



Island Community Impact Assessment (ICIA)

Date: 12 October 2023

This document will set out the steps CalMac followed during the completion of an Islands Community Impact Assessment (ICIA) regarding proposed changes to the Route Prioritisation Framework. The document will provide an overview of the scope of the assessment and explain the process that was adopted as set out in the Islands (Scotland) Act 2018.

The process followed is aligned to and references the following:

- Islands (Scotland) Act 2018, Section 7, Section 8 and Section 12. See Appendix 1
- [Island Community Impact Assessment: Guidance and Toolkit](#). The guidance is issued under Section 11 of the Islands (Scotland) Act 2018 and relates to the duty imposed by Section 7 of the Act.
- The guidance and principles specified in the [“Scottish Government Consultation Good Practice Guidance”](#). Any exceptions to this will be justified and recorded.

Conducting Authority:	CalMac Ferries Ltd (CalMac)
Island Scope:	Network Wide (Major Vessel Routes Only)
Island Representative Body:	<ul style="list-style-type: none">• Recognised Island groups:<ul style="list-style-type: none">○ The Arran Ferry Committee○ The Mull/Iona Ferry Committee○ CNES○ The Campbeltown Ferry Committee○ The Coll Ferry Committee○ The Islay Community Council Ferry Committee (ICCF)○ The Tiree○ Transport Forum Meeting○ The Sleat Transport Forum○ The Mull/Iona Ferry Committee○ The Ferries Community Board• Additional stakeholder groups may also be consulted upon request.• Users of major vessel routes
Purpose:	<p>An ICIA is required under the Islands (Scotland) Act 2018 and as specified in the Islands (Scotland) Act 2018 the ICIA will:</p> <ul style="list-style-type: none">• Describe the likely significantly different effects of the proposed changes to the CalMac Route Prioritisation Framework• Assess the extent to which CalMac considers the Route Prioritisation Framework as to improve or mitigate, for the CalMac communities, the outcomes resulting from it. <p>As specified in the Islands (Scotland) Act 2018 the ICIA, on completion of the ICIA, CalMac will have:</p>



- Ensured that the respective communities are kept in mind throughout the redevelopment of the Route Prioritisation Framework
- Helped to support strong, resilient and vibrant island communities.
- Helped to meet the four principles of fairness, integration, environmental protection (green) and inclusiveness that underpin the work to support island communities.
- Promoted the voice of island communities.
- Recognised that every person in Scotland has a right to live with dignity and to enjoy high quality public services wherever they live.

Timelines:

The ICIA started on 8 June 2023 with consultation commencing 28 August 2023 and closed on 24 September 2023. Once consultation was complete, the completion of the impact assessment, documentation of findings, internal approval processes and publishing results took approximately 18 days to complete. The island communities in scope were informed of expected timescales and justification provided for any changes to timescales as required.

Guidance:

Scottish Government Islands Policy and Communities Team are available for guidance and support on the ICIA process

Objective of ICIA:

The objective of this consultation is to gather feedback on the proposed changes to our Route Prioritisation Framework from our customers, affected groups, and stakeholders. This process aims to ensure the revised framework is transparent, takes into account the full range of factors affecting island communities, and is reflective of the diverse needs of our service users. Ultimately, our goal is to create a robust and effective framework that enhances service reliability and customer satisfaction and enjoys the confidence of the communities we serve.

Background:

CalMac Ferries Limited operates a network of ferry routes serving the islands and peninsulas on the west coast of Scotland. Our fleet is fully deployed throughout the year, and we do not have spare vessels that can be deployed to provide relief during periods of vessel outages. As a result, there are occasions when it is not possible to maintain services across every route within the network. In such instances, the difficult decision must be made to cancel some services/routes so that vessels can be deployed elsewhere.

To assist with this decision-making process, CalMac uses the Route Prioritisation Framework. This framework is not prescriptive but serves as a guide for decision-making, used alongside other tools including contingency and resilience plans. The primary aim of the Route Prioritisation Framework in its current form is to minimise disruption to the least number of customers possible.

However, concerns have been raised by communities about the 'fairness' and 'transparency' of the current Route Prioritisation Framework with views that some communities more than others have been unfairly affected by service disruptions and cancellations. As part our ongoing commitment to continuously improve our



services, we have agreed to carry out a review of the Route Prioritisation Framework with a view to taking onboard the community feedback.

Proposal:

Taking the above feedback into account we propose the following changes to the Route Prioritisation Framework.

