

This and the following 59 pages comprise Schedule 19 referred to in the foregoing Contract between the Scottish Ministers and Serco Ltd.

SCHEDULE 19 – PASSENGER FACILITIES DELIVERY PLAN

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Glossary of Terms

Term	Definition
CFINE	Community Food Initiatives North East
DPO	Disabled Persons Organisation
ETA	Estimated Time of Arrival
HACCP	Hazard Analysis of Critical Control Points
HGV	Heavy Goods Vehicle
ISPS	International Ship and Port Security Code
MACS	Mobility Access Committee for Scotland
MLC	Maritime Labour Convention
PAT	Portable Appliance Testing
PCI	Payment Card Industry
RNLI	Royal National Lifeboat Institution
SATA	Scottish Accessible Transport Alliance
SEEMP	Ships Energy Efficiency Management Plan
SIBC	Shetlands Islands Broadcasting Co-operation
SME	Small Medium Enterprise
SMS	Short Message System
TAL	Threat Assessment Level

A3 Passenger Facilities Delivery Plan

1. Executive Summary

1.1. Serco's Approach to the Passenger Facilities Delivery Plan

The purpose of this Passenger Facilities Delivery Plan is to demonstrate our understanding of the objectives that Serco and Scottish Ministers have set for the operation of the Northern Isles Ferry Service, with respect to Passenger Facilities.

Our Delivery Plan provides a comprehensive and robust approach to ensure an efficient, reliable ferry service through the provision of efficient, effective passenger facilities for every type of passenger who uses the service. We have provided a comprehensive and robust approach and details of our systems and procedures and have outlined our steps for satisfying statutory requirements and explain how we monitor compliance with this Plan. It will be the aim of Serco to deliver the passenger facilities in accordance all relevant legislation and where possible exceed the requirements.

Our Passenger Facilities Delivery Plan is mindful of Scottish Government's (SG) high level objectives, to be:

- Be safe, sustainable and efficient
- Responsive to local needs and appropriate to the requirements of those using them
- Contribute to sustainable economic growth on our islands and in our remote rural communities
- Be affordable at point of service and offer value for money for the Scottish Ministers
- Be resilient to social and commercial stresses

This Delivery Plan has been structured around the ITT Vol 2 – A3, with a section explaining about the challenges of Passenger Facilities Delivery Plan as a whole – relating to technical, logistical and management challenges. We have then covered PF1-Ferry Terminals, PF2-Vessels, PF3-Catering and PF-4Retail as four separate sub-plans. These contain:

- Our Approach and methodology for each sub-plan, utilising the best practice we have developed over the last six and a half years on which our proposals have been based
- Our Proposals for the new contract term

We have set out the proposals which will form part of the agreement between SG and Serco and show where there are areas of continuous improvement which will be targeted throughout the term of the new contract. The areas of continuous improvement could require TS, CMAL or third-party approvals, feasibility studies or business cases in order for them to be delivered, and thus are to be viewed as having the potential to be implemented.

Serco has an in-depth knowledge of the risks that could affect NorthLink's ferry services, and we have identified the high-level risks and the actions required to mitigate them, or to bring them to as low a level as reasonably practicable. We have provided suitable evidence to support the delivery of the requirements throughout the Plan.

The port facilities are a vital part of the journey experience and the Serco team is dedicated to delivering a warm, smiling and professional welcome, whether the customer is arriving on foot, by car or coach, or a freight or livestock customer. The ports are the first actual physical 'touchpoint' for customers, who are often there for some time prior to embarkation. As with airport terminals, ferry ports are also used by those on irregular journeys, visitors and occasional travellers, and are much more than just a functional place of journey transfer. We are aware that customers have been influenced in their expectation of public facilities such as airport terminals,

railway stations, motorway services and shopping centres such as Union Square in Aberdeen. Our aim is to offer passenger facilities which exceeds expectations.

The onboard ‘hotel service’ will continue to be the most memorable part of the whole journey. Serco will ensure that the wide range of services from cabin accommodation and pod seating to the restaurant dining facilities and bars, entertainment offering in the cinema and children’s Viking play areas are presented to the highest possible standard and enhanced and refurbished throughout the new contract term.

The boarding process will be handled efficiently given the complexity of some sailings which have two different destinations. The mix of domestic cars and commercial freight requiring deck space on each crossing will be co-ordinated and called forward for loading in a safe and efficient manner by the loading officers, again in clean hi-visibility corporate uniforms. Car passenger access to the upper decks will be by means of a passenger stairwell or a lift from the upper vehicle deck. These areas are the first view that customers have of the vessel and give a lasting impression.

1.1.1. Key Improvements

Table 1 below details Serco’s key initiatives, with many more contained in the Proposal section. These key initiatives are in addition to the ITT mandated requirements.

Table 1: Key Improvements

#	Key Improvement	Narrative
1	Earlier opening of the Hatston facility	Serco will open the Hatston terminal from 20.00 to give a warm safe area to wait for the arriving NorthLink ferry for outer island customers
2	Upgrade of Hatston Passenger terminal	The lounge on the first floor of the terminal will be upgraded to facilitate this change
3	Ticket kiosk at Aberdeen (Only)	Serco will introduce a ticket kiosk at Aberdeen to reduce queuing, enable speedier boarding and reallocate staff to enhanced Customer Service roles.
4	Stromness – Priority Boarding for cars	On the Stromness port we will introduce a ‘Priority Boarding’ facility for vehicles priced at a reasonable charge to attract users to this service. We believe that those wishing to exit the vessel first in Scrabster will welcome this option.
5	Electric charging points for vehicles and cycles and Covered cycle facilities	All terminals will have charging facilities for electric vehicles, motorcycles and caravans. We will introduce covered cycle areas with a maintenance facility and charging point for e-bikes.
6	10 Additional premium cabins on the Aberdeen vessels	To satisfy demand for this product on the Aberdeen vessels introduce 10 new premium cabins per vessel.
7	Passenger vehicles will be brought into the Aberdeen compound one hour earlier	As a service improvement, passenger cars at the Aberdeen Terminal will be brought into the secure compound one hour earlier than previously to increase the safety and security levels for passengers and to also further enhance the level of customer service. Passengers will be able to board 30 minutes earlier than in the current contract.
8	Pet friendly cabins	On the three RoPax passenger vessels there will be the introduction of two pet friendly cabins adjacent to the outer deck.
9	Upgrade of kennel facilities	The current kennel facilities will be upgraded to provide increased comfort for pets.

2. Introduction

Serco will ensure that a robust and deliverable process is in place from Commencement Date or within the specified introduction period. We have looked at the design of passenger facilities across the NorthLink network and, from our research and having an understanding of customer needs, benchmarked these against other terminals in transport – for example other ferry operators, airport terminals and large volume transit railway stations.

We have focused our services and physical facility design on our understanding of the needs of the passenger through consultation and feedback. Redacted

Redacted

Figure 1: 'Customer Journey Wheel'

2.1.1. Understanding the requirements

We have assessed the provision of port facilities on NorthLink Ferries along with our wider experience and identified the following aspects.

Table 2: Assessment of the challenges – Passenger Facilities

Ferry Terminals	
Technical	Redacted
Logistical	
Management	
Vessels' Facilities	
Technical	Redacted
Logistical	
Management	

Table 2: Assessment of the challenges – PassengerFacilities

Catering	
Technical	Redacted
Logistical	
Management	
Retail	
Technical	Redacted
Logistical	
Management	

3. Ferry Terminals – PF1

3.1. Approach to Ferry Terminals

We will continue to build on success and invest in new facilities to enhance the current service passenger terminal facilities. Our key ferry initiatives responding to customer demand are outlined below:

- Earlier opening of the Hatston facility
- Upgrade of Hatston Passenger terminal
- Self-check-in booth in Aberdeen (Only)
- Stromness – Priority Boarding for cars
- Electric charging points for vehicles and cycles
- Covered cycle facilities

3.1.1. Delivery of this plan

We have set out delivery timescales for each initiative in our 'Programme for Passenger Facilities' section later in this section. All projects have been programmed to be delivered ^{Redacted} recognising dependencies on deliverables in other areas of our overall bid, where appropriate.

3.1.1.1. Our team to deliver this plan

The delivery of our diverse initiatives will be driven by a cross-functional leadership team and led by Redacted

The key personnel who will deliver this plan are shown in Table 3 and Table 4.

Table 3: Shore Terminal Key Personnel

Role	Responsibilities
Redacted	

Table 4: Vessel Key Personnel

Role	Responsibilities
Redacted	

3.1.1.2. Working with stakeholders

Serco will work closely with the Harbour Authorities to ensure that the facilities are meeting our customer service standards which covers all aspects of facilities management. Consistency of brand and the elements of the service are also important – information, published material, waiting areas and, of course, the staff themselves delivering excellent service.

3.2. Proposals for Ferry Terminals

3.2.1. Passenger waiting rooms (including seating, toilets, and disability facilities)

The environment for passengers inside the terminal facilities, will continue to be welcoming, warm, safe and well lit. Ample seating with space available for those customers in wheelchairs or mobility scooters will be available to ensure a high level of comfort. Our staff wearing smart and contemporary corporate uniforms will provide customer assistance.

Serco meets legislative requirements for shore terminals. Redacted encompasses accessibility, HSE, fire regulations, escape routes, firefighting equipment, water testing for legionella, passenger lift regular maintenance schedules, PAT Testing.

The facilities available in each passenger waiting room are outlined in Table 5.

Table 5: Passenger waiting room facilities at terminals

Port	Facilities	Available time
Aberdeen Terminal Existing facilities which will be maintained throughout the new contract	Automatic opening doors	At all times when the passenger terminal is open to the public Monday 06:45 - 19:00 Tuesday 06:45 - 17:00 Tuesday * 06:45 - 19:00 Wed 06:45 - 19:00 Thursday 06:45 - 17:00 Friday 06:45 - 19:00 Saturday 06:45 - 17:00 Sunday 06:45 - 17:00 * 19:00 closing from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.
	Male and Female toilets	
	Accessible toilets	
	Ample seating for anticipated passenger requirement	
	Low level check-in desk	
	Passenger Information Screen	
	Local information leaflets	
	Television showing news channel	
	Neatebox personal device to PC Bluetooth connectivity to advise staff of a person's accessibility requirements	
	Wheelchairs to assist with boarding	
	Lifts with audible floor announcements	
	Stairs with high visibility first and last step	
	Left luggage facility	
	Personal address system	
	Bus stop for connectivity	
	Vehicle lane information sign	
	Complimentary drinking water	
	Snack vending facility including cold drinks.	
	Coffee and tea / hot drinks vending machine	
	Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	
New for the contract	Walkway seating for those requiring a rest when embarking the vessel – In place from Redacted Real Time Travel Information media screen – Redacted	
	Water dispensers	

Port	Facilities	Available time
Lerwick Terminal Existing facilities which will be maintained throughout the new contract	Automatic opening doors Male and Female toilets Accessible toilets Ample seating for anticipated passenger requirement Low level check-in desk Passenger Information Screen Local information leaflets Television showing news channel Neatebox personal device to PC Bluetooth connectivity to advise staff of a person's accessibility requirements Wheelchairs to assist with boarding Lifts with audible floor announcements Stairs with high visibility first and last step Left luggage facility Personal address system Bus stop for connectivity Complimentary drinking water Snack vending facility including cold drinks. Coffee and tea / hot drinks vending machine Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	At all times when the passenger terminal is open to the public Monday 07:30 – 17:30 Monday * 07:30 – 19:00 Tuesday 07:30 – 19:00 Wed 07:30 – 17:30 Thursday 07:30 – 19:00 Friday 07:30 – 17:30 Saturday 07:30 – 19:00 Sunday 07:30 – 19:00 * 19:00 closing from 1st Jan - 31st Mar, and 1st Nov - 31st Dec. Office opening times can vary during Festive Season and Dry Dock
New for the contract	Walkway seating for those requiring a rest when embarking the vessel – In place from Redacted Real Time Travel Information media screen – Redacted	
Hatston Terminal Existing facilities which will be maintained throughout the new contract	Automatic opening doors Male and Female toilets Accessible toilets Ample seating for anticipated passenger requirement Low level check-in desk Passenger Information Screen Local information leaflets Television showing news channel Neatebox personal device to PC Bluetooth connectivity to advise staff of a person's accessibility requirements Wheelchairs to assist with boarding Lifts with audible floor announcements Stairs with high visibility first and last step Personal address system Bus stop for connectivity Complimentary drinking water Snack vending facility including cold drinks. Coffee and tea / hot drinks vending machine Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	At all times when the passenger terminal is open to the public Monday 20:00 - 23:45 Monday * CLOSED Tuesday 20:00 - 23:45 Tuesday * CLOSED Wed 20:00 - 23:45 Thursday 20:00 - 23:45 Friday 20:00 - 23:45 Saturday 20:00 - 23:45 Sunday 20:00 - 23:45 * Closed from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.
New for the contract	Walkway seating for those requiring a rest when embarking the vessel – In place from Redacted Real Time Travel Information media screen – Redacted Water dispensers	

