



Expression of Interest (EOI) – High Speed Ferry Service for the GoM

Supplementary Information for Expression of Interest for Montserrat Ferry Service

Introduction

The Government of Montserrat is an internally self-governing overseas territory of the United Kingdom. Government is led by the Premier as the head of government and three ministers.

The Government is located in Brades, in the Carrs Bay/Little Bay area in the Northwest end of Montserrat. Montserrat is a mountainous Caribbean island. The capital city Plymouth has remained abandoned since 1997 due to volcanic activity. Hurricane Hugo in 1989, and the volcanic eruptions a few years later devastated the islands economy. Since then there has been a heavy reliance on British Aid.

Montserrat estimated population is around 5000 with a land area of 9.9 miles long and 6.8miles wide, equating to just over 67 square miles. It is about 27 miles Southwest of Antigua and has a rich mixture of African, North American, and European influences. The official language of Montserrat is English and most Montserratians also speak a creole language, similar to that spoken in Jamaica.

In July 1995, Montserrat's Soufriere Hills volcano, dormant throughout recorded history, rumbled to life and began an eruption which eventually buried the island's capital, Plymouth, in more than 12 meters of mud, destroyed its airport and docking facilities, and rendered the southern half of the island uninhabitable. A new airport at Gerald's in the north (renamed the John A. Osborne International Airport in 2008) was opened officially in February 2005, and received its first commercial flights on July 11, 2005. Docking facilities are in place at Little Bay.

Montserrat has a unique international and regional tourism appeal due to the volcanic impacts and its natural beauty. For Montserrat to redevelop its tourism sector and grow/restructure its economy, Montserrat needs to attract tourists to take day trips from Antigua and from other neighbouring destinations. The close proximity to Antigua and Guadeloupe, with annual overnight tourists of approximately 600,000 and cruise ship passengers of 800,000 annually represent significant untapped tourism market bases. Access to St. Kitts and Nevis and St. Maarten markets can also be considered and represents clear justification for suitable ferry operation.

Montserrat's economic future is dependent on an expanded and sustainable tourism sector. This, in turn, requires (as an example) an appropriate ferry for sea access to Antigua, Guadeloupe, St. Kitts and Nevis and St. Maarten, particularly to gain access to the large volume of on-island visitors and day cruise ship passenger arrivals. It is part of the EOI to indicate any other routes or destinations that are considered appropriate.



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There is significant potential for niche tourism to be developed in relation to the volcanic sights and attractions, “Modern Day Pompeii”. The extent of the volcanic ash deposits can be widely seen from both sea and land vantage points. Montserrat’s unique unspoilt natural vegetation and coastline is attractive to tourists, regardless of origin.

A small but important niche market can be developed in relation to short speciality trips to/from Antigua to Montserrat, particularly to see the volcano and the volcanic landscape. Antigua handles a significant volume of cruise ship passengers which could visit Montserrat by the use of a high speed comfortable ferry.

There are opportunities for inter-island links with a suitable ferry. These include periodic trips from Montserrat to St. Maarten for shopping; school trips/educational trips from/to Montserrat, connecting St. Kitts and Nevis; and church group tours within the region (with visitors staying on Montserrat). Most of these market niches or segments have been explored historically. At issue is the access requirement of a suitable tourist-appealing ferry.

Improving Access for Montserrat

Docking at Little Bay has been and still is subject to sea conditions. With passenger safety always of paramount importance there are occasions when decisions were made not to dock due to heavy swells in the local vicinity.

It should be noted and considered in the response to this EOI that during the term of this temporary service the Government will be working closely with all its’ key stakeholders, in order to consider the best options for making further progress.

Harbours, Docking/Landing and Customs Services

The Government of Montserrat operate a docking, ticket & tax collection, Border Control and Customs Service, at Little Bay, Montserrat. In addition to this the Government also operate a docking, ticket service and passenger waiting area at St John’s in Antigua.

Collaborative Working

The service operator will need to facilitate close collaborative working, across a range of teams that will be critical to the success of this temporary service. In this regard the smooth operation of sea passenger services to and from Montserrat is reliant on the involvement of several key stakeholders, including: Tourism; Customs; Booking Agents; Docking and Harbour Services, on Montserrat & Antigua and the regional activity.



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Objective

Taking a broader perspective there are two parts to this expression of interest. The first part is to consider the current 12-month period; this is the primary focus of the EOI.

The second is to consider the longer term aspirations and needs of Montserrat beyond the 12-month horizon. With a view of the longer term requirements, the GoM would welcome your thoughts and suggestions as to how this 12-month period and the associated commercial considerations could be improved.

This is likely to involve considering options for services that can meet needs much further into the future. This could include adopting a more fully integrated approach (potentially including the agency services), and setting in place longer term options in the process. The GoM would welcome any creative or innovative proposals for their consideration

Scope/Deliverables

The Ferry Operator will work with the Montserrat Access Coordinator to operate an on time and safe ferry service between Montserrat and Antigua with trips to other neighbouring islands as requested by the Government of Montserrat. The ferry operator is expected to develop good working relationships with Customs and Immigration Authorities, Port Authorities and Ferry Agents in Antigua and Montserrat.

Ferry services between Montserrat and Antigua up to 6 days a week. Service provided to accommodate the niche market development of shore excursions. This service should be ready to start by Sunday 1st October, 2017.

Reporting

Working closely with all key stakeholders will be one the most critical success factors and it will involve determining the best way that economic and operational performance can and will be provided as well as how information is to be shared and communicated; the degree and levels that collaboration can take place, including sharing of resources; the sharing of management and performance information.