Static – Assessed per Season

- Seasonal demands on service – Total vehicles carried previous season, weighted per booking segment: island residents 50%; commercial vehicles 40%; and leisure vehicles 10%.
- Total % sailings disrupted and cancelled against original timetable for last season.

Dynamic – Assessed per Disruption

- Capacity on alternative services (more capacity on alternative services results in lower priority)

Other Proposed Changes

Based on other feedback we have received we also propose to introduce the following principles that will be adopted during major vessel outages:

- As Ardrossan-Campbeltown and Mallaig-Armadale are land links, these should be disrupted first if a vessel cascade needed and where appropriate.
- We will aim to limit the impact on any single route to around 1 week at a time.
- Will also look to spread available vessels across 1-2 routes, even if this results in less optimal deployment and reduced vessel availability – this may mean multiple deployment plans are put in place that change across the period of disruption.
- Communicate more clearly the factors which influenced vessel deployment decision and prioritisation, including all options considered and discounted.
- Consult with community representatives before making vessel deployment decisions – a process for this is still being developed.



ICIA Process: The following process steps will be followed to conduct the ICIA.

Process Step Name	CalMac Activity	Island Representative Body (FCB Sub-Group) Activity	Status
1. Develop a clear understanding of objectives	<ul style="list-style-type: none"> We agreed a proposed scope of the review with Transport Scotland. We established a small sub-group of Ferry Community Board representatives from across the network to help shape the proposals. We outlined the challenges of the current approach and agreed the scope of the required changes. 	<ul style="list-style-type: none"> Attended meetings with CalMac and participated in setting the objectives of the review. Confirmed and agreed the scope of the required changes. 	• Complete
2. Gather data and identify stakeholders	<ul style="list-style-type: none"> We gathered qualitative data from the FCB sub-group on the challenges and issues experienced within the current process. We also reviewed feedback from complaints and other sources of information regarding the challenges with the current approach. We reviewed and collated this feedback to create trends and themes from the data. We used this to create proposals for consideration by the FCB and TS. We reviewed this with the FCB and refined further based on their feedback. We also reviewed, discussed and confirmed with the FCB the relevant stakeholders who would be affected by this process. 	<ul style="list-style-type: none"> Provided qualitative feedback on the issues experienced within the current process. Reviewed the collated trends and themes. Reviewed the proposals and provided feedback. Provided feedback on the proposed stakeholders. Reviewed the consultation document. 	• Complete
3. Consultation	<ul style="list-style-type: none"> We decided to carry out a full community consultation capturing feedback using an electronic form, requesting participants to provide feedback on each of the key proposals being suggested. We asked each respondent to provide feedback to gain a qualitative insight into the reasons for their response. 	<ul style="list-style-type: none"> Reviewed the proposed consultation materials and response form and provided feedback before communicated. 	• Complete



Process Step Name	CalMac Activity	Island Representative Body (FCB Sub-Group) Activity	Status
	<ul style="list-style-type: none"> We asked respondents to identify any other suggestions regarding Route Prioritisation that we should take into account. We also asked respondents to identify any other impacts that we have not otherwise already considered. We captured key pieces of demographic data around each respondent to help us interrogate the responses and ensure an accurate spread. We also accepted feedback received through other written forms. <p>Identify Scope of Consultation:</p> <p>Conducting Business Area: Strategy & Change</p> <p>Island Scope: All major vessel routes</p> <p>Island Representative Body/Parties to be consulted:</p> <ul style="list-style-type: none"> The Arran Ferry Committee The Mull/Iona Ferry Committee CNES The Campbeltown Ferry Committee The Coll Ferry Committee The Islay Community Council (ICCF) The Tiree Ferry Committee Transport Forum Meeting The Sleat Transport Forum The Mull/Iona Ferry Committee The Ferries Community Board. Additional stakeholder groups not consulted upon request. Users of major vessel routes 		



Process Step Name	CalMac Activity	Island Representative Body (FCB Sub-Group) Activity	Status
	<p>Purpose:</p> <ul style="list-style-type: none"> Describe the likely significant effects of the proposed changes to the CalMac Route Prioritisation Framework. Assess the extent to which the Framework considers the Route Prioritisation Framework as to improve or mitigate the impacts on CalMac communities, the resulting from it. <p>Timelines: 28 Days</p> <p>Type of Consultation:</p> <ul style="list-style-type: none"> Online Individual face to face under request <ul style="list-style-type: none"> We notified stakeholders of the commencement of the consultation via press, social media and direct stakeholder engagement. We went live with the consultation on 28 August 2023 until 24 September 2023. 		
<p>4. Assessment</p>	<ul style="list-style-type: none"> Once the closing date passed, we downloaded the results into an excel sheet for analysis. We added the other responses received outwith the online form and compiled them into a single document. We analysed the findings to understand the percentage of respondents who supported the proposals versus those who did not. Where there was over 50% support for a proposal this was taken forward. Where there was less than 50% support, the comments were analysed in further detail to understand the reason for the lack of support. This was used to help understand if changes to the proposals were needed. All qualitative feedback was reviewed to identify key themes and trends. Where feedback identified other 	<ul style="list-style-type: none"> Reviewed the findings from the consultation to assess feedback and assist with refining proposals. 	<ul style="list-style-type: none"> Complete