Port	Facilities	Available time
Hatston	Check-in window Vehicle lane information sign	At all times when the passenger terminal is open to the public
Car check-in facility	Coffee and tea / hot drinks vending machine Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	Monday 21:00 - 23:45 Monday * CLOSED Tuesday 21:00 - 23:45 Tuesday * CLOSED Wed 21:00 - 23:45 Thursday 21:00 - 23:45 Friday 21:00 - 23:45 Saturday 21:00 - 23:45 Sunday 21:00 - 23:45
* Closed from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.		
Scrabster	Automatic opening doors	At all times when the passenger terminal is open to the public
Queen Elizabeth (new) terminal	Male and Female toilets Accessible toilets Ample seating for anticipated passenger requirement Low level check-in desk Passenger Information Screen Real Time Travel Information media screen Local information leaflets Television showing news channel Neatebox personal device to PC Bluetooth connectivity to advise staff of a person's accessibility requirements Wheelchairs to assist with boarding Lifts with audible floor announcements Stairs with high visibility first and last step Personal address system Bus stop for connectivity Complimentary drinking water Snack vending facility including cold drinks. Coffee and tea / hot drinks vending machine Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	Monday - Friday 07:15 - 08:45 (11:00 - 13:15)* 17:00 - 19:00 Saturday** / Sunday 10:00 - 12:00 17:00 - 19:00
Existing facilities which will be maintained throughout the new contract		* Only on days with a departure at 1315
New for the contract	Walkway seating for those requiring a rest when embarking the vessel – In place from Redacted Real Time Travel Information media screen – Redacted	

Port	Facilities	Available time
Scrabster Car waiting facility at the St. Ola berth Existing facilities which will be maintained throughout the new contract	Check-in desk in terminal Car check-in desk Male and Female toilets Complementary drinking water An independent café operates service teas and coffees and light snacks. Redacted Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	The facility operates all year round and is open for the ferry sailing and arrival periods Monday - Friday 07:15 - 08:45 (11:00 - 13:15)* 17:00 - 19:00 Saturday** / Sunday 10:00 - 12:00 17:00 - 19:00 * Only on days with a departure at 13 15
Stromness Terminal Existing facilities which will be maintained throughout the new contract	Automatic opening doors Male and Female toilets Accessible toilets Ample seating for anticipated passenger requirement Low level check-in desk Passenger Information Screen Real Time Travel Information media screen Local information leaflets Television showing news channel Neatebox personal device to PC Bluetooth connectivity to advise staff of a person's accessibility requirements Wheelchairs to assist with boarding Lifts with audible floor announcements Stairs with high visibility first and last step Personal address system Walkway seating for those requiring a rest when embarking the vessel Complimentary drinking water A small independent café operates within the terminal serving teas and coffees and light snacks. Redacted Wi-Fi available from service providers in the various regions of the NorthLink Ferries network	The facility operates all year round and is open for the ferry sailing and arrival periods Monday - Friday 05:30 - 16:45 20:15 - 23:45 Saturday 07:30 - 16:45 20:15 - 23:45 Sunday 07:30 - 16:45 20:15 - 23:45 Office opening times can vary during the Festive Season.
New for the contract	Walkway seating for those requiring a rest when embarking the vessel – In place from Redacted Real Time Travel Information media screen – Redacted Water dispensers	

3.2.1.1. Extending the opening times of Hatston terminal

The embarkation time for customers departing from Kirkwall to Aberdeen or to Lerwick is 23.15 in the evening. For the outer island customers, the last ferry arrival time into Kirkwall is around 20.00. Serco will open the Hatston terminal from 20.00 to give a warm safe area to wait for the arriving NorthLink ferry. The Hatston passenger waiting lounge (lounge on the first floor of the terminal) will also be refurbished by Redacted

3.2.1.2. A robust cleaning process in place

All passenger and staff facilities will be designed to comply as a minimum with legislation and transport industry best practice. They will be cleaned daily and as required during the opening times to give a high quality of presentation. To ensure compliance with standards the following cleaning and monitoring of passenger facilities ashore will take place monitored by each Redacted as shown in Table 6.

Table 6: Cleaning and monitoring of passenger facilities

Area	Cleanliness and Hygiene	Monitoring
Entrance ways seating areas	Daily cleaning	Daily check
Vending facilities	Monthly deep clean	Actioning ad-hoc cleaning
Toilets	Ad-hoc cleaning	Weekly review with cleaners
Reception desks		Monthly Port Inspection
Luggage area		
Lifts		
Stairwells		
Walkways		

3.2.1.3. Toilets

Male and Female toilets will be available in both passenger terminals as well as disabled toilets. The disabled toilets regularly surveyed as part of the ongoing relationship with the Mobility and Access Committee for Scotland (MACs).

Throughout the new contract period Serco will investigate options for additional facilities and propose these to Transport Scotland for approval.

3.2.2. Arrangements for receiving, securing, holding and returning 'left luggage'

We will continue to accept, store and transport and return luggage for passengers in accordance with International Ship and Port Security (ISPS) Regulations. Reference: Statutory Instruments 2009 No. 2048 Merchant Shipping Maritime Security - Port Security Regulations 2009.

Redacted

A system for drop off and collection is auditable and shown in Table 7.

Table 7: Process for accepting luggage for safekeeping, storage and return

Luggage drop off	Luggage collection
<ul style="list-style-type: none"> Customer checks-in at the terminal reception desk Boarding card issued to customer Customer takes luggage and boarding card to the left luggage area Redacted 	<ul style="list-style-type: none"> Redacted
	<ul style="list-style-type: none"> Customer has opportunity to use NorthLink luggage trolley

Redacted

All left-luggage will only be booked in after confirmation that the passenger has valid reservation for the sailing. The reservation will hold the passenger details for subsequent follow-up. Redacted

Redacted

Larger items of luggage will be able to be placed in luggage trolleys at the commencement of the journey for collection at the destination. This particularly helps older customers, those with young children and passengers with varying forms of disability when onboard to be able to visit the facilities freely and easily and reduces obstructions particularly of emergency escape routes. System for use of luggage trolleys and collection at destination is shown in Table 8.

Table 8: Process for customers using the NorthLink luggage trolley

Putting Luggage on trolley at port of departure	Collection of Luggage at destination
<ul style="list-style-type: none">• Each piece of luggage is tagged with details of the passenger and the destination port• The luggage is placed onto the dedicated trolley marked with the destination port• Redacted	<ul style="list-style-type: none">• Redacted• Customers walk from the vessel to the collection area• Bags are identified and collected• Any baggage which has not been collected or reprocessed is x-rayed by security and the customer is contacted.

3.2.3. Real time information boards;

Each passenger terminal currently has information screens as shown in Figure 2 below. To provide our customers with a more information, Redacted we will install real time

information screens at each of our ports to supplement the existing information system. The screens will display:

- Travel information provided by Traveline Scotland
- Road network issues
- Weather forecast, along with any disruption of the NorthLink services
- Display local tourist information and highlight and special events happening around the network.

The new screens will use the Redacted distributed content management information system Redacted

and

will allow consistent and tailored information to be displayed at the same time at each of the terminals. The content will be managed centrally and updated regularly by Redacted

There will also be real time information feeds provided by our travel business partners including ScotRail, Stagecoach and Traveline Scotland. As part of our work in engaging customers with accessibility issues, we will ensure that the positioning height, font size and contrast for visually impaired customers will be

included as part of the overall design of the passenger information screens.

3.2.3.1. Working in collaboration with Traveline Scotland

We will also promote Traveline Scotland and Traffic Scotland apps to assist with their ongoing journey planning. We will continue to advise customers via our website, app and by SMS message to passengers on a particular sailing which could be affected to supplement the real time information screen as well as advice offered by our staff.



Figure 2: Passenger terminal information screens

3.2.3.2. Passenger access provisions to board vessels;

We will maintain the existing arrangements so that all stairwells will have luminescence strips on first and last step in accordance with legislation so as to be visible for partially sighted passengers and to be able to be used should the vessel or terminal lighting fail. Contingency plans for foot passenger access to and from the vessel, should the walkway fail, are currently in place and this practice will continue. We will test embarkation routes with MACS to ensure that all passengers can be safely removed from danger.

Level access routes from the terminal drop off point through to the vessel foyer will continue to be a minimum standard for all departures and vice-versa for arrivals. The width of all access routes will be suitable for wheelchairs and mobility scooters. All walkways and access points will be clean and well lit. All passenger lifts will have audible messages announcing floor arrival and green ground floor buttons as per the accessibility standard. No doorways will be closed during embarkation and disembarkation to allow for a free flow of passengers onto and off the vessel. Our staff will be available to assist as required with all customer requirements when safely joining and leaving the vessel.

3.2.3.3. Helping customers with accessibility issues

Passengers with visual impairments and wheelchair users, particularly if travelling alone, will be offered assistance with boarding and leaving the vessels. We are currently introducing the latest Accessibility technology available from Neatebox to inform terminal staff of customers' specific requirements at check-in. This is in the form of a signal sent from the customer's mobile phone by Bluetooth Redacted This allows for the terminal staff to be aware of any

special requirement that the customer might have and can respond accordingly. Redacted

3.2.3.4. Investing in fold down seats on embarkation walkways

By Redacted we will invest to introduce fold down seats on the embarkation walkways to

allow elderly or disabled customers to rest. As part of our contingency planning we will have well-rehearsed alternative access routes should the link span or passenger walkway be unavailable. Designated alternative berths will be identified and used as needed for vehicular loading. Special assistance will be given to elderly and disabled customers.

3.2.3.5. Investing to provide additional airport bus connections

During the current contract we worked with Stagecoach to introduce the 727 Aberdeen Airport Bus connection from the Aberdeen Ferry Terminal at 07.42 to the Aberdeen International Airport. As an enhancement we will seek approval by the operator Stagecoach to add a later departure for those customers staying on the vessel for breakfast. Our new real time information boards will display timetable and live arrival time of next bus.

3.2.3.6. Ticket kiosk at Aberdeen to make it easier for customers to collect their ticket

Serco will introduce a ticket kiosk at Aberdeen to reduce queuing, enable speedier boarding Redacted Redacted This will also have the benefit to allow staff to focus on customer service rather than retailing tickets. This will also help promote the uptake of Smart Ticketing. Further detail is in the A5 Marketing and Sales Delivery Plan (MS3).

3.2.4. Vehicle marshalling spaces (car, coach and HGV)

The vehicle marshalling spaces at each type of vehicle is outlined in Table 9.

Table 9: Vehicle marshalling spaces

Port	Cars	Coaches	HGVs
Aberdeen Terminal	<p>Arriving cars drivers will be issued with their vehicle and boarding cards at the car check-in booth and from 3 hours before the vessel departure time and directed to the embarkation lanes to await loading onto the vessel.</p> <p>The passenger terminal toilet and refreshment facilities will be available.</p> <p>Charging facilities will be available for electric vehicles Redacted</p>	<p>Coaches will drop passengers off at the terminal entrance and, if the coach is travelling, the driver will be directed to the embarkation lanes.</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>	<p>HGVs will arrive at the terminal during the day and be parked in a dedicated parking facility.</p> <p>Large passenger vehicles such as Caravans and Motorhomes will be allowed to access the onsite secure parking area at any time of the day prior to the vessel's departure, to allow secure off-road parking prior to embarkation</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>
New Contract	<p>As a service improvement, cars at the Aberdeen Terminal will be brought into the secure compound one hour earlier than previously to increase the safety and security levels for passengers and to also further enhance the level of customer service. Customers will be able to board 30 minutes earlier at Aberdeen.</p>		
Lerwick Terminal	<p>Arriving cars drivers will be issued with their vehicle and boarding cards at the car check-in booth and from 2 hours before the vessel departure time and directed to the embarkation lanes to await loading onto the vessel.</p> <p>The passenger terminal toilet and refreshment facilities will be available</p> <p>Charging facilities will be available for electric vehicles Redacted</p>	<p>Coaches will drop passengers off at the terminal entrance and, if the coach is travelling, the driver will be directed to the embarkation lanes.</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>	<p>HGVs will arrive at the terminal during the day and be parked in a dedicated parking facility.</p> <p>Large passenger vehicles such as Caravans and Motorhomes will be allowed to access the onsite secure parking area at any time of the day prior to the vessel's departure, to allow secure off-road parking prior to embarkation</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>
Hatston Terminal	<p>See Hatston car check-in section below</p>	<p>Coaches will drop passengers off at the terminal entrance and, if the coach is travelling, the driver will be directed to the embarkation lanes.</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>	<p>HGVs will arrive at the terminal during the day and be parked in a dedicated parking facility.</p> <p>Toilet and refreshment facilities will be available</p>

