

Improving every journey



The Caledonian MacBrayne
corporate plan 2025 – 2031



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“Caledonian MacBrayne delivers a lifeline service every day. Our team is so motivated to provide the best service for our customers and to find balance where we need to. Day in, day out, we will be present with our stakeholders and communities – providing balance where we need to. Our way of working – alongside and with communities – creates the working relationship our customers, communities, islands and coasts need.”

Eilidh Matheson
Port Manager, Caledonian MacBrayne

Forewords

Our islands and coastal communities are a profoundly important part of Scottish life – economically, culturally, and socially.

Supporting their growth, wellbeing, and resilience is not just a priority for this Government – it is a commitment rooted in our vision for a fairer, more connected Scotland. As Cabinet Secretary for Transport, I am determined to deliver on this commitment.

CalMac plays a central role in this effort. Its public ferry services across the Clyde and Hebrides are essential – providing safe, reliable, affordable, and inclusive transport underpinning employment, access to healthcare and education, whilst enabling local businesses tourism and leisure to thrive. These services are not just about connectivity; they are about opportunity, and equity, and built around the needs of our communities.

This Corporate Plan sets out a shared vision for how we move forward together. It marks the beginning of a new chapter – one defined by collaboration, transparency, a mutual commitment to success and commonality of purpose.

It is closely aligned with the strategic direction set out in the National Transport Strategy and the Islands Connectivity Plan (ICP) and

firmly reflects the priorities that communities have articulated in our engagement with them. The ICP outlines our long-term vision for delivering safe, sustainable, and equitable transport services that meet the unique needs of island communities. The commitments in this Corporate Plan reflect and reinforce those principles, ensuring that CalMac's operations contribute meaningfully to the wider ambitions of the ICP.

The direct award of the CHFS3 contract to CalMac for the next ten years reflects my confidence in its ability to deliver for communities. It also signals a shift – from a commercial model to one that is firmly rooted in public service delivery. It provides the flexibility needed to respond to the evolving needs of our island and ferry dependent communities and drive continuous improvement – and I welcome CalMac's commitment to engaging closely with those communities and key stakeholders in helping drive that improvement and shape the future of services.

The Scottish Government has also continued to invest significantly in modernising the fleet

available to CalMac and improving ports and harbours across the network. New vessels are now entering service, commencing with the launch of MV Glen Sannox at the beginning of this year, with more to follow – enhancing capacity, reliability, and environmental performance across the CHFS network. This coupled with the new CHFS contract will bring enormous benefits to the daily lives and livelihoods of people up and down and across the west coast.

Our role as Government is to create the conditions for CalMac to succeed – through investment, support, and a clear strategic direction. This Corporate Plan reflects a renewed relationship between Scottish Government and CalMac – built on trust, shared purpose, and a joint commitment to delivering for Scotland's island communities. I am confident that the steps we have taken, and the approach set out in this Plan, will deliver meaningful and lasting change for our island communities.



Fiona Hyslop
Cabinet Secretary for Transport

Forewords

This corporate plan sets out how we at Caledonian MacBrayne will deliver Clyde and Hebridean ferry services (CHFS) through to March 2031, the first part of the ten-year contract, starting from the new direct award on 1 October 2025.

The beginning of the contract heralds a new and positive phase – Caledonian MacBrayne will no longer be operating under a commercial contract, instead, this will be a publicly controlled service. This change gives Scottish Ministers real freedom to focus on what matters – putting people and places at the heart of the service. And for us, that is at the core of our purpose: to navigate the waters ensuring life thrives wherever we are.

We know that Scotland will look to us to show that a public service model will work better. With that, expectations will rise, and rightly so – from communities, from our own people at Caledonian MacBrayne and from Ministers.

We acknowledge we have faced a number of challenges and that this may remain the case for the immediate future. Several of our vessels, both large and small, have reached or are near the end of their expected working life, and many of the ports and harbours we operate from need attention. We recognise that trust in our service has been impacted from the associated effect of disruption across our network.

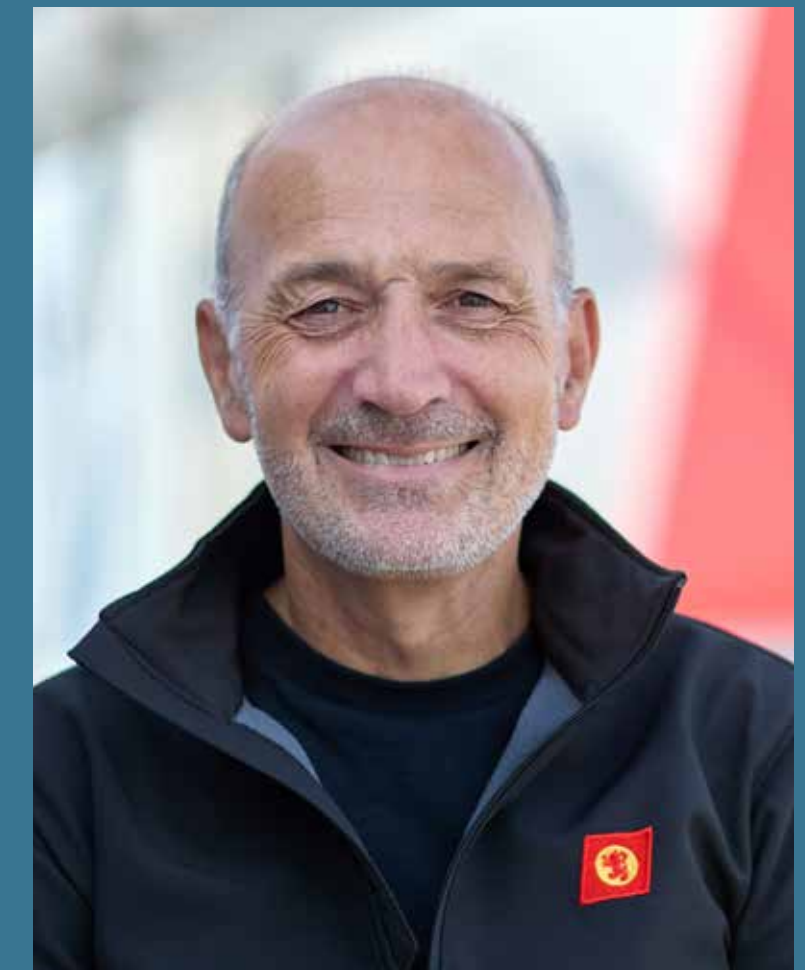
Nonetheless, momentum is now increasing, significant investment is underway, and trust is being rebuilt. Twelve new vessels will be added to the fleet over the next five years. Major infrastructure upgrades are either underway or confirmed for our ports and harbours. The CHFS3 contract presents a fresh opportunity to reset how we, Caledonian MacBrayne, CMAL and Transport Scotland, work closely together to deliver the best service we can for our customers.

Our agenda is ambitious. As well as investing in the service, we plan to change how we do things. This means culture change. It means empowering our people, strengthening how we engage with you, our customers, and ensuring we are much more transparent about how we operate.

Above all, our focus is on continuing to build this ferry service – one that works well – not just technically, but socially, economically, and environmentally – for island life in the years ahead. This plan sets out the route we will take – detailing our strategic priorities, the actions we will deliver, and the standards to which we will hold ourselves. It is both a roadmap and a statement of intent, and we invite you to hold us to it.



Erik Ostergaard
Chair
CalMac Ferries Limited



Duncan Mackison
Chief Executive Officer
CalMac Ferries Limited

Forewords

CMAL is committed to supporting Caledonian MacBrayne's corporate plan, which sets out how they will deliver Clyde and Hebridean ferry services (CHFS) through to 2031, under a new publicly controlled model.

As the asset owner for most of the Clyde and Hebridean network, our role is to provide the vessels and harbours that make these services possible – and to provide assets which are safe, efficient, and fit for the future. The move to a public service model brings renewed expectations, and we are committed to meeting them through closer collaboration, clear accountability, and long-term investment.

Scotland's ferry infrastructure faces real challenges. Much of it requires further significant investment and is under strain. But change is well underway with supporting investment from Scottish Government. Twelve new vessels will join the fleet within five years, and major harbour upgrades are already progressing. These improvements will support greater reliability and the delivery of a better service for island communities.

