CALMAC FERRIES LIMITED
DIRECTORS' REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 March 2015

Contents

Strategic Report

The Directors present their Directors' Report and financial statements for the year ended 31 March 2015.

Principal activity and business review

The principal activity of the Company is the provision of lifeline ferry services under contract with Scottish Government. Our services are provided under public service contracts with the Scottish Government. The Clyde and Hebrides ferry services contract was extended through to the end of September 2016. Under the terms of the Contract, the Company receives subsidy support from the Scottish Government. The Company operated within the Contract subsidy provision for the year.

The Company made a loss for the year before tax of (£0.47m) (2014: £1.28m profit).

During the financial year, our commitment to our corporate strategy of extending our services to acquire new contracts resulted in greater business development activity with related cost increase for opportunity assessment and tender acquisition.

In October 2014, services to and from Arran became the latest to benefit from the roll out of RET (Road Equivalent Tariff) fares. As anticipated, this has generated a significant increase in vehicle traffic (year on year) of around 45%.

The remainder of the CHFS network will receive RET fares from October 2015.

Due to efficiencies in operation made in excess of the operator return, the Company expensed a subsidy clawback to Transport Scotland of £1.98m (2014: £1.92m).

We were pleased to receive a number of major awards in the year, with us being named Best Ferry Company in the UK Transport Awards and securing Best Ferry Company in the prestigious Guardian/Observer Travel Awards, for the fifth year in a row. We also received an award for Best Practice in Travel to School and Work Schemes, recognising the work we undertake helping our customers travelling to school and work from our island communities, and the top prize in the Greenock Chamber of Commerce's "Bees Knees" Awards, as best performing large business in Inverclyde.

Specific performance measures are defined within the terms of the Clyde and Hebrides Ferry Services Contract and include reliability and punctuality. During the year, the Company achieved technical reliability of 99.93% (2014: 99.90%) and punctuality of 99.75% (2014: 99.81%) after relief events such as adverse weather conditions.

The principal risk which the business faces relates to the loss of the 6-yearly cycle of competitive tender processes conducted by the Scottish Government in respect of the ferry services currently operated by the Company.

We were pleased to take delivery of the latest ship to our fleet, MV Loch Seaforth, which is now operating round the clock between Stornoway and Ullapool.

The safety of our vessels, crew, passengers and port facilities is our number one priority and we consider it essential that there is constant review of all practices impacting on health and safety, environmental and security matters and that there is constant vigilance over all aspects of the safety functions.

A proactive approach is taken and a regime of planned audits and inspections is maintained for ships and ports, the results of which are distributed and actions agreed with the relevant personnel. Risk assessments and trend identification form the foundation of all safety, environmental and security tasks.

The Board examines, on an ongoing basis, existing practices with a view to identifying more efficient and cost effective ways of delivering and improving standards of service. In the opinion of the Directors, the state of affairs of the Company is satisfactory.

On behalf of the Board

M Dorchester
Director
20 October 2015

Directors' Report

Political and charitable donations

The Company made no political or charitable donations during the year. However, the Company supports a range of local organisations through travel-related sponsorship and continues to be the main commercial supporter of the Royal National Mod.

Financial instruments

The Company enters into no complex financial instruments.

Directors and their interests

The Directors who held office during the year and up to the date of this report were as follows:

D C McGibbon
R L Drummond
M Dorchester
S Hagan
S Ure
P J D Stark
J Stirling
A Tait
M Easton

None of the Directors had any beneficial interest in the share capital of the Company at any time during the year.

The Company's sole Shareholder is David MacBrayne Ltd., which is wholly owned by the Scottish Ministers.

Employees

The Company has a policy of equal opportunities and non-discrimination in all aspects of employment.

The Company is committed to equality of opportunity for all its employees and customers, and to treating every member of staff and every customer with dignity and respect.

It is the Company's policy to ensure that all staff are able to work in an environment free from discrimination, harassment and bullying.