Port	Cars	Coaches	HGVs
Hatston Car check-in facility	<p>Arriving cars drivers will be issued with their vehicle and boarding cards at the car check-in booth and from 2 hours before the vessel departure time and directed to the embarkation lanes to await loading onto the vessel.</p> <p>The car check-in terminal toilet and refreshment facilities will be available</p> <p>Charging facilities will be available for electric vehicles Redacted</p>	See coach check-in for Hatston above	See HGV section for Hatston above
Scrabster Queen Elizabeth (new) terminal	See Scrabster car check-in section below	<p>Coaches will drop passengers off at the terminal entrance and, if the coach is travelling, the driver will be directed to the embarkation lanes.</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>	<p>HGVs will arrive at the terminal during the day and be parked in a dedicated parking facility.</p> <p>The passenger terminal toilet and refreshment facilities will be available</p>
Scrabster Car waiting facility at the St. Ola berth	<p>Arriving cars drivers will be issued with their vehicle and boarding cards at the car check-in booth and from 2 hours before the vessel departure time and directed to the embarkation lanes to await loading onto the vessel.</p> <p>The passenger terminal toilet and refreshment facilities will be available</p> <p>Charging facilities will be available for electric vehicles Redacted</p>	See coach check-in for Scrabster above	See HGV section for Scrabster above

Port	Cars	Coaches	HGVs
Stromness Terminal	<p>Arriving cars drivers will be issued with their vehicle and boarding cards at the car check-in booth and from 2 hours before the vessel departure time and directed to the embarkation lanes to await loading onto the vessel.</p> <p>From Day 1, we will introduce a 'Priority Boarding Lane' to allow customers to pay to exit first.</p> <p>The passenger terminal toilet and refreshment facilities will be available</p> <p>Charging facilities will be available for electric vehicles Redacted</p>	<p>Coaches will drop passengers off at the terminal entrance and, if the coach is travelling, the driver will be directed to the embarkation lanes.</p> <p>To help comply with driver hours/regulations we offer a drive on and drive off service for coaches.</p> <p>The passenger terminal toilet and refreshment facilities will be available.</p>	<p>HGVs will arrive at the terminal during the day and be parked in a dedicated parking facility.</p> <p>Large passenger vehicles such as Caravans and Motorhomes will be allowed to access the onsite secure parking area at any time of the day prior to the vessel's departure, to allow secure off road parking prior to embarkation.</p> <p>The passenger terminal toilet and refreshment facilities will be available.</p>
New Contract	<p>Redacted on the Stromness port we will introduce a 'Priority Boarding' facility for vehicles priced at a reasonable charge to attract users to this service. We believe that those wishing to exit the vessel first in Scrabster will welcome this option.</p>		

3.2.4.1. Investing in facilities for cyclists

Working with the relevant port operators, we will introduce covered cycle areas with a maintenance facility similar to the above images at each of the NorthLink Ferry terminals. We will partner with Sustrans to include charging points for e-bikes as this is a growth area in cycling. Further details are given in the A6 Customer Care and Accessibility Delivery Plan (CCA1).



Figure 3: Investing in facilities for cyclists

3.2.4.2. Providing easy access for coach customers

Coach passengers will be dropped off in a

safe area prior to accessing the vessel through the passenger terminal. This will be as close as possible to the entry door to the terminal for convenience to our customers. Coach parking will be available on site on a short-term basis. Each port terminal will have details of long-term parking available locally.

3.2.4.3. Access to HGV and large passenger vehicles

Heavy Goods Vehicle (HGV) parking will be kept in a separate area to that of the passenger vehicles to reduce the risk of accidents. The movement/loading onto the vessel of HGV and other commercial vehicles will be completed to minimise any risk to passengers within the compound.

Large passenger vehicles such as Caravans and Motorhomes will be allowed to access the onsite secure parking area at any time of the day prior to the vessel's departure, to allow secure off-road parking prior to embarkation. The arrival port team will welcome passengers in the following ways, shown in Table 10.

Table 10: Process of welcoming vehicle and foot passengers

Vehicle passengers	Foot passengers
All vehicles will be released from the vessels car deck when safe to do so and when all shore marshalling teams are in position.	Foot passengers will exit the vessel from deck 5 onto the passenger walkway. The walkway will be clearly signposted to the passenger terminal.
Vehicles will be directed by the shore team wearing hi visibility uniforms to the exit or, in Aberdeen and Lerwick, the breakfast parking bays. Vehicle passengers wishing to return to the vessel for breakfast will be required to show their personal boarding card to allow secured access.	The vessel's team will assist elderly passengers and those with disabilities to exit the vessel and safely transit to the terminal. Wheelchairs will be available onboard if required.
Vehicle exit routes from the ship via the terminal compound will be clearly sign posted.	The shore customer service team will welcome passengers ashore and give assistance and directions as required.
Coaches will exit the vessel and their passengers will re-join at the designated safe embarkation point adjacent to the passenger terminal.	The waiting room will be open on arrival with refreshments and snack vending machines available.
HGV's will be directed to exit the terminal compound via the designated Freight exit.	Passengers will be able to plan their onward journey referring to the real-time travel information screens available in each terminal.

3.2.5. Longer term parking areas (car, coach and HGV along with any restrictions, charges and time constraints.

Table 11 outlines the longer-term parking facilities per vehicle category.

Table 11: Parking facilities per vehicle category

Port	Cars	Coaches	HGVs
Aberdeen Terminal	<p>Arrangements with Ship Row NCP car park adjacent to Aberdeen harbour.</p> <p>A discount is available to NorthLink Ferries passengers with a validated NCP ticket.</p> <p>Tickets are validated on return in the NorthLink Ferries Terminal Aberdeen.</p> <p>There are no time constraints on the length of time a car can be parked in this carpark.</p>	<p>It is rare for operators to request long term parking but if this is the case, we will advise coach operators and/or their drivers that we have arrangements with two local coach parking companies.</p> <p>Acceptance of this advice is a commercial and security choice made by the coach operator.</p>	<p>Parking is complementary within the Aberdeen terminal on the day of departure.</p> <p>Longer term parking will be provided by the harbour authority.</p> <p>HGVs will be accepted during the day as they arrive for the next sailing. These will be parked accordingly to separate them from passengers' vehicles to maintain a safe working area.</p>
Lerwick Terminal	<p>A limited number of free parking spaces are provided by Lerwick Port Authority for both short stay and long stay parking, this being sign posted accordingly.</p> <p>There are no time constraints on the length of time a car can be parked in this carpark.</p>	<p>We will have local arrangements for coach parking in Lerwick.</p> <p>We can accommodate coach parking in our freight area.</p>	<p>Longer term parking will be provided by the harbour authority.</p>

Port	Cars	Coaches	HGVs
Hatston	<p>There is a free long stay car park provided by Orkney Islands Council located 500 metres from the passenger terminal building.</p> <p>There are no time constraints on the length of time a car can be parked in this carpark.</p>	<p>We will have local arrangements for coach parking in Hatston.</p> <p>We can accommodate coach parking in our freight area.</p>	<p>Longer term parking will be provided by the harbour authority.</p>
Scrabster Car waiting facility at the St. Ola berth	<p>The long stay car park in Scrabster is operated by Scrabster Harbour Trust. Tokens can be purchased for cash only from the NorthLink vehicle terminal on return.</p> <p>The long stay car park is situated 400 m from the passenger terminal.</p> <p>There are no time constraints on the length of time a car can be parked in this carpark.</p>	<p>We will have local arrangements for coach parking in Scrabster and Thurso.</p> <p>We can accommodate coach parking in our freight area.</p>	<p>Longer term parking will be provided by the harbour authority.</p>
Stromness Terminal	<p>There is short term parking available at the terminal, with free of charge long-stay parking available on Ferry Road, a short distance from the terminal.</p> <p>There are no time constraints on the length of time a car can be parked in this carpark.</p>	<p>We will have local arrangements for coach parking in Stromness opposite the terminal.</p> <p>We can accommodate coach parking in our freight area.</p>	<p>Longer term parking will be provided by the harbour authority.</p>

Arrangements will be in place with local car parking providers at all the NorthLink network ports and the current charges will be published on the Ports section of the website and available via the Customer Contact Centre. The location and directions to the off-site parking arrangements will be clearly stated on the 'Ports' section of the NorthLink Ferries' website.

3.2.5.1. Restrictions

We will advise coach operators and/or their drivers that we have arrangements with a local coach parking facility with acceptance of this advice being a commercial and security choice made by the operator. Coaches dropping off or collecting passengers for the next sailing will be directed to the designated safe area.

3.2.5.2. Maintaining roads

All vehicle parking lanes will be maintained on a regular basis by agreements in place with the Port Operator. All white lines and route markings will be maintained to the highest possible standard noting the potential for inclement weather conditions on Scottish ferry routes. The vehicle areas and passenger walkways will be treated in icy conditions.

3.2.5.3. Ensuring parking during disruption

Should a vessel cancellation occur, Serco will at our discretion make complimentary parking available for those disrupted passengers who will either use the vessel overnight for accommodation or are using local hotels on the basis that they are rebooked on to the next available sailing.

4. Vessels' Facilities – PF2

4.1. Approach to Vessels' Facilities

Our approach to managing the onboard vessel facilities will be in the same principle as operating a high volume hotel, managing the many facets which a guest, or in our case a passenger, will experience from the moment of embarkation to leaving the ship at the destination.

Onboard service is centrally managed by Redacted These

standards including cleaning and maintenance are and will continue to be documented and updated on to the Redacted

Table 12 shows the vessel facilities offered and our approach to managing each area on board.

Table 12: Our approach to onboard vessel facilities

Onboard facility	Our approach
Reception desk	<p>To have a hospitality standard team on all vessels Redacted</p> <p>More info is contained within A6 Customer Care and Accessibility Delivery Plan (CCA1).</p> <p>Local tourist information is important for the future prosperity of the Northern Isles and to achieve this goal our teams onboard will work with the various Destination Marketing Organisations (Destination Orkney and The Shetland Tourism Association) and be trained as island ambassadors by Visit Scotland.</p> <p>Our reception staff are the initial onboard contact to give passengers advice regarding the onboard facilities and to enable selling of additional services such as cabins and accommodation upgrades, seats and shower tokens.</p>
Accommodation	<p>The differing range of cabins onboard all three RoPax vessels allows for our passengers to select the option best suited to their budget and facility preference. Our aim is to maximise cabin sales through anticipating demand throughout the week days and seasons of the year.</p> <p>The approach to the accommodation offer Redacted</p> <p>Accommodation on an overnight ferry service is, for some, a necessary requirement of travel and our management of the availability and maximisation of cabin and bunk occupancy is our aim for every sailing. We will look to identify new ways of achieving this aim in conjunction with all ferry user groups.</p> <p>The selection of suppliers especially maritime specialists in providing appropriate cleaning chemicals and materials is essential. Vessel hygiene is an aspect which we understand that our passengers will, quite correctly, judge us upon on each crossing. Redacted</p> <p>We understand the demand regarding the accommodation onboard particularly on the longer Aberdeen routes and through a preventative maintenance process and our responsiveness to breakdowns our proactive approach aims to have 100% cabin availability at all times of the year.</p>

Onboard facility **Our approach**

Seating

For those who do not have a cabin the pod premium reclining seats or standard recliners offer an airline style option for travel.

The introduction of the pod seats by Serco in the current contract with inclusive blanket, eye mask and shower token, allows for the reception teams to upgrade to a mid-range option from a standard reclining seat. Redacted

Our identification of solutions to demand has resulted in an increase number of seats becoming available in 2019.

Redacted

Food and Drink facilities

Being one of the largest catering operations associated with the Northern Isles our approach is to offer a quality food and drink service, supporting local suppliers, in a variety of locations onboard.

Redacted

The menu items currently featuring through the onboard menus are an example of this happening in practice.

Redacted

The menu concept and designed is to have an offer for each budget requirement. The local feel, using the region's best food and drink produce, ensures that our service is a reflection of Shetland, Orkney, Caithness and Aberdeen.

To increase knowledge of the onboard food service at the time of ticket purchase, our approach is to detail menu pricing and meal offers on the NorthLink website.

Cinemas

On the Aberdeen vessels we seek to offer the very best entertainment service on this six- to twelve-hour ferry crossing.

Redacted

Wi-Fi

Wi-Fi is available on board. By partnering with industry specialists our aim is to deliver the best quality available at the same time as recognising the costs associated with providing this in a maritime environment. We will continue with our protocols to prevent inappropriate usage.

Passenger information

Information on all aspects of the NorthLink service are an expected requirement both pre sailing and when onboard. In preparation through appropriate training, our teams will be able to impart information swiftly and accurately.

Being an agile and responsive organisation Serco are adaptable to changes and we can react to changing circumstances such as disrupted travel for our passengers with a solutions-based approach. Preparation is paramount and information sources will be pre-determined to be able to advise passengers of the best onward travel option.

When choosing to book with NorthLink Ferries, particularly for the elderly or those who have a disability, as much information regarding the service as possible is required to allay any fears or misapprehensions. Our understanding of this is reflected in the online content and available from the NorthLink team.