We are also changing how we work – focusing on smarter planning, sustainability, and closer coordination with Caledonian MacBrayne, Transport Scotland and partners. Our goal is to ensure the infrastructure we deliver supports a ferry service that is dependable, future-ready, and publicly valued.

We look forward to playing our part in delivering on the ambitions set out in this plan.



Kevin Hobbs
Chief Executive Officer
Caledonian Maritime Assets Limited

Introduction

This corporate plan supports our purpose – to navigate the waters, ensuring life thrives wherever we are – a sentiment which has been our north star since 1851, and it sets out how we will fulfil the vision that drives us – to deliver a reliable ferry service, which is sustainable, integrated, safe and accessible – one which actively supports the economic and cultural prosperity of the Scottish island, coastal and peninsula communities we serve.

Scottish Ministers have shown their faith in us by directly awarding the next CHFS contract for a period of 10 years – and with that have given us a set of clear expectations and objectives on how we will deliver ferry services on the Clyde and Hebridean network in the CHFS3 contract specification. Our job, and the job of our Board, is to bring those expectations to life and to develop strategies and ways of working that deliver upon those ambitions.

Throughout this plan, we demonstrate how we will do that – specifically, detailing how we will deliver against the specification and objectives set out as part of the Clyde and Hebrides Ferry services (CHFS3) contract as well as Transport Scotland's Islands Connectivity Plan (ICP). To do this, and to drive our work over the next 5 years, we have centred our plans against the four priorities set out in the Islands Connectivity Plan (ICP), as shown on the right.

Priority 1

Reliable and resilient

- Will provide a reliable and resilient service.
- Will get people and goods where they need to get to.
- Will be transparent.

Priority 2

Accessible

- Will ensure safe and fair access.
- Will be easy to use.
- Will be affordable.

Priority 3

Integrated

- Will support sustainable and active travel choices.
- Will support integrated travel.
- Will help make ferry dependent communities great places to live.

Priority 4

Environmental impact and low carbon

- Will support cleaner travel choices.
- Will adapt to effects of climate change.
- Will help deliver our net-zero target.

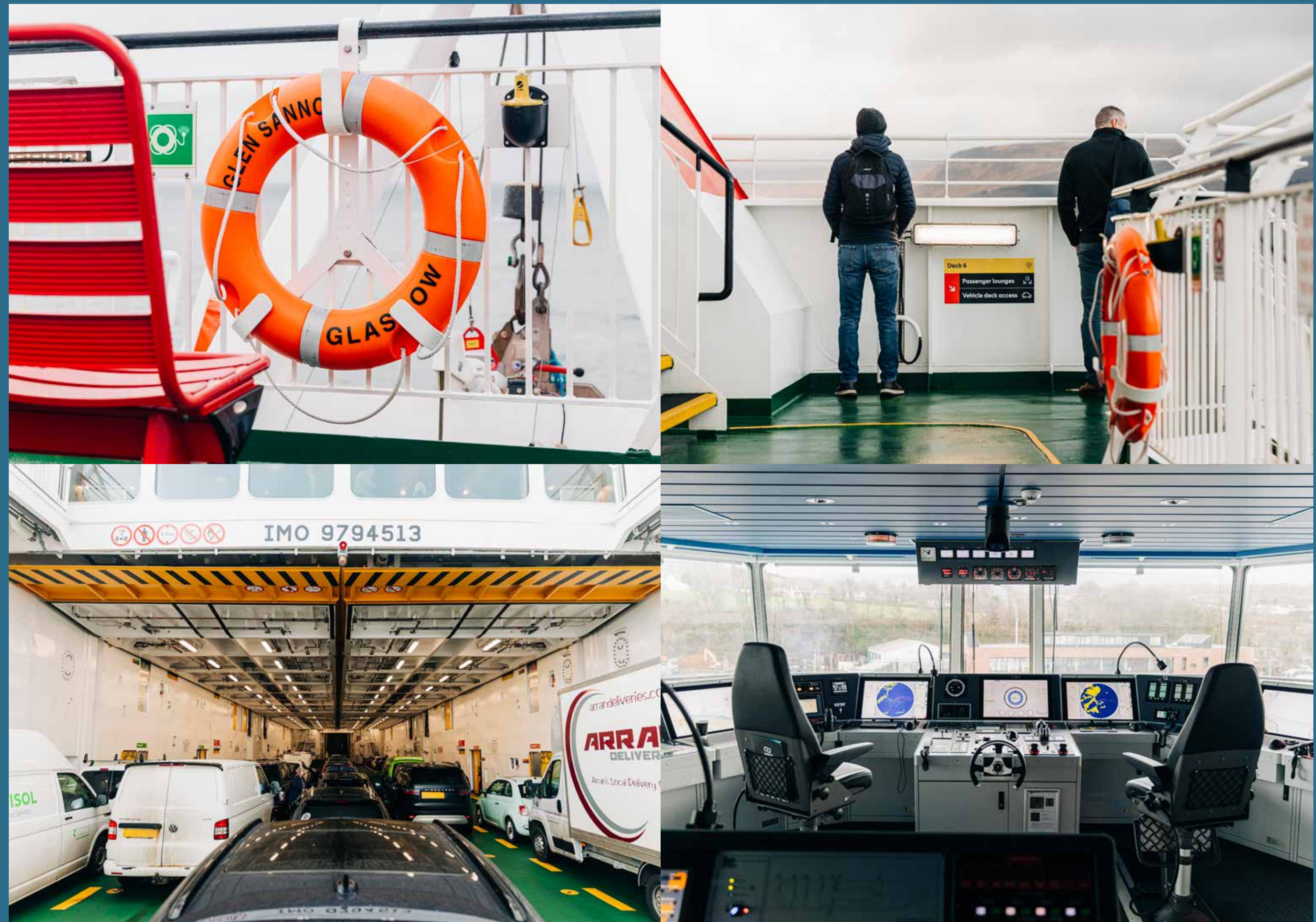
Introduction cont.

We will support delivery of these priorities through a series of objectives and goals, shared with you in this corporate plan. They reflect work already underway and planned – all aimed at realising our vision set out in the previous page and directly contributing to the fulfilment of the Island Connectivity Plan.

In delivering this corporate plan, we remain fully focused on providing a resilient and reliable public service. We will work closely with Scottish Ministers and the communities we serve, remaining flexible and responsive to their needs. We remain committed to making the best use of public funds, in line with Scotland's Public Sector Reform Strategy.

While our history and expertise are very important to us, our success depends on more – it depends on strong leadership and a culture built on openness, trust and our core values. Under CHFS3, we'll work differently – closer to communities and partners, more responsive to local needs, and make a clear, positive contribution to the services people rely on.

As the current custodians of Caledonian MacBrayne, our focus is very much on what we do now and how we lead into the future. This corporate plan will show how we'll further mould and develop an exemplar, best in class, ferry company – ready for the future and fit to meet the needs of our customers and communities.



■ Background and context

Demand for our services has never been greater. Whether for work, education, healthcare, tourism, business or freight, more people and organisations are relying on ferry services, and they need them to be dependable, accessible, and responsive to the realities of island life.

Yet, at the same time, we are operating under real constraints. Many vessels are beyond their intended lifespan. Infrastructure within the harbours we use is under pressure. And weather-related disruption is becoming more frequent, more challenging and severe, as we adapt to the growing impacts of climate change.

At a time when the cost of living is rising, our services must remain affordable. We understand the pressures facing households and communities – and we are committed to ensuring lifeline travel remains accessible. Simultaneously, public funding is under significant pressure. This means we must deliver maximum value for every pound spent – and show clear outcomes in reliability, equity, and community benefit.

In response to these challenges, major investment is underway. The introduction of new vessels and port upgrades will help us modernise. But communities want more than these improvements alone – we understand their call for a different relationship. One where they're heard, involved, and treated as partners in shaping the service they rely on.

The wider public service landscape that we work within is shifting too – towards collaboration, with a stronger community voice around us. This shift suits us very well. We want decisions made **with** communities, rather than **for them**. Delivering on this shift will depend not just on how we engage externally, but on how we support and equip our own people to lead change from within.



“Our challenge of being based on an island, particularly for a brewery, is getting the materials that we need here, followed by getting our products off the island.