The Ferry Operator will report to the Montserrat Access Coordinator on a daily basis. Weekly Meetings will be held with the Montserrat Access Connectivity Working Group and Programme Board. Where formal Progress Reports are specified the Service operator shall render such reports at the time and in such form as may be specified or as otherwise agreed between the Service operator and the GoM or its authorised representative.

Training and Development

The Ferry service provider will be required to provide training and development for Montserratians to develop their skills and abilities in sea faring stewardship.



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Value for Money

Seeking value for money through procurement is an important aspect of the Government of Montserrat's business practices. Award of contract through the GoM ITT procurement process will be made on the basis of whole life cost/most economically advantageous considerations, over the full period of the contract.

It is perceived that this EOI provides an ideal opportunity for the forward thinking ferry service provider to develop a positive working relationship with the GoM.

Confidentiality

GoM recognises that certain information contained in this EOI response submitted may be considered confidential and, as permitted by applicable law, will treat as confidential any information clearly labelled as such. If GoM is formally requested and required by any regulatory or judicial authority, or is otherwise required by law, to disclose information with regard to an EOI Response, GoM will disclose such information in accordance with applicable laws and regulations.

Please note that this document and the EOI are subject to the principles of the Freedom of Information and Protection of Privacy.



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THE SPECIFICATION

The Requirement

The requirement is for the provision of transport services, for people traveling to and from Montserrat.

In responding to this EOI the following are requested; please note this is not an exhaustive list:

- **flexible, consistent and frequent travel options/choice**, capable of increasing interest of people in travelling to and from Montserrat.
- **'best in class' level of service**. One of the key focuses for this level of quality is so that passengers/travellers have the best possible experience whilst travelling to and from Montserrat, whatever the reason for their travel.
- **accommodating changing passenger needs/demands**, in a way that optimises the cost of the service, without unnecessarily compromising i.e. maintaining flexible, consistent and frequent travel option as well as a 'best in class' level of service.
- **affordable travel options for passengers**, balanced with achieving an optimum value for money service.
- **safe and comfortable travel**, where health and safety is not compromised in any circumstance.
- **collaborative and coordinated working** with all key stakeholders. This will include the way information is shared, day to day communications, monthly contract meetings.

Mode of Transport

EOI's must detail the type and full capability of the sea faring vessel it proposes to use, including proposed back-up. The type of vessel being proposed must be capable of meeting the scheduling and routes that are currently being offered, as well as meeting changing passenger demands. It is important that the EOI considers the sea state and swell conditions especially between Montserrat and Antigua. This is more so referencing the normal swell condition in the area known as "yellow hole". A study conducted in 2014 identified that normal sea conditions within this area reached level 6 on the beaufort sea state scale. Therefore, any proposed vessel should have the capability to comfortably ply through such sea and wave conditions.

The solution should focus on value for money, considering: 'all' operational costs. It can also include any 'added benefits' or extras that would be made available. These could include, but are not limited to: efficient travel time; passenger luggage or light cargo options. Success factors will include but are not limited to:

- efficient travel time;
- the sea vessel(s) capability and 'capacity';
- the ease, comfort and practicality of travel;
- vessel facilities/refreshments;



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- ability to accommodate those with disabilities;
- efficient fuel consumption;
- vessel reliability, including proactive maintenance and cleaning;
- clear back up plans that safeguard against vessels being out of operation;
- added benefits or extras.

The Mobilisation Plan (for consideration of respondent to the EOI)

The GoM are very much aware that it could take a considerable period of time to mobilise the ferry and hence the EOI should provide an indicative mobilisation plan. A detailed mobilisation plan will be required during the submission of the ITT. The detailed mobilisation plan must demonstrate how the initial commencement would be managed on the run up to and during its first few months of operation.

The Quality Plan (for consideration of respondent to the EOI)

The successful ferry service operator will need to provide a detailed quality plan at the time of submitting the ITT. The Quality Plan must show how the service operator will provide a 'customer first' focus, when managing all aspects of quality control under the service provision. Including how the different elements of the operations & their key stakeholders are working.

- The detailed quality plan should include but not exclusive of or limited to:
- The flexible, consistent and frequent levels of travel. Including levels of passenger choice and interest;
- The plans for providing a 'best in class' type level of service quality. Service quality can include, but is not exclusive to: travel options offered; reliability of the service; ease of accessing and using the service; speed of travel; comfort and safety of travel; on board ambiance, e.g. cleanliness, amenities/ refreshments, information, etc.; booking & ticketing options; levels of service disruption; after sales care;
- How you are able to accommodate changing passenger needs and demands;
- Vessel options. This can include, but is not exclusive of or limited to: capacity & capability; health & safety, including sea worthiness; facilities, amenities/refreshments; service reliability; vessel back up plans; fuel consumption; passenger luggage capacity;
- Maintenance regime. This must outline the practices followed and policies adopted. Proactive maintenance regimes. The regime must include any legislative obligations and industry standards;
- Health & Safety policy and regime. This must detail how practices are compliant to relevant legislation, and industry standards. It should outline the practices followed and how that provides for safe, healthy and environmentally considerate operations. It can include adopting standards and practices such as those under International Safety Management Code Standards.



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It would be greatly appreciated if the interested party is able to send indicative or detailed information with their expression of interest pertaining to the foregoing quality bullet points.

Contract Management & Performance (for consideration of respondent to the EOI)

It is considered essential that in order to maintain a high standard of quality and performance that the service operator and the GoM take lead roles in holding regular 'coordinated' monthly contract management meetings.

The frequency of these will be reviewed after an initial three-month period. To maintain a high quality of service the successful service operator must facilitate a coordinated and integrated approach to all aspects of the service. This will require the service operator to develop and manage collaborative arrangements with all relevant key stakeholders, e.g. through supporting regular performance and quality working group.