As a Company owned by the Scottish Ministers of the Scottish Government, we fully subscribe to the Government's Race Equality Scheme, Disability Scheme and the Gender Equality Scheme. As a Company, we continue to develop structures and systems to ensure that equal opportunities becomes an integral part of our thinking and behaviour.

All of these measures are kept under regular review with a view to identifying where improvements can be made.

Employee consultation

The Company is committed to effective employee communications, which it maintains through all staff notices, the staff newsletter and briefing sessions.

The Company also provides further engagement through active participation with our Trade Unions. The majority of employees are formally represented by Trade Unions recognised for collective bargaining purposes. A system of consultative committees is well established.

Through either the formal negotiating or consultative process, or a combination of both, employees at all levels, directly or through their representatives, are provided with information on matters concerning them and are encouraged to be involved in the activities of the Group.

Policy of employment of people with disabilities

It is the Company's policy to consider applications for employment from people with disabilities on the same basis as other potential employees subject to the nature and extent of disability and the degree of physical fitness demanded of the position. Ability and aptitude are the determining factors in the selection, training, career development and promotion of all employees with disabilities. If any employee becomes disabled during his/her period of employment, the Company will, where possible, retain the employee for duties commensurate with the employee's abilities following the disablement.

Directors' Report

Adoption of going concern basis

The current CHFS contract ends in September 2016. The Company has been successful in passing the PQQ for the contract to provide the CHFS services for up to a further eight years. The Board are confident that they are best placed to win this contract. However, if the Company was not successful, the scale and size of the contract would have a dramatic impact on the Company. The Company would be reliant on its own resources to transition this contract to the successful bidder and to restructure the Company to enable it to continue to trade. On this basis, the Directors consider it appropriate to continue to adopt the going concern basis in preparing the financial statements.

Disclosure of information to Auditor

The Directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware and each Director has taken all the steps that he/she ought to have taken as a Director to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Auditor

A resolution to re-appoint KPMG LLP as auditor of the Company will be put to the members at the Annual General Meeting.

On behalf of the Board

M Dorchester
Director
20 October 2015

Statement of Directors' responsibilities in respect of the Strategic Report, the Directors' Report and the financial statements

The Directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent Auditor's Report to the members of CalMac Ferries Limited

We have audited the financial statements of CalMac Ferries Limited for the year ended 31 March 2015 set out on pages 6 to 15. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2015 and of its loss for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Philip Charles (Senior Statutory Auditor)
for and on behalf of KPMG LLP
Chartered Accountants
191 West George Street
Glasgow
G2 2LJ

20 October 2015

Profit and Loss Account
for the year ended 31 March 2015

	Note	**2015 £000**	2014 £000
Turnover	2	**168,870**	151,320
Cost of sales		**(149,924)**	(136,552)
Gross profit		**18,946**	14,768
Administrative expenditure		**(19,454)**	(13,522)
Operating (loss)/profit		**(508)**	1,246
Interest receivable	3	**41**	35
(Loss)/profit on ordinary activities before taxation	3	**(467)**	1,281
Tax on (loss)/profit on ordinary activities	5	**314**	1
(Loss)/profit for the financial year		**(153)**	1,282

All results are derived from continuing operations.

There are no other recognised gains or losses for the year.

The accompanying notes are an integral part of these financial statements.

Balance Sheet
as at 31 March 2015

	Note	2015 £000	2014 £000
Fixed assets			
Tangible assets	6	**44**	-
Investments	7	-	-
		44	-
Current assets			
Stocks	8	**1,147**	1,251
Debtors and prepayments	9	**10,792**	7,004
Cash at bank and in hand		**14,318**	19,522
Deferred tax asset		**299**	-
		26,556	27,777
Creditors			
Amounts falling due within one year	10	**(20,265)**	(21,268)
Net current assets		**6,335**	6,509
Total assets less current liabilities			6,509
Provisions for liabilities	11	-	(21)
Net assets		**6,335**	6,488
Capital and reserves			
Called up share capital	12	-	-
Profit and loss account	13	**6,335**	6,488
Shareholder's funds		**6,335**	6,488

These financial statements were approved by the Board of Directors and signed on 20 October 2015 on its behalf by:

D C McGibbon, Chairman

R L Drummond, Director

The accompanying notes are an integral part of these financial statements.