And to do that, we will need to work with great partners, and I have to say that CalMac is one of those great partners. They are extremely flexible in helping us which is crucial.

They understand the islands and understand island businesses, and so we know they will understand our problems – whatever they may be. They have a real will to make things work.”

MacKay Smith

Head brewer, director and co-owner at Islay Ales

Background and context cont.

Our people remain one of our greatest strengths. They are core to, and believe in, delivering for the communities we serve. As we move into this new chapter, we will support them with clearer direction, investment in their development, and a working culture that reflects our public service values. But like many sectors, we face real workforce pressures. Successfully recruiting, retaining, and reskilling people – particularly in operational and technical roles – is critical to our future success.

New technologies and data tools offer huge potential to improve service planning, customer information, and our operational response. To become more responsive and resilient, we must accelerate our use of data and digital tools – not only to improve how we operate, but also to give customers better, real-time information and support.

To deliver on the ambitions of the Islands Connectivity Plan, we need a clear and structured approach that connects our purpose with the practical actions we take every day.

The diagram below sets out how we translate our values and priorities into real-world outcomes – guided by external influences, enabled by strong internal capabilities, and driven by the commitment of our people.



Our corporate plan in context



Alignment with Government policies

This corporate plan sits firmly within the wider landscape of Scottish Government policy. With the transition to the CHFS3 contract, Caledonian MacBrayne will operate as a publicly controlled service – clearly aligned to national priorities and contributing to the wider ambitions of government.

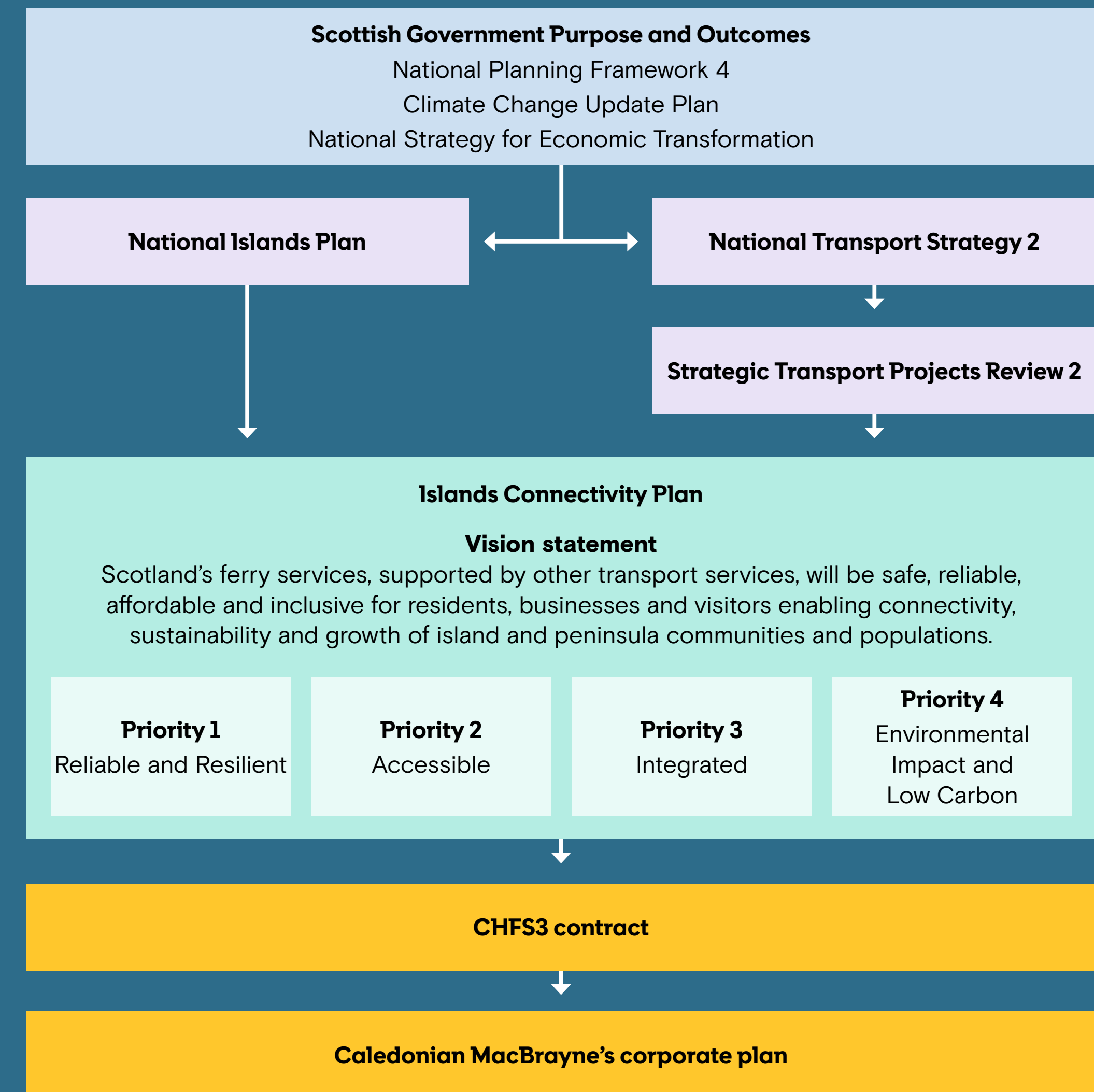
The Scottish Government's purpose and national strategies set out a clear direction: to build a fairer, greener, and more inclusive Scotland. Our delivery must support that purpose – not just through the service we provide, but through the way we work, the outcomes we enable, and the decisions we make.

Key policy frameworks including the National Islands Plan, the National Transport Strategy (2024), the Strategic Transport Projects Review 2 (2022) and the Public Service Reform (PSR) Strategy (2025), shape the context in which we operate.

The Islands Connectivity Plan (ICP) is Scottish Ministers' flagship policy for ferry services, setting out a long-term vision to deliver more reliable, accessible, integrated and sustainable connections for island and peninsula communities. It is the strategic foundation upon which the Clyde and Hebridean Ferry Service (CHFS3) contract has been built—and it provides the central policy anchor for this corporate plan.

Building on this, and in support of the wider national policies and strategies, we're working with Transport Scotland, CMAL and partners to make it easier for everyone to get around Scotland. By supporting them as they invest in better infrastructure, and by embracing technology that improves how services operate, together we'll help create a transport system that is more reliable, accessible and sustainable. We're committed to delivering high quality services and ensuring the best use of public money for the benefit of communities across Scotland.

The relationship between each policy, associated framework and our corporate plan are shown in the visual on the right.



Our approach

At Caledonian MacBrayne our purpose is to navigate the waters ensuring life thrives wherever we are.

Over the next five years we will deliver a reliable ferry service which is sustainable, integrated, safe, and accessible – and actively supports the economic and cultural prosperity of the Scottish island, coastal and peninsula communities we serve.

Our values represent collectively what we at Caledonian MacBrayne are here to do:

- **Locality – we act in the best interests of the people we serve.**
- **People first – we help each other thrive.**
- **Bravery – we think and act with courage and conviction.**

Our position is challenging, and we know we cannot fix each issue at once. Instead, we are taking a phased approach – one that focuses first on getting the basics right, then improving how we deliver, resulting in building a service that's fit for the future.

We also know that delivering better outcomes for our customers depends on how we work with others. That is why, as a core part of our approach, we will work collaboratively with CMAL and in partnership with Scottish Ministers through Transport Scotland – and in so doing, we'll remain collectively focused on what matters most to the communities we serve.

Our values

Locality

People first

Bravery



Our priorities and objectives

Transport Scotland's Island Connectivity Plan (ICP) sets out four key priorities for ferry services, each designed to ensure the system is more responsive, sustainable and inclusive. These priorities are directly reflected in our corporate objectives and goals (Figure 1), which guide how we will deliver improved outcomes for our customers and the communities we serve.

Priority 1

Reliable and resilient

A reliable and resilient ferry service is essential for ensuring people and goods reach their destinations safely and consistently. This priority also emphasises transparency and operational robustness. To support this, we have two key objectives:

- 1.1** Be reliable and resilient, with a goal to provide a consistently safe and reliable ferry service, (1.1.1).
- 1.2** Be open and transparent, achieved through creating greater trust and fostering stronger stakeholder relationships (1.2.1).

