

Caledonian MacBrayne
Clyde & Hebridean Ferries

CHFS Enhancement and Change Plan

Progress Update
Q3



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	30 Sep 2025	On track	Due date pushed out from 30 June 2025 but now on track to complete by 30 September 2025 due to operational challenges taking priority. Consultation process is planned to be reviewed, with the intention to consider technologies that may be available to support decision making within the process. Stakeholders will be consulted on the process and improvements made where possible.
Establish clear engagement protocols and Service Level Agreements for engagement with CalMac	01 June – 30 Sep 2025	On track	Strategic Communication Plan is now in development and on track to be completed for end of September 2025. This will provide the protocols and Service Level Agreements specific to each form of engagement from CalMac. Once this is live, we will see an improvement in how we interact with all our service users and build on trust and transparency.

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	30 September 2025	On Track	Standardisation of processes continues across all ports, this aims to reduce manual processes where possible and allow staff to be more customer focused. Framework for community social responsibility still under development once in place area managers will have their own budget which can be used for their area. Due date pushed out from 30 June 2025 but now on track for 30 September 2025 due to operational challenges taking priority.
Assess and potentially expand (where appropriate) the deck space reservation pilot on Mull, Coll and Tiree	01 Nov 2024 - 30 Sep 2025	On Track	Pilot progress presented to Coll, Mull, Tiree Communities and Transport Scotland with the opportunity to stop or change the pilot. Agreement made to continue with the pilot through winter with small adjustment to the release period of retained deck space for Coll and Tiree. We will also move to a phase two of the pilot in response to community feedback, to explore the feasibility of allowing island residents earlier access to retained deck space ahead of general release. A further follow up session, planned for the end of summer, will present pilot findings, trends and community feedback, with the aim of completing the pilot and making changes permanent within the booking process. Sound of Barra and Sound of Harris pilots will follow a similar approach.
Carry out a pilot to optimise deck space on Islay	30 Sep 2025	On Track	The model for this pilot is still under development but once this is finalised the team will work with local ports and stakeholders to consider the vessel delivery schedule and the opportunity to further improve deck space availability.
Pilot space reservations for healthcare workers on Cumbrae and Arran	01 June – 30 Sep 2025	Complete	Existing local port process has been monitored for two months and there has been no instances of difficulty or challenge to accommodating NHS / Scottish Ambulance Services. It is therefore concluded that the existing process is fit for purpose and this initiative can be closed.

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	On track	This quarter has seen the following updates to the booking system: • Vehicle discounts, such as Blue Badge concessions now being correctly applied when amending bookings. • System improvements made to increase response times with the booking system during disruption management • Software updates were applied across web servers, reinforcing our commitment to continuous security and system resilience.
Establish a Centre of Excellence (CoE) for better adherence to customer experience standards	30 Sep 2025	On track	CoE model well established and moving to Phase 2 of extending the training to key ports and vessels. Customer Care training has also been updated and repiloted in Gourock, Oban and Stornoway ports. Operational performance and resilience has improved with mandatory beginner booking system training completed for 120 staff and competency assessments introduced regularly to ensure consistency and highlight any gaps. Recruitment underway for a permanent team to make the CoE business as usual, demonstrating the continued success of the CoE and recognition it is a key priority for improving our customer experience standards. To progress to business-as-usual status, due date pushed to 30 September 2025.
Expand protocols to prioritise and assist passengers travelling for urgent medical appointments	01 Jan – 30 Sep 2025	On track	CalMac have responded to the HiTrans recommendations and are keen to do all we can to improve patient travel and will make changes directly to our processes or support key partner's changes where possible. We have suggested that HiTrans facilitate a quarterly/monthly meeting with CalMac and other key partners to allow a continuous dialogue. This will allow us to identify and inform changes to practices to improve patient transport on an ongoing basis. We are committed to taking a holistic view of patient travel with other transport providers.

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 – 30 Sep 2025	On track	External consultant has been appointed, and work commenced in July 2025. Once the work is completed, we will share any relevant results with the impacted communities.
Consult on the process to prioritise traffic during disruptions, meeting customer and community needs	31 August 2025	On track	Area Managers are consulting all communities on the process to prioritise traffic during disruptions. All feedback will be consolidated, and specific customer and community needs will be addressed at an area level. This is on track to be completed for the end of August 2025.

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	30 Sep 2025	On track	Scotrail partnership is now live with an official launch due 1 August 2025. This will see an action plan and key measures for the partnership shared on both CalMac and Scotrail's websites. Progress is now underway to replicate the Scotrail model with other partners, so this due date has been pushed out to 30 September 2025.
Collaborate with Transport Scotland to create a forum for resolving timetable conflicts affecting customer experience	01 April – 30 Sep 2025	On track	Plan still on track to be in place for September 2025. Frequency of this forum to align with the Bi-Annual timetable consultation process and formally recorded with all connecting transport providers in attendance. This will ensure issues can be escalated and resolved quickly. We will also build an action list of activities that drop out of the Scotrail/Partnership agreement, and role this out to our connecting transport partners.