CMAL Port Infrastructure

Contractor and Professional Services Delivery Model Assessment

CMAL
Caledonian Maritime Assets Ltd
Stòras Mara Cailleannach Eta



SUPPLIER INFORMATION

Port Infrastructure Supplier Engagement Strategy

Working in partnership with suppliers to deliver for our communities

Foreword

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The Port Infrastructure team at CMAL is currently undertaking a review of how we engage with our suppliers to develop our future supplier engagement strategy.

There is much work to be done to support the ongoing vessel upgrade programme and ensure that our port infrastructure is resilient and remains fit for purpose. Ensuring that we have the most efficient and cost-effective delivery model will provide assurance to our stakeholders and the communities that we serve. With that in mind, we aim to understand what suppliers need from us and what we should expect from you.

Input from suppliers is integral to the process, and the feedback we receive will help to shape the strategy and ensure that we have a delivery model that is dynamic, efficient and responsive to the needs of the market.

Thank you for taking the time to get involved. We are pleased to present our plans to you and hear your valuable feedback. Please also share your ideas and past experiences working with other clients and CMAL.

You can provide feedback online via our survey at cmal.scot/supplier-survey and find out more about this project by visiting cmal.scot/pises. Please feel free to contact us at pises@cmassets.co.uk with any questions or if you wish to discuss anything further.

Ramsay Muirhead
Director of Port Infrastructure and Planning



▲ SCAN FOR THE SURVEY ▲

About us

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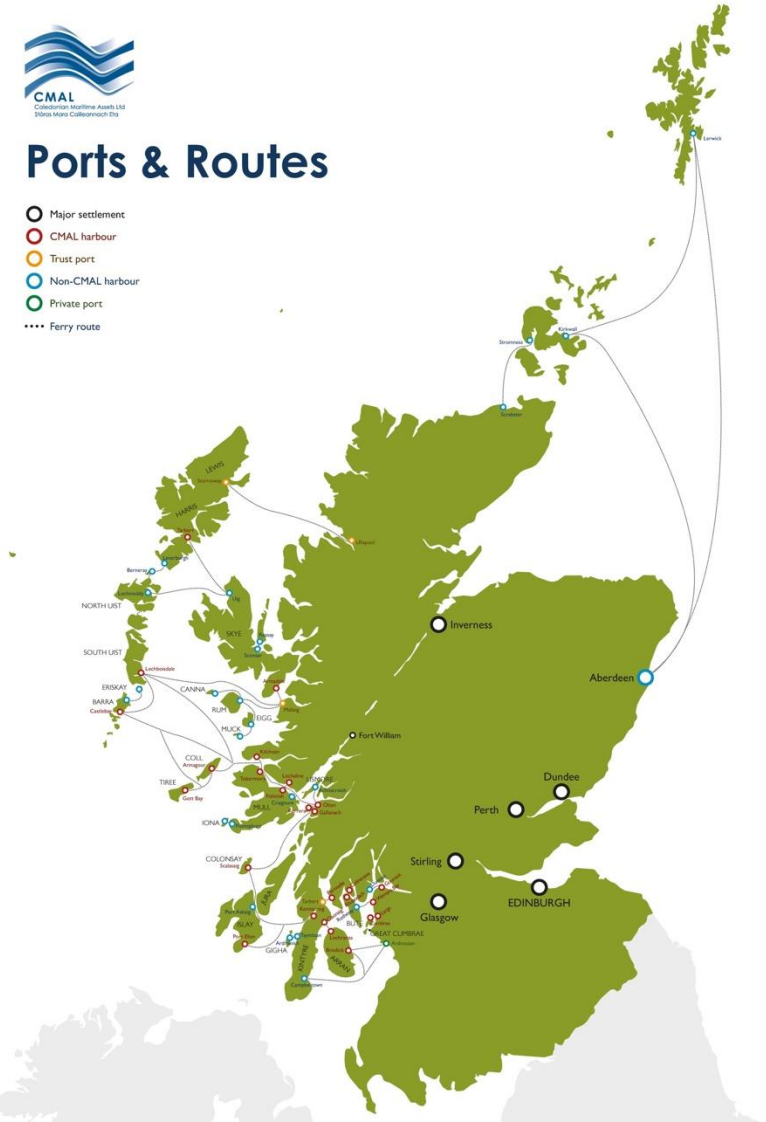
- Caledonian Maritime Assets Limited (CMAL) owns ferries, ports, harbours and infrastructure necessary for vital ferry services serving the west coast of Scotland and the Clyde Estuary, and the Northern Isles.
- We are wholly owned by the Scottish Government, with Scottish Ministers the sole shareholders.
- The CMAL Board has an executive management team and supporting staff at headquarters in Port Glasgow.
- We aim to provide efficient, cost-effective, and safe ferries, harbours, and port infrastructure for operators, communities, and users in and around Scotland.
- Maintaining, improving and enhancing assets such as vessels and the land and property around piers and harbours
- Seeking extra investment to invest in ferries and harbour facilities, making a real difference for people and businesses using these lifeline services
- Working with stakeholders within Scotland, the wider maritime community and our delivery partners to be acknowledged as the principal provider of the most cost-effective yet innovative ferries and port infrastructure to the benefit of the communities we serve.