Together, these objectives will ensure the service meets the fundamental needs of island communities and businesses while maintaining public confidence.

Priority 2

Accessible

In this priority, accessible means ensuring ferry services are safe, fair, easy to use, and affordable. Our commitment to this is delivered through the objective:

- 2.1** Be customer led, with goals that include:
 - Providing a smooth and frictionless travel experience (2.1.1).
 - Improving equity of access to ferry services (2.1.2).
 - Enabling customers to book and travel when they need to, with fair fares and where enough space is available (2.1.3).

This ensures services are inclusive and responsive to the diverse needs of passengers.

Priority 3

Integrated

Integration means supporting sustainable and active travel choices and aims to make ferry-dependent communities better places to live through connected, coordinated services. To support this, our objective is:

- 3.1** Be community-centred, underpinned by goals to:
 - Deliver services that reflect local needs (3.1.1).
 - Build a strong, capable local workforce (3.1.2).
 - Support local businesses and create lasting community value (3.1.3).

This objective ensures that ferry services are embedded within broader local and regional systems of mobility and economic development.

Priority 4

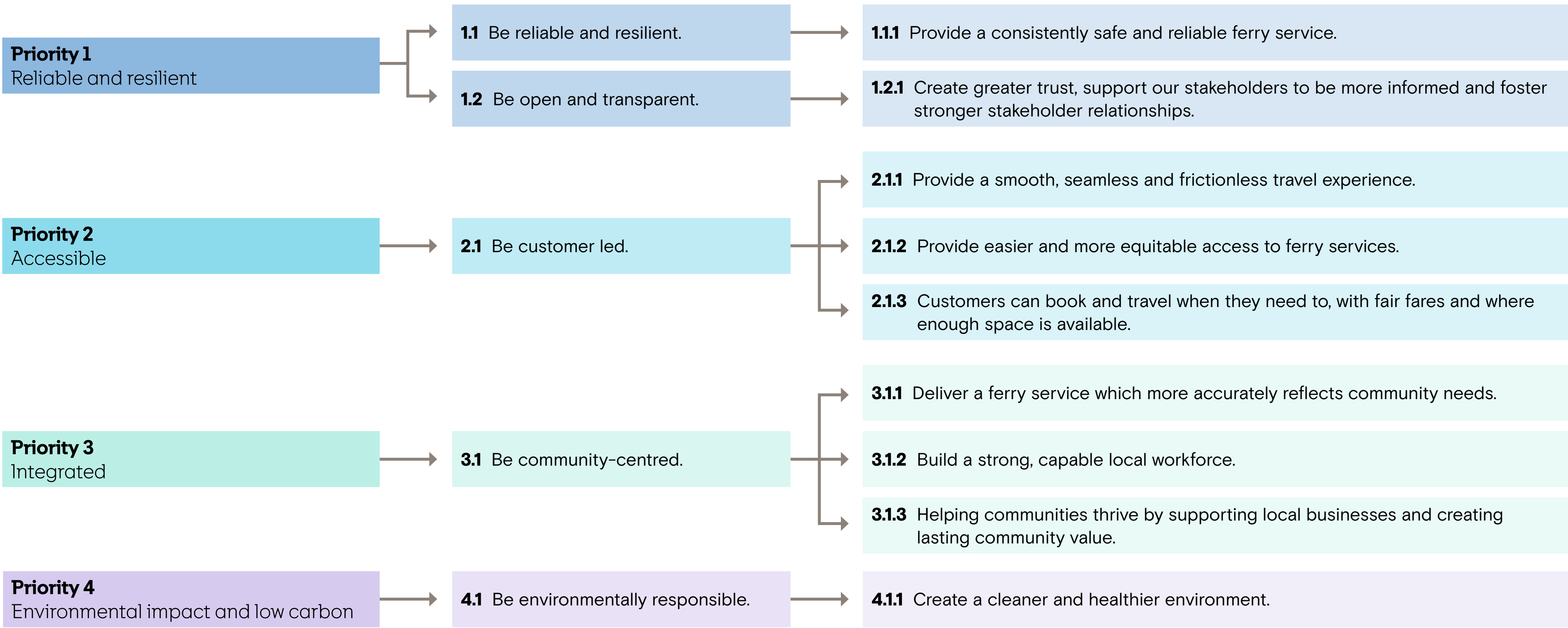
Environmental impact and low carbon

Ferry services must contribute to cleaner travel choices, help adapt to the effects of climate change, and support Scotland's net-zero ambitions. This is reflected in our objective:

- 4.1** Be environmentally responsible, delivered through the goal to create a cleaner and healthier environment (4.1.1).

This ensures that environmental responsibility is embedded across operations, from vessel design to infrastructure and service planning.

Our corporate objectives and goals (Figure 1)



In the following pages, we set out some of the actions we are already taking and those we will take – alongside how we will measure their success to deliver these important objectives and priorities. Combined, these will deliver a safe, efficient and effective service, geared to improving every journey our customers take with us.

Priority 1

Reliable and resilient



Objective 1.1

Be reliable and resilient.

Goal 1.1.1

Provide a consistently safe and reliable ferry service.

Our goal is to provide a consistently safe and reliable ferry service that our customers and communities can rely on. One where they can plan their journeys with confidence, knowing they will be able to travel safely and where disruptions occur, they are recovered from quickly, efficiently and with the least possible effect.

Our actions

We'll achieve this by:

- Introducing 12 new vessels to the fleet – MV Glen Rosa, MV Isle of Islay, MV Loch Indaal, MV Claymore and MV Lochmor, as well as seven new small vessels, providing enhanced reliability.
- Retaining a major vessel for resilience purposes, that can fill in across the network during any major vessel outages, whilst also retiring older, less reliable vessels from our fleet.
- Working with CMAL to enhance the interoperability of new vessels and port upgrades.
- Investing in even more planned maintenance time for vessels – making sure they are operating at their best for our customers' needs.

Measuring success

We'll know we've been successful when:

- Customers experience fewer cancellations and delays due to technical faults.
- New vessels deliver a more comfortable, reliable and efficient service, with improved accessibility and capacity.
- Disruption caused by vessel outages is reduced, thanks to a more resilient and flexible fleet.
- Travelling between different routes feels more seamless, as vessels and ports are better matched and more interchangeable.
- Customer satisfaction with reliability and comfort shows year-on-year improvement.

Priority 1

Reliable and resilient



Objective 1.2

Be open and transparent.

Goal 1.2.1

Create greater trust, support our stakeholders to be more informed and foster stronger stakeholder relationships.

Our goal is for our customers and communities to feel confident in our service and in the way we operate. Creating greater trust isn't just about communication – it's about acting with integrity, being accountable, and consistently delivering on our commitments.

Our actions

We'll achieve this by:

- Publishing our corporate, annual and delivery plans, and in so doing, explaining to our customers and stakeholders how we'll deliver and transform the service in the short, medium and long-term.
- Publishing the results of consultation exercises and formal impact assessments on our website, giving customers the opportunity to understand the rationale and basis for our decisions.
- Publishing our performance data, including our key performance indicators, more clearly on our website, using information that more accurately reflects the lived experience of customers.
- Reporting against our plans and initiatives, keeping customers informed of progress.
- Publishing freedom of information requests as well as minutes from board meetings on our website to show customers and stakeholders the decisions we are making, alongside how and why we've reached them.

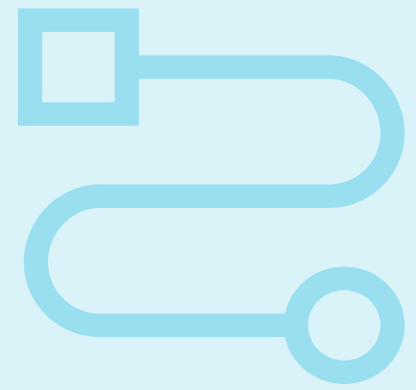
Measuring success

We'll know we've been successful when:

- Customers can easily find clear, up-to-date information about how we're performing and what we're working to improve.
- People feel better informed about our priorities and are more confident that our decisions are based on real needs and feedback.
- Stakeholders tell us they can see how we're delivering on our commitments – and where we're being honest about challenges.
- Our communications build more trust by showing progress, being open about outcomes, and explaining the reasoning behind key decisions.