Notes on the financial statements

1. Accounting policies

(a) Basis of preparation
These financial statements have been prepared under the historical cost accounting convention and in accordance with applicable accounting standards. A summary of the more important accounting policies, which have been applied consistently, is set out below.

(b) Tangible assets
Gross book values of all tangible assets are stated at cost. No depreciation is charged until the asset comes into use.

(c) Investments
Fixed asset investments are carried at cost.

(d) Depreciation
Depreciation is provided on tangible assets by equal annual instalments calculated to write off the cost (taking account of anticipated residual values) over their estimated useful lives as follows:

Equipment	4 years
Motor Vehicles	3 years

(e) Stock
Retail stock is stated at the lower of cost and net realisable value. Stock in relation to fuels, lubricants and consumable stores is stated at cost. Cost is based on the weighted average principle and includes expenditure incurred in acquiring the relevant stock and other costs incurred in bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less applicable selling expenses.

(f) Maintenance and repair costs
Routine maintenance and repair costs, as well as vessel overhaul costs, are charged to the profit and loss account in the financial period in which the work is performed. Repairs to meet statutory or classification requirements are met by the vessel owners and recharged to the operator by increased charter hire charges. Where the Company provides ferry services under a fixed-term contract, at contract end, independent vessel surveys are carried out to establish any work required and an accrual is made for the estimated cost of any such work.

(g) Leases
The Group leases ships, shore terminal infrastructure and office accommodation. All of these leases are considered to be operating leases since a significant portion of the risks and rewards of ownership of the leased assets are retained by the lessor. Lease charges incurred under these operating leases are charged to the income statement on a straight-line basis over the period of the lease.

(h) Revenue
Government subsidies are recognised in the financial year in which the associated operating deficits are incurred.

(i) Taxation
The Company is included within a Group election into tonnage tax effective from commencement of trading. However, certain activities within the Company are liable to corporation tax. Accordingly, the charge for taxation is based partly on ship tonnage and partly on the result for the period and, where appropriate, takes into account tax deferred because of timing differences between the treatment of certain items for taxation and accounting purposes.

(j) Pensions
The Company is a participating employer in the CalMac Pension Fund, which is a defined benefit scheme operated by Caledonian Maritime Assets Ltd. Accordingly, for the purposes of FRS 17 : Retirement Benefits, pension contributions are accounted for as if the scheme was defined contribution.

(k) Receipts in advance
Receipts for advanced and multi-journey bookings are recognised with reference to time of travel. The deferred element of this income is shown under creditors.

(l) Going concern
The Company has been successful in passing the PQQ for the contract to provide the CHFS services for up to a further eight years. The Board are confident that they are best placed to win this contract. However, if the Company were not successful, the scale and size of the contract would have a dramatic impact on the Company. The Company would be reliant on its own resources and contractual commitments to transition this contract to the successful bidder and to restructure the Company to enable it to continue to trade. On this basis, the Directors consider it appropriate to continue to adopt the going concern basis in preparing the financial statements.

Notes on the financial statements

2. Turnover

Turnover represents gross revenue stated net of value added tax and is made up as follows:

	2015 £000	2014 £000
Fares and other income	**64,929**	62,159
Management fees	**544**	645
Subsidy receivable from the Scottish Government	**105,380**	90,436
Subsidy Clawback	**(1,983)**	(1,920)
	168,870	151,320

Subsidy clawback is a reduction in contracted subsidy payable by Transport Scotland. It represents Transport Scotland's share of efficiencies made by the Company in excess of the allowable operator return.

