provide both qualitative insights and quantitative scoring, enabling us to monitor trends, benchmark performance and identify opportunities to strengthen our management system.

The overall assessment results are reviewed by the Executive Committee, providing a collective view of organisational maturity, management system effectiveness and improvement priorities. This approach helps ensure that our CMS continues to evolve, supports the delivery of organisational objectives and promotes a culture of continual improvement across the organisation.

The results are used to develop departmental improvement plans, with each Director accountable for delivering actions that enhance maturity within their area of responsibility. Improvement plans are regularly monitored, and progress is reported through our governance framework

This is one of the key ways we measure the health of our CMS and ensure it remains effective, relevant and aligned with organisational needs.

External surveillance and certification audits

ISO9001 and 14001 surveillance and recertification audits form a critical part of our commitment to quality and continual improvement. Delivered by an ISO certification provider accredited by UKAS, the United Kingdom Accreditation Service—these audits ensure our systems remain robust, compliant, and aligned with global best practices.

Our approach further encompasses the Document of Compliance, Safety Management Certification, and ISPS audits, all conducted by the Maritime Coastguard Agency (MCA). Through these rigorous assessments, we demonstrate our dedication to safe, secure, and consistent operations at every level.



Additionally, Port Facility Security Inspections, carried out by the Department for Transport (DfT), reinforce our security standards and resilience, ensuring our facilities meet evolving regulatory requirements.

By integrating these surveillance and certification activities within our wider CMS, we proactively safeguard operational integrity, respond to emerging risks, and provide services communities can trust—today and into the future.

Company Management System feedback

This process establishes our commitment to a dynamic and responsive CMS, where every team member plays a vital role in driving continual improvement. Through the CMS feedback loop, staff are empowered to share insights and suggestions, ensuring that every contribution is reviewed by the designated process or document owner. In doing so, we reinforce a culture of accountability and innovation and position our organisation to adapt proactively to operational challenges and evolving standards.

Customer feedback

This section details our comprehensive approach to customer feedback within the CMS. By leveraging a variety of channels—including QR code surveys, SMS and web-based surveys, and direct engagement through our customer relations and frontline teams—we ensure that the voice of the customer is integral to our operational framework.

The feedback received is systematically reviewed by the appropriate teams, forming a key component of our commitment to continuous improvement. Through this structured and responsive process, we can assess and implement enhancements to our procedures, thereby ensuring our management system evolves in line with stakeholder expectations and industry best practices. This approach not only supports compliance but drives us toward operational excellence and service reliability for the communities we serve.

Document review

Our controlled document revision schedules underpin the integrity of our management system, ensuring that all documentation remains current and fit for purpose. Each document is assigned an appropriate review cycle of 6, 12, 18 or 24 months. The review cycle is determined by the level of control necessary to ensure the document remains accurate, current and fit for purpose. Consideration is given to legal, regulatory and contractual requirements, the likelihood of change, the potential impact of outdated information, the document's intended purpose, and any external review or approval requirements. In addition to scheduled reviews, owners have a responsibility to update their documents whenever changes affect their accuracy or effectiveness,

Automated notifications to support the review of controlled documents are triggered in accordance with the review cycle assigned to the document. This helps ensure documents remain accurate, relevant and aligned with legal, regulatory, operational and organisational requirements.

6. Conclusion

Quality is fundamental to the delivery of reliable and resilient ferry and harbour services for the communities who depend upon us. Through our integrated CMS, clear governance arrangements



and commitment to continual improvement, we ensure that quality remains embedded within strategic decision-making, operational delivery and customer experience.

This Operational and Quality Management Plan provides the framework through which we monitor performance, manage risks and opportunities, maintain compliance and drive continual improvement across the organisation. Supported by strong leadership, effective assurance arrangements and the active engagement of our employees, customers and stakeholders, the plan enables us to continually enhance the effectiveness of our management system and the services we provide.

By maintaining a clear focus on quality and organisational excellence, we will continue to deliver services that meet contractual requirements, fulfil stakeholder expectations and support the long-term needs of the island and mainland communities we serve.



Appendix A – quality control procedures

Quality control procedures	Company Management System review
How We Work: Governance & Standards Manual	Governance & Standards Manual: Management Review Procedure
Major Ro-Ro and Passenger Vessels Operating Manual (MVOM)	Integrated Audit & Assurance Programme
Small Ro-Ro and Passenger Vessels Operating Manual (SVOM)	Masters Review of the CMS
Passenger Only Vessels Operating Manual (PVOM)	External & Internal Feedback Procedures
Workboat Vessel Operations Manual (WVOM)	Nonconformity Root Cause Analysis and Corrective Action Management Procedure
Health, Safety and Environmental Manual (HSEM)	Document Review Process
Standards and Performance Manual	Contract Review Process
Fleet Management Manual	CMS Maturity Assessments
Customer Operations Manual	External Certification Audits
Retail Operations Manual	
Supplier Evaluation Procedure	
Enterprise Risk Management Framework	
Incident Management Procedure	



Quality control procedures	Company Management System review
Action Management & Escalation Process	
Integrated Internal Audit Process	
Management of the CMS Manual	
Nonconformity Root Cause Analysis and Corrective Action Management Procedure	
Emergency Management Response Procedures and Plans	
Masters Decision Support Systems	
SOPEP and Oil Spill Contingency Plans	
Programme and Project Management - Manuals	
Management of Change Procedures	
Business Intelligence KPI Procedures	
Performance Management Procedures (Personnel)	