Priority 2

Accessible



Objective 2.1

Be customer led.

Goal 2.1.1

Provide a smooth, seamless and frictionless travel experience.

Our goal is for customers to be able to move easily through every stage of their journey – from planning and booking to boarding and arriving – without confusion, unnecessary delays or needless steps.

Our actions

We'll achieve this by:

- 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.
- Upgrading our digital platforms and contact systems to enable customers to easily access up-to-date information, real-time journey planning, make reservations and receive travel updates across all modes of transport.
- Becoming experts at managing disruption – delivering fast, accurate updates and exceptional support to keep customers informed and moving with confidence.
- Working with other transport operators to reduce transfer times and simplify navigation within hubs or between transport modes; while also making sure plans, processes and potential changes are aligned for customers.

Measuring success

We'll know we've been successful when:

- More customers are using our digital tools to plan journeys with ease, finding the information they need to do so.
- Customers are finding it quicker and simpler to pay for travel.
- Transfers between services are smoother and quicker.
- Journeys feel more seamless, as services are better aligned with those of other transport providers.
- Customers report that their experiences are improving in the areas that matter most to them, with changes clearly shaped by their feedback and needs.

Priority 2

Accessible



Objective 2.1

Be customer led.

Goal 2.1.2

Provide easier and more equitable access to ferry services.

Our goal is for every customer to feel that accessing our ferry services is straightforward, fair and inclusive – regardless of where they live, how often they travel or their individual needs.

Our actions

We'll achieve this by:

- Establishing an Accessibility Advisory Board to ensure services, systems, facilities and information are inclusive and meet the needs of disabled people.
- Working with the Mobility Access Committee Scotland and the Ferries Community Board to user-test customer-facing systems and ensure they work for everyone.
- Trialling smart, scannable codes to help visually impaired customers navigate spaces more independently, and if helpful, roll out more widely.
- Working with CMAL and harbour authorities to ensure new vessels and port upgrades are designed to recommended accessibility standards.
- Carrying out and publish Equality Impact Assessments for major service changes, identifying and where possible mitigating the impacts of decisions on protected groups.

Measuring success

We'll know we've been successful when:

- More customers with access needs can travel independently and confidently across the network, with fewer barriers reported.
- Services, systems and spaces are demonstrably more inclusive, reflecting direct input from people with lived experience of disability.
- Digital and physical touchpoints are easier to navigate, with improved usability confirmed by diverse customer testing.
- Customers with disabilities tell us the service feels more accessible, inclusive and responsive to their needs.
- New vessels and upgraded ports reflect best practice in accessible design, with fewer barriers reported by users.

Priority 2

Accessible



Objective 2.1

Be customer led.

Goal 2.1.3

Customers can book and travel when they need to, with fair fares and where enough space is available.

Our goal is for customers to be able to travel when they need to, without cost or capacity being a barrier. This means fares remain fair and reasonable, and there is sufficient space available on board – whether travelling by foot or vehicle.

Our actions

We'll achieve this by:

- Working with communities to design timetables for new vessels to better reflect community needs, providing additional capacity and availability.
- Monitoring vessel utilisation and identifying opportunities to optimise vehicle deck and passenger capacity, such as assessing opportunities to expand the deck space reservation pilot to other routes on the network.
- Working with Transport Scotland to implement the recommendations from the Fair Fares Review such as free travel for under 22s and other schemes under consideration such as islander/non-islander pricing.
- Supporting Transport Scotland's community needs assessments – helping to ensure services meet changing community requirements.
- Continuing to review our services and operations to ensure they are sustainable, efficient, and responsive to changing needs in line with Public Sector Reform Strategy.

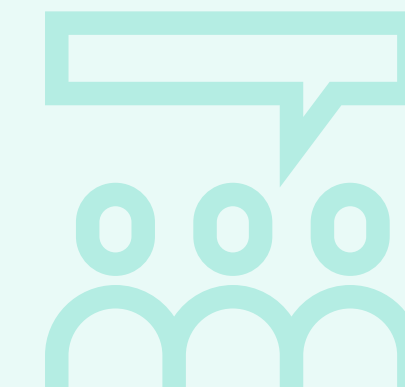
Measuring success

We'll know we've been successful when:

- More customers can secure space on sailings at the time they need.
- Customers benefit from fairer pricing, with clear evidence that shows reforms such as free travel for under 22s and other fares schemes are being delivered.
- Timetables for new vessels better match community routines and seasonal demands, improving convenience and reducing pressure on popular routes.
- Vehicle deck space is managed more efficiently, with fewer sailings with underused capacity.

Priority 3

Integrated



Objective 3.1

Be community-centred.

Goal 3.1.1

Deliver a ferry service which more accurately reflects community needs.

Our goal is for customers to experience a ferry service that feels better matched to the way they live, work and travel, and where our service is more in tune with the places it serves.

Our actions

We'll achieve this by:

- Ensuring Area Managers spend more time in communities, working directly with customers and stakeholders, to better understand the differing needs of each area, ensuring these can be integrated into our planning and decision-making.
- 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.
- Carrying out and publicise Island Community Impact Assessments when considering major policy and service changes so that we can better understand and mitigate, where possible, the impact of decisions on island life.

Measuring success

We'll know we've been successful when:

- Community trust is growing, and customers tell us the service better meets their needs through regular feedback and surveys.
- Changes we make to timetables; routes or facilities are more clearly understood, linked to local input, and are more positively received by the communities they serve.
- We receive fewer complaints about issues such as timetable suitability, accessibility or service availability.
- Community representatives and stakeholders feel heard and see their input reflected in decision-making.
- Satisfaction with how we engage with local communities shows year-on-year improvement.

Priority 3

Integrated



Objective 3.1

Be community-centred.

Goal 3.1.2

Build a strong, capable local workforce.

Our goal is to build a capable, confident workforce that delivers consistently excellent service, rooted in the communities we serve.

Our actions

We'll achieve this by:

- Creating a strong skills pipeline by increasing 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.
- Creating an accredited training programme through Port Skills and Safety to raise professional standards and create recognised qualifications across port operations.
- Providing structured development opportunities for existing staff to grow their skills and progress within the business.
- Becoming a more inclusive employer by removing barriers to recruitment, development and progression – so that people from all backgrounds feel welcome, supported and able to succeed.

Measuring success

We'll know we've been successful when:

- Applications from island and coastal communities are rising, particularly in hard-to-fill or historically underrepresented roles.
- A growing number of employees gain accredited qualifications, with strong participation in the Port Skills and Safety programme.
- Staff progression rates improve, particularly among those who joined through local, early-career or entry-level routes.
- Caledonian MacBrayne becomes recognised as a more inclusive employer, supported by improved diversity data across all levels of the organisation.
- Retention improves across key roles and regions, particularly in island-based operations.

Priority 3

Integrated



Objective 3.1

Be community-centred.

Goal 3.1.3

Helping communities thrive by supporting local businesses and creating lasting community value.

Our goal is to strengthen local economies by giving more space to products from local businesses in our ports and on board, and by supporting projects that bring long-term social and economic benefits to the places we serve.

Our actions

We'll achieve this by:

- Stocking and using as many local products as we can on our vessels and in our ports and including local retail criteria in procurement frameworks.
- 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.
- Reinstating the Caledonian MacBrayne community fund to support local groups and businesses in tackling local needs.
- Carrying out an economic impact study to understand how our operations contribute to local economies and identify new opportunities to support growth.

Measuring success

We'll know we've been successful when:

- More local suppliers and small businesses are winning contracts, with improved experiences of procurement support and accessibility.
- Local partners and retailers report increased awareness, footfall or income as a result of their relationship with Caledonian MacBrayne.
- Stronger partnerships with tourism and community organisations are in place, evidenced by joint campaigns, shared events or co-branded materials.
- The reinstated Caledonian MacBrayne Community Fund is reaching a wide range of local groups, with funding distributed across multiple islands and a demonstrable impact on local priorities.

Priority 4

Environmental impact and low carbon

Objective 4.1

Be environmentally responsible.

Goal 4.1.1

Create a cleaner and healthier environment.

Our goal is to provide our communities with a cleaner, quieter environment by reducing air and noise pollution at our terminals and harbours, helping to protect the natural beauty of the places we serve.