Why are we doing this engagement?

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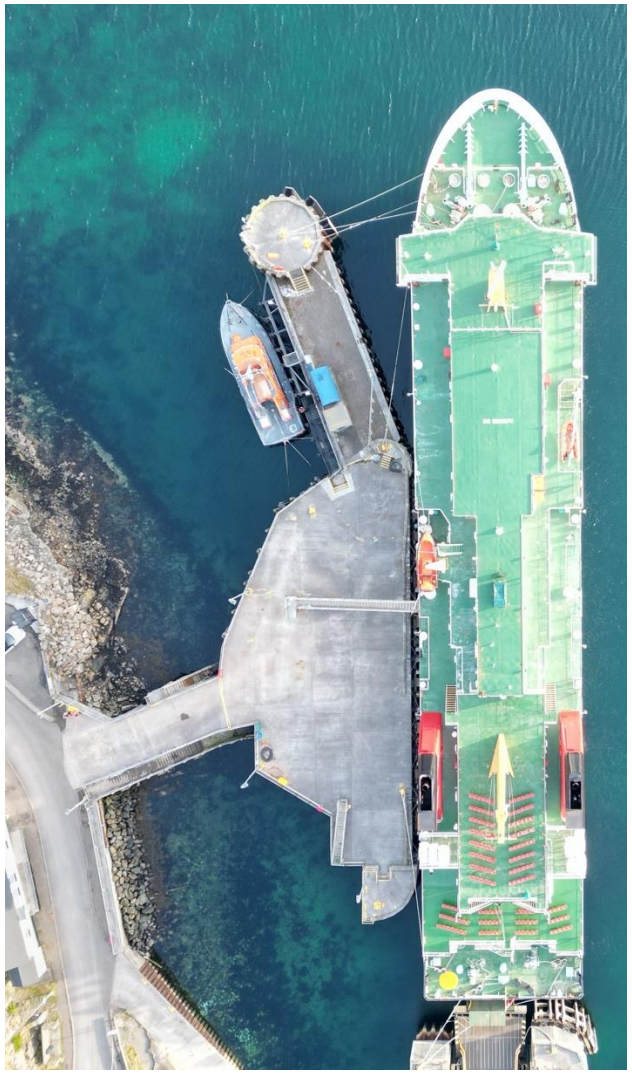
- We want to understand what we can do to help you when bidding for future Port Infrastructure works
- We are developing a new strategy for procurement of future works and services, and we are keen to get your input on how we can make that work for you
- To understand any potential barriers you may have to working with us
- We want to hear what services you can offer
- Help us understand how we can provide more sustainable and cost-effective solutions
- To provide an open forum for you to connect with CMAL staff and hear about upcoming opportunities in an informal environment at drop-in sessions