Media screens

Onward travel information we understand is important to plan the post crossing activity. Our investment in real time information boards is designed to allow for up to date and accurate details to be available to customers.

Onboard facility **Our approach**

Passenger pets We will take an inclusive approach to the carriage of pets and will look to include additional facilities within the new contract. Redacted

Interior design Innovation to further enhance the onboard interior design of the vessels will continue and be undertaken in conjunction within CMAL and Transport Scotland recognising the ownership of the vessels.
Maximising the cabin and seating areas are an important aspect of providing the Northern Isles Ferry Service therefore we will continue to look at all options to maximise the potential passenger accommodation of the vessels.
Redacted

In the current contract, we have introduced a process whereby the vessels facilities have been used by local community-related organisations, for example the Redacted

It is proposed that the vessels' facilities continue to be used for these types of events , to enable the local community to have a venue to promote their organisation.

Case Study

Improving Passenger Facilities

Redacted

Innovation and continuous improvement is central to Serco's management of all of the vessels. This has been demonstrated in the spring of 2019 where we delivered improvements to the onboard passenger facilities:

- Increase the number of the popular premium pod reclining seats by 66
- Install 'Changing Places' accessible shower and toilets have also been introduced.
- Cinema, shops and Teens' Zone facilities are still available, but have moved locations to create a more appropriate use of the deck six footprint of the Aberdeen vessels

4.1.1.1. Using feedback to drive improvement in the new contract

We will retain the Redacted Training programme. This programme has allowed all staff within the business, and particularly onboard, to propose new initiatives for the passenger facilities and take them through to a proposal for implementation.

4.1.1.2. Ensuring customer feedback is considered

Feedback from customers remains critical to the ongoing continuous improvement process. We will continue to use the iPad surveys. Redacted

4.2. Proposals for Vessels Facilities

The services and facilities we will offer onboard per vessel will be as shown in Table 13, Table 14 and Table 15. We will also offer the vessels for community engagement events – further details are in the Delivery Plan B5 – Environmental Management.

Table 13: Passenger facilities for Hjaltland and Hrossey, Aberdeen–Kirkwall–Lerwick

Hjaltland and Hrossey	RoPax service Aberdeen to Kirkwall, Lerwick and return Passenger facilities
38 x 2 berth cabins	These two-berth en-suite cabins are equipped with tea and coffee making facilities and 36 are outboard with a window and have two lower bunks. Two of the cabins have bunk beds and are inboard.
61 x 4 berth cabins	These four-berth en-suite cabins are equipped with tea and coffee making facilities. The top two bunks reached by a small ladder and are retractable.
10 x Premium cabins	These two-berth outside cabins are en-suite and equipped with satellite TV, tea and coffee making facilities, complementary chocolates, shortbread and mineral waters.
4 x Executive cabins	These two-berth outside cabins with a work desk are en-suite and equipped with satellite TV, tea and coffee making facilities, complementary chocolates, shortbread and mineral waters.
4 x Accessible cabins	These are two and three berth cabins, that are generally more spacious, have easy access self-opening doors, bed hoists, toilet and shower facilities and assistance alarms.
Pet friendly cabins x 2 included in above cabin number	Responding to passenger requests we will introduce two pet friendly cabins. In the interests of hygiene pets will not be allowed onto the beds and an additional cleaning fee will be levied for these cabins.
102 x pod premium reclining seats	The number of pods has been increased in 2019 to satisfy demand for this alternative to cabin accommodation. The pod seats have a USB charging point, individual reading light, coat rack, table. Ticket includes a shower token.
Reclining seats	These comfortable seats are positioned around the vessel and can be reserved in advance. Blankets and pillows are available for hire.
Retail shop with local produce	Highlighting local produce the retail shops will sell a range of gifts, essential items and an extensive range of magazines, maps, books and guidebooks.
Kennels for pets	There are 4 large and 9 smaller kennels available in the deck 2 area. Our staff will check in on the kennels during their hourly watchkeeping rounds and advise owners of any issues.
Public shower facilities	Introduced by Serco these public area showers are activated by use of a token available for purchase from any till point, Towels are also available for hire.
Feast Restaurant	This is the main self-service restaurant of the vessel which serves a menu showcasing local produce from the Northern Isles. Some dishes, to maintain freshness, will be cooked to order and a buzzer system advises passengers when the dish is available for collection. The menu which is available in all of the onboard food service areas holds the Visit Scotland 'Taste Our Best' accreditation, and this will be maintained in the new contract
Bar with table food service	The main Midships Bar serves a range of local and international drinks. The large gin collection features many of the award-winning products distilled in the Northern Isles and the North East of Scotland. The bar staff will take orders for food from the main restaurant menu and these will be served to the table.

Hjaltland and Hrossey	RoPax service Aberdeen to Kirkwall, Lerwick and return Passenger facilities
Sky Sports and BT Sports available on the bar TV	The Midships bar is the hub of the ship and the large 60-inch TV will show live sporting events including those shown on the Premium TV sports channels of Sky and BT.
Magnus' Lounge	Enjoy complementary tea, coffee, soft drinks, snacks and two vouchers for a drink served to the table. Meals from the main ship's menu are served to the table in the lounge. The lounge onboard MV Hjaltland and MV Hrossey has a range of daily papers and magazines and access to electrical sockets to charge your phone or computer.
Children's Vikling's play area	The Vikling's Den play area is provided for our younger customers. There is a nautically themed dressing-up box, age appropriate toys, books, chairs and tables, games, activities and a television showing cartoons.
Wi-Fi	Complementary Wi-Fi is available onboard the ships and is available at sea via satellite connectivity. Restrictions on streaming services are in place to enable all users to check their e-mails and browse appropriately. The maximum Wi-Fi speed available will be delivered to the vessel and shared between the onboard users.
Cinema	We have partnered with a company to supply latest release films in the newly relocated onboard cinema. Films will be available onboard shortly after the high street cinema release to comply with the film producer's requirements.
TV to personal device service	To reduce the demand on the Wi-Fi network, TV channels will be available on personal devices from a different source. This innovation beamed throughout the ships has enabled TV to be watched in those areas of the vessel without TV screens.
Press-reader to personal device service	The Press Reader app allows passengers to download and read newspapers and magazines without charge during the crossing. This reduces printed paper copy onboard and again decreases the demand on the Wi-Fi system.

Table 14: Passenger facilities for Hamnavoe, Stromness–Scrabster

Hamnavoe	RoPax service Stromness to Scrabster Passenger facilities
10 x 2 berth cabins	These two-berth en-suite cabins are equipped with tea and coffee making facilities and 36 are outboard with a window and have two lower bunks. Two of the cabins have bunk beds and are inboard. All cabins have TVs with Free-sat connectivity.
2 x 4 berth cabins	These four-berth en-suite cabins are equipped with tea and coffee-making facilities. The top two bunks reached by a small ladder and are retractable.
2 x Premium cabins	These two-berth outside cabins are en-suite and equipped Freesat TV, tea and coffee making facilities, complementary chocolates, shortbread and mineral waters.
2 x Accessible cabins	These are two- and three-berth cabins, that are generally more spacious, have easy access self-opening doors, bed hoists, toilet and shower facilities and assistance alarms.
Pet friendly cabins x 1 included in above cabin number	Responding to passenger requests we will introduce 1 x pet friendly cabin. In the interests of hygiene, pets will not be allowed onto the beds and an additional cleaning fee will be levied for these cabins.
Bed and Breakfast overnight offer in Stromness	The Bed and Breakfast offer has increased in popularity and is a welcomed offer in Stromness for the outer island residents of Orkney as well as those who wish to be on the mainland of Scotland early in the morning for travel further south.

Hamnavoe	RoPax service Stromness to Scrabster Passenger facilities
Reclining seats	These comfortable seats are positioned around the vessel.
Retail shop with local produce	Highlighting local produce the retail shops will sell a range of gifts, essential items and an extensive range of magazines, maps, books and guidebooks.
Kennels for pets	There are four large and nine smaller kennels available in the deck 2 area. Our staff will check in on the kennels during their hourly watchkeeping rounds and advise owners of any issues.
Public shower facilities	Public area showers are available on the Hamnavoe on deck 5. Towels are also available for hire.
Feast Restaurant	This is the main self-service restaurant of the vessel which serves a menu showcasing local produce from the Northern Isles. Some dishes, to maintain freshness, will be cooked to order and a buzzer system advises passengers when the dish is available for collection. The menu which is available in all of the onboard food service areas holds the Visit Scotland 'Taste Our Best' accreditation.
Bar with light snack service	The Brinkies Bar serves a range of local and international drinks along with teas and coffees. Panini are also served from the bar for those who want a light snack on this 90-minute crossing. The large gin collection features many of the award-winning products distilled in the Northern Isles and the North East of Scotland.
Sky Sports and BT Sports available on the bar TV	The bar is the hub of the ship and the large TV will show live sporting events including those shown on the Premium TV sports channels of Sky and BT.
Children's Viking play area	The Viking's Den play area is provided for our younger passengers. There is a nautically themed dressing-up box, age appropriate toys, books, chairs and tables, games, activities and a television showing cartoons.
Magnus' Lounge – an exclusive area to relax and dine with table service	Enjoy complementary tea, coffee, soft drinks, snacks and a voucher for a drink which will be served to the table. Meals from the ships' main menu are served to the table in the lounge. The lounge onboard MV Hamnavoe has a range of daily papers and magazines and access to electrical sockets to charge your phone or computer. The lounge is available for all those taking the Bed and Breakfast offer.
Wi-Fi	Complementary Wi-Fi is available onboard the ship and is available at sea via satellite connectivity. Restrictions on streaming services are in place to enable all users to check their e-mails and browse appropriately. The maximum Wi-Fi speed available will be delivered to the vessel and shared between the onboard users.
TV to personal device service	To reduce the demand on the Wi-Fi network TV channels will be available on individual's personal devices from a different source. This innovation beamed throughout the ships has enabled TV to be watched in those areas of the vessel without TV screens.
Press-reader to personal device service	The Press Reader app allows passengers to download and read newspapers and magazines without charge during the crossing. This reduces printed paper copy onboard and again decreases the demand on the passenger Wi-Fi system.

Table 15: Passenger facilities for Helliar and Hildasay, Aberdeen–Lerwick–Kirkwall

Helliar and Hildasay	Freight Vessels – Aberdeen to Lerwick and Kirkwall Passenger facilities
2-Berth en-suite cabins	These 2-bunk traditional en-suite cabins with recently upgraded mattresses, duvets and linen allow for a comfortable and nostalgic way to travel on a working freight vessel.

Helliar and Hildasay	Freight Vessels – Aberdeen to Lerwick and Kirkwall Passenger facilities
Lounge area	The recently upgraded lounge area with new carpets and curtains has a large comfortable sofa and seating with views looking forward over the upper deck of the vessel.
Restaurant with table service	Meals are served to the communal table where all passengers can sit together. The menu is a mix of traditional dishes made by the chef and selection from the main NorthLink menu showcasing local food from the Northern Isles.
Television with DVD	There is a large television with a selection of DVDs for passengers to choose from during the crossing.
Wi-Fi	The onboard Wi-Fi enables passengers to access the internet to check e-mails. Restrictions on streaming data will be in place to ensure the maximum incoming data capacity can be shared with all users.
Book and magazine	A selection of books, local newspapers and magazines will be available onboard for reading during the crossing.

Throughout the new contract period Serco will investigate options for additional facilities and propose these to Transport Scotland for approval. The iPad surveys will be reviewed ^{Redacted}

4.2.1. Wi-Fi capability

Redacted

This bandwidth is shared on demand across the 5 NorthLink Vessels across each 24-hour period.

On average, the three large passenger vessels meet 12 Mbps. Redacted

Large content streaming will be restricted to allow the bandwidth to be available to all users and firewall filters are installed to reduce access to unsuitable websites. 1 Mbps is retained for use by the vessel officers to obtain critical information such as weather forecasts.

As a maritime safety initiative, the bridge of the vessel has a cut off button to restrict passenger internet use in the case of an emergency where maximum data traffic is needed to react to the prevailing situation.

4.2.1.1. Offering complimentary ‘Press Reader’ facility

We will continue to maintain the complimentary ‘Press Reader’ facility, which is an app that our customers can download on their device and download newspapers and magazines using the ship’s Wi-Fi This also has the added benefit of reducing the use of printed materials.



Figure 4: A sample of the content available on the ‘PressReader’ app

4.2.2. Passenger information

Passenger information available on each vessel is shown in Table 16 and Table 17.