Our actions

We'll achieve this by:

- Reducing our carbon emissions through implementing fuel monitoring practices and enhancing the operational efficiency of our vessels on journeys.
- Increasing and improving our recycling practices by finding new solutions to minimise, reuse, or recycle waste.
- Collaborating with CMAL and Transport Scotland on the introduction of new vessels to increase the efficiency and environmental sustainability of our fleet.
- Buying goods and services that are better for the environment, wherever possible.
- Promoting our marine awareness programme to minimise the effect on marine life and to secure the health and protection of marine mammals.

Measuring success

We'll know we've been successful when:

- Local communities experience less pollution as new vessels are introduced.
- More waste is being recycled or reused at terminals, with less litter and fewer single-use items in local public spaces.
- Feedback from communities shows greater satisfaction with environmental efforts, and that changes reflect local priorities and concerns.

Communication and stakeholder engagement

We are committed to communicating clearly with our customers and stakeholders – and to do so more openly, and more consistently. Our customers need and expect open and accurate information they can rely on day to day – and even more so, when there are challenges with the service.

In practice, this means:

- We'll focus on getting the basics right. We'll provide timely information, in plain language. Our engagement, information and indeed our answers will feel human and be part of a natural exchange between you and us.
- We will invest in better tools and training, so our teams are equipped to respond, explain and listen well – whether in person, online or by 'phone.
- We'll build stronger relationships with the communities we serve – by listening, acting on feedback, and making it easier for people to be heard.
- We'll work more closely with our partners – from port operators and authorities to councils and local government, Scottish Ministers, Transport Scotland and others – so our messages are joined up and our decisions are better informed.
- And we'll aim to be more transparent – sharing what we're doing, why we're doing it, and what's changing as a result, so you can have the opportunity to be better informed about the ferry service you rely on.

To support this, we have restructured and significantly enhanced our area management resource to ensure we engage directly with local ferry committees, individual residents and businesses. By working closely with those who rely on our services, our Area Managers are best placed to understand local issues and priorities. Wherever possible, we'll work to understand your needs and use the feedback we receive to shape our decisions and improve what we do.

A key part of our commitment to listening is our ongoing engagement with the Ferries Communities Board (FCB), which provides a clear and established route for island and peninsula communities to influence decision-making, particularly around service improvements. We will continue to consult with the FCB throughout the contract, including when significant service changes are proposed.

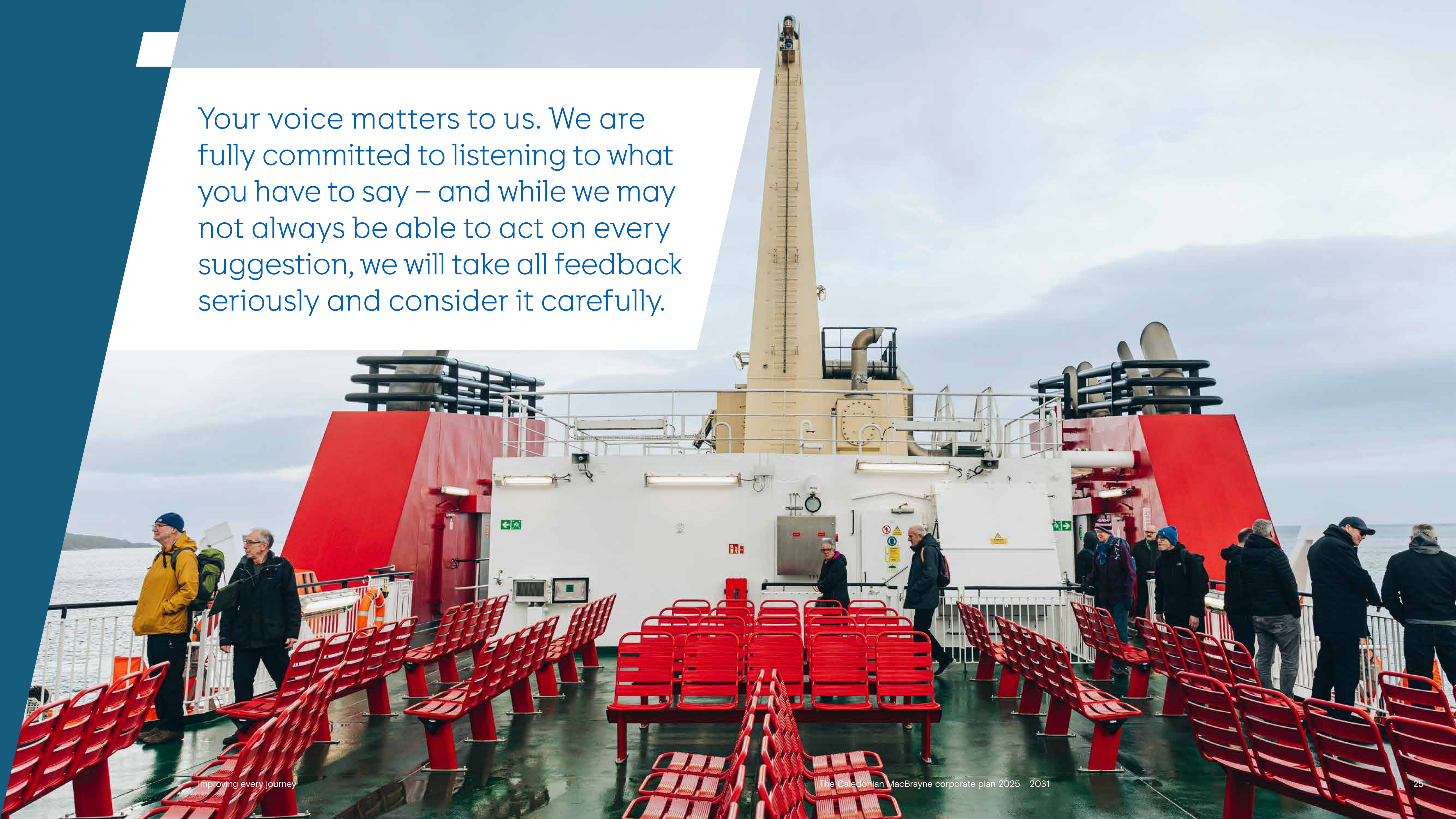
We are also working closely with Scottish Ministers to ensure community representation is embedded at the highest level of governance. This includes appointing David MacBrayne Ltd (DML) Board members with lived island experience, helping to ensure strategy reflects both island life and is aligned with Ministerial priorities.



“It’s vital that the Caledonian MaBrayne team have an understanding of island life and from my experience they really do. The way things are done on the islands is different. They are very understanding of that. CalMac will continue to play a part in every islander’s life – we rely so much on the service – which is a gateway to island life, and from island life to the mainland.”