Your feedback is welcome and will be very much appreciated



Our mission, vision and goals

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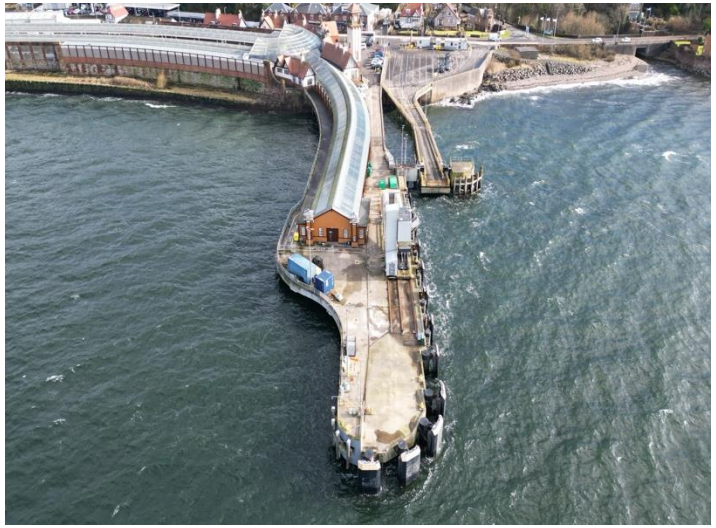
Our mission is to provide, safeguard and develop ferries and harbours.



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



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

Core responsibilities

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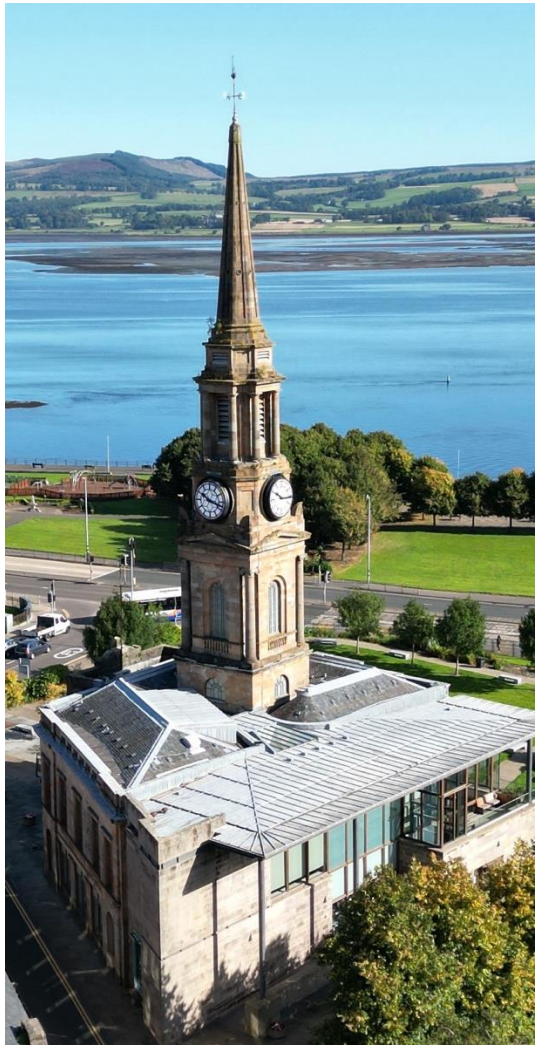
Our core responsibilities are:

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



What we do

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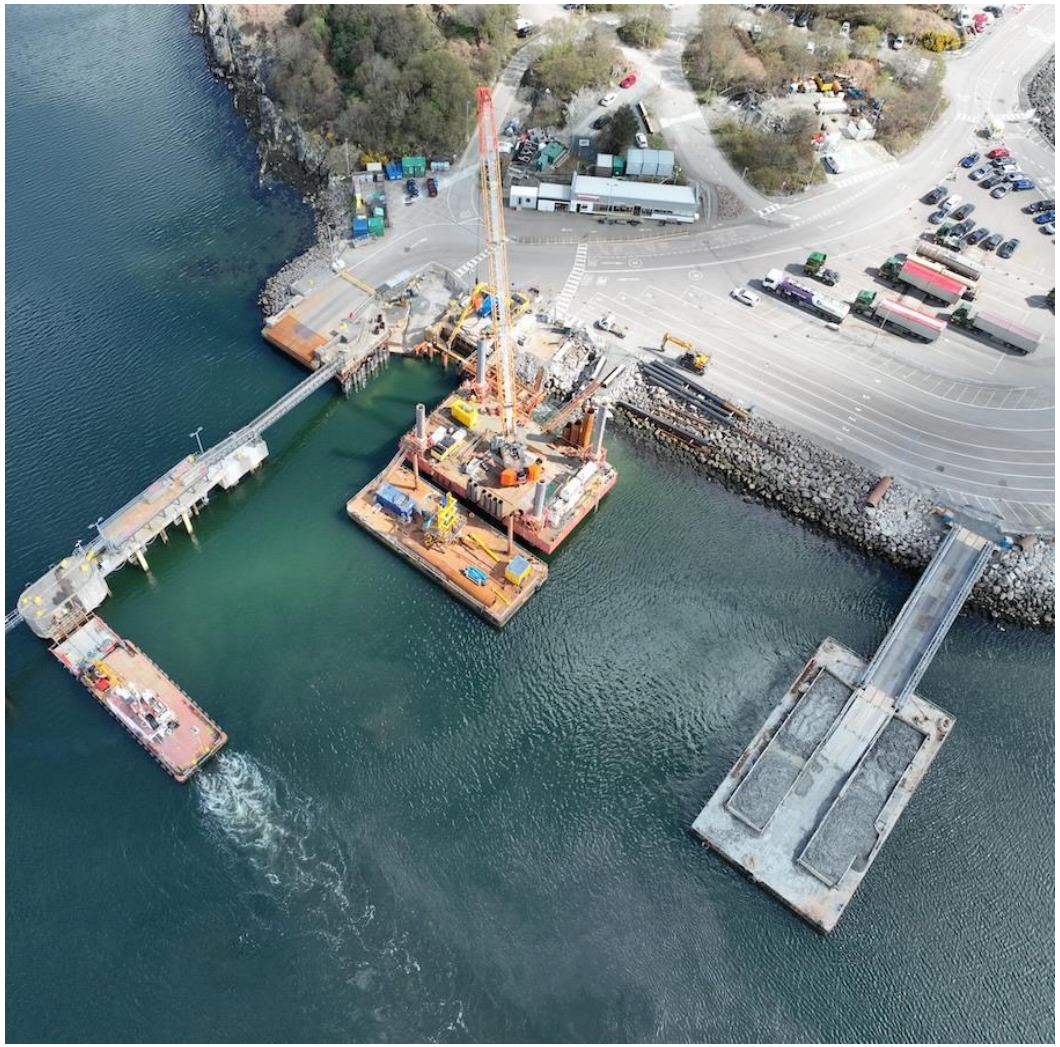
The type of works required include:

- Pier construction and refurbishment
- Dredging and land reclamation
- Linkspans
- Passenger Access Systems
- Slipway construction
- Quay wall construction and refurbishment
- Highways, access roads, marshalling and car parks
- Revetments and coastal protection
- Building maintenance and new builds
- Minor civils, mechanical and electrical works
- Pier furniture (fenders, bollards, etc.)