Table 16: Hjaltland and Hrossey passenger information

Hjaltland and Hrossey	
Information via announcements	
Pre departure information	The Master of the vessel will do a pre-departure information announcement regarding the vessel safety, emergency signals and what to do in the case of an emergency. Confirmation will also be given that the ship is secured for sea before the vessel leaves the berth in accordance with Maritime Legislation. The Captain will also confirm the sailing conditions for the passage and the estimated time of arrival at the destination.
Onboard information	The reception team will follow with information regarding the onboard facilities, cinema film times any special promotions and specific tourist information which will enhance the journey or experience upon arrival in the islands. We acknowledge that too many announcements can be intrusive therefore these will be minimised wherever possible. This announcement also advises passengers not to throw items over the side of the vessel and to use the bins positioned around the ship.
Opening and closing information	Passengers will be advised over the vessel personal address system of each of the facilities opening and closing times and ample time will be given for passengers to access these following a closing announcement.
Pre-Arrival information	On arrival into the ports of Lerwick and Aberdeen following the overnight sailing, we will wake passengers in the cabins one hour before arrival using a short message confirming the time, the ETA into the port and that breakfast is being served. A second announcement will be made 15 minutes later giving further information regarding disembarkation procedures e.g. car passengers can return to the vessel for breakfast after parking their cars ashore.
Arrival information	Information will be given over the personal address system prior to arrival regarding any road, rail or bus disruption.
Disembarkation information	Passengers will be advised to return to the vehicle deck when the vessel has arrived at the destination. This will include a safety message to take care as there may be moving vehicles on the car deck.
Information	
Safety Information	Safety information will form part of the pre departure information announcement but this will be supplemented by notices on the cabin doors and on the Passenger Information Screens. Embarking passengers in Hatston will be given a printed copy of the announcement so as not to do any personal address announcements when many travelling from Aberdeen to Lerwick and vice versa could be asleep.
Accessibility Information	Our staff will greet all passengers when boarding the vessel and assist where required the elderly and those with a disability. Information will be available to assist visually impaired passengers and those with hearing difficulties.
Passenger Information Screens	Passenger information will be available via the Passenger Information Screens positioned around the vessel. This will include the details of the onboard services, cinema screening times, the opening and closing times of the facilities, local tourist information and the estimated time of arrival. These screens will be used to advise passengers of any inclement weather and to take care when moving around the vessel.

Hjaltland and Hrossey

Transport Information	We will have access to the timetables and services of the connecting public transport providers at each of the port. The Redacted Manager will ensure that the detail is updated when seasonal or maintenance changes are made to the timetables.
Real Time Information Screens	New screens will be positioned at the reception desk onboard to advise passengers of the service status of transport providers at the vessel's destination. This will include trains, buses and road network information.
Tourist information	We will work closely with Visit Scotland and the local Destination Marketing Organisations to provide up to date information for tourists.
Cycling and Walking information	We will advise passengers of cycle routes and walking routes from the ferry terminals. Advice on cycle hire and the new cycle facilities at all of the NorthLink passenger terminals will be highlighted.

Table 17: Hamnavoe passenger information

Hamnavoe

Information via announcements

Pre departure information	The Master of the vessel will do a pre-departure information announcement regarding the vessel safety, emergency signals and what to do in the case of an emergency. Confirmation will also be given that the ship is secured for sea before the vessel leaves the berth in accordance with Maritime Legislation. The Captain will also confirm the sailing conditions for the passage and the estimated time of arrival at the destination.
Onboard information	The reception team will follow with information regarding the onboard facilities, any special promotions and specific tourist information which will enhance the journey or experience upon arrival in the islands. We acknowledge that too many announcements can be intrusive therefore these will be minimised wherever possible. This announcement also advises passengers not to throw items over the side of the vessel and to use the bins positioned around the ship.
Opening and closing information	Passengers will be advised over the vessel facilities personal address system of each of the facilities opening and closing times and ample time will be given for passengers to access these following a closing announcement.
Arrival information	Information will be given over the personal address system prior to arrival regarding any road, rail or bus disruption.
Disembarkation information	Passengers will be advised to return to the vehicle deck when the vessel has arrived at the destination. This will include a safety message to take care as there could be moving vehicles on the car deck.
Information	
Safety Information	Safety information will form part of the pre departure information announcement but this will be supplemented by notices on the cabin doors and on the Passenger Information Screens.
Accessibility Information	Our staff will greet all passengers when boarding the vessel and look to assist where required the elderly and those with a disability. Information will be available to assist visually impaired passengers and those with hearing difficulties.
Passenger Information Screens	Passenger information will be available via the Passenger Information Screens positioned around the vessel. This will include the details of the onboard services, the opening and closing times of the facilities, local tourist information and the estimated time of arrival. These screens will be used to advise passengers of any inclement weather and to take care when moving around the vessel.

Hamnavoe

Transport Information	We will have access to the timetables and services of the connecting public transport providers at each of the port. The Redacted Manager will ensure that the detail is updated when seasonal or maintenance changes are made to the timetables.
Real Time Information Screens	New screens will be positioned at the reception desk onboard to advise passengers of the service status of transport providers at the vessel's destination. This will include trains, buses and road network information.
Tourist information	We will work closely with Visit Scotland and the local Destination Marketing Organisations to provide up to date information for tourists.
Cycling and Walking information	We will advise passengers of cycle routes and walking routes from the ferry terminals. Advice on cycle hire and the new cycle facilities at all of the NorthLink passenger terminals will be highlighted.

4.2.2.1. Using local dialects in passenger announcements

As introduced onboard on the three passenger vessels during the Scottish Government's 'Year of Young People' in 2017, we will continue to work collaboratively with Orkney and Shetland school children and local personalities to deliver information regarding upcoming local events onboard using the local dialects of Orkney and Shetland.

4.2.2.2. Passenger Announcements

On arrival into the ports of Lerwick and Aberdeen, following the overnight sailing, we will wake passengers in the cabins one hour before arrival using a short message confirming the time, the expected time of arrival (ETA) into the port and that breakfast is being served. A second announcement will be made 15 minutes later giving further information regarding disembarkation procedures particularly that car passengers can return to the vessel for breakfast after parking their cars ashore.

During the morning arrivals into Aberdeen and Lerwick the local radio stations of Original 106 and SIBC will be broadcast over the background music system on the Aberdeen RoPax vessels to give updates on local news, traffic and weather. Passenger announcements are outlined in Table 18.

Table 18: Passenger announcements

Passenger vessels Information	
Pre departure information	Redacted of the vessel will do a pre-departure information briefing to passengers regarding the vessel safety, emergency signals and what to do in the case of an emergency. Redacted will also confirm the sailing conditions for the passage and the estimated time of arrival at the destination
Onboard information	Redacted advise passengers of the cabin facilities and the times of the meals onboard.
Arrival information	Redacted advise passengers of the arrival time and arrange for a wake-up call if required.
Disembarkation information	Passengers will be advised to return to the vehicle deck when the vessel has arrived at the destination. This will include advice to take care as there could be moving vehicles on the car deck
Safety Information	Safety information will form part of the pre departure information briefing and this will be supplemented by notices on the cabin doors
Accessibility Information	Our staff will greet all passengers when boarding the vessel and assist where required the elderly and those with a disability. Information will be available to assist visually impaired passengers and those with hearing difficulties.

Passenger vessels

Transport Information	We will have access to the timetables and services of the connecting public transport providers at each of the port. The Redacted Manager will ensure that the detail is updated when seasonal or maintenance changes are made to the timetables
Tourist information	We will work closely with Visit Scotland and the local Destination Marketing Organisations to provide up to date information for tourists.
Cycling and Walking information	We will advise customers of cycle routes and walking routes from the ferry terminals. Advice on cycle hire and the new cycle facilities at all of the NorthLink terminals will be highlighted

4.2.3. Media screens

We will also roll out real time information screens on board the three passenger vessels, which will be the same screens at ports, see Section 3.2.3. These screens will be installed onboard Redacted and located at the main RoPax vessels' reception area for maximum visibility. Redacted

Redacted

There will also be real time information feeds provided by our travel business partners including ScotRail, Stagecoach and Traveline Scotland. As part of our work in engaging customers with accessibility issues, we will ensure that the positioning height, font size and contrast for visually impaired customers will be included as part of the overall design of the passenger information screens.

The benefit of the information media screens is it will give passengers advanced knowledge of any ongoing transport disruptions on the main trunk roads and local access routes, public transport or interconnecting service. We will use the services of Traveline Scotland to provide up to date and accurate information.

Visit Scotland teams across the NorthLink Ferries network have requested to continue the close relationship we already have with them and will send information on a regular basis for uploading onto the new media screens.

The use onboard of local island food, drink and crafts will be promoted via the media screens to highlight the excellent products available, many of which will be for sale onboard in the shop or as ingredients in the menu offering. Currently Redacted of the customer menu has an ingredient from producers based within 50 miles of the NorthLink operating ports, therefore it is important that this is promoted via all available channels.

4.2.4. Arrangements for transport of passengers' pets

We will upgrade the existing kennel facilities to provide increased comfort for pets in the new contract. The timeline is confirmed in the proposal table at the end of this plan. Enhancements are as follows:

- New mobile kennels will be introduced at each port to help where capacity issues are identified with the onboard kennels.
- A designated dog walking area will be introduced on all vessels to allow owners to walk their pet during the voyage.
- Two pet friendly cabins on the three passenger vessels adjacent to the outer deck. Redacted

Customers with vehicles will continue to be allowed to leave their pets in their vehicles during the crossing. The car decks are always cool and well-ventilated, and an hourly check is made on the cars by a watchkeeper who will report a dog that might be in distress, so that the owners can be notified via the vessel's PA system.

Any associated mess with pets will be expected to be cleaned up by the owner and all appropriate bags and cleaning equipment will be available onboard for use by customers. Cleaning facilities will be available for customers to ensure that their pets can enjoy a clean and sanitised kennel facility during the voyage. Our staff will be on hand to assist customers access the kennel area when embarking and disembarking the vessel and at specific times on passage.

4.2.5. Interior design, including furnishings and lighting

The interior design of a ferry requires careful consideration with passenger safety and evacuation processes taking priority. Serco has undertaken two major renovations of the Aberdeen RoPax vessels in 2012 and 2019 with a similar refresh of the Hamnavoe in 2013. These projects involved the introduction of many new facilities which were identified from feedback from ferry users and have been received very positively.

4.2.5.1. Premium Cabins

We will continue to offer premium cabins, cabins and pod seats in the new contract.

4.2.5.2. Investing in Premium cabins

To satisfy demand for the Premium cabins on the Aberdeen vessels, ten additional premium cabins will be introduced per vessel as per the timeline in the proposal table. The Premium cabins will continue to offer the following over and above the standard cabin facilities:

- Larger towels
- Newspapers
- New Smart TVs Redacted
- Complimentary access into Magnus' Lounge
- Enhanced coffee and tea offer.

Redacted

4.2.5.4. Ensuring future furnishings are accessible and in line with the current design

Cabins will be refurbished on an ongoing basis to maintain the vessel as a first-class asset. Serco will review the repairs and maintenance budget for these routine refurbishments. However, in the event of an owner's upgrade, Serco will seek approval for funding from TS/CMAL. The design will be sympathetic to the traditions and culture of the Northern Isles and include customer feedback. As an indication of how we respond to suggestions for the improvement to the vessel facilities, the current chair tie downs were identified as a trip hazard, these will be redesigned to be flush with the floor in response to a passenger comment on the

disability forum operated by Euan's Guide (more detail is provided within the A6 Customer Care and Accessibility Plan (CCA3).

4.2.5.5. Installing LED lighting

LED lighting will be used on board in the passenger facilities to reduce the energy requirement. This will be reflected and reported in the Ships Energy Efficiency Management Plan (SEEMP).

4.2.5.6. Minimising the environmental impact

We will minimise the environmental impact of furnishings:

- Procure mattresses from Glencraft (Aberdeen-based social enterprise) and recycling of old mattresses.
- For environmental reasons and to reduce unnecessary washing, bath towels will be placed in a position where if they are not needed, they will not require cleaning.
- Shetland Soap in liquid form will be used in all cabins and dispensed via refillable pump-activated dispensers. As part of our environmental initiative this will reduce further single use plastics. Shetland Soap is one part of the Shetland-based Social Enterprise 'COPE' who also as a local SME supplier offer employment to those with a learning, physical or visual disability.
- Continue to work with local artists to showcase their work onboard the vessels. This principle will continue, to allow the creative arts of the Northern Isles and Caithness to be displayed to a large audience.
- Redacted working with Aberdeen-based company Rejuven8,

a specialist company who make professional repairs to existing equipment. This process has elongated the life of many vessel and shore items within the Passenger Facilities section of NorthLink.

Case Study **Glencraft (social enterprise), a trusted supplier of mattresses to NorthLink**

Through an asset replacement programme, agreed and funded by Transport Scotland, Serco purchased 448 lower bunk mattresses from Glencraft, an Aberdeen-based social enterprise, employing people with mental, physical and visual disabilities. This 2016 order coincided with the downturn in the oil and gas production industry, which historically was Glencraft's main market.

By awarding Glencraft the NorthLink project and by spreading the introduction demand over a longer period, the employees were guaranteed work during the downturn and in part assisting Glencraft to continue trading. In addition, due to the success of the NorthLink order, Glencraft were appointed to supply mattresses to the Caledonian Sleeper fleet of new trains introduced in 2019.