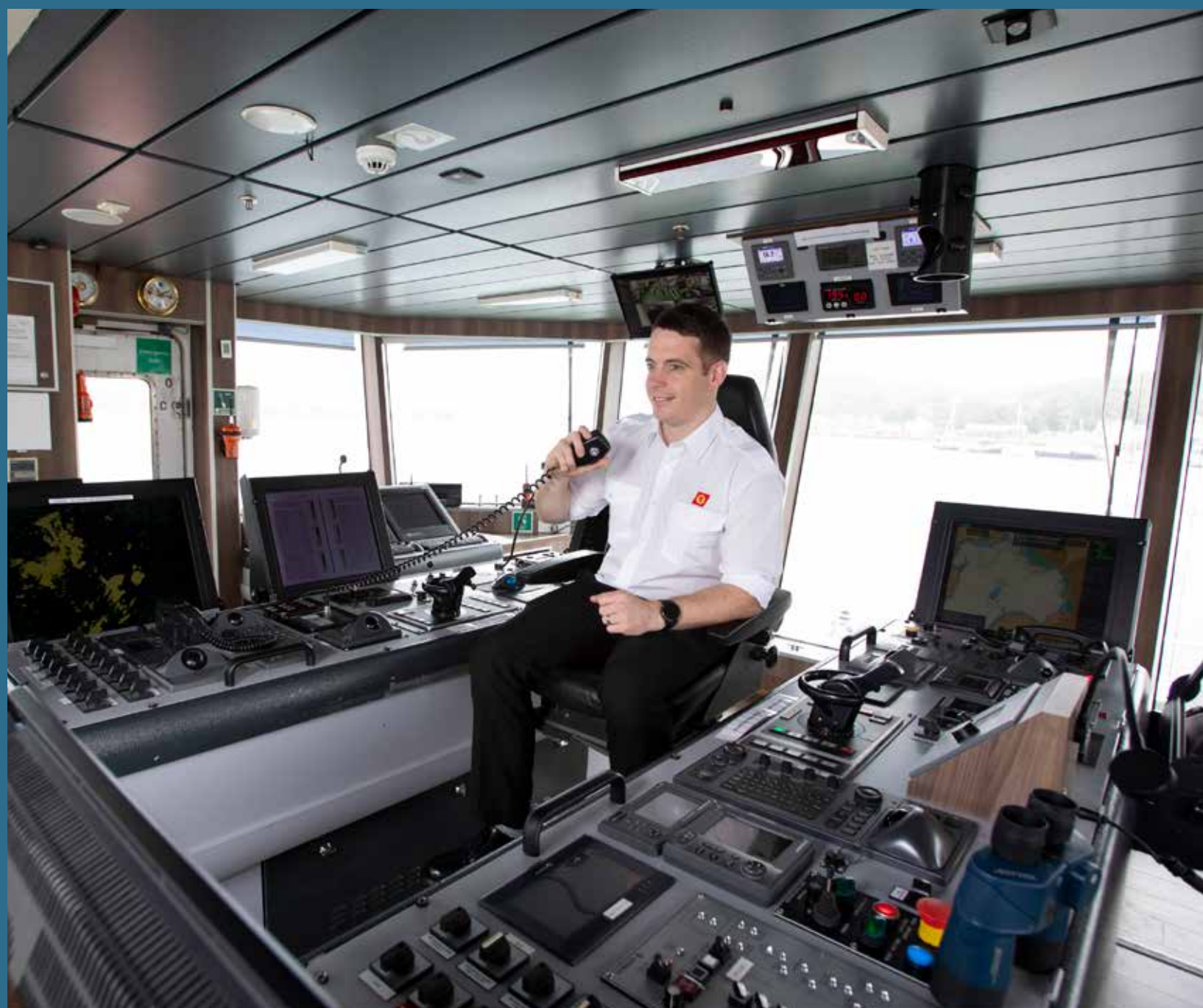
Daniel Smith
Stag Bakeries

Your voice matters to us. We are fully committed to listening to what you have to say – and while we may not always be able to act on every suggestion, we will take all feedback seriously and consider it carefully.



Innovation and continuous improvement

At Caledonian MacBrayne, we are driven to always find ways to enhance and improve, and to keep getting better at what we do. Continuous improvement is central to how we manage quality, ensuring the service you experience keeps progressing and evolving.



As part of Scotland's Public Sector Reform Strategy, and in the spirit of national renewal and prevention, we have a responsibility to consistently demonstrate improvement in our actions and outcomes and the ways we deliver them. This includes ensuring that decisions are made as close as possible to the communities they affect, reflecting the priorities and experiences of the people who rely on our services.

Our Area Managers play a key role in this approach. By working directly with local ferry committees, businesses, and individual residents, they identify issues and opportunities for improvement at a local level. Where changes are needed, we act quickly and effectively, embedding small but meaningful enhancements into the service and building momentum for long-term improvement.

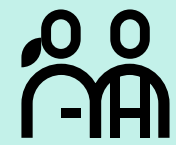
Our systems and processes are set up to support this ethos, helping us identify smarter ways to work, and making the most of new tools, technologies and ideas to improve the service you rely on. This allows us to focus on practical improvements that make a real difference – whether that means fewer delays, providing clearer and faster information, or giving a better experience on board – rather than introducing innovation solely for its own sake.

In practice, this means:

- We'll use technology where it helps – giving our teams better systems to work with, and providing you, our customers, with better information. It also means we'll use data to plan and make decisions more effectively.
- We are committed to learning from what works – not just from within Caledonian MacBrayne itself, but from other organisations and experts across the maritime industry, transport sector and wider public services.
- We will prioritise supporting our people – ensuring they have the skills they need for their job, but also the time and space to spot problems and fix them. This way, improvement and enhancement becomes inherent in our approach to everything we do, day in day out.
- We'll keep listening – to our people, our customers, and our communities. We know the best ideas often come from the people closest to the service.

By embedding continuous improvement into the way we work – improvement, which is locally driven, community-focused, and aligned to the principles of Scotland's Public Sector Reform Strategy – we will deliver better services, build stronger relationships, and improve every journey you take with us.

Our key enablers



Leadership and culture

Strong leadership and a positive culture are central to delivering our corporate plan. We lead in a way that reflects our values – locality, people first, and bravery. Our values guide our daily operations, shaping our decisions, how we engage with our customers and partners, and how we work together. Living these values is essential to building the trust and confidence required for a public service.

We are building a culture where our people are empowered to lead change, take ownership, and drive continuous improvement, and we are making this the norm. We are developing confident, accountable people who listen, support others, and lead by example. Recognising and rewarding excellence is central to this approach in motivating our teams to keep improving.

Our culture is shifting – towards more openness, shared purpose, and pride in public service. Under the CHFS3 direct award, this shift is not optional but expected. Delivering differently means thinking and behaving differently: collaborating more meaningfully with communities and partners, responding more directly to local needs, and building trust through consistency, transparency and shared accountability.

This shift aligns, not only with the Scotland's Public Sector Reform Strategy, but also with Scottish Ministers' CHFS3 commitments – promoting leadership that is outward-looking, community-focused and delivering visible public value. We are committed to making this cultural change visible and lasting – because without it, the outcomes we seek for our customers and communities will not be fully realised.



Governance, quality and risk

Robust governance, consistent quality and active risk management are essential to delivering our corporate plan – and to building confidence that we can do so reliably, safely and transparently.

We are strengthening how decisions are made – by setting out clearer roles and responsibilities at all levels, basing those decisions on more robust evidence and data, and ensuring our approach is transparent, and provides clear reporting to you, our customer.

In addition, our governance will reflect the responsibilities of a publicly controlled service – with a focus on delivering public value, accountability, and community benefit rather than commercial gain.

Across our operations, we're enhancing how we identify and manage risk – especially where it affects safety, reliability, or resilience. We will work closely with partners including port operators and local authorities, to manage shared risks and strengthen resilience of the wider ferry network.

And we'll also embed a stronger focus on quality across the organisation – doing the basics exceptionally well, learning from audits and customer feedback, and acting on lessons quickly to drive continuous improvement.

Collectively, these actions on governance, quality and risk will help us enhance trust and engagement with our customers by showing we are accountable, consistent, and serious about getting things right in pursuit of delivering a reliable public service.



Technology and systems

Modern, reliable systems are critical to delivering the commitments in our corporate plan – helping us operate more efficiently, plan more effectively, and respond more quickly to the needs of our customers and communities.

We are continuing to modernise and replace our core systems that support our operations, moving from outdated infrastructure to more reliable, scalable platforms. By adopting cloud-based hosting environments, we will gain greater flexibility, resilience, security and data protection across our digital estate.

Alongside this work, we will improve the interconnectivity of our systems – this means reducing manual work, improving data flow, and supporting evidenced based, responsive decision-making. These enhancements will allow for smarter scheduling, real-time performance monitoring, and faster updates to customers, particularly during periods of disruption.

Although these upgrades won't be visible to most customers, they are essential to delivering a modern, dependable ferry service, supporting the continuous improvement and public accountability that customers and communities rightly expect.

■ Delivering our plan

The Caledonian MacBrayne corporate plan sets out our long-term vision and strategic direction for the Clyde and Hebridean Ferry Services (CHFS3) contract – from 2025 – 2031. It sits firmly within the wider landscape of Scottish Government policy and aligns with Scottish Ministers’ national objectives and expectations.

Annual plans

Each year, we will create an annual plan which will translate these strategic priorities into specific, measurable goals for each financial year, providing a clear focus for delivery and improvement across the ferry service, annually.

Each year’s annual plan will be shaped by performance insights, community engagement, and evolving service demands to ensure it remains relevant and targeted. Its scope and the pace of delivery will also reflect close alignment with Scottish Ministers’ priorities and the resources they approve to support our plans, ensuring that investment and delivery remain fully coordinated.