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	<p>options for proposals for consideration or other impacts we needed to be aware of, this was reviewed alongside the other proposals to determine if adjustments needed to be made.</p> <ul style="list-style-type: none"> • A report was produced which summarised all key points. 		
<p>5. Preparing the ICIA</p>	<ul style="list-style-type: none"> • Due to the nature of the Route Prioritisation Framework and the myriad of potential service options that could arise as a result of this, it is not possible to fully identify whether any of the proposals would specifically create a significant difference in impact across each community. • The exception would be the proposal to disrupt Ardrossan-Campbeltown/Mallaig-Armadale first if a vessel cascade could help and was available. The potential impact caused by this proposal could create a significant difference to the Skye community, resulting in an increase in disruption for the community. This was considered in more detail but based on the overall balance of evidence, and since Skye has other means of access to the Island that most of the other routes in the major vessel network do not, this proposal was retained. This is mainly because, whilst there may be occasions where Skye is slightly disadvantaged, overall, this will enable a better service to be provided to the network as a whole. • Where there was overall support for a proposal this was considered to generally “to support strong, resilient and vibrant island communities”. • Where there was not overall support for a proposal, this was not taken forward due to the potential impact. In these circumstances the proposals were adapted. 	<ul style="list-style-type: none"> • None required at this stage 	<ul style="list-style-type: none"> • Complete



Process Step Name	CalMac Activity	Island Representative Body (FCB Sub-Group) Activity	Status
	<ul style="list-style-type: none"> A summary of the results can be found in Appendix 1. 		
6. Making adjustments to your work	<ul style="list-style-type: none"> Refer to Appendix 2 for a review of the proposals and adjustments made. 	<ul style="list-style-type: none"> Reviewed adjustments and provided any feedback Feedback any lessons learned during ICIA process 	<ul style="list-style-type: none"> Complete
7. Publish the ICIA	<ul style="list-style-type: none"> Documented the findings. Obtain internal sign off of ICIA Publish on the CalMac Website by following the Website General Content Updates process on CMS. 	<ul style="list-style-type: none"> Review output 	<ul style="list-style-type: none"> Complete