'Glencraft have worked with the team at NorthLink Ferries for a number of years. They have been very supportive of our cause and have provided significant work for the team, allowing us to employ further disadvantaged individuals.'

We are proud to be able to support such a well-established company and look to continue to do that for many years to come. It is comforting to know that our Social Enterprise is helping the customers arrive at their destination well rested and refreshed.'

Redacted Glencraft Redacted

5. Catering – PF3

5.1. Approach to Catering

We will maintain the current successful policy that all supplies and services will, wherever possible, be provided by businesses that are based in the Northern Isles or are located within a 50-mile radius of the mainland ports. Where this is not possible, we will procure food and drink from businesses based within Scotland.

Currently over ^{Redacted} of the onboard lunch and dinner menu has ingredients from the businesses based within 50 miles of the NorthLink operation and over ^{Redacted} in value of the Hotel section procurement is within the Orkney, Shetland, Caithness and Aberdeen areas and this will be maintained.

The benefits of our local sourcing enable fresh products to be purchased and delivered within hours of production. This process reduces excessive transport and the negative impact which this has on the environment creates resilience of supply to mitigate against the severe weather, which could impact on deliveries being made from further afield in Scotland.

Through this approach we have created a multi-award-winning food and beverage operation which encompasses the very best of the ingredients available from Shetland, Orkney, Caithness and the Aberdeen regions and supported the vision of Scotland Food and Drink. We will continue to select local suppliers based on three criteria: price, quality and service.

Case Study	Promoting local Food and Drink on board
 <p>Serco NorthLink was the proud winner of Scotland Food and Drinks' 2017 Gold Award for bringing a new item (Shetland Mussels) onto the menus during the Scottish Food and Drink Fortnight.</p>	<p>Redacted at</p> <p>Scotland Food & Drink, said:</p> <p><i>'Scottish Food & Drink Fortnight takes place every year and it's a fantastic way of celebrating our growers, producers, chefs and restaurateurs, as well as our vast and delicious Scottish larder. NorthLink Ferries did a tremendous job of getting involved and really embraced the ethos of changing just one thing to promote Scotland's food and drink, which is why they are receiving this Gold award.'</i></p> <p>The support of social enterprises who look to employ people with physical or learning disabilities will continue to be very important to the supplier selection process. Serco already has a proactive working relationship with COPE Ltd, a social enterprise based in Shetland who understand disability, but focus on ability, to provide the vessels with high quality soap products for the cabins and retail shop, and also pre-packed sandwiches for the Feast Restaurant.</p>

We work with stakeholders, through Serco's local connection network and the attendance at the Aberdeen and Grampian Chamber of Commerce 'The Ultimate business Show' led to all fruit and vegetables supplied to the Aberdeen vessels being from the Community Food Initiative North East (CFINE) a social enterprise and food bank organisation. NorthLink's support has enabled the business to be sustainable and to support the local communities who may have fallen on difficult times. Serco NorthLink also work with CFINE to deliver free of charge sanitary products onboard and to COPE Ltd for delivery, again free of charge, in Shetland.

We also believe that our customers should understand the importance of food provenance. In the current contract we have teamed up with Taste of Shetland. This has led to the inclusion of dishes on the NorthLink menus that have been created by school children in Shetland to engage customers on NorthLink.

5.2. Proposals for Catering

5.2.1. Plan for catering at the ports and on the vessels

Customers arriving and departing from each of the NorthLink ports have access to refreshment facilities as shown in Table 19. These will be maintained in the new contract.

Table 19: Refreshment facilities at ports

Port	Facilities	Times available
Aberdeen	Snack vending facility including cold drinks.	At all times when the passenger terminal is open to the public
		Monday 06:45 - 19:00
	Coffee and tea / hot drinks vending machine	Tuesday 06:45 - 17:00
		Tuesday * 06:45 - 19:00
	Free of charge water dispensers (Dec 2019)	Wed 06:45 - 19:00
		Thursday 06:45 - 17:00
		Friday 06:45 - 19:00
		Saturday 06:45 - 17:00
		Sunday 06:45 - 17:00
		* 19:00 closing from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.
Lerwick	Snack vending facility including cold drinks.	At all times when the passenger terminal is open to the public
		Monday 07:30 – 17:30
	Coffee and tea / hot drinks vending machine	Monday * 07:30 – 19:00
		Tuesday 07:30 – 19:00
	Free of charge water dispensers (Dec 2019)	Wed 07:30 – 17:30
		Thursday 07:30 – 19:00
		Friday 07:30 – 17:30
		Saturday 07:30 – 19:00
		Sunday 07:30 – 19:00
		* 19:00 closing from 1st Jan - 31st Mar, and 1st Nov - 31st Dec. Office opening times can vary during Festive Season and Dry Dock
Hatston	Snack vending facility including cold drinks.	At all times when the passenger terminal is open to the public
		Monday 20:00 - 23:45
	Coffee and tea / hot drinks vending machine	Monday * CLOSED
		Tuesday 20:00 - 23:45
	Free of charge water dispensers (Dec 2019)	Tuesday * CLOSED
		Wed 20:00 - 23:45
		Thursday 20:00 - 23:45
		Friday 20:00 - 23:45
		Saturday 20:00 - 23:45
		Sunday 20:00 - 23:45
* Closed from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.		
Hatston Car waiting facility	Coffee and tea hot drinks vending machine	At all times when the car check-in facility is open to the public and the passenger terminal is open to the public
		Monday 21:00 - 23:45
	Free of charge water dispensers (Dec 2019)	Monday * CLOSED
		Tuesday 21:00 - 23:45
		Tuesday * CLOSED
		Wednesday to Sunday 21:00 - 23:45
* Closed from 1st Jan - 31st Mar, and 1st Nov - 31st Dec.		

Port	Facilities	Times available
Scrabster Queen Elizabeth (new) terminal	Snack vending facility including cold drinks. Coffee and tea hot drinks vending machine Free of charge water dispensers	At all times when the passenger terminal is open to the public Monday - Friday 07:15 - 08:45 (11:00 - 13:15)* 17:00 - 19:00 Saturday** / Sunday 10:00 - 12:00 17:00 - 19:00 * Only on days with a departure at 13 15
Scrabster Car waiting facility at the St. Ola berth	An independent café operates service teas and coffees and light snacks Should this facility be removed Serco will install hot drinks and snack vending facilities Free of charge water dispensers (Dec 2019)	The facility operates all year round and is open for the ferry sailing and arrival periods Monday - Friday 07:15 - 08:45 (11:00 - 13:15)* 17:00 - 19:00 Saturday** / Sunday 10:00 - 12:00 17:00 - 19:00 * Only on days with a departure at 13 15
Stromness	A small independent café operates within the terminal serving teas and coffees and light snacks Should this facility be removed Serco will install hot drinks and snack vending facilities Free of charge water dispensers (Dec 2019)	The facility operates all year round and is open for the ferry sailing and arrival periods Monday to Friday 05:30 - 16:45 20:15 - 23:45 Saturday to Sunday 07:30 - 16:45 20:15 - 23:45 Office opening times can vary during the Festive Season.

The onboard facilities for catering provision will be open on each crossing as per the advertised times and amended where sailing schedules are changed due to weather related disruptions.
Redacted

The service of meals on vessels will be from galley and front of house servery facilities designed to deliver the highest hygiene practices.
Redacted

Onboard catering

facilities are outlined in Table 20.

Table 20: Catering facilities

Route	Catering Facility	Catering Facility	Catering Facility
Hjaltsland and Hrossey			
Food offer	Feast Restaurant Full Dinner or Breakfast meal service (See example menu in Section 5.2.3).	Magnus' Lounge Full Dinner or Breakfast meal service (See example menu in Section 5.2.3).	Midships Bar Full Dinner meal (See example menu in Section 5.2.3) and Panini service. Lite Bite breakfast of Juices, Coffee, Tea cereals, filled rolls and pastries

Route	Catering Facility	Catering Facility	Catering Facility
	Please note when the food offer is closed, there are vending machines providing cold and hot drinks, including fresh 'Bean to Cup' coffee		
W = Winter (Nov to March) BF = Breakfast			
Aberdeen to Kirkwall	15.30 to 21.00 (W 20.30)	15.00 to 01.30	15.00 to 01.00
Kirkwall to Lerwick	06.30 to 09.00 (BF)	23.00 to 01.30 06.30 to 09.00	23.00 to 01.00 06.30 to 09.00 (BF)
Lerwick to Kirkwall	16.00 to 21.00 (W 20.30)	15.30 to 01.30	15.30 to 01.00
Kirkwall to Aberdeen	06.00 to 09.00 (BF)	23.00 to 01.30 06.00 to 09.00(BF)	23.00 to 01.00 06.00 to 09.00 (BF)
Aberdeen to Lerwick	17.00 to 21.00 (W 20.30) 06.30 to 09.00 (BF)	17.00 to 01.30 06.30 to 09.00 (BF)	15.00 to 00.00 06.30 to 09.00 (BF)
Lerwick to Aberdeen	17.00 to 21.00 (W 20.30) 06.00 to 09.00 (BF)	17.30 to 01.30 06.00 to 09.00 (BF)	15.30 to 00.00 06.00 to 09.00 (BF)
Hamnavoe	Feast Restaurant	Magnus' Lounge	Bar
Food offer	Full Breakfast, Lunch and Dinner meal service (See example menu in Section 5.2.3) on the appropriate sailings Plus an option of a Lite Bite breakfast of Juices, Coffee, Tea cereals, filled rolls and pastries	Full Lunch and Dinner meal service (See example menu in Section 5.2.3)	Panini selection, Bean to Cup coffees, teas and pastries
	4 sailings	4 sailings	4 sailings
Stromness to Scrabster and return	<u>Monday to Friday</u> 06.15 to 14.45 16.15 to 20.00 <u>Saturday and Sunday</u> 08.00 to 10.15 11.30 to 13.15 16.15 to 20.00	<u>Monday to Friday</u> 05.45 to 10.15 16.00 to 20.30 <u>Saturday and Sunday</u> 05.45 to 01.00	<u>Monday to Friday</u> Breakfast sailing. As required in relation to passenger numbers 16.00 to 20.30 <u>Saturday and Sunday</u> 08.00 to 13.15 16.00 to 20.30
	6 Sailings	6 Sailings	6 Sailings
	<u>Monday to Friday</u> 06.15-14.45 16.15-20.00 <u>Saturday and Sunday</u> 08.00 to 10.15 11.30 to 13.15 16.15 to 20.00	<u>Monday to Friday</u> 05.45 to 01.00 <u>Saturday and Sunday</u> 05.45 to 10.15 11.30 to 13.15 16.15 to 20.00	<u>Monday to Friday</u> Breakfast sailing. As required in relation to passenger numbers 16.00 to 20.30 <u>Saturday and Sunday</u> 08.00 to 13.15 16.00 to 20.30

5.2.2. The facilities proposed for self-service drinks and snacks not requiring site preparation

We will maintain the facilities as in the current contract. Self-service food and drink vending machines are available at each terminal and will continue to be maintained as shown in Table 21.

Table 21: Self-service drinks and snacks at ports

Port	Self-service drinks and snacks
Aberdeen, Lerwick, Hatston, Scrabster Queen Elizabeth (new) terminal, Hatston	Snack vending facility including cold drinks Coffee and tea / hot drinks vending machine
Hatston	Coffee and tea hot drinks vending machine
Car waiting facility	
Scrabster	An independent café operates service teas and coffees and light snacks
Car waiting facility at the St. Ola berth	Should this facility be removed Serco will install hot drinks and snack vending facilities
Stromness	

We will maintain the facilities above and these will fulfil a number of key principles:

- Reduced and recyclable packaging;
- Healthy options;
- Allergen Information labelling;
- Be of a fresh provision wherever possible.

We will continue to reduce use of single use plastic. Working with the manufacturing industry we will procure, wherever possible, non-plastic and recyclable packaging for the products prepared off-site, see the case study below.