What we need from you

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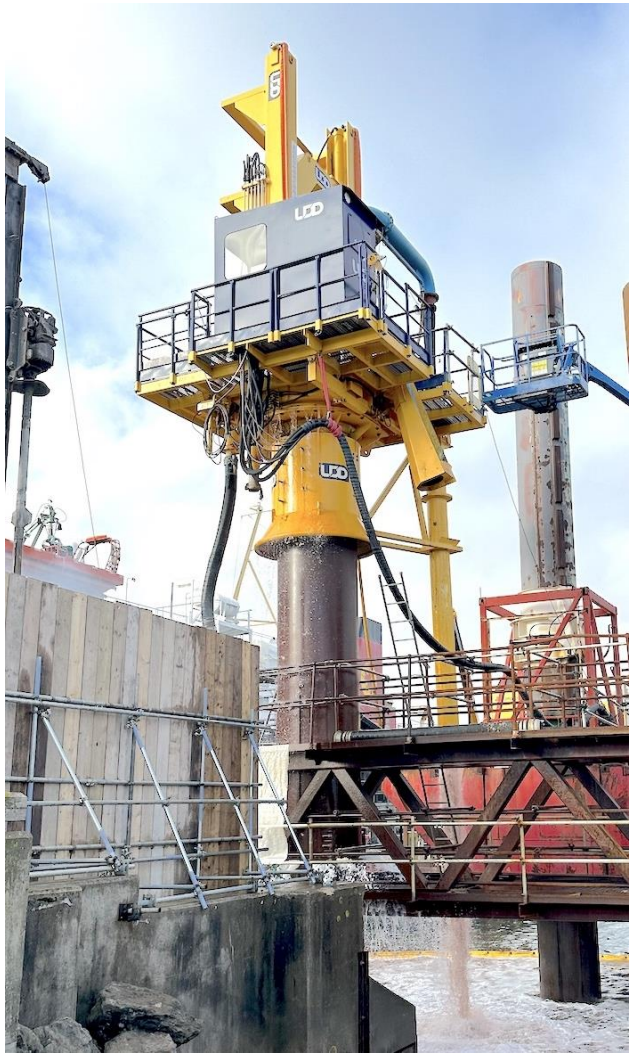
What we expect from our suppliers:

- Experience in working in and around the marine or water environment
- Collaborative approach to project delivery
- Open to innovation and new ways of working
- Partnering mindset with willingness to work within a team alongside the client, stakeholders and fellow suppliers
- Expertise and diligence
- Focused on **best value** outcomes for project delivery
- Fair profit margins, work practices and payment for employees and subcontractors
- Delivery of meaningful community benefits and integrating with the local supply chain and communities where we undertake work



Why work with us?

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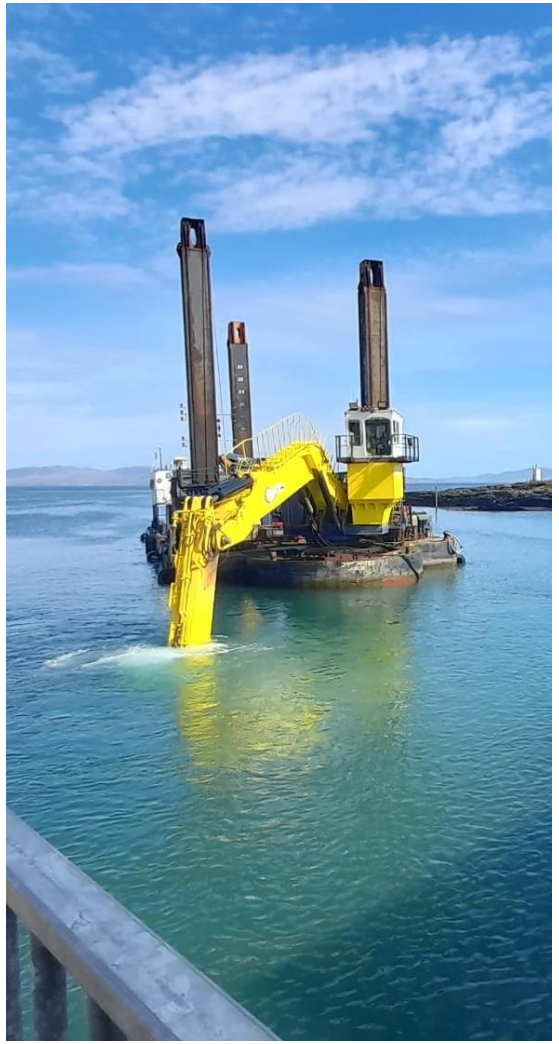
Our business principles:

- We will conduct our business to the highest standards and with integrity
- We will behave in a socially responsible manner
- We have an absolute commitment to health, safety and the environment, and our legal obligations to protect our employees and those who work on our assets
- We are an equal opportunities employer
- We will ensure our employees and suppliers have the right skills and qualifications to be able to deliver and maintain assets for lifeline ferry services in an effective and efficient manner
- Collaboration and partnership working are fundamental to our project delivery ethos
- We have robust financial controls and procurement processes, ensuring that we make payments promptly, with an aim to achieve a 10-working-day turnaround from receipt of invoice