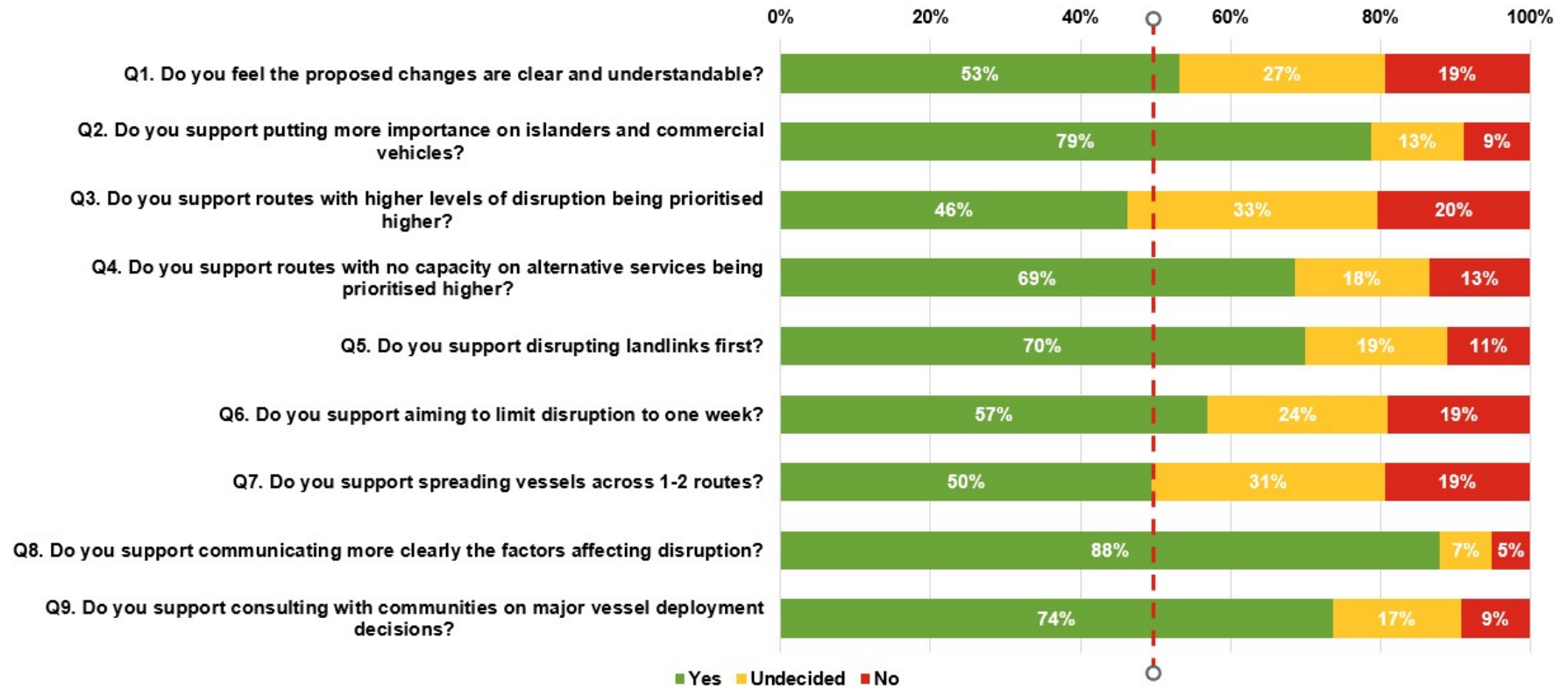
Conclusion:

CalMac fulfilled their commitment to review the Route Prioritisation Framework and aligned this review with the ICIA process. The full process has been participative and has enabled an in-depth understanding to be gathered of the particular challenges faced by island communities during periods of major disruptions.

With over 200 responses to the consultation, CalMac are extremely grateful to everyone who participated and welcomed all feedback. This helped provide reassurance that the proposals would make some much welcomed improvements to the island communities, but also helped us adjust our proposals to reflect the realities and concerns of those affected.

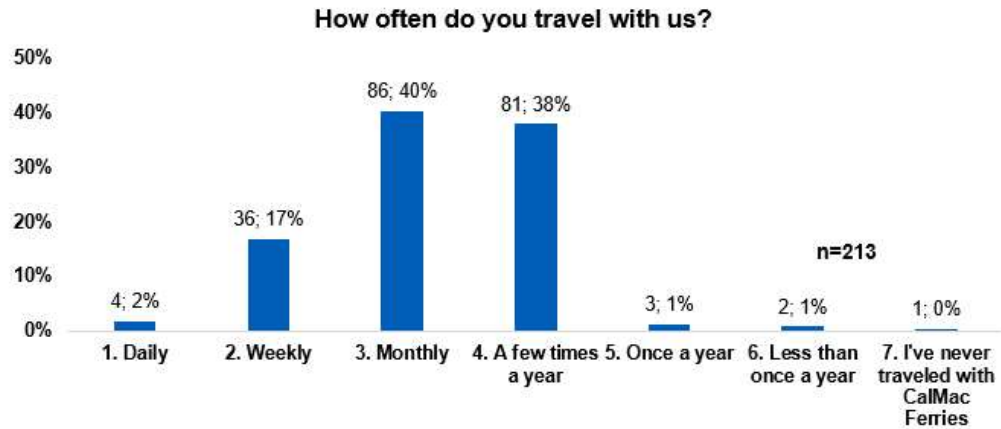
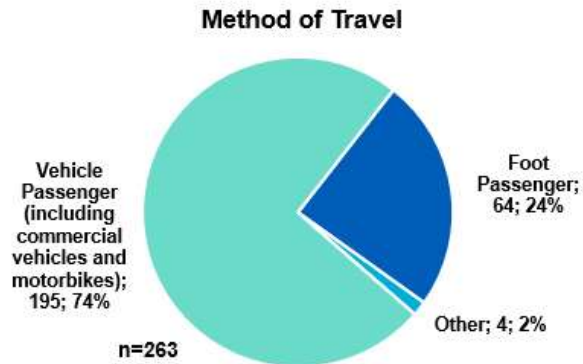
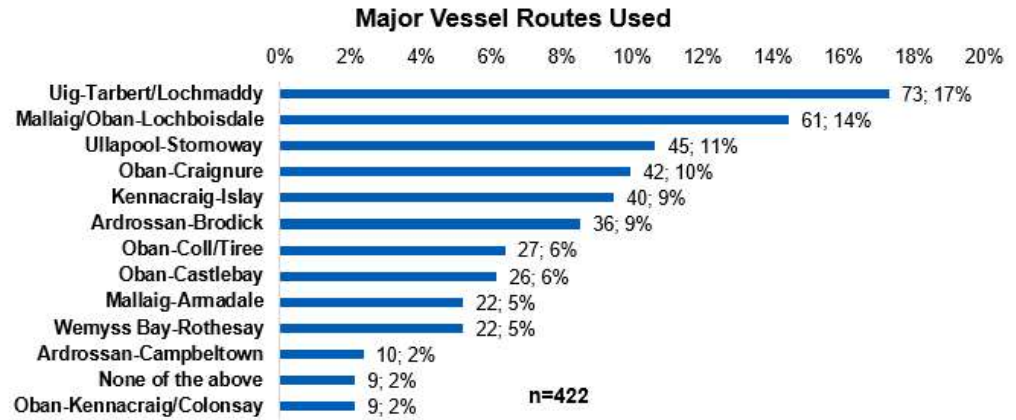
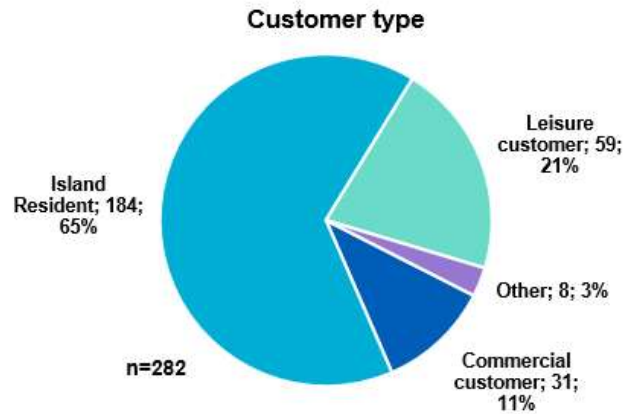