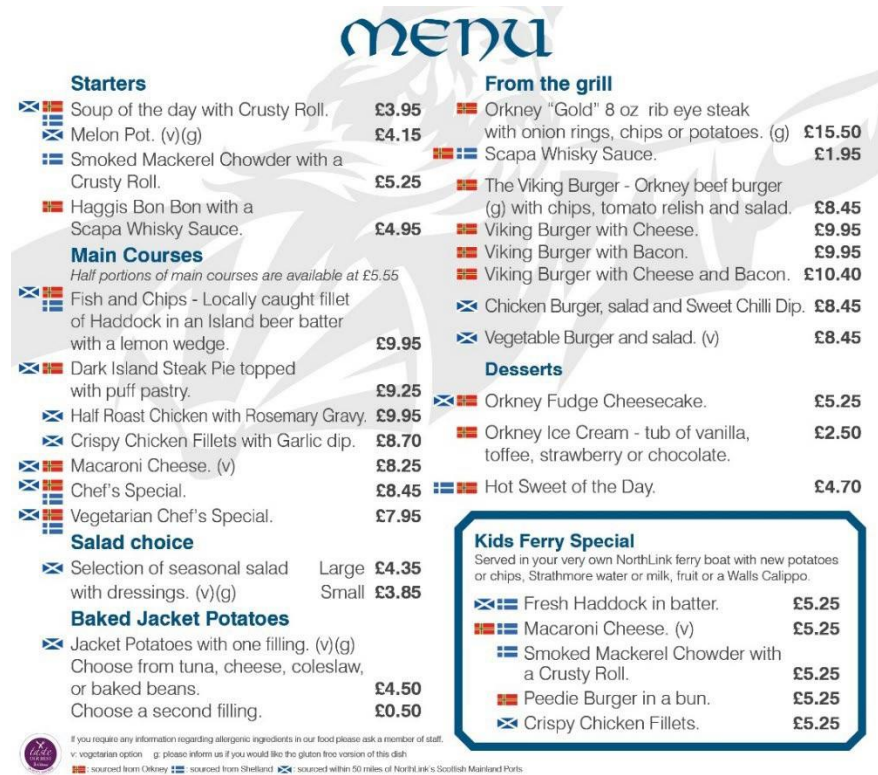
Case Study: NorthLink – Reduction of 210,000 disposable plastic items

NorthLink Ferries' early action to reducing waste from its services has resulted in the company cutting approximately 210,000 disposable plastic items from its services. Now known as the 'Attenborough Effect', the ferry operator has been making a concerted effort to limit the impact it has on the natural environment, especially marine life.

- Plastic items – including glasses, cups, lids, teaspoons and portion pots – have either been removed or replaced with sustainable alternatives. Ethical beverage supplier Ethyco now supplies 100% compostable single-use cups and lids across NorthLink Ferries' food and drink outlets.
- Ceramic catering pots have also replaced plastic pots and reusable polycarbonate beakers have replaced wax-lined disposable drinking cups. The replacement beakers have led to approximately 87,000 disposable cups and 28,000 plastic lids being removed from the waste stream per annum. Reusable 'Thermos' mugs supplied by the lifeline ferry operator have replaced polystyrene cups used in crew areas, with an annual reduction of 140,000 cups from landfill.
- More than 5,000 polystyrene food trays used in children's meal packages have been replaced by a plant-based and 100% compostable alternative supplied by Redacted

5.2.3. Self-service hot and cold food

Self-service hot and cold food will be available as outlined in Section 5.2.1. The seasonally updated menus, local ingredients specified by flags will be developed by a team headed by the Redacted



The image shows a menu for NorthLink with various food categories and prices. The menu is titled 'MENU' and includes sections for Starters, Main Courses, Salad choice, Baked Jacket Potatoes, From the grill, and Desserts. There is also a 'Kids Ferry Special' section. The menu uses various flags to indicate sourcing and dietary options. A small logo for 'Kids Ferry Special' is visible in the bottom left corner of the menu image.

Category	Item	Price
Starters	Soup of the day with Crusty Roll.	£3.95
	Melon Pot. (v)(g)	£4.15
	Smoked Mackerel Chowder with a Crusty Roll.	£5.25
	Haggis Bon Bon with a Scapa Whisky Sauce.	£4.95
	Fish and Chips - Locally caught fillet of Haddock in an Island beer batter with a lemon wedge.	£9.95
Main Courses	Dark Island Steak Pie topped with puff pastry.	£9.25
	Half Roast Chicken with Rosemary Gravy.	£9.95
	Crispy Chicken Fillets with Garlic dip.	£8.70
	Macaroni Cheese. (v)	£8.25
	Chef's Special.	£8.45
Vegetarian Chef's Special.	£7.95	
Salad choice	Selection of seasonal salad with dressings. (v)(g) Large	£4.35
	Small	£3.85
Baked Jacket Potatoes	Jacket Potatoes with one filling. (v)(g) Choose from tuna, cheese, coleslaw, or baked beans.	£4.50
	Choose a second filling.	£0.50
From the grill	Orkney "Gold" 8 oz rib eye steak with onion rings, chips or potatoes. (g)	£15.50
	Scapa Whisky Sauce.	£1.95
	The Viking Burger - Orkney beef burger (g) with chips, tomato relish and salad.	£8.45
	Viking Burger with Cheese.	£9.95
	Viking Burger with Bacon.	£9.95
Viking Burger with Cheese and Bacon.	£10.40	
Chicken Burger, salad and Sweet Chilli Dip.	£8.45	
Vegetable Burger and salad. (v)	£8.45	
Desserts	Orkney Fudge Cheesecake.	£5.25
	Orkney Ice Cream - tub of vanilla, toffee, strawberry or chocolate.	£2.50
	Hot Sweet of the Day.	£4.70
Kids Ferry Special	Fresh Haddock in batter.	£5.25
	Macaroni Cheese. (v)	£5.25
	Smoked Mackerel Chowder with a Crusty Roll.	£5.25
	Peedie Burger in a bun.	£5.25
	Crispy Chicken Fillets.	£5.25

Figure 5: NorthLink Food Menu

In the new contract, to further reduce our environmental impact, we will continue to promote scrolling electronic menu boards

which can be centrally updated to include local event promotional activity. Figure 5 shows a sample of the NorthLink menu.

5.2.3.1. Continuing to use COPE for sandwiches

The range of sandwiches sold onboard the Lerwick departing vessels will continue to be made in Shetland by our Social Enterprise partner COPE Ltd. This will continue to support those in Shetland with learning and physical challenges to enter the workplace. The staff also deliver the sandwiches to the vessel daily in Lerwick giving an interaction for the COPE workforce with the wider catering industry.

Case Study	COPE (Social Enterprise based in Lerwick supplying Shetland and Orkney Soap plus sandwiches for sale onboard)
<p><i>COPE Ltd has been working alongside NorthLink Ferries for many years and we highly value our relationship with them. We supply our Shetland Soap and Shetland Kitchen Co products to all the ferries travelling between the northern isles and mainland Scotland. This contract is invaluable to us as a social enterprise as it assists us to sustain and develop our social purpose, employing people with learning disabilities. Including us in their supply chain proves to our participants that they can produce high quality goods and their work is valued.</i></p> <p><i>NorthLink recognizes the challenges we face as a social enterprise and has been consistently generous in assisting us to travel to the mainland and promote our products and social purpose away from home. We love working alongside NorthLink and hope it continues well into the future.</i></p>	
Redacted	COPE Ltd. COPE Ltd., March 2019

5.2.3.2. Ensuring staff are trained

To ensure that all catering provision meets the requirements of the Maritime Labour Convention (MLC 2006) the lead chefs onboard will be qualified to the Ship's Cook Certificate which will be delivered by a locally based training provider. Food safety training will be a pre-requisite for all chefs and food service staff. Supervisory staff will take the higher Royal Environmental Health Institute of Scotland (REHIS) Level 3 approved Food Safety qualifications, which will be renewed every three years.

5.2.3.3. Investing to improve technology to improve customer experience

We will maintain the Feast Restaurant buzzer system introduced by Serco. On contract commencement this system will be extended to reach all sections of the vessel to allow passengers to order their food and sit wherever they wish on the ship and receive notification of their food being ready via a buzzer. This will effectively enlarge the seating capacity of the traditional restaurant areas.

5.2.3.4. Upgrading the Feast Coffee Machines

We will install new Feast coffee machines from contract commencement that will be upgraded to offer customers three choices:

- Regular Fairtrade Coffee
- Decaffeinated Fairtrade Coffee
- A guest Fairtrade coffee which will change on a regular basis to allow for independent Scottish coffee roasters to promote their product

5.2.3.5. Reducing our environmental impact

In line with our procurement and environmental policies, milk for the coffee will be from a local dairy and be dispensed in jugs as opposed to single use plastic pots. All recyclable paper cups will be phased out in favour of reusable cups. To further enhance our environmental drive to zero waste, a 25p per cup discount will be introduced for any customer using their own re-usable cup from contract commencement.

5.2.4. Table service hot food

A summary of hot food that we will maintain in the new contract is shown in Table 22.

Table 22: Summary of table service hot food.

	Feast Restaurant	Magnus' Lounge	Midships Bar
Hjaltland and Hrossey	Full Dinner or Breakfast meal service (See example menu in Section 5.2.3).	Full Dinner or Breakfast meal service (See example menu in Section 5.2.3).	Full Dinner meal (See example menu in Section 5.2.3) and panini service. Lite Bite breakfast of juices, coffee, tea, cereals, filled rolls and pastries Panini selection, bean to Cup coffees, teas and pastries
	Feast Restaurant	Magnus' Lounge	Bar
Hamnavoe	Full Breakfast, Lunch and Dinner meal service (See example menu in Section 5.2.3) on the appropriate sailings. Plus an option of a Lite Bite breakfast of juices, coffee, tea, cereals, filled rolls and pastries	Full lunch and dinner meal service (See example menu in Section 5.2.3)	Panini selection, bean to cup coffees, teas and pastries

We will maintain the additional current elements to the onboard service:

- Customers will continue to be able to order food at the midships bar area of the Aberdeen-based vessels onboard, with this being delivered to the table ensuring that there is no interruption to the enjoyment of the content of the new widescreen TV offering. New technology using the extended buzzer system means that the order taken at the bar is sent directly to the galley for production.
- Customers choosing to use the Premium Magnus' Lounge services on all three passenger vessels can enjoy the full menu options being delivered to their table by a member of staff in this lounge.
- If customers have any special dietary requirements, the team of chefs will be able to accommodate these on request. We will encourage passengers to advise us of any requests when making their booking, to allow for meal preparation when they are onboard.
- Lead chefs onboard will be qualified to the Ships' Cook Certificate, and food safety training will be a pre-requisite for all chefs and food service staff.
- Each dish will be accompanied by an Allergen Information Sheet which all production chefs and service staff will be aware of through Allergen Training. This information will be displayed in the restaurants and on the NorthLink Ferries' website. We will continue to serve panini from the bar to passenger tables on all RoPax services. This was introduced by Serco and has proved a welcomed service improvement with approximately 8,000 paninis being sold each year.
- Breakfast offer and "Lite Bite" breakfast - In 2013 Serco introduced an all-inclusive breakfast offer which has proved to be welcomed as a great value offer. This will be maintained with 'Lite Bite' breakfast alternatives being available for those who just want a coffee and pastry.
- In 2013 Magnus' Lounge also started the service of breakfasts where this lounge had previously been closed in the mornings. This will be maintained and become even more popular, as breakfast is included within the Premium cabin offer. The lounge has a help yourself buffet breakfast with a cooked Scottish breakfast being delivered to the table.

- We will continue to have a full children’s menu which encompasses popular meals with healthy options. We will encourage children to eat onboard we have a “Kids eat Free” breakfast offer which allows for two children under 16 to eat free with an adult.

Redacted

Menu changes will be swift and easily implemented via onboard digital displays.

To make disembarking easier, we will keep breakfast service at Aberdeen up until 09.00 with disembarkation at the same time. This will be introduced by Redacted by the Customer Services Director.

For customers who have difficulty moving around the vessel, a meal service to the cabin will be introduced and we will ensure that they are made aware of this option during the embarkation process.

5.2.5. The sourcing of local produce from small and medium enterprises

We will continue the very successful food and drink purchasing contract that supports the sourcing of local produce from small and medium enterprises (SMEs). Currently Redacted of all food and drink is supplied from Scottish companies who are classified as SMEs and have their head office based within a 50-mile radius of NorthLink. This equates to a significant investment, as shown in the case study.

Case Study	Supporting local procurement
<p>In the current contract, Redacted of Serco’s hotel operation services are from within a 50 mile radius of our operating ports and we have spent over Redacted with local suppliers and Redacted across the rest of Scotland from 2012 to 2017. The bar chart below highlights year-on-year growth in our procurement of goods and services supporting hotel operations within a 50 -mile radius of NorthLink ports.</p> <p>Redacted</p>	

5.2.5.1. Working with local suppliers

The existing relationships will be maintained and enhanced within the new contract to ensure that these SME businesses are successful and sustainable.

Redacted

Redacted

We will continue our Annual Meet the Buyer events will be coordinated with the national body of Scotland Food and Drink, along with the Orkney and Shetland Food and Drink associations, with a specific drive to support SME businesses and their second-tier upstream suppliers, and to identify new products for sale onboard. Redacted

Testimonial

Redacted – Food and Drink supplier based in Shetland and Orkney

Redacted

Redacted

Case Study

Community Food Initiative North East (CFINE), Fruit and Vegetable supplier and a Social Enterprise based in Aberdeen

“CFINE improves health and well-being and the environment, tackles poverty and builds resilience through a range of support and services for and with disadvantaged, vulnerable, low income individuals, families and communities in NE Scotland, Moray and the Highlands and Islands.

CFINE have been working in partnership with NorthLink since October 2016 building a strong relationship between supplier and customer through our enterprise business.