3. (Loss)/Profit on ordinary activities before tax

The (Loss)/Profit is stated after charging/(crediting):		2015 £000	2014 £000
Auditor's remuneration	- audit of these financial statements	**27**	27
	- other services relating to taxation	**17**	7
	- advisory	**88**	38
	- all other services	**3**	24
Depreciation of tangible fixed assets		**11**	-
Agency staff costs		**53,605**	46,037
Operating lease costs	- land and buildings	**11,637**	6,665
	- ships and motor vehicles	**16,825**	15,576
Interest receivable	- bank	**(41)**	(35)

4. Employee information

Staff costs (including Directors)

	2015 £000	2014 £000
Wages and salaries	**13,016**	12,561
Social security costs	**1,079**	1,136
Other pension costs	**2,077**	2,165
	16,172	15,862

Notes on the financial statements

Directors' remuneration

	2015 £000	2014 £000
Directors' emoluments, including performance payments and benefits in kind	**115**	108
Company contributions to a defined benefit pension scheme	**23**	21

Retirement benefits are accruing to £3,000 (2014: £1,000) under a defined benefit pension scheme.

Many of the Directors are also Directors of the parent company, David MacBrayne Limited, and are remunerated by that Company. Details can be obtained as described in note 19 to these financial statements.

Employee numbers

The average number of people employed by the Company, including Directors, during the year was 482 (2014: 407).

5. Taxation

The tax on (loss)/profit on ordinary activities is made up as follows:

	2015 £000	2014 £000
UK corporation tax on profit for the year	**6**	6
Adjustments in respect of prior year	**-**	2
	6	8
Deferred tax:		
Adjustments in respect of prior year	**(283)**	-
Origination of timing differences	**(37)**	(5)
Reduction in tax rate	**-**	(4)
	(320)	(9)
Tax on profit on ordinary activities	**(314)**	(1)

The tax charge for the year differs from the application of the standard rate of corporation tax in the UK to the profit on ordinary activities before tax. The differences are explained below:

	2015 £000	2014 £000
(Loss)/Profit on ordinary activities before tax	**(467)**	1,281
UK corporation tax at 21% (2014: 20%)	**(98)**	256
Effects of:		
Tonnage tax	**(303)**	(447)
Items not allowed for tax purposes	**105**	30
Deferred tax	**37**	4
Adjustment in respect of prior year	**-**	2
Loss carry forward	**265**	163
Tax charge for the year	**6**	8

The Company is included within a Group election into tonnage tax. However, certain activities within the Company are liable to corporation tax. Tonnage tax is levied wholly on the net tonnage of certain vessels operated by the Company. Accordingly, the amount of tonnage tax payable is not affected by the amount of accounting profits or losses related to the associated activities.

As a result of the activities which do not relate to tonnage tax, the Company has gross tax losses to carry forward of £1,817,000 (2014: £620,000). No deferred tax asset has been recognised in relation to these losses, as the Directors do not consider that there is certainty that future suitable taxable profits will arise.

Notes on the financial statements

5. Taxation (continued)

The Company has a deferred tax asset of £299,000 (2014: liability of £21,000).

	2015	2014
	£000	£000
Capital allowances timing differences	**294**	(29)
Other timing differences	**5**	8
	299	(21)
Balance at beginning of year	**(21)**	(30)
Movement during the year	**320**	9
Balance at end of year	**299**	(21)

Reductions in the UK corporation tax rate to 21% (effective from 1 April 2014) and 20% (effective from 1 April 2015) were substantively enacted on 2 July 2013. This will reduce the Company's future current tax charge accordingly. The deferred tax liability at 31 March 2015 has been calculated on the rate of 20% substantively enacted at the balance sheet date.