Appendix 1 – Analysis of Responses





Appendix 1 – Analysis of Responses cont....





Appendix 2 – Review of Proposals

Question	Recommendation	Outcome
Do you support the proposal to put more importance / priority on islanders and commercial vehicles when considering traffic volumes?	<p>Given the overwhelming support and the specific issues raised, we propose to incorporate this within our forthcoming revisions.</p> <p>However, there was a small amount confusion regarding how this would work in practice with some respondents thinking this related to traffic prioritisation. Therefore, further consideration will be given to how this is communicated given the potential for confusion.</p>	✓
Do you support the proposal that routes should be scored higher based on the total percentage of sailings disrupted and cancelled for weather, technical, and other reasons, against the original timetable for last season?	Given the negative feedback and the large volume of undecided respondents (33%) we suggest not proceeding with this proposal at this time. We will instead consider how we can refine our existing approach to calculating the impact of disruption.	✗
Do you support the proposal that routes should be scored higher if they do not have capacity on alternative services?	Given the overall support and the specific concerns raised, we intend to take forward this proposal.	✓
Do you support the proposal to disrupt Ardrossan-Campbeltown and Mallaig-Armadale first if a vessel cascade is needed (and vessel deployment can help)?	Given the overall support for this proposal, we intend to take forward this change. However, given the potential negative impacts on the Skye community we will emphasise and consider how we communicate this.	✓
Do you support the proposal to aim to minimise the impact on any single route to around 1 week, given this will increase the number of communities that will be affected by a single disruption?	<p>Given the overall support and the specific concerns articulated, we intend to take forward this proposal.</p> <p>However, there was a small amount of confusion around how this would work in practice. Therefore, further consideration will be given to how this is communicated.</p>	✓
Do you support the proposal to spread available vessels across 1-2 routes, even if this results in less optimal deployment and reduced vessel availability?	Given the mixed responses to this proposal, including the large proportion of 'undecided' votes, we would look to adopt it on a case-by-case basis where it can be achieved without impacting negatively on the effectiveness of deployment.	i
Do you support the proposal to communicate more clearly the factors which influenced vessel deployment decision and prioritisation, including all options considered and discounted?	Given the overall support and the specific concerns raised, we intend to take forward this proposal.	✓
Do you support the proposal to consult with community representatives before making major vessel deployment decisions?	Given the overwhelming support for the proposal, we intend to take this forward.	✓