Other great reasons to work with CMAL

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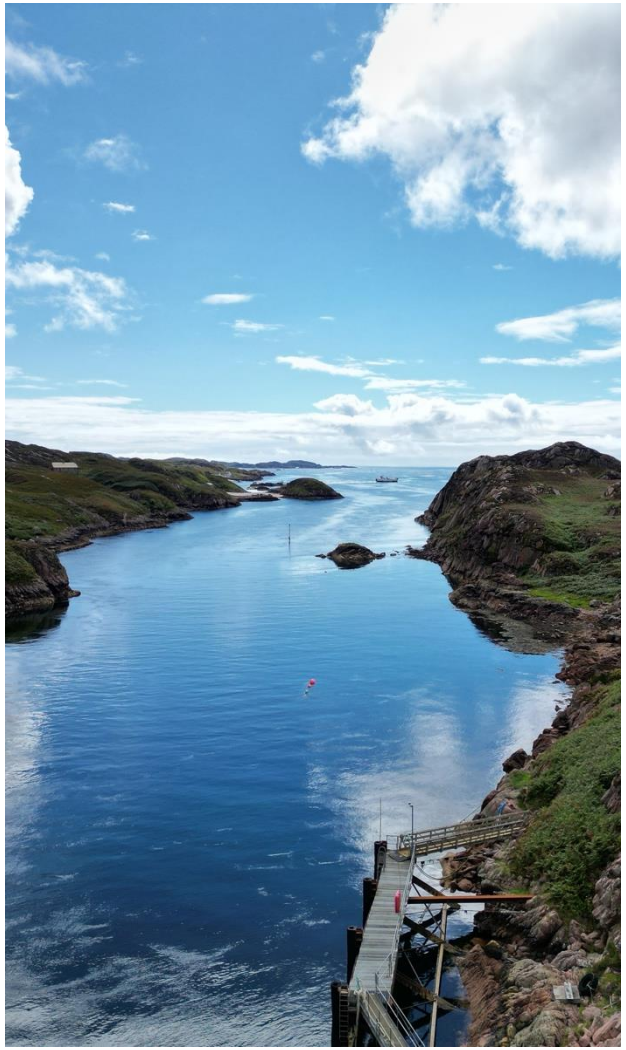
- We're a proactive client with a collaborative approach and positive outlook—particularly in respect to risk management
- We're forward-thinking and are open to developing innovative and sustainable solutions in partnership with suppliers and stakeholders
- You'll have the opportunity to be involved in the delivery of challenging, yet rewarding, marine projects that make a difference to the island communities that we serve
- Located across Scotland's picturesque west coast, our sites provide a stunning backdrop for your employees, steeped in the heritage of rural and island life



We want to hear from you

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- Help us shape our engagement with suppliers for future works and services by completing our survey, available at: cmal.scot/supplier-survey
- Drop-in sessions will be held in:
  - **Stornoway** — 17 September 2025
  - **Gourock** — 23 September 2025
  - **Oban** — 29 September 2025
- Please join us at one of the sessions for a discussion and to hear what we have planned, or contact us via email at pises@cmassets.co.uk, and we will be in touch
- We will be attending the Supplier Development Programme's Meet the Buyer North event in Aberdeen on 10 September 2025: sdpscotland.co.uk/events/meet-the-buyer-north-2025-1872
- We are also seeking feedback from fellow port operators and owners, local authorities and associated agencies that have an interest in being involved in the process and collaborating on future projects

cmal.scot/supplier-survey

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What happens next?

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- We really appreciate you taking the time to input into this process, the feedback received will help shape our Port Infrastructure supplier engagement strategy
- Our intention is to finalise the strategy by the end of November 2025
- Implementation of the strategy will follow in 2026 and future opportunities will be advertised on the Public Contracts Scotland Portal, so please make sure you are registered if you are interested in working with us: publiccontractsscotland.gov.uk
- Further details on future projects can be found in our corporate plan: cmassets.co.uk/corporate-plan

Thank you

