

Improving every journey

In this next phase of the contract, Caledonian MacBrayne will deliver a ferry service to the Clyde and Hebridean network, which is sustainable, inclusive, integrated, safe, and accessible – and actively supports the economic and cultural prosperity of Scotland’s west coast communities, visitors and businesses.

We’re putting together a plan to show how we’ll deliver against the specification set out by Transport Scotland as part of the third Clyde and Hebrides Ferry Service (CHFS3) contract, which we’ll share with you, our customers, by Autumn 2025.

In the meantime, this document sets out our priorities and some examples of the steps we’ll take to provide a service that is geared to improving every journey our customers take with us, summarised below.



Caledonian MacBrayne

1 Priority one

We will build a trusted and reliable service.

By reducing technical issues and quickly responding to, and recovering from, disruptions where they occur.

By delivering an affordable and accessible service when needed.

And, by making it easier to travel between our ferry services and those of other connecting transport providers.

And, by making it easier for our customers and stakeholders to understand our decisions and our performance against them.

By delivering a ferry service that understands local needs and responds to them effectively.

By enhancing every interaction our customers have with us, while also improving accessibility overall.

We will improve our customers’ experience.

2 Priority two

3 Priority three

We will support our communities to thrive.

By taking positive steps towards protecting our environment.

By recruiting more local staff and creating more local opportunities for young people and graduates.

And, by taking steps to increase our partnerships with local retailers and suppliers.

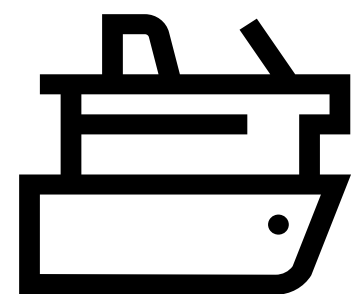
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Priority one: Building a trusted and reliable service

Below, we've outlined some examples of the steps we'll take to build a trusted and reliable service – one of our three priorities – alongside the result this can deliver for you.



**Caledonian
MacBrayne**



The what:

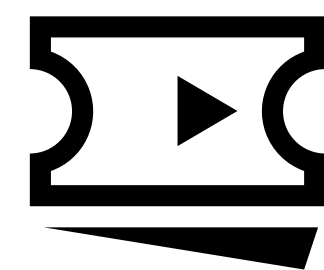
We will enhance the resilience and reliability of the ferry service by reducing technical issues and quickly responding to, and recovering from, disruptions when they occur.

The how:

- Prioritising investment in the maintenance of vessels – and committing to a best-in-class maintenance standard across the fleet.
- Keeping a resilience vessel within the fleet which remains ready to provide relief and support should disruptions occur.
- Supporting the introduction of new vessels to the fleet, and the upgrade of the harbours in which we operate.

The result:

Greater peace of mind and confidence for customers overall, knowing they can rely on us to deliver consistently and honestly.



The what:

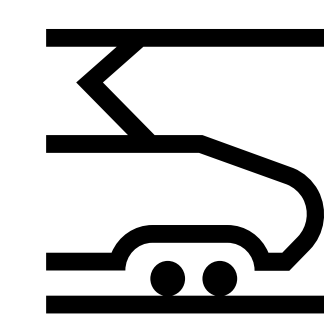
We will deliver a ferry service that is both affordable and accessible when needed.

The how:

- Assessing opportunities to expand the deck space reservation pilot to other routes on the network.
- Working with Transport Scotland to bring in discount and fare schemes, such as free travel for under 22s, which will improve affordability and accessibility.
- Support Transport Scotland's community needs assessments – helping to ensure services meet changing community requirements.

The result:

Fairer pricing, greater availability and better alignment with customer needs and local travel patterns.



The what:

We will improve transport connections and make it easier to travel between our ferry services and those of other connecting transport providers.

The how:

- Working with other transport operators to make sure plans, processes and potential changes are aligned for customers – and offer better connectivity.
- Working together with transport operators to improve service information that's shared with customers – creating a more user-friendly and informative travel experience.
- Supporting Transport Scotland's strategy to deliver smart ticketing on public transport – offering passengers seamless ticketing across multiple modes of transport.

The result:

A more seamless and connected travel experience for customers, end to end.

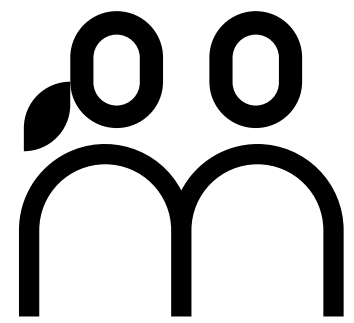
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Priority two: Improving our customers' experience

Below, we've outlined some examples of the steps we'll take to improve our customers' experience – one of our three priorities – alongside the result this can deliver for you.