Delivery plans

Delivery plans will sit beneath the annual plan and will detail how we will deliver services operationally, ensuring they meet the standards we set out, the needs of you, our customers, and the service specification set out by Scottish Ministers.

These plans will define the activities, responsibilities, and timelines needed to deliver a reliable and resilient service across the network.

This structured approach will create a clear line of sight from strategy to frontline delivery, supporting strong governance, accountability, and performance.



“We want to support our people to live and work locally. We want to see colleagues have lifelong careers with Caledonian MacBrayne. Collectively, there’s a real deep pride within the team of being part of a system which is all about helping our served communities thrive and survive.”

Finlay J MacRae

Head of Operations, Caledonian MacBrayne



Measuring success

There is work to do, much of it already underway, and we do expect results to take time to be realised given the nature of the task at hand. To monitor this, **we will implement a robust performance management framework which is set out in Appendix 1.**

We will track key performance indicators (KPIs) across safety, reliability, customer service, and operational efficiency, with regular reviews at all levels of the organisation. These KPIs will be directly linked to our corporate objectives, enabling us to measure progress not only against our own commitments but also those of the Scottish Government. They will provide a clear line of sight between our strategic goals, the actions we take, and the outcomes we deliver.

Our performance data will be used to drive continuous improvement, helping us to identify issues early, take corrective action quickly, and adapt our plans to meet changing needs and expectations.

We will report regularly to Scottish Ministers on our performance, providing transparent updates on delivery against contractual targets and improvement commitments. And a structured programme of engagement with Transport Scotland will ensure oversight, alignment, and joint resolution of risks or emerging challenges.

Alongside this formal reporting, we will continue to publish our performance on our website, using measures that better reflect the lived experience of island communities – from reliability and punctuality to the quality of the overall journey – so that you, our customers and the communities we serve can clearly see how we are performing in the areas that matter most to you.

Should performance fall short, we will take a proactive approach – investigating root causes, agreeing recovery actions, and following through with clear accountability. And in so doing – we aim to build trust, support innovation, and raise standards in line with the expectations of our customers.

As outlined in our foreword at the start of this document, we invite you to hold us to what is set out in this plan. This is your service, and we are here to deliver it with you, and for you.

Appendix 1: Our performance management framework

Vision					
Our vision is to deliver a reliable ferry service to the Clyde and Hebridean network, which is sustainable, integrated, safe and accessible – one which actively supports the cultural prosperity of the Scottish island, coastal and peninsula communities we serve.					
Priority	Objective	Goal	Actions / Initiatives	Success measures	Key performance indicators
Priority 1 Reliable and resilient	1.1 Be reliable and resilient	1.1.1 Provide a consistently safe and reliable ferry service	• Fleet renewal • Resilience vessel • Interoperability strategy • Investing more in vessel maintenance time	• Fewer technical cancellations • Enhanced vessel availability • Reduced outage disruption • More consistent customer experience • Improved customer satisfaction during disruptions	• Increase in vessel availability rate (%) • Reduction in % sailings cancelled due to technical breakdowns (ports and vessels) • Increase in punctuality and reliability • Passenger accident ratio • Near miss ratio • Lost time frequency incident • Vehicle accident ratio • MAIB reportable incidents
	1.2 Be open and transparent	1.2.1 Create greater trust, support our stakeholders to be more informed and foster stronger stakeholder relationships	• Publication of corporate, annual and delivery plans • Publication of consultations • Performance and progress reporting • Publishing FOIs and Board minutes	• Clear, accessible performance info • Better understanding of priorities • Visible delivery and honesty	• % Performance reports published on time * • % FOIs published on time • % Board minutes published on time * • % of delivery plans published on time * • % of delivery plan milestones delivered on time • Timetables published on time to agreed deadlines (%) *
Priority 2 Accessible	2.1.1 Provide a smooth, seamless and frictionless travel experience	2.1.1 Provide a smooth, seamless and frictionless travel experience	• Best in class customer experience training • Upgraded and integrated multi-modal digital and customer contact systems • Expert disruption management processes • Reduced transfer time and simplified navigation between transport modes	• Simplified journey planning • Faster, easier payments • Quicker service transfers • Better service alignment • Customer-led improvements	• Increase in customer OSAT score (%) • Increase in customer trust score (%) • Increase in % customers using digital systems • Increase in ease of travel score (%) • Increase in timetabled connections (%) • Reduction in % of missed transport connections • Increase in first time contact resolution (%)
		2.1.2 Provide easier and more equitable access to ferry services	• Establish Accessibility Advisory Board • Work with the MACS and the FCB to user-test customer-facing systems • Trial smart, scannable codes to help visually impaired customers navigate • New vessels and port upgrades designed to recommended accessibility standards. • EQIAs for major policy/service changes	• More customers travel independently • Services are more inclusive • Navigation is now easier • Accessibility feedback is positive • Designs follow best practice	• Reduction in accessibility complaints • Increase in accessibility appreciations • % on-time delivery of accessibility audit actions

* Reported annually

Vision					
Our vision is to deliver a reliable ferry service to the Clyde and Hebridean network, which is sustainable, integrated, safe and accessible – one which actively supports the cultural prosperity of the Scottish island, coastal and peninsula communities we serve.					
Priority	Objective	Goal	Actions / Initiatives	Success measures	Key performance indicators
Priority 2 Accessible	2.1 Be customer led	2.1.3 Customers can book and travel when they need to, with fair fares and where enough space is available 	• Design new vessel timetable for community needs, with additional capacity and availability • Optimise vehicle deck capacity • Work with TS to implement the Fair Fares Review proposals • Support TS community needs assessments • Continue to review sustainability of service and operation	• More customers secure sailings • Pricing is fairer, clearer • Timetables suit local needs • Deck space used more efficiently	• Reduction in different between booked capacity v utilised (%) • Increase in block booked utilisation (%) • Average vehicle deck utilisation (%) • Increase in customers who travelled on first choice of sailing (%)
Priority 3 Integrated	3.1 Be community-centred	3.1.1 Deliver a ferry service which more accurately reflects community needs 	• Increase area manager presence and engagement locally • Align decisions with local and regional priorities • Policies to reflect the unique characteristics of individual islands • Island Community Impact Assessments for major changes	• Community trust is growing • Changes reflect local input • Complaints are decreasing • Stakeholders feel heard • Engagement satisfaction is rising	• Increase in Islander trust score (%) • Increase in islander OSAT score (%) • Increase in community engagement hours
		3.1.2 Build a strong, capable workforce using local staff and creating more opportunities for young people and graduates 	• Increasing number of apprentices, cadets and graduates, especially with island / coastal communities • Promoting employment locally • Accredited training through Port Skills and Safety • Structured development and career pathways • Inclusive employment initiatives, processes and policies	• More career opportunities for local residents • Retention improves, particularly in islands • More accredited qualifications • Increased progression rates • More diverse employees	• Increase in % employees living locally within communities * • Increase in staff retention rate * • Increase in % employees from diverse groups * • Increase in % of staff who rate Caledonian MacBrayne as a good place to work *
		3.1.3 Helping communities thrive by supporting local businesses and creating lasting community value 	• Local produce stocked onboard and built into procurement frameworks • Showcase and promote local produce • Promote islands by partnering with tourist groups • Reinstate community fund • Conduct economic impact studies	• More locals win contracts • Partners report increased trade • Tourism links are stronger • Community fund reaches islands	• Increase in % local products sold onboard * • % of community initiatives funded
Priority 4 Environmental impact and low carbon	4.1 Be environmentally responsible	4.1.1 Create a cleaner and healthier environment 	• Carbon emission reductions • Improving recycling and reducing waste • Support CMAL to introduce more environmentally sustainable vessels • Environmentally sustainable procurement practices • Promoting marine awareness programme	• Air and noise emission reduced • More waste is recycled • Emissions are decreasing • Communities value green efforts	• Reduced Co2 emissions per passenger • Increase in waste recycled • On-time delivery of environmental plan actions

* Reported annually

Caledonian MacBrayne

CalMac Ferries Limited
The Ferry Terminal,
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PA19 1QP



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Visit calmac.co.uk/corporate-plan to access a Gaelic version and a Plain English version of this document.

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