6. Tangible assets

	Equipment £000	**Motor Vehicles £000**	**Total £000**
Cost			
At 1 April 2014	-	-	-
Additions during year	55	-	55
At 31 March 2015	**55**	**-**	**55**
Depreciation			
At 1 April 2014	-	-	-
Charge during year	11	-	11
At 31 March 2015	**11**	**-**	**11**
Net book value at 31 March 2015	**44**	**-**	**44**
Net book value at 31 March 2014	-	-	-

7. Investments

	£000
At beginning and end of year	-

The Company owns the whole of the issued share capital of Caledonian MacBrayne Crewing (Guernsey) Ltd., which is registered in Guernsey, and undertakes the Company's offshore crewing arrangements.

Notes on the financial statements

8. Stocks

	2015 £000	2014 £000
Fuels and lubricants	**518**	657
Consumable stores	**394**	386
Retail stock	**235**	208
	1,147	1,251

9. Debtors and prepayments

	2015 £000	2014 £000
Trade debtors	**2,734**	1,745
Other debtors	**1,512**	2,577
Prepayments and accrued income	**6,150**	1,974
Corporation tax	**-**	-
Amounts due from fellow group undertakings	**396**	708
	10,792	7,004

Movement in prepayments and accrued income represents advance payments to suppliers of managed services contracts in accordance to contract milestones. The prepayments will be released over the life of the contract.

10. Creditors: amounts falling due within one year

	2015 £000	2014 £000
Trade creditors	**4,303**	3,703
Other creditors and accruals	**12,128**	13,692
Deferred income	**3,425**	3,322
Corporation tax	**6**	6
Amounts due to fellow group undertakings	**403**	545
	20,265	21,268

11. Provision for liabilities

	2015 £000	2014 £000
Capital allowances timing differences	**-**	(29)
Other timing differences	**-**	8
Deferred tax	-	(21)

12. Share capital

	2015 £000	2014 £000
Allotted issued and fully paid		
1 Ordinary Share of £1 each	**-**	-

13. Profit and loss account

	2015 £000	2014 £000
Balance at beginning of year	**6,488**	5,206
Retained profit for the year	**(153)**	1,282
Balance at end of year	**6,335**	6,488

Notes on the financial statements

14. Reconciliation of movements in shareholder's funds

	2015	2014
	£000	£000
Opening shareholder's funds	**6,488**	5,206
(Loss)/Profit for the financial year	**(153)**	1,282
Closing shareholder's funds	**6,335**	6,488

15. Pension arrangements

A large number of the Company's employees are members of the CalMac Pension Fund which is a multi-employer defined benefit scheme (the 'Scheme' or the 'CalMac Scheme'). The Company is a participating employer in the CalMac Scheme, which is operated by Caledonian Maritime Assets Ltd ('CMAL'), a company also wholly owned by Scottish Ministers. The CalMac Pension Fund is currently under review. As the Trustees of the CalMac Scheme are unable to identify the Company's share of the underlying assets and liabilities of the Scheme on a consistent and reasonable basis, and as CMAL is legally considered to be the sponsoring employer for the Scheme, and is responsible for any deficit repair obligations in relation to the Scheme, the Company is accounting for the Scheme in its financial statements as if the Scheme was a defined contribution scheme.

The latest full triennial actuarial valuation of the CalMac Scheme as at 6 April 2012, carried out by an independent actuary, showed that the scheme had liabilities of £117.4m, assets of £85.2m and, consequently, a deficit of £32.2m.

The results of the next full actuarial valuation, which will be performed as at 6 April 2015, are not expected to be available until late 2015.

A number of the Company's employees participate in one of the Merchant Navy Pension Funds which are industry-wide defined contribution schemes. Contributions to these schemes are therefore accounted for on a defined contribution basis.

The Merchant Navy Officers' Pension Fund (MNOPF) is closed to new members and the actuarial valuation carried out at 31 March 2014 showed a gross deficit of £363m at the valuation date and that the market value of the assets of £2,411m covered 87% of the value of the liabilities.

As the Trustees of the MNOPF are unable to identify the Company's share of the underlying assets and liabilities of the Scheme on a consistent and reasonable basis, the Company, which is a participating employer in the MNOPF, is accounting for the Scheme in its financial statements as if the Scheme was a defined contributions scheme. Future contributions are expected to continue at a rate of 20%.