In addition to the business avenue we have developed with NorthLink, we are now working closely together, delivering worthwhile and valuable projects which have enabled CFINE to expand its distribution network of essential products to disadvantaged individuals and families in Orkney & Shetland.

We look forward to our continued relationship with NorthLink and value the incredible support we have received from the committed team of staff, who go above and beyond.”

Redacted

6. Retail – PF4

6.1. Approach to Retail

Since 2012, the onboard retail facility at Serco NorthLink Ferries has changed the approach by showcasing high quality range of products, including local crafts, created in Shetland, Orkney, Caithness and Aberdeen. Our onboard retailing offer enables islanders and tourists the opportunity to buy a memento of their visit to the Northern Isles.

Redacted

We will look to offering a wide range of entertainment options in the fulfilment of the NorthLink Ferries contract obligations. Redacted

The Viklings Den play areas on all of the RoPax ships have been very successful and are now a feature of the fun of travelling with NorthLink Ferries for both children

from the islands and tourists alike. The same can also be said for the successful Teens' Zone area.

Testimonial	Redacted	Jewellery in Orkney
<p><i>'We have worked in collaboration with Serco NorthLink for many years with great success. Our jewellery is displayed on all the ships and these displays have raised our sales to visitors to Orkney, particularly as each of the crew members actively promote us as a product 'Made in Orkney'. We find visitors often come directly to our Kirkwall shop and country Workshop to see the jewellery being made and to make further purchases. Once back home many continue to purchase our jewellery and rings online, which increases a small level of exports.</i></p> <p><i>The on-board displays of our jewellery help promote our brand and NorthLink have been fantastic in their ability to support local businesses. The revenue and benefit of sales is equivalent to two full time members of staff and has demonstrated growth in the business. We would very much support Serco NorthLink's bid to run the northern isles ferry service for the future, thus retaining the good relationship we have and ensuring continuity for all local businesses, visitors and locals across the islands.'</i></p>		
Redacted		Orkney Designer Jewellery

6.2. Proposals for Retail

6.2.1. Retail and entertainment services at ports

The following entertainment services will be available for customers when they arrive at the terminal or are using the terminal facilities after a crossing, as shown in Table 23.

Table 23: Entertainment facilities at port terminals

Port	Entertainment Facilities
Aberdeen	Television screening live news
Lerwick	Passenger Information Screens
Hatston	Onward Travel Information Screens
Stromness	Information boards and leaflets
Scrabster	Local interest magazines
	Wi-Fi

6.2.2. Retail and entertainment services on vessels

Retail and entertainment facilities by route are outlined in Table 24.

Table 24: Retail and entertainment facilities on vessels

Vessels and Routes	Retail and entertainment facilities
Hamnavoe	Retail Shop
Stromness to Scrabster, Scrabster to Stromness	Vikling's Den Children's play area
	Teen Zone interactive games area
	Segregated games machine area for over 18s
	Public area TVs
	Sky TV, including Sky Sports and BT Sports in the bar area
	Press Reader Newspapers and Magazines to personal devices
	TV to personal devices
	TVs in all Hamnavoe passenger cabins
	Wi-Fi

Vessels and Routes

Retail and entertainment facilities

Hjaltsland and Hrossey

Aberdeen to Kirkwall and Lerwick,
Lerwick to Kirkwall and Aberdeen

Retail Shop

Vikling's Den Children's play area

Teen Zone interactive games area

Segregated games machine area for over 18s

Public area TVs

Sky TV including Sky Sports and BT Sports in the bar area

'Press Reader' Newspapers and Magazines to personal devices

TV to personal devices

TVs in the Premium, Executive and 6 inner 4-berth passenger cabins

Wi-Fi

6.2.3. Showcasing local producers

Subject to availability we will continue to offer the following retail lines:

Redacted

6.2.4. Local products from SME suppliers

Redacted

The team will continue to work closely with the island craft associations and by hosting Meet the Buyer days on a regular basis has enabled Serco to showcase onboard the high quality and range of products available. Below are some of the products that NorthLink are currently retailing from SME suppliers. The range, as shown in Table 25, will change with new innovations throughout the new contract period.

Table 25: Outline of product range by local SME suppliers

Product Range	Locally sourced from	Current SME suppliers
Jewellery	Redacted	
Soaps		
Toys		

Product Range **Locally sourced from** **Current SME suppliers**

Biscuits, oatcakes
and fudge

Redacted

Smoked cheese

Specialist Ice Cream

Local publications

Local wines, spirits
and craft beers

NorthLink retail shops stock the following ranges; new products will be added throughout the new contract period.



Figure 7: NorthLink retail shops' products

6.2.4.1. Continue to run Meet the Buyer events

The annual Meet the Buyer events will continue to identify new craft suppliers starting up particularly in Orkney, Shetland and Caithness. These exciting events give all current and potential suppliers the opportunity to showcase their products in a 30-minute presentation. The best lines will be used in the upcoming retail offer.

Potential suppliers to NorthLink will be based on the following selection criteria:

Redacted

Redacted

6.2.5. Onboard entertainment

Table 26 shows the onboard entertainment available.

Table 26: Onboard entertainment on vessels

Aberdeen to Kirkwall and Lerwick Hjaltland and Hrossey	Stromness to Scrabster Hamnavoe
Entertainment facility	Entertainment facility
Vikling's Den children's area	Vikling's Den children's area
Teens' Zone entertainment area	Teens' Zone entertainment area
Press Reader newspapers and magazine content to be available free of charge on mobile devices	'Press Reader' newspapers and magazine content to be available free of charge on mobile devices
Personal device TV and information content	Personal device TV and information content
Bar facilities	Bar facilities
Sky Sports and BT Sports channels screened in the bar area	Sky Sports and BT Sports channels screened in the bar area
Premium and Executive cabins to have TVs which will include local tourist information	All 16 passenger cabins to have TVs which will include local tourist information as part of the Bed and Breakfast offer
Cinema showing latest release films	

6.2.5.1. Improving the passenger entertainment in the new contract

We will maintain and improve passenger entertainment in the following ways:

- The recently refurbished Vikling's Den children's area will continue to be reviewed over the course of the new contract and new interactive age appropriate entertainment will be introduced. A range of children's cartoons will be shown on the television screen and a selection of books will be available, along with a nautically themed dressing up box containing Viking, pirate, sailor and captain's costumes.
- Personal device content will continue to be



Figure 8: Recently refurbished Vikling's Den children's area

developed and we will maintain 'Press Reader' for customers. NorthLink have already introduced the 'Press Reader' facility to enable free of charge newspapers and magazines to be available for viewing on mobile phones, tablets and laptop computers.

- We have introduced TV content that can be viewed on personal devices. The number of available channels will be increased as the technology continues to be developed. Redacted

We will introduce tourist information video content via this delivery to device process from Contract Commencement.

- Sky Sports content will continue to be screened to the Midships Bar widescreen TV showing national and international events. Sky Sports and BT Sports will be included in this provision.
- Latest release cinema films will continue to be screened on longer journeys from Aberdeen and Lerwick. Working with our media partner we will show newly released films.
- Cabin TVs will feature local tourist and special interest films on the splash page. We will retain the current number of channels available, using satellite technology the number of available channels has increased during the current contract and this will be retained. The current cabin TVs will continue to show Sky TV content, which will include a children's channel. The content will be controlled to ensure that the content is appropriate for the audience.
- We will continue The Teen Zone entertainment concept with new and innovative offerings introduced throughout the new contract. The introduction of X-Box interactive entertainment allows for teenagers to play against each other during the crossings.
- The onboard shops will sell more traditional entertainment offers such as books, magazines, children's toys, playing cards and games. 'Free to use' board games will be available onboard from the reception desk and in Magnus' Lounge.
- The Northern Isles are a hub for local musicians, and we will encourage impromptu sessions to be performed in the bar areas during the crossings. Additional storage will continue to be provided in the month of May to accommodate the instruments our customers travel with for the Shetland Folk Festival.

6.3. Proposals for Passenger Facilities

Table 27: Summary of Proposals – Passenger Facilities

Proposals	Timing and duration	Responsibility	Stakeholders involved	Assumptions/dependencies	Method for measuring results
PF1 Passenger Facilities (Ferry Terminal)					
Passenger vehicles will be brought into the Aberdeen compound one hour earlier	Redacted				
Passengers to board the vessel 30 minutes earlier					
Open the Hatston terminal from 20.00					
Hatston passenger waiting lounge to be refurbished					
Real time information screens to be in each passenger terminal					
Ticket kiosk to be introduced to the Aberdeen terminal					

Proposals	Timing and duration	Responsibility	Stakeholders involved	Assumptions/ dependencies	Method for measuring results
<p>We will introduce fold down seats on the embarkation walkways to allow elderly or disabled customers to rest</p> <p>At the Stromness port we will introduce a "Priority Boarding" facility for vehicles</p> <p>All terminals will have charging facilities for electric vehicles, motorcycles and caravans</p> <p>Opening times will be displayed at the entrance to each terminal, on the NorthLink Ferries' website and recently introduced customer app</p> <p>The electronic signage at the entrance to the port facilities will be updated daily and as required with service information</p> <p>We will provide a suitable drop off area which is well-lit, signposted and accessible for all vehicle users, and highly visible signage will be in place for passengers arriving on foot</p> <p>Departure lounge facilities with vended snacks & refreshments using bean to cup machines will be available where there are no other café services within the terminal</p>	Redacted				

Proposals	Timing and duration	Responsibility	Stakeholders involved	Assumptions/dependencies	Method for measuring results
Ferry timetables and associated company brochures will be printed and displayed in the terminals	Redacted				
Left luggage procedures will be in place					
PF2 Passenger Facilities (Vessels)					
We will introduce Smart TVs in Premium and Executive cabins					
Pet friendly cabins will be introduced					
Increased the number of Premium cabins by 10 on each of the Aberdeen vessels					
Vessels to be used for community engagement events					
PF3 Passenger Facilities (Catering)					
Auditing of supplier's Hazzard Analysis of Critical Control Points (HACCP) and Food Safety Management systems					

Proposals

Timing and duration

Responsibility

Stakeholders involved

Assumptions/
dependencies

Method for measuring
results

The Feast Restaurant buzzer system will be extended to reach all sections of the vessel

Redacted

The Feast coffee machines will be upgraded to include three choices

To further enhance our environmental drive to zero waste, a 25p per cup discount will be introduced for any customer bringing their own re-usable cup

For elderly and disabled customers who may have difficulties moving around the vessel a meal service to the cabin will be introduced.

Maintain local procurement policy for Hotel Services items

Annual Meet the Buyer events to be held

Proposals

Timing and duration

Responsibility

Stakeholders involved

Assumptions/
dependencies

Method for measuring
results

The customer menus will continue to be changed on a seasonal basis. Redacted

Work with one company on the islands and one on the mainland to consolidate small business products to make one single delivery.

The range of sandwiches sold onboard the Lerwick departing vessels will continue to be made in Shetland by our Social Enterprise partner COPE Ltd or equivalent supplier.

To provide a service throughout the night on the Aberdeen to Lerwick route, vending machines will be available providing Cold and Hot drinks, including fresh Bean to Cup coffee.

Procure, wherever possible, non-plastic and recyclable packaging for the products prepared off site.

Proposals	Timing and duration	Responsibility	Stakeholders involved	Assumptions/ dependencies	Method for measuring results
<p>Customer menus will identify the origin of the meal ingredients by use of flags from Orkney, Shetland or from Scotland.</p> <p>Electronic menu boards reduce the need to re-print menus should an item become unavailable.</p> <p>Lead chefs onboard will be qualified to the Ships Cook Certificate.</p> <p>Food Safety training will be a pre-requisite for all chefs and food service staff.</p> <p>Working closely with Visit Scotland the passenger vessels will continue to be accredited with the "Taste Our Best" award.</p> <p>We will continue to serve paninis from the bar to passenger tables on all RoPax services.</p> <p>The all inclusive breakfast offer will be maintained with "Lite Bite" breakfast alternative being available.</p> <p>If customers have any special dietary requirements the team of chefs will be able to be accommodate these on request.</p>	Redacted				

Proposals	Timing and duration	Responsibility	Stakeholders involved	Assumptions/dependencies	Method for measuring results
PF4 Passenger Facilities (Retail)					
Free of charge water dispensers will be available in all terminals.	Redacted				
We will work with the SME businesses to help them develop and promote their products.					
The shop will retail local gifts, jewellery, food and drink, books, magazines and newspapers.					
The Viking's Den children's area will be available on all RoPax vessels.					
Personal device content will continue to be available for example, Tourist information, TV and 'Press Reader'.					
Sky Sports and BT Sports content to the main Bar widescreen TV.					

Proposals

Timing and duration

Responsibility

Stakeholders involved

Assumptions/
dependencies

Method for measuring
results

Latest release cinema films to be screened in the cinema on the journeys from Aberdeen and Lerwick.

Redacted

Cabin TVs will show local tourist information on the Aberdeen route.

The Teens Zone entertainment concept will continue with Xbox style units.

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