

Caledonian MacBrayne
Clyde & Hebridean Ferries

CHFS Enhancement and Change Plan

Progress Update
Q4



Enhance the Community Voice



We will enhance the community's voice so that they can influence the decisions that affect them.

To do this we will...	Due date	Status	Progress Update
Review and improve the consultation process for major vessel outages	31 March 2026	Transferred to CHFS3 CP1 Annual Plan	Consultation continues to be progressed. Protocols are due to be discussed with Local Management to ensure they meet the needs of local stakeholders while taking into account a full network view. During current periods of disruptions local stakeholders are fully informed of changes at the earliest possible opportunity. The intention of implementing technology to support these decisions is still be considered. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 1.2 - Be open and transparent.
Establish clear engagement protocols and Service Level Agreements for engagement with CalMac	31 December 2025	Transferred to CHFS3 CP1 Annual Plan	The Strategic Communication Plan is currently under development, with the completion date revised to the end of December 2025. This plan will establish protocols and Service Level Agreements for each form of engagement undertaken by CalMac. Once implemented, it will enhance the consistency and quality of our interactions with service users, strengthening trust and promoting transparency. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 1.2 - Be open and transparent.

Strengthen Regionalisation



We will strengthen regionalisation to ensure that services better reflect and support the unique characteristics of each community.

To do this we will...	Due date	Status	Progress Update
Devolve decisions to local ports wherever possible, customising to community needs	31 March 2026	Transferred to CHFS3 CP1 Annual Plan	To enhance staff's ability to focus on customer service, the standardisation of processes across all ports continues to advance. At the same time, analysis within the framework of community social responsibility is ongoing. Due to capacity constraints within the fleet, the due date for this initiative has been rebaselined to 31 March 2026. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 3.1 - Be community-centred.
Assess and potentially expand (where appropriate) the deck space reservation pilot on Mull, Coll and Tiree	01 Nov 2024 – 31 March 2026	Transferred to CHFS3 CP1 Annual Plan	Deck Space retention pilot agreement to continue through winter timetable across all existing pilot routes. A review is planned with stakeholders in November to discuss pilot performance and agree whether the solution is moved to BAU or to continue as a pilot across existing routes. Progressing exploring options with the ticketing system provider to understand the opportunity for a more defined Islander solution. Target end of year to understand what options may be possible. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 2.1 - Be customer led.
Carry out a pilot to optimise deck space on Islay	31 December 2025	Transferred to CHFS3 Delivery Plan	There was a delay in development of the proposed model however this has been rebaselined and targeted to prepare by the end of December 2025. Following this, we will share with local port staff for optimisation. Associated actions and updates will now be tracked through the CHFS3 delivery plan: Demand Management Plan.

Enhance Customer Satisfaction



We will enhance customer satisfaction by improving the quality of the service we provide.

To do this we will...	Due date	Status	Progress Update
Continuously improve the eBooking system	Ongoing through charter extension	Transferred to CHFS3 CP1 Annual Plan	Version 2025.2 was delivered with the following enhancements: • Updates to Vehicle Lookup and Block Booking. Version 2025.3 is now entering User Acceptance Testing (UAT). Key enhancements and fixes: • Smart Boarding enhancements: • Improved creation of ad hoc, non-timetabled sailings. • Warning prompt added when closing check-in. • Vessel list reordered alphabetically. • B2C website enhancement: • Removal of 'Show All' bar. • Configurable product display options introduced. In addition, we will resolve several defects in this release. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 2.1 - Be customer led.
Establish a Centre of Excellence (CoE) for better adherence to customer experience standards	March 2026	Transferred to CHFS3 CP1 Annual Plan	Positive progress continues to move from project to business-as-usual activities. Recruitment for the lead role is underway, with three trainers and admin support roles already recruited. Training content is being delivered including eBooking, targeted to 100% coverage by end of December 2025 with additional gap support based on performance; Passenger Service Manager development and management workshops underway, Purser and Port staff eBooking and CARE customer standards training roll out for ports staff. Business change and communications activity continues with the launch of internal SharePoint site and sign up pages. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 2.1 - Be customer led.

Enhance Customer Satisfaction continued...



We will enhance customer satisfaction by improving the quality of the service we provide.

To do this we will...	Due date	Status	Progress Update
Expand protocols to prioritise and assist passengers travelling for urgent medical appointments	March 2026	Transferred to CHFS3 CP1 Annual Plan	Recommendations from HiTrans are being put in practice where possible. This protocol is not being met with high demand as customers preference generally is to take their own car where possible. CalMac continue to review and remain committed to taking a holistic view of patient travel with other transport providers. The end date for this has been updated to March 2026 to ensure best practice is being applied where possible. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 2.1 - Be customer led.

Improve Transparency



We will improve transparency by making it easier for customers to understand how we make our decisions and provide more meaningful performance information that matters.

To do this we will...	Due date	Status	Progress Update
Pilot weather operating limits for Arran, Coll and Tiree to ensure safe operations	01 April – 31 March 2026	Transferred to CHFS3 CP1 Annual Plan	Good progress has been made with the consultants, and we are anticipating a refined set of results in the coming weeks which will be reviewed and benchmarked internally. Once the work is complete, any relevant results will be shared with the impacted communities. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 1.1 – Be reliable and resilient.
Consult on the process to prioritise traffic during disruptions, meeting customer and community needs	December 2025	Transferred to CHFS3 CP1 Annual Plan	There was a delay in completing the community consultation; however, significant progress has since been made. Processes are currently being refined on a route-by-route basis to ensure they meet the needs of our customers. This is scheduled for implementation by December 2025. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 3.1 – Be community-centred.

Enhance Connectivity and Onward Transportation



We will enhance connectivity and onward transportation to ensure customers enjoy a seamless journey across different transport modes, while also promoting active travel options.

To do this we will...	Due date	Status	Progress Update
Develop partnerships with Scotrail and other providers to enhance integration	31 March 2026	Transferred to CHFS3 CP1 Annual Plan	Our Scotrail partnership officially launched on 1 September 2025. Cross party introductory meetings are completed, and action plans are progressing to plan. City Link partnership agreement draft is complete with sign off planned for December 2025 and launch Q1 2026. Associated actions and updates will now be tracked through the CHFS3 annual plan for CP1, Objective 2.1 – Be customer led.
Collaborate with Transport Scotland to create a forum for resolving timetable conflicts affecting customer experience	01 April – 30 Sep 2025	Complete	An interim CalMac-led forum has been established which will serve as a transitional platform while Transport Scotland develops its new Directorate for Transport Integration and Connectivity, which is expected to be fully operational in six months. The interim forum aims to address current challenges in aligning CalMac ferry services with rail and bus connections and will be chaired by CalMac with active participation from TS. The group agreed to meet quarterly and discussed renaming the forum to the <i>Transport Integration Forum</i> to reflect its broader remit. An introductory forum is planned for November, and over time, this group may evolve into a sub-group within the wider forum once the new directorate is fully established.