The Directors also consider that any liability the Company has in relation to MNOPF will ultimately be funded by Scottish Ministers.

Under the Government's Pension Auto Enrolment legislation, employers must automatically enrol into a 'qualifying pension scheme' all qualifying employees not already in a pension scheme as well as all new starters. The legislation also dictates that those who have opted out must be reviewed and enrolled again every three years.

The Peoples Pension are the provider for a stakeholder pension scheme for auto enrolment purposes. New employees can still choose to opt out of this new scheme and enrol in the existing final salary scheme at appropriate times during the year. Employees can only be in one scheme at any given time.

The amounts charged to the income statement in respect of employer contributions to Pension Schemes is:

	2015	2014
	£000	£000
CalMac Pension Fund	**1,908**	1,479
MNOPF	**25**	654
Other schemes	**144**	32
	2,077	2,165
Contributions to be paid to pension schemes included in creditors	**225**	178

Notes on the financial statements

16. Cash flow statement

Under FRS 1, the Company is exempt from the requirement to prepare a cash flow statement on the grounds that it is a wholly owned subsidiary and the parent undertaking includes the Company in its published consolidated financial statements.

17. Other financial commitments

The Company has a number of operating leases in respect of buildings and motor vehicles. The annual commitments in respect of these leases are as follows:

	2015	Restated 2014
	£000	£000
Buildings		
Leases which expire:		
within one year	**12,196**	11,525
between two and five years	**6,234**	18,257
	18,430	29,782
Ships and motor vehicles		
Leases which expire:		
within one year	**17,756**	15,782
between two and five years	**8,952**	23,498
	26,708	39,280

18. Related party transactions

Under FRS 8, the Company is exempt from the requirement to disclose related party transactions with Group undertakings as it is a wholly owned subsidiary of a parent undertaking which prepares and publishes consolidated financial statements.

Details of transactions with other related parties are as follows:

	2015	2014
	£000	£000
Transactions during the year – receivable/(payable):		
Scottish Ministers		
- subsidy	**103,397**	88,516
Caledonian Maritime Assets Ltd.		
- vessel leasing charges	**(14,489)**	(14,076)
- harbour services	**(11,539)**	(6,641)
- vessel new build, modification and other costs	**2,362**	2,198
- staff costs	**-**	334
- ferry travel costs	**10**	10
Amounts due at end of year – receivable/(payable):		
Scottish Ministers		
- subsidy	**(3,265)**	(2,731)
Caledonian Maritime Assets Ltd.		
- vessel new build, modification and other costs	**1,929**	1,520
- harbour services	**(26)**	(102)
- staff costs	**-**	100
- vessel leasing charges payable	**(479)**	-

During the year, the Company acted as agent for Caledonian Maritime Assets Ltd. in relation to certain elements of new vessel builds. The associated funds were paid to third parties and recovered from Caledonian Maritime Assets Ltd.

19. Ultimate parent company and related undertakings

The Company is a wholly owned subsidiary of David MacBrayne Ltd., which is wholly owned by the Scottish Ministers, who are regarded as the ultimate controlling party. The Group in which the Company's results are consolidated is that headed by David MacBrayne Ltd., which is incorporated in the United Kingdom. No other Group financial statements include the Company's results.

The Company's other related undertaking is its subsidiary as disclosed in note 7.

The consolidated financial statements are available to the public and copies may be obtained from the parent company's registered office at the Ferry Terminal, Gourock, PA19 1QP and are also available on the parent company's website.

Corporate information

Registered office	The Ferry Terminal Gourock PA19 1QP
Auditor	KPMG LLP
Solicitors	Pinsent Masons
Bankers	The Royal Bank of Scotland plc Santander UK plc
Principal insurers	The North of England Protecting & Indemnity Association
Website	Parent company: www.david-macbrayne.co.uk Company: www.calmac.co.uk