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The what:

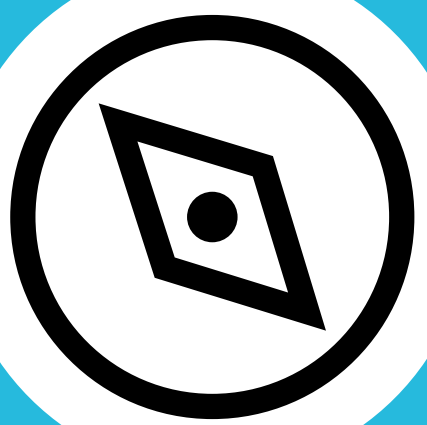
Take steps to enhance our customers' experience through every interaction, including improving the overall accessibility of the service.

The how:

- Providing best in class 'customer experience' training to colleagues through our 'Centre of Excellence' – so that every customer has the same great experience whether this is digitally, over the 'phone, at a port or on a vessel.
- Expanding protocols to prioritise and assist passengers travelling for urgent medical appointments.
- Work with CMAL and harbour authorities to ensure new vessels and port upgrades are designed against the recommended accessibility standards.

The result:

Easier and more equitable access to the service, where customers come first in everything we do – creating greater customer satisfaction overall.



The what:

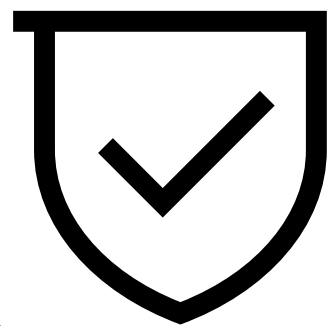
We will deliver a ferry service that understands local needs and responds to them effectively.

The how:

- Ensuring area managers spend more time in communities, working directly with customers and stakeholders, to better understand the differing needs of each area.
- Making sure our decisions such as timetable connectivity and service changes are reflective of and driven by local and regional needs.
- Ensuring our policies reflect the individual characteristics of the islands. For example – when disruptions occur, we'll use traffic prioritisation processes which are specific to individual ports and local requirements.

The result:

A more effective fulfilment of evolving community needs through a greater understanding of local and regional priorities.



The what:

We will make it easier for customers and stakeholders to understand the how and why of our decisions, and our performance against them.

The how:

- Sharing and explaining our corporate plan and roadmap on how we'll transform the service in the longer term.
- Making it easier for customers to see how we are performing and progressing against our plans.
- Publishing minutes from board and ferry community board meetings on our website to show customers and stakeholders the decisions we are making, alongside how and why we've reached them.

The result:

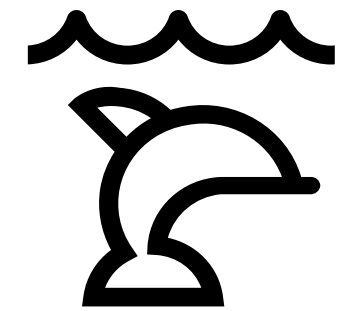
Enhanced trust and confidence in the performance of the ferry service.

3 Priority three: Supporting our communities to thrive

Below, we've outlined some examples of the steps we'll take to support communities to thrive – one of our three priorities – alongside the result this can deliver for you.



**Caledonian
MacBrayne**



The what:

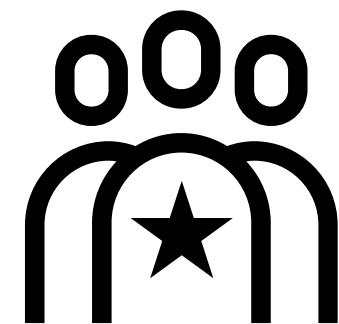
We will take positive steps towards protecting our environment.

The how:

- Reducing our consumption of fuel by implementing fuel monitoring practices and increasing the operational efficiency of our vessels on journeys.
- Increasing and improving our recycling practices by finding new solutions to minimise, reuse, or recycle waste – and to increase our contribution towards Scotland's transition to a greener society.
- Collaborating with CMAL and Transport Scotland on the introduction of new vessels which increase the efficiency and environmental sustainability of our fleet.

The result:

Contributing to a cleaner, healthier, and safer environment through reduced pollution and lower greenhouse gas emissions.



The what:

We will actively recruit more local staff and create more local opportunities for young people and graduates.

The how:

- Creating a strong skills pipeline by increasing the number of apprentices, cadets and graduates within our team who are local to island and coastal communities.
- Encouraging more island and coastal residents to choose a career at Caledonian MacBrayne.

The result:

Contributing to a more skilled and future ready workforce.



The what:

We will take steps to increase our partnerships with local retailers.

The how:

- Stocking and using as many local products as we can on our vessels and in our ports.
- Working with these partners and suppliers to showcase and promote local products beyond our vessels and ports.
- Developing relationships with other tourism related groups in the islands and coastal areas, so we can work together proactively to promote the best of the network.

The result:

Supporting the economic growth of the islands, highland and coastal communities.